

~~JA~~ Mr. Dickauer
Room 262

The AMERICAN FOREIGN SERVICE JOURNAL

VOL. 22. NO. 12

DECEMBER, 1945



THE ATOMIC BOMB—IT'S LOADED!"
See page 7.



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.



CRESTA BLANCA

for over fifty years the finest of North American wines

CONTENTS

DECEMBER, 1945

Cover:

Nagasaki under atomic bomb attack
Official photo U.S.A.A.F.

Letter to the Editors.....	5
Press Comment	5
The Atomic Bomb—It's Loaded!.....	7
Problems and Training of Foreign Service Clerical Personnel	11
<i>By Frank S. Hopkins</i>	
Statement of Assistant Secretary Donald S. Russell	14
The Holocaust of Kalavryta.....	15
<i>By the Hon. Lincoln MacVeagh</i>	
A Review of Recent Legislation Affecting the American Foreign Service	16
<i>By Elton Atwater</i>	
Suggestions for Improving the Foreign Service and its Administration to Meet Its War and Post-War Responsibilities	18
<i>By James G. McCargar</i>	
Reception for Secretary Byrnes— <i>photos</i>	21
Annual Greetings from the President and Secretary of State.....	22-23
Editors' Column: The Atomic Bomb.....	24
Emergency Manpower Bill.....	25
Getting Along with Our Allies.....	26
<i>Address by Sidney de la Rue</i>	
News from the Field.....	28
The Bookshelf	30
<i>Francis C. de Woll, Review Editor</i>	
Wedding in Fez.....	32
<i>By Charles W. Lewis, Jr.</i>	
Service Glimpses	34
Births	57
In Memoriam	57
Marriages	63
Changes in the Journal Board.....	63
Visitors	64

Issued monthly by the American Foreign Service Association, Department of State, Washington, D. C. Entered as second-class matter at the Post Office in Washington, D. C., under the act of March 3, 1879.

DECEMBER, 1945

GRACE LINE

Announces



A New Fleet of

TWENTY "SANTA" SHIPS

for Express Passenger and Freight Service to the
CARIBBEAN and SOUTH AMERICA

Confident that a strong American Flag Merchant Marine is essential to our hard-won sea power and peacetime foreign trade, Grace Line has nearly completed a new, fast, more efficient fleet of 18 "Santa" ships (nine combination passenger and cargo liners and nine freight vessels) which, with the modernized SANTA ROSA and SANTA PAULA, will provide for an anticipated increase in trade.

The new passenger and cargo liners will be air-conditioned and will provide all outside rooms, each with private bath, and outdoor tiled swimming pools.

These twenty modern "Santas" will provide faster and more frequent service between Atlantic, Gulf and Pacific ports and Central and South America, as well as between New York, Venezuela, Netherlands West Indies and Colombia.

GRACE LINE

ROCKEFELLER CENTER or 10 HANOVER SQUARE, NEW YORK
PITTSBURGH; WASHINGTON, D. C.; NEW ORLEANS; HOUSTON; CHICAGO;
DETROIT; SAN FRANCISCO; LOS ANGELES; PORTLAND, ORE.; SEATTLE





★ ★ ★ WITH THE THREE FIRSTS IN SMOKING PLEASURE

A ALWAYS Milder
B BETTER TASTING
C COOLER SMOKING

So gather around... light up and share the very best at Christmastime. Chesterfields have all the benefits of Smoking Pleasure... they're givable, acceptable and enjoyable...

RIGHT COMBINATION
 WORLD'S BEST TOBACCOS

ALWAYS Buy C CHESTERFIELD

Copyright 1945, LIGGETT & MYERS TOBACCO CO.

INDEX FOR ADVERTISERS

American Eastern Corp.	41
American Security and Trust Company	35
Association of Pacific Fisheries	59
Bacardi	48
Barr Shipping Co.	63
Bellows and Co., Inc.	43
Bowling Green Storage & Van Co.	40
Calvert School	64
Chase National Bank	59
Douglas Aircraft Company	5
Echophone	47
Firestone Tire and Rubber Co.	6
Goodyear	38
Grace Line	1
International Telephone & Telegraph	44
Leggett, Francis H., & Company	4
Liggett & Myers Tobacco Co.	2
Mayflower Hotel	62
National City Bank	50
National Distillers Corp.	54
National Geographic Magazine	3
Pan-American Airways, Inc.	51
Schenley Products	H & III COVERS
Security Storage Company of Washington	35
Socony-Vacuum Oil Co., Inc.	53
Southern and Standard Engravers	52
Texaco Petroleum Products	56
T.W.A.	37
Tyner, Miss E. J.	59
United Fruit Company	57
United States Fidelity and Guaranty Company	57
Waldorf-Astoria Hotel	IV COVER

Please mention THE AMERICAN FOREIGN SERVICE JOURNAL when writing to advertisers.

DECEMBER, 1945



A Market in Prewar Baguio, Philippines. Photograph by J. Baylor Roberts

YOU CAN PROVIDE *the geographic background of today's news events*

THE NATIONAL GEOGRAPHIC MAGAZINE'S millions of readers are interested in today's changing world. They are eager for illustrated, human-interest descriptions of lands you visit. If you have a narrative in mind, why not send us a brief outline for consideration? Liberal payment is made for all material accepted.

The National Geographic Magazine

Gilbert Grosvenor, Litt.D., LL.D., Editor

WASHINGTON 6, D. C.



Wherever you go throughout the world you can enjoy Premier Famous-for-Flavor Foods. Let them follow you by availing yourself of our EXPORT SERVICE developed for the convenience of foreign service officers and their families.

Not only will you enjoy the finest of American foods; selected and prepared according to most rigid standards, but you will be assured of efficient service down to the minutest details of packing and shipping. Many foreign service families have for years enjoyed this service.

EXPORT DIVISION

FRANCIS H. LEGGETT & COMPANY

HUDSON RIVER, 27TH TO 28TH STREETS

NEW YORK CITY, N. Y., U. S. A.

LETTERS TO THE EDITORS

AMERICAN EMBASSY
Warsaw, Poland
October 13, 1945

TO THE EDITORS,
THE AMERICAN FOREIGN SERVICE JOURNAL:

The death of Walter Coleman will mean a great loss to his many friends, especially those in the Service, for devotion to the Service and to the Department was the very essence of Coleman's life. It was his energy in fulfilling his duties in the Service and in the Department which eventually weakened his health and brought on his death. To one who had known Walter Coleman for twenty-eight years, the qualities of his character which were most self-evident were integrity, loyalty and devotion to duty. To some persons who did not fully appreciate his idealistic conception of patriotism he may at times have appeared to be too unyielding in his point of view. This, I think, his close friends would agree, was due to his impatience with all those who were not as willing as was he to put the interest of the Department ahead of all matters of personal consideration.

The Government has lost in Walter Coleman one of its most efficient servants. To those of us who were his friends, his death comes as a great shock but at the same time we have the realization of the privileges which it was to know one of nature's noblemen.

ARTHUR BLISS LANE.
Ambassador.

PRESS COMMENT

Former Diplomat Scores Actions of Officials Abroad

By the Associated Press

Some official American activities abroad "verge on the comic opera," a former diplomat declared recently.

State Department officials in some European countries show "complete lack of understanding of the problems of the country in which they are operating and the relationship of that country to its neighbors." Representative Herter (R., Mass.) said in an interview.

The Congressman, who served in the State Department two years, 1917 and 1919, was an attache of the American Embassy in Berlin in 1916, and for two months was in charge of the American Legation in Brussels, Belgium, recently returned from Europe where he surveyed relief needs at the request of the Administration and consulted with diplomatic missions.—*Washington Post*, October 17, 1945.

DECEMBER, 1945

WAR TESTED

For

Postwar Dependability

In Global War, more demands are made on men and machines in weeks than in years of peacetime experience. The most thoroughly tested personnel and cargo plane in history is the C-54. Unparalleled in dependability, this great air transport, modified as the DC-4 and DC-6, will soon fly you on the postwar routes of leading airlines with comfort, speed, economy and assurance beyond anything ever before imagined.



Douglas
AIRCRAFT COMPANY
Santa Monica, Calif.

LONG BEACH, EL SEGUNDO, DAGGETT, CALIF.
TULSA, OKLAHOMA, OKLAHOMA CITY, CHICAGO



Member, Aircraft War Production Council, Inc

Firestone

DeLuxe Champion Tires

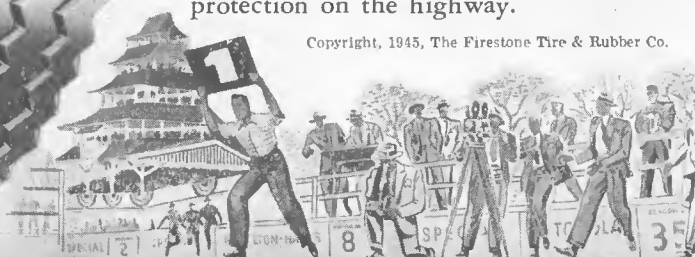
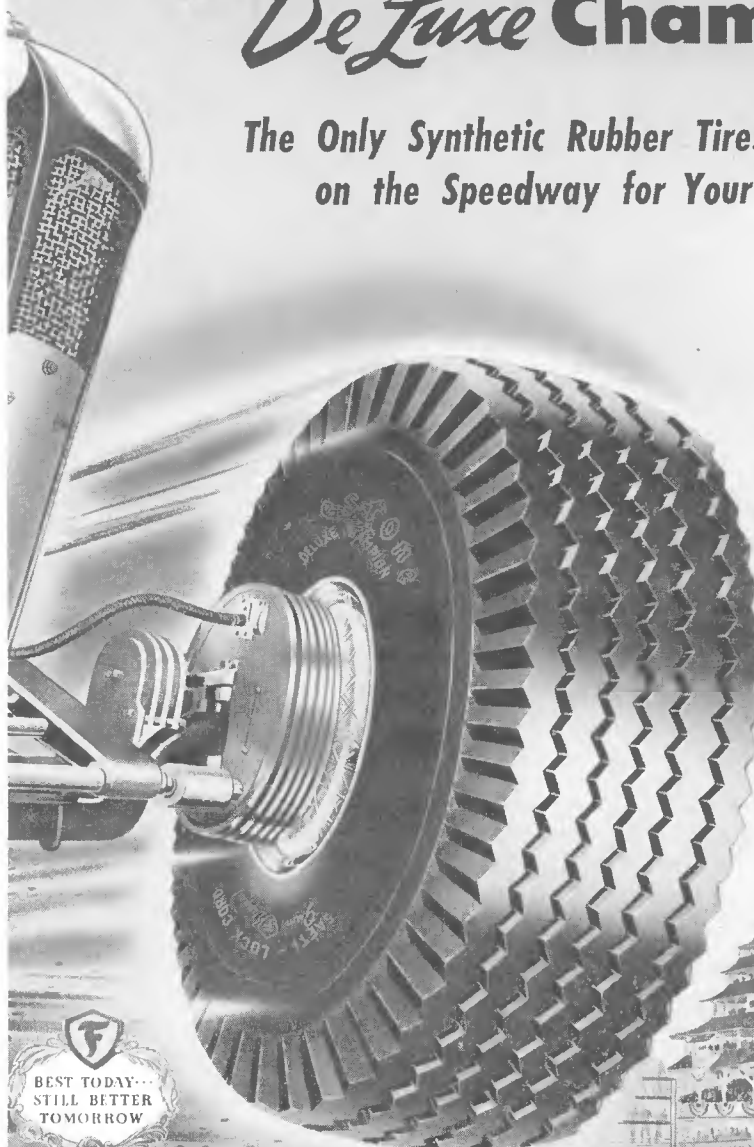
The Only Synthetic Rubber Tires Made that are Safety-Proved on the Speedway for Your Protection on the Highway

WILL synthetic rubber tires fail and cause accidents at high speeds? Not Firestone DeLuxe Champions! Wilbur Shaw proved that when he averaged 100.34 miles an hour for 500 miles on the famous Indianapolis Speedway. And the tires he used were *stock* Firestone DeLuxe Champions, the same as you can buy at any Firestone Dealer Store.

Imagine the punishment these tires took in this grueling, torturing test of tire safety and endurance. Not a single skid or blowout occurred—could you ask for any greater proof of tire life and safety?

The tire shortage is still critical. Every car owner should observe all present-day tire conservation measures. And when you do buy new tires, be sure to get Firestone DeLuxe Champions, the only synthetic rubber tires made that are safety-proved on the speedway for your protection on the highway.

Copyright, 1945, The Firestone Tire & Rubber Co.



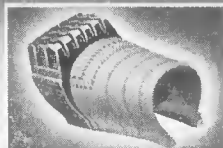
SAFTI-LOCK GUM-DIPPED CORD BODY

The long-staple cotton fibers of every cord are locked together for extra strength. These cords are then dipped in a special rubber solution for extra protection against blowouts.



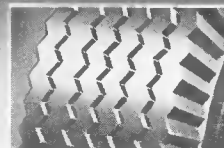
VITAMIC RUBBER

The rubber used in both the tread and cord body contains Vitalin, a rubber vitamin developed by Firestone, which gives extra protection against weather and wear and keeps rubber live and tough.



SAFTI-SURED CONSTRUCTION

There are two major parts of a tire—tread and cord body. Safti-Sured Construction means that the tread and cord body are welded together inseparably into a unit of extra strength.



GEAR-GRIP TREAD

3,456 sharp-edged angles in the tread design provide extra protection against skidding. Greater non-skid volume of rubber in the tread and greater tread width give extra traction and extra mileage.



"KNOW-HOW"

More than 40 years of experience in building quality tires and more than 20 years of working with synthetic rubber are your best guarantee of extra quality and extra performance in Firestone Tires.

THE AMERICAN FOREIGN SERVICE JOURNAL



PUBLISHED MONTHLY BY THE AMERICAN FOREIGN SERVICE ASSOCIATION

VOL. 22. NO. 12

WASHINGTON, D. C.

DECEMBER, 1945

The Atomic Bomb—It's Loaded!

AFTER the use of the atomic bomb in Japan brought a sudden termination of hostilities in the Far East there was a period of comparative silence for two months. But since the middle of October there has suddenly developed a wide public discussion of the social problems of the bomb. The period of comparative silence from August 15 to October 15 has been likened to the interval between the flash and the delayed peal of thunder from lightning—or the blast wave from an atomic bomb.

As this is being written there is so much happening that it is difficult to write on the subject without the feeling that whatever is written will be badly out of date by the time it appears. However the subject is of such importance that it is worthwhile to attempt a summary of the situation. In quick review the main events on the political front with regard to the bomb are as follows:

President Truman's message to Congress on October 3 outlined the importance of adequate domestic control legislation with regard to atomic energy. On this day a bill was introduced in both houses of Congress; in the House by Rep. Andrew J. May, Chairman of the House Military Affairs Committee, and in the Senate by Senator Edwin Johnson, Acting Chairman of the Senate Military Affairs Committee.

This May-Johnson bill was sponsored by the War Department. In the Senate it was left unrefereed to any committee until after the organization of the Special Committee on Atomic Energy as provided by a resolution introduced by Senator Brien McMahon, who was designated as chairman when the committee was appointed by Senator McKellar. This

committee held its organization meetings early in November and has appointed James R. Newman as Special Assistant to help arrange its studies. The committee plans to make a careful study of the whole subject before proceeding to detailed work on proposed legislation.

In the meantime several other bills bearing on the problem have been introduced but these have not attracted as much attention as the May-Johnson bill.

In the House this bill was referred to the House Military Affairs Committee which held hearings on it and spent several weeks of effort on it in executive session, working over amendments of the original draft, which were designed to meet the criticisms of many scientists who worked on the bomb and who felt that the bill's control provisions are too drastic. The amended bill was reported out by the Military Affairs Committee on November 5.

An unusual feature of the public discussions during October and November has been the reaction of large groups of the younger scientists who worked on the bomb project at Oak Ridge, Chicago, Los Alamos and New York City. They have formed associations of atomic scientists and, full of the social responsibility which physical scientists are often accused of not having, have carried on an extensive program of educational work to acquaint the public and Congress with the social and political implications of the bomb and atomic energy problem. The young working scientists of the project have made a remarkable contribution to the development of public understanding of the problem—all the more noteworthy when it is remembered that all the young men involved were without previous experi-



Clouds and smoke obscure Hiroshima from reconnaissance planes seeking to photograph atomic bomb damage after the target was hit by the Army Air Forces. This picture was made on the same day but after the bomb had found the mark; the plane made the picture at approximately 25,000 feet elevation.

Official photos U.S.A.A.F.

ence in public presentation of political problems. It appears that they have been doing a great deal of thinking on these subjects while working on the bomb development behind closed doors these past three years. And their ideas have been all the more valuable because of the fact that these problems have been forced on the attention of statesmen and legislators with almost no advance preparation, as a result of the extreme secrecy of the project.

The same period has been marked by growing interest in the foreign field. Argentina has announced a bill for government control of her uranium and thorium minerals. France has announced formation of a special research project for atomic energy research with government support. In Russia Foreign Commissar Molotov has told the Russian people that their scientists will soon have the atomic bomb and many other things besides.

The most important event on the international front, of course, was the conference during the week of November 11 between Prime Ministers Clement Attlee of Great Britain and MacKenzie King of Canada with President Truman, representing the three partner nations who collaborated in the bomb project.

The conference has culminated in the issuance on November 15 of a statement signed by the three heads of government. The statement says their aims were to "consider the possibility of international action: (a) to prevent the use of atomic energy for destructive purposes (b) to promote the use of recent and future advances in scientific knowledge, particularly in the utilization of atomic energy, for peaceful and humanitarian ends."

The conference communique declares the policy of promoting "exchange of fundamental scientific literature for peaceful ends with any nation that will fully reciprocate." However, it declares against "spreading of specialized information regarding practical application of atomic energy before it is possible to devise effective, reciprocal and enforceable safeguards acceptable to all nations." The statement offers to share such detailed information "just as soon as effective enforceable safeguards against its use for destructive purposes can be devised."

The declaration, moreover, states the opinion that a commission should be set up under the United Nations Organization at the earliest possible date to



Views of Hiroshima, showing total destruction resulting from dropping of the first atomic bomb, August 6, 1945.





ATOMIC BOMB DESTRUCTION AS DEPICTED BY CAPTURED JAPANESE FILM

The atomic bomb annihilated everything within radius of many miles of Hiroshima. Here, looking beyond the skeleton of a Catholic church, a few blasted-out shells of buildings are all that remain of Hiroshima. August, 1945.

prepare recommendations for UNO. Specifically the statement suggests that the whole problem be solved in four separate stages leading to proposals (a) for extending scientific information for peaceful ends, (b) for control of atomic energy to insure its use only for peaceful purposes, (c) for elimination of atomic weapons from national armaments and (d) for effective safeguards against violations and evasions in the way of inspection and control.

The statement concludes by emphasizing the "overwhelming need to maintain the rule of law among nations and to banish the scourge of war from the earth," and says "This can only be brought about by giving whole-hearted support to the United Nations Organization, and by consolidating and extending its authority."

So much for a thumb-nail sketch of the background of the Washington situation. The remainder of this article will attempt to present briefly some of the points which need to be understood in order to think intelligently about public policy in this field:

1. There is almost universal agreement among scientists that the "secret" or the "know-how" of bomb manufacture cannot be kept—not that it will leak by espionage but that other national groups of scientists can independently discover what we know and quite probably improve on it.

From this we should not draw the inference that we should at once tell what we know. The point is that no sound policy can be built on the belief that what we now have will remain for long our exclusive possession.

2. International collaboration in scientific research is essential for our own strength. Scientists feel that it would be dangerous to follow a policy

of scientific isolationism. C. F. Kettering puts it this way. "When you lock the doors of the laboratory, you lock out more than you lock in."

3. Knowledge of the field is very incomplete and it is generally agreed that simpler ways of making bombs of vastly greater destructiveness will soon be found. As one British editor put it. "The old-fashioned uranium bombs used in the last war are already obsolete."

4. Scientists who worked on the project are pessimistic about discovery of specific defenses against the atomic bomb. They point out (a) that no defense was worked out against the V-2 rockets and that (b) in any case defenses are only developed out of military experience, but there will not be much opportunity to get such experience where weapons of such destructiveness as atomic bombs are concerned.

5. Some of the vagueness of present discussion about peaceful use of atomic energy stems from the fact that essentially no research was done on this part of the subject during the war. All available effort was concentrated on the bomb. Scientists feel that these developments will prove to be of great industrial importance in the next decade but do not look for vast economic upheavals of the character of some of the "pie-in-the-sky" exaggerations in the popular press.

6. Owing to great weight of the necessary shielding materials to protect persons from radio-active radiations, atomic power does not seem to be feasible for use in airplanes, nor automobiles, and probably not for railroad locomotives. The field will be central electric power generating stations and ship

(Continued on page 55)

Problems and Training of Foreign Service Clerical Personnel

By FRANK S. HOPKINS, *Foreign Service Auxiliary Officer**

Statement of Aims

THE principal purpose of any program set up to train Foreign Service clerical personnel will be to improve the efficiency of the Service. Any such program should fall into two principal parts: (1) preparation of new employees in Washington for the work which they will be expected to do in our consulates and missions abroad, and for the general experience of living and working abroad as employees of the United States Government; and (2) the establishment and maintenance of conditions in the field which will enable clerical employees to develop their full potentialities and to work at the highest attainable level of loyalty, effort and efficiency. The practical and attainable goal for such a training process is a clerical service composed for the most part of competent, well-adjusted men and women, who will take an interest not only in their immediate job responsibilities, but also in the whole experience of living among foreigners and of seeking to promote friendship and respect for our country and our people.

Basic Considerations

An important point to be emphasized at the outset is the very close relationship between training and morale. To be an efficient Foreign Service employee, an individual should not only be technically qualified for the work which has to be done, but at the same time capable of finding in the work and in the experience those intellectual and emotional satisfactions which will overbalance the privations and inconveniences of separation from one's homeland. Factors entering into employee morale, which always are important in any organized enter-

In my opinion Mr. Hopkins' article contains many valid suggestions for the improvement of the position of the clerical corps to which the Office of the Foreign Service will try to give effect in legislation now being planned. We hope to provide for men and women in this service better opportunity and compensation than established by the Act of May 3, 1945.

Wherever possible, persons now in the service will be given the opportunity to qualify for reclassification in higher positions in the Administrative and Fiscal corps before fresh personnel are recruited from outside.

SELDEN CHAPIN.

Director of the Office of the Foreign Service

prise, are of particular significance in the Foreign Service because of the difficulties to be faced in many far-flung outposts and because of the relative isolation in which a large number of employees must function.

