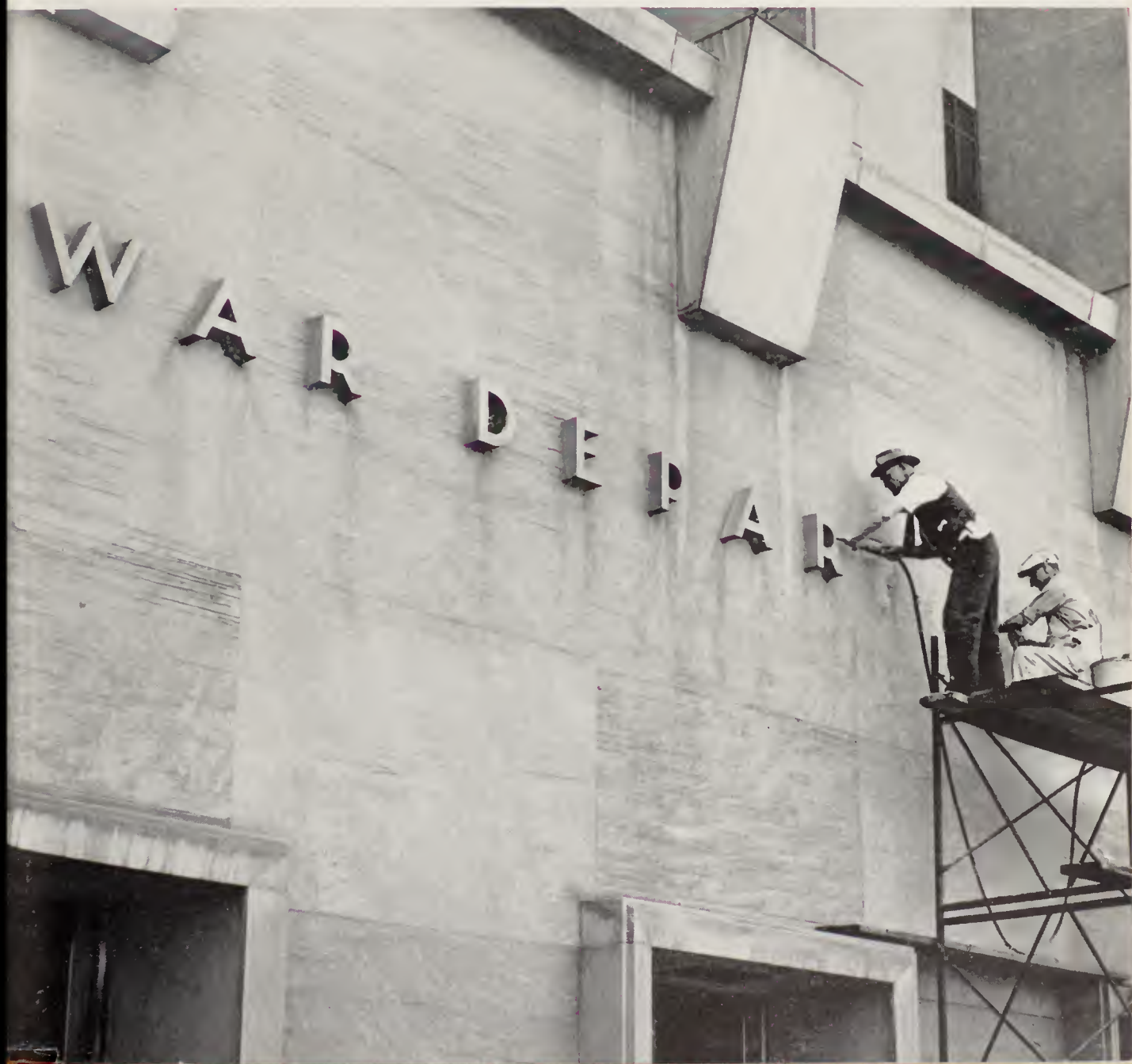


*The* **AMERICAN**  
**FOREIGN SERVICE**  
**JOURNAL**

VOL. 24, NO. 6

JUNE, 1947





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## CONTENTS

JUNE 1947

### Cover Picture:

*Change in Title:* Using an air-powered chisel, employees of the Public Buildings Administration chip away the letters over the entrance of the War Department Building on Virginia Ave. which has been taken over by the State Department. *Photo courtesy Washington Post.*

For interior views see page 25.

Foreign Service Changes .....	3
Promotions .....	5
Joint Observations and Recommendations of the 1947 Selection Boards .....	7
Impressions of the "Outside Man" on the Junior Foreign Service Selection Board for 1947 ..	10
<i>By G. W. Magalhaes</i>	
French Reorganize Training for Government Service .....	11
<i>By Franklin Roudybush</i>	
Philippine Trainees Gain Field Experience .....	12
<i>By Pablo A. Pena and Anastacio B. Bartolome</i>	
The Naval War College and the Foreign Service ..	14
<i>By Robert C. Strong</i>	
Letters to the Editors .....	16
Press Comment .....	18
New Journal Subscription Rate .....	19
Editors' Column .....	20
<i>The Acheson Resignation</i>	
The Journal's Guest Editor — Drew Pearson ....	21
News from the Department .....	22
<i>By Jane Wilson</i>	
News from the Field .....	26
The Bookshelf .....	28
<i>Francis C. de Wolf, Review Editor</i>	
Service Glimpses .....	31
On Retiring .....	32
<i>By W. Perry George</i>	
Change of Address Form .....	39
Marriages .....	44
In Memoriam .....	54

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## FOREIGN SERVICE CHANGES

May 13, 1947

The Department of State has announced the following transfers and assignments of Foreign Service Officers:

**JOE D. WALSTROM**, of Mexico, Missouri, has been reinstated as a Foreign Service Officer and has been assigned to New Delhi, India, as Commercial Attache.

Born in Jacksonville, Illinois, Mr. Walstrom graduated from George Washington University in 1928. In June of that year he entered the Bureau of Foreign and Domestic Commerce and was assigned to the staff of the commercial attache in Guatemala. Commissioned as a Foreign Service Officer in 1939, after serving as an assistant trade commissioner at Bangkok and Buenos Aires, he returned to Buenos Aires as Vice Consul. For the past four years Mr. Walstrom has been assigned to the Aviation Division of the Department of State.

**WALTER N. WALMSLEY, JR.**, of 2 East 56th Street, New York City, First Secretary and Consul at Paris, France, has been assigned to Rome, Italy, as Counselor for Economic Affairs.

Born in Philadelphia, Mr. Walmsley is a graduate of Gilmore Country School in Baltimore and attended Rensselaer Polytechnic Institute for two years. He entered the Foreign Service in 1927 and was commissioned as a Foreign Service Officer in 1929. His foreign assignments have included Sao Paulo, Aden, Prague, Habana, Pernambuco, Lisbon and Rio de Janeiro.

**CHARLES A. LIVENGOD**, of Dayton, Washington, Counselor for Economic Affairs at Rome, Italy, has been assigned to the Department of State.

A native of Dayton, Mr. Livengood graduated from Whitman College and studied further at the University of Washington and Columbia University. From 1908 to 1910 he taught in the Dayton public schools, and for the following ten years served as Superintendent of Schools. He entered the Bureau of Foreign and Domestic Commerce in 1921 and was assigned to Habana as Assistant Trade Commissioner. Commissioned as a Foreign Service Officer in 1939 he has subsequently served at Bogota, Algiers and Rome.

**EDWARD D. McLAUGHLIN**, of Pottsville, Pennsylvania, presently serving in the Department of State, has been assigned to Ottawa, Canada, as Acting Commercial Attache.

Mr. McLaughlin is a graduate of Pottsville High School, Marion Military Institute, and the United States Military Academy, and studied further at the Universidad Nacional de Mexico. He is a member of the bar of Arkansas. Prior to being commissioned as a Foreign Service Officer in 1939, he served as Assistant Trade Commissioner in Habana and Mexico City. Mr. McLaughlin's recent posts have included Rio de Janeiro, and Para, Brazil.

**RANDOLPH HARRISON**, of Lynchburg, Virginia, 2nd Secretary and Consul at The Hague, The Netherlands, has been assigned to Budapest, Hungary, as 2nd Secretary.

A native of Lynchburg, Mr. Harrison is a graduate of Episcopal High School of Alexandria, and the University of Virginia, where he received BS and LLB degrees. A member of the bar of Virginia, he practiced law for a year before being commissioned as a Foreign Service Officer in 1928. His subsequent posts have included Habana, Paris, Biarritz, Lille, Tegucigalpa, Rio de Janeiro and Rome.

**MARY V. TRENT**, of 2700 Wisconsin Avenue, Washington, D.C., recently serving in the Department of State, has been assigned to Oslo, Norway, as Third Secretary and Vice Consul.

Miss Trent attended the Orchard School and Shortridge

JUNE, 1947

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High School in Indianapolis and graduated from Butler University. She also studied at the University of Virginia and American University. After teaching at the Orchard School in Indianapolis, and the Principia School in St. Louis, she entered the Department of State in 1944, where she has served for three years. Miss Trent was commissioned as a Foreign Service Officer in January of this year.

WILLIAM A. CONKRIGHT, of 3737 Fessenden Street, Washington, D.C., Foreign Service Reserve Officer at Mexico City, Mexico, has been transferred to Paris, France as Commercial Attache.

A native of Auburn, New York, Mr. Conkright attended Auburn High School and Syracuse University prior to graduating from Georgetown University. After four years with the Pan American Union he became associated with the Treasury Department, serving in Milan for three years and Paris for six. In 1942 he was appointed senior economic analyst with the United States Embassy in Mexico City.

CHARLES R. ENLOW, of Silver Spring, Maryland, Foreign Service Reserve Officer, has been transferred from Pretoria, Union of South Africa, to Moscow, Russia, as Agricultural Attache.

A native of Kansas, Mr. Enlow attended schools in Harper County and graduated from Kansas State College. During World War I he served overseas as a combat pilot, and during World War II worked with the Army Engineers on airfield erosion problems. After serving as agronomist with the Kansas State College of Agriculture and with the Department of Agriculture for several years, Mr. Enlow was appointed agriculture attache in the Foreign Service Auxiliary in 1945 and was assigned to Pretoria.

JOSEPH F. BURT, of Flora, Illinois, Consul General at Gdansk, Poland, has been assigned to the Department of State.

Born in Fairfield, Illinois, Mr. Burt attended schools in Illinois and Ohio, and studied with private teachers in Austria, Brazil, and Argentina. After two years with the Army during World War I, he entered the Foreign Service in 1920 and was assigned to Vienna. Commissioned as a Foreign Service Officer in 1924, Mr. Burt's subsequent posts have included Berlin, Coblenz, Cologne, Rio de Janeiro, Buenos Aires, Montreal, Caracas, Ottawa, Veracruz, Mexico City, Prague and Guayaquil.

## Promotions

Nominations of the following persons for promotion in the Foreign Service of the United States of America became effective as of May 15, 1947.

*From Foreign Service Officers of Class two to Foreign Service Officers of Class one:*

Paul H. Alling, of Connecticut  
 Charles E. Bohlen, of Massachusetts  
 William W. Butterworth, Jr., of Louisiana  
 John M. Cabot, of Massachusetts  
 Paul C. Daniels, of New York  
 Howard Donovan, of Illinois  
 David McK. Key, of Tennessee  
 Edward B. Lawson, of the District of Columbia  
 Warwick Perkins, of Maryland  
 Edwin A. Plitt, of Maryland  
 Karl L. Rankin, of Maine  
 James W. Riddleberger, of Virginia

*(Continued on page 30)*

JUNE, 1947

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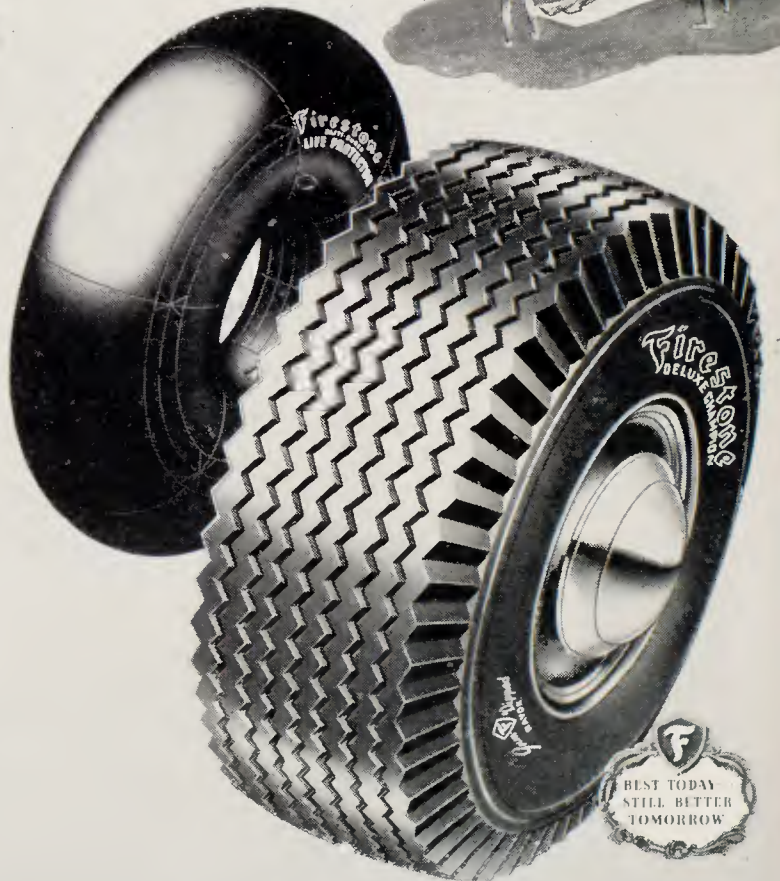
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# THE AMERICAN FOREIGN SERVICE JOURNAL

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## Joint Observations and Recommendations of the 19-17 Selection Boards

*On February 17, 1947 two Selection Boards met in Washington in order to recommend promotions in the Foreign Service as authorized by Section 623 of the Foreign Service Act of 1946. These Boards consisted of a Senior Selection Board under the chairmanship of Ambassador George Butler and a Junior Selection Board under the chairmanship of Ambassador Willard Beaulac. At the suggestion of the two Boards, their joint report is published below. Every Foreign Service Officer will wish to read it. These are recommendations only and do not necessarily represent the policy of the Department as they have not yet been passed upon.*

### 1. General Procedures Followed.

The Senior and Junior Foreign Service Selection Boards for 1947, as provided for in the Foreign Service Act of 1946, met in Washington, D. C. on February 17, 1947. They worked for several weeks and submitted recommendations for promotions. The recommendations were included in separate detailed reports submitted to the Secretary of State. The Senior Board recommended promotions from Class 2 to Class 1 and from Class 3 to Class 2. The Junior Board recommended promotions from Class 4 to Class 3, from Class 5 to Class 4, and from Class 6 to Class 5.

The Boards followed the procedures prescribed in the PRECEPTS.\* The suggested voting procedure was followed except for minor variations which were explained in reports accompanying the recommendations for each class. The experience of the Boards indicates that the system followed in evaluating the records provided is adequate to permit the rating of officers on a relative basis.

\*Sent to the field under cover of Foreign Service Serial No. 697 of March 17, 1947.

Both Boards found that after members had made their individual appraisals there was substantial unanimity in the results. The system appears to be workable and equitable.

### 2. Efficiency Records.

The Boards made their appraisals on the basis of the records provided. While it is believed that equitable relative ratings were achieved, the records are not adequate in all instances. Improved records not only should permit a more nearly complete appraisal of an officer in relation to his colleagues, but also should provide a measure of performance on an absolute basis.

It is felt that efficiency records should reflect more fully and more accurately work that is done by officers which is of a nature that is not always credited in present rating procedures. Examples are: successful negotiations which may result in a comparatively short written record; good executive and administrative work which shows in the quality and quantity of reporting by other officers but for which the supervising officer often gets no credit on the written record; protection, welfare, visa, veterans and other cases which are

handled so well that trouble is avoided and there is little about them in the written record: making and maintaining contacts and general representational activities, which demand ability and time but which frequently receive little or inadequate comment in the written record; performance of an officer while in charge of a mission or consular office; and work done for other agencies of the Government.

