

The **AMERICAN FOREIGN SERVICE JOURNAL**

VOL. 24, No 11

NOVEMBER, 1947





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NOVEMBER, 1947



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FOREIGN SERVICE CHANGES

September 11, 1947

The following changes have recently taken place in the Foreign Service:

WILLIAM W. BUTTERWORTH, until recently Counselor of Embassy, Nanking, China, has been transferred to the Department of State.

DuWAYNE G. CLARK, Commercial Attaché, Rio de Janeiro, Brazil, has been transferred to the Department of State.

RICHARD FUNKHOUSER, until recently Petroleum Attaché in Paris, France, assigned also to Bern, Brussels and Luxembourg, has been transferred to Cairo, Egypt, as Third Secretary of Embassy.

ELIM O'SHAUGHNESSY, Second Secretary, Paris, France, has been assigned to the Department of State.

JOHN BARNES McGRATH, has been assigned to Hamburg, Germany as Vice Consul.

September 12, 1947

The following changes have recently taken place in the Foreign Service:

PRESCOTT CHILDS, Consul General and First Secretary at Habana, Cuba, has been assigned to the Department of State.

WILLIAM E. DUNN, Counselor of Embassy for Economic Affairs, Santiago, Chile, has been transferred to the Department of State.

JOHN H. MADONNE, First Secretary in Bern, Switzerland, has been assigned to Warsaw, Poland, as First Secretary of Embassy.

GERALD A. MOKMA, assigned to the Office of the Political Adviser, Berlin, Germany, has been transferred to the Department of State.

September 26, 1947

The following changes have recently taken place in the Foreign Service:

FREDERIC P. BARTLETT, until recently assigned to the Department of State, is now in London, England as First Secretary of Embassy.

RALPH B. CURRAN, Attaché at Cairo, Egypt, has been assigned First Secretary and Consul at the same post.

DOUGLAS FLOOD, until recently Second Secretary at Mexico, D. F., Mexico, has been transferred to Athens, Greece as Second Secretary.

FRANK GOTCH SISCOE, has been assigned to Prague, Czechoslovakia, as Second Secretary.

THOMAS J. McCORMICK, has been assigned to Athens, Greece, as Attaché.

RANDALL SMALLWOOD WILLIAMS, Jr., recently assigned to Budapest, Hungary, has been transferred to Tehran, Iran, as Attaché.

GARDNER E. PALMER, Senior Economic Analyst, Santiago, Chile, has been transferred to the Department of State.

THOMAS G. ALLEN, until recently serving in Buenos Aires, Argentina, has been transferred to Asuncion, Paraguay, as Public Affairs Officer.

September 26, 1947

The following thirty-eight Foreign Service Officers have received their commissions as Vice Consul and Diplomatic Secretary:

WILLIAM J. BARNSDALE, Post: Stockholm.

CHARLES E. BIDWELL, Post: Zagreb.

ARCHER KENT BLOOD, Post: Salonika.

THOMAS BOYLAN, JR., Post: Tabriz.

ROBERT A. CHRISTOPHER, Post: Bahia.

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 THOMAS H. MURFIN, Post: Tokyo.
 SANDY MacGREGOR PRINGLE, Post: Managua.
 THOMAS MILLER RECHNAGEL, Post: Sofia.
 JOHN W. ROZIER, Post: Seoul.
 PHILIP H. VALDES, Post: Chungking.
 WILLIAM HENRY WITT, Post: Copenhagen.
 SAMUEL OLIVER RUFF, Post: Leopoldville.
 DAVID MORRIS, Post: Manila.
 ERNEST LEROY STANGER, Post: Cairo.
 SIDNEY SOBER, Post: Tananarive.
 RICHARD M. MCCARTHY, Post: Peiping.
 A. EUGENE FRANK, Post: Sydney.
 GEORGE C. HOWARD, First Secretary and Commercial
 Attaché at Habana, Cuba, has been transferred to Cairo,
 Egypt, as Counselor of Embassy.
 GLION CURTIS, JR., Second Secretary at Madrid,
 Spain, has been transferred to The Hague, The Netherlands,
 as Second Secretary and Consul.
 W. GARLAND RICHARDSON, Second Secretary and
 Consul, Manila, Republic of the Philippines, has been
 transferred to St. John's Newfoundland.
 DAVID I. FERBER, until recently Third Secretary at
 Madrid, Spain, has been transferred to Melbourne, Aus-
 tralia, as Vice Consul.
 LEON LE ROY COWLES, Second Secretary, Oslo, Nor-
 way, has been assigned to the Department of State.
 NILES W. BOND, First Secretary, Bern, Switzerland,
 has been transferred to the Department of State.

October 9, 1947

The following changes have recently taken place in the Foreign Service:

FRANKLIN C. GOWEN, has been assigned to the Department of State, his previous assignment to Amsterdam having been canceled.

ROBERT GRINNELL, Consul, Dakar, French West Africa, has been transferred to Paris, France, as Second Secretary and Consul.

GEORGE D. HENDERSON, Second Secretary and Consul, Rome, Italy, has been transferred to Dhahran, Saudi Arabia, as Consul.

ROBERT M. TAYLOR, Everett, Washington, Second Secretary, Paris, France, has been transferred to Nairobi, Kenya, East Africa, as Consul.

JAMES DUNBAR BELL, has been assigned to Santiago, Chile, as Second Secretary of Embassy.

NOVEMBER, 1947

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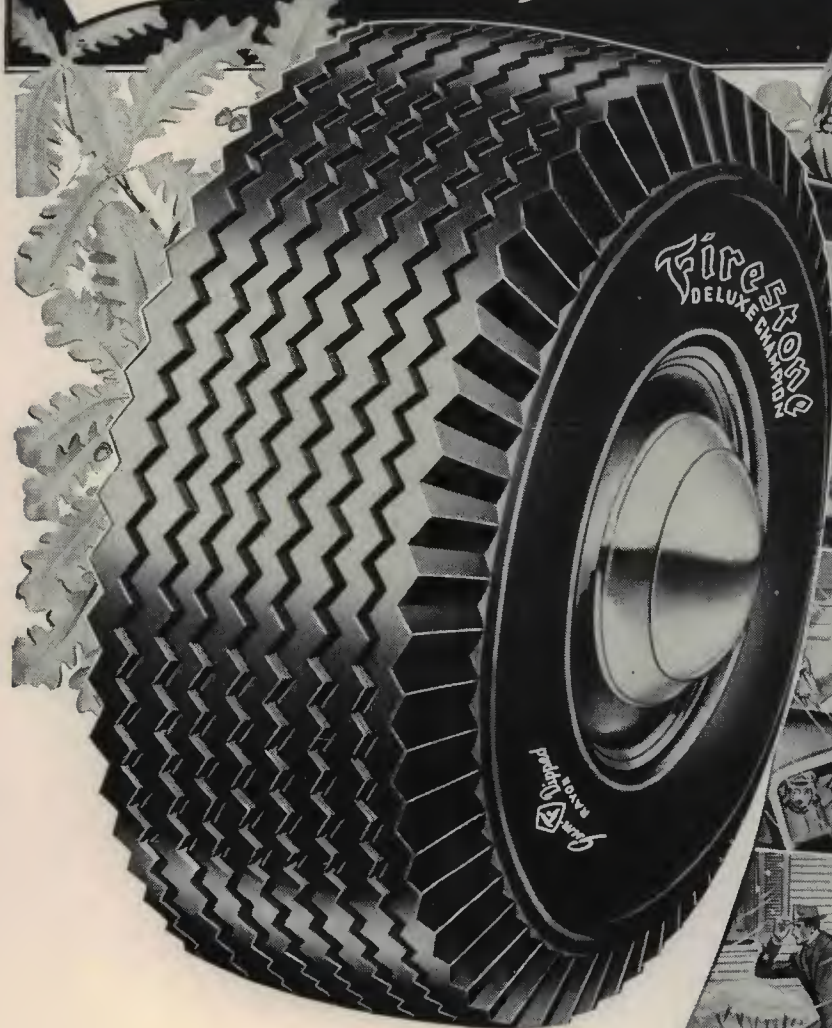
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THE AMERICAN FOREIGN SERVICE JOURNAL

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VOL. 24, NO. 11

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NOVEMBER, 1947

The Problem of Dependent Territories

By CHARLTON OGBURN, JR., *Division of Southeast Asian Affairs*

Among the significant political developments of the past two years has been the rise or culmination of nationalist movements in those dependencies of the Western powers which have for many centuries had their own highly developed civilizations. These dependencies, forming a belt across northern Africa and southern Asia, include within their boundaries most of the followers of two of the four great religions of the world, the Moslem and the Hindu, and all the colonial peoples other than those whose indigenous culture is of a primitive type.

Some of these dependencies have recently achieved, or seem on the road to achieve, the full stature of nationhood: Syria, Lebanon, Transjordan, Burma, Ceylon and the Philippines. An extension of the list to include countries that achieved their independence

between the two World Wars would add Egypt and Iraq. They are all countries that had enjoyed a considerable measure of internal autonomy and of familiarity with the processes of self-rule before their attainment of sovereignty. In the other dependent territories in which there are significant movements for independence, conflicts of greater or lesser degree have developed between the nationalist parties and the metropolitan power.

A generation ago, such conflicts might have been matters of local interest only. The world-wide repercussions of the outbreak of open Dutch-

Indonesian hostilities have made it clear that this is no longer the case. The world organism grows constantly more tightly-woven and more complex in its relationships and hence more sensitive to disturbance. Every people



Sea Dyak Men—Borneo.

grows increasingly aware of its stake in the fortunes of other peoples, particularly those with which it has problems and hopes in common. There has already been apparent both among nations and among factions and parties within nations a strong tendency to take sides in these conflicts. These cleavages are likely to grow deeper should such conflicts continue or multiply.

The problem of United States policy in this field is not an easy one. The American people acknowledges strong bonds of sympathy and understanding with both sides in colonial conflicts. The colonial powers are in general among the very nations that gave the world, and have fought to preserve, the ideal of freedom that inspires the colonial peoples. Americans naturally feel a strong spiritual kinship with, and a deep confidence in, those nations whose institutions, like our own, are free. At the same time, Americans believe deeply in the right of self-determination for all peoples. The United States has, indeed, gone to war three times in the past half century in the name of this principle. In colonial disputes, our faith is thus enlisted on both sides. Consequently, any appearance which our Government may give of leaning toward either side—for example by failing to render to the other some expected form of moral or material support—lays it open to the charge of violating America's professed ideals. Disappointed partisans may be expected not to be slow in making this charge and ascribing the apparent American indifference toward their cause to ulterior and unworthy motives. At the same time, the United States

cannot indulge in the luxury of speaking for the record and letting someone else pick up the pieces. Its responsibilities have grown too great. The development of any situation which causes a set-back to the economic recovery of the world is likely to increase the drain upon the resources of the United States. Such situations are the inevitable outcome of serious clashes in colonial areas.

If the position of the United States with respect to the problem of dependent territories is a difficult one, it should also be a strong one. The United States, alone among the nations of the world, has been both a colony and a colonial power, in the modern sense. It has had the experience both of achieving independence and of assisting a people under its jurisdiction in achieving their own independence. We have thus dealt intimately with the problem from both points of view. Our history has made us most responsive to the desire of dependent peoples for self-government and at the same time appreciative of the difficulties which must be overcome if the realization of that desire is to be of benefit to the peoples concerned and also is not to jeopardize the legitimate interests of other peoples in a peaceful world.

Obviously the views of the United States in any case of dispute between the metropolitan power and the dependent people will depend upon many factors peculiar to the case. They will also, however, rest upon certain basic principles. It is not the purpose of this article to recommend any principles which might be applicable, but to attempt to define the principles which the American people



Meo women seen on a trail from
Tongking to Laos—French Indo-
China.

Photo by John Peabody Palmer

and their Government have always recognized as the determining factor. Unless these principles are defined, there is little hope that other peoples will understand our position in any specific case.

The political truth to which America is dedicated has perhaps never been so well or so succinctly set forth as in the words of a British historian, Lord Acton. "Liberty," Lord Acton wrote, "is not a means to some higher political end. It is itself the highest political end." Liberty is the condition of life which alone can release the full store of human energies and give hope that the other ends of existence, both spiritual and material, may be attained. The American people are deeply convinced that, on the one hand, a country's desire for freedom must be respected. We are equally convinced that, on the other, the desire of the individual within that country for freedom must also be respected. It is important to bear in mind that these two concepts of liberty can be completely at variance. As history makes unmistakably clear, national independence is no guarantee of individual liberties. Indeed, it has often happened that a country's attainment of independence has been followed not by a relaxation of restraints upon its citizens but by the loss of such liberties as they had possessed. Germany under the Third Reich was freer as a nation than Germany under the Weimar Republic in the sense that it had cast off the limitations upon its sovereignty imposed by the Treaty of Versailles and enjoyed far greater freedom of action internationally. Yet this freedom was purchased at the cost of the total loss of civil liberties by the German people and eventually of national destruction. One need not comment upon the price paid by the rest of the world.

If we believe that both national independence and individual freedom are essential goals of humanity, then we must consider that it is from the validity of both goals that the obligations derive which rest respectively upon the metropolitan power and the dependent people during the period of tutelage.

On the one side, it should be clear that if a people is to realize its capabilities and to make its contribution to human culture and civilization, it must achieve the opportunity to follow the bent of its own peculiar genius, to enjoy the invigorating sense of responsibility for its own future. Men cannot be fully free to prove their potentialities and cannot know the full measure of self-respect unless they can express themselves through a free government. The permanent control of the destinies of one people by another, against its will, is incompatible with what any of us ask for ourselves and with all our hopes for the future world.



Courtesy of Waldo E. Bailey

Shilluks of Sudan

It would therefore appear incumbent upon the metropolitan power to prepare the dependent people for the attainment of self-government at the earliest possible time, and with this over-riding consideration in mind, to work for the improvement and diffusion of education in the area, to train selected individuals in all the administrative and technical services upon which the functioning of the future state will depend, to regulate and develop the economy of the country with the country's own welfare in mind, and to transfer the powers of government to the representatives of the dependent people exactly as rapidly as the state of their apprenticeship warrants. Indeed, this obligation was undertaken by the colonial powers when they subscribed to chapter XI of the United Nations Charter. The rapidity with which this apprenticeship can be brought to fruition will re-

flect to the credit of the metropolitan power no less than to that of the dependent people.