To some extent, morale can be aided by the proper kind of preparatory program in Washington. Assuming a sound procedure of selection, which will bring into the clerical service men and women who

are emotionally well-balanced and who have a real aptitude for and interest in the work of the Foreign Service, much can be done to indoctrinate the new employee with a spirit of service, with a realistic appreciation of the difficulties to be encountered and with a dramatic sense of the importance and interest of the job to be done. However, morale cannot simply be manufactured in Washington by synthetic means and then expected to last indefinitely under unfavorable field conditions. It must be consciously and deliberately maintained in the field, first of all through the far-seeing administration of an equitable system which provides worthwhile incentives and rewards, and secondly through the wisdom and kindness of officers who understand how to win and hold the loyalty and interest of their subordinates. Every field officer must realize, as the majority undoubtedly already do, that all the problems of dealing with human beings are intensified under the conditions of life in the Foreign Service, where clerical employees (except those hired locally) are cut off from the contact with family and friends and often must depend upon a small group of fellow Americans for social satisfactions which at home would be spread over an entire community.

Technical training, alone, then, is not enough. And even when the technical preparation in Wash-

*Mr. Hopkins is at present making a survey of Foreign Service Training needs in the Near East and Europe with special reference to Specialist and In-Service Training. Upon return to the Department he will take up his duties as Assistant Chief of the Division of Training Services.

ington is enriched by careful attention to spiritual and psychological factors, the problem is but partially solved. What is needed is a broad view of the whole process of employee development, in which intelligent personnel administration in Washington will march hand-in-glove with thoughtful and sympathetic handling of employees by officers in the field. The intelligence and the will to do this kind of a job already exist, but there is a very real need for some systematic thinking of the subject, to clarify objectives and to define the steps that must be taken to put the field organization on a sound basis.

Development of Employee Morale

The word "morale" is often used in connection with such things as the provision of entertainment or the arrangement of recreational activities. Any experienced administrator knows, however, that morale in a social organization depends basically on factors that are far more fundamental than the amusement of an employee in his spare time. Among these factors are job security, financial rewards, opportunities for promotion, social status, human relationships during and after work hours, personal recognition, and the physical conditions under which one must work. These factors need to be recognized, defined and related properly to one another, so that there may be a sensible and orderly pattern of life and work in the Foreign Service which will be conducive to job satisfaction and a high *esprit de corps*.

To approach the subject somewhat theoretically, it may be said that, generally speaking, all individuals in human organizations are concerned with questions of security, social status and personal recognition. This is not a quotation from a textbook, but an induction from the writer's own experience in personnel administration. At the present time, the question of security in the Foreign Service comes up mainly in connection with those persons on the Auxiliary pay-roll. There is naturally considerable uncertainty among the persons in this group as to whether or not they will be transferred to the permanent service when the time comes to liquidate the Auxiliary, and whether or not such a transfer would permit them to maintain their present salaries and status. (It should be remarked at this point that in personnel administration it is frequently impossible to say whether in an employee's thinking his salary is more important in terms of purchasing power, or as a measure of his social status and therefore his importance in relation to his fellows. Both considerations are always present, and it certainly does not take financial need to make a dissatisfied employee.) As soon as it is possible to do so, the Auxiliary clerks (and officers

too, for that matter) should be told of the Department's intentions in regard to them, so that they will know where they stand. An example of the present state of worry came to the writer's attention recently in Mexico City, when a group of economic investigators on the Auxiliary pay-roll, many of whom were useful people whom the Embassy wanted to keep, called upon their immediate superior to inquire as to their future status. This officer was not in possession of any information to assuage their anxiety. He felt that the fact that he could not offer more than a morsel of comfort resulted in a definite lowering of morale, and that he was in serious danger of losing some of his best people.

Social status and recognition can best be considered together. In some societies, an individual's social status is set in a rigid pattern throughout life, and very little change is either possible or expected. However, fluidity of status is one of the most striking characteristics of American life. There are relatively few Americans who are not indoctrinated from childhood on with the belief that an individual's life is what he makes it, and that loyalty, effort and achievement in any organized human enterprise should be rewarded with advancement up the economic and social scale. This inherent conviction of the everyday American means that in the Foreign Service, in the clerical grades as well as in the officer classifications, one of the important motivations of employee effort is the expectation of promotion when earned.

This expectation has been justified to some extent in the past by the upgrading of clerical employees and by the occasional leap which a talented clerk would make into the eagerly sought status of career officer. However, the rewards within the clerical grades in years past have been both meager and tardy. During the war period the system of classification and promotion has been complicated by a number of new factors, including the creation and expansion of the Auxiliary service, and there is at present a considerable measure of confusion and inequity. The timely passage of the recent legislation establishing an administrative and fiscal corps, into which the upper grades of the non-career personnel will be merged with some additional classifications and much higher salary ceilings than before, makes the time ripe for a thoughtful reordering of the present system of classification and advancement. So long as there exists a plentiful number of cases in which inexperienced employees outrank experienced ones, and the outstanding individual is paid less than one merely adequate, a sense of grievance and injustice in many posts will be unavoidable. It is the belief of the present writer, after having observed the work of several

hundred Foreign Service employees, that a considerable amount of upgrading will be needed to redress present injustices. It should be coupled with measures to retire or to transfer to less desirable jobs a much smaller number of clerks who are not pulling their proper weight. Even if funds cannot be obtained to make all the necessary changes at one time, it would be helpful to morale if a start were made.

A very sore point among clerical employees at the present time is the differential in pay between locally-hired clerks and those sent out from Washington. There is a strong feeling in the field that the former are usually more useful, better adjusted to working and living conditions, and more permanent. A frequently-cited argument in favor of the locally-hired people is that they are usually bilingual, whereas those sent out from Washington either have a very inadequate command of the language of the country, or have to learn it completely from scratch. Adding all these arguments together, it seems reasonable to conclude that the locally-hired people are at least as valuable as those from Washington, and in many posts more so. It is suggested, therefore, that everything possible be done to establish the principle of equal pay for equal work, and to eliminate the present advantage in base salary enjoyed by those hired in Washington. As regards Americans, it is suggested that every clerk be paid the rate his job is worth. If it is felt that clerks who are away from home and subject to transfer from post to post need more money to cover living expenses, the differential should be expressed in allowances, not base salary. Aliens would always have to be paid at rates in line with local conditions, but the friction caused by salary differentials would be reduced to a minimum if aliens and citizens could be differentiated in function and not assigned to comparable tasks. A just and careful administration of this touchy situation would go far to reduce present irritations, diminish turnover and build *esprit de corps*.

Now that the legislation for the administrative and fiscal corps is on the books, it is important to consider just how this should affect the present clerical service. There has been considerable discussion of the desirability of recruiting people in the United States for the classifications of administrative officer and administrative assistant. If the morale of the clerical service is to be maintained, it is of the most urgent importance that a careful and complete inventory of the capabilities of the present personnel should be made, and all deserving reclassifications into the administrative and fiscal corps effected, before any attempt is made to recruit outside personnel directly into the better-paid posi-

tions. To bring fresh persons into the upper clerical and administrative grades before the present employees have had their opportunity to qualify would deliver a body blow to morale from which it might well take the Foreign Service years to recover.

As a matter of fact, the whole concept of recruiting new employees directly into the administrative and fiscal corps seems to the present writer to be one fraught with danger to the future of the Foreign Service. If it should happen that, after the capacities of the present clerical personnel are thoroughly inventoried, certain jobs which require special training or special aptitudes still remain unfilled, then certainly such positions would have to be filled by direct recruitment. However, the ideal arrangement for the long pull would seem to be to have most recruitment take place in the lower grades, and at a fairly young age—say between 18 and 28, with some latitude allowed above 28 for special situations. The upper positions, such as administrative assistant and administrative officer, should be a part of the ladder of advancement for those clerical people who thoroughly learn the work of the Service and demonstrate a capacity for taking more responsibility. With the incentive of advancement thus provided, and with a salary of some \$7,200 a year in sight as the ultimate ceiling, the clerical service would then undoubtedly attract a larger number of promising people than it does at present.

It is always a strain on the morale of an organization to bring outsiders in at a rank higher than that of members who already have acquired experience. Undoubtedly there is a need in the Foreign Service for people who have a sound background in accounting practice, to be developed into accounting and disbursing officers, and for people with experience in up-to-date American office management, to introduce more modern methods and machinery into some of the larger offices where such methods would effect an increase in efficiency. But if the work of the Foreign Service is viewed realistically, it can readily be seen that the number of such specially qualified people required is very limited. The bulk of the routine work of the Service is not of a general nature, but is work which is peculiar to the Service itself. The real need in the administrative grades will be for people to work on such matters as the following: visas, citizenship, invoices, notaries, shipping, protection of American citizens, whereabouts cases, welfare, veterans' affairs, selective service, trade inquiries, commercial investigation, handling mail and couriers, administering filing and coding rooms, maintaining intelligence files, operating Embassy libraries, supervising the

ordering and storing of supplies, dealing with guards, chauffeurs, messengers and janitors, and supervising building maintenance and repair.

Every one of these jobs either is peculiar to the Foreign Service, or will involve special problems because of the fact that the operation is being carried on in a foreign country. Every one of them can be done by employees of the clerical and administrative services, although career officers usually will be needed for overall supervision and for policy or political decisions. However, no one could be recruited from outside the Service for supervisory responsibilities in work of the types mentioned without having to go through a period of training and on-the-job experience to become familiar with the various problems to be handled. Clerical employees have become accustomed to expecting career officers to assume positions of command fairly early in their careers, since it is a known fact that career officers are selected by means of a difficult examination which few clerical employees can pass. However, if there were also to be imposed upon the clerical employees a second tier of officers, also recruited in Washington and sent out as administrative officers and administrative assistants, the strain on the morale of experienced clerks would be severe.

Obviously, what will be needed is a carefully thought-out policy, in which a balance is maintained between the various factors involved. The following is suggested tentatively as a procedure: (1) Set up

job specifications for the new classifications of administrative officer, administrative assistant, etc., and in them give a heavy weighting to background and experience; (2) comb the ranks of the present clerical personnel for persons who can meet these specifications; (3) make all reclassifications which can be made immediately before there is any recruitment directly into the administrative grades;

(4) fill the remaining jobs by direct recruitment, but make each new employee serve a probationary training period as an understudy before he is given actual responsibility; (5) continue as a policy to fill administrative jobs by promotion from the clerical grades, and recruit from the outside only when qualified persons are not available in the Service.

There is a danger in the above procedure that clerks may be promoted to administrative jobs on the basis of years of service, and not on the basis of ability. There is also a danger that if all administrative jobs are filled from within, the clerical service may become ingrown and hide-bound by traditional ways of thinking and working.

On the other hand, the following arguments should be given due consideration: (1) The procedure outlined is exactly what every organization has to do in civilian life. There always has to be a decision made whether a job should be filled by promotion or by recruitment; most well-run organizations for reasons of morale and efficiency give preference to promotion and recruit only when they must.

(Continued on page 36)

STATEMENT BY ASSISTANT SECRETARY DONALD S. RUSSELL

In assuming the position of Assistant Secretary of State for Administration, I am anxious to convey to all of you in the Department and the Foreign Service this expression of my appreciation of the fine job you have been doing and of the loyalty and patience you have shown during the several reorganizations of the Department in the past year or two.

All of you know that the Department and the Foreign Service must be improved and expanded to meet the great responsibilities ahead. Some progress has been achieved, and many of you are familiar with the plans now being made to better the organizational structure and strengthen the manpower of the two services. It is not my intention here to discuss these plans in detail. Rather it is my immediate purpose to assure you—and I speak equally for the Secretary—that our plans are founded on the best in the existing structures and will fully recognize ability and loyalty in the men and women of both services.

During the past few months there have been many rumors circulating in the Department and the Foreign Service which have had a disturbing effect on morale and efficiency. I am glad to be able to dispel at least one of these rumors here and now. I have read the report prepared by the Bureau of the Budget for the Secretary and I find nothing in it to warrant the fears and misgivings which have been circulating. We are not going to make any further changes in the structure of the Department or the Foreign Service without first giving the responsible officers full opportunity to submit their views and recommendations. We must have your confidence and you must have ours. Apart from this we must put our house in sound order before we can enlarge it. We cannot expect to do the day's work, let alone plan tomorrow's, amidst uncertainty.

The Holocaust of Kalavryta

By THE HONORABLE LINCOLN MACVEAGH, *Ambassador, Athens*

KALAVRYTA is one of the most famous localities of modern Greece, being often called the cradle of Greek independence. Here it was that the Archbishop of Patras, on March 25, 1821, first unfurled the Greek flag in the war of liberation against the Turks. German "kultur," however, was apparently not impressed. It was a staggering experience to enter this little town as the Germans left it on their retreat from the "conquest" of Greece. It might well have been the site of a great modern battle fought over for years, like one of the northern French towns after the first World War. Instead, it had simply been the scene of a brief but terrible atrocity perpetrated in the full spirit of the "furor Teutonicus."

On December 13, 1943, the population of Kalavryta, which on the previous day numbered approximately 2,000 persons, was suddenly reduced to half that number when German soldiers descended from the surrounding hills, butchered the unarmed male population, attempted also the murder of the women and children, and proceeded to fire every building in the town. According to information obtained at first hand from survivors, every action was carefully planned and executed leisurely and deliberately, with cold-blooded efficiency. All the men, old and young, found in the town were unsuspectingly marched off under armed guard to a particular spot in the nearby hills selected for its advantages as a natural trap. Then, without warning, a murderous fire was laid upon them from machine guns

which had been carefully placed and concealed in advance. The men fell in heaps, the few survivors saving themselves by feigning dead under the bodies of their comrades, for the wounded were all bayoneted, and in some cases beheaded, after firing ceased. The signal to commence the slaughter was given by the German officer in command, who fired a rocket from the town. It is understood that his name and that of the commander of the armed guard have been recorded. Meanwhile, all the women and children had been herded into the school-house and this was locked and set on fire. By a stroke of luck the back door was not securely fastened and most of the women and children es-

(Continued on page 56)



What the Germans left of the little town of Kalavryta.

A Review of Recent Legislation Affecting the American Foreign Service

From the American Journal of International Law

By ELTON ATWATER

ON May 3, 1945, President Truman signed a significant bill designed to adapt the Foreign Service of the United States more effectively to its new needs and responsibilities.* The measure had been pending in Congress for over a year, but, owing to the pressure of other important legislation, was not finally acted upon until this Spring.

The new law modifies or supplements the Moses Linthicum Act of 1931, which is the present organic act of the Foreign Service, in several important respects:

First: It creates a new group of administrative and fiscal personnel within the Foreign Service. The purpose of this is to permit the recruitment from both within and outside the service of individuals qualified to perform administrative duties at foreign posts, and to provide for the classification and salaries of such personnel commensurate with those duties. Prior to the passage of this legislation there was no special group of administrative personnel in the Foreign Service and the administrative duties at the foreign posts were performed either by some of the regular career officers or by senior clerical employees (with salaries up to \$4,000) who had been promoted from the lower grades. Some of these clerical employees were actually performing duties above those of their classification and salary status and this situation can now be corrected under the recent legislation.

The new law provides for three classes of administrative officers with salaries ranging from \$3,500 to \$5,600, three classes of administrative assistants with salaries ranging from \$2,600 to \$3,800, and two classes of clerks with salaries ranging up to \$2,900. The entire group is referred to as "the administrative, fiscal, and clerical personnel of the Foreign Service." They will be appointed by the Department of State, and will be entitled to the same administrative promotions in compensation which apply to civil service personnel in other agencies of the federal government.

With the reopening and reorganization of our Foreign Service establishments in Europe and other liberated areas there is an increased need at the present time for administrative personnel and the

new law should greatly facilitate their recruitment. In the past, with clerical personnel in the higher grades being often used for administrative work, the only channel for obtaining such personnel under the 1931 law was through promotion from the lower grades. Under the new provisions it will be possible to supplement this with direct appointments of qualified individuals from the outside. The Department of State has no intention, however, of resorting to such outside appointments until it is certain that the needed positions cannot be filled by promotions from within the existing clerical service. Many senior clerical employees have already become expert in fields such as office administration, citizenship and immigration work, shipping, and commercial and economic reporting. The Department has every intention of seeing that these individuals are given the salary classification and status which they have long since deserved, and that other clerical employees with administrative capacities are promoted to a suitable classification in the new corps of administrative and fiscal personnel. But, subject to this principle, the Department will have a much wider field than heretofore from which to recruit administrative officials for its Foreign Service establishments. Already the work of classifying the positions in the new administrative, fiscal, and clerical service, and of filling these positions wherever possible by promotion from the clerical ranks, has begun.¹

Second: The new law permits the assignment for special duty in the Foreign Service, for periods up to four years, of qualified personnel from the Department of State or of qualified personnel from other federal agencies who have rendered five years or more of government service.² This is a very significant addition, designed to enable the Foreign Service to expand or contract more easily as needed, and to secure the services of trained specialists in various fields bearing on foreign relations.

Since 1941 the recruitment of new officers at the bottom of the scale has been temporarily suspended because of the drafting of men of military age. At

*Public Law 48, 79th Congress. This note was prepared as part of a broader study on the American Foreign Service now in process under a grant from The American University, Washington, D. C.

¹Department of State Bulletin, May 20, 1945, p. 939.

²It is not entirely clear from the wording of the law whether State Department personnel will also have to have had five years of government service before they can be given these temporary assignments to special duty in the Foreign Service. It will be necessary to await a legal opinion to settle this point.

the same time the demands on the Foreign Service have greatly increased because of the war, particularly the demand for specialists in such fields as economic analysis (to assist in the program of lend-lease administration and economic warfare), strategic raw materials and minerals, agriculture, labor, civil aviation, cultural relations, and public information services. In order to meet this need for specialized personnel, over four hundred qualified persons have been given temporary wartime appointments in what has been known as the Foreign Service Auxiliary.³

The Foreign Service Auxiliary as such will be terminated at the close of the present emergency period but it is anticipated that the need for many of these specialists will continue thereafter as the United States assumes an ever widening responsibility in international affairs. The new foreign service law recognizes this by permitting the assignment of qualified officers from other federal agencies as well as the Department of State for periods up to four years. These officers will be appointed to the Foreign Service by the Secretary of State after careful examination of their background and qualifications. They will be commissioned with designations appropriate to their duties in the Foreign Service establishments to which they may be assigned, and will receive the salary and allowances of regular Foreign Service officers. Upon completing their assignments they will be reinstated in the department or agency from which they were originally loaned.

Third: As a corollary to the above provisions, the act of May 3, 1945, provides that regular Foreign Service officers may be assigned to other government departments or agencies for periods up to three years (or four years in case of special need). This will permit a wider utilization by all government departments of the special experience of Foreign Service officers. Taken together with the provisions discussed in the second section above, it will make possible a desirable interchange of personnel between the Foreign Service and other government agencies, with mutual advantages to all concerned.

In actual practice the assignment of Foreign Service officers to other government agencies will

³Some two hundred additional appointments to the Auxiliary have also been made of younger men who have been deferred from military service for physical reasons, or who have been discharged from the armed services. They have been appointed as junior officers and have been assigned to general consular duties. Counting both the specialists and the junior officers, there was a total of 637 Foreign Service Auxiliary officers on March 1, 1945, as compared with 766 regular Foreign Service officers—which gives some idea of the important role played by the Auxiliary in meeting the wartime need for expansion in the Foreign Service at a time when it was not practicable to offer the regular entrance examinations: *Congressional Record*, March 27, 1945, p. 2921.

not be an innovation. On many occasions such officers have been "lent" to other agencies to perform specific jobs. The new law recognizes this and makes it legally possible.

Fourth: A very significant provision from the standpoint of morale among Foreign Service officers is that which removes the limitations prescribed by the 1931 act and its predecessor of 1924 on the percentage of officers who can be included at any one time in the first six classes of Foreign Service Officers. According to the 1924 and 1931 acts the number of officers in the first six classes were limited to the following percentages of the total number of officers in the service: Class I, 6%; Class II, 7%; Class III, 8%; Class IV, 9%; Class V, 10%; and Class VI, 14%. By this provision no more than 54% of the total officer personnel could be included in the first six classes at the same time.

During the present wartime emergency this operated to produce a very undesirable situation. The officers at the top, who would have normally retired, remained loyally at their posts because of the increased need for personnel and the inability to secure younger men at the bottom of the scale. This caused an almost complete closing of the opportunity for promotion of officers from the middle classes into the higher classes since the latter remained filled up to their legal quotas. There resulted consequently a lowering of morale and efficiency among many officers who deserved promotions but could not expect them.

It had also been discovered from twenty years' experience with the Rogers Act that a certain number of officers would rise to Class IV and at that point reach the peak of their development. They would still be satisfactory officers of that class but not merit further promotion. Since this class was limited by law to nine percent of the service this meant that Class IV became quickly filled up and remained that way. There were not enough promotions from Class IV to Class III to make room for all the men in Class V who deserved promotions to Class IV and this meant that promotions were blocked for some distance down the line. Class V remained full to its limit of ten percent of the service, thereby blocking the promotions of men in Class VI. Class VI in turn, which was limited to fourteen percent of the service, usually remained full and this held up the promotion of men in Class VII.⁴

The purpose of these percentage limitations was evidently to assure that the Board of Foreign Ser-

(Continued on page 50)

⁴Nathaniel P. Davis, "How Promotions Are Made," in *AMERICAN FOREIGN SERVICE JOURNAL*, August, 1944, p. 407.

Suggestions for Improving the Foreign Service and its Administration to Meet its War and Post-War Responsibilities

By ENSIGN JAMES G. MCCARGAR
Foreign Service Officer on Leave for Military Duty

This essay submitted in the JOURNAL contest was accorded a high rating by the Judges.

THE role of the American Foreign Service during the foreseeable future will depend largely upon decisions being made now, and those which will be made within the next two or three years. Opportunities for the most distinguished, responsible and valuable type of service on the part of the Foreign Service are, and will be, legion. The Foreign Service will, therefore, be largely what its leaders choose to make it. From this, it follows that suggestions for the improvement of the United States Foreign Service to meet its war and postwar responsibilities will be most fruitful if they are the result of definite aims and specifications as to the Service's future role. Particularly will such suggestions be valuable if they follow upon a clear realization of existing and forthcoming responsibilities. The Foreign Service will always be susceptible of specific suggestions for improvement. At the present time, however, specific suggestions will be of greatest value if related to a comprehensive general policy envisaging in positive terms future responsibilities and the functions which it is desired that the Service perform. Fortunately, the salient factors which the American Foreign Service must meet in the near future can be distinguished without recourse to prophecy. The last decade has brought into focus three contemporary factors of vital concern to the Foreign Service of any country, but particularly to our own. They are the results of the last half-century or more of history and should not admit of debate.