It will become increasingly important to have appraisals of officers' abilities in new or specialized fields such as cultural, informational, press and radio work, labor reporting, and aviation activities. The foregoing and other functions should be more fully appraised in the field and by end-users in the United States.

Recent and accurate reports are needed regarding the knowledge of foreign languages which an officer possesses, and regarding the practical use he is making of such knowledge.

In addition to regular and prompt efficiency reports on every officer by (a) principal officers, (b) supervisory officers, and (c) inspectors, it is suggested that, in every office where it is impossible for the principal officer to be in personal touch with the work of every member of his staff, the chiefs of the various sections be required to submit to the chief of mission or principal consular officer efficiency memoranda on the officers responsible to them. These memoranda would accompany the efficiency reports on the officers concerned.

The identity of the individual making an efficiency report or any other comment in an officer's record should be clearly indicated. When a chief of mission or principal consular officer does not personally prepare an efficiency report, the name of the drafting or contributing officer should be shown.

The Boards have noted that visits of Foreign Service Inspectors to posts in the field have been irregular and infrequent. This circumstance is capable of resulting in injustice to individual officers, especially officers in charge. The Boards consider it essential that regular inspections be made of all offices as provided in Section 681 of the Foreign Service Act of 1946.

It is the observation of the Boards that, in particular, justice is not being done to officers in charge of posts which are not under any supervisory jurisdiction. Apart from very infrequent inspection reports, there is nothing in the records of the officers in charge of such posts, from sources outside Washington, indicating the quantity, quality and scope of the work they are doing. The Boards consider it absolutely essential that these

posts be inspected at least once yearly.

Reports now in the records from supervisory officers are in most cases perfunctory and inadequate. Here, also, injustice is being done to the officers in charge, and it is strongly recommended that steps be taken to insure that supervisory officers inspect offices under their jurisdiction at least once a year.

The Boards have been impressed by the dearth of information about the performance of officers serving in the Department or elsewhere in the United States. It is suggested that regular efficiency reports be submitted on these officers identical or similar in form to those submitted on officers in the field. In the case of officers who only recently joined the Foreign Service, or resigned and recently were reinstated, it is suggested that an effort be made to supply reports similar to those on active Foreign Service Officers regarding the type and efficiency of work done while out of the Foreign Service.

It is suggested that the Department continue to give attention to the possibility of an improved form of efficiency report. Meanwhile, an effort should be made to insure that reporting officers faithfully and fully cover the points prescribed in the present form of efficiency report. Many of them are not now doing this and the failure to do it results in inadequate reports.

The inclusion of a recent photograph in the dossier would be of interest.

The summaries included in the front of the dossiers given to the present Boards have been of great assistance, notwithstanding the fact that in a few instances there was doubt that the ratings accurately reflected the detailed material contained in the chronological envelopes. It is understood that the Division of Foreign Service Personnel intends no longer to give adjectival over-all ratings, but it is recommended that the summaries continue to be prepared for the use of Selection Boards.

In addition to the summaries now being prepared, it is suggested that a brief factual outline of the officer's work during the current year be prepared covering: (a) posts, positions held and general nature of duties performed, and reasons for any transfer made during the year; (b) enumeration of all efficiency ratings given in the field or in Washington together with any pertinent comment the Chief of Personnel considers appropriate to be brought to the attention of the Boards; (c) any other pertinent facts bearing upon the officer's performance and status, such as changes in marital status, health, progress in languages, specialized subjects and assignments; and (d) date and duration of last visit to the United



*Senior Selection Board*

Left to right: Archibald S. Alexander ("Outside Man"); Harold Shantz; Chairman George Butler; Walter Donnelly; and Lloyd Steere.



*Junior Selection Board*

Left to right: George W. Magalhaes ("Outside Man"); Joseph E. Jacobs; Chairman Willard Beaulac; Herve J. L'Heureux; and Lester Mallory.

States and whether at personal or Government expense.

The Boards have noted that certain officers have served for an extended period of years under the same principal officer, sometimes both in the field and in the Department. The Boards have found it difficult to give a fair comparative rating in such cases in the absence of appraisals by different principal officers.

It is recommended that during the probationary period of three years in Class 6, semi-annual efficiency reports be prepared on the officers instead of annual reports as in the other classes.

### 3. *Voting Procedure.*

It is the unanimous opinion of the members of the two Boards that a 5-4-3-2-1 system would be preferable to the 3-2-1 system in determining the relative ratings of the officers in a given class. A majority view is that each of the suggested five ratings should be given to 20% of the officers in a class. A minority of two Board members feel strongly that there should be no percentage limitations imposed on members of the Selection Boards when they give the initial 5-4-3-2-1 ratings. This minority suggests that: (1) each member of a Board should in the first instance allot to each candidate a 5, 4, 3, 2 or 1 rating based on his own individual opinion and without any percentage limitation. (2) the Board ascertain the average percentage placed by its members in each of the 5, 4, 3, 2 and 1 categories and (3) then each Board member be required to adjust his percentage in each numerical category to such average.

The Boards believe that, until there has been more experience under the new promotion system, Selection Boards should be allowed considerable discretion with reference to the voting procedure

to be followed. It is, of course, essential that the Selection Boards make full reports on the procedures used.

### 4. *Filling of Vacancies which may Occur Between Annual Meetings of Selection Boards.\**

Since vacancies will occur between the annual meetings of successive Selection Boards, which it may be considered desirable to fill in the interim, it is suggested that Selection Boards each year be instructed along the following lines: (1) if there are more than a sufficient number of qualified officers in a given class to fill vacancies certified to the Board, then the Board should recommend a few additional officers, say about five, to fill vacancies which may occur before the next Selection Boards meet; (2) the same standards and procedures for the selection of these additional officers should be applied as for the selection of officers to fill the certified vacancies; (3) these additional officers should be listed in order of preference by the Selection Boards, and the comparative numerical rating and the "Yes-No" vote for each such officer should be reported; and (4) each such list of additional officers should be separately submitted and kept in a sealed envelope, appropriately labeled, until vacancies arise.

### 5. *Information to be Made Available to the Field and to the Public.*

The Selection Boards recommend that the Department immediately make available to the field as full as possible a description of the operation of the Boards. However, it is believed that the numerical ratings and relative standings of officers should not be disclosed to them. The numerical

*(Continued on page 37)*

\*Recommendation not yet passed upon.

# Impressions of the "Outside Man" on the Junior Foreign Service Selection Board for 1947

By G. W. MAGALHAES

*Mr. Magalhaes is Special Representative of the Westinghouse Electric International Company and is at present with the new Import Division. He is also that company's representative in various commercial organizations, especially those connected with Inter-American countries. In 1940 he was appointed by President Roosevelt to the Inter-American Development Commission. He is a former Vice President and General Manager of the Westinghouse Electric Company of Cuba and also served for two years as President of the American Chamber of Commerce in Cuba.*

In closing out my service with the Junior Foreign Service Selection Board, I feel that I would be remiss if I did not express my personal appreciation for having been selected to serve on the Board, and my personal pleasure and satisfaction from the weeks of association with the other members.

In addition to the foregoing, it may be that one or two impressions that have crystallized in my mind in this service may be of interest to Foreign Service officers.

The first thing that an "outsider" realizes when he is invited to help out on the selection of Foreign Service officers for promotion is the fact that he personally does not know the officers whom he is to rate but has to depend entirely upon the particular officer's record or "dossier."

The next thing that he realizes is that the "dossiers" consist of reports made by third persons and that he does not know even these third persons.

This is disconcerting at first, but as you read the records, you find that you can learn a great deal about a man without personal contact.

The "good book" says: "By their fruits ye shall know them." And the "dossiers" are principally a record of the "fruits," or performance of foreign service officers, as noted by the various people who have been in contact with them.

The "dossiers" are most complete and informative. They contain not only the annual efficiency reports from the Principal Officers, and the inspector's reports; but they also contain the comments from the various government departments and agencies who are the end-users, of the various political, economic, agricultural, and other reports and surveys that are sent in from the foreign field by the officers. Letters from private citizens who have received more or less special attention in the field and who wish to record their appreciation; minutes of interviews between officers and the Personnel Division; excerpts of letters commenting upon a foreign service officer's work; newspaper clippings; all find their way into each officer's "dossier."

It is surprising how complete a mental picture you can gradually acquire of an individual's abilities as you read through the record of his work. You form an impression, not so much of a personality with a name, as of a disembodied intelligence and character that is capable of performing certain required assignments with a certain degree of efficiency. The difficulty is in estimating his *relative* "degree of efficiency," especially when a class has a great many capable officers and there are comparatively few vacancies to be filled.

That's the time you "outsider" needs a friend to give him information to supplement that found in the records.

May I say that this "outsider" was greatly helped by the other members of the Selection Board. They posted him as to the reputation for severity or leniency of the various rating officers; and from their own experience explained the relative characteristics of various posts.

All of that knowledge is essential for a fair appraisal of an officer's worth.

Let us consider two examples:

Here is one officer who has been selected by a Chief and remains for a number of years with him at a large post, he has an opportunity to assist in some important foreign relations, he does good work, he gets "very good" and "excellent" ratings, which he deserves—he has been fortunate. Here is another officer, same preparation, same class, but he draws a series of less important places: does excellent work at routine matters that are rarely graced with even a mention in the efficiency reports on him, and he gets some "satisfactory" ratings; I was going to say that he had been unfortunate, but I am not so sure about that. He has acquired basic qualities of breadth and dependability equally valuable in a Chief of Mission as those of the first man who happened to have served on more spectacular assignments. It was reassuring to see due consideration being given to all of these various contributing factors when final ratings were awarded.

*(Continued on page 38)*

## ***French Reorganize Training for Government Service***

*By FRANKLIN ROUDYBUSH, Registrar, Foreign Service Institute*

**I**N April 1945, the Provisional Government of the French Republic appointed a committee to study the recruitment of officers for the Foreign Service and other government departments, with a view to suggesting reforms in the method of recruitment and in the training of prospective public servants. The committee went into the matter thoroughly and found that for the past century and a half, the various French governments had toyed with the idea of establishing a national school of administration.

Napoleon, in 1814, had apprenticed nearly 400 junior officials in all types of government offices for practical work to be undertaken simultaneously with course work at the University. The Restoration suppressed this system, but mused over establishing a school of administration. Commissions were named in 1838 and 1845 to study the teaching of political science in the schools. This subject was at that time the province of the Law Schools, and the finding of the commission in favor of the creation of a special school for political science was strongly opposed and defeated by the Law School and the University.

Carnot, in 1848, did establish a school of administration, entrance to which was governed by competitive examination for youths of 18 to 22 years of age enrolled in the College de France. The course was three years in length, with the grade attained on the final examination determining appointment into civil service. Thereafter, the appointee was on probation for two years, and took an examination at the end of his probationary period to attain permanent status. This institution ceased with the Second Republic.

Boutmy, in 1872, created the private institution, the Ecole Libre des Sciences Politiques. It carried the traditional instruction beyond the point reached by the law faculties, and sought to prepare for the most important government positions, such as the French diplomatic and consular service. An effort to nationalize this school failed. It continued, however, until the outbreak of World War II, to prepare for the specialized examinations of the French Government services. Some 20 men now in the United States Foreign Service attended this famous institute. The committee felt that the Ecole Libre des Science Politiques had made a valuable contribution, but that by "cramming"

for the examinations it had overspecialized and deformed its curriculum. The committee therefore recommended the establishment of a new National School of Administration. At the same time the Ecole Libre des Sciences Politiques was taken over by the government and made a foundation for the promotion of political, social and economic science.

The committee of 1945 was particularly concerned with remedying the haphazard methods of training for government service. They argued that the collapse of France certainly indicated a serious flaw and must not be permitted to recur.

They were anxious to know what the French schools were doing about the social sciences. They found that history was exhaustively treated, but divorced the political, economic and social factors of a period instead of presenting a complete picture. Likewise, political science and political economy were poorly taught, and relegated to a secondary role in the curriculum.

In the past, the various departments and agencies of the French Government had each recruited by means of individual special examinations. These were primarily a test of particular knowledge, rather than broad culture.

Some divisions of the government were more popular than others, and drew off the best candidates—leaving too much good material concentrated in some divisions, and too little in others.

Therefore the committee recommended that instead of holding numerous examinations for each individual department or agency, there should be one general recruiting examination to furnish a supply of candidates from which all agencies could draw.

Accordingly, on October 9, 1945, a series of decrees was issued by President de Gaulle, creating the government-supported National School of Administration and other institutions to supplement the training of government officials. In addition to training, the National School of Administration also attempts to provide a logical and workable system of recruitment for government service.

Competitive entrance examinations are held each year for men and women under 30 years of age. College graduates up to age 26 take a slightly different examination from the candidates with no college, aged 26 to 30, who offer five years

*(Continued on page 40)*

## Philippine Trainees Gain Field Experience

*The authors of the two following articles are recent graduates of the State Department's Philippine Foreign Affairs training program. This program was inaugurated in the Department in July 1945 and is still continuing with the Division of Philippine Affairs having central responsibility for its execution. Under it, three groups of Philippine Foreign Affairs trainees have completed the program; a fourth is now in training in the Department, and a fifth is scheduled to begin training in May. The graduates of this program now occupy a major portion of the positions in the Philippine Foreign Service; other graduates are now officers in the Philippine Department of Foreign Affairs. Messrs. Peña and Bartolome entered the Department of State as members of the third training group on June 1, 1946. After completing the training program in the Department, they were selected for training assignments abroad at the American Embassies in London and Paris respectively. Their articles discuss their experiences as trainees at these establishments.*

By PABLO A. PENA

It was a thrill to me when I was informed by Mr. Edward W. Mill, Assistant Chief of the Division of Philippine Affairs as Director of the Philippine Foreign Affairs Training Program of the State Department, that I was one of the two members of Training Group III who were finally selected for embassy training. The smoke of the 7-hour examinations marking the end of our five months' training course in the Department of State had hardly cleared away in the middle of November, 1946 when this announcement was made. It came as a tonic to my nerves which had been badly strained by the terrific pace of the training grind. I was so happy to think that the selection with which I was

honored was the pay-off. In a sense, it was not exactly so. I was detailed to the American Embassy in London for a period of field training not to extend beyond February 20, 1947. The other Filipino selected, Mr. Anastacio B. Bartolome, an economics professor in the University of Manila, was assigned to the American Embassy in Paris.

According to the schedule of plane departures of the American Overseas Airlines, Nov. 21, 1946 at 1430 hours became the D-Day of my "airborne invasion" of England. Taking off from the La Guardia Airfield on board the giant Flagship "Oslo" via Gander, Newfoundland and Shannon, Ireland, we by-passed Croydon and landed at Heath-



### PARIS EMBASSY GROUP

*Front Row: Left to Right: Keeler Fans, Third Secretary; Miss Agnes Schneider, Consul; Anastacio B. Bartolome, Philippine Foreign Affairs Trainee; Hugh S. Fullerton, Counselor of Embassy; Leslie A. Weisenburg, Vice Consul; Lawrence J. Daymont, Vice Consul; Alice Soelberg, Administrative Assistant.*

*Second Row: Sabin J. Dalferes, Consul; E. Allen Fidel, Economic Analyst; Melville E. Osborn, Vice Consul; John S. Carrier, Third Secretary; Cabot C. Sedgwick, Third Secretary; Robert Schneider, Vice Consul; Leonard R. Morey, Vice Consul*

*Third Row: Gerald A. Drew, First Secretary, Consul; Alfred H. Lovell, Jr., Second Secretary; Thomas McLane, Administrative Assistant; John H. Kelly, Economic Analyst; Richard E. Funkhouser, Petroleum Attaché; Robert M. Taylor, Second Secretary; Walter Smith, Second Secretary; Cyrus B. Follmer, Consul.*

### The Philippine Foreign Office, Manila.

Photos courtesy Mrs. N. P. Davis

### Ruins of the Legislative Building in Manila.

row Airport in London at about 1 a. m. on Sunday, Nov. 23. As we approached Heathrow Airport, we were met by a barrage of heavy rain. My big umbrella came in handy when we landed.

At the airport I was accorded full customs courtesies. All the other plane passengers were soon busy opening their luggage and exhibiting their contents to the customs officials who, even at such unholy hours, were alert to see things dutiable.

A Londoner co-passenger, Mr. W. E. Corteen, gave me a lift to the Park Lane Hotel where a room had been previously reserved for me by the Visitor's Bureau of the American Embassy. I was so tired but happy when I plunged into bed for some sleep at almost daybreak.