On the other side, it should be equally clear that self-government, like every other art, requires practice and is learned slowly and painfully. The ability of men to work together, subordinating local and factional interests to the interests of the whole country, depends upon habit. The most skillfully drawn constitutions cannot substitute for this habit. A country launching out entirely upon its own, lacking the experience that makes self-government a matter of course, beset by economic problems that are insoluble on a purely national basis, can offer scant assurance to its citizens that they will be free. There will be small consolation for the individual in knowing that his nation has its own color on the map and its own flag hung in the capitals of the world if conditions are such that he cannot make a living, if his government cannot protect his life or property from self-seeking, aggressive interests inside his country or out, and if there is no hope of betterment because his rulers are as little answerable to him as the proconsuls formerly appointed to govern him by a foreign power. Hopeless poverty, chronic insecurity, and violent dissension, these are not conditions that lead to individual freedom. If the claims of nations to independence are not to be set aside, still less are the claims of the individual human beings who make up those nations and whose existence, whose hopes and sufferings, are real in a way that the existence, hopes, and sufferings of nations as such can never be.

It would seem incumbent upon the representatives of a dependent people to take these considerations to heart, to regard the situation of their country realistically and not to press for a more rapid turn-over of responsibilities than this situation and the political experience and maturity of their people warrants.

If the liberties of both peoples are in the end to be made more secure, then the metropolitan power and the dependent people might well, during the period of tutelage, recognize a common goal and strive together for a continuing, permanent relationship of voluntary association. Enlightened self-interest on both sides would seem to dictate this course. Such an association between peoples whose recent histories have been interwoven would clearly lend to both a political and economic strength which neither would possess alone. The disruptions which would follow a complete severance of relationships between two social, economic, and cultural organisms which have enjoyed long years of give and take would be of benefit to neither. Such an association, free of the elements of compulsion, would in addition give each people

the assurance of understanding and friendship from the other in the difficult times through which all nations must pass. The tasks confronting a newly-autonomous nation are severe enough at best; the guidance, assistance, and support which the older and more experienced nation could render might well make the difference between success and failure in its enterprises.

The uprooting of the economic interests of the metropolitan power in the dependent territory would be to the latter's disadvantage no less than to the former's. Peoples striving for independence are disposed to regard foreign investments in their country with misgivings, detecting in them the threat of new limitations upon their sovereignty. Should such attitudes prevail and conditions be imposed upon foreign investment which discourage prospective investors, the consequences could be most unfortunate for the country concerned. Unless a country without significant capital resources of its own can attract foreign capital, its economic development can be brought about only by lowering the standard of living of its inhabitants. The more rapid the tempo of this development, the more brutal will be the sacrifices required of the population—sacrifices which are likely to require the full powers of a police state to enforce. Not in this century has the civilized world witnessed such examples of exploitation of human beings as in those states with nationalized economies which have exacted from their inhabitants the means to pay for a rapid industrialization. On the other side, the productive capacities of the United States today testify to the beneficial role that foreign capital can play in a nation's economic development. Huge influxes of foreign capital were required to make possible these capacities. At the time of World War II, the investments of Great Britain alone in the United States were almost equal to the total foreign investment in all five dependent territories of southeast Asia. It was not until nearly a century and a half after achieving independence that the United States ceased to be a debtor nation.

With so much to be gained on both sides through a freely collaborative partnership, a heavy obligation would seem to rest upon both the metropolitan power and the dependent people not to prejudice its achievement. Any attempt by the metropolitan power, on the one side, to suppress forcefully a coherent and responsible movement for self-government in the territory, representing the convictions of the people as a whole, would clearly imperil the basis of a future voluntary association. So, no less, would impatience, over-anxiety, and appeals to emotion on the other side designed to unite the country against the metropolitan power

when in actuality few other unifying elements are present in its political life.

The interests not only of the two parties directly concerned but of the world at large will, it is clear, be served only if the changes in the relationships between the European powers and their dependencies come about by the process of evolution, not revolution. The fragmentation of political groupings—the break-up of empires—by force and violence has seldom soon been followed by a new and peaceful order in the areas affected based upon respect for the worth and true interests of the individual. Force and violence as instruments of policy are not easy to set aside and disown even when their purpose has been served, even when the objective is national independence. It has happened only too often that when independence has been achieved, these same instruments are employed—always in the name of the national interest—to settle accounts with minority groups in the country or with neighboring states. Such jealousies, for example, flaring up after the break-up of the Austrian Empire, have not only deprived the peoples of the Balkans of the fruits of their struggle for independence but have contributed to two world wars. If the indigenous governments which come into power following the expulsion of the metropolitan authority are ineffective, if they cannot reconcile and safeguard all groups or maintain order, a further situation detrimental to the proper interests of other peoples is created. Other nations are irresistibly drawn into such political vacua, not necessarily through their ambitions, but inescapably through their fears, and the rivalries that result constitute an outstanding threat to the peace of the world. It was, indeed, largely through the weaknesses of the indigenous governments and their inability to command the support of all elements that some of the present colonial countries of the world originally came under European control.

What the world now desperately requires is a respite from stress and strain. Over and above the incalculable destruction visited upon so many nations during the past decade the world is today suffering an extreme nervous tension, as an inevitable concomitant of convalescence from a great war. The nervous stamina of the human race, like its physical stamina, has worn thin.

While the relationships between the European powers and their dependencies are being worked out, there will inevitably in every case be provocations and misunderstandings. It would seem to be of the utmost importance and both sides make every effort to avoid acts calculated to inflame emotion on the other, in particular that both

(Continued on page 34)



WILLIAM BENTON

The recent reception which was given by the Foreign Service Association in honor of William Benton was no mere perfunctory gesture of farewell. It symbolized, on the contrary, the very real friendship which Officers of the Foreign Service who have known Mr. Benton feel for him and which, we are happy to say, there is no doubt the retiring Assistant Secretary cordially reciprocates.

In his two years in the Department of State, Mr. Benton carried on, with the courage and with energy which surcharges all his actions, a highly important program which has borne productive fruit in the field. That all his projects did not receive the complete sanction of Congress is well known. However, it was thanks to his persistence and to the broad gauge of his endeavor that there is still a Voice of America heard overseas and that there are still libraries and other information activities abroad which serve as beacon lights in a dark world.

The Editors of the Journal are particularly grateful to Mr. Benton for the active interest he took in this magazine and for the helpful suggestions he gave the Editorial Board. We hope that as a continuing member of the Association and as Assistant Secretary of State emeritus Mr. Benton will not cease to give us of his counsel.

Trial by House Party

By ELIZABETH OGC*

Reprinted from *The Atlantic Monthly*, June 1947.

In the beautiful old Manor House at Stoke d'Abernon, Surrey, a novel experiment has been going on since the end of the European war. Here, in groups of twenty-four, come young men and women, aged twenty-one to thirty, who aspire to be permanent administrators in the British civil service. They are the guests of the British government at a two-day house party.

But this is a house party with a difference. To get an invitation, you have to pass a stiff written exam. Then, at the party itself, you are in for a grueling inspection. Nowadays the British want to recruit people who are fitted by personality as well as academic knowledge for government, and they need such people in a hurry. A board of examiners at the Manor House throws some practical administrative problems at you and watches you at work. They write a detailed report of their findings. This goes to a final selection board, which, after an interview, decides your fate.

On arrival in midmorning, everybody becomes anonymous. You receive two placards bearing your number, which you pin on back and front. Thereafter you're addressed by number, not by name. Candidates are then photographed for identification and divided into groups of eight—two or three women usually in each group. To each group are assigned three examiners—a chairman, an observer, and a psychologist. The grouping remains constant throughout the party.

The opening session in the paneled dining room is to let you know what it's all about. You're bluntly told that the examiners are not interested in whether you eat peas with a knife or have a fund of small talk. The purpose of the house party is to accumulate as much information as possible about you as a human being, much as a court of inquiry accumulates evidence. The more evidence, the more likelihood of a just decision.

You're told also when you'll be on parade and when off. Meals are off parade. At first examiners and examinees lunched and dined together, and the fine-toothed appraisal continued without let-up until the candidates fell exhausted into bed at night. The trouble was it wore the examiners out too, so now they relax at meals and mingle with their victims only over midmorning coffee.

Background information is supplied by personal-history blanks which candidates are asked to fill

out. Aside from the usual data, here are some sample items: Write two brief critiques of yourself, one by a penetrating critic, the other by an appreciative friend. List your leisure activities during the last twelve months; indicate six in which you have been especially interested, and others in which you *would* be interested if you had the opportunity. Name three or four serious subjects and two lighter topics, such as travel or sport, on which you could give a ten-minute talk on twenty minutes' notice. Give two propositions you are prepared to defend in debate. Have you ever published anything? If not, and if you did write, on what subjects would you *write*? List the books you have read during the past five years. (This one is tough on ex-servicemen, for obvious reasons, but it's almost as hard for well-read civilians.)

A two-hour session after lunch concentrates on your psychological make-up. General knowledge, intelligence, aptitude, and word-association tests of the type now familiar to every American draftee are clocked in rapid succession. In the last test, five lantern slides of simple scenes are shown for thirty seconds apiece, and you have two and one-half minutes to write a story framework for each.

After a break for tea comes the group work—the main feature of the house party. Each group of eight has its own meeting room. They sit around in easy chairs, while the three examiners try to look unobtrusive at a table in the background. To break the ice a general topic is thrown out for discussion. Sample topics: The effect of the trend of present-day legislation on the national character. The pros and cons of compulsory military training. The requisites for post-war prosperity in Britain.

As the young people go to bat, unprepared and unrehearsed, the observers watch closely to see who's shy or overargumentative, who starts well but loses his head when opposed, who commands the attention of the others, who has good ideas, and who is just hot air.

After this limbering up, the group is introduced to its major assignment—the so-called "island story." You are allowed about an hour to glance through a fat dossier giving the main facts about a hypothetical British colony, Dolphin Island—its population, area, climate, resources, history, and so on. There isn't time to read every word, but that's part of the test. Then a problem is posed. Nine thousand inhabitants of Dolphin Island want to emigrate to Western Australia, and the British

(Continued on page 52)

*Born and educated in England, ELIZABETH OGC is now an American citizen. She was formerly an editor on the staff of the Foreign Policy Association, and during the war worked for the Office of War Information.

New Techniques of Selection Used by The British Foreign Service

By PHILIP H. BAGBY, *Foreign Service Officer*

The readers of the JOURNAL may recall that in January 1946, the JOURNAL published an account I had written of the new techniques of selection used by the Office of Strategic Service, during the war. For those unfamiliar with the subject, I might mention that all OSS candidates were taken to a country house in Virginia near Washington and during three days, subjected to a series of extraordinary tests under the observation of a battery of psychologists. From my own experience in undergoing these grueling tests, I found them amazingly successful in revealing the personality of the candidates—how they would behave both in ordinary and in unusually different circumstances. It occurred to me at that time, that somewhat similar tests might be very useful in examining applicants for our Foreign Service.

I had heard that something along these lines was being used on applicants for the British Foreign and Civil Services and during a recent visit to England, I mentioned my interest in the subject to a friend in the Home Office. He very kindly arranged for me to spend a day as an unofficial observer at the Manor House of Stoke d'Abernon in Surrey, where the tests are held. I was most cordially received by Colonel Pinsent, Chairman of the Civil Service Selection Board, and I have rarely spent a more interesting day.

A spirited and on the whole accurate account of what goes on at Stoke d'Abernon was published in the *Atlantic* for June of this year under the title "Trial by House Party" and is reprinted on the opposite page. Although the author, Miss Elizabeth Ogg, refers only to the British Civil Service, precisely the same methods are used for testing applicants for the British Foreign Service. It would be superfluous for me to attempt to cover the same ground, when she has already done such an excellent job, but I should like to add a few comments of my own from a more technical point of view.

Before the war, the British Foreign and Civil Services were recruited by the conventional method of written examination and interview, much as our Foreign Service is today. The new method was adopted to take care of the special problem encountered by the two Services during the immediate post-war period, when they had to take in many

more applicants than usual and when most of these applicants had had their educations interrupted by military service. The techniques used are based largely on the experience of the British Armed Services during the war in selecting officer candidates, and are an outgrowth of experimental work in psychology done in several countries during the period between the wars, the Harvard Psychological Clinic being one of the principal centers. It has not yet been decided, I believe, whether the new techniques will be continued in use now that the post-war problem has been dealt with, but I understand that most probably candidates in the future will be allowed to choose whether they wish to be examined by the new or the old method, or by both.

The essence of the new method is that it seeks to get a more general, or more "rounded" picture of the candidate, to reveal more of his qualities and weaknesses than was possible under the old method. The conventional type of written examination only reveals a few of the candidate's intellectual qualities; his ability to express himself in writing, the extent to which he absorbed his education, etc., while the conventional interview is limited to showing how the candidate expresses himself orally in the presence of his superiors. Due to the efforts of Mr. Joseph C. Green, the written examinations for the American Foreign Service have been expanded to include a number of tests for other specific qualities: verbal fluency, general information, ability to handle statistical material, etc., while every device has been used to make the oral examination reveal as much as possible about the candidate's personality.

The new British method goes much farther, however. Prior to coming to Stoke d'Abernon, the British candidate takes a qualifying examination, consisting of an essay, a precision explanation of difficult passages in English, three half-hour questions on current topics, an arithmetic examination and a general intelligence test. After his arrival, he is subjected to tests in verbal fluency (rapidity in finding appropriate words), verbal comprehension (distinction of finer shades of meaning), general information, explanation of a difficult prose passage or a table of figures, and speed in classifying and checking the accuracy of typical office documents.

(Continued on page 49)

B. O. A. C. and Before

By RALPH E. RECHEL AND ALBERT C. LOSCHE

At times only seconds apart, great silver airliners slid down out of the early morning mist and settled onto the broad runways with a slightly shrill "greese." In a temporary waiting room passengers paused for tea and crumpets and a hurried glance at the *Daily Mail*. Heath Row, London's new airport, was beginning another day.