The first is the ponderant position of the United States of America in international life, and of equal importance, the nation's increasing awareness of that position and its magnitude.

The second is the physical vulnerability of the United States in the face of certain specific possible combinations of circumstances.

The third is the dynamism of our times; the existence of well-defined areas and strata in flux. This dynamism is certain to continue with the increasing weight of nationalism, population pressures, distributional inadequacies, technological advances, intense political consciousness, and other characteristics of our age.

These three factors are highly useful as guides in

determining the role of our foreign establishments and as measures in assessing their efficiency. The results of the existence of these three factors have been apparent for some time; they will continue to become increasingly so. First, the magnitude of the American position obviously means most simply a much greater volume of business for the Foreign Service. The nation's awareness of its international role will lay new stress on the functions of informing America about conditions abroad. Increased volume of business abroad, and increased informational and educational functions at home, will require the utmost utilization of all available talents and techniques. Second, America's demonstrated potential vulnerability will require a Foreign Service which thoroughly understands America's position and can protect its interests more closely. Plainly, this will involve closer and more effective association with the armed forces. In addition, the Service must be equipped with adequate power to fulfill its protective functions domestically and internationally. Third, the dynamism of our century will result in increasing premiums on continual flexibility, imagination, vision, and willingness to take responsibility. These, in turn, demand the definite elimination of security as a career motivation. These are but a few of the distinguishable results of the factors mentioned above; even these are sufficient, however, to lay the foundations for the development of a Foreign Service which will not only meet its own immediate responsibilities, but will be able to render effective account of its greater responsibilities to the nation.

How does the Service, as it now exists, measure up to the role suggested by the foregoing? One: Obviously, it is too small. Two: It is technologically backward. Three: It cannot be said that the relations of the Foreign Service with the Army and the Navy approach their full potentialities. Four: The lack of clearly defined personnel policies opens the Service to charges of stressing security, wasting talent, penalizing initiative, and providing only erratic rewards. Five: The Service, as a whole, has in the past been unwilling to, or unable to assume certain desirable responsibilities and has failed to grasp opportunity. Last, but not least, it cannot

be denied that the American Foreign Service is unknown to the American people; it is the butt of irresponsible criticism; as a consequence it lacks that *esprit de corps* which would enable it to perform its national and international functions most effectively and economically. These are, to my mind, the six major weaknesses of the Foreign Service as it is now constituted. Unfortunately, some of these weaknesses are basic, requiring broad measures for their elimination. It is for this reason that a comprehensive general policy for determining the future role of the Foreign Service should be evolved before proceeding to specific improvement in the administration of the Service itself. It is suggested, therefore, that the three contemporary basic factors outlined above, taken together with their specific results on the American Foreign Service, as also outlined above, will provide a comprehensive framework for proceeding to possible methods of eliminating the Service's major contemporary weaknesses.

1. The physical expansion of the Foreign Service is obviously a step of immediate pressing necessity. It seems desirable that such an expansion should not wreak undue violence upon the principle of a career service, the establishment of which was the result of many years of effort and experience. At the same time, it appears fairly well established that the United States Government in its foreign operations should be able to call upon expert assistance and the widest range of talent available in the nation. Simultaneous adherence to both of these principles is not necessarily inconsistent, nor are the two principles incompatible. Indeed, there is adequate room for both in the conduct of the foreign relations of the United States, since the business of foreign relations is a highly complex affair depending very largely on the mastery of techniques and upon intense and adequate experience for its successful operation. It is believed, however, that the career service, with its selective entrance requirements and its inherent stress upon experience and technique, should be the backbone and the prime component of an expanded Service. It is



JAMES G. McCARGAR
F.S.O. Unclassified B. Photographed while on
military duty in the Aleutians.

suggested, therefore, that no relaxation in the requirements for entrance into the career Foreign Service should be even temporarily adopted. To meet current and future expanded personnel requirements, it is suggested that a Foreign Service Reserve be established. Members of this corps could be chosen from all walks of life with limited selective requirements and with certain definite ends in view. Their status should be regularized by the issuance to them of commissions as Reserve Foreign Service Officers, rendering them subject

to active duty when required. This would have very definite advantages. It would make available for the Foreign Service special talents when and where needed. It would make possible a certain amount of continuous training of non-career personnel who would thus be better equipped to discharge their duties when called for periods of active duty. It would maintain the career service with all its advantages and would permit the gradual, and qualitatively better, expansion of the career service. It would solve the problem of relative ranking of technical experts with career officers abroad and would permit the use of a wide variety of titles, since such officers need not necessarily be commissioned as Secretaries in the Diplomatic Service and Consular officers as well. Lastly, such a solution of the problem of expansion would have the advantage of broadening the base of active participation in foreign affairs, since large numbers of desirable individuals could be so commissioned although only a limited number might be on active duty at any given moment. It would also have the highly desirable effect of assuring a continuous broadening element within the Service itself.

This is the quantitative aspect of expansion. There is another aspect, namely, that of more effective utilization of available personnel. The basic consideration in this connection is the fact that the usual career Foreign Service Officer is a highly trained and qualified individual. Even the most highly trained and qualified officers in the Service today, however, must devote much of their time to

routine non-essentials many of them administrative. The allegation requires little substantiation; the volume of correspondence flowing in and out of the Department bearing trained officers' initials and regarding such matters as raising gardeners' salaries five dollars per month or requesting permission to install a telephone in an office is eloquent witness to valuable hours lost. On the other hand, there is in the Foreign Service a sizable number of clerical personnel expert in Foreign Service administration. In addition, there have come into the clerical branch of the Service during the war a number of qualified ambitious young women. The Service, as it is now constituted, offers very little to these two groups besides remote, limited and slow salary increases. Combining, therefore, the waste of expert officer abilities and the availability of qualified clerical ability, it is suggested that commissions as regular Foreign Service Officers (but not as secretaries in the Diplomatic Service and Consular officers), for specific administrative purposes, be made available on a time and merit basis to clerical personnel. Such commissions should carry with them the regular career service grades of compensation and should be open to men and women on an absolutely equal basis. Besides the more effective utilization of available talents, such a program would have highly beneficial results in raising the level of Foreign Service clerical personnel and would encourage loyalty, effort, and morale in their ranks. It would not, of course, preclude the training of junior regular Foreign Service Officers in administration.

2. Technological backwardness is a reflection of deeper weaknesses. Thus, a wider participation in the conduct of foreign relations will inevitably foster technological currency in the Foreign Service. Similarly, increased personnel will permit more extensive and frequent revision of prevailing methods. Likewise, the energetic prosecution of a more adequate fiscal policy (which is in turn dependent upon the strong presentation to Congress and to the American public of the case for a well-equipped Foreign Service) will permit the execution of programs which it is now impossible to institute, and provide the means for constant improvement in equipment and methods. In this connection no plans for the improvement of the Foreign Service will be fruitful unless the Department is prepared to openly request a much larger budget than that under which it now operates and unless the American people are persuaded of the necessity of granting greater financial support to the basic organization of their Government's activity abroad. This is not to say that officials in the Department have not for years attempted to continually improve the budget position of the Foreign Service. However, the question

is one of degree. In the last analysis, the only measure of success in the matter is prevailing conditions. A comparison of the relative sizes of the budgets for the Foreign Service and for the Office of the Coordinator of Inter-American Affairs and, to take a small example, the spectacle of Foreign Service personnel abroad with antiquated and, in most cases, completely inadequate official transportation are only two evidences of false economy. In the field of method and procedure, to take another minute example, the fact that the Foreign Service's filing index contains no section for radio, but suggests rather that one "see wireless telegraphy" bears witness to the need for attention to bringing the Service technologically up to date. It is to be repeated, however, that this entire problem is one which will better be permanently solved through the solution of other more basic problems such as expansion, a new willingness to grasp available opportunities, and a revision of basic outlook, rather than through direct reforms which will in themselves become outdated within ten years.

3. One of the great anomalies of American participation in this war has been the fact that (with all due respect to the Department of the Interior) the Department of State and the Foreign Service, in the official classification of Government Agencies for war purposes, so far as concerns personnel, equipment, and priority rating, have been ranked at approximately the same level as the Indian Bureau. That the Foreign Service is directly a War Agency performing work of equal urgency with that of the War and Navy Departments, with the single exception of those Agencies' actual combat operations, should be too patent to require explanation or argument. That the Department and the Foreign Service were not more closely associated with the War and Navy Departments from the outset of the war, has definitely hampered effective operation of all three agencies. It is not the concern of this essay to touch upon the grave consequences of this lack of association between the three Departments in the development and implementation of our foreign policy. On the single basis that this lack of association has precluded the most efficient discharge of responsibilities, the need for correction is apparent. It will be necessary, in order to eliminate this weakness, to assert definitely the primacy of the Department of State, and its field organization, the Foreign Service, in the conduct of foreign relations. The clear delimitation of functions and authority between the three agencies, so far as concerns their various interests in foreign policy and its applications, is prerequisite to the elimination of friction and mistrust. In addition, it is sug-

(Continued on page 45)



Upper right: The Secretary of State and Assistant Secretary Spruille Braden. In the background are Messrs. Michael McDermott and David Robertson.

Upper left: The Hon. John F. Simmons, Ambassador to El Salvador; Miss Jane Wilson, Managing Editor of the Journal; and Mr. William E. de Courey, Chief of Foreign Service Personnel.



RECEPTION FOR SECRETARY BYRNES
given by the Foreign Service Association
and Officers of the State Department.
November 23, 1945.

Photos by John B. Pentold

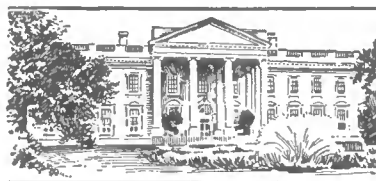
Center right: FSOs Edward T. Wailes, Reginald E. Mitchell and Marshall Vance. *In background:* Robert Eakens.

Lower right: F.S.O. William Cochran; Mrs. Ruth Shipley, Chief of the Passport Division; and F.S.O. Perry N. Jester, Chairman, Entertainment Committee of the Association.

Below: General view of the reception.



THE WHITE HOUSE
Washington



Christmas, 1945

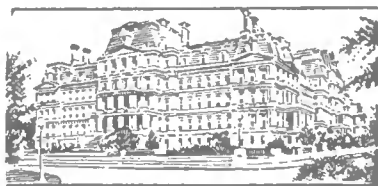
To all members of the American Foreign Service:

I am delighted to express to you my sincere best wishes for the Christmas season and to congratulate you upon your achievements in the year which is drawing to a close. At this Christmas, the first since victory, you may well feel proud of the contributions you have made to the winning of the war against the forces of evil.

As emissaries of good will, and first line representatives of the American people at your outposts throughout the world, none knows better than you that victory is not enough. The despair which the liberation lifted from so many hearts will return unless we can help men to find food, clothing and shelter, help them to trust and understand one another, and, through wise policy, create the conditions in which we may exchange our goods for the benefit of all. Thus can the peace be made secure.

This is a task to which I pledge myself, and I know that I am fortunate in having the support and counsel of all of you in the Foreign Service of the United States.

Harry S. Truman.



THE SECRETARY OF STATE
Washington

To the American Foreign Service:

Christmas this year is one of particular satisfaction and joy for all of us. We may rightfully take pride in a job well done, a victory well won. The Foreign Service made a significant contribution to the common victory and you may be sure that it has been realized and appreciated.

We, in the Department, are well aware of the sacrifices made and the hardships endured by the Foreign Service during the war—without complaint and in good spirit. All of you have worked hard in the most trying circumstances, many of you have had prolonged assignments abroad without relief, some of you have been separated from your families for long periods. We hope that it will be possible very soon to remedy all that and we shall make every effort to do so.

I should like to be able to say to you that, now that the war is over, the Foreign Service can relax its efforts and rest a while on well-earned laurels, but I think that you realize, perhaps better than anyone, the enormity of the task before us. If anything, the Foreign Service will have to redouble its efforts in the forthcoming year to meet its increased responsibilities and to cope with the difficult and complex international problems arising everywhere. Let us make no mistake about it, the period before us will be arduous and demanding. It will test our judgment, try our patience and challenge our perseverance. But I have every confidence that the Foreign Service will rise to the occasion in the future, as it has in the past, with loyalty, integrity and singleness of purpose.

In the year to come there will be changes in the Foreign Service, some of which may be far reaching in consequence. These are necessary if the Service is to function as it should. The constructive and helpful attitude of the members of the Foreign Service toward the reorganization of the Department and the Foreign Service has been most gratifying because it demonstrates a clear recognition of the need of strengthening and improving our machinery, and a keen interest in seeing it done.

I extend to each of you my sincerest wishes for a happy and successful new year, and I want to take this opportunity to thank you all for the generous cooperation and assistance you have already shown.

JAMES F. BYRNES

**THE
AMERICAN
FOREIGN SERVICE JOURNAL**

Vol 22 DECEMBER, 1945 No. 12

PUBLISHED MONTHLY BY AMERICAN FOREIGN
SERVICE ASSOCIATION, WASHINGTON, D. C.

Copyright, 1945, by the American Foreign Service Association
The reprinting of any article or portion of an article from this
publication is strictly forbidden without permission from the
editors.

*The American Foreign Service Journal is open to subscription
in the United States and abroad at the rate of \$2.50 a year, or
25 cents a copy. This publication is not official and material ap-
pearing herein represents only personal opinions.*

JOURNAL STAFF

HENRY S. VILLARD, <i>Chairman</i>	} Editorial Board
R. HORTON HENRY	
EDMUND A. GULLION	
ROBERT MCCLINTOCK	
JANE WILSON, <i>Managing Editor</i>	
GEORGE V. ALLEN	<i>Business Manager</i>
CLIFTON P. ENGLISH	<i>Treasurer</i>

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.

Honorary President

JAMES F. BYRNES *Secretary of State*

Honorary Vice-Presidents

DEAN ACHESON	<i>Under Secretary of State</i>
BENJAMIN V. COHEN	<i>Counselor</i>
WILLIAM L. CLAYTON	<i>Assistant Secretary of State</i>
JAMES C. DUNN	<i>Assistant Secretary of State</i>
DONALD S. RUSSELL	<i>Assistant Secretary of State</i>
WILLIAM BENTON	<i>Assistant Secretary of State</i>
SPRUILLE BRADEN	<i>Assistant Secretary of State</i>

JOHN G. FRIHARDT	<i>President</i>
J. KLAHR HUDDLE	<i>Vice-President</i>
J. GRAHAM PARSONS	<i>Secretary-Treasurer</i>

EXECUTIVE COMMITTEE

LOY HENDERSON, <i>Chairman</i>	
JOHN CARTER VINCENT, <i>Vice Chairman</i>	
WILLIAM P. COCHRAN, JR.	R. HORTON HENRY
ELLIS BRIGGS	OUTERBRIDGE HORSEY
J. GRAHAM PARSONS	

THE ATOMIC BOMB

It should be a sober thought that on this Christ-
mas Eve our minds are filled with the implications
of the atomic bomb. Throughout the world this

awful weapon hangs over the scene, like the smoke
of Hiroshima, forcing us to revise our entire think-
ing and outlook on life. "Peace on Earth, good will
toward men" is certainly not the message pictured
on this month's JOURNAL cover, nor in the facts
presented by the leading article specially prepared
for our readers.

So much has been written of the atomic bomb,
and the bomb itself has written so much, so terribly
much, more on pages of the world's history that to
add a word now may seem superfluous after the out-
pouring of comment and advice which has come
from scientists, statesmen and the general public.
However, if we of the Foreign Service are versed in
the atomics of diplomacy we should also be versed
in the diplomacy of atomics.

It is now or never that the world most urgently
needs diplomacy of the highest order. Surely we
must prevent at all costs that most disastrous of
all armament races—the race for atomic armament.
Before, when statecraft failed to avert the use of
arms, at the worst nations were defeated. Today
and in the days to come the failure of statecraft
and its adjunct, diplomacy, may mean the destruc-
tion of the human race.

Whatever our private feelings, we do not con-
sider that it is our place to offer suggestions or
solutions for the future handling of atomic power.
The decisions reached by President Truman, Mr.
Atlee and Mr. Mackenzie King are well known.
The next step awaits unfoldment. But we cannot
refrain from expressing the hope that in weighing
the problem from the military angle, those in au-
thority will not lose sight of the beneficial aspects
of this new source of energy. If the United Nations
are to be concerned with questions of security and
defense, they are also pledged through the Economic
and Social Council to strive for the welfare and bet-
terment of mankind. That is an objective close to
the hearts of the American people. The economic
and social—as well as the strictly destructive—
potentialities of atomic fission are too obvious to
require comment.

The Greeks, in the warm dawnlight of the world,
perfected our first science and our first philosophy.
Science has changed, but our philosophy and hu-
man nature have not. Is it too much to hope that
statesmanship and diplomacy, inspired by intelli-
gent and daring Americans, may meet the chal-
lenge and bridge the gap?

Hitler and Ribbentrop coined a phrase and per-
fected a system—*machtpolitik*. Having destroyed
them, let us spare the world that more terrible dev-
astation which the atomic bomb makes possible.
If the atom can be forced to yield up its secret,
what of the hearts of men?

Emergency Manpower Bill

The 1944-45 and 1945-46 Executive Committees of the American Foreign Service Association have adopted the following resolution with respect to the draft legislation referred to in the October and November issues of the JOURNAL.

RESOLVED that the following statement of the views of members of the outgoing and incoming Executive Committees of the Foreign Service Association with respect to the bill to authorize recruitment of up to 250 officers directly into the classified grades of the Service be transmitted to the Office of the Foreign Service.

1. We endorse the view that the additions proposed in the bill to the numerical strength of the Foreign Service are necessary and desirable in view of the increased responsibilities which have devolved upon the Department of State and the Foreign Service of the United States. There is ample evidence that, generally speaking, our Foreign Service establishments are understaffed and our officers at home and abroad are overworked.

2. We believe that if the bill is adopted the Service would be in a better position to promote the interests of the United States more effectively and that the passage of the bill, therefore, would be in the best interests of the Service itself.

3. If this bill is adopted, it is our understanding that the Department intends to administer it in such a manner as not to undermine the career principle. The leading nations of the world have adopted this principle as essential to the most advantageous conduct of their foreign relations and its maintenance is essential if this Government is to induce young men and women of promise and ability to enter into the junior grades of the Service with the intention of devoting their lives to work connected with the conduct of our foreign relations. We urge, therefore, that in order to preserve the spirit as well as the substance of our existing Service, evolved over 40 years of endeavor and experience, this recruitment be conducted with extreme care with as full regard to the long-term considerations as to current necessities. We urge further that the Department carry out the following program as being equally necessary with the emergency recruitment program to the development of an enlarged and more effective Foreign Service:

a. Presentation to Congress in the immediate future of suggestions for new basic legislation affecting the Foreign Service which we understand are being prepared in the Office of the Foreign Service and which are designed to enable the Service to meet changes in the world situation and to strengthen the morale of the members of the Service.

b. Taking appropriate and immediate steps with the purpose of effecting increases in salary scales and in making broad adjustments of the grades of officers already in the Service so that these officers in general will be in a position both with regard to salary and to rank no less favorable than new personnel of similar ability and age and holding positions of similar responsibility who are being taken in various capacities into the foreign employ of the American Government.

c. Speedy development of a comprehensive in-service training program so that the innate ability of our officers, recruited through highly competitive examinations, may be matured and utilized efficiently in all important phases of Foreign Service work and not wasted or deadened by prolonged concentration in routine fields.

d. Organization of machinery whereby the Board of Examiners will be able to determine and to weigh thoroughly, on an entirely independent basis, the qualifications of candidates under the proposed bill to the end that (1) the opportunities of the moment to secure outstanding men be utilized to a maximum extent and (2) the standards of the Service be raised, not lowered, by this exceptional method of enlarging the Service.

e. Continued careful explanation to the Foreign Service of the situation with which the Department is faced and the considerations motivating the adoption of the special recruiting program.

f. Speedup of the program for recruitment into the unclassified grades of 400 new officers, including especially ex-members of the Armed Forces.

g. Implementation of the provisions of H.R. 689 for the creation of an Administrative Service.

h. Taking of immediate steps with the purpose of increasing the salaries of the members of the clerical branch of the Foreign Service and of giving the members of this extremely important branch opportunities for advancement no less favorable than that of any other group of persons who have or may be in the foreign or domestic employ of this Government.

i. Action to assure to members of the Foreign Service Auxiliary that their loyal and invaluable service during critical times will be rewarded by full and fair opportunity for recruitment into any

(Continued on page 64)

Getting Along With Our Allies

A Talk Before Foreign Service Personnel in Training

By SIDNEY DE LA RUE, *Special Assistant to the Adviser on Caribbean Affairs*

LADIES AND GENTLEMEN:

L *Getting Along with Our Allies* seemed to be a simple subject and one easy to discuss when Mr. Perry Jester first asked me to talk to you. In fact, I may confess that I thought immediately of a few nice labels, some more or less pleasant experiences, and, of course, in accord with the present fashion the "talk" was to be well salted with the usual pious platitudes. Then I realized Mr. Jester had really handed me a subject in which I was very much interested. It had made for success or failure many times in my own experience, and I think it is true to say that very probably the ability to get along with people and with officers of foreign Governments, in general, will be the determining factor making for the success of your official careers. Where you go, what positions will be assigned to you, whether you will be selected to handle important negotiations, largely will depend on your ability to "get along."

By "getting along" is not meant being soft, or inefficient or that you must be "just a good fellow." Above all it is not evidenced by your ability to call people by their first names or report that you have dined out every night for a month. "Getting along" must be based on an understanding of the other man's position, of his country's objectives and of our interests and their importance. It requires study, time to think, patience, cool-headedness and, above all, an adequate understanding of your own country's policy in relation to the people or country to which you are assigned.

I render sincere homage to those Americans from professional and private business life who gave their services to Government during these last few turbulent years. Many of them have successfully accomplished negotiations in which "getting along with our allies" was fundamental. But I remember also that under the pressure of the Emergency, our Allies were most understanding and we and they accepted fully the fact that it was the objective rather than the means which really counted.

We must admit, however, that there were many rough edges which were hammered off rather than smoothed away, and that there have been many conferences, both large and small, where everyone skated on thin ice more times than senior officers

like to remember. That lovely phrase "*Agreement in principle was reached*," which so often appeared in the press, has been a somewhat shabby cloak but often the only one available, to cover a multitude of wounds. What has gone on behind the scenes, why agreements which screaming headlines have hailed as "complete," were not carried out and later appeared to have been "complete" only in mutual misunderstanding, and why international accords, absolutely vital to the happiness and well-being of some millions of people have been so hard to reach, is difficult to explain. But all of these things come under the heading of the subject which Mr. Jester so gracefully placed in my lap when he asked me to talk to you.