For my first taste of London life, I read the announcement under the table glass in my room that the hotel guest must provide his own soap, and his face and bath towels. The Park Lane has an air of distinction and class service, except for the fixtures which are models of the past decades and linens which tell their own tales of hard times.

From the Park Lane Hotel I transferred to the Strand Palace Hotel near Picadilly, and from there I moved to 20 Charles St., Mayfair, at a walking distance to the American Embassy at Grosvenor Square and there became a next door neighbor to the Bowes-Lyons family of the nobility of England.

I reported to Mr. Everett F. Drumright, First Secretary of the Embassy, as the officer in charge of my field training. Before this occasion I was introduced to Mr. Drumright in Washington shortly before he left for London to take up his assignment. Our London meeting confirmed my first impression that he was a warm and cordial friend. Being a stickler for hard work, without much ado for preliminaries, Mr. Drumright charted my training program. After showing the room assigned to me in the



Embassy, he brought me to Mr. Claude H. Hall, Jr., the Administrative Officer.

Upon being informed of my mission in the Embassy, Mr. Hall turned to assure me that all available facilities were opened to me for the accomplishment of my purposes. I was given access to the Embassy Canteen, the Commissary, and the Navy P-X. Even with these privileges alone, I would not ask for more. In the Embassy Canteen, for example, lunch and dinner were served for about seventy-five cents. For this price, no adequate and well-balanced meal can be found elsewhere in London.

On my first day at the Embassy I was also presented to Mr. William Stratton Anderson, Jr., Chief of the Consular Division.

*(Continued on page 46)*

# The Naval War College and the Foreign Service

By ROBERT C. STRONG, *Foreign Service Officer*

*The Editors are very glad that the Department has placed such emphasis on having outstanding Foreign Service officers attend the National War College and agree with the thesis expounded in the following article that efforts should also be made to assign competent personnel to the Naval War College for Training.*

RECENT articles in this *Journal* by FSO Foy Kohler and Colonel Kenner F. Hertford might lead readers to believe that the National War College is the only inter-service institution of higher learning worthy of the attention of Foreign Service Officers. Although such a motive cannot be ascribed to these authors, it must in justice, and to complete the record, be set forth in positive terms that a healthy colleague exists, proved by experience, and mature in point of age, tradition and service.

The flourishing, well established institution referred to is the Naval War College, probably known to many FSOs by name if not completely by function. The College was founded at Newport, Rhode Island in 1884 by Commodore Stephen B. Luce, who in its early years had to struggle constantly for its continued existence. Rear Admiral Alfred Thayer Mahan was the second president.

The writer has had the honor, pleasure and benefit of being the first FSO to attend the Naval War College from the time of its inception; and he is assured that his presence follows many years of unproductive efforts by the Navy to sell the Department of State on the benefits (mutual, in reality) to be realized by participation in the by no means narrowly specialized course offered.

Arriving at Newport on June 30, 1946 some five days after the word was suddenly passed to him that this was "it" for his next assignment, the author found the eleven-month Senior Course exceeding his fondest hopes as to the contribution it was able to make to the consolidation of his educational background.

Instruction at the Naval War College is divided into two categories: the Senior Course and the Junior Course. On hand for the former, from July 1, 1946 to June 3, 1947 were 41 Navy captains and Army, Army Air Forces and Marine colonels; 23 Navy commanders and Army and Marine lieutenant-colonels; or, with yours truly, 65 officers. The Junior Course includes 35 Navy commanders, lieutenant-commanders, and Army and Army Air Forces colonels and lieutenant-colonels. Forty percent of the naval officers are aviators.

The President of the Naval War College, since his return from the Pacific in March 1946 is Admiral Raymond A. Spruance, USN. A staff of 39 officers directed by the Chief of Staff, Rear Admiral A. E. Smith, USN, devotes its entire efforts to the progress of the students towards the high goals set by the Naval War College. Included in the staff are an Army colonel, an Army Air Forces lieutenant-colonel, and two Marine officers. Backing up the officer personnel is a large group of civil service employees and Navy and Marine enlisted men.

The course commenced with an intensive study of nuclear fission and the atomic bomb, followed by a one thousand word paper on any phase of the subject appealing to the student. Some of the outstanding nuclear physicists in the country outside of those participating in the Manhattan District appeared on the rostrum of the Auditorium to give a complete technical and non-technical coverage of the subject short of revealing highly classified material.

Concurrently with the study of the atom the first two months of the course included a thorough review of the capabilities and limitations of naval weapons as existing at the close of the late war. This portion of the curriculum was shaped to provide a general review for naval officers who were obliged to specialize more or less during the war, and as an initial indoctrination for the non-naval officers.

Following the orientation phase, the College settled down to a demanding schedule of lectures, strategical and tactical problems, short special courses in numerous fields, preparation of two rather lengthy theses devoted to significant current questions, and required reading.

The lectures dealt with all phases of warfare, naval, ground, landbased air, economic, psychological; intelligence; history; geography; politics; races; resources; industry; finance; strategy; tactics; and what have you. The speakers included outstanding members of the academic profession (though few of them represented a purely "academic" viewpoint), of the government, of the services, and of the press. Important campaigns and operations of the last two wars were presented

by staff members and students for the purpose of demonstrating particular lessons and to broaden the general military background of the student. In addition, members of the student body gave accounts of actions in which they were engaged. The writer reviewed the Battle of Crete, the first major airborne operation in history, and was able to draw upon and supplement his experience in Bulgaria to present a political and strategic picture of the Balkans.

The problems, set up in various strategic water areas of the world, familiarized students and staff with the features of several of the lesser-known regions. They also oriented the thinking of each officer into strategic channels, with tactical situations arising for solution only incidentally. In the final problem of the year full scope was given for global strategic planning. Needless to say, full consideration in all problems was given to employment of all the most modern existing weapons as well as those which might be expected to be perfected or improved in the near future.

The first thesis, devoted to a study of certain international relations and their effect on American foreign policy, was scheduled for completion on January 15. The second thesis, concerning the effect of the atomic bomb on naval warfare, was due on May 1. In each instance several theses were selected for oral summarization by the authors.

The required reading covered a wide range of subjects and areas.

Generally acknowledged high spots during the course were: a visit by President Truman; lectures and question periods featuring Messrs. George Kennan, John Carter Vincent, Ellis O. Briggs, and Loy W. Henderson, who delighted and impressed their audience by their willingness to speak frankly plus obvious mastery of their subjects; and a day's visit by the whole student body (including FSO Perry Jester) and part of the staff of the National War College (did the mountain come to Mahomet? Vice Admiral Hill, Director of the National War College, is a graduate of the Naval War College).

The foregoing brief recital does not pretend to present in detail the crammed schedule, nor can it explain the stimulation which students received to voluntary self-development in the present and for the future, or the free rein given the critical, inquiring spirit. The course has served to tie together all loose ends relating to national policy and strategy, and to facilitate comprehension of present issues as well as those which will appear in the future.

Where do the Department of State and the Foreign Service enter this picture?

The Department and the Foreign Service have a great deal to gain, and a tangible contribution to make to the armed services, by annual participation in the Naval War College:

(1) The officer in attendance receives an integrated, intensive course in national policy, with all its ramifications. Probably no better course is available elsewhere in the United States, including the National War College.

(2) He becomes thoroughly familiar with the prime instrument of national policy, the Navy, and to a lesser degree with ground and landbased-air forces.

(3) He serves as an effective counter-influence to the general, newspaper-created image, in the minds of officers of the other services, of the Department of State and Foreign Service as incompetent, impersonal, inorganic machines.

(4) In his contacts with officers of the armed forces he reinforces the newly-won realization that the close partnership of the Department of State with the Navy and War Departments is essential to the future well-being of the nation. This influence will spread throughout the services like the warmth of a cocktail.

(5) He forms lifelong friendship among officers some of whom will become the armed forces leaders of the future. This personal angle must be highly valued.

(6) He is able to contribute to the further education of fellow students both formally and informally from his own varied experiences and knowledge.

Numbers (1) and (2) are of direct benefit to the Department of State and the Foreign Service. Numbers (3), (4) and (5) are of mutual advantage to all services. Number (6) benefits the armed services primarily, but its repercussions are of value to the Department of State and the Foreign Service.

The writer is convinced that the assignment of a Foreign Service Officer annually to the Senior Course at the Naval War College, now shortened to ten months, will return dividends all out of proportion to the capital involved, and equally as great as those paid by the attendance of an FSO at the National War College. The apparent decision of the Department to continue the practice begun this past year is to be applauded.

Foreign Service Officers assigned to the Naval War College in the future may feel assured of the same cordial welcome, acceptance and spirit of cooperation, and friendship, which has met the author from Admiral Spruance on down during his eleven inspiring and happy months at Newport.

## Letters to the Editors

### Invidious Comparison

American Embassy,  
Caracas, Venezuela,  
March 3, 1947.

TO THE EDITORS,

THE AMERICAN FOREIGN SERVICE JOURNAL:

I am enclosing for such use as you wish to make of it a letter which I have just written to Mr. Martin Sommers, commenting upon his article in the February 7 issue of the Saturday Evening Post in which he was very uncomplimentary to our Service.

Sincerely yours,

FRANK P. CORRIGAN.

\* \* \* \*

Caracas, Venezuela,  
March 3, 1947.

Mr. Martin Sommers, Foreign Editor,  
The Saturday Evening Post,  
Philadelphia 8, Penna.

DEAR MR. SOMMERS:

Current criticisms of the State Department and disparagement of its personnel I have always taken as a matter of course. It has been an old American custom. However, the invidious comparison with military men which appeared in your recent article in the Post, which has a vast reading public, is so unfair that it calls forth reluctant protest. My close association for more than twelve years with this group of fine Americans impels me to try to correct your low opinion as to the level of ability of the men who make up the Department of State (including, naturally, the Foreign Service) as compared with equally fine Americans of the armed forces.

On page 93 of The Saturday Evening Post of February 7, 1947, is cited a list of military figures, undoubtedly eminent, whose names have no less undoubtedly been highly publicized by the prominent part they played in the war and in a way and to an extent that would be impossible and undesirable in the case of career diplomats. You do mention only one able diplomat whose name has also been publicized, often, as I am sure Ambassador Murphy himself would agree, not always happily. Then after three separate thinkings, you can recall no other. Without much thought at all I could count off one for each of my ten fingers.

The blinding effect of publicity one would not expect to have affected a veteran journalist who should know how to discriminate between intrinsic

merit and notoriety. I use the word notoriety not disparagingly, although it may have that connotation, but in the sense of being known to the public. Able diplomats become well-known in their own circles and to some extent to the public as do able men of other professions—doctors, lawyers, engineers, teachers. They do not as a rule become public characters. There is a fine line of division, and a professional man is likely to be injured rather than helped by too much publicity if he is carried past the line. That is what Emerson had in mind when he said about "Popularity," "I know of none who were not injured by it and many it killed."

I believe you would have found more to think about if you had just taken the little grey book entitled "Biographic Register of the Department of State" and run through some of the short biographies that it contains. It is a public document issued periodically. There are a number of men listed there whose mental capacity, knowledge, character and general all-around ability would surely compare favorably with the best selections from any other organization at home or abroad. Not being a professional diplomat, I think that my attitude in the matter is as objective as that of any citizen. However, I have, as I said earlier, been dealing for many years on intimate terms with these men who make up the professional staff of the State Department and the Foreign Service of the United States. Long experience which should have contributed to a certain maturity of judgment has convinced me that no organization of comparable size has as great a proportion of really able people.

It has not been generally appreciated that a drastic change took place in the method of selection of Foreign Service personnel with the passage of the Rogers Act of 1924. But even before this there had begun to be a change. What we now call World War I uprooted millions of young men from their homes and completely changed the currents of their lives. In casting about for new careers, some very able boys were attracted to the Foreign Service and sought to enter it. A number of them were successful. The ablest of that group of veterans have now reached the top classes in the Service which direct policy, provide anonymous leadership, and furnish expert advice to well-publicized Generals, Admirals and others.

The highly selective examinations which were adopted after the Rogers Act professionalized the Service and have resulted in the continuous induction of men of above average mental equipment. A

criticism has been made that they are highly academic rather than highly practical. However true that may be at the beginning, the life of a Foreign Service Officer and his path to promotion are likely to make him practical or to eliminate him by the very nature of his work. He goes to strange parts of the world, is forced to meet all kinds of strange people and unusual circumstances. He is compelled to assume grave responsibilities and make decisions upon which rest the good name and vital interests of his country.

I would not think of passing upon the merits of the controversy between military experts reported in the first part of your article: however, in voicing such an invidious comparison between the Military and the Foreign Service, you have indicated a need to broaden your acquaintance before writing as you have about a fine Service which has equally able members, even though not so well-known. Otherwise your reader should be reminded of a paragraph in the Book of Job. "Who is this that darkeneth counsel by words without knowledge?"

Very truly yours,

FRANK P. CORRIGAN,  
*American Ambassador.*

### The Plight of the Retired Alien

American Consulate,  
Marseille, France.  
April 17, 1947.

TO THE EDITORS.

THE AMERICAN FOREIGN SERVICE JOURNAL:

May an alien, who has spent the best years of his life in the Service and is now nearing retirement, be granted space in your Journal to plead for an increase in the present retirement allowances?

While much has been done to compensate us adequately during active employment, the plight of the retired alien living in Europe seems to me to have been insufficiently appreciated. It is perhaps difficult for those living in "God's Own Country" to realize the terrible cost of living in Europe today. The increase amounts in many cases to hundreds per cent, far outweighing any benefit arising from exchange, and the problem of making ends meet on present allowances is one that causes us to look forward to retirement with something like dread. Could not something be done about this?

ALLAN MACFARLANE  
Consular Clerk.

### The Post of Administrative Officer in Foreign Missions

American Embassy,  
Santiago, Chile,  
January 28, 1947.

TO THE EDITORS.

THE AMERICAN FOREIGN SERVICE JOURNAL:

In a recent Departmental circular airgram I have noted that new administrative officer positions will be open soon to qualified candidates from the Foreign Service, and that such officers will be responsible for "administrative activities, including personnel management, accounting and budgetary activities, office management, and procedural and organizational analyses." Having failed to find any description of the duties of administrative officers in the Foreign Service Regulations and having observed a surprising lack of uniformity in the way in which such officers have functioned in the various posts where I have served, I am wondering if their duties and responsibilities are now to be defined and clarified or whether their rather uncertain status is to be continued.

While there can be no question as to the need for over-all, generalized administrative officers in our Foreign Service establishments, it has been my experience that most of the very capable and excellent individuals who are assigned to such positions usually have had very little formal training in basic principles of administration and organization, and have to trust to their instinct to fulfill their duties. They often operate without regard to prescribed channels and violate those old adages of the "evils of a divided jurisdiction," "a man cannot serve two masters," etc.

This situation is usually most troublesome in connection with personnel administration. The responsible officer of an Embassy Section is often the last to learn of some personnel change, and after carefully planning as to how a given activity can be handled well with available personnel, he often learns in an indirect or belated way that the set-up he has carefully arranged has fallen to the ground. Employees of a given Section often get the idea that their chief responsibility is to the Administrative Officer rather than to their immediate superior. Many times resignations, requests for leave, salary increases, etc., are routed around the responsible technical officer directly to the Administrative Officer, when if the former had known of them sooner, the situation and decision taken might have been quite different. Quite often, too, communications to and from the Department regarding

(Continued on page 55)

## Press Comment

### PROMOTION OR DISMISSAL FACES CAREER DIPLOMATS

From the Washington STAR, May 11, 1947.

By GARNETT D. HORNER

American career diplomats are on continuous trial now under a new "promotion up, selection out" system that leaves no room for "cookie pushers."

Foreign service officers must prove their worth by winning promotion within specified periods or be "selected out" of the service.

The system, somewhat similar to that long practiced by the Navy, puts promotions on a strictly objective, competitive basis. It assures the weeding out of mediocre men fast enough to make room at the top for those still vigorous and receptive to new ideas.

The first selection boards operating under the new system have just completed their work at the State Department. Out of 705 foreign service officers eligible for promotion, they upgraded 173. All of the 532 passed over will have at least one more chance, and in most cases three or more chances.