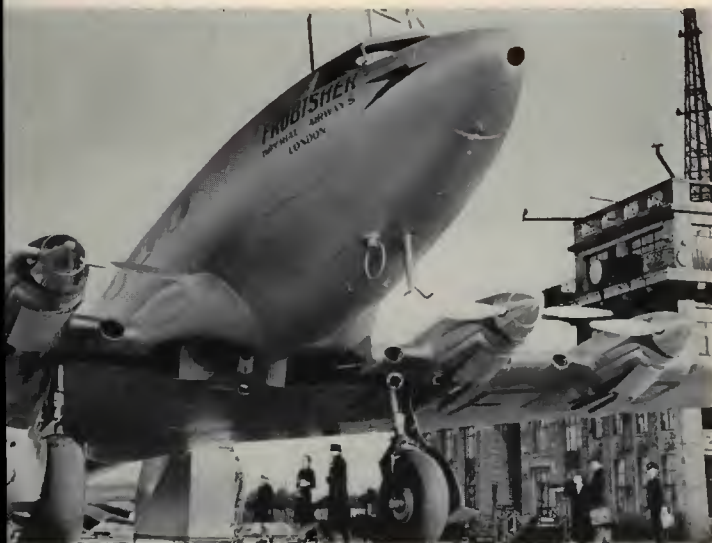
At the other end of the Empire's axis a four-engined Hythe flying boat lumbered down the causeway of Sydney's harbor and heaved itself into the western morning. The Empire's life line through India and the Middle East to London was still intact and still functioning.

The organization responsible for the operation of these 109,000 miles of British Empire airlines is a sprawling government-sponsored instrument known as the British Overseas Airways Corporation. From its central offices in London it directs its world-wide operations for a single purpose: to serve the Empire. While to Americans, schooled in the theory of free enterprise, this state of affairs may seem to be incompatible with what the post-war world should be, it is a state of affairs quite

natural to the British, long accustomed to taking tenacious stock in the fact that there must always be an England.

The development of the "chosen instrument" concept of international commercial aviation is not a new idea. It was forced upon the British twenty-six years ago when His Majesty's Government began the subsidization of the London-Paris air route. The first international overwater route soon became a money-losing free-for-all between the following British and French companies: Handley-Paige Transport, Ltd., Daimler Airways, Ltd., Instone Airways, Ltd., and Cie. Messageries Ariennes. The British set up a system of support for Handley-Paige and Instone, the two strongest of these ventures. This was expensive and the following two years were spent experimenting with various methods of Government support.

The result was that in 1923 a Parliamentary Committee reorganized and consolidated the two companies into Imperial Airways, Ltd., which started operations with a guaranteed subsidy of one million pounds, spread over a ten year period.



A DeHavilland Frobisher.



IN THE 1930's

The "Hengisi," a Handley-Page Hannibal at Croydon airport a decade ago, shows how strides have been made in plane construction since that time. This plane was used on long distance runs, London-Karachi for example, as well as Channel crossings.

A B.O.A.C. Speedbird Lancastrian aircraft is serviced at Kallang, the land airport for Singapore.

The Lancastrian is the fastest service in the world. The flight from London to Sydney is accomplished in two and one-half days.



The corporation, however, was permitted considerable freedom in establishing and operating its business.

The British Government had established the Empire Air Service in opening up the desert route between Egypt and Iraq by the Royal Air Force. In 1921 the air arm began the operation of a fortnightly service for mail and official passengers between Bagdad and Cairo. At the end of 1926 the Government handed over the operation of this section of the route to Imperial Airways with the intention of reaching Karachi, India. On December 27, 1926, the extension from Bagdad to Basra was opened.

An interesting feature of the 1919-1929 decade is that it was opened and closed by an international conference on aviation. The first meeting was in conjunction with the Versailles Conference and was called the International Convention for the Regulation of Aerial Navigation. The Convention drafted a liberal freedom of the air policy, the *International Air Convention*, which was subscribed to by every important nation present. However, the economic realities of aviation competition and the rapid advancement of the military status of aviation made the various governments painfully aware of the lusty, necessary, but distressingly expensive airborne infant. At the second conference, the International Air Convention Conference held in Paris in 1929, only four nations, the United States, Great Britain, the Netherlands, and Sweden would sign a real freedom of the air proposition. In view of these activities it would seem that the British were adopting the idea in policy only.

1929 was the first year of huge airline expansion by the various European government-sponsored or-

ganizations. The British, French, and Dutch raced through the Middle East and headed for Southwest Asia and the East Indies. The French and Germans hungrily eyed the North and South Atlantic and actual operation into Africa and South America was started in these years. The force and expense of the competition is shown by the use of obsolete naval destroyers by the French to link Dakar and Natal together across the South Atlantic. The costs were fabulous for at times the airmail load ran as low as twenty pounds. In addition to this service, the French Government subsidized *Aeropostale*, its "chosen instrument," with a yearly \$2,750,000 grant to meet operating expenses.

In the New World, a fledgling sprouted from Miami to Havana to carry thirsty anti-Prohibitionists to a land of alcoholic plenty. By 1931 Pan American World Airways was rapidly covering the entire Caribbean and South America and had worked north to Bermuda. From this point it gazed eastward across the broad Atlantic. From London, Imperial Airways planned a westward expansion. In 1931 both companies held their first meeting to discuss mutual problems and to agree not to open a trans-Atlantic service until an equipment parity was reached.

The Thirties were spent in tests, survey flights, and threats of real service by five or six nations. The world depression did not seem to affect the experimentation for the various governments paid generously, sometimes lavishly, in order to establish a working knowledge of overwater flying.

In 1939 His Majesty's Government again reorganized its chosen instrument by consolidating Imperial Airways and British Airways, Ltd., the lat-

(Continued on page 40)

So You Want To Buy A New Car?

By HENRY S. VILLARD,
Department of State



New 1948 Packard
Convertible.

Ever since the war-gearred economy of America gave way to the problems of peacetime production, the principal headache of the United States seems to have been how to acquire a new car. Despite the fondest hopes of that dream era promised after hostilities, it must be reported that two years later the picture is still heavily clouded, with the object of the average motorist's desire as elusive as a mirage in the Sahara.

Matters may not be so bad for the Foreign Service officer who avails himself of the Department's assistance in ordering a new model, though even in this case the make and type are drastically restricted. Manufacturers for the most part would, if they could, willingly cooperate with the Foreign Service to renew acquaintance with their overseas customers and the possibilities of a revived export trade. But regardless of motives—patriotic or otherwise—the average distributor remains to most of us a stony-hearted sphinx whose alluring ads and gaudy superlatives merely create suppressed desires in the human breast.

The would-be purchaser of a car today is an unhappy and frustrated individual indeed. He has had an order in since well before V-Day and his 1938 sedan needs paint, tires and multiple repairs. He has been told that he will get his car just as soon as his local dealer receives a large enough consignment from the factory. The trouble is, there are several million others like him, and the factory seems to be more or less continuously hamstrung by shortages, strikes and similar internal struggles.

The deplorable situation in which the motor-addict finds himself has given rise to extraordinary abuses. Bad enough to have chaos in the industry itself, with 1947 models long overdue, 1948 models receding into the horizon of 1949, and interminable delay in delivery the only assured prospect. But worst of all to the innumerable helpless citizens

who patronize the regular channels of honest trade, a new car of almost any well known brand is immediately obtainable through the black market for those to whom price is no consideration. The racket in new cars was boldly exposed in a recent issue of *The Readers Digest*, and the pages of the newspapers are filled with classified ads in conformation. To take at random from the *Washington Post* we see bargains such as the following, all in new (sic) 1947 models:

Buick, convertible Roadmaster, \$3,650. (list price \$2,856.00)

Studebaker, Club coupe, \$2,450. (list price \$1,516.)

Plymouth, special 4-door sedan, \$2,250. (list price \$1,448.)

Pontiac 6, streamliner sedan, \$2,650. (list price \$2,001.)

Chevrolet convertible club coupe, \$2,495. (list price \$1,682.75.)

In the *Sunday Automobile Exchange* of the *New York Times* the choice of late models in October was very wide, ranging from a Cadillac convertible two weeks old (best price over \$5,500) to a Ford convertible Sportsman run only 5000 miles (\$2,800 cash). Many of the sales agencies don't dare to mention price but bait their offerings with such come-ons as "low mileage," "perfect condition," or "owner going abroad." One of the more brazen operators has of late featured an ad in the *Washington dailies* which stipulates frankly "You name the car, the year, and the model; *we'll name the price and that will be plenty*"—if you really must have a car.

The game works another way, too. On trade-ins, the dealer allows the book value only, which is now pretty low even for used cars in good condition. But on the second hand market he can sell that old

"... alluring ads and gaudy superlatives merely create suppressed desires in the human breast."

bus of yours for a profit of several hundreds of dollars, perhaps double the allowance you receive. The joke is that unless you have a car to turn in your chances of buying a new one are that much slimmer.

In other words, cars are obtainable but at a bonus of between \$500 and \$1,000 over the list price.

All of which conspires to turn the baffled survivor of our war rationed era into a neurotic, not to say a schizophrenic individual, watering at the mouth when he thinks of how near yet how very far he is from laying his hands on a new steering wheel.

The sad fact is that according to the best estimates, another two and a half years at least will elapse before the demand for cars returns to a normal average. Some interesting recent studies have shown that whereas only a third, or about 9,000,000 of the 27,000,000 pre-war car buyers were regular new car buyers, there are at present about 13,000,000 purchasers who may be considered new car buyers. This represents some 40 percent of a potential market of 32,500,000 car owners who are believed to be able and anxious to buy their cars now. The reason for this situation, in the view of Ford Motor Company officials, is the substantial increase—over 10 percent—of families compared to 1941, coupled with a nearly 70 percent increase in the family income after taxes. With 13,000,000 regular new car buyers instead of 9,000,000, the average time span between purchases could increase from two and a half years to three years, and there would be an annual replacement market for more than 4,000,000 cars in a year comparable to 1941 in new car purchasing.

Be that as it may, other factors must also be reckoned with in the new car outlook. There is no telling from day to day whether a strike will occur in the industry or component parts thereof, such as the six weeks General Motors strike last June or the recent stoppage in the carburetor-making shops affecting all major companies. Nobody can predict what effect such lay-offs may have on the production of new models, except that it will contribute to the general postponement of 1948 versions of the American automobile.



Frazer



Ford, it is reported, has already set back seven times the date for starting production of its "radically new" 1948 model, and there is a possibility it may not be called a 1948 car at all but a "1949" model. Hudson has just halted its assembly line to allow for conversion to the manufacture of an "entirely different" automobile with a lower center of gravity than any other American automobile hitherto produced. Other manufacturers, including the big Chrysler and General Motors outfits, are so far behind on their schedules that instead of appearing in the fall as in pre-Pearl Harbor days their 1948 models will not reach the public until well into next year. The temptation to scrap '48 entirely and turn out "radically different" cars with a '49 label is, in the face of current conditions, a strong one.

1948 may well prove to be a jinxed year and consequently something of a blank in the history of the motor industry.

With uncertainty the prevailing note, it is difficult to predict the shape of cars to come in the forthcoming year. What seems to be assured, however, is that the present trend toward a longer wheel base and greater overhang both front and rear will continue. So marked has this tendency become during 1947 that the



parking problem has everywhere grown more acute and private garages suddenly have become smaller. For a good illustration the parking area at Jones Beach, Manhattan's famous seaside resort, is being increased from 78 to a total of 93 acres largely to take care of this situation. Under the old space allowance, 78 acres of concrete parking space took care of 15,000 cars. Ten more acres will only provide for 15,840 cars. To put it another way, the greater length of new cars has made it necessary to allow but 180 cars per acre as against 200 to an acre three or four years ago.

Other features in store as far as they are ascertainable are low-slung, wide bodies, with fenders molded into the lines, massive bumpers, and swank interiors catering to female tastes. Hudson's new vehicle will be so low, it is claimed, that the driver and passengers will step down into the car upon entering from the curb, the rear-seat occupants actually being cradled between the axles. This sort of structure is already noticeable in other makes, but the Hudson will set a record with only five feet of overall height.

Generally speaking, present designs of flowing sleekness will carry over for those members of the industry who do not choose to introduce the car of the future at the present time. Roominess and distinctive color styling will continue to characterize the Kaiser-Frazer products, which have now passed the 100,000 mark in number of units so far run off

"... for those to whom price is no consideration."

the assembly line. A new Kaiser custom four-door sedan was introduced to celebrate this occasion, but revolutionary changes are yet to be anticipated from this newcomer in the automotive field. Nor is Studebaker expected to alter drastically its present concept of a wide-vision vehicle, with a free guess as to whether it is coming or going.

As for tires, the American motorist is going to get a certain amount of synthetic rubber along with the genuine gutta-percha for quite some time to come, but he is going to like it so they say. Already the combined synthetic-natural rubber tires are superior to those produced before the war; moreover they are reasonably plentiful and low in price. But a new type of tire has now been added, an extra-low pressure casing. This low pressure "super cushion" tire, giving greater riding comfort and greater controllability on the road, was pioneered by United States Rubber Company a year ago and has now been brought out by Goodyear. It will be standard equipment on all Chrysler eight cylinder cars from now on, and seems likely to be adopted by other manufacturers of modern passenger vehicles. White side wall tires are back again and are a common sight in many lines.

Buick and other GM representatives are loathe to talk about 1948 models, if any, for publication and no pictures or photographs have yet been provided for release. At this juncture, the same holds true for most of the other well-known leaders, and a glance at last year's pictorial displays will with very few changes probably suffice for a good many months to come. Only Packard has burst into the public prints with announcement of a line of 1948 cars, thereby handily outdistancing all major competitors.

The new Packards consist of three series of super-powered 100-mile-an-hour eights, including 17 body styles, a "super-eight" and a custom eight. The former six-cylinder line is eliminated entirely and the new cars are said to be new from the ground up. Best part of the news to prospective owners is that the change-over means little increase in price, which cannot be said in the case of many other recent models. Plenty of horsepower is provided for roughly the same old price tag, 130 H.P. for the eight, 145 H.P. for the "super," and 160 H.P. for the custom job. Among the refinements which bring joy to the novelty-seeker is a gadget in the gasoline tank sure to be the talk of the filling stations—a whistle that functions while the gas flows in but stops within one gallon of full, warning the attendant so he won't sniff over.