Peace has come rather suddenly upon Governments and peoples who are but ill-prepared to move into international relationships where agreements will no longer be made under the pressure of war. "Getting along" now has assumed far greater importance than ever before.

Reminiscences can be tiresome and Mr. Jester has told you somewhat of my service in foreign countries. Some twenty years ago, I started out with pretty much the same idea that has brought you here today. At that time, our colleges did not have special courses for foreign service work, but my father and the Dean of the University of Pennsylvania met and discussed what a young man would need to know, if he were going to make his life work abroad, either in our foreign service or in some position under the then existing extra-territorial agreements or treaties to which our Country was a party. You may know we had at that time, Receiverships of Customs in several places; extra-territoriality had brought about mixed courts for foreign citizens; financial advisers were in Siam, Persia, Liberia, the Dominican Republic, Haiti and several other places. The various subjects, which I took, have served as a good foundation; there are none which I would care to have missed, but not one of these was designed to give me any instruction on the most important subject of all—"how to understand and get along with foreign people." I had that to learn for myself.

Experience is a hard teacher and there is a good bit in the American way of life—our conventions, and our traditions, as well as our concepts of the meaning of certain things like the word “democracy” which made it difficult to rationalize some of the things that happened to me and to understand the lessons of a growing experience in foreign countries. We Americans make a fetish of good fellowship. We introduce a man to our friends at our clubs; people play golf with him; we buy him drinks, and without any particular sense of doing anything special, invite him to luncheon or dinner. We introduce comparative strangers into our homes. If they seem well educated or, at any rate, conduct themselves in an acceptable manner, and to put it briefly, “keep their ends up,” they get about in America. Our country is too big and too young to ask many questions. We care very little about who a foreigner’s father and mother may have been or whether a close relative was hanged for stealing cattle. In some states, it is still not good form to ask such questions. We Americans discuss politics, we criticize the Government, we say pretty much what we please, we admit being Republicans, Democrats or Independents, and we have never had a secret police or secret torture cells to bring fear of self-expression into our daily lives.

I mentioned our concept of democracy. The editor of one of our most important newspapers told me the other day that he had requested his staff to stop using it as descriptive of a form of Government. It is rather a shock to talk with foreigners and hear that Russia is considered to be a great democracy; that a dictator kept in power only by force of arms considers himself a great democrat. I asked a Venezuelan one day years ago about his understanding of the political conditions in the United States. He explained to me that we Americans had no political sense. For example, he said, “when you have an election, what does the President do? What do your state governors do? They have to go to work and spend half their time getting ready to be re-elected; if they had sense enough to shoot or exile their opponents, they wouldn’t have to worry about the next election.” This man went on to explain that true democracy is to be found only in a one party system, that democracies such as ours which permit more than one party merely show proof of the immaturity of our politicians. I venture to suggest to you that no other country has quite the United States concept of democracy. All of this discussion of the meaning of a word points to the fact that you have to go below and beyond the face of things to understand and to get along with our Allies and with foreign peoples in

general. You have to comprehend fully what their words imply—their meaning to them.

The American carries his America abroad with him. To be a good foreign service officer, you not only have to hold fast to the things you believe in, but constantly you must compare your concepts with those of the people in whose country you are working. Only in this way can you understand and get along, for on many subjects you cannot judge others by our standards.

I found in every country in which I have worked a fairly general idea that the United States offers unlimited opportunity for the individual, that in the United States a man is free in a very different sense from the way “freedom” is understood in other lands. I found everywhere the idea of the great and unlimited wealth of the United States. These ideas about us are often good, but also they are responsible for many demands made on us by harassed people and their officials. What our Allies and Neighbors think of the United States shapes what they plan to get from us, how they hope to use us, and determines the way in which many of them try to handle us. I am afraid wangling things from Americans has become an art. We have ourselves to blame in many instances, for until we have learned through sad experience, we are not cautious, balanced or sufficiently well informed to take care of ourselves when first we serve abroad. And often we get the shock of our lives when some foreign officer knows more of us than we do ourselves.

The first years of service are an apprenticeship; they complement those things which we have not been taught at college and which we cannot learn at home. Getting along with foreign people takes study and it takes experience. Only by acquiring a knowledge or historical background, of aspirations and fears, of the psychology of a people, of the whole social structure from which they come and in which they live, is it possible to get along in a way that makes for a really efficient officer.

You will all experience what I am going to say and some of you already know it. There is a certain international social level where certain foreigners and well-to-do Americans meet in apparent social and intellectual equality. You will find in every capital, in every great city, in every international playground, groups of people who are almost international. These play the same way, like the same sports, have the same food habits, wear the same kind of clothes and employ the same social amenities. They are not necessarily simply wealthy people—many are businessmen and women, and many will be found in one or another of the public

(Continued on page 57)

News From the Field

FIELD CORRESPONDENTS

Australia—John R. Minter
Bolivia—Hector C. Adam, Jr.
Brazil—Walter P. McConaughy
Central Canada—Eric W. Magnuson
China—James O'Sullivan
Colombia—James S. Triolo
Costa Rica—J. Ramon Solana
Cuba—Richard F. Boyce
Dutch West Indies—Lynn W. Franklin
Ecuador—George P. Shaw
Ethiopia, Eritrea, British and Italian Somaliland—
 William E. Cole, Jr.
El Salvador—Robert E. Wilson
French West Indies—William H. Christensen
Greece—William Witnan, 2d
Guatemala—Robert F. Woodward

Ireland—Thomas McEnelly
Jamaica—John H. Lord
London—Dorsey G. Fisher
Mexico—Robert F. Hale
Morocco—Charles W. Lewis, Jr.
Nassau—John H. E. McAndrews
Nicaragua—James M. Gilchrist
New Zealand—John Fuess
Panama—Arthur R. Williams
Peru—Edward G. Trueblood
Southampton—William H. Beck
Spain—John N. Hamlin
Tangier—Paul H. Alling
U. S. S. R.—Edward Page, Jr.
Union of South Africa—Robert A. Acly, Edward Groth
Venezuela—Carl Bueuer

BERLIN



Photo courtesy Brewster Morris

WHAT IS LEFT OF THE AMERICAN EMBASSY, BERLIN

The Embassy, known as the Bluecher Palace, contained 100 rooms. It was given by Prussia to Marshal Bluecher for services against Napoleon. The United States Government bought it in 1931. Located on Unter den Linden, just inside Brandenburg Gate, the Embassy is next door to what was the garden of Dr. Joseph Goebbels and was flanked on the other side by the Ministry of Munitions Building, formerly the offices of Rudolph Hess. Practically the entire block on which the Embassy is located was flattened during the war.

GUATEMALA

October 31, 1945.

An additional interest is being given to life in the capitals of Central America by the growing ease of automobile transportation between at least four countries: Guatemala, El Salvador, Honduras and Nicaragua. Now that it is no longer vital to conserve gasoline, officers of the Foreign Service in some of these countries have begun to acquaint themselves with neighboring capitals and the rural districts through which these roads pass. The Robert E. Wilsons from San Salvador have just visited Guatemala City and spent a brief vacation in the Chiehicastengo and Atitlán District of Guatemala where the Indians still dress in colorful costumes which differ from town to town. Norman Stines of the Embassy in Guatemala returned to San Salvador with the Wilsons for a three-day trip. Many other members of the United States Government organization in these two countries have gone back and forth in recent weeks.

The road between Guatemala City and the Salvadoran frontier, 106 miles long, is a good, hard, gravel road, and the highway from the Salvadoran frontier to the capital city, San Salvador, is 60 miles long and well paved. The trip between the two capitals requires a little more than six hours for most travelers. From San Salvador to Managua from thirteen to fourteen hours of driving are required. Of the 364 miles between those two capitals, about 150 are paved but the rest of the road is hard and passible all the year round. About 85 miles of this road passes through Honduran territory, and at a point about 150 miles from San Salvador and about 215 miles from Managua, the road to Tegucigalpa extends for 70 miles to that capital.

The growing possibility of more frequent visits between these four capitals should contribute greatly to the interests of assignment to Central America, while enabling members of the Foreign Service to gain a better sense of proportion and background in their work.

ROBERT F. WOODWARD.

WINNIPEG

October 27, 1945.

It's happened! The Walter McKinneys, our new Consul General and his gracious lady, have found at last, in housebarren Winnipeg, a place to live in, a delightful residence on a wooded slope of Assiniboine River. And now the inviting rooms of Château McKinney at 485 Wellington Crescent are awaiting a jolly housewarming on November 3.

Vice Consul and Mrs. Joseph W. Sowell with

three sprightly children breezed into Winnipeg last week after a speedy flight from Cali and a short visit in Washington. Under Fortuna's smile, after only two days in Fort Garry Hotel, the happy newcomers found a snug nest to weather frigid winter months.

Out of a gray sky in a flurry of haste and urgency the Winnipeg airport on October 25 witnessed the landing of Mmes. Robert L. Smyth and Knight Biggerstaff rushing to Vancouver to catch the "last" boat for China. Pausing for rest and refreshments at Château McKinney our valiant guests again winged west to waiting husbands in our Embassy at Chungking.

ERIK W. MAGNUSON.

TANGIER

October 13, 1945.

On September 22, 1945, His Majesty the Sultan of Morocco received in audience Mr. Paul H. Alling, American Diplomatic Agent to Morocco, and officers assigned to the Legation in Tangier and the Consulates in Casablanca and Rabat. The audience took place in Rabat, the Sultan's principal capital, and was preceded by a luncheon given in honor of the Diplomatic Agent and Mrs. Alling at the Residency by the French Resident General, Monsieur Gabriel Puaux.

Monsieur Puaux accompanied Mr. Alling and other members of the official group to the Sultan's palace where honors were rendered by His Majesty's body guard of native black troops all of whom appeared to be over six feet tall and were attired in colorful uniforms. Monsieur Puaux presented Mr. Alling to the Sultan and Mr. Alling in turn presented other members of the American group which consisted of Mr. Charles W. Lewis, Jr., Consul General at Casablanca; Mr. Robert T. Cowan, Consul, at Casablanca; Mr. Maurice Pasquet, Consul at Rabat; Mr. John Goodyear, Second Secretary; Mr. A. David Fritzlan, Third Secretary; Lt. Col. John W. Edwards, Military Attaché; Lt. Col. George J. Starr, Asst. Military Attaché; Captain Randolph H. Braxton, Asst. Military Attaché; Lt. Commander Robert W. Gilmore, Naval Attaché; Lt. Commander Howard A. White, Asst. Naval Attaché; Lt. Joseph C. Fox, Asst. Naval Attaché, and Lt. Paul W. Lashly, Asst. Naval Attaché at Tangier.

During the audience the Sultan expressed his friendship and admiration for the United States and his gratitude for the part played by America and other powers in bringing to an end the illegal Spanish occupation of Tangier and the re-establishment of an international regime.

A. DAVID FRITZLAN.

The Bookshelf

FRANCIS C. DE WOLF, *Review Editor*

EXCURSIONS AMONG BOOKS. By Kenneth P. Kirkwood. Michell's Book Store, Buenos Aires. Pp. 431.

A charming woman of the Old South, a prolific reader, remarked to me sadly but philosophically a few years ago: "When I was young, I read to remember, but now that I am old I read to forget."

I would hardly recommend on such a score this delightful volume to my Southern Belle of by-gone days. It is most decidedly a book to remember and to stimulate remembrances; not one for forgetfulness.

The present volume is one not only for the bookish but may be read with pleasure and profit by all alike. The author is evidently one of catholic tastes and obviously possessed of a great elevation of soul. This is indicated notably in the charming preface to his work, in his tribute to the pleasures of reading, in his vivid chapters on Prescott and Burns. There are chapters on Lafcadio Hearn, on that remarkably romantic figure, Cunninghame Graham, on the great writer William Henry Hudson, and there are a number of penetrating essays on the literature of the Argentine. The author's enthusiasm is contagious, and when we had ended the collection of essays, with those on Prescott and Burns and *Martin Fierro* standing out as beacons, we were tempted to turn to our Burns to refresh our memory of that poet and to lay hold at once of Owen's translation of *Martin Fierro*, apparently one of the great classics of South America.

As Mr. Kirkwood indicates, what pleasures in life are comparable to that gained from reading? It is a pleasure that only old age or failing eyesight can take from us; it is not one that either moth or rust doth corrupt. As Foreign Service Officers, consider the number of bores we must give our ears to at countless social functions, which are generally the bane rather than the joy of our lives abroad. We cannot cut these bores short but must listen to the end of their tales, which more often than not

are concerned with such uninspiring subjects as servants, food prices, what Madame Picayune said to Madame Mesquine, or of the clothes Senora Poca has ordered from her dressmaker, and the difficulties experienced by her since the interruption in the receipt of Paris fashions. With books, we can give short shrift to those which fail to entertain us. When they begin to tire us, we can close them gently or with a bang. Not all of us are given the privilege of conversing in person with the great minds of the world, but in books the humblest among us is given that privilege. We may listen to Rabelais, Montaigne, Shakespeare, Thucydides, Socrates, Plato, Chekhov, Leskov, Restif de la Bretonne, Sadi, Hafiz, and we can steal away at any time without offense.

Is our mood a light one? We can take advantage of it to harken to Mark Twain or to Ring Lardner, and catch, if we look sharply and are interested in it, the biting satire in the latter's inimitable, if savage, descriptions of the American scene. In reading there is everything to fit every mood, and in the case of a great writer, such as Lardner or Leskov, there are undertones which only the attentive reader may detect, and the reader must oftentimes match his own mind with that of the writer if he is to follow through and absorb the whole. If you are looking for examples, take "*Finnegan's Wake*" or any of the books of Joyce.

In America reading has been given such a mass production basis through book clubs, women's clubs, the radio and the movies, that it is doubtful if many readers—in this case "readers" is used for want of a better term—could be found for this inspiring collection of essays. A public which pays respectful homage to a writer such as Lloyd Douglas and leaves a genius such as Henry Miller to live on the alms of his friends is not likely to discover the caviar in Mr. Kirkwood's unusual book. More is the pity, for the development of good taste in reading, as in any other activity in life, cannot be matched by any easy substitution. When developed, it cannot fail to elevate and raise us above life's vulgarities.

J. R. C.

EUROPE FREE AND UNITED. By Albert Guérard. Stanford University Press, Stanford University, California. 1945. xi plus 206 pp. \$2.50.

The idea of a European Union is not new. Many European thinkers of the past have speculated on plans to transform Europe from a continent with many national states into a union of peoples offering allegiance to one state, Europe. Plans for a European Union have not, however, been only considered by scholars and far-seeing statesmen. There have been those leaders who have attempted to create a European Union by force. The Nazi New Order—now reduced to a historical phrase by the valor of free men—contemplated a European Union, dominated, of course, by Germany. But while Europe has witnessed several attempts to unify it by conquest, it has yet to experience a successful attempt by union through peaceful processes.

This book is concerned with the organization by peaceful means of a European Union in which all the peoples of Europe will be equal under the law and will live peacefully side by side. This Union is the author's answer to the perplexing question: What should be done with Europe? As the continent is reconstructed, as order is created from the chaos which was Hitler's legacy to the peoples whom he oppressed, this tremendous task should be directed by organizations which contain representatives from many of the nations of Europe. The author contemplates that these organizations will select a coordinating committee, composed primarily of representatives from the smaller nations of Europe, which will assume the responsibilities of a provisional government of Europe. The next step will be the convocation of a Constituent Assembly, the representatives to which will be elected directly by the people of Europe. These representatives will act for the peoples of Europe, rather than the states from which they come, and their task will be the formation of a European Union.

Of particular interest is the author's discussion of the role of Germany in a European Union. Some opponents of this plan argue that Germany would soon dominate the Union, and thus Europe. Mr. Guérard, however, reasons that the Germans, who will be a minority in the Union, will not vote uniformly, but rather will be divided, as will the other peoples, along social and economic lines. Safeguards can be taken to prevent the Germans from controlling the armed forces or the economy of the European Union. Of course, no member of the German General Staff would be given an opportu-

nity to plot future wars from a ranking position in the Army of the European Union. This Army at first will be staffed with officers from the smaller states of Europe, and it is presumed that officers of the Wehrmacht will be forever barred from service with it. Although much of Europe's heavy industry is located within pre-war Germany, these industrial areas will be governed by the authorities of the Union, and their production will be used for the benefit of the peoples of Europe.

The admission of the Germans into the European Union is not intended to prevent the punishment of war criminals. Full justice will be given to those German leaders and to their accomplices who have shocked the world with the depravity of their crimes. But the German people, who in the author's opinion have been chiefly guilty of following the precepts of nationalism and of accepting the principle "My country, right or wrong," are to be admitted into the European Union on an equal basis with the other peoples. Mr. Guérard feels that an attempt to discriminate against the German people as a whole will only strengthen that German nationalism which he regards as the arch criminal.

In two thought provoking chapters, the author explains why Britain should, and the Soviet Union should not, become a part of a European Union. Mr. Guérard also makes the interesting suggestion that Basic Latin be selected as the official language of the European Union.

Obviously the establishment of a European Union will depend upon the support of the peoples of Europe. This support will necessarily require a subordination of nationalism as we know it to a sense of loyalty to the continent, Europe. It means that the title of European must be considered as more important than that of Frenchman, or Yugoslav, or Swiss. However, current developments give little indication that the peoples of Europe are prepared at this time for such a change of allegiance. Those who have lived in the once occupied countries have undoubtedly strengthened their sense of nationalism as a result of their resistance against the invader. The author recognizes the obstacles to a European Union that lie in nationalism and what it represents, but he believes that the men and women of Europe, if given the opportunity, will not hesitate to say, "We the people of Europe" as a preamble to the Constitution of the European Union.

THOMAS E. HOFFMAN.

Wedding in Fez

By CHARLES W. LEWIS, JR., *Consul General, Casablanca*

HADJ ABDESLAM TAZI addressed me as "Excellency" and said he would feel honored if I would attend the wedding of his son. I said I would feel honored to attend the wedding. After all, Hadj Abdeslam Tazi is an American protégé not because he happens to represent an American company but because once upon a time he rendered signal service to the United States Government and is therefore, in effect, a protégé extraordinary; besides, I had never attended a Moslem wedding. Moreover, Christians are not commonly invited to attend Moslem weddings, not in Morocco at any rate, and so the invitation was an invitation-extraordinary. It included my wife also.

On the appointed day and at the appointed hour, near the Great Gate of Fez, we were met by Hadj Abdeslam Tazi. We were met also by Hamed Ben Allal Ben Abdelghani, Si Abbas Ben Abdeslam El-Fachar, and by Rahamim Azoulay and his wife and sister. Rahamim Azoulay is a Jew, and so it was right and proper that he should bring his wife and sister. Hamed Ben Allal Ben Abdelghani and Si Abbas Ben Abdeslam El-Fachar, like Rahamim Azoulay, are American protégés, but they are followers of the Prophet. Therefore their wives stayed at home. So also did the wife (or wives) of Hadj Abdeslam Tazi.

In any case, we were greeted at the Great Gate of Fez with cordial handshakes and, in accordance with ancient custom and the rules of hospitality, we were handed an offering of milk and dates and bouquets of lovely roses. Hadj Abdeslam Tazi is a rich man, but he is timid. Thus it was Rahamim Azoulay who made, for himself and for the other protégés, a little speech of welcome. The little speech was a little embarrassing, because it was beyond my power or my wish to accept all that was offered me—their houses, their wealth, all that they possessed.

In my reply I said that I was at their service. It was then agreed that we should repair to the "Summer Gardens," a pretty spot within the city's walls. There, by prearrangement on the part of the protégés and the father and mother of Rahamim Azoulay, we broke bread together under the shade of the trees. Under the active and tireless supervision of the mother of Rahamim Azoulay and his sister we progressed through what was certainly no less than a twenty-hour course luncheon. At the head of the table sat the father of Rahamim Azoulay, a patriarchal old gentleman. Ranged down the sides were Moslems, Jews and Christians.

Across the valley below lay the city of Fez, living much as it has lived for ten centuries and more. Time changes little in Fez, except that today the infidel may wend his way in safety through the labyrinthian passages of this medieval city and, on occasion, be invited to share food with the Faithful and even to sleep in their houses.

In time the meal came to an end. On silken cushions we sipped our mint tea, and conversation slipped lazily from one subject to another. As the afternoon wore away and the sun began to move toward its setting we arose. Then followed anew a flowing exchange of compliments, of expressions of appreciation, of best wishes for health and happiness. After that we took leave pending the wedding in the evening.

The house of Hadj Abdeslam Tazi rests on a hill on the other side of the valley. But like countless other houses in this congested city within the ramparts it is reached only by a tortuous passage-way which winds and winds and only the knowing know whose door belongs to whom. To us, in the growing darkness of that evening, all doors looked alike, and so, too, did all the houses look alike, for along the passageways of Fez not one inch separates the dwellings of one man from another. There are no numbers, no name plates, no front gardens, no fences. But Hadj Abdeslam Tazi has lived in his house, and his father's house before him, for three score years, and so he knows his way about. Down this congested alley and down that, turning here and turning there, brushing aside this laden donkey, velling at that laden man, Hadj Abdeslam Tazi led us straight to his door. Yes, there was a running fountain beside it, where, by his benevolence, the poor might fill their earthen jugs: so perhaps it was the fountain which set the house of Hadj Abdeslam Tazi off and made its doorway recognizable amongst all the others.

However that might be, the door opened. Across the threshold, in and around a courtyard garden, lay another world. As I have said, Hadj Abdeslam Tazi is a rich man. His flowing garments are of cotton, and differ no whit from those of many another citizen of Fez, being neither finer nor whiter, for in Morocco a man's riches are not shown by fine raiment and costly ornaments. But behind that simple doorway Hadj Abdeslam Tazi dwells in something better than a mere house and mere comfort; he dwells in a palace and in luxury. Perhaps it was the sweet scent of the flowering jasmine that intoxicated me and caused my mind to wax

Ramparts of Fez

Photo by the author



romantically and my eyes perhaps to see things that were not there—certainly it was not wine, for Hadj Abdeslam Tazi is devout. Like Fez, he clings to the ancient ways, and no wine profanes the lips that five times daily praise the glories of Allah. Whatever the cause, in the iridescence of this dwelling where the lights of the hanging lamps played against the colors of the tiles and mosaics and the sculptural plaster we for a little while imagined ourselves in something akin to Paradise.