No one above the beginning probationary Class 6 can be "selected out" of the service until November 13, 1949. This was stipulated by Congress in the 1946 Foreign Service Act, putting the system into effect along with salary reclassifications and other organization changes. After that, some men probably will be dropped each year.

\* \* \*

Under the 1946 act, the foreign service is divided into classes, with salary scales, from the bottom up, as follows:

Class 6, \$3,300 to \$4,400; class 5, \$4,500 to \$5,900; class 4, \$6,000 to \$7,900; class 3, \$8,000 to \$9,900; class 2, \$10,000 to \$11,900; class 1, \$12,000 to \$13,500. There is a superclass of career ministers who also get \$13,500 a year.

The "promotion up, selection out" procedure works up through class 2. Those in class 1 and the career minister class cannot be selected out. In the normal course of events enough men in those classes will reach retirement age each year to make room for promotions into them.

Any foreign service officer (FSO) who remains in class 2, 3, 4 or 5 longer than eight years or in class 6 longer than three years without promotion to a higher class will be retired or separated from the service.

After postwar adjustments in the service have been made, those who win promotions under the system will not be eligible for promotion again until they have served at least two years in a class.

The aim is to maintain an average of about six years' service in each class above class 6.

Two selection boards were convened here last February 17 to pick out the first men to be promoted under the new system. Each board was composed of four foreign service officers and one man not connected with the Government.

\* \* \*

Each board member studied the entire record of every foreign service officer whose case was being reviewed, going back to the very beginning of his service. Each FSO's previous promotion and efficiency ratings were restudied in the light of what might be known about possible personal favoritisms or antagonisms of officials who had rated him in the past.

The resulting selections are believed to represent the most impartial and painstaking promotions ever made in the foreign service. This does not mean partiality ever played a deliberate role. A foreign service board long has passed on all promotions, but it was made up of busy officials who could devote little time to consideration of individual cases and necessarily had to act on the recommendations of men who might show prejudice despite their best efforts to be impartial.

Under the new system, members of the selection boards devoted their full time to the task for weeks. Their independent votes resulted in a cumulative opinion on each case. In view of the limited number of vacancies in all but class 5, those selected for promotion in the upper grades represented the cream of the eligible men. Every man promoted had to be approved by at least four members of the board acting on his case. Presence of one member on each board not connected with the Government helped assure impartiality and brought to the boards' actions the benefit of personnel practices in private business.

Board members took special oaths to act "without prejudice or partiality" and to preserve the secrecy of the personnel records they considered.

The selection board's recommendations were subject to review by the regular board of the foreign service, which made no changes.

In general instructions to the Selection Board members, the State Department emphasized that it placed "confidence in your collective judgment

as the best present measure of foreign service performance."

Toughness of the first selection boards was shown by their failure to select enough men for promotion from Class 6 to fill all the vacancies in Class 5. There were 75 men in Class 6 eligible for promotion, and 57 vacancies in Class 5. Only 53 men were promoted to this class.

There were not enough vacancies to take care of all the men who deserved promotion in the other classes. The boards reported many men fully qualified for greater responsibilities had to be passed over in trimming their selections to fit fixed quotas in the upper grades.

They picked 12 out of 68 eligible men for promotion into Class 1; 34 out of 210 eligible for Class 2; 37 out of 228 eligible for Class 3, and 37 out of 124 eligible for Class 4.

Those who were passed over this time will have their next chance when new selection boards, with different membership, meet next spring.

### **"POOR MAN'S" DONNING AMBASSADOR'S TOPPER**

From the Washington Post, April 27, 1947.

By ALEXANDER R. GEORGE

The old idea that rich men, particularly party contributors, are preferred choices for important diplomatic posts, shows signs of going out. More State Department career men and fewer wealthy "amateurs" are being chosen.

Ten out of 13 men recently nominated by President Truman to be Ambassadors and Ministers are seasoned "regulars" of our own Diplomatic Corps.

Pay increases and quicker promotions have improved career men's opportunities. Also, this country's big stake in foreign developments has increased the need for experts.

Two of the 10 career men recently selected have crucial assignments in strongholds of Communist influence. They are Cavendish W. Cannon, nominated Ambassador to Yugoslavia, and Selden Chapin, Minister to Hungary. This minister's job has become considerably more important than any of several ambassadorships.

Cannon is the first Foreign Service officer to be upped from the third class to ambassador. His promotion over men in the first and sec-

ond classes is regarded as a step in a program supported by Secretary of State Marshall of picking the best man for the job regardless of his rank.

There are six classes in the Foreign Service. Ambassadors are not classified.

Cannon is rated an outstanding expert on the Balkans. During the war he worked up to be chief of the State Department's Division of Southern European Affairs. He accompanied Secretary Hull to the Moscow Conference of 1943 and was a political adviser at the Berlin Conference of 1945 and at the meeting of the Council of Foreign Ministers in London.

Cannon was born in Salt Lake City and served overseas with the Marines in World War I. He began Foreign Service work at Vienna in 1920 and has had tours of duty in Greece, Bulgaria, Austria and Switzerland.

Chapin, who goes to Budapest, recently had been director general of the Foreign Service. He has been in diplomatic work a quarter of a century, serving in both Europe and China. He is reputed to be a smooth, well-balanced diplomat popular in social circles. His home is in Washington.

Another career man, Paul C. Daniels, was advanced from the second class over the first class to be nominated Ambassador to Honduras. Daniels, whose home city is Rochester, N. Y., has recently been counselor of the embassy at Rio de Janeiro. He has had many years of service in Latin American countries.

Opportunities for career men have been improved by two provisions of a Foreign Service reorganization law passed last year. One is a pay increase. That means more men who don't have private incomes can afford to take posts which entail considerable expense.

The other provides that a career man no longer need resign from the service in order to take a position as ambassador or minister. He now can obtain the status of "career minister" and automatically remain in the Foreign Service after his term as an ambassador or minister expires.

Top pay for an ambassador formerly was \$17,-

500. There are now four classes of pay for ambassadors from \$25,000 in Class 1 to \$15,000 in Class 4. Our Ambassadors to Britain, Russia and France are in Class 1.

Foreign Service officials also get allowances for rent, light, heat, etc.

(Continued on page 38)

#### **NEW JOURNAL SUBSCRIPTION RATE**

Due to increased production costs of the JOURNAL, the Editorial Board is forced to announce an increase in the subscription rate to \$3.00 per year. This rate will be effective for all subscriptions entered or renewed as of July 1, 1947. All single copies after that date will be 30c each.

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**THE ACHESON RESIGNATION**

Dean Acheson's resignation as Under Secretary has been everywhere remarked with a regret amounting to dismay. The perfunctory platitudes bestowed on departing public servants seem to be a mockery in this case; and their very familiarity inhibits a true expression of the significance of the loss of his services at this time.

Students of American foreign policy now discern in it the elements of pattern and conscious planning; the times demand that this Department furnish more to the formulation of foreign policy than piecemeal treatment of each day's problem or its easy defer-

ment. Mr. Acheson's greatest achievement is perhaps his cultivation of the long range view in the Department's councils; it is extraordinary that he has been able to contribute so much to the basic design of American foreign policy while at the same time directing the Department's day-to-day affairs as Secretary Marshall's "Chief of Staff."

The Acheson-Lilienthal proposals for the international control of atomic energy are perhaps as revolutionary and epoch-making in statecraft as the splitting of the atom is in natural science.

The mobilization of American economic power in the service of democracy and our own security in the grand strategy which is coming to be familiarly known as the "Truman Doctrine" owes as much in conception to Mr. Acheson as to anyone.

The clear vision of America's responsibility in averting world economic collapse through the use of its credit and its self-restraint which he proclaimed in his last speech as Under-Secretary will set the goals for American foreign economic policy.

In all of these things, which are only a few of those which bear his mark, Mr. Acheson has been a prime mover, not merely an "executor" or a "co-ordinator" or a passive chief.

Dean Acheson is an unusual man to work for. In times of stress and crisis he knows how to create an air of ease and poise about him which makes his advisers feel that they are attaining to his serene level. His distinction in person, manner and address are fabulous; he is the kind of an advocate and diplomat who might be labelled "virtuoso" except that his humanity and sensitiveness get him more results than virtuosity could obtain.

How many big men are really as big as their reputations? How many can really furnish the idea as well as the follow through? This is the quality of statesmanship and Mr. Acheson has it.

The country is fortunate that in Secretary Marshall and Mr. Acheson's successor, Mr. Lovett, the conduct of our foreign relations is in the hands of men of this same type. The editors of the JOURNAL take this occasion on behalf of the Foreign Service Association to extend a hearty welcome to Mr. Lovett as a new honorary vice-president of the Association.

The JOURNAL is certain that it speaks for all Foreign Service Officers in expressing the hope that Mr. Acheson's resignation will not mark his permanent departure from public affairs. Men of his stature and rare ability are not easily come upon, and it is our expectation that Mr. Acheson's rich store of experience, illuminated by a penetrating intelligence, may again be called upon in the service of this country.

## The Journal's Guest Editor—Drew Pearson

To invite me to contribute to the FOREIGN SERVICE JOURNAL is really a case of man biting dog.

However, among the thousands of words batted out on this typewriter about the Foreign Service, the State Department and American diplomacy in general, never has one word been written against the general thesis that greatest need of the foreign service is greater congressional appropriations.

It has been my contention that American diplomats should be the ablest in the world and also the best paid in the world. To a considerable extent the two go hand in hand. And neither is the case today.

About two years before Pearl Harbor I called on several Senators urging that they vote larger appropriations for the State Department. I pointed out that perhaps at no time in history was the peace of the world more in the balance and that never before was the need so great for an efficient, well-paid State Department.

The Senators I talked to were picked from among

those least likely to be friendly to the State Department. Almost without exception, however, they were open-minded and receptive. The reply of Senator LaFollette of Wisconsin, then an avowed isolationist, was typical. As a member of the Appropriations Committee he said he would be delighted to vote more money, but that the State Department never asked for more. Several others said that the matter of more funds had never been brought to their attention.

In other words, in a legislative system influenced—if not sometimes run—by pressure groups, the State Department has sat meekly on the sidelines, hands folded, waiting for the appropriations apple to drop in its lap, and doing nothing to shake the tree. In contrast the Army and Navy station half a dozen officers on Capitol Hill to anticipate the merest whim of appropriations congressmen; to say nothing of the special junkets on cruisers and joy-rides on army airplanes given any Congressman who has a vote on a key committee.

(Continued on page 56)



Drew Pearson

DREW PEARSON is the author of the famed column the "Washington-Merry-Go-Round" published in more than 400 newspapers all over the world through the Bell Syndicate. In 1944 he was voted by the

accredited Washington Correspondents as the reporter "exerting the greatest influence" on the American nation.

Pearson was born in Evanston, Ill., in 1897, and was graduated from Swarthmore in 1919. During the first world war he went to the Balkans for the Red Cross, heading Quaker Relief work in Serbia, Albania and Montenegro.

He traveled extensively abroad, during the next few years, and also taught at Columbia University.

In 1926 he became foreign editor of the *United States Daily* and the following year, he covered the Geneva Naval Conference. Later, in 1928, he accompanied Secretary of State Kellogg to Paris and Dublin and President Coolidge to Havana.

In 1929, Pearson was attached to the Washington bureau of the Baltimore *Sun* and in the same year covered the London Naval Conference.

His reports on the Cuban Revolution in 1921 received honorable mention for the Pugsley Award on the year's best journalist work.

Pearson, with Col. Robert S. Allen, inaugurated the "Washington-Merry-Go-Round" column in 1932. The column won the 1942 Sigma Delta Chi Distinguished Service Award in Journalism, for general excellence of performance in Washington.

Again with Col. Robert S. Allen, Pearson is the author of "The Washington-Merry-Go-Round," "More Merry-Go-Round," and "The Nine Old Men." He also co-authored with Constantine Brown "The American Diplomatic Game."

# News from the Department

By JANE WILSON

## Personals

FSO CHRISTIAN M. RAVNDAL, recently appointed Deputy Director General of the Foreign Service,\* has been appointed Director General as of May 1st. MR. HAYWOOD P. MARTIN was as of that date designated Acting Director of the Office of the Foreign Service.

CHARLES G. STEFAN, newly appointed FSO, is a nephew of Congressman Karl Stefan of Nebraska.

MICHAEL FOOG of the staff corps of the Legation at Luxembourg was recently awarded the Medal of Freedom.

Career Minister GEORGE F. KENNAN, now serving as Deputy for Foreign Affairs at the National War College, has been designated Director of the Policy Planning Staff in the Office of the Under Secretary of State. This Staff is for the purpose of assuring the development of long-range policy. MR. CARLTON SAVAGE will serve as Executive Secretary.

MRS. GEORGE C. MARSHALL's book, "Together" has been selected by the Peoples' Book of the Month Club as their choice for August with a contract for 200,000 copies.

Former Secretary of State CORDELL HULL has received the Medal of Merit, highest U.S. civilian award, for "exceptionally meritorious conduct in performance of duties." President Truman presented the medal to Mr. Hull on April 15th.

VICE ADMIRAL WILLIAM A. GLASSFORD, who retired from the Navy on March 1st after 45 years service, has been appointed European Manager for activities of the Radio Corporation of America in the United Kingdom and on the continent of Europe. His headquarters will be at 43 Berkeley Square, London.

Admiral Glassford is well known to many members of the Service, having been attached to several of our Missions, and, as personal representative of the late President Roosevelt, with the rank of Minister, headed the U.S. Mission to French West Africa which secured Dakar for the Allies at the time of the invasions of North Africa. While serving on this mission, Admiral Glassford was appointed Ambassador to attend the Inauguration of the President of the Liberian Republic.

\*See News from the Department April 1947.

IRIS SEDDICUM, wife of Consul PAUL SEDDICUM at Edmonton, had a ski mishap while at Banff recently and has been laid up for four months with a broken leg. Mrs. Seddicum is well known as an expert at skiing, the accident resulting from an unavoidable collision on the ski run.

FSO PHILIP BONSAI, formerly Charge d'Affaires and First Secretary and Consul at Madrid, has been transferred to The Hague as First Secretary and Consul. His place is to be taken by PAUL CULBERTSON, until recently chief of the Division of Western European Affairs.

## Columbia Alumni Honor Dr. Hyde

Twenty-four former students of Professor CHARLES CHENEY HYDE\* who are now officers of the Department of State in Washington, D.C., held a reception in honor of Professor Hyde on April 25 at the Carlton Hotel in Washington, D.C. The reception was held in connection with the annual meetings of the American Society of International Law, at which Professor Hyde was reelected President.

WILLARD F. BARBER, Chief of the Division of Caribbean Affairs of the Department of State, expressed the esteem and affection which Professor Hyde's former students feel for him. A desk clock was given to Professor Hyde by them as a reminder of the occasion.

The 24 officers of the Department of State who participated in the testimonial in honor of Professor Hyde were FSO WILLARD F. BARBER, WILLIAM W. BISHOP, PHILIP M. BURNETT, DONALD W. BROWN, ELIZABETH A. BROWN, H. ALBERTA COLCLASER, KATHLEEN CAHILL DOUGALL, URSULA H. DUFFUS, DONALD D. EDGAR, HAROLD FASSBERG, DOROTHY FOSDICK, FSO JAMES W. GANTENBEIN, WALTER HOLLIS, ALEXANDER KIEFER, MARIE STUART KLOOZ, JAMES M. LUDLOW, CARL M. MARCY, G. BERNARD NOBLE, LEONARD H. POMEROY, FSO ANDREAS G. RONIHOVDE, DURWARD V. SANDIFER, JAMES SIMSARIAN, PAUL B. TAYLOR and EVELYN COLBERT.

## Atmospheric Disturbance

They have taken down all of the slatted doors in the Old State Department Building.

\*Former Solicitor of The Department (1923).

### *Goodbye Again*

*Time Magazine* in the April 7th issue under its "Miscellany" column carried the following item:

"In Toronto, U. S. Consul Curtis Everett finally sent for and received his furniture from Switzerland after six years, immediately got orders to return to his old post in Switzerland."

### *Henry S. Villard Addresses Rotarians*

HENRY S. VILLARD, Deputy Director of the Office of Near Eastern and African Affairs, was the guest speaker at a banquet given by the Rotary Club of Charlotte, N. C., during the annual district Conference of the 194th Rotary District at that city on May 5th. An audience of about 600 heard Mr. Villard's address, the subject of which was "Some Aspects of Our Policy in Greece and Turkey."