(Continued on page 38)

Press Comments

From the Washington Post October 10, 1947

DIPLOMATS ABROAD

By MARQUIS CHILDS

PARIS, FRANCE.—That ancient fable about the blind men and the elephant applies with singular aptness to the American Foreign Service. The average American traveling abroad is likely to form his general impression from the few individuals he meets in the service.

Thus the traveler may come upon one of the able young men who are now rising in our diplomatic service. He is hard working, knowledgeable, with acute political and intellectual curiosity. He looks at the country in which he is serving, and the world in general, not through any haze of longing for a past that can never be restored but with keen realism.

This young officer—he may be a third secretary or a vice consul—speaks the language of the country, even though it may be a difficult Slavic language. He tries to break outside the diplomatic government to get some idea of the people themselves.

The traveler, if he meets this type of officer, is certain to get a good impression of the service. He comes away feeling that America is ably represented by men who are doing their best under difficult circumstances to obtain all the facts on which our foreign policy must be based.

But the American abroad may not be so fortunate. He may encounter quite another type. This officer, and he may be either young or old, regards himself as very much of a privileged personality—first an American and then a member of the rare and special caste of diplomat.

This superior character feels that the people of the country in which he happens to be living are benighted and hopeless, an attitude he scarcely troubles to conceal. Their plumbing and their manners are abominable and insofar as possible he tries to keep himself from contamination.

The only “natives” he is likely to know are survivors from the past who have had the benefit of travel in civilized places and who speak a civilized language, preferably English. You will find this type in his leisure time in the salons of the surviving aristocracy, commiserating with them over how the rude new world has brought low those who truly deserve and appreciate the good things of life.

The poor man may, of course, be a victim of one of the worst occupational diseases of diplomacy. That is to say, he may have developed a swish in

the hips, a slight lilt in the voice and the habit of wearing his handkerchief up his coat sleeve instead of in his pants pocket. While he is perhaps to be more pitied than blamed, the traveling American does not like to think that such a type represents the United States.

The American businessman who comes in contact with type No. 2, still too common in our foreign service, is likely to go home muttering imprecations on cookie-pushers and fools in striped pants. Such a prejudice is just as wrong and unfair as the favorable prejudice founded on the other type.

The system itself requires a far more thorough overhauling than anyone has yet contemplated if it is to serve as an effective instrument of our foreign policy. To begin with, of course, our embassies and legations are understaffed and our foreign service officers too often given inadequate compensation, not so much in terms of salary as in living allowances.

But the trouble goes deeper than that. The method of operation and organization is sorely afflicted with an aggravated case of bureaucritis, so carefully and completely is each function of each officer in the embassy defined that the individual is left with little or no freedom of movement. He must stay within his narrow sphere, hedged in by bureaucratic tape supplemented by innumerable forms which must be filled out.

Able men resent this confinement. They tend to become impatient and leave the service. While improvements have been made in recent years, they do not go nearly far enough.

Chiefs of missions suffer from the same kind of double or triple burden we put on our Presidents. They must be administrators, political analysts and ceremonial officers. With the flood of Very Important Persons and even Very, Very Important Persons from America, this list is almost a full-time job. In one day Ambassador Jefferson Caffrey made four separate trips to Orly Airfield, 45 minutes from the embassy, to meet VVIPs and escort them to town.

I have heard several visiting Congressmen grumble about the nature of our representation abroad. Now that they have had a first-hand look at it, with its deficiencies and its handicaps, they should not stop at grumbling. A thorough inquiry into our whole system of representation abroad is in order, and a revision based on that inquiry should follow. It has many virtues, as well as faults, just as do the individuals who make up the Foreign Service. The urgent need is to get rid of the weaknesses.

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MORE ON YOUNG BLOOD

We have been mildly astonished at the exception taken to our September editorial regarding the need for younger men at the top. That members of the Service who have its interests at heart are concerned with this question is attested by the number of communications received on the subject, of which a representative sample appears on the adjoining page. We are convinced that these protests are founded on a misunderstanding.

Our correspondents apparently are under the impression that the JOURNAL believes any man over fifty to be senile and that these decrepit relics must, willy-nilly, step aside in favor of upstarts still in their thirties or forties. Several officers have been so alarmed by these fancied implications that they have demanded to know whether it represents the Department's current personnel policy. While we see no grounds for altering the burden of our original theme, we do feel that some further explanation may be in order.

"If an officer has his thirty years of distinguished service behind him," we said, "we see no reason why, even though he may still be in his fifties, he should hesitate to step out gracefully and continue an active life in other fields, thus promoting the healthy development of the Service." That, it seems to us, is the underlying principle of the new promotion-up or selection-out system. Of course, we did not mean to advocate forcing everyone over fifty out of the Service; public interest would suffer greatly if such a course were followed. We fully recognize the fact that the most distinguished careers often begin at the Ministerial level. We did mean to suggest, however, that in the exacting career of today, and for the good of all, some of those on the top rung should willingly give way to those coming up the ladder. To keep the Service vitalized with young blood, to offer incentive to rise in the ranks, the upper layer cannot be kept in a state of rigidity. Rather than cling to the coveted top jobs as long as the law allows, each officer who has contributed honorably a full thirty years of service, should earnestly ask himself whether the contribution he can still make is such that he should continue, or whether he should be satisfied to withdraw and give the next man a chance.

Nowhere did we intend to convey the thought that withdrawal should be mandatory or that such soul-searchings should usually counsel retirement. There is no law, no regulation, no policy which compels all officers to retire promptly on the expiration of thirty years of service. Nor had we in mind any arbitrary comparison of the vigor and the qualities which belong to a Foreign Service officer of, say, fifty-three and one of sixty-three. The furthest we

(Continued on page 56)

Letters to the Editors

"I Am Shocked . . ."

2 Congress Street
Belfast, Maine
September 20, 1947.

TO THE EDITORS,

THE AMERICAN FOREIGN SERVICE JOURNAL:

I am shocked to read in the Journal for September, page 18, *inter alia*, the following words:

"If an officer has his thirty years of distinguished service behind him we see no reason why, even though he may still be in his fifties, he should hesitate to step out gracefully and continue an active life in other fields thus promoting the healthy development of the Service."

Aside from the brutality of the article, has it ever occurred to you that in order to build up a career service and after mature consideration the age of retirement was fixed by Congress, in normal circumstances, at sixty-five and your proposal that after what you are pleased to call "distinguished service" officers should seek retirement for no better reason than to make place for eager young men impatient to be promoted, not only savors of disrespect for existing legislation but is in flagrant contradiction to the constantly repeated cry from the Department that the field service is understaffed, and the Manpower Act (of which much more might be said) whose appointees in every instance are supposed to be persons of needed experience.

This remarkable proposal does not even faintly suggest that certain officers should seek retirement for the good of the Service, but announces with a finality that brooks no opposition, that the Service "MUST" accept the principle that men "recognized to be at the top of their powers" are to make way for youth. It remains to be seen whether General Marshall (himself well over the retiring age) will accept this arrogant and tactless "must" which we are told delicately "is the price of a hard hitting ambitious service." The practical unwisdom of your "must" is immediately apparent if we ask ourselves the question, what would become of our vast business and professional enterprises if from on high came the sudden demand that every executive over fifty years of age "must" immediately resign in favor of younger men!

It is to be hoped that you will at once withdraw the statements contained in this unfortunate editorial which is without warrant in law or common sense.

ROBERT P. SKINNER.

"Shame on You Mr. Editor"

"The Farm," Charlottesville, Virginia
September 26, 1947.

TO THE EDITORS,

THE AMERICAN FOREIGN SERVICE JOURNAL:

Granted that "the younger Pitt was in full flower before he was thirty." Then how in the world do you arrive at an age twenty years later as the dead line? True, Sir William Osler prescribed chloroform at sixty but that was back in the horse and buggy days and we have come far since then to this "hard-hitting", streamlined, conference present. Therefore, fading, withering and drying up naturally come very much earlier in life. Had you specified "forty," that would have made more sense. By so doing you would have been somewhat fairer to the Export-Import Bank, The Siamese Government and The Pan-American Union.

And so I say, Mr. Editor, shame on you for supporting the idea that our officers should be panned off on other establishments twenty years after they have gone to seed!

JAMES B. STEWART.

In the Service of His Country

Department of State,
October 13, 1947

TO THE EDITORS,

THE AMERICAN FOREIGN SERVICE JOURNAL:

Jim Wright's sudden death was a severe shock to all of us who have known him and worked closely with him during the past years.

He was such a vital person that it is difficult to realize that he is no longer a Foreign Service officer. His voice boomed heartily; he loved life, people and difficult problems. He was happiest when in the thick of the fray, loyally defending a person or an ideal. To all discussions he made his contribution, always original, apt, and based on world-wide experience, a vast knowledge of inter-American affairs, an excellent grasp of ceremonies, a thorough understanding of human strength and frailties, and an unusual amount of sound common sense.

Although he had known for some time that he was seriously ill, he refused the mantle of an invalid and drove himself just as unstintedly as Director of the Office of American Republic Affairs as he did during his entire sixteen years in Foreign Service. We know now against what odds he was fighting. He went as he would have wished, courageously in the service of his country.

CECIL B. LYON

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News From The Department

By JANE WILSON

Personals

Former Under Secretary of State DEAN ACHESON was on October 7 named by President Truman to the permanent Joint United States-Canadian Defense Board. Mr. Acheson will serve as a civilian member and chairman of the United States section. He succeeds the late Fiorello LaGuardia.

FSO JOHN HAMLIN, who has been assigned to Seville for seven years, visited the Department in October en route to his new post at Singapore.

DuWAYNE G. CLARK, until recently Commercial Attaché in Rio de Janeiro, arrived the latter part of September to take up his new duties as Assistant Chief of the Division of Brazilian Affairs.

MR. AND MRS. DOUGLAS FLOOD visited Washington the latter part of September. Mr. Flood who was recently Second Secretary and Consul at Mexico City, is now assigned to Athens.

HENRY S. VILLARD, Chairman of the Editorial Board of the Journal, took his oath as Foreign Service Officer of Class I the end of July, after serving as Deputy Director of the Office of Near Eastern and African Affairs since July 1, 1940. Mr. Villard is temporarily assigned to the Secretary's Policy Planning Staff.

COLONEL WILLIAM A. EDDY resigned as Special Assistant to the Secretary for Research and Intelligence effective October 1st. W. PARK ARMSTRONG, JR., Colonel Eddy's deputy has been appointed acting head of the Office. Colonel Eddy had previously served as U. S. Minister to Saudi Arabia and was Naval Attache at Cairo and Tangier during World War I. Mr. Armstrong, who is 40 years old, was formerly with the Board of Economic Warfare and later served with the Foreign Economic Administration.

FRANKLIN C. COWAN, at Vatican City since 1944, has arrived in the Department for an assignment to the Board of Examiners for the Foreign Service.

ROBERT E. WILSON, Second Secretary at San Salvador, arrived in the Department in early October to take up duties in the Division of Central America and Panama Affairs.

JOHN H. HILLDRING, former Assistant Secretary of State, was called out of a brief retirement to work for a solution of the Palestine problem in the current session of the General Assembly of UN.

DANIEL GAUDIN, JR., Second Secretary and Consul at Athens since 1944, has for a long time given Madrid as his post preference No. 1. En route home from Athens on leave he stopped off for two weeks in Madrid—determined on a brief stay anyway. Upon reaching the Department he was informed of his new assignment—Madrid. (True story).

MISS INEZ VITERBO, who recently retired from the Staff Corps, is now with the Council on Foreign Relations in New York City.

MISS LUCY LENTZ of the Staff Corps, after a temporary assignment to the Foreign Service Institute in the Department, returned to her post at Frankfurt on the *S. S. America* in early September.

At the marriage of Vice Consul HUBERT H. BUBBEE, JR., and MISS CORRINE W. RILEY in Dakar, CONSUL GENERAL HASELL H. DICK gave the bride away; CONSUL ROBERT GRINNELL was best man; Miss Jane Bennett, maid of honor; and Vice Consul WILLIAM KRASON, an usher.

DR. ROBERT W. BRADBURY, former Civil Air Attaché in Mexico City, has been appointed special executive representative for Pan American World Airways' Latin American Division.

LIONEL M. SUMMERS, formerly of the Legal Division of the Department, has been appointed a Foreign Service officer and left in October for his assignment in Rome.

MAURICE P. DUNLAP, retired FSO, delivered a lecture at the Institute of Geographical Exploration on October 20 on the subject "Rock-writing of the Norsemen: What It Tells of Sun-Worship in the North."

The READERS DIGEST has indicated an interest in the possibility of reprinting articles from the Foreign Service Journal. It is interested particularly in travelogues which present an historical and geographical summary of out-of-the-way places, in stories of human interest and in those dealing with an "unforgettable character." Liberal payment is made by the DIGEST to the author of such material reprinted from the Journal.

Robert A. Lovett taking oath as Undersecretary of State on July 1st. Left to right: Assistant Secretary of State Norman Armour, Secretary Marshall, Mr. Lovett and Stanley Woodward administering the oath.



The lecture was illustrated by 100 maps and slides. Mr. Dunlap, who was for many years assigned to Norway, has made an extensive study of old Nordic cultures.

CLAYTON LANE visited the Department the middle of October having retired from the Foreign Service as of October 1st.

J. ELMER SPYGLASS, receptionist at the Consulate in Frankfurt, was featured in an article entitled "Front Man for Uncle Sam" in the July 26th issue of "Weekend," U. S. Army magazine published in Germany. The article describes Mr. Spyglass's retirement from the concert, music-hall, light-opera and dramatic stages in 1930. He was the first negro ever to conduct in Carnegie Music Hall in Pittsburgh. The article states that Mr. Spyglass "presides over the Consulate's reception room in a fashion which combines the politeness and reserve of a major domo with the dignity of a Shakespearian actor."

Income Tax Reduction

The Journal has received the following letter from Mr. Clarence A. Aspinwall, President of the Security Storage Company:

October 15, 1947.

"A question of some interest was brought up recently by a Foreign Service officer being transferred from Washington to a post in the field who asked if the amount paid for insurance premiums on household and personal effects shipped to sta-

tions abroad is deductible from income tax. We believed that such payment is deductible and have put the matter up to our tax consultant who agrees in that opinion.