But presently rapture gave way to more sober things. As we sat down on fine cushions around the circular low tables and adjusted ourselves for the approaching feast the son of Hadj Abdeslam Tajo, by name Hamed and eighteen years of age, a clean cut young fellow (who had greeted us at the door), explained that he was a modern man and asked if we would not like to have knives and forks. But if wine would profane the lips of Hamed's father so would knives and forks, in our estimation, profane the food served in Hamed's father's house. Eating in the Arab way, with fingers of the right hand and from a common bowl, was part of the atmosphere, and so we declined, and for the whole of the feast of many courses we ate as our Moslem friends ate. It was a private and intimate feast, with only a few to partake of the succession of courses of meat and fowl and kouskous, which the little Arab maid, half on the run, placed before us. When the eating of each course flagged it was she who, with careful timing and dexterous skill, carried what was left away. But in order that things might move without a hitch

it was Hadj Abdeslam Tazi himself who, from time to time, slipped quietly from the scene of the feast to the kitchen to give further instructions. Somewhere therein was his wife (or wives), but that evening we saw but one female—the little girl working like a slave to keep things moving.

When the last course was finished and the low tables were lifted and carried away we reclined lazily on the pillows and divans and smoked and talked of this and that. The night was now wearing on. Above the courtyard the stars were twinkling brightly in the heaven. Presently a band of Moroccan musicians arrived and took their place nearby on cushions. Not long afterwards, a few elderly Arabs, distinguished gentlemen of Fez, as one could readily see, drifted silently in and, without direction or formality, likewise took their seat on cushions. In a little while more came, and then more, and through it all Hadj Abdeslam Tazi took no particular notice, nor did his son, nor did these elders of Fez's aristocracy take any particular notice, neither of their host nor anybody else. They shuffled off their babouches, gathered up their flowing djelabas, and sat down, cross-legged and seemingly at complete ease. Then they sipped the mint tea that was by now brewing in many a samovar, brewed by master ceremonial brewers, guests selected at random and by a nod from the host for this honor.

The musicians played. It was the music of Andalusia, we were told. To the old aristocrats of Fez this music of Andalusia may have told a story of

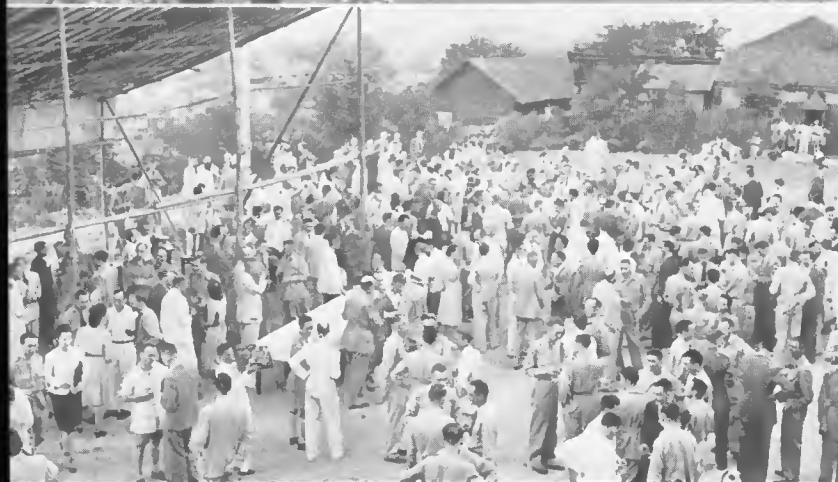
(Continued on page 49)



Service Glimpses

The Imperial Building, Paseo de la Reforma 64, Mexico City, formerly one of Mexico's leading hotels, but which now houses the Economic Unit of the American Embassy, Fish and Wildlife Service, United States Geological Survey, Treasury Department representatives, etc.

Photo by Don Vasque



Guests at the Fourth of July Reception in front of the new Chancery, Chungking.



Counselor of Embassy and Mrs. George P. Shaw with the Presidents of Ecuador and Chile at a Horse Show in Quito on October 3, 1945. Left to right: President of Ecuador José María Velasco Ibarra, Mrs. Velasco, President of Chile Juan Antonio Ríos, Wife of Chilean Chargé d'Affaires Mrs. Echeverría, Mrs. Shaw, Counselor of Embassy Geo. P. Shaw, and Mrs. Corina Durán de Parra, mother-in-law of the President of Ecuador.



Mr. and Mrs. Francis White and their daughter, Elizabeth, stopped at the Consulate in Seville on a motor trip through Andalusia. Mr. White, former Assistant Secretary of State and Minister to Czechoslovakia, was Counselor of Embassy in Madrid in 1927.

INSURANCE

Wherever you are our special insurance policies are available.

Use one of the Insurance orders if available in the shipping office. If not, write us giving value of the goods, date of policy desired, point of origin and destination of the shipment. State whether an annual policy is desired or one to cover the shipment only. We will mail the policy and the bill.

We also write all risk jewelry and fur policies, baggage insurance, fine arts policies, etc.

SECURITY STEEL LIFT VANS

provide the utmost in safety and convenience, and are economical as well — saving packing costs and saving ocean freight charges.

Security Storage Company of Washington

*a safe depository
for over 50 years at*

1140 FIFTEENTH STREET
DIstrict 4040

European Office

31 Place du Marché, St. Honore, Paris

Affiliated with the American Security and Trust Co.

There's Security in AN AMERICAN BANKING CONNECTION



For officials stationed abroad, a banking connection in the Nation's Capital is especially advantageous. The American Security & Trust Company of Washington, D. C. has had long experience in handling the banking, trust, and safe deposit requirements of foreign service officers the world over.

Wherever your post of duty, you can be certain that American Security's specialized services for foreign accounts will assure you of maximum promptness and efficiency in handling your financial transactions. Your inquiry is cordially invited.

AMERICAN SECURITY & TRUST COMPANY

Main Office: Fifteenth St. and Pennsylvania Ave.
(Opposite the United States Treasury)

WASHINGTON, D. C.

Capital	\$3,400,000.00
Surplus	\$4,400,000.00

MEMBER:
FEDERAL DEPOSIT INSURANCE CORPORATION
FEDERAL RESERVE SYSTEM

CLERICAL PERSONNEL

(Continued from page 14)

(2) Every experienced executive knows that efficiency is not merely the sum total of the abilities of the individuals in an organization, but involves a high degree of teamwork, based on both individual morale and the desire of individuals to unite in cooperative effort. Nothing is gained by raising the level of individual ability if at the same time there is a disruption of *esprit de corps* and a loss of the incentives to group effort and teamwork. (3) The conditions of life in the Foreign Service are such that not every employee will find satisfaction in it and wish to make a career of it. In recruiting new employees, there will always be a certain percentage of people who will not like the life and will not stick it out. The turnover rate will be very much lower when promotions are made from a corps of employees who are already adjusted to the Service. (4) There will always be fresh blood coming into the Service, even if very few people are recruited directly into the administrative classifications. There will be new clerks, who can be promoted very rapidly if their abilities merit it, and there will be new career officers of selected quality, who will at a relatively young age occupy positions of command. (5) In any event, the promotion policy should be tried first, and extensive recruitment resorted to only if it is found that promotion is not working in the necessary manner. If promotion does work properly, the efficiency of the organization will be increased by the fact that the persons occupying administrative positions already are familiar with the techniques of the Service, and thoroughly indoctrinated in its traditions.

It might be added at this point that in another paper, "A Tentative Plan for the Training of Foreign Service Officers," the writer has advocated a policy of giving preference in selection of career officers to those candidates who have had at least five years of practical experience in American life. In other words, the idea would be to have a Foreign Service composed (1) of officers who have brains, imagination, background and a demonstrated capacity for practical accomplishment, and (2) of clerical and administrative employees who are loyal and efficient, who know the work thoroughly, and who have a high degree of *esprit de corps*. The writer would wish the officers to be truly an elite corps, who would be pointed for the top positions of responsibility, and the clerical and administrative group to be a loyal, reliable and responsible body of people, who could carry on the routine work of the Foreign Service, including a substantial amount of work now done by career officers. Foreign Service officers in their training years should be sub-

jected to a heavy assignment of routine duties, in order to learn thoroughly the techniques of the Service; but they should be relieved of much consular and administrative detail as they advance in rank and responsibility. The development of the administrative and fiscal corps will make this possible.

If the writer has a bias in this matter, it is to a large extent based on having seen something quite similar to the system advocated actually working in Mexico. The Embassy in Mexico City has a very high proportion of non-career vice-consuls in positions of supervisory responsibility, and these people are justifying the confidence placed in them. There are, as a matter of fact, only two career officers at present in the relatively large consular section there—a Consul General of Class III and a Consul of Class VII. There are a number of non-career vice-consuls occupying consular posts in the smaller cities of the country, and their abilities seem to be fully adequate to the tasks expected of them. When an additional officer is needed for consular work in Mexico, the Embassy gives the preference when it can to a clerk of good background and ability, who is given a chance to qualify and upon making good is commissioned as a non-career vice-consul. The great drawback in Mexico is not that the work is not done efficiently, but that it has been difficult to obtain adequate financial rewards for officers in non-career classifications. This situation will be remedied only when funds are available to reclassify existing personnel in terms of the new legislation establishing the administrative and fiscal corps.

Now to return to the more general problem of morale. It was suggested in preceding paragraphs that the status of Auxiliary clerks be determined as promptly as possible, that reclassifications be made to eliminate present injustices, and that the differential in base salary between locally-hired and Washington-hired clerks be eliminated as far as possible, and that the new classification established in the administrative and fiscal corps be regarded as a ladder of advancement for meritorious clerks, to provide a career incentive. A further idea may now be broached. There is a very real need for a better understanding of good administrative practice in the Foreign Service, both for career officers and for non-career people exercising administrative functions. More officers need to understand more fully the basic principles of organization and leadership, including particularly such problems as the functions of the executive, the nature of executive authority, the nature of executive decisions, the chain of command, the delegation of authority, the specialization of employee functions, the proper use



ROUTINE STUFF

Flying the oceans isn't a new experience to TWA planes and crews. TWA has more than 8,700 overocean flights to its credit, starting in February 1942, with service to Cairo, Egypt.

That was the pioneer overocean flight of any domestic airline for the Army Air Transport Command. Later TWA became the first

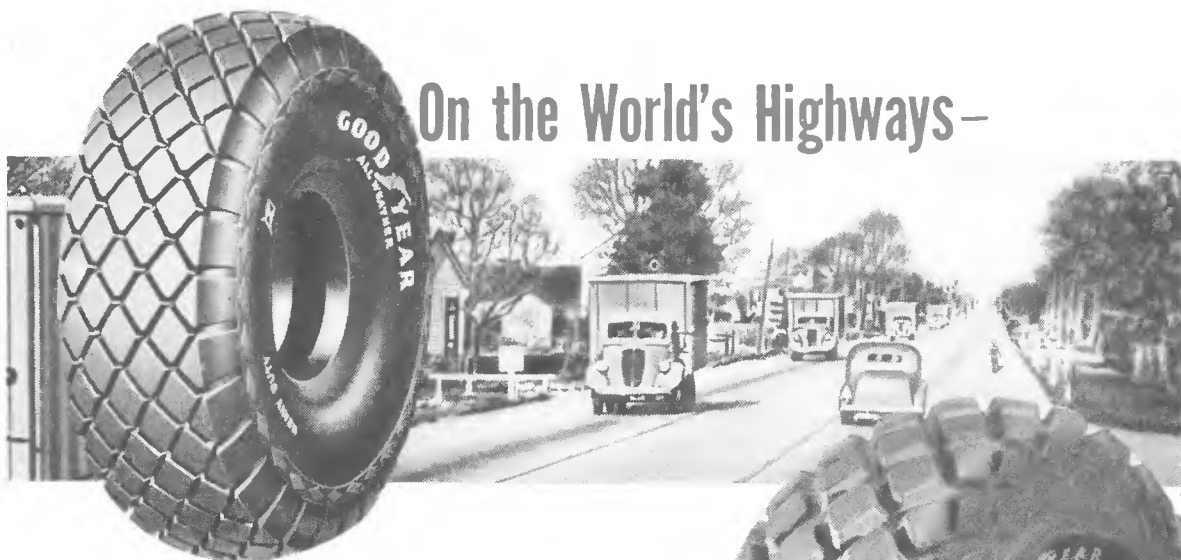
U. S. airline to operate year-round schedules across the North Atlantic. Pictured above is TWA's new trans world system, the foreign portion of which is just as familiar to our crews as are the airways of our domestic routes. Wherever you live along

TWA's transcontinental route, you will soon have direct, one-carrier service to key foreign centers halfway around the world to

India and Ceylon. If you're going to Europe, Africa or Asia, see TWA or your travel agent now.

NEWFOUNDLAND
IRELAND
FRANCE
SWITZERLAND
ITALY
GREECE
EGYPT
PALESTINE
TRANS-JORDAN
IRAQ
SAUDI ARABIA
YEMEN
OMAN
INDIA
CEYLON
PORTUGAL
SPAIN
ALGERIA
TUNISIA
LIBYA

TWA
TRANS WORLD AIRLINE



On the World's Highways—

On the World's Byways—



More tons are hauled on Goodyear Giant Tires than on any other make



First Choice for LONGEST MILEAGE,
LONGEST TREAD AND CARCASS LIFE,
GREATEST ECONOMY IN SERVICE

GOODYEAR PRODUCTS are manufactured in Argentina, Australia, Brasil, Canada, Eire, England, India, Mexico, Peru, South Africa, Sweden, The United States. Branches, Distributars and Dealers throughout the world.

THE AMERICAN FOREIGN SERVICE JOURNAL

of channels of communication, incentives to co-operative effort, the recognition of the individual, the significance of informal social organization within the formal organization, and the influence of group sentiments in determining employee attitudes. It is proposed that the program for the training of officers should include some time spent upon a course in the theory and practice of personnel administration, with special relation to the problems of the Foreign Service. This course might well be given during the often-discussed "basic year" proposed by Dr. DeWitt C. Poole and also repeated in a more advanced form for experienced officers who are assigned to Washington for periods of advanced training. The purpose should be to promote knowledge of good personnel administration to such an extent that the general level of leadership would improve throughout the Service. Sound personnel practice in the missions and consulates of the United States would go far toward maintaining the morale made possible by the establishment of far-sighted policies in Washington.

No discussion of the morale problem would be complete which did not include mention of the relationship between career officers and so-called non-career personnel. In many Foreign Service establishments, and particularly in the larger ones, there is a sharp social distinction between officers and clerks. There is sometimes also a social distinction between career officers, on the one hand, and Auxiliary and non-career officers on the other. While some consciousness of difference is unavoidable, and in some situations perhaps desirable for reasons of discipline, it is well to remember that American-born employees, to mention only this group, come from home communities where democratic sentiments are deeply rooted. They will be quick to resent an assumption of social superiority which is not in their opinion justified by the facts of the situation. No officer should be so lacking in force of personality that he should have to depend upon the maintenance of artificial barriers between himself and his subordinates in order to maintain his authority and his prestige. As a matter of fact, there are both men and women in the clerical service who come from cultured homes and have enjoyed excellent educational opportunities. They will be especially resentful of any suggestion of snobbery among officers who are in no way superior to their own friends and relatives in the United States.

Leaving aside the question of whether or not the maintenance of class distinctions is bad for clerical morale, there is no doubt whatever that a generous and cordial treatment of clerks by officers gives a real lift to the spirits of the former. In many posts

the social opportunities of clerical employees are extremely limited. Whereas the officer will have a home in which he can entertain and an official status which will guarantee him a certain amount of social attention, the clerk will be almost entirely dependent upon his own resources. The hospitality of an American home, freely proffered by his chief in a spirit of friendliness, will make an enormous difference in the subordinate's happiness. If the latter is a woman, living in a country where female social life is strictly proscribed, she may easily be in a situation where invitations to the homes of officers provide the only bright spots in a life of loneliness.

Many officers contend that they do not entertain clerical employees because they cannot afford to. They say that they live on such a restricted budget, and have so much necessary entertaining to do to maintain their positions in the community, that it is not fair to expect them to take on this added burden. There is undoubtedly this severely practical angle to the question. An equally practical answer can be made to it. An officer should receive credit on his efficiency report for the quality and quantity of the effort he makes outside of office hours to maintain the happiness and good will of his subordinates. And although representational allowances are said to be inadequate to present needs, it might not be too bad an idea, in that golden future when allowances will be greater, to require every officer to spend a stated portion of his income providing cheer for those who assist and support him in the onerous tasks of the daily routine.

A Training Program for Clerical Employees

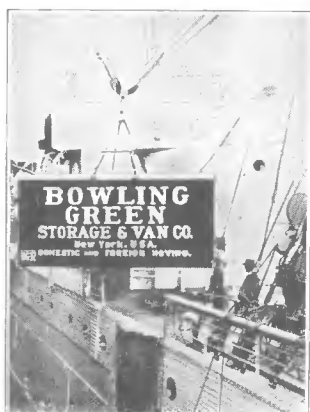
It is not by accident or a mere love of discursiveness that the bulk of this paper on training is devoted to a discussion of morale. On the contrary, the idea which is fundamental to this essay is that training alone will accomplish little. Solve the morale problems of the clerical service, and the training effort will be infinitely more fruitful. Most learning comes through doing, and the Foreign Service is no exception. Once the conditions are created in the field in which clerical employees can work happily, purposefully and fruitfully, it can confidently be expected that they not only will learn the routines of the Service, but that they will achieve the maximum degree of permanence and of usefulness. In cases where ability and industry are combined, the clerk should advance into the administrative grades and in cases where there is outstanding capacity, into the career service itself.

However, assuming that the fundamental morale problems will be met, even partially and inadequately, there is much that can be done to prepare the clerical employee for his first tour of duty, and

COMPLETE SAFETY

**DOOR TO DOOR
MOVING
THE WORLD OVER**

**FOREIGN and DOMESTIC
REMOVALS in safe steel lift
vans, wooden vans or cases.**



**STORAGE of household effects,
Works of Art, furniture, office
records and private automobiles.**

Washington Representative:
FEDERAL STORAGE COMPANY
1701 FLORIDA AVE.—ADams 5600

**BOWLING GREEN
STORAGE & VAN CO.**

Cable Address: Bowlingvan
248-252 West 65th Street
New York, N. Y.

MEMBER
ALLIED VAN LINES

some things also to further his development after he is functioning on the job.

First of all, a careful system of selection is needed in Washington, to screen out those who are mentally, physically or emotionally unfit for the life of the Service, and to discover the aptitudes, interests and accomplishments of candidates on the basis of which intelligent placement can be made. Without going into detail in this paper, it may be suggested that some simple intelligence, aptitude and performance tests should be given, and that these should be supplemented by skillful and experienced oral interviewing. The same battery of tests given in Washington should also be given in the field when clerical employees are locally hired. For the oral interview, a point system would have to be developed, giving credit to applicants for education, experience, language ability, character (based upon both the interviewer's judgment and the investigation of references), personality and the degree of interest displayed. Factors which might be thought to affect the applicant's adjustment to and permanence in the service would have to be weighed in the point score. The purpose of this point score would be to standardize qualifications for employees as between those hired locally and those taken on in Washington. It would be necessary to have such a system only in the event that the two groups are to be paid the same base salaries. If local employees are to continue to be paid on a lower scale, then it would not be necessary to formalize the selection process for them. Administration flexibility in the employment of local clerks is an advantage which should not be sacrificed lightly.

In the recruitment and selection of clerks, it is important to keep in mind that for the work of the Foreign Service it is not nearly so important to pick a person with technical skill in certain tasks as it is to get the proper qualities of character and personality. Technical skills can be imparted through training and experience, but there is little chance of changing deeply-rooted personal characteristics. Clerks who serve the United States in foreign communities should be representative of the basic virtues of American life; in the long run, their moral and emotional soundness and especially their capacities for loyalty and cooperation will count for much more than their accuracy with figures or the number of words they can type per minute.

Secondly, for those clerical people employed in Washington, a training program should be set up which would give full attention to indoctrination and to psychological preparation for field duty, along with technical preparation. This program should include the following factors: (1) Indoctrination talks by persons with field experience.

stressing the *esprit de corps* of the Foreign Service, the necessity of putting up with many inconveniences and privations in serving abroad, the interest and importance of the job to be done, and the intellectual and emotional satisfactions of the Foreign Service as a career. (2) Realistic discussions of problems of living and working abroad as a Foreign Service clerk, led by persons with field experience. Ample question periods should be provided, to make certain that every trainee is as fully informed as possible, and every effort should be made to include in the discussions as much "personal experience" material as possible, to dramatize and humanize the subject matter. (3) As soon as the actual field assignment is made, a considerable amount of individual attention should be given the trainee, to make certain that he or she is fully informed as to conditions in the particular post and knows what preparations to make. As an example of what should not be allowed to happen, the writer knows one girl clerk who was sent to Madrid some years ago without being told the one thing most essential to her living arrangements there—that it was practically imperative for her to have a checking account in an American bank. The worry and embarrassment which this lack caused her resulted in her being resentful and unhappy for much of her first year in Spain. (4) The present practice of including clerical employees in general lectures on American foreign policy and American interests and problems in different areas of the world should be continued, both to provide as much orientation as possible and to give the clerical employee a feeling of participation in the problems of the Foreign Service. (5) Woman employees who are being sent abroad should have the benefit of conferences and discussions with women counselors who have been in the field, to make sure that those matters which would be of special importance to women are thoroughly covered.

The program of technical training should not be too narrow or specialized. Its aim should be not only to make sure that the trainee possesses the fundamental knowledge and skill he or she needs to function effectively in the field, but to give him or her a broad picture of the work of the Service. The present practice is to give the clerk ninety days of experience in the Department of State, during which time there is a combination of learning-by-doing in some division of the Department and of organized classroom instruction. The experience of learning-by-doing is of considerable potential value, but the all-important consideration is whether the newly-employed clerk is treated as a person to be taught, or merely as a useful addition to someone's office force, to be loaded down with routine and forgot-

AMERICAN EASTERN TRADING & SHIPPING CO., S.A.E.

Alexandria and Suez (Egypt)

Branches or Agents in:

Alexandria, Egypt	Jaffa, Palestine
Cairo, Egypt	Jerusalem, Palestine
Port Said, Egypt	Haifa, Palestine
Suez, Egypt	Bairut, Lebanon
Port Sudan, Anglo-Egyptian Sudan	Iskenderon, Turkey
Khartoum, Anglo-Egyptian Sudan	Damascus, Syria
Djibouti, French Somaliland	Ankara, Turkey
Addis Abeba, Ethiopia	Izmir, Turkey
Jedda, Arabia	Istanbul, Turkey
Nicosia, Cyprus	Valletta, Malta

AMERICAN IRAQI SHIPPING CO., LTD.