On the same day that Mr. Villard addressed the ROTARIANS, Mrs. Villard, who had accompanied him on the trip, was a guest of honor at a luncheon

given by the ROTARY ANNS, feminine counterpart of this organization. Mr. and Mrs. Villard, after their stay in Charlotte, spent a few days in Florida and in Nassau, Bahamas.

### *Paging "F.L."*

The Department has helped out many a time in trying to locate a missing trunk for an owner; this time it is attempting to locate a missing owner for a trunk.

There's an unclaimed foot-locker type trunk being held at the Embassy in Prague, Prague can't find the owner, and the Department has been working on it for the past several months. Perhaps the pages of the *Journal* will be instrumental in a successful owner-owned hook-up.

The trunk has no outward signs of identification, so was forced open in order to establish ownership. Upon examination, the contents proved to be mens' suits, shirts, underwear, etc., many of

*(Continued on the next page)*

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## SPRING CRUISE OF THE FACULTY AND STUDENTS OF THE NATIONAL WAR COLLEGE

In the first week in April the faculty and students of the National War College proceeded as a group (about 120) by air to six places to visit the submarine base of the U. S. Navy at New London, Conn. They were accommodated at the Quonset Naval Base aboard the carrier *USS Randolph*. A day was spent visiting the Naval War College at Newport, R. I., followed by three days at sea. Gunnery exercises and the handling of 64 planes on take-off and alighting were observed. The group then proceeded by air again to Wright Field, near Dayton, Ohio, where a day was spent visiting the laboratories, hangars and reviewing a static demonstration of all types of army aircraft.

One final day was spent at the Aberdeen Proving Ground, at Aberdeen, Maryland, to witness demonstrations of all types of army weapons, prime movers and vehicles. Visits were also made to the scientific laboratories of this Army base.



which bear Mexican labels; also some Mexican chocolate and soap. There are also several books and pamphlets dealing with Pan and Latin American affairs. Except for the initials "F.L." found on the handkerchiefs, there is no sign of direct identification.

Besides these initials, the following might help to identify the owner of the trunk:—in one of the pamphlets dealing with Pan American affairs there are several pages on which are the names of the various American countries, and under each name are signatures of delegates to an inter-American conference, and, judging from the Mexican labels in the clothing, it also might be presumed that the owner was stationed in Mexico and possibly might have had some connection with the Chapultepec Conference.

The Department has made inquiries of all the "F.L.s" around—Mr. Frederick Livesey, Mr. Frederick Latimer, Dr. Forest Linder, Mr. Frederick Lyon, Mr. Frederick Larkin—and all to no avail.

Mr. F.L., please communicate with Miss Phillips of the Special Projects Division of the State Department. And, say, F.L., a copy of your communication to the Journal, please, so that our readers will appreciate our Hawkshaw cunning.

#### *Foreign Service Women's Luncheon*

The second of the series of luncheons for wives of Foreign Service officers was held on April 28th at the Mayflower Hotel. The group of about 100 women included wives of Foreign Service officers stationed in the Department and in transit, wives of new appointees to the Foreign Service, of retired officers, and others.

The committee for this year's luncheons is composed of MRS. ADRIAN COLQUITT, Chairman, and

MESDAMES MARSELIS PARSONS, JAMES GANTENBEIN, ARTHUR RICHARDS and BURKE ELBRICK. The latter succeeded MRS. WILLIAM COCHRAN whose husband was recently assigned to Berlin. Due to the great number of changes in the list since the last luncheon, the work in compiling the list of women to receive notices was noticeably increased. MRS. LAVERNE BALDWIN and MRS. TYLER THOMPSON came to the aid of the committee and rendered valuable service to it in this respect.

MRS. SELDEN CHAPIN acted as hostess and introduced guests to MRS. DEAN ACHESON, the ranking guest of honor, as well as to the newly arrived MRS. CHRISTIAN M. RAVNDAL whose husband has been recently appointed Director General of the Foreign Service.

#### *Haberdashery Exigency*

The last twenty-four hours before sailing from New York to their new post at Santiago de Chile were hectic ones for the PAUL TENNEYS.

The day before they left a phone call to Mr. Tenney from the boat line office informed him that the pier haggage room had been broken into and a piece of luggage belonging to him had, with other things, been stolen. The steamship line offered, of course, to replace the stolen goods. But then the fun began—since the Val-a-pak had contained suits recently purchased by Mr. Tenney for a several years tour of duty in Chile.

What a chase. It was having the things fitted that took the time. But SIDNEY LAFOON together with his wife (who is Mrs. Tenney's sister) made the collection of the last garment just forty-five minutes before sailing time—so Mr. Tenney, we suppose, arrived at his new post in all sartorial and unruffled splendor.



*State Department Cafeteria in the New Building*

View showing section of the cafeteria with the serving table where hot or cold lunches may be had. High officials and minor employees alike use this lunch room.

INTERIOR VIEWS OF THE NEW  
STATE DEPARTMENT BUILDING

(Old War Department Building)  
21st and Virginia Ave.  
Washington, D. C.

Photos by R. Rousseau



*Office of the Secretary of State*  
View of General Marshall's office taken just prior to his return from Moscow. It is a two-storied room, with private elevator, on the fifth floor of the air conditioned building and overlooks the main entrance. Behind the Secretary's soft red leather desk chair are two phones, one black, connected with the State Department switchboard and the other white, linking him with the White House. The rug is rose colored and the furniture is upholstered in blending blue, black and red leather. The massive window draperies are beige, of lighter shade than the paneled walls.

*Main Entrance Lobby*

Upon entry by the main door (at left of photo) the visitor to this building is immediately confronted by the mural over the hall leading to the elevators. This mural won a national anonymous competition open to all American artists in 1941 and was painted by Kindred McLeary in this symbolism of "The Defense of the Four Freedoms."



# News From the Field

## FIELD CORRESPONDENTS

*Austria*—Martin F. Herz  
*Bolivia*—Merlin E. Smith  
*Brazil*—Walter P. McConaughy  
*British Guiana*—George W. Skora  
*Bulgaria*—George D. LaMont  
*Canada (Western)*—Ralph A. Boernstein  
*Canada (Eastern)*—Terry B. Sanders, Jr.  
*Ceylon*—Perry N. Jester  
*Colombia*—John W. Campbell  
*Costa Rica*—J. Ramon Solana  
*Dominican Republic*—Hector C. Adam  
*Dutch West Indies*—Lynn W. Franklin  
*Ecuador*—George P. Shaw  
*El Salvador*—Murat Williams  
*France*—George Abbott  
*France (Southern)*—William H. Christensen

*Greece*—William Witman, 2d  
*Ireland*—Thomas McEnelly  
*Mexico*—Dixon Donnelly  
*Morocco*—Charles W. Lewis, Jr.  
*Nassau*—John H. E. McAndrews  
*Nicaragua*—Raymond Phelan  
*Panama*—Henry L. Pitts, Jr.  
*Paraguay*—Henry Hoyt  
*Peru*—Maurice J. Broderick  
*Portugal*—William Barnes  
*Southampton*—William H. Beck  
*Spain*—John N. Hamlin  
*Syria*—Robert E. Cashin  
*Union of South Africa*—John C. Fuess  
*Uruguay*—Sidney Lafoon  
*U.S.S.R.*—Foy D. Kohler

## BEIRUT



Photo courtesy Robert E. Cashin

Minister Lowell C. Pinkerton, his staff and Lebanese officials immediately after the presentation of his letters of credence in Beirut on March 6, 1947.

*Left to right:* Lt. Comdr. Randall D. Warden, Naval Attaché; Maj. Joseph H. Gassoum, Assistant Military Attaché; Bertel E. Kuniholm, Counselor of Legation; Clayton Lane, Commercial Attaché; Chef du Cabinet of Pres. Khoury; Lt. Col. Virgil A. Jackson, Military Attaché; Lt. Col. Robert Brown, Asst. M. A. and M. A. for Air; Minister Pinkerton; H. Daniel Brewster, Third Secretary; Lebanese Chief of Protocol; Robert Ogden, Public Affairs Officer; Lebanese aide-de-camp.

## CANBERRA

American Delegation of the South Pacific Conference taken at the Embassy at Canberra. (February 1947)

*Front row: left to right: Captain Harold A. Honsler, USN, Governor of American Samoa, Navy Dept. representative; Ambassador Robert Butler, Head of Delegation; Abbot Low Moffat, Chief of Div. of So. East Asian Affairs, State Dept.*

*Back row, left to right: James Frederick Green, Associate Chief, Div. of Dependent Area Affairs; Arthur Richards, Asst. Chief, Div. of Brit. Commonwealth Affairs; Roy E. James, Dept. of Interior Representative; Emil J. Sady, Secretary of Delegation, Division of Dependent Areas, Dept. of State.*

## MANAGUA

April 22, 1947

In the afternoon of Monday, April 21, 1947 the American Society of Nicaragua and the Staff of the American Embassy tendered jointly a reception in honor of the Ambassador and Mrs. Fletcher Warren on the occasion of their transfer to Asunción.

Mr. Sam Calvert, an old resident of Nicaragua, and the President of the American Society, acted as Chairman. He first introduced Dr. Jacob Carter, Public Affairs Officer of the Embassy and Secretary of the Society, who in a well delivered address, expressed to Mr. and Mrs. Warren the sentiments of affection and friendship of the Society and praised Mr. Warren for the leadership and guidance given by him to the Society.

Mr. Barry T. Benson, Commercial Attaché and Senior Officer of the Embassy, spoke in behalf of the Staff. He expressed the Staff's sincere appreciation to the Chief whom they were all sorry to lose and emphasized the important role played by Mrs. Warren as the Ambassador's best adviser and collaborator.

Ambassador Warren in his characteristic simple way replied thanking both speakers. He reminded the gathering that this was the end of his second tour of duty in Nicaragua, and stated that Mrs. Warren and he were sincerely sorry to have to part with such a large group of good friends. He also thanked the Embassy Staff for their cooperation and excellent work.

RAYMOND PHELAN



## SAN SALVADOR

February 21, 1947

FSO Overton G. Ellis and his wife left San Salvador for Bilbao, his new post, on February 17, after nearly ten years in San Salvador. During the long period of service and residence in El Salvador, Ovie and Madeleine made many friends and achieved a position of popularity among the Salvadorans which members of the Embassy staff in the future will find it difficult to fill.

Many "despedidas" were given for the Ellises. Perhaps the most impressive was a large stag banquet at the Casino Salvadoreño, attended by over fifty men, Americans, Salvadorans, and others.

ROBERT E. WILSON

## SEVILLE

April 16, 1947

Among the colleagues who came to Seville for the traditional Holy Week processions this year were Consul and Mrs. Nelson R. Park, of Barcelona, who afterwards motored on for several weeks' vacation at Gibraltar, Tangier, Algeciras, Malaga, and other parts of Andalusia. Vice Consul LeRoy

(Continued on page 38)

## The Bookshelf

FRANCIS C. DE WOLF, *Review Editor*

**Liberia: A Century of Survival, 1847-1947.** 1947. By Raymond Leslie Buell. *African Handbook Series, Committee on African Studies, University of Pennsylvania.* 140 pages. \$1.50.

This book represents Mr. Buell's mature thought; it will have a place in every reference library. His death in 1946 closed a career that had brought his opinions respect from a World slowly becoming aware of responsibility towards non-self-governing peoples and under-developed territories. Mr. Buell's approach is critical; Liberian crudities, evasions, fears, false starts and failures are pitilessly exposed. Nevertheless, he was well aware of the problems faced by the Americo-Liberians, and he understood how courageously they had fought to establish and maintain their autonomy.

It is to be regretted that the author did not include in his presentation some discussion of the psychological factors which have influenced the development of these people. During the century-long struggle for survival as an independent State, their country has been the field of an even greater struggle as the colonists and their descendants, family by family and individual by individual, have fought to survive. The dangers of an unfriendly land have had to be overcome without scientific knowledge, medical assistance, or educational opportunity. Fear, suspicion, and uncertainty have characterized their struggle, and these remain today deep-rooted in the Americo-Liberian people.

Freed from slavery, the Liberians had to learn for themselves the fallacy of that early liberal belief, "that a people, no matter how poorly prepared for freedom, could achieve it more quickly if thrown upon its own resources than if obliged to go through a period of tutelage by more advanced peoples." Some 5,000 captured African slaves and about 15,000 freed Negroes from America, "were suddenly dumped into an entirely strange spot marked by a severe tropical climate, great economic difficulties, and struggles with native tribes and foreign powers." Mr. Buell notes, "It is an astonishing achievement that these people should have been able to maintain, particularly after the withdrawal of the

American direction in 1847, an independent Negro state."

Aside from the lack of funds, Mr. Buell notes that Liberian development has been retarded by other major obstacles: the lack of a modern port, the lack of adequate roads and railroads, and the lack of educational facilities. The needed port is now under construction, some roads have been built, and a railroad is projected. Until these capital developments are accomplished, food will waste in the interior and will have to be imported from abroad to feed the coastal towns, while the natural resources of the country must remain largely undeveloped. Without an adequate system of public education, the people of Liberia cannot fully share in the benefits that economic development should bring. The great majority of Liberian people still live in a tribal state, native customary law and the tribal system of economy obtains throughout most of the interior. Thus, the Americo-Liberians are faced with their own problem of dependent peoples.

Mr. Buell states that, "America cannot escape perhaps the major share of responsibility for the difficulties which Liberia has experienced from the beginning." Throughout his book, he stresses the need for educational and economic development, but is critical of much of the assistance that this country has been able to offer.

Referring to the new port at Monrovia, perhaps the most important aid to Liberian economic development which that country has received to date, Mr. Buell has not been able to free himself from his old suspicions that anything done by his own country to aid another must be tainted with imperialism. He says, "With the right to maintain 'military facilities' at Monrovia, the American Government will find it much more easy in the future than in the past to underwrite the existing Liberian oligarchy . . .," and concludes that, "as a result of this port development, there is no likelihood that the United States now will wash its hands of Liberia and allow Britain or France to take it over." The fact that "military facilities" were granted the United States in Liberia during the War period, as they were in England, in France and in every other country which shared with us in the War effort,

seems to have had special and suspicious significance to Mr. Buell only in Liberia. His conclusion that because we have spent some few millions of dollars on a port in Liberia, we are bound to stay there forever, is denied by the consistent policy of this country as evidenced by its action in other lands.

There is much in Mr. Buell's book that is entitled to praise and which will justify serious consideration. In spite of his fears, he frankly agrees that Liberian reconstruction must be undertaken with American assistance rather than accomplished through international action. He stresses that, "the United States, however, cannot continue to close its eyes to conditions within Liberia." Pointing to the problem of reconciling Liberian independence with an effective program of American assistance, Mr. Buell insists that Liberia is an American responsibility, and that this country must realize that without its assistance the burden is too heavy for Liberia alone. He warns, "In the present world, Liberian independence can be maintained only if it meets the responsibility of independence."

SIDNEY DE LA RUE.

**International Organization.** World Peace Foundation. *February, 1947. Boston. 278 pages. \$1.25.*

The Trustees of the World Peace Foundation "decided in the spring of 1946 to take definite action toward the dissemination of accurate information and informed comment on the manifold problems of international organization." As a result, a new publication, which will appear three times a year, in February, June, and September, makes its bow. It will contain interpretive articles on significant developments in the field of international organization, factual summaries of the meetings of all major international organizations, a selected bibliography, and documents of major importance.

The first number contains articles on the following: "The Council of Foreign Ministers: an Evaluation," "The Genesis of the Veto Power," and "From the League of Nations to United Nations." Also it includes factual summaries on meetings of the various component parts of the United Nations and its specialized agencies, such as ILO and PICAQ. It also reports the activities of war and transitional agencies, regional organizations, and other international agencies such as CITEJA and the ITU. In addition, there are certain documents of the United Nations and the other organizations whose activities are reported, and a selected bibliography.

The World Peace Foundation is undoubtedly performing a most useful service in launching its new

publication, which should be of great use to officials engaged in international work, teachers, scholars, and students. There is a tremendous and welcome development in the establishment of international organizations and it is most helpful to have a publication where there is conveniently summarized an account of their activities.