"Insurance premiums are part of the expense for moving household goods from post to post in the line of duty. The other expenses are borne by the State Department, but owing to the fact that the law does not permit the Government to pay insurance premiums, his portion of the expense of moving has to be borne by the Foreign Service officer personally."

Injured in Palestine Bombing

During the recent bombing of the U. S. Consulate in Palestine two women were injured: MRS. ETHEL DE LEVIE, American clerk, and MRS. MIRIAM PILPEL, a Palestinian. Both worked in the Consulate mailroom. Mrs. de Levie was cut slightly by broken glass from a window and walked from the building holding a handkerchief to her bleeding nose. Mrs. Pilpel suffered shock and was carried from the building. The remaining personnel on duty at the time of the blast, including 17 Americans, remained at their jobs. Consul General ROBERT B. MACATEE was away from the Consulate at the time of the explosion.

The blast destroyed the Consulate's office entrance door and shattered windows and frames. The roof of the building was cracked.

(Continued on the next page)

Specialized Training Application

Here are some interesting figures on recent applications for advanced or specialized training from Foreign Service officers and staff officers.

The Foreign Service Institute has received 140 applications, of which 78 are from Foreign Service officers and 62 are from staff officers. They have had 42 applications for languages and area specification, 81 for economic and commercial subjects, 14 for political studies, and 3 for training in administration.

The 81 people who asked for training in economic subjects named a total of 224 choices of the specialized branches of economics in which they are interested. The leading subjects are:

International trade problems and policies	48
International finance and investment	33
Economics of state-controlled economies	31
Export and import practice	22
Development of natural resources	14
Labor economics	14
Economic theory	9
Transportation and communication	9
International cartels	9
Agricultural economics	8

The Institute would like to have more applications for Asiatic language-and-area training. This is their highest training priority, and they are very much disappointed they have not had more applications for such languages as Arabic, Turkish, Hindustani, Southeast Asian languages, Chinese, Korean and Japanese.

MORE ABOUT TAX WITHHOLDING

In the last issue of the JOURNAL readers were informed that under the provision of Public Law 384, 80th Congress, it will become mandatory for the Department to withhold Federal tax from all salary payments made on and after January 1, 1948, to all American employees, including those stationed at Foreign Service posts.

The rate of withholding will depend upon the marital status and the number of exemptions that are authorized by law and claimed by the employee. Each employee will be required to prepare in duplicate Treasury Form W-4, "Employee's Withholding Exemption Certificate," and file it with the Authorized Certifying Officer of his respective post on or before December 28, 1947. If for any reason Form W-4 is not furnished, withholding is required on the basis of no exemptions.

The Department will supply necessary forms and tables for use by the posts in complying with the provisions of this law. However, for advance information of Foreign Service officers, the JOURNAL

is reproducing on the facing page a table which will enable each employee to determine the approximate amount of tax that will be withheld from salary.

MEETING OF FOREIGN SERVICE ASSOCIATION ELECTORAL COLLEGE

In compliance with the Articles of Association, of the Foreign Service Association a ballot was mailed to the active members of the Association in June. Four hundred thirty-eight (438) ballots were received, electing the following persons as members of the Electoral College:

Ravndal, C. M.	Timberlake, Clare
DeCourcy, W. E.	Muccio, John J.
Davis, Nathaniel P.	Woodward, Robert
Kennan, George	Lyon, Cecil
Ackerson, Garret	Wendelin, Eric C.
Cochran, Merle	Penfield, James
Henderson, Loy	Satterthwaite, Joseph
Foster, Andrew	Huddle, J. Klahr
Hickerson, John D.	Dawson, Allan
Wailles, E. T.	Strom, Carl
Ferris, W. C.	

The College (with the exception of Messrs. Ravndal, Davis and Muccio who were out of the country, and Messrs. Henderson, Timberlake, and Huddle) met on Tuesday, October 7, and elected Edwin C. Wilson President of the Association and Nathaniel P. Davis Vice President, for the year beginning October 1, 1947. Garrett Ackerson was elected Chairman of the Electoral College. The following Executive Committee was elected for the same period: Messrs. W. E. DeCourcy, Hervé L'Heureux, Robert Woodward, Arthur L. Richards, and, as a holdover in pursuance of established practice, Mr. Joseph Palmer, who is Secretary-Treasurer, with Messrs. Carl Strom and Marshall Green as Alternate members. An endeavor was made to elect officers representing all classes of the Service.

MARRIAGES

LANCASTER-DIDOT. Mrs. Helena Spengler Didot and FSO Nathaniel P. Lancaster were married on October 24, 1946, in Bangkok where Mr. Lancaster was Second Secretary.

BUZBEE-RILEY. Miss Corinee W. Riley and Vice Consul Hubert H. Buzbee, Jr. were married on July 3, 1947, in Dakar.

WOLF-KOTCHER. Miss Helen Barbara Kotcher and Foreign Service officer Stanley B. Wolff were married on August 27, 1947, in Leopoldville, where Mr. Wolff is Vice Consul.

FLOOD-PROUTY. Mrs. Helen Bradshaw Prouty and Foreign Service officer Douglass Flood were married on September 1, 1947. Mr. Flood is assigned to Athens.

TAX WITHHOLDING (see facing page)

IF THE PAY-ROLL PERIOD WITH RESPECT TO AN EMPLOYEE IS BIWEEKLY—

And the wages are—		And the number of withholding exemptions claimed is—										And the wages are—	
At least	But less than	0	1	2	3	4	5	6	7	8	9	10 or more	
		The amount of tax to be withheld shall be—											
		17% of wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$20	\$3.60	0	0	0	0	0	0	0	0	0	0	
20	22	3.90	.30	0	0	0	0	0	0	0	0	0	
22	24	4.30	.60	0	0	0	0	0	0	0	0	0	
24	26	4.60	1.00	0	0	0	0	0	0	0	0	0	
26	28	5.00	1.30	0	0	0	0	0	0	0	0	0	
28	30	5.30	1.60	0	0	0	0	0	0	0	0	0	
30	32	5.60	2.00	0	0	0	0	0	0	0	0	0	
32	34	6.00	2.30	0	0	0	0	0	0	0	0	0	
34	36	6.30	2.70	0	0	0	0	0	0	0	0	0	
36	38	6.70	3.00	0	0	0	0	0	0	0	0	0	
38	40	7.00	3.40	0	0	0	0	0	0	0	0	0	
40	42	7.40	3.70	0	0	0	0	0	0	0	0	0	
42	44	7.70	4.00	.70	0	0	0	0	0	0	0	0	
44	46	8.00	4.40	0	0	0	0	0	0	0	0	0	
46	48	8.40	4.70	1.10	0	0	0	0	0	0	0	0	
48	50	8.70	5.10	1.40	0	0	0	0	0	0	0	0	
50	52	9.10	5.40	1.80	0	0	0	0	0	0	0	0	
52	54	9.40	5.80	2.10	0	0	0	0	0	0	0	0	
54	56	9.70	6.10	2.40	0	0	0	0	0	0	0	0	
56	58	10.10	6.40	2.80	0	0	0	0	0	0	0	0	
58	60	10.40	6.80	3.10	0	0	0	0	0	0	0	0	
60	62	10.80	7.10	3.50	0	0	0	0	0	0	0	0	
62	64	11.10	7.50	3.80	.20	0	0	0	0	0	0	0	
64	66	11.50	7.80	4.20	.50	0	0	0	0	0	0	0	
66	68	11.80	8.10	4.50	0	0	0	0	0	0	0	0	
68	70	12.10	8.50	4.80	1.20	0	0	0	0	0	0	0	
70	72	12.50	8.80	5.20	1.50	0	0	0	0	0	0	0	
72	74	12.80	9.20	5.50	1.90	0	0	0	0	0	0	0	
74	76	13.20	9.50	5.90	2.20	0	0	0	0	0	0	0	
76	78	13.50	9.90	6.20	2.50	0	0	0	0	0	0	0	
78	80	13.90	10.20	6.50	2.90	0	0	0	0	0	0	0	
80	82	14.20	10.50	6.90	3.20	0	0	0	0	0	0	0	
82	84	14.50	10.90	7.20	3.60	0	0	0	0	0	0	0	
84	86	14.90	11.20	7.60	3.90	.30	0	0	0	0	0	0	
86	88	15.30	11.60	7.90	4.30	0	0	0	0	0	0	0	
88	90	15.60	11.90	8.30	4.60	.90	0	0	0	0	0	0	
90	92	16.00	12.20	8.60	4.90	1.30	0	0	0	0	0	0	
92	94	16.40	12.60	8.90	5.30	1.60	0	0	0	0	0	0	
94	96	16.80	12.90	9.30	5.60	2.00	0	0	0	0	0	0	
96	98	17.20	13.30	9.60	6.00	2.30	0	0	0	0	0	0	
98	100	17.50	13.60	10.00	6.30	2.70	0	0	0	0	0	0	
100	102	17.90	14.00	10.30	6.70	3.00	0	0	0	0	0	0	
102	104	18.30	14.30	10.60	7.00	3.30	0	0	0	0	0	0	
104	106	18.70	14.60	11.00	7.30	3.60	0	0	0	0	0	0	
106	108	19.10	15.00	11.40	7.70	3.90	0	0	0	0	0	0	
108	110	19.50	15.40	11.80	8.10	4.20	0	0	0	0	0	0	
19 percent of the excess over \$400 plus—													
		73.80	69.80	65.70	61.70	57.70	53.70	49.70	45.60	41.60	37.60	33.60	

News From The Field

FIELD CORRESPONDENTS

<i>Argentina</i> —John N. Hamlin	<i>Ireland</i> —Thomas McEnelly
<i>Australia (Canberra)</i> —Donald Lamm	<i>London</i> —W. Stratton Anderson, Jr.
<i>Austria</i> —Martin F. Herz	<i>Mexico</i> —Dixon Donnelley
<i>Bolivia</i> —Merlin E. Smith	<i>Nassau</i> —John H. E. McAndrews
<i>British Guiana</i> —George W. Skora	<i>Costa Rica</i> —Albert E. Carter
<i>Bulgaria</i> —John E. Horner	<i>Nicaragua</i> —Raymond Phelan
<i>Canada (Western)</i> —Ralph A. Boernstein	<i>Panama</i> —Oscar H. Guerra
<i>Canada (Eastern)</i> —Terry B. Sanders, Jr.	<i>Paraguay</i> —Henry Hoyt
<i>Ceylon</i> —Perry N. Jester	<i>Peru</i> —Maurice J. Broderick
<i>New Zealand</i> —John S. Service	<i>Poland</i> —Findley Burns, Jr.
<i>Dutch West Indies</i> —Lynn W. Franklin	<i>Portugal</i> —William Barnes
<i>Ecuador</i> —George P. Shaw	<i>Rumania</i> —Donald Dunham
<i>El Salvador</i> —Murat Williams	<i>Shanghai</i> —Emory C. Swank
<i>France</i> —George Abbott	<i>Southampton</i> —William H. Beck
<i>France (Southern)</i> —William H. Christensen	<i>Syria</i> —Robert E. Cashin
<i>French West Africa</i> —William S. Krason	<i>Trinidad</i> —Benjamin L. Sowell
<i>Germany</i> —William P. Cochran, Jr.	<i>Union of South Africa</i> —John C. Fuess
<i>Greece</i> —William Witman, 2d	<i>Uruguay</i> —Sidney Lafoon
<i>Guatemala</i> —Andrew E. Donovan, II	<i>U.S.S.R.</i> —Foy D. Kohler
<i>Hongkong</i> —Betty Ann Middleton	

MONTREAL



At the Montreal Airport (Dorval) on arrival of The Secretary of State and Mrs. Marshall the morning of October 6, 1947, the day the Secretary received an honorary degree at McGill University. Reading left to right, Ambassador Atherton, Mrs. Marshall, Mrs. Atherton, The Secretary, Consul General North Winship, General Laurence S. Kuter, U. S. Representative to ICAO, Montreal, and General E. J. Renaud, C.B., C.G.B.E., Officer Commanding Montreal Military District. Mrs. Winship and Mrs. Kuter were at the Airport but not in photo.

MONTEVIDEO

September 10, 1947

Ambassador Ellis O. Briggs arrived by air on August 9 and was welcomed at the airport by the Chief of Protocol and the entire Embassy Staff, as well as many members of the American colony.

The Ambassador presented his credentials to President Luis Batlle Berres on the morning of August 21 and immediately thereafter proceeded to the cemetery where he laid a wreath on the grave of President Tomás Berreta, recently deceased.

Ambassador Briggs' introduction to Montevideo has been marked by considerable activity. Prior to the presentation of his credentials, he spent three days motoring through 12 of the 19 Departments (Provinces) with Dr. Jackson Davis of the Institute of Inter-American Affairs. In addition to the normal calls on officials of the Government and foreign diplomats, the Ambassador joined in many of the despedidas for Counselor and Mrs. Edward J. Sparks before their departure on home leave on September 6 en route to their new post in Copenhagen. Andrée and Eddie were extremely popular. They will be greatly missed and their many Uruguayan and American friends wish them success in Copenhagen.

Commercial Attaché and Mrs. Franklin W. Wolf celebrated their 23rd Wedding Anniversary on August 30.

Ambassador Briggs departed for Washington by air on Sept. 10. A warm welcome will await his return with Mrs. Briggs in mid-October.

SIDNEY K. LAFOON

PEIPING

September 30, 1947

Following closely on General Wedemeyer's mission which visited Peiping for four days, Ambassador Leighton J. Stuart came to Peiping for a short visit. While in Peiping, the Ambassador was the guest of honor at a cocktail party given by Consul and Mrs. Fulton Freeman. The cocktail party was followed by a dinner honoring the Ambassador.