(Only American-Owned Shipping Firm
in Persian Gulf)

Basrah and Baghdad (Iraq)

Branches or Agents in:

Baghdad, Iraq	Bandar Abbas, Iran
Basrah, Iraq	Taheran, Iran
Khorramshahr, Iran	Bahrein, Bahrein Islands
Bandar Shahpour, Iran	Ras Tannurah, Saudi Arabia
Abadan, Iran	Koweit, Arabia
Bushire, Iran	Mosul, Iraq



New York Representatives

AMERICAN EASTERN CORP.

Near East Division

30 Rockefeller Plaza Circle 6-0333
New York 20, N. Y.

ten. Some considerable progress has already been made on this problem, in that the Division of Training Services has secured control of the trainee's time and can now make assignments of such persons to the Department with due consideration for each individual's training needs.

In general, the technical training of clerical employees, then, should include: (1) Assignment to work in the Department which will provide a useful orientation for the work in the field; (2) classroom instruction in coding, filing, taking passport and visa applications, filling out invoices and other consular forms, typing letters and dispatches, and other jobs typical of the work in the field; (3) general lectures on the organization and operations of typical field establishments; and (4) instruction in the principal language of the country to which the employee is being sent. The last item would have to await the full development of the language program of the Division of Training Services, but it should not be lost sight of as something ultimately desirable.

It should be particularly emphasized that the clerical employee should not learn merely one specialty, such as coding or filing, but should have at least a fundamental idea of each different class of work. One of the causes of dissatisfaction in the past has been that a girl trained as a stenographer was required upon arrival in the field to do code work, or a file clerk assigned to visa applications. Not all clerks need to know stenography, which is a technical specialty which either the clerk will know or not know at the time of hiring. But at least every clerk can know typing, coding and filing and be familiar with a considerable amount of the paper work of a Foreign Service establishment. Then upon arrival in the field the trainee can be utilized at whatever tasks are determined as most suitable for him or her, in view of the work to be done and the skills available in the office.

Incidentally, many embarrassing situations might be forestalled if the Division of Training Services, upon graduating a clerk from the training program, could write to the officer in charge of the post to which this individual is to be assigned, informing him as to what to expect of the new employee upon arrival at the post.

There are some Foreign Service occupations which are so specialized that special training arrangements should be made to prepare for them. Two that come immediately to mind are accounts clerk and Embassy librarian. In such cases it would be expected that the trainee would have some specialized training or experience before entering the Service. His period of training in the Department of State should include a tour of duty in the appro-

priate division of the Department plus all courses given other clerical employees except those so specifically technical that they do not relate to his own specialty. He then should serve a period of apprenticeship in a large mission, where he would be understudy to an individual experienced in his specialty—say a disbursing officer, in the one case, and a librarian, in the other.

The problem of the clerical employee hired in the field, whether American citizen or alien, must be considered separately. There are locally hired American employees who feel very strongly that they could do a better job if given some training and experience in Washington. The writer has been approached on this matter by librarians, archivists, code clerks and visa specialists. Undoubtedly there would be advantages in assigning such people to the Department for a period of development, but the benefit would have to be weighed against the cost. It probably would suffice for the present to say that if a locally hired American clerk were to give evidence of making a permanent career of the Service—for example, would make himself available to be sent wherever he might be needed—then the individual case could be considered on its merits. Training would be much easier to arrange if such a person were passing through Washington on his way from one post to another.

Generally speaking, however, training given to locally hired people must be given on the job. There would seem to be no reason to suppose that this would not be adequate in most cases. The writer has visited a number of posts where administrative officials insisted that locally hired people were more satisfactory in every way than those sent out from Washington. Where the field has difficulty with local help, it seems usually to be either because clerks with sufficient education either are not available locally, or are not available at the rates paid by the Foreign Service. Unfortunately, no amount of training can do very much for inferior personnel, handicapped by having lived from birth in an environment with a low cultural and educational level. So the problem would seem to resolve itself into one of training local clerks on the job, when good material is available, and asking for help from Washington when it is not.

Summary

The suggestions made in this paper are purposely rather general. It was not the intention to go into detail in setting up a curriculum for clerical personnel, but rather to sketch in broad outlines a general course of action which it was felt would put the clerical grades on a sound basis from the point of view of modern personnel management. The

(Continued on page 64)



So light

So delicate

So flavorful



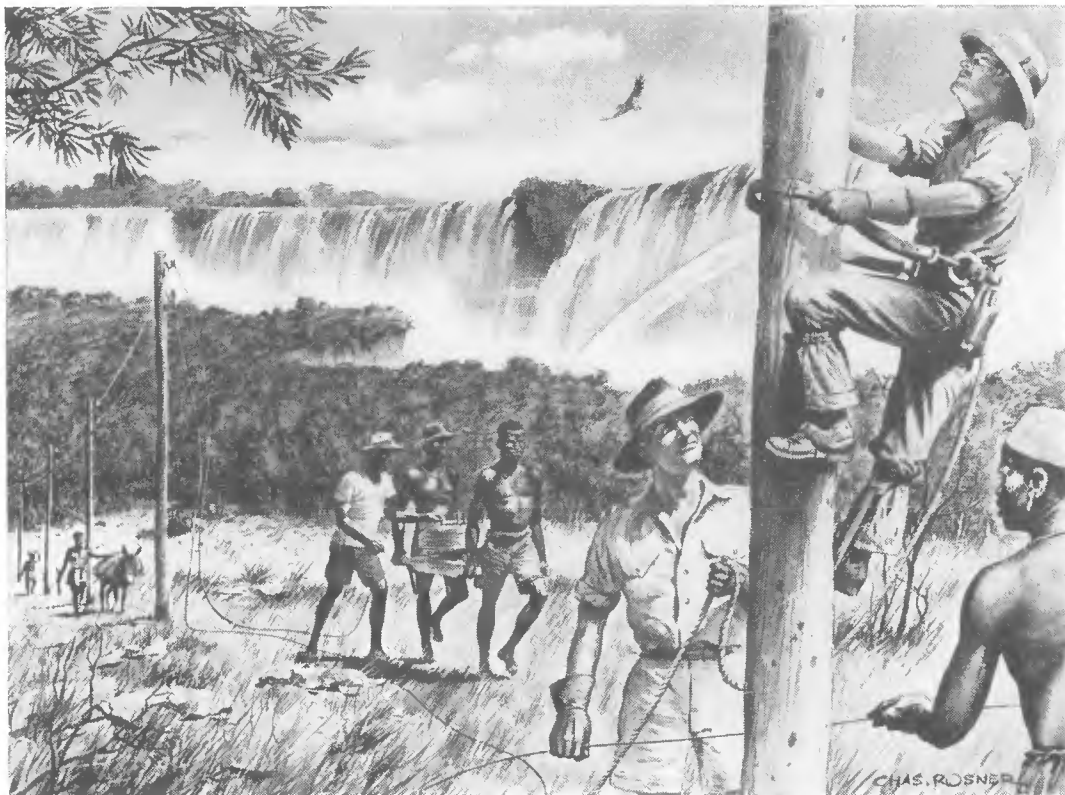
SINCE 1830 the House of Bellows has pioneered in producing light, fine whiskeys to suit the discriminating tastes of connoisseurs. In Bellows Special Reserve Whiskey there is a light, delicate yet flavorful quality that unmistakably distinguishes

it from all other whiskeys.

We are indeed gratified that members of the Foreign Service missions find Bellows Special Reserve Whiskey to their liking and take this opportunity of expressing our sincere appreciation of their patronage.

B E L L O W S & C O M P A N Y , I N C .

Established in 1830



Erecting the telephone line across Africa, near Victoria Falls on the Zambesi River

How man's Voice crossed endless Africa . . .

Africa . . .
Mighty continent where years ago
Conrad found "the heart of darkness"
Today is changed
Today
Africa's impenetrable jungles
Roaring rivers and endless plains
Are no longer barriers to men . . .
Isolating great centers
Of agriculture, commerce and life
For back in the early Thirties
Africa found
In the modern, long distance telephone
Its transcontinental voice . . .
At that time
IT&T's associate
Standard Telephones and Cables . . .

*25 years of
International
Service*

Working in collaboration
With the Postmasters General
Of the Union of South Africa
And Southern and Northern Rhodesia
Developed the broad-reaching plan

Soon, by the sweat and skill
Of men, light-skinned and dark
The "singing wires" were edging on
Foot by foot
From Capetown to Johannesburg . . .
Livingstone . . . Salisbury . . .
2000 back-breaking miles . . .
The beginning of a vast system
That will someday cover the continent

This is one example of the way
IT&T
Through its pioneering
In telephony, telegraphy, radio
And television
Is helping men shrink distance
And build a neighborly, peaceful
One world

IT&T

INTERNATIONAL TELEPHONE AND TELEGRAPH CORPORATION

67 Broad Street, New York 4, N. Y.

BUY AND HOLD VICTORY BONDS

SUGGESTIONS FOR IMPROVING THE FOREIGN SERVICE

(Continued from page 20)

gested that a further step might be the granting of more extensive and frequent opportunities to younger Foreign Service Officers for training in Army and Navy War and Staff Schools. Concomitantly, the Department might undertake a program of regular training of military and naval officers in the bases and techniques of foreign relations. Such a program would do much to eliminate friction between the three Services and encourage more effective collaboration between the officers of the Services, based on the bond of their common interest in a technical subject and their common responsibilities. The ensuing interchange of views and information would be invaluable to the Foreign Service in understanding the fundamentals of the American position and in remaining alert to the necessities involved in the protection of American interests. Likewise, Army and Navy officers could not help but benefit from access to the Department's vast fund of experience in foreign affairs. Lastly, there might be considered the creation of a permanent joint Army-Navy-Foreign Service Council, at a high career level. This Council, emphasizing the joint responsibility of the three groups in the safeguarding of American vital interests, could be of invaluable assistance in the formulation of policy. It would provide the arena for exchange of views at a responsible level. Its successful functioning would depend largely, however, upon the manner in which the suggested earlier measures were applied. The clear definition of authority and functions would establish the basis for effective collaboration. Such collaboration could, in turn, be best achieved, not through agreement between the War, Navy, and State Departments as such, but through mutual respect and active association in common problems by the personnel of the three Services.

4. For the average Foreign Service Officer, and particularly for the younger officer, one of the hardest phases of the Service to understand is personnel policies. Most Foreign Service Officers are, properly, ambitious, in the best sense of the word. Few, however, understand precisely what qualities lead to advancement in the Service. Many a junior officer has heard his older colleagues state frankly that the penalties of initiative in the Foreign Service are too great to risk taking any more than the absolute minimum of responsibility. In many cases the only reward for an officer willing to shoulder burdens has been the assumption without recognition of the responsibilities of his less ambitious colleagues. Regular promotions limited by time and class per-

centage requirements have done much to stifle initiative and encourage a consequent preoccupation with security. The traditional Departmental refusal to openly admit mistakes and the failure to utilize special abilities has discouraged many capable officers, if not forcing them out of the Service, driving them into mediocrity within the Service. The apparent lack of personnel policies has led to a feeling in the field of antagonism to the Department. It is significant that the suggestion should still have to be made at this date, as it has been, that officers should at least be entitled to see and reply to "Unsatisfactory" efficiency reports. It is not to be expected that in so far-flung an organization as the Foreign Service some individual injustices will not occur, or that each post will be all things to all men. This also is a question of degree, however. A recent case in point has been the induction into the armed forces of Foreign Service Officers in certain categories. In this case it was not what was done that was a source of disappointment and irritation to officers abroad, but the method used. The field was not adequately informed, and little effort was apparently made to assist personnel returning to the United States for induction in the solution of the multiple problems which such movements entailed. A minor illustration is contained in the fact that as late as May 1944, it was still undecided as to who should pay for the transportation of the effects of personnel who returned to the United States to enter the armed forces voluntarily. The general confusion which was permitted to exist regarding the Selective Service question was but one in a series of single instances which were destructive of morale and made almost impossible the achievement of that esprit de corps of which the Service is potentially capable.

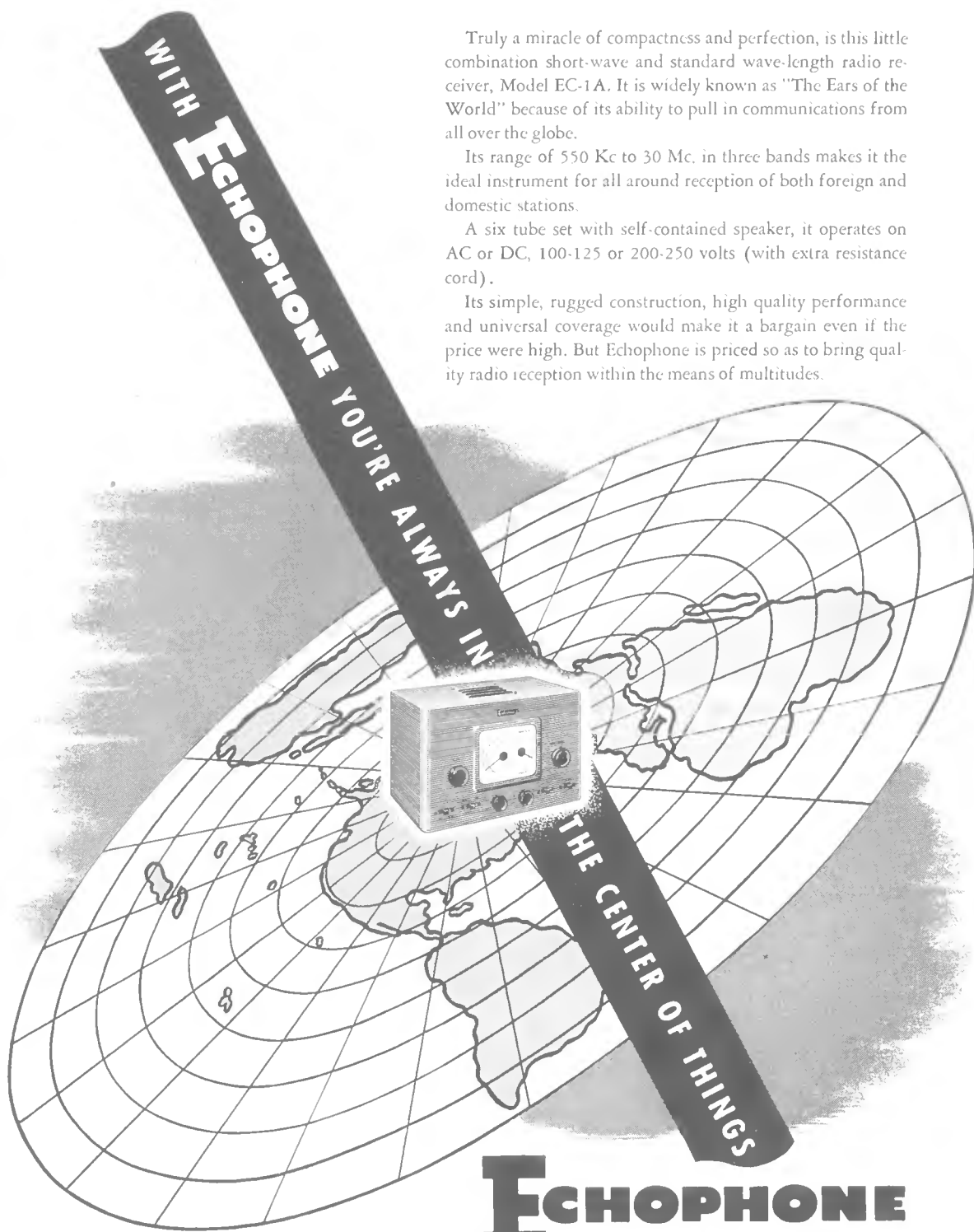
It may therefore be suggested that certain specific personnel measures should be instituted which would look forward to keeping the individual officer better informed of his own status in the Service, to eliminating any antagonism between the Department and the field, and to encouraging the use of initiative and imagination and the assumption of responsibility. Steps toward the achievement of these three ends, which are by no means the ultimate desiderata in the formulation of definite and progressive personnel policies, should include removal of the time and class percentage restrictions on promotion, the signature of an "Unsatisfactory" efficiency report by the officer concerned, and the granting of greater weight to the grading of reports and despatches received in the Department in the total assessment of an officer's value to the Service. In addition, greater instruction might be given to

new officers in their rights and duties regarding personnel matters and in the actual system which prevails in the Foreign Service as regards ratings and advancement. At the other end of the chronological scale, officers retiring from the Service should be permitted to maintain their rank with its corresponding title. None of the foregoing suggestions are original; all have been advanced in recent months by interested Foreign Service personnel. It should be emphasized, therefore, that the governing consideration in the improvement of Foreign Service personnel policies as such can be not merely the institution of specific reforms, but rather primarily the adoption and vigorous implementation of a general policy with the intent to eliminate injustice wherever possible, to actively foster esprit de corps, and to reward initiative through a keener realization that increased responsibility inevitably involves increased risks.

5. The failure of the Foreign Service to grasp certain opportunities has been a reflection of unwillingness to use all available techniques, or inability through lack of personnel or facilities to assume additional responsibilities, or in some cases plain lack of imagination. Cases involving the latter factor have fortunately been rare, and the only possible solution for the avoidance of such cases lies in the further application of policies granting premiums for individual imagination within proper limits. Failure to grasp opportunity because of inability, for one reason or another, can, of course, be corrected only by policies leading to the elimination of inadequacies in personnel, plant, and equipment. The Service's failure to perform certain necessary functions during this war and the consequent encroachments of other agencies in the broad field of foreign relations has been, in the main, due to this cause. Lost opportunities due to the unwillingness to utilize all available techniques, however, can be overcome only by a combination of adequate organized training and fuller attention to individual skills and background. There is room in the Foreign Service for men and women of all shades of opinion, provided they have the common link of acknowledgment of primary responsibility to the American nation as a whole, and of loyalty to that Service as the disciplined instrument of our Government's policy. It is suggested, therefore, that opportunities for training should be provided to officers of the Foreign Service relatively frequently and on a wide and varied scale. This could be achieved through more frequent Departmental consultations for officers and regular opportunities for study at universities and institutions at home and abroad.

6. The position of the American Foreign Service in the United States offers, perhaps, the greatest opportunities for profitable improvements of any of the Service's current weaknesses. The ignorance of the American public regarding their diplomatic and consular establishments abroad and the personnel of the Service would be more amusing were it not so tragic. It has apparently been the policy in the past to encourage anonymity in the Foreign Service. It is hereby submitted that such a policy is futile and detrimental to the maximum effectiveness of the Service. The Foreign Service contains a wealth of tradition and potential prestige. The average Foreign Service Officer in the United States, however, is in a sad plight. He has little or no regularized position at home. He has not even a document to identify him. He has, perforce, developed a degree of rootlessness which is essential in his profession. He may or may not have developed a circle of friends and acquaintances in Washington; he may or may not have been able to maintain his friends in his home town. He is the butt of continuous and irresponsible criticism. His compensations for this anomalous position in his own country are in his life abroad. Not only is this the source of the recurring criticism that the career officer does not, by his very nature, adequately represent America in foreign lands, but it enjoins the Foreign Service from proper performance of its duty of informing the American people of conditions abroad. It is suggested, therefore, that officers of the Foreign Service be brought home at specific intervals to travel throughout the United States for the purpose of speaking before interested groups as a part of their official duties. It is believed that the advantages to officers in an increased awareness of their own contribution to American life and of contemporary American trends, to the Department in the fuller performance of its responsibilities in informing the American people of foreign conditions and in its possible role of educating the American people to a national foreign policy, and to the people themselves in increased knowledge of their Foreign Service, would far outweigh any possible disadvantages of such a plan. In addition, there are numerous smaller steps, such as the granting of their rank to retired Foreign Service Officers, as mentioned above, and as is granted to retired military and naval officers. This would do much for fostering that domestic prestige without which the Foreign Service cannot be a complete organism.

The failure to adequately defend the Foreign Service before the public has led only to an increasing tide of criticism against the Department as well as the Service. Let us be frank: we are sorely in need of a good press. The fact that a



Truly a miracle of compactness and perfection, is this little combination short-wave and standard wave-length radio receiver, Model EC-1A. It is widely known as "The Ears of the World" because of its ability to pull in communications from all over the globe.

Its range of 550 Kc to 30 Mc. in three bands makes it the ideal instrument for all around reception of both foreign and domestic stations.

A six tube set with self-contained speaker, it operates on AC or DC, 100-125 or 200-250 volts (with extra resistance cord).

Its simple, rugged construction, high quality performance and universal coverage would make it a bargain even if the price were high. But Echophone is priced so as to bring quality radio reception within the means of multitudes.

ECHOPHONE

WILLIAMS EXPORT ASSOCIATES, INC.

540 NORTH MICHIGAN AVE., CHICAGO 11, ILL., 55 WEST 42nd ST., NEW YORK 18, N. Y., U.S.A.



MEDALS

For a Masterpiece

HIGHEST honors have been lavished upon Bacardi. Since 1862 international judges have acclaimed the smoothness and mellowness of this liquor as something unique, inimitable. And, when you *sip* a frosty Bacardi-and-Soda or a refreshing Bacardi Cocktail, we think *your* taste will confirm the verdict of connoisseurs the world over. There's nothing quite like this masterpiece of liquors—Bacardi!

BACARDI

GOLD LABEL

Straight... or in Highballs

WHITE LABEL

Straight... or in Cocktails

COMPANIA RON BACARDI, S. A. SANTIAGO DE CUBA, CUBA.



RUM 89 PROOF

somewhat villainous character in a current New York play is an American diplomat and is apparently accepted by the American public as a quite valid impersonation is typical. It should not be, and it need not be. We in the Service know the Service as an essential organization offering countless opportunities and composed of men from all sections and strata of America, bound together by a common technical interest and by a sense of responsible patriotism. This country should know about these men. No better way can be devised than that they should be the instrument of the development of their own self-respect at home.

The suggestions advanced in this essay have deliberately been few in order to emphasize the basic principle that specific suggestions will always be valuable, whereas the immediate need is for a general policy which will coordinate such suggestions in the achievement of definite and comprehensive aims for the future character and role of the Foreign Service. The specific suggestions advanced, or repeated from other sources, are, it is believed, directly related to the basic responsibilities which the Service may expect to have to face: the suggested method of expansion of the Foreign Service, the suggested need for technological improvements to be achieved in part through an expanded fiscal policy, and the suggested measures for bettering the position and increasing the activities of the Foreign Service at home are directly related to the greater volume of business and the new stress on the function of information which are the result of the international position of the United States and the American people's increasing awareness of that position and its responsibilities; the suggested closer collaboration with the Army and the Navy is directly associated with the Foreign Service's responsibility that Pearl Harbor shall not be repeated, which responsibility is the result of potential American vulnerability and the concomitant need to exercise the greatest care in the protection of American interests; the suggestions for improved personnel policies and increased training for Foreign Service Officers are directly related to the greater demands which will be placed on the Foreign Service for flexibility, vision and willingness to take added responsibility in order to meet the dynamic nature of contemporary problems. The implied theme behind these suggestions is that the American Foreign Service is an organization of vital importance to the American people and is an organization which, having the gravest future responsibilities, can be made to meet those responsibilities energetically, creatively and with honor.