FRANCIS COLT DE WOLF

**Constitutions, Electoral Laws, Treaties of States in the Near and Middle East.** By Helen Miller Davis. *Duke University Press, Durham, N. C. 1947. 446 pp. \$5.00.*

Accurate and dependable translations of the instruments of government of this area have long been a serious need of students of government, political science and persons with business or other interests in the Near and Middle East. Mrs. Davis' compilation has appeared at a time when the interest of the United States in the Middle East is particularly keen. Without question her book is a very valuable contribution particularly in studying present-day international problems. In her words: "The formal legal texts not only set forth the systems of government, but express to a large extent the ideals of the peoples of these nations." The states included are: Afghanistan, Egypt, Iran, Iraq, Lebanon, Palestine, Saudi Arabia, Syria, Transjordan and Turkey.

Mrs. Davis has used in each case the most authoritative translation available and has been aided by scholars in the field in the editing and translating of the texts. In several instances she has retained the official French. Some have never before been published in English. She has also included treaties of alliance, friendship and other documents, such as the Balfour Declaration and the Treaties of Arab Brotherhood, which she has felt pertinent to the basic documents of government and to current situations. However, she admits that it has been extremely difficult to keep the documents up-to-date during the war. For example, such changes as the status of Syria and Lebanon or the revision of the Turkish electoral laws have not been included.

Mrs. Davis is a Social Science Research Associate at the University of Beirut, Lebanon. She is a member of the board of directors of the Near East Foundation and of the American Association for the United Nations. In 1931 she was appointed as alternate member of the subcommittee of Experts for Instruction of Youth of the League of Nations. She has traveled extensively throughout the Near East and has contributed numerous articles to various periodicals.

ELEANOR WEST.

## PROMOTIONS

(Continued from page 5)

### *From Foreign Service Officers of Class three to Foreign Service Officers of Class two*

Theodore C. Achilles, of the District of Columbia  
John M. Allison, of Nebraska  
H. Merrel Benninghoff, of New York  
James C. H. Bonbright, of New York  
Philip W. Bonsal, of the District of Columbia  
John H. Bruins, of New York  
Homer M. Byington, Jr., of Connecticut  
Cavendish W. Cannon, of Utah  
Vinton Chapin, of Massachusetts  
Warren M. Chase, of Indiana  
Oliver Edmund Clubb, of Minnesota  
William P. Cochran, Jr., of Pennsylvania  
Robert D. Coe, of Wyoming  
Gerald A. Drew, of California  
Everett F. Drumright, of Oklahoma  
Elbridge Durbrow, of California  
Walton C. Ferris, of Wisconsin  
Raymond A. Hare, of Iowa  
Cloyce K. Huston, of Iowa  
Gerald Keith, of Illinois  
John B. Ketcham, of New York  
Charles F. Knox, Jr., of New Jersey  
Foy D. Kohler, of Ohio  
Hervé J. L'Heureux, of New Hampshire  
John H. Madonne, of Texas  
Sheldon T. Mills, of Oregon  
Harold B. Minor, of Kansas  
James K. Penfield, of California  
Guy W. Ray, of Alabama  
Edward J. Sparks, of New York  
Llewellyn E. Thompson, Jr., of Colorado  
Edward T. Wailes, of New York  
Thomas C. Wasson, of New Jersey  
James H. Wright, of Missouri

### *From Foreign Service Officers of Class five to Foreign Service Officers of Class four*

Charles W. Adair, Jr., of Ohio  
H. Gardner Ainsworth, of Louisiana  
John H. Burns, of Oklahoma  
Donald B. Calder, of New York  
V. Lansing Collins, Jr., of New York  
Leonard J. Cromie, of Connecticut  
Richard H. Davis, of New York  
Irvén M. Eitrem, of South Dakota  
Robert S. Folsom, of Massachusetts  
Edward L. Freers, of Ohio  
Paul E. Geier, of Ohio  
Lewis E. Gleeck, Jr., of Illinois  
Richard E. Gnade, Jr., of Pennsylvania  
Casper D. Green, of Ohio  
Franklin Hawley, of Michigan  
Martin J. Hillenbrand, of Illinois  
John P. Hoover, of California  
John Evarts Horner, of Colorado  
Richard A. Johnson, of Illinois  
J. Jefferson Jones 3d, of Tennessee  
M. Gordon Knox, of Maryland  
William L. Krieg, of Ohio  
Sidney K. Lafoon, of Virginia  
Donald W. Lamm, of the District of Columbia  
Robert H. McBride, of Michigan  
David H. McKillop, of Massachusetts

John M. McSweeney, of Massachusetts  
Albert E. Pappano, of Ohio  
Milton C. Rewinkel, of Minnesota  
Stuart W. Rockwell, of Pennsylvania  
William Langdon Sands, of Florida  
Bromley K. Smith, of California  
Henry T. Smith, of Georgia  
John W. Tuthill, of Massachusetts  
J. Kittredge Vinson, of Texas  
William W. Walker, of North Carolina  
Fraser Wilkins, of Nebraska

### *From Foreign Service Officers of Class six to Foreign Service Officers of Class five*

Alvin M. Bentley, of Michigan  
Donald C. Bergus, of Indiana  
W. Wendell Blancké, of Pennsylvania  
Thomas D. Bowie, of Minnesota  
Howard Brandon, of Georgia  
Herbert D. Brewster, of Minnesota  
William C. Burdett, Jr., of Georgia  
George Carnahan, of New York  
David P. Coffin, of Massachusetts  
A. John Cope, Jr., of Utah  
Robert F. Corrigan, of Ohio  
Forrest N. Daggett, of California  
Robert J. Dorr, of California  
Donald A. Dumont, of New York  
John F. Fitzgerald, of Pennsylvania  
William J. Ford, of New Hampshire  
Douglas N. Forman, Jr., of Ohio  
David L. Gamon, of California  
Michael R. Gannett, of New York  
William C. George, of the District of Columbia  
Charles C. Gidney, Jr., of Texas  
Thomas A. Goldman, of the District of Columbia  
Marshall Green, of Massachusetts  
Joseph N. Greene, Jr., of Massachusetts  
J. Brock Havron, of Tennessee  
Douglas Henderson, of Massachusetts  
J. William Henry, of Arizona  
Charles E. Hulick, Jr., of Pennsylvania  
Armistead M. Lee, of Virginia  
George T. Lister, of New York  
Rupert A. Lloyd, of Virginia  
Albert K. Ludy, Jr., of Arizona  
LaRue R. Lutkins, of New York  
James G. McCargar, of California  
Cleveland B. McKnight, of Georgia  
James L. O'Sullivan, of Connecticut  
Henry L. Pitts, Jr., of New York  
Randolph Roberts, of Virginia  
Ralph A. Schweitzer, of California  
Cabot Sedgwick, of Arizona  
Richard M. Service, of California  
Robert M. Sheehan, of the District of Columbia  
Harold Sims, of Tennessee  
J. Ramon Solana, of North Carolina  
Herbert D. Spivack, of New York  
Norman C. Stines, Jr., of California  
Weldon Litsey, of Wyoming  
Richard E. Usher, of Wisconsin  
Sheldon B. Vance, of Minnesota  
Edward L. Waggoner, of Ohio  
Harvey R. Wellman, of New York  
George M. Widney, of Alabama  
William A. Wieland, of New York



Mrs. William D. Calderhead, wife of Vice Consul Calderhead, and daughter, Billie Jane, in patio of American consular residence in Seville dressed in the typical Spanish costumes worn during the "Feria" season.



Photo courtesy Vice Consul Sphie Kearney

*Visit in April of Ambassador Dunn to Genoa*

L. to r. Clerk Fontana, Receptionist Cardullo, Clerk Piccaviga, Clerk Linstead, Mr. Cichero, Miss Otten, Dr. Van Dyke (Public Health), V. C. Heacock, Ambassador Dunn, Mr. Knight, Mr. Paddock, Mrs. Cichero, V. C. Rolle and Mrs. Cavalli.



After running the picture of Counselor Robert F. Woodward holding the bag in the March Glimpses, the *Journal* is pleased to print this one of Vice Consul Kennedy M. Crockett at Tegucigalpa after two hours of duck hunting near Choluteca, Honduras, where no one of his hunting group was left holding the bag. The large black and white ducks are moscovies, which often weigh six to eight pounds dressed. Teal, pintails, spoonbills, and several other varieties were also taken.

## Service Glimpses



*The Consulate at Accra, Gold Coast*

This is a combined office-residence quarters, the Consul's apartment being on the second floor.

## On Retiring

By W. PERRY GEORGE. *Foreign Service Officer, Retired*

When a friend in the Department suggested to me that I write an article about *retirement* it was no false modesty that prompted me to remark that I was not very well qualified. I really was nescient on the subject. I knew less than I do now and I am still floundering. My experience was altogether too limited: I had retired but once, and my performance must be regarded as unsatisfactory since it had taken me two years to do it and I still had not been able to find out what my retirement pay would amount to.

Furthermore for years I had thought the law gave me the right of voluntary retirement after thirty years of service. That impression had been corrected when on first raising the question the Department had told me, with a degree of chill in its voice I sensed, that I should not press for retirement at a time when it was in need of experienced officers. Puzzled, I had consulted the law, and sure enough there it was: I had the right to *apply*, but the rest was discretionary with the Secretary.

In the young and insouciant years I had not thought about retirement. Life had been far too full of a number of other things. The actual had been all absorbing. Retirement sounded old and remote, and besides, prior to the Rogers Act of 1924 there had been no legal provision for it. There was a devil-may-care precariousness about the career in the old days. The very insecurity was stimulating.

There had been freshness and novelty in the amazing variety of tasks; a thrill of responsibility in certifying a consular invoice for the first time and getting all those rubber stamps right, in visaing a passport, in claiming the estate of some fellow American dead intestate and alone, in noting a shipmaster's protest about "boisterous weather" and damage to vessel and cargo, or in performing any other of the thousand and one services. The seemingly limitless diversity of functions had been a constant challenge to my acquaintance with applicable laws and regulations, and common sense and initiative in the many emergencies not provided for.

The novelty had never worn off. Nothing had ever become routine in the ordinary sense, for there was always the knowledge that each service, however insignificant it might appear in relation to all the other services, was important to some American interest. Even the forms we used were forever changing. It was like writing in the sand.

One old timer had written in shaky hand above the schedule of forms in the calf-bound regulation book at my first post: "*Form souvent varie, bien fol est qui s'y fie.*"

Then there had been the charm of travel, the romance of visiting scenes made famous by history and literature, and sometimes the adventure of exploring the unknown; the strange fascination of living abroad and getting used to it, of knowing other peoples, understanding their customs and accommodating myself to them, and mastering their languages for the better exchange of views and gauging of reactions as well as for the fuller enjoyment of life among them.

And so it was that one morning in March, at an hour when a myriad civil servants swarm the circles and arteries of Washington hurrying to their desks, I walked down Pennsylvania Avenue experiencing a feeling uncomfortably akin to nostalgia. Externally there was nothing to distinguish me from any of the others who funneled themselves toward the Department's revolving doors and kept them spinning, but my mind was full of memories of all the crowded years that suddenly seemed but a moment.

I remembered France in the first World War, our uneasiness while we were neutral, and how bright and important the dingy little rooms that were the Consulate in Grenoble suddenly became when the United States declared war and we could help: Athens, following the Allied blockade and the expulsion of King Constantine; understudying Alec Weddell in the feeding and arming of the Greece of Venizelos; victory celebrations in Athens; death, from a monkey bite, of the handsome and bored young King Alexander, and a return to politics; the columns of the Parthenon serene and still in the clear white light of an Attic moon and revolution in the streets below; the return of Constantine, and his war with Turkey; disaster in Asia Minor; an army in revolt; more revolution, and an officer counting ten with his pistol leveled at me; a million refugees and a scourge of flies in a starving country; typhus and bubonic plague. I remembered the Peak of Tenerife rising like a small white cloud out of the Atlantic; bananas and onions and tomatoes, and the promotion of American trade; the flags of Nelson behind glass in a Spanish cathedral; Abdel-Krim and Primo de Rivera; dictatorship, good roads, and despair; talking with Miguel de Unamuno on his way into exile, King Alexander and

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more good roads in Yugoslavia; Nish and Cetinje and dysentery; one rare leave spent as an inmate in a tenth century monastery subsisting on bean soup, plum brandy and prayer. Mustafa Kemal unveiling Turkey and Turkish women and finding time for a good roads program; men buying hats, discarding fezzes and wives, looking for family names, and joining the Peoples' Party. Good roads in the Dodecanese, and the palaces of the knights taken over by fascisti. Egypt. Flies. Waiters dripping sweat into my soup in the Red Sea. Somaliland. Guests violating house rule 6 of a Djibouti hotel: *Nudity in the hotel corridors is strictly forbidden.* Addis Ababa. Wal-Wal and Gerlogubi and everybody looking the other way. The gentle dignity of a very patient monarch. Malta; fascisti in the dockyard; Italian subs bobbing up like corks in the Mediterranean. Bordeaux and the smiling vineyards of the Medoc. *Front Populaire*, strains of the "Internationale," and six airplanes a month in the Lateocre plants. Eerie passes through the Pyrenees; tolling bells. Falange, starvation, and a good roads program. Sharing headaches with Howard Bucknell in reorganizing consular services in Spain. A neutral peninsula observing straws in the wind. V-bombs over a gray and kipperless London. Two eggs a month. Yugoslavia revisited. UNRRA building good roads for Tito.

All these and many more. But the fallacy was that these were things to cling to in memory only. There could be no *grasping* them again. The reality was a choice between another long assignment abroad and attempting, while there still was time, to recover something of my heritage in my own country. It was only in the later years that I had begun to count the cost of what the Foreign Service had given me and to think of retirement, and in thinking I had wondered what there was to retire to. There gradually had come a realization of the sacrifices consented to through three decades of living abroad, but which had been a part all along of the bargain for an eventful life. The coin accepted had been good coin, but the price, when one came to think of it, was high. Could one return home with any hope of gathering up the threads abandoned so long ago? Many of the friends and relatives I had always expected somehow, impractically, to return to, were gone, and that solace was lost. Compared with my life, the lives of those I still might rejoin must have evolved along lines so utterly dissimilar that surely little could remain in common more than childish reminiscences.

It was not easy to break away, but would it be easier ten years hence? The new horizon was unclear, but in rejecting the thought of another dis-

tant post I reckoned I was cutting my losses.

I went in. I was sorry it was not the old State War and Navy Building of weird architecture and tradition, through whose portals I had entered the Service in 1916. I made my way to Harold Tewell's office.

He referred to certain letters of mine and asked whether I had intended them as an application for retirement. I said I had. After a short conversation he asked me to let him have an official despatch on the subject.

In the friendly bazaar where Marvin Will and George Riddiford cater to the miscellaneous needs of visiting firemen I seated myself in front of a typewriter and wrote:

"I have the honor to apply for retirement under the provisions of the Foreign Service Act of 1946."

I paused. It was a bit of a shock after all, seeing it on paper like that. It did not matter how long I had planned to retire, or what my reasons were. I went on:

"Subject to the Department's concurrence.

I should like my retirement to be effective as of March 31, 1947."

That was all. The second paragraph had been suggested by Harold Tewell. I did not know why. Something to do with accounting procedure, I supposed. I signed the despatch and left it in FP.

I went out of the overheated building and strolled back into the Avenue. The sky was overcast but it seemed bright to me at the moment. I supposed some form of official confirmation of my retirement would reach me in a day or so. I hailed a taxi. I felt fine.

There is where the story should end, but I did not write it at once, and now there is an anti-climax. With the caution the Department had made second nature I thought I should await the confirmation. I waited nearly a month and then received the Department's form 349 bearing the following endorsement, neatly typed under "Remarks":

"The retirement of Mr. George has been approved by the Department to become effective at the close of business on March 31, 1947, in accordance with the provisions of Section 636 of the Foreign Service Act of 1946."

I have an old friend who has been janitor in a New York office building for many years. On a wall of his cubbyhole he has a framed document presented him on the occasion of his twenty-fifth year of service. It is a testimonial expressing the esteem and appreciation of his employers and the occupants of the building. Sometimes I think of it a little wistfully.

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## *Fine feathers do not make fine birds*

Once there was a Jay who wished to mingle with Peacocks, so he tied to his tail many Peacock feathers which had fallen to the ground. When he approached the Peacocks they recognized the deceit, and chased him away. The Jays, watching his behavior, were equally scornful, saying: "Fine feathers do not make fine birds."