The month of September saw a large number of our people from all over China come to Peiping for leave. These visitors included the following: Consul General and Mrs. O. E. Clubb (Changchun); Consul General Robert B. Streeper (Chungking); Consul General and Mrs. Robert L. Smyth (Tientsin); Vice Consul and Mrs. Arthur Abbott (Mukden); Public Affairs Officer and Mrs. Paul Frillman (Mukden); Treasury Attache and Mrs. Solomon Alder (Nanking); Vice Consul John McKelvey (enroute from Sydney, Australia, to his new post at Mukden); Consul and Mrs. Gerald Warner (Tientsin); Consul General and Mrs. Kenneth C. Krentz (Hankow); Janet Barker (Shanghai); Kay Martin (Nanking); Jack Cochran, USIS, (Mukden); Anthony J. Juraska (Changchun); Consul M. R. Rutherford (Tientsin); Barbara Myers (Tientsin); FSO and Mrs. Wallace Stuart (Nanking); Mr. and Mrs. Bradley Connors (Connors is Director, USIS, China); Dorothy Duggan (Shanghai); Fayola McGinnis (Shanghai); Josephine Gruenwald (Shanghai); Vice Consul Robert Moody (Nanking); Shirley Warner (Nanking); Mrs. G. Philips (Shanghai); Mrs. A.

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GENERAL WEDEMEYER'S VISIT TO CANTON AUGUST 15, 1947

In the front row may be seen Consul General Hiram Boucher; the Mayor of Canton; General Chang fa-kwei; Consul Gordon Burke; General Wedemeyer; Governor of Kwangtung Province; Mr. Kwok, representative of the Foreign Office.



The Bookshelf

FRANCES C. DE WOLF, *Review Editor*

American Military Government in Germany.

By Harold Zink. *Tre Macmillan Co.*, 1947, 272 pages, \$4.00.

Professor Zink's report is not a comprehensive evaluation of Military Government activities by an impartial student, but is based largely upon information gained from personal experience. His views are presented with relative dispassion, but his analysis is diffuse. He was sufficiently high in the echelons of American Military Government to be aware of most developments in the European Theater and he correctly appraises many of its weaknesses and accomplishments. However, he was particularly and, as one of the editors, personally affected by the disregard of the work of the German Country Planning Unit of SHAEF in preparing a Handbook for Military Government of Germany.

At no point, however, does he indicate that there was any attempt on the part of the planners at Prince's Gardens to correlate their preliminary work, which extended over many long months, with the Washington authorities so that they might have been prepared in some measure for the basic line being proposed for the treatment of Germany. Considering the well known state of American public opinion, which he emphasizes strongly, it would have been surprising had any other result occurred than that of President Roosevelt's rejection of the Handbook when it was submitted to him without advance preparation or sympathetic briefing.

Professor Zink makes many valid criticisms. His detailed criticisms of the organization and operation of the United States Group of the Control Council are unquestionably true, although one finds his preoccupation with the details of the "divorce" of the Office of Information Control from Military Government and his jealousy of the heavy staffing of the Economic Division rather damaging to the presentation of a balanced view. There is little recognition of the importance of the economic problems, or analysis of their difficulty.

He points out the fundamental and important differences between freedom of military commanders to use wide discretion in Military Government matters and the use of similar discretion to obtain specific military tactical objectives. This point applies today, also, with reference to the wide discretion traditionally granted Theater Commanders for winning military victories whose duties now relate almost exclusively to Military Government.

He correctly describes the unfortunate effects of

enforcing command channels for conveying Military Government instructions and transmitting Military Government reports. Although Professor Zink does not make the point, the failure to remedy this weakness, which became obvious very early in Military Government operations in Germany, can be traced directly to the lack of real integration of G-5 Division within the General Staff of SHAEF. Its leadership was not strong enough to press sufficiently for the transmission of instructions on Military Government matters, at least in their specialist phases, through direct staff communication.

The description of the role played by the Navy personnel and the harmonious relationships between Army and Navy personnel is worthy of special mention since this aspect of Military Government has received too little attention.

Professor Zink criticizes rather sharply, and loosely, the role played by the United States Political Advisor and his staff in Berlin. The reviewer finds these general criticisms unjustified. However, as events have developed, he is probably correct in stating that a smaller and more closely knit group would have been more effective in influencing both the long-range and the day-to-day activities of Military Government.

The book is poorly organized and repetitious. There are almost literally countless references to the frustration of the German Country Planning Unit's work which serve to weaken rather than to impress upon the reader the unfortunate consequences of completely disregarding its basic work. Professor Zink's discussion of democratization shows little insight; it is confined almost entirely to comments on the mechanics of organization and administration. He mistakenly describes the role of the State-War-Navy Coordinating Committee. While it is a convenient forum for discussion of major policy questions and serves a very useful purpose in reconciling the not infrequent conflicting views of the three Departments, it has never exercised any continuing review and direction of Military Government activities. Professor Zink also incorrectly ascribes to the Joint Chiefs of Staff the responsibility for the imputed error of failing to establish for the United States Group of the Control Council an organization patterned upon the German Ministerial set-up. The internal organization of the Control Council was one of the few agreements reached in London by the European Advisory Commission and the Joint Chiefs of Staff was merely a channel for communi-

cating this inter-governmental agreement to the United States Military Authorities.

In defense of Professor Zink it can be said that it is too early for precise and comprehensive appraisal of American Military Government of Germany. His approach is to judge performance by comparison with the plans of which he had knowledge and to point out when plans were changed or when they went awry. His facts are historically correct, and although not exhaustive, his account of the organization and operation of Military Government field activities is excellent. It is to be hoped that the top-level phases of Military Government will some day be described as adequately. Professor Zink, while critical in general terms, has perhaps been more generous in his references to the lack of effective and continuing direction from Washington than full analysis might warrant.

JOSEPH A. TODD.

Modern Japan and Shinto Nationalism. By D. C. Holtom. *University of Chicago Press. Revised 1947, 226 pages, \$2.75.*

In 1945 Japan's religion of conquest was brought to an end. In the chaos that followed it was seen that a clear understanding of this creed that was the motivating force behind social and political life in Japan, was necessary to revise it and restore some stability to a demoralized people. One of the sources of information was a small book published by the University of Chicago Press in 1943, *Modern Japan and Shinto Nationalism*. A study of present day trends in Japanese religions, this volume was published during the recent war. Dr. D. C. Holtom, for twenty-five years a representative of the American Baptist Foreign Missions Society, endeavored to present the significance of the state religion in that struggle. Since the termination of hostilities Dr. Holtom has revised this book, presenting two additional chapters in view of the radical enforced changes which have come about. He brings up to date the military government's attempt to separate church and state in Japan.

In a scholarly, well documented style Dr. Holtom traces the early roots of religion in Japan, elusive and difficult to the average reader who is not a student of comparative religions. In turning the light of scientific historical research of the welter of mythology that surrounds the inflexible tenets of her modern State Shinto, he does what theologians of Japan have lost their lives for doing, exposes the State Shinto as a fraud. This elaborate dogma was forced upon the people, whatever their denomination, Christian, Buddhist, or Shinto, as the tool of the Samurai, or ruling class. Dr. Holtom

brings governmental documents to substantiate his narrative as he shows how the simple, primitive customs were subverted to justify a program of conquest, (very similar to the familiar propaganda employed in every country to inspire fighting men).

As the book progresses, the story of the domination of the competing religions is told. Buddhism and Christianity as practiced in Japan are portrayed. The general reader will find much of interest in these chapters, as this is a field in which the author is particularly versed. He also stresses a point that we of the Occident fail to realize, that these other religions were persuaded by imperial dominance to cooperate in spreading the gospel of State Shinto.

The final chapters are the timely addition to the book. The drastic innovations of the Allied Military Government and their implications for the molding of the future Japanese outlook are discussed. In his own words, "The new order meant the opening of an opportunity for scientific scholarship . . . to rewrite the history of the nation and, in so doing, to introduce sanity into its entire cultural design—political, educational, and religious." The book is concluded on a note of inquiry. Dr. Holtom discusses the values of the Shinto religion to the world-store of culture and to the Japanese in forming a workable philosophy in the post-war world. He has shown throughout the whole work the phases of a fine ethic, which when freed from its prehistoric trappings, may fill the need of its people for an ethic for living.

On the whole, this book is too erudite for the general reader, who out of curiosity or genuine concern seeks to become familiar with the religion of Japan. It is, on the other hand, a splendid reference book for the student of this subject or an advanced treatment for those who have a background knowledge of the material which it elaborates. Each chapter is followed by extensive reference footnotes and an appendix, made up of two important directives of the Allied Powers, pertinent to the subject dealt with herein, closes the book. Not the least of its value as a reference book is a fairly complete topical index. *Modern Japan and Shinto Nationalism* is a complete and accurate portrayal of the Japanese mind and a "find" for those interested in our Far Eastern problem.

CLARA E. COLLEY

Omission in October Issue

The name of the reviewer of the book, "There Will Be No Time—The Revolution In Strategy" was inadvertently omitted from the Bookshelf in the October issue. This book was reviewed by Livingston Hartley, former Foreign Service officer.

A Tragedy of the Sea

By WALTER A. LEONARD,
Foreign Service Officer, Retired

During my 30-odd years in the consular and diplomatic service, I crossed the Atlantic 32 times and without any mishap; but it fell to my lot in returning last October from Goteborg to experience a sea disaster I hadn't bargained for. It happened on board the *Kristina Thordén*, a 12-passenger Swedish cargo steamer, which sea tragedy was widely publicized by the press and radio in the U. S. and in Europe, particularly in Norway and Sweden.

Halfway across the Atlantic, a few hundred miles south of Iceland, at 3:30 on the morning of October 9, 1946, I waked suddenly from my deep slumber with a choking sensation. It was high time for me to get moving, for the cabin was already filled with smoke, and when I stepped to the door and touched the handle I instinctively drew back, for it was hot. I could hear the fire already raging in the passageway outside. I turned to the porthole, which I could barely discern in the darkness, and after maltreating my blistered hands, I managed to open it. I stuck my head out and yelled: "Kasta mig ett rep, jag kvävs!" (throw me a rope, I'm suffocating). Fortunately for me, a sailor heard my cries and threw me a rope, with the help of which I got to a part of the ship not yet on fire and then to the aft of the vessel, where the Captain and crew were gallantly helping the passengers. The three lifeboats had already been launched, but another passenger, Mr. Bjarne Lindfors of Stockholm, and myself, with the help of sturdy Swedish seamen, leaped into the last lifeboat as the enraged sea lifted it within jumping distance of the lower deck.

After 15 hours in the lifeboat, the fire was under sufficient control to permit return to the ship's deck. The vessel was being cast about helplessly in a sea pounded by winds which at one time reached the velocity of a 60-mile gale. The ship's radio had been put out of order by the explosive fire before the radio operator had opportunity to send an SOS, and had we sunk before the appearance of another ship on the

scene, attracted by the reflection of the flames in the sky, there would have been a repetition of the *Cyclops* catastrophe — "spurlos verschwunden." As older men of the consular service will recall, Alfred Gottschalk, Consul General at large (as inspectors were then called), was one of the passengers on board the *U.S.S. Cyclops*, none of whom was ever heard from after the vessel left Barbados early in 1918.

On the evening of October 8, 1946, only a few hours preceding the explosive fire amidships, among the twelve passengers on board, six of us sat chatting in the smoking salon; and we all agreed, notwithstanding bits of rough sea at times, that we were having a splendid voyage, with large cabins to ourselves and so much pleasanter in many ways than on a big crowded passenger steamer. These six passengers were Captain (U.S.N.R.) Walter Heiberg, whom I had known when he was naval attaché at the American Legation, Stockholm, Mr. Sten Scholander, director of a Swedish advertising firm, Director Erik Killander, a Swedish business man, two Finns from near Helsinki, and myself. The grimness of the sea tragedy can be realized when it is stated that of the above group of six men only two survived, Director Killander besides myself. It was indeed a sad experience for me to witness the burial at sea of my friend Captain Walter Heiberg.

After three and a half days of harrowing experience in the lifeboats and on the burning ship, those of us who had survived were rescued by gallant members of the crew of the Norwegian passenger vessel, *Stavangerfjord*, bound for Norway. This ship had splendid hospital facilities and we were taken good care of in every way, and the smörgåsbord was tempting indeed after 3½ days of near-starvation. The *Stavangerfjord* first touched Bergen, where thousands of the inhabitants greeted with enthusiasm their ship, which had rescued the survivors of the ill-



The late Captain Walter Heiberg.

(Continued on page 56)

SERVICE GLIMPSES



Dimitri Villard, son of FSO Henry S. Villard, Chairman of the Editorial Board of the JOURNAL, already takes an active interest in the news of the Service.



CONSUL'S RESIDENCE AT ACCRA

In the June issue the JOURNAL ran a photo of the Consulate at Accra with the caption that it was a combined office-residence quarters. This was an incorrect statement as evidenced by this photo of the residence of Consul and Mrs. E. Talbot Smith, in the same compound as the office.



Passing through Trinidad on the way to the Rio Conference, L. to r. Dr. Warren Kelchner, Mr. William Dawson, Mr. Stanley Woodward, Mr. Normon Armour, Mr. W. Sanders, Mr. John C. Dreier, Mr. Michael J. McDermott, Ascending steps to the plane is Mrs. Norman Armour. Courtesy Benjamin L. Sowell.



Ambassador Ellis O. Briggs presented his credentials to President Luis Battle Berres of Uruguay on August 21. The Ambassador is standing between Dr. Tomás de la Fuente, Acting Foreign Minister (right) and President Battle Berres (left).

Our Retired Officers

The Editors of the JOURNAL believe that our readers are keenly interested in the whereabouts and activities of former members of the Service. Retired Foreign Service officers are being invited by letter (several each month) to send in for publication a brief description of their present dwelling place and occupation, with whatever details as to hobbies and future plans they may care to furnish. It is hoped in this way the widely separated members of the American Foreign Service Association may keep in touch with one another and preserve the common ties which unite them.

FROM DAVID B. MCGOWAN
3 Cleveland Avenue
off Leesburg Pike
Fairfax County, Virginia

TO THE EDITORS,
THE AMERICAN FOREIGN SERVICE JOURNAL:

The latchstring of my modest Fairfax County home, which is within a short bus ride of Pennsylvania Avenue, hangs outside, and my friends may find seeing beats reading about it; still I shall willingly comply with your courteous request.

After rejecting many new houses, my daughter and I chose an attractive pre-war built brick cottage, with an attached garage in the place of honor; the garage is now my library, and a former back porch is my bath room. The crevasse, eroded in a terrace slope, has been filled and sodded. The floods that used to race across my front yard have been diverted. A late garden, planted the day after my arrival, promises corn and tomatoes this year and various other table supplies thereafter.