WEDDING IN FEZ

(Continued from page 33)

olden days, days when their ancestors held sway over Spain. Hadj Ben Allal Ben Abdelghani leaned toward my wife and said: "Do you know what the mother of the Sultan who last ruled over Spain said to her son? No? She said, 'Cry like a child for what you have not been able to hold like a man!'"

As the strains of the music rose and fell one of the numerous assistants in this now crowding scene brought forth an incense burner, and with a swish or two to brighten the coals he placed it before us. The scent was that of sandalwood. Hadj Ben Allal Ben Abdelghani leaned toward my wife and said: "Do you know how much our host paid for that sandalwood? No? He paid one hundred thousand francs a kilo!" In our money that was nearly a thousand dollars a pound. There was a time, explained Hadj Ben Allal Ben Abdelghani, when sandalwood in Morocco cost only fifteen hundred francs a kilo. Now things are different, he ruefully added.

Guests came and went, and sometime during the evening Hamed also went, excusing himself to go to the house of his prospective father-in-law, where another similar scene was under way. With some difficulty, through the medium of Hadj Ben Allal Ben Abdelghani, we learned that sometime before, maybe many weeks, perhaps months, a contract had been signed, which had sealed the marital fate of Hamed and his wife-to-be. I do not know its intricacies, only that some money was involved, that a date was fixed, and that Hamed and the lady had no choice in the matter, had never in fact ever beheld one another.

In time we, too, took our leave. Hadj Abdeslam Tazi accompanied us to the door and on up the passageway to a point where our direction was assured. There he said goodbye, and thanked us warmly for having come. The streets of Fez were empty. In the silence of the night our voices, though scarcely more than whispers, echoed from wall to wall. Above, the moon was shining gloriously.

For me, this was all I saw of the wedding in Fez.

But my wife, by special invitation, had a little visit with the wife of Hamed the following afternoon. Sometime during the night, presumably when all the guests had departed, Hamed and Fatima had been married. By what ceremony we were not informed. My wife said she was very pretty. My wife's estimate of Fatima is that Hamed was lucky. My estimate of Hamed is that Fatima was lucky. May Allah smile upon them!



Overseas Branches

ARGENTINA Buenos Aires Flores (Buenos Aires) Plaza Once (Buenos Aires) Rosario	CUBA Havana Cuatro Caminos (Havana) Galiano (Havana) La Lonja (Havana) Caibarien Cardenas Manzanillo Matanzas Santiago	PERU Lima
BRAZIL Rio de Janeiro Pernambuco Santos Sao Paulo	ENGLAND London 117, Old Broad St. 11, Waterloo Place	PHILIPPINE ISLANDS Manila
CANAL ZONE Balboa Cristobal	INDIA Bombay Calcutta	PUERTO RICO San Juan Arecibo Bayamon Caguas Mayaguez Ponce
CHILE Santiago Valparaiso	MEXICO Mexico City	REPUBLIC OF PANAMA Panama
COLOMBIA Bogota Barranquilla Medellin		STRAITS SETTLEMENTS Singapore
		URUGUAY Montevideo
		VENEZUELA Caracas

65 BRANCHES IN GREATER NEW YORK

*Correspondent Banks in Every Commercially
Important City of the World*

When traveling carry NCB Letters of Credit
or Travelers Checks. They safeguard and
make your money easily available for your use

Member Federal Deposit Insurance Corporation

RECENT LEGISLATION

(Continued from page 17)

vice Personnel, in recommending promotions, would not overload the upper class. The experience of the past twenty years, however, has shown that the Board does not operate in this way, and that it is not likely to promote individuals who do not deserve it nor to upset a proper balance between the classes. The repeal of the limitations will make it possible at last to accord promotions where deserved, without artificial restrictions, and will help greatly to bolster morale and efficiency in the Foreign Service.

On May 14, 1945, a series of promotions was announced, under authority of the new legislation, representing the first step toward the belated recognition of merit for officers who should have been advanced during the past two or three years.⁵ The Board of Foreign Services Personnel has furthermore decided to suspend temporarily the administrative regulation prescribing a minimum of two years service in Classes V and above before becoming eligible for promotion, and eighteen months in Classes V-VIII. In its place a rule requiring only one year of service in any of the classes will be those officers who have missed not merely one but applied. This action has been taken in fairness to two promotions because of the percentage limitations and it will facilitate more rapid promotions than could ordinarily take place. The suspension will not be permanent for the eighteen-months-two year rule is regarded as a good one in normal circumstances. But until the personnel of the Foreign Service can be again brought into a proper balance and qualified junior officers given the rank to which their records entitle them the promotion procedure will be speeded up in this manner.⁶ In a few cases of special merit double promotions will be granted and several of these were announced in the list of May 14.

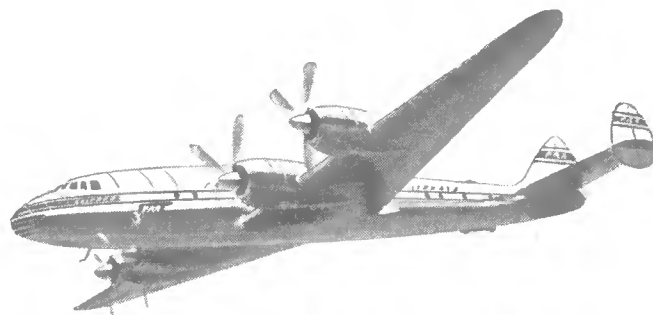
Fifth: Finally, the law of May 3, 1945, provides various minor administrative adjustments in the organization of the Foreign Service:

a) Formal legal provisions is made for representatives of the Departments of Agriculture and Commerce to sit as members of the Board of Foreign Service Personnel when the selection and assignment of agricultural and commercial attachés and specialists are being considered. This simply formalizes the situation which has existed since the Foreign Agricultural Service and the Foreign Commerce Service were incorporated in the Foreign Service by Reorganization Plan Number 2 of May 9, 1939.

⁵Department of State Bulletin, May 20, 1945, p. 939.

⁶Davis, as cited, p. 408.

Pan American



is now flying to these 47 countries

ALASKA	CURAÇAO, NWI	MARTINIQUE, FWI
ANTIGUA, BWI	DOMINICAN REPUBLIC	MEXICO
ARGENTINA	ECUADOR	NEWFOUNDLAND
AZORES	ENGLAND	NICARAGUA
BAHAMAS	EL SALVADOR	PANAMA
BELGIAN CONGO	FRENCH GUIANA	PARAGUAY
BERMUDA	FRENCH W. AFRICA	PERU
BOLIVIA	GUADELOUPE, FWI	PORTUGAL
BRAZIL	GUATEMALA	PORTUGUESE GUINEA
BRITISH GUIANA	HAITI	PUERTO RICO
CANADA	HAWAII	ST. LUCIA, BWI
CANAL ZONE	HONDURAS	ST. THOMAS, V. I.
CHILE	IRELAND	SURINAM
COLOMBIA	JAMAICA, BWI	TRINIDAD, BWI
COSTA RICA	LIBERIA	URUGUAY
CUBA		VENEZUELA

As America's "Merchant Marine of the Air," Pan American World Airways stands as a symbol of United States prestige all over the world. The Flying Clippers of this international airways System are today operating on regular schedule between the U.S.A. and all of the 47 countries listed above . . . As soon as new, faster Clippers can be added, Pan American will be able to make still further improvements in its service to you. For flying times, rates, and other information, consult your Travel Agent or the local Pan American office.

PAN AMERICAN WORLD AIRWAYS

The System of the Flying Clippers





U. S. Army Signal Corps Photo

A BEAUTIFUL illustration faultlessly reproduced requires a printing plate perfect in every detail. We submit this as an example of the skill and experience of our craftsmen.

SOUTHERN and STANDARD ENGRAVERS

WASHINGTON, D. C.

b) The provision of the 1931 act is repealed which required that Foreign Service officers assigned to the Division of Foreign Service Personnel could not be promoted to the grade of Minister or Ambassador during this assignment or for three years thereafter. This makes it possible for these officers to be accorded the same opportunity for advancement as exists for other officers in the service and removes what heretofore amounted to a penalty attaching to an assignment in this division.

c) The provision of the 1931 act is repealed which prescribed that only Foreign Service officers of Class I could be assigned to the Division of Foreign Service Personnel. Officers of other classes may now be assigned there.

d) It provides that the Director of the recently created Office of Foreign Service shall be a Foreign Service officer of Class I.

e) It clarifies the provisions for the bonding of Foreign Service personnel by stating specifically that only one bond shall be required for the faithful performance of all duties which may be assigned them. Separate bonds are not to be required for different parts of the duties which may be assigned to a man under different statutes. This was apparently the intention of the earlier legislation but in practice it was not so interpreted and separate bonds were required for various parts of an officer's duties. A considerable burden and expense to the officers resulted from this and the new legislation is intended to correct the situation. It is now assured that the bond originally given by a member of the Foreign Service at the time he enters upon his duties shall suffice so long as he remains with the service and so long as the penalties guaranteed by the bond are sufficient.

f) It formalizes, with a few minor clarifications, the legislative provisions from earlier acts of 1930 and 1931 regarding the allowances for foreign service officers and clerks. No basic change in the situation is made, however.

Although the law of May 3, 1945, makes several much needed improvements in the organization of the Foreign Service it is still regarded by the Department of State as only an interim measure which needs to be implemented as soon as possible by more comprehensive legislation. Careful study is being given to this problem by the Office of Foreign Service and there is every indication that the Department regards the strengthening of the Foreign Service as one of its foremost tasks of the immediate future.

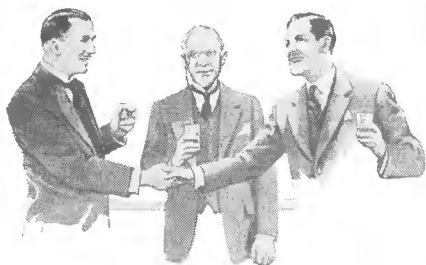
The expansion and reorganization of the Office of Foreign Service in April, 1945, is symptomatic of the Department's attitude on the subject. The office is to become a much stronger unit, with

Emblems of Quality Petroleum Products



Socony-Vacuum Oil Co., Inc.

26 BROADWAY • NEW YORK CITY



Old Friends from Home!



There is a traditional friendliness in these famous brands that have made them the favorites of generations of Americans. There is friendliness in their rich, smooth, mellow flavor, rare quality and good cheer.

We appreciate the past privilege of serving members of the Foreign Service missions and hope we may continue to contribute to their enjoyment in the future.

★ ★ ★ ★ ★

OLD GRAND-DAD is straight bourbon whiskey. OLD CROW is straight whiskey—bourbon or rye. OLD OVERHOLT is straight rye whiskey. BEEHIVE SPECIAL RESERVE whiskey—a blend. P.M. De Luxe whiskey—a blend. MERITO imported brandy. LEJON California brandy. MARQUES DEL MERITO ports and sherries. BELLOWS & CO. ports and sherries. HARTLEY dry California sherry. LEJON dryvermouth. CHATEAU LEJON red and white wines.

★ ★ ★ ★ ★

NATIONAL DISTILLERS EXPORT COMPANY, INC.

120 BROADWAY, NEW YORK 5, N. Y., U. S. A.

broader responsibilities for the over-all administration and coordination of Foreign Service activities and their relationship to the Department of State and other interested government agencies. New emphasis is given to the important functions of planning in the Foreign Service program and the training of personnel, and new divisions are created in the Office of Foreign Service to handle these problems. A new Division of Foreign Reporting Services is also created to assure that the Department of State and other government agencies are effectively supplied with the information they need. The Divisions of Foreign Service Personnel, Foreign Service Administration, and Foreign Buildings Operations are continued with some realignments of functions and responsibilities.⁷

Taken together the legislation of May 3, 1945, and the reorganization of the Office of Foreign Service constitute a significant and encouraging step toward the goal of an effective and adequately equipped Foreign Service to deal with the political, economic, and social problems of the post-war world.

THE ATOMIC BOMB—IT'S LOADED!

(Continued from page 10)

propulsion.

7. However mysterious the new form of energy may seem to the uninitiated it will be applied as a source of heat to generate steam for use in more or less conventional steam turbines. Hence there will not be enormous changes in the character of the distribution of power to consumers. The consumer gets electric power whether the central station uses water-power, steam from coal or steam from uranium.

8. The plants which develop atomic power also necessarily produce, as a by-product, the new element plutonium, raw material for bombs. This complicates the inspection problem for agents who must operate under any future international agreements concerning renunciation of the bomb as a military weapon.

9. The processes associated with explosion of the atomic bomb generate vast amounts of radioactive materials, as do also the operation of peacetime power plants. Properly used these have important applications in the general development of medicine, cancer therapy, agricultural biochemistry and chemical industry broadly. In fact, these applications may in the long run prove more far-reaching and valuable to mankind than the development of an additional source of gross horsepower.

10. These radio-active products also afford the possibility of adding a new horror to the next war which would be as repulsive to the human conscience as is chemical warfare or bacteriological

warfare. While our War Department devoted sincere and effective efforts to minimizing these effects in the atomic bombing of Japan, we cannot be sure that users of atomic bombs in the future will be so conscientious.

11. Much has been made of the cost of the project, said to have been about two billion dollars. But it should be remembered that this is not the price of two or three bombs, but of all the research and development and construction cost of a plant capable of making many bombs. The cost of each bomb now that we have the factories is said to make atomic bombs the cheapest tool of mass destruction yet devised.

12. One "defense" that is being discussed calls for wide-spread dispersal of cities. England and the United States are especially vulnerable to atomic bomb attack because of the great urban concentration of their populations. However, such a defense does not protect the population but simply raises the price in number of bombs which the attacker must pay to achieve a given destruction of industrial potential and of personnel.

To many physicists it seems that, however difficult of accomplishment it may be, there is simply no alternative to the setting up of a world authority which rids mankind of the threat of atomic bomb warfare, preferably of *all* warfare. As one woman said the other day, "It seems to me that it would be easier for the men to get this thing under effective international control than for the women of the world to have to keep house in caves."

Recommended for further reading:

A. K. Solomon, *Why Smash Atoms?* Harvard University Press. A reliable popular account of nuclear physics, published before the development of the atomic bomb.

H. D. Smyth, *Atomic Energy for Military Purposes*. Government Printing Office or Princeton University Press. This is the official "Smyth report" authorized by the War Department giving as much of the details of the American work on the project as has been made public.

Statements relating to the atomic bomb—London: His Majesty's Stationery Office. This is the official statement about the British part in the project which should be read by everyone who seeks a balanced view of the matter.

Einstein on the Atomic Bomb, as told to Raymond Swing in the *Atlantic Monthly* for November 1945. What Einstein thinks is always worthy of careful study.

The Atomic Scientists Speak Up, in *Life* for October 29, 1945. This is a statement prepared by a group of the young scientists who worked on the bomb development presenting additional material along the lines of the second half of the article.



THE TEXAS COMPANY through close supervision of *all* phases of its operations such as drilling, pipe lines, refining, etc. assures users of uniformly high quality Texaco fuels and lubricants.

THE TEXAS COMPANY

Texaco Petroleum Products

THE HOLOCAUST OF KALAVRYTA

(Continued from page 15)

caped, the story in the village being that a repentant Austrian soldier was responsible for the oversight and was shot for his weakness. Trains of powder had also been placed in the other buildings and all but a handful were burned. According to one word-of-mouth account, the few houses remaining intact (including the one in which the Ambassador's party lodged) were saved by a handful of women who extinguished the fuses when shown how to do so by retreating German soldiers. All local accounts emphasize that this atrocity was not a question of the German troops being berserk, but rather of their acting in obedience to orders.

When the work of the day was completed the Germans withdrew and left the women and children wandering helplessly through the smoking ruins and searching among the corpses for their menfolk, whom they buried in shallow graves scooped painfully in the frozen earth. The photographs enclosed may convey an impression of the physical destruction left in the wake of this event. Nothing can give an idea of the human suffering entailed.

Despite the reported reason for the German action—namely, the brutal murder by the Andartes (Greek guerrillas) of three wounded German prisoners somewhere in the vicinity of Kalavryta—it is difficult for a normal person to comprehend. Civilized society has always, and perforce, regarded the perversions leading to individual crime as subject to police control, but man has not yet risen to the control of such perversions *en masse* as have underlain the incredible cruelties of his latest war. Unless he can do this, it would seem the only possible logical deduction that civilization itself is doomed. The holocaust of Kalavryta will naturally long remain in the memories of the people of Greece, especially as they regard that village with so much patriotic reverence (the famous monasteries near Kalavryta—Magaspelion and Agia Lavra—were also burned by the Germans). But it is to be hoped that it, and so much like it that has occurred in recent years, will equally remain in the memories of the United Nations. Like most other destroyed mountain villages of Greece, Kalavryta has little to show as yet in the way of rehabilitation, but this will come. The wounds of this war will be bound up, in time. Meanwhile, the atrocious wounds which still remain open may serve to remind us, as post-war crises continue to develop in Europe, how indeed desperately critical are those well-meant efforts now being made to lay the foundations of an effective and enduring peace.

BIRTHS

SQUIRES. A son, Michael Leslie, was born on March 17, 1945, in Turkey, to Mr. and Mrs. Leslie A. Squires. Mr. Squires is Secretary of Mission at Budapest.

AID. A daughter, Barbara Stewart, was born on September 15 in Austin, Texas, to Mr. and Mrs. Charles E. Aid. Mrs. Aid is the daughter of the Honorable and Mrs. James B. Stewart.

JONES. A daughter, Frances Thornton, was born on August 17 to Mr. and Mrs. J. Wesley Jones in Rome, where Mr. Jones is First Secretary.

IN MEMORIAM

KLASS. Richard A. Klass, Auxiliary Vice Consul and Clerk, died at his post, Accra, on November 6.

GETTING ALONG WITH OUR ALLIES

(Continued from page 27)

services of their countries. Underneath, however, they each have a background different from yours; each responds to certain very different impulses from those which you have, but which are nevertheless characteristic of the conditions of life in the country from which they come. When we get down to subjects like money or politics or international relations, these different impulses often come to the surface. Sometimes they are hidden too deeply; we may see the reactions, but not always do we see clearly the machinery behind the facade.

However neither in this group nor in any other single social division will you find the complete and easy way to know a people. The more you learn of the industrial workers, of peasants, of middle class landowners, of market people, the better you will understand the leaders, politicians and statesmen. Most of their problems, whether local or national, stem from deep roots. In your first years abroad, you will have far more liberty to go about and learn than later when official responsibility will restrict your freedom of movement and allow you but little time. Knowing the why of group or national prejudice, impulse, aspiration or fear, may be basic to a decision you will be called upon to make some day when there is no time at all to go out and learn. Two or three examples of different ways of doing things, which an officer serving abroad gets to know and takes as a matter of course, may be of interest.

Some years ago, I had occasion to negotiate an important contract for a country to which I had been designated as Financial Adviser. The presi-

To the Foreign Service Officers of the United States

THE UNITED STATES FIDELITY AND GUARANTY COMPANY puts at your disposal its service in writing your bond. Special attention is given to the requirements of Foreign Service Officers. Our Washington office specializes in this service.

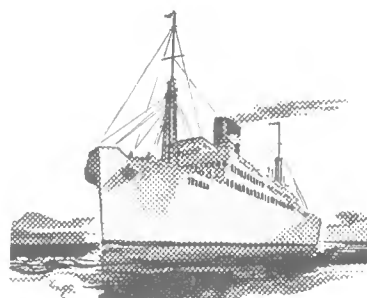
UNITED STATES FIDELITY AND GUARANTY COMPANY

Chris. A. Ebeling, Jr., Manager

1616 EYE ST., N. W.
Washington 5, D. C.

Telephone—NAtional 0913

Write for your copy of the "Insurance Guide"



MIDDLE AMERICA

Since the turn of the century, the United Fruit Company's Great White Fleet has served Middle America, transporting great cargoes and thousands of passengers to and from the lands of our nearest neighbors to the South.

If you have a shipping problem involving any of the countries listed here, please call on us.

COLOMBIA
COSTA RICA
CUBA
DOMINICAN
REPUBLIC
ECUADOR
EL SALVADOR
GUATEMALA
HONDURAS
JAMAICA, B. W. I.
NICARAGUA
PANAMA
CANAL ZONE
PANAMA

GREAT WHITE FLEET UNITED FRUIT COMPANY

Pier 3, North River, New York 6, N. Y., WHitehall 4-1700

dent of the company, with whom we were negotiating, was well educated. He wore the same kind of clothes I did, talked the same way; he knew international affairs and was a very successful businessman. I thought I knew him rather well. I expected that with legal advice on both sides, with certain banking arrangements ready and within the authority I had been given, we could sit down in his office and work out that contract as we would under similar conditions in the United States. We didn't. I was invited to his house and I found his wife, his two brothers and their wives, his son, his daughter and her husband, and his mother, and several business associates seated around a dining room table. There were a few bottles of wine, some bread and cheese and fruit. Then and there the whole family discussed that investment in the most minute detail.

The lawyers came afterwards in their proper offices, but the principle of the agreement was settled on that and several other nights. I am glad to say that many acres of land were planted as a result and that the contract is still satisfactory to all concerned. But this story illustrates the difference between the concern of a European family group in its business affairs, the way such people do things over there, and the way we do things here.

Back on this side of the ocean in the Dominican Republic things were different. I was there with the United States Military Government. In those days no newly arrived foreigner was invited to the homes to meet or dine with the wives and daughters of the men he met in the daily work. This had nothing to do with the fact of our occupation; it was simply the local convention. You might go to their houses to talk to the men, but you would never sit down with the family as you would back here in America, unless you knew that family for years and had come to be regarded as an old family friend. At official occasions, at church, or at the New Year's Ball, you would see the family and would be presented, but you would not be expected to call upon them. If you did call and were received, it was a special concession, and all too likely to be understood to mean that you were directly interested in the hand of one of their daughters. We had to send several young men out of the country because of embarrassing complications arising in this way, just because they did not know how to get along with unfamiliar conventions.