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## SELECTION BOARDS

(Continued from page 9)

ratings and relative standings are, under the procedures followed this year, merely mathematical summations of the opinions of the members of the Selection Boards that, on a relative basis, 25% of the members of a given class fall into a classification of "high," 50% "medium" and 25% "low." On such a relative basis of classification, it is possible that some very good and good officers may fall in the medium or even in the low classifications. In fact, the Boards found that this occurred. Moreover, as between the various classes, there is no common denominator of comparison of these relative ratings. Hence, to disclose such ratings might disturb the morale of many officers by giving them the erroneous impression that they are regarded as inferior officers when such may not be the case. The Boards, however, perceive no objection to disclosing to officers who inquire concerning their records whether such officers fall among the "high," "medium" or "low" group, provided that the procedures followed by the Boards in placing them there are carefully explained at the same time.

### 6. *Composition of Selection Boards.*

The Selection Boards this year represented wide diversity in area, experience and the public interest. This breadth of experience proved very valuable in the work. The practice of appointing members of the public to the Selection Boards should be continued. Their special contribution to the Boards' work includes: (1) making available a knowledge of experience and personnel practices in other fields than the Foreign Service; (2) giving to the public and to the officers eligible for promotion a further guarantee of impartiality by reason of the participation of a completely disinterested outsider; and (3) ensuring that the point of view of the public on promotion and standards in the Foreign Service receives consideration.

It is recommended that members of the Selection Boards be able to devote full time, five days a week, to Board work for as long a period as the Boards must remain in session; and that they be informed in advance of appointment of the probable duration of the work.

### 7. *Role of Observers.*

The Boards recommend the continuation of the practice of designating observers from interested Government agencies. These observers are in a position to provide the Departments of Agriculture, Commerce and Labor, and their respective repre-



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sentatives on the Board of the Foreign Service, with first-hand knowledge of how the Selection Boards have conducted their business, and also they afford additional assurance to the public and to Foreign Service Officers that the practices and procedures of the Selection Boards and their members have been of the required high standard.

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### THE "OUTSIDE" MAN

(Continued from page 10)

One of the unexpected experiences was the discovery of the intensity of concentration which develops as one becomes engrossed in the "dossiers." You are apparently comfortably seated and apparently merely reading a biography, actually however, you are carrying in your mind a gauge of performance for the particular class. As you proceed through a record, noting each new capability or lack of capability, you are mentally comparing them with the standard that you have unconsciously established, and in so doing, you build up the tension of the concentration.

You could hear a pin drop in the room when the Board was seriously at work.

This tension was relieved and made hearable by humorous expressions and interesting bits of color which appeared from time to time in the records, and were shared by all the Board, when encountered. For instance, someone commenting upon a previous report wrote as follows:

"I can appreciate your criticism as to the stamina he displays in conversation."

In another case, someone grumbled that:

"—trying to compile 'trade lists' in Canton is like trying to construct a tail to wag a non-existent dog."

An astonishing fact to the "outsider" was the high degrees of uniformity in the appraisals given to any one candidate by the 5 members of the Board. Look over the roster of the Junior Selection Board for this year and consider the widely different temperaments and experiences of its members. Then realize that these men, separately read the "dossiers" of a class of over 225 foreign service officers, and assigned ratings that were not only close in each case; but that in over 90 cases, were *identical*. And those identical cases were distributed over the entire range of ratings.

My own personal feeling after having served on the Board is that, if circumstances required it, I would be entirely content to have judgment passed upon me and my performance by such a Board and its procedures.

### PRESS COMMENT

(Continued from page 19)

The Ambassador to Britain gets an allowance of \$25,000 in addition to his salary. Some ministers get as high as \$17,500.

One of the three envoys recently chosen from outside Foreign Service is no "amateur" in diplomacy. He is Henry F. Grady of San Francisco, our first Ambassador to India. He has been a top-flight Government man for many years and formerly was Assistant Secretary of State.

The two new "amateur" diplomatic appointees are Stanton Griffis of New York, Ambassador to Poland, and George A. Garrett of Washington, D. C., nominated Minister to Eire. Both are investment bankers.

Griffis has been chairman of the executive committee of Paramount Pictures and a director of several other corporations. An Ambassador to Poland is in a hot spot, but Griffis has the assistance of a top-notch staff of Foreign Service veterans. Several of his aides are Polish-Americans.

Garrett, a native of Lacrosse, Wis., took a leading role in developing legislation approved last year by Congress to set up a 20-million dollar medical center in Washington. He also has been prominent in slum clearance work.

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### NEWS FROM THE FIELD

(Continued from page 27)

Makepeace, of the same office, came by airplane for the week.

From Madrid there were Mrs. Glion Curtis, Jr., wife of the Second Secretary of the Embassy, accompanied by her mother, Mrs. Chivvis, who is visiting Spain. Mr. and Mrs. Henry C. Ramsey, and their son, of the Embassy, were here two days on their way back to Madrid from Jerez de la Frontera.

Miss Sara H. Cummins, of Memphis, Tennessee, after two months of training in the Department, arrived in Seville for her first assignment at the beginning of Holy Week. Mrs. Ellen D. Turner, on temporary assignment from the Embassy until Miss Cummins' arrival, will return to Madrid after a short vacation in Seville to attend the April "Feria."

Several American press representatives were attracted to Seville by Holy Week, including Francis E. McMahon, of the New York Post, Miss Margaret Brine, of Cambridge, Massachusetts, and Miss Alice Ann Ruhl, of Medford, Oregon.

JOHN HAMLIN



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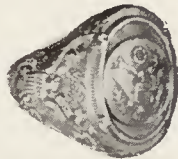
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## FRENCH REORGANIZE TRAINING

(Continued from page 11)

experience in public service in lieu of graduation.

The examination places great importance upon ability to compose both in writing and in speech. Both types of candidate must write an essay on the development of political, economic or social ideas or conditions since the middle of the eighteenth century. College graduates are tested on their knowledge of economic geography and their major subjects. Public service employees are questioned on the general branch of government service in which they have experience. The college graduates also have a foreign language translation to write.

The candidate knows in advance that his oral examination will pertain to the section of government service for which he has indicated a preference, will require him to discuss with the examiners a text on some general topic, and will test other facets of his college work not covered in the written.

If, for example, a man with five years government service but no college degree wishes to train for a position in the Foreign Ministry of France, he will say on his application that he prefers the Foreign Affairs Section of the School. On his entrance examination, besides the general six-hour essay on over-all developments since 1750, he will be required to write a four-hour essay on either Diplomatic History since the Treaty of Westphalia, or on General Economic Geography. Whichever he chooses to write upon, he will still be tested on the other, for the oral examination takes care of that. . . . but only twenty minutes can be devoted to it. At still another oral, he will read and discuss with the examiners a topic of general interest. And the final phase of his oral will be based upon a topic which he himself selected and submitted to the board beforehand for approval.

Both groups of candidates are given an opportunity to obtain extra points if they make a good grade on the examination to begin with. This opportunity favors the physically skilful as well as the intellectual acrobat, for on the one hand, the candidate may take a test of daring such as piloting an airplane or parachute jumping; or, on the other, he may prove that he possesses a serious knowledge of the language and civilization of one or more foreign countries.

The School is divided into four sections: General Administration, which prepares for positions with the Ministries of Interior, War, Navy, and Education; Economic Section, for the Ministry of Finance, Air, National Economy, Public Works,



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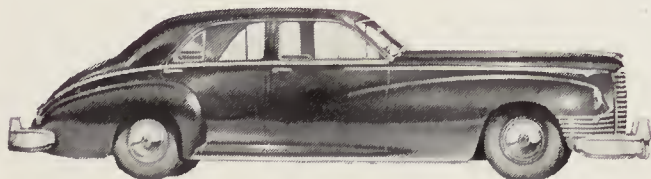
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Candidates are assigned in order of their grades on the entrance examination, and while openings last, to the section of their choice. If a man should pass the entrance examination, but fail to obtain a place in the section he desires, he may stay in the school and at the end of the first year take another try for his preference. He may then transfer, or remain in the section to which he was originally assigned. No third try is allowed.

The first year is spent in apprenticeship outside Paris. It may be in the provinces, in the colonies, or in a foreign country. Each man is assigned to the care of a guidance director, who is an official in the department. The director assigns him to various non-routine duties, advises him, grades him on his work, and gives him as varied experience as the department can offer. At the end of the year, the candidate prepares a memorandum, which he must defend before a jury of three examiners. These examiners either promote him to the second year's course, reassign him for another year of apprenticeship, or drop him from the School.

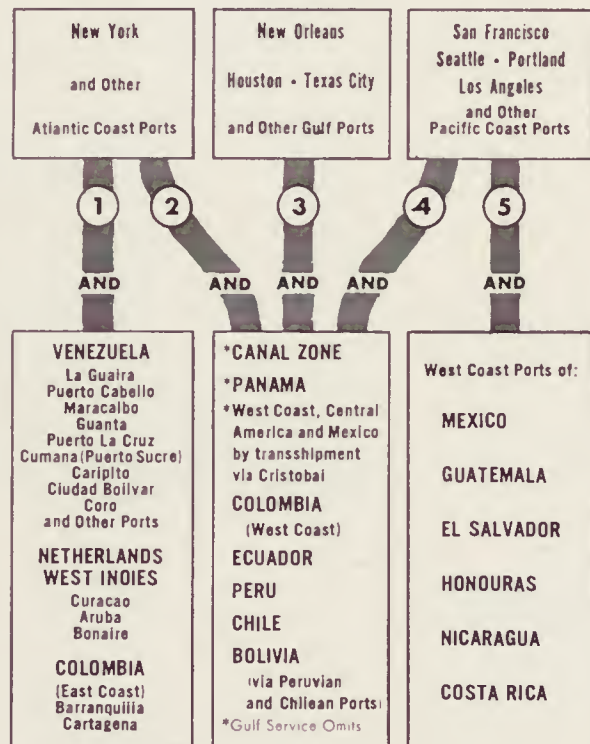
Suppose he does go on to the second year. Half his time is spent at work in one of the ministries for which his section prepares. The other half is spent in class at the School. Lectures include contemporary and national problems, foreign language courses, and practical training in research and report writing. Students are also given practice in working on assignments in teams, and individually. The third year continues in the same manner.

Each section is given its own final examination. The test must include the drafting of a report, an instruction, or some other document, and, of course, a review of the subjects studied. The oral consists of a fifteen minute report, which the student must prepare in the space of forty-five minutes, and follow with a question period. The foreign language test consists of a translation into French and a conversation in the foreign language. Foreign Affairs students are required to present at least two languages, and must have either English or German as one choice. Also, they are required to translate into the foreign language as well as from it.

When the grades are in, students are assigned so far as possible according to their choice. A special examination is open to students who are interested in North African service. It includes an

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essay and an oral report and an examination in Arabic or Berber. Every student who is appointed to the government service after attending this three-year course at government expense is required to sign a contract that he will remain in the service for *at least twelve years*. If he does not fulfill this pledge, he must pay back to the Treasury whatever salary he drew while in attendance at the School.

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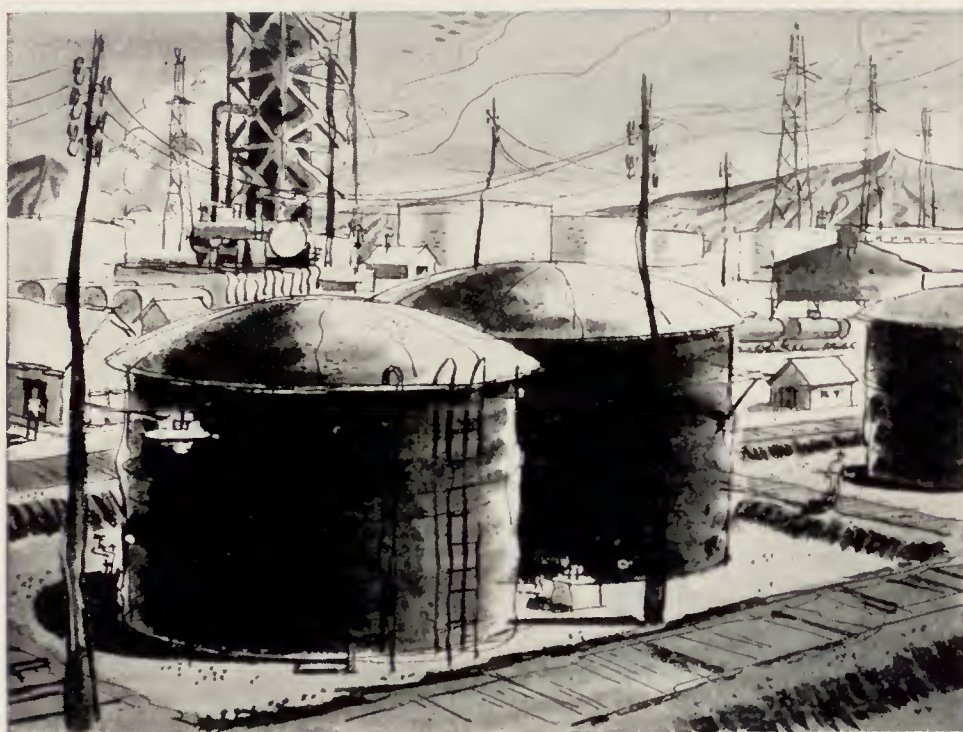
**ROSSOW-IRWIN.** Miss Barbara Irwin and Foreign Service Officer Robert Rossow, Jr., were married on February 24 in Beverly Hills, California. Mr. Rossow is Third Secretary at Tehran.

**CARSON-HALE.** Miss Corinth Winston Hale and Vice Consul Charles Clifton Carson were married on April 2nd in Vancouver where Mr. Carson is assigned.



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## PHILIPPINE TRAINEES

*(Continued from page 13)*

I found Mr. Anderson to be most helpful and kind. Not only did he show deep interest in the progress of my training in the various sections under him, but on one occasion invited me to attend with his wife and mother a program of ballet opera at Sadler's Wells, Covent Garden. I did not meet a finer set of Americans in London.

During the second period of my detail, I went through the various sections of the Administrative Division. I found Mr. Louis L. Widmer, Special Disbursing Agent and Vice Consul in charge of the Accounting and Disbursing Section, and Miss Teresa Williams, Acting Chief of the Records and Archives, to be most courteous and cooperative. There is a need for more government officers like them.

While still on detail with the offices under the Consulate General, I was presented to Mr. George Tait, Counselor of Embassy for Administration and Consul General. Of masterful personality, pleasant manners and speech, and well-dressed, Mr. Tait impressed me as a fine example of an American gentleman and of an official that would reflect credit to his government in its representation abroad.

The last stage of my training was devoted to the study of the various embassy functions. Political, economic, and labor reporting were the activities to which I devoted the last weeks of my detail in London. As I was much interested in labor reporting, I spent sometime with the Labor Attache, Mr. Samuel D. Berger. He took time to explain to me in detail the functions of his office and the contacts that must be established with labor elements of the locality. He also took me to the House of Commons to attend the session one day and introduced me to some Labor Members of the Parliament with whom he has associated.

My field training in the American Embassy in London was a very highly instructive experience. Here was wonderful opportunity for me to watch at close range in practical operation what I learned from books and lectures. I would not have realized what wealth of practical knowledge and experience I stood to lose had I not been sent to the American Embassy in London, the largest American Foreign Service establishment in the world.

But all was not training grind for me in London. Thru Mr. Drumright I was able to meet some important officials of the British Foreign Office which should prove valuable contacts for the prospective Philippine Legation in London.

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To the porters and clerks in the Mail Room. I was not a "trainee" but the "Philippine Representative". As a result letters containing inquiries on claims for war damages in the Philippines were routed to my office. Then I got an invitation to subscribe to the publication of a calendar and another for the Philippine Government to send delegates or official observers to the general meeting of the International Farmers Association at The Hague. The porter would send up to me callers of the Embassy inquiring about the lumber business, shirt industry, and living conditions in the Philippines. Then there were several applications for jobs.

During the week-ends in the early days of my detail, I took time out to view the world's largest city. And in London I had my first Christmas abroad. The Christmas family festivities were largely indoors, but on the New Year's Eve, along the Picadilly and the St. Paul's Cathedral, and in the Albert Hall, there was such a riot of fun. But amidst all songs and laughter, I felt terribly homesick.