This may tell something about my "hobbies." As to my plans for the future: at 77 probably I shall go on digging, grading, planting, watching the world go by, reading and noting with sincere gratification the brilliant careers of my sometime juniors. *Il faut cultiver notre jardin.*

DAVID B. MCGOWAN.

FROM WALTER A. LEONARD
1215 16th St., N. W.
Washington 6, D. C.
August 12, 1947

In response to the kind suggestion of the editors of the American Foreign Service Journal, I am happy to reveal such features of my post-service doings and experiences as may be of possible interest to its readers. However, I am doing so with a certain feeling of regret that my birth could not have been postponed a bit to enable my continued activity in the Foreign Service during a period of world history so important as the present one.

After my retirement six years ago, the first few months were spent in renewing acquaintances with relatives and friends.

Upon our country's entrance into World War II, my wife and I returned to Washington, where we

have since resided, except for brief periods in New York and Miami. Wishing to be of assistance during the war, I became connected with the Foreign Economic Administration and after its termination, late in 1945, I acted as consultant to certain export interests in New York, in whose behalf I made a business trip to Europe during the summer and fall of last year.

I realized before my recent visit to the Scandinavian countries* and other parts of Western Europe that in a sellers' market there is no need to drum up trade. However, it was found worth while to investigate business connections and to learn on the ground concerning Governmental regulations and other conditions. My visit abroad made it more evident to me than ever that it is as important to make provision for imports into the United States as to promote our export trade, otherwise our goods cannot be exported to any extent except on the basis of gifts or loans. The lack of American dollars and of other international exchange obviously restricts greatly the quantities of American goods, which can be purchased outright by foreign countries. On the other hand, we have the problem of preventing goods in tight supply from being sent abroad in undue quantities, since they are needed at home, and in that connection our own export control in the Office of International Trade of the Department of Commerce serves us well.

So long as I have work requiring my presence in Washington, my wife and I expect to remain here. Aside from the joy of working, there is an added attraction, I admit, in being able to supplement the official annuity, which in purchasing power is consistently growing smaller. I have not yet decided whether to "settle down" in Illinois, the state of my legal residence, in Essex, Iowa, my place of birth, or in Miami, which is favored by my wife and where my own nearest relatives now live. In the meantime, I hope to continue to enjoy the associations of Washington and the occasional meeting of old Foreign Service friends, a link with the past greatly treasured by me.

WALTER A. LEONARD.

*See Mr. Leonard's article "A Tragedy at Sea" on page 30.

(Continued on page 34)

SECURITY STEEL LIFT VANS

These vans can always be used for shipments to the capitals and principal cities of Western Europe and the capitals of South America, Eastern U.S.A. and Canada. They can be sent to other places—if an outgoing load from destination is in sight. We would not want to send a van to Timbuktu unless there was an outgoing load available at Timbuktu. Reduced insurance on shipments in steel vans. Less ocean freight also.

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We try to keep insurance orders on file at the Embassies, Legations, and Consulates. If none are available, write us giving the value of your goods (if possible by categories), date of policy desired, point of origin and destination of the shipment. State whether annual policy or one to cover during shipment only, is desired. We will mail policy and bill.

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FEDERAL RESERVE SYSTEM

FROM EUGENE A. MASURET
634 16th Avenue, South, Apartment 9,
St. Petersburg, Florida
September 19, 1947

Replying to your invitation of September 9, 1947, addressed to me at Coronado Beach, Fla., I give below a brief description of my activities since my retirement:

Following my return to the United States in September, 1941, from France, where I was stationed for 21 years at the American Embassy in Paris and one year in Bordeaux, and having spent altogether 41 years in Uncle Sam's employ, I retired from the Service. I went to St. Petersburg, Fla., in December 1941, and remained there until May, 1942. Then, I moved to the East Coast of Florida to take up residence at Coronado Beach. During the war period, I was employed in airport construction at New Smyrna, Fla., Brewton, Ala., and Memphis, Tenn., from 1942 to September, 1945, after which I returned to Coronado Beach to indulge in my principal hobbies of surf bathing and fishing.

In August, 1946, my wife passed away in Coronado Beach, and a few weeks ago I decided to change my residence back to St. Petersburg, Fla., where I am now located at 634 16th Avenue, South, Apartment 9. I continue to follow my favorite hobby of swimming at the various beaches in and around St. Petersburg, which exercise I find to be very beneficial to my health.

I may add, however, that, being one of the group of Foreign Service officers receiving small retirement pay, it is difficult to make ends meet in my modest way, and I feel that if any increase in retirement pay is granted Civil Service employees, a like increase should be accorded by Congress to Foreign Service annuitants, at least to those receiving comparatively low retirement pay. On this point, it would be interesting to hear from other retired American Foreign Service officers who are in a similar position.

EUGENE A. MASURET.

BIRTHS

CARTER. A son, Robert Sharp, was born on July 31, 1947, to Foreign Service Reserve officer and Mrs. Albert E. Carter in San José, where Mr. Carter is Public Affairs Officer.

RODRIGUEZ. A son, Eric Gibson, was born to Attaché and Mrs. Alfonso Rodríguez, in San José.

PADDOCK. A son, Arthur Leroy III, was born to Mr. and Mrs. Arthur L. Paddock, Jr., in Genoa, where Mr. Paddock is Vice Consul.

DEPENDENT TERRITORIES

(Continued from page 11)

countries at all costs avoid creating situations which will leave the other no choice but complete surrender or resort to force. In some areas, open hostilities have already developed. In these areas, especially, good will and patience of a high order on both sides are clearly required, together with a restraint which nations are seldom called upon to exercise. If the representatives of the metropolitan powers and of the colonial dependencies are able to approach their common problems with a conciliatory and realistic attitude the whole world will stand to gain. If they are able to work out the bases of voluntary associations, the lessons they learn in the process may be of the utmost value for all other countries, for by showing how the interests of diverse peoples can be harmonized, they may teach us how all nations may be drawn together in a world commonwealth. The problems that beset the world today are never going to be solved by the creation of ever more and ever smaller areas of national sovereignty. They will be solved only by the creation of ever larger areas of ever closer cooperation.

NEWS FROM THE FIELD

(Continued from page 27)

Burrell (Shanghai); Mrs. Phyllis Boehringer, wife of Asst. Commercial Attaché Carl O. Boehringer, (Nanking); Mrs. Clarence Spiker (Tsingtao); Mary Harrelson (Nanking); Vice Consul A. C. Siebens (Changchun); Jean Partloy (Mukden); Lucille Beach (Nanking, Military Attaché's office).

Vice Consul and Mrs. Douglas N. Forman, Jr., language officer, arrived recently. His wife presented him with an eight-pound girl on September 23, 1947.

Vice Consul and Mrs. Ralph N. Clough are busily preparing for their departure to Nanking where Mr. Clough will take up his duties as Chinese language secretary. Mr. Clough is the first student to complete the Chinese language course at Peiping.

The arrival of seven new Army officers during September to take up their studies of Chinese at the War Department Language School brings our total official U. S. Govt. personnel in Peiping to 87 people.

The Consulate expects a busy end of the month with the arrival of the first House Committee on their inspection tour of the Far East. The Committee will touch China first at Peiping, and is scheduled to spend four days here, thence journeying south to Tsingtao, Nanking, and Shanghai.

EDWARD M. INGLE

(Continued on page 37)

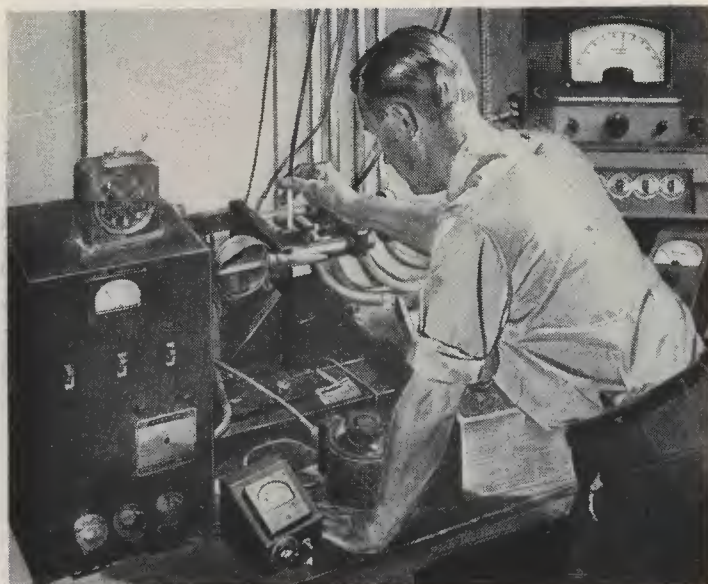
You don't stay first *unless* you're best



We put the teakettle in this picture to remind you that on a hot day at high speeds your tires actually get hotter than 212°F., where water boils!

Since heat is the greatest single cause of tire failure, you want the coolest-running tires you can get—tires that resist heat.

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NOVEMBER, 1947

35

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Manhattan, 65 proof
Dry Martini, 71 proof
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TRINIDAD

September 13, 1947

Trinidad has one Consulate wedding to report: Hazel B. Joos, of the Staff Corps, married Lt. Commander W. J. Lahodney, USN, July 25, 1947. Bride was given away by Consul Ellis A. Bonnet; reception at Consular residence.

The rest of the exciting news from this post concerns (to give its full title) the "Inter-American Conference on the Maintenance of Continental Peace and Security" held at Rio de Janeiro in August. The reason; the physical one of being a convenient stop for delegates en route from Washington. The crescendo of big names began on no less a level than Ambassador William Dawson, recently appointed United States delegate to the Pan-American Union Governing Board, hitting a high with none less than our top chief and Mrs. Marshall, and coming to a climax only with the President himself.

Among those returning from Rio were General and Mrs. George C. Marshall, Senator and Mrs. Vandenberg, and Mr. and Mrs. Warren Austin.

The Bonnets were at the airport to meet the following Pan American Airways passengers: Mr. and Mrs. Norman Armour, Dr. Warren Kelchner (Chief of the Division of International Affairs and Secretary-General of the American delegation) Mr. Stanley Woodward, Mr. Michael J. McDermott, Mr. Albert Lleras Camargo (Director-General of the Pan American Union) and Mr. John C. Dreier.

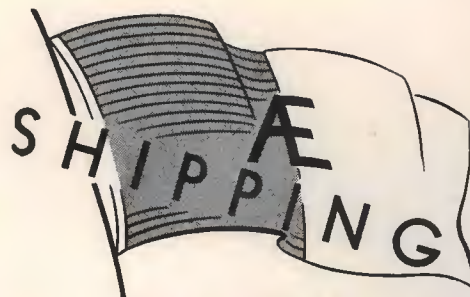
A large crowd of Americans who lived on the military base turned out to see the President and Mrs. Truman, and daughter Margaret, descend from the Independence. Three platoons, including a colorful unit of the Colony's police force and their band, were reviewed by the President, H. E. the Governor, Sir John Shaw, and Colonel J. M. Schweizer, C. O. of Waller Field, where the President's party landed. Elaborate plans for the large press group had been made, and every crossing in Fort Read was posted with a brightly shined M. P. Had it been possible for the President to tour the city, all Port-of-Spain would have been there. As it was, the President turned in early, while his amanuenses attended the gay dinner and calypso evening arranged for them at the Field.

Vice-Admiral Daniel Edward Barbey, U. S. N., Commandant of the Tenth Naval District and Commander of the Caribbean Sea Frontier paid us another visit. The New York Maritime Academy Training Ship *Empire State* came on its annual summer cruise, among other ships in the same month, the *U. S. S. President Adam*, and the training ships *U. S. S. Oregon City* and *U. S. S. Albany*, of Cruiser Division Two.

NOVEMBER, 1947

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

SO YOU WANT TO BUY A NEW CAR

(Continued from page 18)

All of this is not to say that no new cars are to be seen on the streets. A refreshingly large number of dashing, shiny vehicles are interspersed in traffic jams these days or roam the countryside in high disdain of the antiquated, un-simmonized jalopies of '40 or '41 vintage. Post-war production, while suffering serious labor pangs, is a fact not fiction. Slowly the queue of customers sees cars doled out and it is an undeniable truth that a fair proportion of happy faces are to be observed among the motor-ing public.

All in all, however, the 1948 season is starting late and details as to just where the industry stands will probably not come into perspective until after the New Year. Meanwhile confusion and uncertainty reign in the ranks of dealers. The only thing one can say with assurance about any of the new models in this tortured transitional period is "Lucky is the man who owns one."

FOREIGN SERVICE RETIREMENTS

Foreign Service officers who have retired since July 31, 1947:

Thomas D. Bowman	September 1, 1947
George Messersmith	September 1, 1947
Clayton Lane.....	October 1, 1947
Hallett Johnson.....	October 1, 1947

LETTERS TO THE EDITORS

(Continued from page 21)

Definition of an FSO

Department of State
Washington, D. C.
September 19, 1947

TO THE EDITORS,

THE AMERICAN FOREIGN SERVICE JOURNAL:

I hope that the definition of the basic qualifications for a Foreign Service officer, which was offered by Mr. Joseph C. Green in his article entitled "The Around the World Examining Panel" in your September issue, will receive the attention it deserves.