In Latin America these old customs have changed or are changing. The impact of the Good Neighbor Policy from the social point of view has been extraordinary. The interchange of students and teachers through the work of the Department and the Coordinator of Inter-American Affairs has broken

down more barriers and opened more doors than one would have thought possible who knew Latin America twenty-five years ago. But Latin America still takes a lot of knowing and there are pitfalls for every man who goes there until he learns that the customs of the United States are not fully and freely applicable in his new post.

On the West Coast of Africa in Liberia, where, as Financial Advisor and General Receiver, I had the duty of purchasing food at one time for the Frontier Force, I determined to buy native grown rice. There was very little for sale in any shop or store, but back of the thirty mile limit where the people were living in a tribal state, and production of their farms belonged to the chief, and through him was apportioned to the towns and clans, there was plenty of rice. I could buy it however only through the chief. We talked over the price, the quantity, and the day of delivery. I gave my word, the chief gave his. There was no contract in writing, nor could the chief write. Yet he was not an unimportant man. It was said, and I believed it, that he could have called fifty thousand soldiers to duty and that they could have been ready in twenty-four hours, if he so desired. At any rate, on my rice purchase, knowing the fine quality of these old chiefs, I expected him to keep his word and he did. And I might add, that I kept mine.

This last points to one of the most important ways of "getting along." Perhaps it is not more important in Africa, in the Middle East, and in Asia, than elsewhere, but it is important that an American official never lies and never misleads. This is his strongest weapon. An American official's word is never doubted—but once; if that happened, he had better go home and resign. So far as "getting along" is concerned, he is finished.

The way to know people and have them know and like you demands that you be careful not to say or do things which touch on subjects, national or local, about which people are sensitive. If you learn Spanish well, you will find that there are respectable words which you may use in the Dominican Republic, but which might get you in trouble if used in Cuba or Mexico and vice versa. Then the question of religious prejudice is all important in many countries. Pride, saving face, the way they do or don't do things, must be understood, for these will be important to you in getting along. This brings up another delicate subject—the color question.

The subject of color is curiously complicated, and at the risk of being thought very wrong indeed, I venture to say that not one American in 10,000 has any idea that the color question outside of the

United States does not necessarily take the same form you know and regret at home. I was a great many years in Haiti, and I spent nearly eight years in Africa. The reaction of the black man like that of the brown man, to the white man, runs from one end of the scale to the other. Between the one end and the other, a white foreigner makes his own place. Every individual is judged by his own actions; there is no one rule which will cover the subject.

In every black or colored country of which I have had any experience, the social scale is as difficult and yet as well accepted as is religious caste in Eastern Countries. The color of a man's skin in these lands is not necessarily the basis of either his caste or social standing. It is family or position that determine his place. Thus the Haitian aristocrat will neither invite a Haitian peasant to his house as a social equal nor does the peasant expect it. The American who goes into one of these countries and leans over backwards, saying how much he likes black people, how mistreated they are in his own country, and how he regrets all this sort of thing, doesn't get any admiration. He may even be regarded as a fool since their system may be pretty well the equal of our own unfortunate color line, and cause just as much trouble. But you will neither be praised nor liked for running down your own country.

Real and pseudo caste systems are local social phenomena, and an officer will be wise not to try to drag America's problem along with him to another country which may be seeking to solve its own. But if he learns to pick and choose friends with the people (regardless of color) who are highly esteemed in their own communities, and if he conducts himself well with no evidence of our United States interpretation or application of color feeling, he will soon be accepted. It is he who makes his own position. The people of the country will watch and wait to see what position you take—they are in no hurry—it's your play and your actions will count far more than words. Our Government can have little place for an officer with race or color prejudice. There are many colors and gradations of color in the peoples of the world, but no scientist has demonstrated as yet that color determines either the intelligence or cultural level of a human being. You will meet splendid people as well as the mediocre, or those who are prejudiced and suspicious; also there are plenty of just plain rascals all over the world; perhaps it is unfortunate but you cannot separate the one from the other by the color of his skin.

Once before, years ago, I had the pleasure of

Canned Salmon



An Appetizing, Nutritious, Easily Kept and Transported Sea Food

ASSOCIATION OF PACIFIC FISHERIES

SKINNER BLDG., SEATTLE

IN NEW YORK CITY SHOP BY PROXY PERSONAL SHOPPING SERVICE

Ask me to attend to your orders.
One letter for everything.

Conversant with sending by Diplomatic Pouch or United States Despatch Agent.

Christmas orders selected. Properly wrapped and forwarded to destination

Send your list to

MISS E. J. TYNER

Murray Hill Hotel

112 Park Avenue

New York City

Telephone: Murray Hill 5-5479



LONG active in promoting commerce among the peoples of the Americas, the Chase National Bank today is in the vanguard of those institutions which are fostering Pan-American relations by the promotion of trade and travel.

**THE CHASE NATIONAL BANK
OF THE CITY OF NEW YORK**

Member Federal Deposit Insurance Corporation

addressing a group of the Foreign Service, and having had less experience in those days, but being concerned with some of the things I had seen abroad, I ventured to say that if I were the Secretary of State, I would insist that every young officer spend a year abroad in a bank, in a shop, or in an oil company learning how people do business abroad. You will get more information about the way they think and bargain in the market place, learn more about the value of their representations, their credit system, and the special and peculiar conditions of their needs from actual business contacts than you will get in three times as long a period in a Vice Consulate or a Legation. If you learn to trace all the complicated documents that carry the order for a carload of glass to the manufacturer abroad, the glass from factory to a ship, and on through the customs barriers to final delivery and then follow the payment in exchange as it works back to the manufacturer, it is well worth while. Unfortunately, the idea of an experience in the business world isn't practicable, but as a good way to learn how to get along with people, it is hard to beat. You must know the background and psychology of the people with whom you deal whether in commerce or as an officer of government. No matter how you go about gaining that knowledge—your success or failure depends on having it.

The most valuable thing from the State Department's point of view that you can possibly do is to be sure of accuracy in your reports. I read a good many reports. I have even been asked to rate some of them. It is amazing how many paragraphs I find that are concerned with generalizations or useless observations about some other subject or place. And I will generalize by saying that most of these are just so much wasted space. When the war started, we tried to allocate essential supplies and find out sources of material in all parts of the world. Not one officer in Washington but remarked upon the lack of accurate and precise information, yet that knowledge was vital to success. It was almost impossible in the beginning to find anything upon which you could rely. The old saying quoted by Mark Twain and paraphrased by Theodore Roosevelt that, "There are three kinds of lies: lies, damned lies and statistics," proved absolutely true when we tried to rely upon the details in many reports. That situation has changed about some things, but when it comes to political reporting, I can't say we are too accurately informed.

This brings up the subject of politics in the country to which you will be assigned. It would require the wisdom of a Solomon to escape political influence and yet maintain official and social contacts.

A very good friend of mine, a very efficient officer, made the mistake of mourning over a pet political party which at election time failed to carry the necessary votes. Every one of his reports was colored with this comment and regret. Actually his reports were practically worthless, because of this intense interest in his friends. Nobody cares anything about your local political bias if you keep it to yourself, but Washington wants to know the facts and nothing but the facts. The very basis of policy formulation here depends upon the accuracy of the field reports on this subject. Between ourselves, reports made by others than the friends of whom I spoke have not always been accurate at all, and somebody has slipped. In those countries where this happened, perhaps these reporters failed because they didn't get along in the full sense of that word. If association had been wide enough, if the officer's detachment had been sufficient to allow him to see clearly, if he had used his head instead of sentiment, we might have less friction in certain quarters today. You must get along well, if you are to be well informed. You can't pick up confidential political information from prejudiced, biased sources, and it isn't always to be gleaned from the local press. You have to know, even though it isn't easy always to get at the facts.

Propos of getting along, I think it is important to remark that you may be able to buy the friendship of an individual; but when you do, every one soon knows it. And you can't buy the friendship of a country by just giving things for which some official has asked. You may be able perhaps to buy the Administration of a country by special favors but when you do, the Opposition knows it, and the public will be urged to turn against that Administration. Then after a political change you are left, tagged with your relationships which have become liabilities or worse. And our Government probably will be made the scapegoat by the new Administration because someone couldn't look far enough ahead. That sort of policy is short-lived; it is never a firm basis for getting along with a people or a country, for countries in theory last forever, while men, particularly politicians, move on.

Probably the greatest factor in getting along with people is honesty. A powerful nation never has to be slick, never has to have as a representative what the Irish call a "twister." Even if you get instructions that you know will be received with anger, you will get along better in the long run by not trying to minimize them. The anger will not be personal insofar as you are concerned, if it is you will have to bear it, for the instructions are important as the decision of your Government: they are

not your personal act at all. Sometimes it will embarrass you, but you'll get along better if you are straightforward—they'll believe you, and your Government will profit by that fact that you delivered your message with the force it was intended to have.

It is a long way from patience and tact to firmness, and a longer one from the old ideas we hear about of diplomatic trickery, but this new Era which follows World War II calls for honesty: first in knowing what you need to do and then in doing it. We will never get along with other people if we have no policy, no definitive objective. If you Officers come into an International Conference with three minds and are certain of not one of them, you are likely to come out of that conference with the other country's definite plan accepted by you as a compromise, and you can't get along with our allies or your associates on that basis. Know what you are after, use tact, be patient, be firm, and, above all, be fully prepared. You'll get along if you follow this rule.

There is one very important point that I should like to touch on and curiously enough, it has also to do with getting along with people. I refer to the "American Colonies" you will find in the various Capital cities and foreign countries to which you will be assigned. These represent one of the greatest difficulties for the Foreign Service Officer, and at the same time, a very pleasant association with fellow Americans. If you give too much time to their social affairs, associate yourself too closely with their clubs, you may lose or diminish your contact with the people of the country. Your usefulness to the State Department will be lessened to that extent. If you antagonize the local American group, small minded businessmen and others will take good care to report you back home. Nearly all of them start out with the premise that you are there for their sole benefit. Your duty, of course, will include certain work concerning the well being of local American business interests and it may require you to act on matters in which the Colony is interested, but after all, you are sent to be the United States consul or diplomatic officer and not for the exclusive service of that Colony. You may fail to develop other American business by not being close to the people of the country and by giving too much time to the Colony, but when certain resident Americans wish you to devote yourself entirely to their affairs, it calls for tact to avoid unpleasant letters being sent back home.

Join their clubs, but take good care to join also the clubs of the native citizens. Divide your presence between both groups of people and above all never lose contact with people of the country to

which you are assigned. Know what they are thinking, what they need and what they demand, what they hope for, and above all, report it.

Mr. Jester asked me to mention a little about the United Kingdom and I will touch on that.

I have worked a good bit in England and have passed many vacations there. Fundamentally, there isn't a great deal of difference between the British people and those of the United States. But living and family life are very different and frequently it is hard for an American to adjust to them. In dealing with English officials, particularly at higher levels, American officers always are interested to learn how well they are briefed. When I was sent to London on a special mission just three years ago, I had an excellent opportunity to see how well the British officers are briefed. I asked for detail and found they had in effect what I consider the most excellent system of clearance and briefing of which I have ever heard. There are never any important conferences in which British officials participate, until and unless they are thoroughly briefed. This preparation does not stop with their own personal work; it is carefully prepared by competent staffs working in all of the Ministries interested in the subject. Their various points of view will have been expressed, coordinated, boiled down to develop the objectives to be attained; the limit of concessions to be made will be clear. It is no part of my subject to discuss their system here, but unless we evolve a better one, the Department would do well to copy the way this work is done in London. When their men come into a Conference, they know what they are doing. If you go into a Conference with any less preparation, you will be at a disadvantage.

The United Kingdom has been a world power longer than we have; it has learned how to do these things well and it does them. Any British official with whom you are dealing—no matter what his position may be, no matter how intimately you know him and his family, or how many times you may have visited his house, played golf with him, or how informally you can call him on the telephone, when it comes to negotiating for his Government, he has his instructions, is prepared, and he expects and is expected to gain his points. If you are less prepared, if you are less able, if you are less certain, it is your responsibilities. You have cut into a poker game with an expert, and if you do not know the game, you must expect to pay. No great country is ever altruistic in practice—nor could it be and survive.

The United Kingdom's life depends on the re-establishment of world trade. It may find salva-



■ Favorite meeting place of Foreign Service men in the Nation's Capital. Four blocks from the Department of State. Convenient to all points of interest in Washington. Exclusive Men's Bar. Famous food. Coffee Shop. Gay Cocktail Lounge. Air Conditioned in the summer.

The
MAYFLOWER
WASHINGTON, D. C.
C. J. MACK, General Manager

tion in world trade in its wider sense, or it can survive on trade limited to the sterling bloc of countries—or so many believe. This is not the place for a discussion of this, but England's ability to maintain its millions of people depends upon its ability to run its factories on its overseas trade.

You may be sent to British colonies or you may be sent to England. In getting along with the British, I suggest you remember just this simple fact that they are fighting for survival and there are only two courses open to them—world trade or trade within the sterling bloc. Our policy must fit one or the other if we are to live with each other. To get along with the English you must know how desperate their situation is, and within what relatively small limits the lines of compromise are to be found. If you find the British bitter and critical of small misunderstandings, put yourself in their place. We all fought side by side, but back in America it is different. The United States has plenty of food, it has within its own power, reconversion, the settlement of strikes, the employment of its demobilized fighting men.

Then look at the others; France has none of these things within its own power and neither have any of the other European countries. Hungry, cold, worried eyes glare out at each other, country against country. What does international good will mean?

The British Islands have not the natural resources and but little within their own power to recover from the war, certainly not without the help of their Dominions. You will find bitterness, you will find injustice, you will resent many of the things you are going to be told about America—not only by the English but by many other people. We are not loved abroad. Probably the greatest shock you will have is the lack of appreciation of America's war contribution to Europe. But if America is to keep world leadership, this is the time for tact and understanding. We can help most by our real knowledge of our Allies and of their needs, hopes, and policies. Understanding can be based today only on what they are and what they fear—over there.

In closing, may I say, I wish you all good luck. You men are facing the post-war period—a new sunrise with the United States the most powerful nation in the world. Remember that power brings responsibility—new and vaster than we have ever known.

Men of the eighteenth and early nineteenth centuries developed no better cure for political suppression and economic exploitation than war or revolution. The twentieth century has developed a new philosophy, crystallized at San Francisco in the United Nations Charter—a new concept of human

brotherhood—acceptance of world responsibility for decent levels of living, for freedom and mutual aid. You will help to make this a living reality.

Largely our policy and future will be in your hands, because you are to be the eyes and ears of the United States in foreign countries. It is your responsibility to send back the facts which will help us here to plan, judge and decide. This Post-War World is largely new—new hopes, new hates, new ideologies. Never before has this country needed more efficiency and competence in its Foreign Service.

I congratulate you on your opportunity. I know you will do fine work—that we shall be proud of you.

MARIAGES

MAHER-ROBERTSON. Mrs. Drew Robertson and Foreign Service Officer Dale W. Maher were married on October 15th in Washington, D. C.

BROWN-McERLEAN. Mrs. Larissa McErlean and Foreign Service Officer Stephen C. Brown were married on July 18 at Caxton Hall, London. Mr. Brown is assigned as Consul at Shanghai.

WELLBORN-HAYWARD. Miss Carol Denny Hayward and Foreign Service Officer Alfred T. Wellborn were married on October 27 in Pittsfield, Mass. Mr. Wellborn is assigned to the Secretary's office in the Department.

LAKELAND-LUTZINGER. Miss Mary Joan Lutzinger and Mr. William Curtis Lakeland were married on October 17 in Lansing, Mich. Mr. Lakeland is Vice Consul at Quebec and Miss Lutzinger was Information Specialist in the Press Relations Division of the State Department.

CHANGES IN THE EDITORIAL BOARD OF THE JOURNAL

The Editorial Board announces the appointment of Mr. Robert Mills McClintock, Foreign Service Officer assigned to the Division of International Organization Affairs, to succeed Mr. Homer M. Byington, Jr., on the Editorial Board of the JOURNAL.

The Editors greatly appreciate the assistance rendered by Mr. Byington in the midst of his heavy duties in the Department, and were sorry that his services on the JOURNAL had to terminate with his departure for the field. However, they feel they are fortunate in having Mr. McClintock on the staff, particularly in view of the various excellent contributions he has made to the JOURNAL in the past. His essay on how to improve the Foreign Service, entered in the recent JOURNAL prize essay contest, appeared in the September 1945 issue.

DECEMBER, 1945

BARR SERVICE

Thirty Years of Continuous Service to
Exporters and Importers

International

SHIPPING AGENTS

FOREIGN FREIGHT FORWARDERS

**FREIGHT AND CUSTOM HOUSE
BROKERS**

INSURANCE

BARR SHIPPING COMPANY

is able to help its clients achieve that most important factor in international trade—mutual understanding and confidence between seller and buyer.

For thirty years BARR SHIPPING COMPANY has dealt with exporters and importers in a score of foreign countries, and experience is a good teacher.

In the export business, perhaps more than in any other, it is fundamentally true that:

GOODWILL is an asset

Whose Market Value Never Fluctuates

On request, we will mail you a copy of a booklet containing American Foreign Trade Definitions.

BARR SHIPPING COMPANY

HARRY K. BARR, President

25 BROADWAY

NEW YORK 4, N. Y.

CABLE: — All Codes — BARRSHIPCO

VISITORS

The following Foreign Service personnel recently signed the Department Register:

October:

Lydia Y. Fitzgerald, Tirana
Josephine B. Buters
Clara B. Clark, Cairo
Margaret Ann Buman, Ankara
Hazel M. Ohrlé
Marie R. DeWitt, Belgrade
Barabara Anne Johnson
A. E. Gray
Irene Boka, Belgrade
Glydie Kirkendall
Albert F. Nufer, Habana
Benlah B. Sonthern, Shanghai
George D. Hopper, Hong Kong
Ruby Elizabeth Esch
Stella M. Krevosky, Belgrade

Marilyn June Nelson
Beatrice Shirley Ciolli
Betty Ann Fletcher, Athens
Fannie M. Brown, Chungking
Francis A. O'Connell, Ankara
Virginia H. Brown, Bucharest
Mary A. Mohrbacher, Rome
P. Patricia Coughlin, Cairo
Benjamin F. Sowell, St. Stephen, N. B.
M. Elizabeth Reed, Genoa
Jane S. Eppes, Baghdad
Clarice Wade, Ankara
Margaret L. Phillips, Shanghai
Charles H. Matthes, Cairo
Margaret Pierce, Chungking
Paul C. Campbell
Carl W. Blegen, Athens
Martha M. Clark, Jerusalem
Martha J. Moses, Belgrade
Betty Lou Zimmerman, Shanghai
Archic H. Macfarlane, Shanghai

Marie E. Wagner
Isaac Patch, Jr., Moscow
Donnell Beverstock, Tegucigalpa
Elizabeth M. Park, Shanghai
Richard C. Stephens, Paris
Harold G. McConeghey, Shanghai
Coldwell S. Johnston, Fortaleza, Brazil
Della M. Read, Shanghai
Meredith P. Gilpatrick, Chungking
Karl C. Leebrick, Tokyo
Julian R. Friedman, Shanghai
Harold N. Waddell
Russell S. Kifer, Rome
Horace A. Browne
Margaret E. H. Stonestreet, Buenos Aires
Herman Joseph Schwan
Francis O. Allen, Cairo
Nancy Coleman, The Hague
George F. Scherer, Ciudad Trujillo
Dorothy L. Strayer

CLERICAL PERSONNEL

(Continued from page 42)

idea which runs through this essay is that there are certain general principles in the handling of human beings which must be effectively applied in any organization to induce a high degree of cooperative efficiency. It is just as necessary to apply these principles to the clerks of the Foreign Service as to any other group of persons united in a common enterprise. Man, as Aristotle said, is a political animal. He is intensely conscious of the social milieu in which he operates. The Foreign Service must have a personnel administration, both in Washington and in the field, which keeps this basic psychological fact constantly in mind.

Given an organization which is soundly and intelligently administered, and personnel which is appropriately selected, the benefits to be derived from training are many times multiplied. The principal need will be for a program of indoctrination and preparation for Washington-hired employees before they are sent to the field. If the proper incentives and leadership exist in the field, the employee's on-the-job development should run a smooth course.

The training process, then, resolves itself into a simple formula: first, to arrange and control those factors in the field which influence personnel adjustment and development; and secondly, to provide organized instruction in Washington which will give the new employee about to be sent to the field the best possible introduction to the life and work of the Service. The Division of Training Services can be expected to take responsibility for the second of these two objectives. But the first is an exceedingly difficult and complex matter which is really the key to the situation. Unquestionably the reforms which are needed will require the best efforts over a period

of years of every one concerned in the over-all problem of Foreign Service planning and improvement.

EMERGENCY MANPOWER BILL

(Continued from page 25)

branch of the permanent Service as may be appropriate to the individual cases.

4. We wish to record our desire to cooperate further with the Office of the Foreign Service in all matters affecting the interests of the Service and to be of assistance in any practicable manner. We are fully in sympathy with the efforts of that Office to develop our Service to the utmost peak of usefulness and we will support any program which we are convinced will contribute to that end. The members of the incoming and outgoing Executive Committees appreciate the action of the Office of the Foreign Service in seeking their views and the new Committee hopes that it may continue to be informed and to be afforded an opportunity to express its views on plans affecting the Foreign Service.



HOME STUDY COURSES

*Kindergarten through
First Year High School*

This famous school, with a successful achievement record, will give your child sound schooling wherever you live. Widely used by State Department members. Start any time. *Catalog on Request.*

CALVERT SCHOOL

1300 E. Tuseany Road, Baltimore 10, Md.





THANKS FOR YOUR COOPERATION

Due in large measure to your cooperation and the example you have set, Schenley Reserve is growing more popular every day in overseas markets. Occasionally, special shipments have to be rushed by plane to meet special demands.

In thanking you for your coopera-

tion, we pledge ourselves to continue serving you to the best of our ability—and to maintain Schenley Reserve quality at the highest level possible. May you continue to enjoy its distinctive flavor and delicious smoothness in highballs, cocktails, and other mixed drinks.

SCHENLEY INTERNATIONAL CORPORATION

Empire State Building, New York, U. S. A.

AMERICA'S FINEST WHISKEY...

WHISKEY
SCHENLEY



*Supreme
in the Arts
of Public
Hospitality*



Foreign Department:
MR. F. DELL'AGNESE

Latin-American Department:
MRS. LAZO STEINMAN

*Special 25% Discount to Active Members of the
American Foreign Service*

The **WALDORF - ASTORIA**

Park Avenue • 49th to 50th • New York

The most extensively air-conditioned hotel in the world