Then came the Big Freeze. It was the worst winter London had in the last seventy-six years. With it came the additional cuts in coal, gas, and electricity. Over two thousand pipe bursts were recorded at one time. Even Londoners complained against the bitter cold. There I was facing the *first* winter in my life! I went to the office in no less than three layers of woolen underwear, heavy woolen suit, thick overcoat, and three pairs of woolen socks. In bed at night I could not have been less wrapped than the mummies of Egypt. Besides hard office work, I had to contend with severe head colds and catarrh. And when on February 15 I clambered aboard the *SS America* at Southampton to sail for New York via Cherbourg, France, I thought that no retreat could have been more strategic.

By ANASTACIO B. BAROLOME

The Philippine Foreign Affairs Training Program under the able direction and supervision of Mr. Edward W. Mill offers probably one of the most thorough and comprehensive training programs in foreign service given anywhere throughout the world. It is unique in several respects. In the first place, Philippine Foreign Affairs Trainees who undergo the training in the Department are required, among other things, to attend a series of orientation lectures on international relations given three hours each day for about one month by eminent authorities on world affairs. The knowledge thus acquired provides them with a good background as they later attend lectures of a highly technical nature averaging five hours each day for



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another month on such subjects as export and import practice, political reporting, economic reporting, personnel management, shipping, etc., in the regular Foreign Service School. Practical instruction lasting several weeks is given them afterwards by assigning each trainee to one or several divisions of the Department according to his special line.

Probably the most unique feature of the training program, however, is the assignment of trainees abroad for practical training in various American embassies or consulates.

Seven of the eight members of the group to which I belonged comprised the first batch of trainees sent by the Philippine Government to the State Department who were selected for training on the basis of open, competitive examinations given in the Philippines by the Bureau of Civil Service. At the close of five months of the most rigorous training in the Department, two of us were selected to be sent out, Mr. Pablo A. Pena, active law practitioner and formerly Technical Assistant of the Philippine National Assembly, to the American Embassy in London and I to the Embassy in Paris. The training period was not to exceed three months.

On December 4, 1946 I left Washington for New York to board the huge luxury liner *America* for France. I was deeply thrilled by the prospect of seeing Paris and also by the thought of having been selected to make observations on the organization and functions of America's largest embassy in continental Europe.

The trip on the *America* was a memorable experience. The accommodations and facilities on "the largest, fastest, and most luxurious ship" ever built in the United States are simply marvelous.

The trip gave me a splendid opportunity of meeting and becoming acquainted with a good many passengers, including officials of the Department of State and of the American Foreign Service, businessmen, news correspondents, and officials of the foreign service of other countries. Among them were Mr. Alex S. Ward of the Office of Foreign Liquidation, Mr. Henry B. Day, American Consul in Edinburgh, Scotland, Mr. Jean Graffis, Information Officer of the Informational-Cultural Section of the American Embassy in Paris, Mr. James Byrne, Third Secretary of the American Legation in Switzerland, and his wife, formerly Miss June Brown of the Division of Training Services, and Mr. Michael Verlinden, honorary consul of Belgium in Manila since 1920.

The *America* docked at Le Havre at noon on December 14, 1946. We took a special train to Paris where I stayed at the historic Hotel de Crillon.

My training at the American Embassy started on December 16, 1946 with Mr. Walter Smith, Second Secretary and Consul in charge of the Consular



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Section, taking charge, assisted by chiefs and other officers of the various sections to whom I was to report for duty according to a prearranged schedule. The schedule covered all the main sections of the whole Embassy, including the Administrative, Consular, Economic, Political, and Informational-Cultural Sections, which in turn are subdivided into a number of smaller units.

The American Embassy in Paris is so big and its activities so many and varied that one State Department official has aptly described it and the London Embassy as "little Departments of State". The total personnel of the Paris Embassy is close to 500 people, including 461 in the Embassy proper, and about 22 officers of the other United States Government agencies which are integrated with it. The latter includes military and naval attaches and their staffs and representatives of the Treasury Department and Battle Monuments Commission.

The training schedule provided for my assignment to each other section for a definite period of time, the length varying with its size and the importance of the work being accomplished, as well as the amount and availability of reading materials to be studied relating thereto. Throughout the training I had the opportunity of observing the operations or routine of activities of the various sections at work, and, in some instances, actually assisting in some details, such as preparation of consular invoices.

One of the most interesting features of my rigorous training at the Embassy was in interviewing officers regarding the nature of their work. The subjects discussed covered a wide variety.

Aside from making observations on the actual operations, interviewing or consulting with officers, and reading voluminous materials relating to the work of a large foreign service establishment, I was required, moreover, to submit lengthy weekly reports to Mr. Mill. I worked nights, often up to a very late hour, preparing these reports and having them ready every Friday morning at 10:00 o'clock for mailing via diplomatic pouch.

Despite the rigorous training, I enjoyed my stay at the Embassy. All the officers and other personnel I have worked with were very friendly, courteous, sympathetic, helpful, and cooperative, who would not hesitate to go out of their way to give me all the assistance I needed.

One of the happiest moments I have had during my stay in Paris was that of meeting the Ambassador and his wife, the Honorable and Mrs. Jefferson Caffery, when they invited the Embassy staff, including me, to a reception at their residence on December 22, 1946. Other affairs to which I was invited included a luncheon given by Mr. Hugh S. Fullerton, Counselor of Embassy and Consul General, at his residence, and similar affairs in the



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homes of Mr. Walter Smith and Mr. Cyrus B. Follmer, Consul, and Messrs. J. L. Philippot and Robert Lemoine, clerks in the Consular Invoice, Notarials, and Shipping Section. Mr. Cabot Sedgwick also invited me to dinner one Sunday at a restaurant in Sens, a town about 100 kilometers southeast of Paris, when they invited me for a pleasure ride into the country in their brand new car which at that time had just arrived from the United States.

My travel order issued by the Department of State called for my return to Washington by February 20, 1947. Accordingly, I wound up my training on February 14 in order to be able to board the "America", which was scheduled to leave Cherbourg for New York on the following day. I bade goodby and thanked everyone in the Embassy for extending to me all the assistance and cooperation possible throughout my training.

On board the *America* I met Mr. Pena, who was sent by the Department of State for similar training at the American Embassy in London. We had delightful times together during the trip exchanging our experiences and impressions. On the afternoon of February 21 we arrived in New York, and after paying courtesy calls on the officials of the Philippine Consulate General in that city on Monday, February 24, we left for Washington. On the following day we reported to the officials of the Embassy of the Philippines and to Mr. Mill of the Department of State. Our training at the American Embassies abroad was thus ended.

Looking back, my training at the American Embassy in Paris was a marvelous experience which has done me a great deal of good. I feel confident and better qualified now than ever before in assuming the duties, whatever they may be, of the service which I am about to enter. All these I owe to the Philippine government, to the American Embassy in Paris, and to the Department of State.

### IN MEMORIAM

**MONTGOMERY.** Mrs. Robert W. Montgomery, mother of Foreign Service Officer Edmund B. Montgomery, died on March 28th in Quincy, Illinois.

**FRAZER.** The Honorable Robert Frazer, former Minister to El Salvador, died on April 8 in Santa Barbara, California.

**NINDE.** Mrs. Margaret Bliss Lane Ninde, daughter of Ambassador Arthur Bliss Lane, died on April 10th in Coronado, California.

**CHILTON.** Robert S. Chilton, former Consul at Toronto and Chief of the Consular Bureau of the Department (now the Division of Foreign Service Administration) died on April 3rd in San Francisco.

## LETTERS TO THE EDITOR

(Continued from page 17)

personnel matters are not routed through the responsible officer of a given section, simply because such matters are regarded as "administrative" questions and are confined to a special groove of their own, without being integrated with the Embassy as a whole.

It would seem indisputable that the maintenance of morale in a given Section must be the chief responsibility of the officer who has the duty of seeing that good work is done.

The need for following channels and defining respective jurisdictions carefully is most important in connection with personnel management. But the need for similar methods holds equally true in connection with space problems and other routine matters. Very often decisions are taken regarding space without consultation with the responsible technical officer, resulting in confusion and bad morale.

The remedy for the foregoing defects is simple. It shall be explained to all general administrative officers that their authority over the personnel of a given Section does not supersede that of the responsible officer within that Section in any matter affecting the proper functioning thereof. The Administrative Officer should realize that his function is that of coordination as between sections and units of the establishment, and that he himself has no inherent authority to overrule the responsible officer of the Section or to take action affecting the section until the opinion of the responsible officer has been heard.

If a clear-cut policy of this nature is not made effective, there will continue to be a crossing of administrative wires, divided jurisdictions, and lowered morale. The present and past situation is no individual's fault. It is merely the result of a lack of definition of functions and adherence to sound principles of formal organization. It is to be hoped that in implementing the new plans for the expansion of the general administrative service, the present overlapping of authority will be corrected, and the corresponding definitions and instructions incorporated in the Foreign Service Regulations.

I wish to make it clear that this letter is not inspired by difficulties in the Santiago Embassy, where we are fortunate in having an experienced officer in charge of general administrative activities, who is very careful to clear through channels. But this fortunate situation does not always exist and in fact is usually the exception, hence I cannot help but feel that an open discussion of the administrative officer as an institutional device, both pro and con, will be interesting and constructive.

WILLIAM E. DUNN.

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## DREW PEARSON

(Continued from page 21)

The State Department, of course, cannot and should not indulge in that kind of lobbying. But at least it should be human. And sometimes I think that without either intending or realizing it, the members of the Foreign Service both in and out of the State Department are too aloof, too engrossed in other things, or as I would probably put it if I were writing this for a newspaper column instead of for the diabolical FOREIGN SERVICE JOURNAL — just too high hat.

Most of this I think is unintentional. Furthermore, in recent years the aloofness has diminished. The Foreign Service has become a lot more human. But it still has a long way to go.

In making this criticism, I refer not merely to Congress. Congress, of course, controls the purse-strings. It is the place where being a little more human can pay dividends quickest. But after all, Congress is merely a cross-section of the American people, and sometimes I think that one of the basic failings of the Foreign Service is that it loses touch with the people whom it is supposed to represent abroad.

I grant there are good reasons for this. Diplomacy is a specialized business. It takes time and concentration. Necessarily it requires long absence from the country. Finally, it is expensive to get back to the USA, and Congress has been niggardly in providing funds for such travel.

However, merely because it is so easy to get out of touch with the United States, it seems to me all the more important for every Foreign Service officer to bend over backward to overcome these handicaps.

I have long argued to certain friends in the State Department that it should be part of every Foreign Service officer's duty—and should not be taken out of his leave — to make a tour of the United States at regular intervals. This would not merely acquaint the American public with conditions abroad, but equally important keep the diplomat in contact with the people he is supposed to represent in the most difficult, most important job in our entire governmental setup.

Again I say that the United States should have the best paid diplomatic servants in the world. In return we should be served by the most efficient, best qualified diplomats in the world. I, for one, intend to continue urging greater State Department appropriations, and also being ruthless in criticizing any of the diplomatic deadwood which handicaps efficiency.

## INDEX TO ADVERTISERS

Allis-Chalmers .....	45
American Eastern Corp. ....	50
American Express Co. ....	54
American Security and Trust Co. ....	33
Association of Pacific Fisheries .....	55
Barr Shipping Co. ....	5
Bowling Green Storage & Van Co. ....	3
Calvert School .....	56
Campbell, W. D. & Co. ....	55
Chase National Bank .....	54
Dieges & Clust .....	40
Firestone Tire and Rubber Co. ....	6
Frankfort Distillers — Four Roses .....	51
Goodyear .....	35
Grace Line .....	43
Harris & Ewing .....	39
International Telephone and Telegraph Corp. ....	47
Leggett, Francis H., & Company .....	4
Liggett & Myers Tobacco .....	2
Mayflower Hotel .....	37
National City Bank .....	44
National Distillers Export Co. ....	42
Packard Motors .....	41
Pan-American Airways, Inc. ....	52
R. C. A. ....	49
Schenley Products .....	II & III COVERS
Seagram's V. O. ....	36
Security Storage Company of Washington .....	33
Sinclair .....	1
Socony-Vacuum Oil Co., Inc. ....	46
Texaco Petroleum Products .....	48
Tyner, Miss E. J. ....	55
United Fruit Company .....	53
United States Fidelity and Guaranty Company .....	53
University of Nebraska .....	55
Waldorf Astoria Hotel .....	IV COVER

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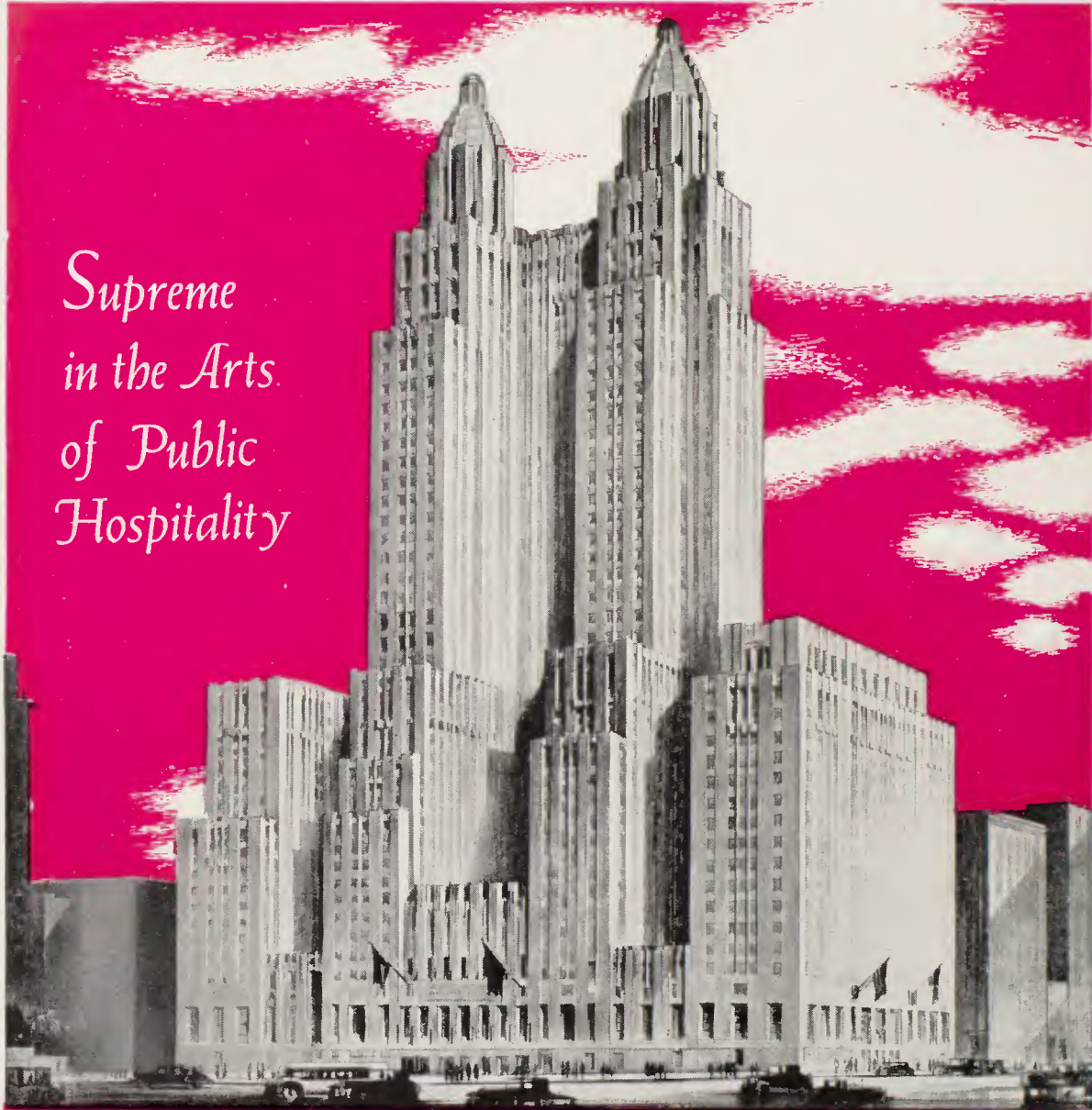
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