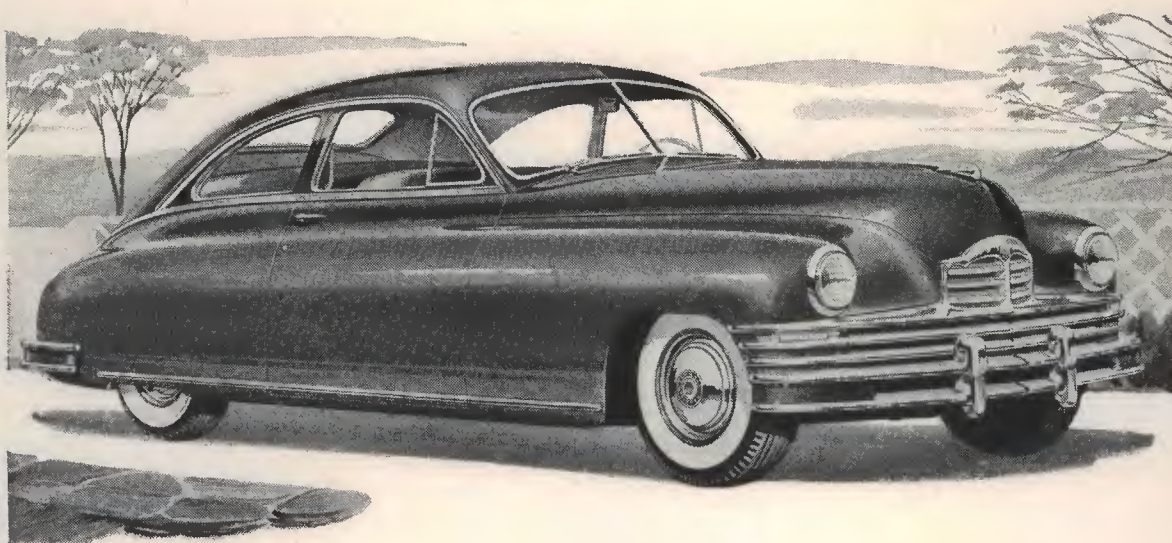
Mr. Green, whose experience renders him well qualified to make judgments on this subject, specified that Foreign Service officers should be "highly intelligent, well-educated American gentlemen with a gift for dealing with people."

I wish to associate myself with this definition, and to welcome particularly the emphasis which it places on character as an outstanding element in the qualifications for work of the Foreign Service.

GEORGE F. KENNAN
Director, Policy Planning Staff.

THE AMERICAN FOREIGN SERVICE JOURNAL

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THIS EXCITING new car couldn't be anything but a Packard... the very finest ever to bear the Packard name!

The advanced styling—finest expression of Packard's famous coachwork—combines with traditional Packard luxury and comfort to give this great new Packard a distinctive identity all its own.

Its beauty of appearance is brilliantly

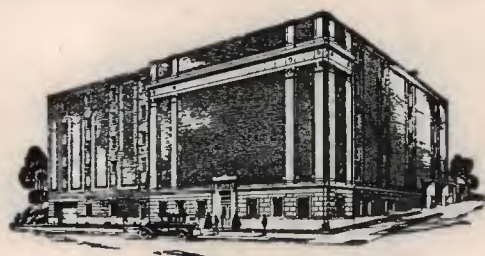
matched by the thrilling performance of the newly engineered, high-performance, straight-eight engine—the 130-horsepower Packard Eight, companion to the 145-horsepower Super Eight, and the 160-horsepower Custom Eight.

One glimpse, and you will want to be the proud owner of this most distinguished of all motor cars—the Packard for '48!

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4 Yuly

TO THE CONSUL:

Yt will be a great honor for me if you accept my felicitations for: 4 Yuly. God save: U.S. real country of justice and liberty, sent him glorious and victory.

Birds no, but the angels, yes,
Sing for this happy day to ever.
Even dear great British himself,
Won't forget this day never.
Oh. Country of lofty race,
Flame of freedom and nobleness,
Light of knowledge and science.
Are all clear on your merry face.
You are the paradise itself
Live with peace, smile to life.

Courtesy Robert E. Cashin

B.O.A.C. AND BEFORE

(Continued from page 15)

ter operating the lines from Britain into continental Europe. The Government owned all of the stock in the new corporation and named it British Overseas Airways Corporation. The policy was that businessmen should take care of the actual administration of the airline and the Government was to be responsible for the overall policy, for finances, and for the selection of, and negotiation for, new routes. Then September, 1939, swept upon the planners and the Air Ministry appropriated the new corporation and kept it until the end of the war.

In 1943, when it became evident that the Allies would win the war, the British were pained to observe the prolific American production of heavy bomber and transport types of aircraft while their production was centered on attack and fighter models. The Government saw that the end of the war would not be an unmixed blessing as they envisioned hordes of DC-4s and Constellations decorated with American carrier crests swarming over the world. They thereupon appointed two crack executives, Lord Edward George Knollys and Brigadier Albert C. Critchley to meet this situation.

Knollys, an aristocrat, started business life as local director of Barclay's Bank in South Africa. Later in London, he became managing director of the Employer's Liability Insurance Corporation, Ltd., with large accounts in the United States. In World War II he served as Governor-General of Bermuda until called upon to assume the position of B.O.A.C.'s Chairman of the Board.

Critchley, B.O.A.C.'s first Director-General, was a brigadier in the Canadian Army at the age of twenty-seven. After the first World War, he made and lost several fortunes in oil, colonization, and land schemes in Mexico and Central America. During the period that he served as executive director



Symbol of a Great Whiskey

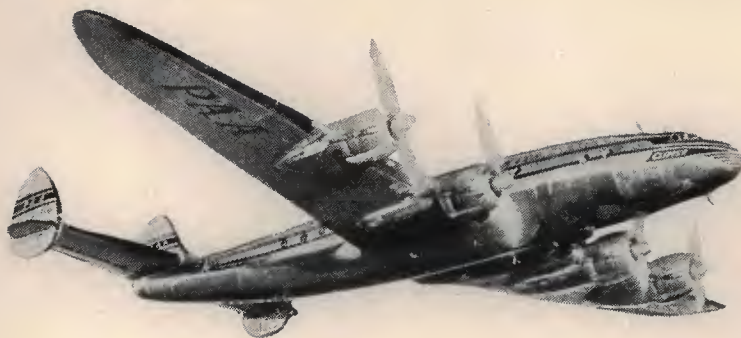
Let these roses remind you
that, among all fine whiskies,
you'll not find another endowed
with quite the same perfection,
the *distinctive* flavor,
and the true magnificence
of Four Roses.



Four Roses

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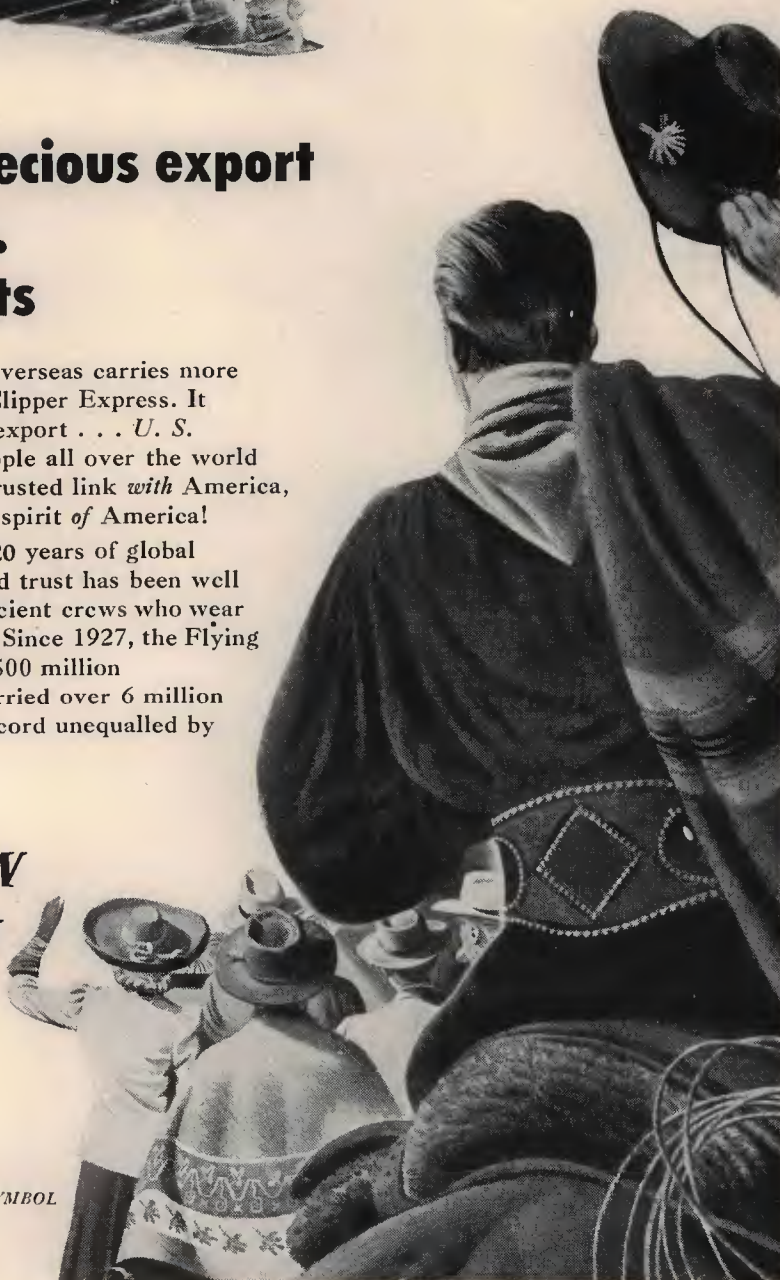
During Pan American's 20 years of global flying experience, this sacred trust has been well guarded by the pleasant, efficient crews who wear the Pan American uniform. Since 1927, the Flying Clippers have logged over 500 million overseas miles . . . have carried over 6 million passengers abroad . . . a record unequalled by any other airline!

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of the Associated and Portland Cement Manufacturing Corporation, Ltd., he was responsible for setting up the cartel system that controls the sales of European cement products in South America.

These men were the first to head the three-part corporation that controls Britain's post-war air. As authorized by the 1943 Civil Aviation White Paper they cover the following areas: 1). Commonwealth air routes together with the trans-Atlantic services to the United States and services to China and the Far East are B.O.A.C.'s province; 2). European air routes and internal services within the Kingdom are operated by an organization known as British European Airways, Ltd.; and 3). a South American route known as British-Latin American Airways, Ltd. This last corporation is entirely new and is composed of British shipping companies operating to South America and B.O.A.C., the latter participating in the capital and management of the line.

This condition of absolute government control has not appreciably concerned Britons. Retaining a position in the post-war air even at the cost of circumventing free enterprise is their primary thought.

At the end of hostilities, the Corporation had about 14,000 employees, of whom about half were connected with the actual flying of airplanes. It had about one hundred aircraft, most of them modified bombers, and slow, ancient, but serviceable flying boats, many of which have flown a million miles. B.O.A.C. has been war hardened and if short on equipment is long on intestinal fortitude. The Corporation has run perils far worse than American operators have had to face. It flew ammunition to British troops fighting with their backs to the Channel at Dunkerque. Its flying boats, few in number, have gone into and out of battle areas over Norway, Crete, and Malaya. It ran mail and stores into Malta throughout the long siege. Two or three times a week, its four-hundred mile-an-hour Mosquitoes, with a ton of mail and cargo, raced across Norway through the German radar screen, making Stockholm in under three hours. All winter long, on the North Atlantic, after the Americans had packed up and moved to southern latitudes, it continued to fly between Prestwick, Scotland, and Gander, Newfoundland, at altitudes never below 22,000 feet and often higher to remain well above the icing level.

Most of this B.O.A.C. did for nothing, since the bulk of its business is with the Government that controls it. It did not charge fares for the war-time North Atlantic run. Yet the Corporation treasurer derives a certain gloomy satisfaction from

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his calculations that, at pre-war travel rates for mail and passengers, B.O.A.C. would have taken in five million pounds of revenue in 1944 alone.

Knollys and Critchley's leadership failed to survive the severity of Britain's current economic crisis. Upon the announcement in July of this year of a five million pound operating loss for the fiscal year ending in March and the estimate that the 1947 loss would be doubled, the Ministry of Civil Aviation replaced them with Brigadier Sir Harold B. Hartley, 69, and Air Commodore Whitney Willard Straight, 34.

Brigadier Hartley is an authority on the chemistry of fuels and power production. His executive ability has been demonstrated by his service as a director of the London *Times*, and as Chairman of the World Power Conference in 1935. Service on B.O.A.C.'s Board since 1945 furnishes Hartley with an intimate knowledge of B.O.A.C.'s current troubles.

Commodore Straight was born and received his early education in the United States. A youthful interest in speed and machines led him into international motor car racing, a field in which he held several world records when he retired from racing at the age of twenty-two. Straight then directed his attention toward civil aviation, organizing the Straight Corporation, a holding company for twenty-one airlines and aircraft producers.

The imminent end of the war caused the U. S. State Department in August of 1944 to call a conference of fifty-five non-Axis nations interested in the post-war air. At this conference, held in Chicago, the United States upheld the doctrine of freedom of the air along with The Netherlands, Sweden, China, and the Latin American nations. Great Britain made numerous attempts to impose strict regulations on world airways, the North Atlantic in particular. These regulations consisted not only of rate and schedule fixing but of a limitation to the overall passenger-carrying capacity of all airlines involved in the North Atlantic crossing. The object of this was to insure that B.O.A.C. would not be without a fair share of the business because if the total number of seats available were kept quite near to the average expected traffic the planes actually in use would be able to operate at profitable payloads.

In order to prosecute these aims and policies, Britain sponsored a new organization, the International Air Transport Association, an organization which was subscribed to by twenty-four nations including the United States. The Conference adjourned leaving an interim organization which has since become the permanent International Civil Aviation Organization.

The British Government had conceived of an



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"Empire Air Arm" which would be superimposed upon all the Dominion and Commonwealth lines. In the fall of 1943, Lord Beaverbrook, First Keeper of the Privy Seal, was taken into the Government and given the assignment of developing the Empire's post-war air policy. Before the British could have an effective policy for working with the Americans and the Russians, they first had to obtain an Empire policy for themselves.

In October, 1943, Beaverbrook called a meeting of the Dominions and India. At this time he set out to persuade these participants to act as a unit in air policy. The results were never wholly discussed in public but the dissension that reigned in the household leaked out. The Australians and Canadians, especially the latter, wanted to have no part of a cut and dried air policy but preferred to make their own deals. India and South Africa were quite nationalistic in their policies. India wanted to man all Empire aircraft flying over her territory with her own crews so that they might "gain experience," and to operate her own internal and India to China services. The independent South Africans have so far prevented any of the regular British organizations from penetrating any deeper than Durban, 750 miles northeast of Capetown. They have spread their own chosen instrument over all of British, Belgian, and Portuguese central and southern Africa. They now expect to share in the Empire route to London.

Thus Great Britain is left with a single but powerful chosen instrument, B.O.A.C. Since European nations spent lavishly on such institutions during the depression there is no reason to believe that they will not continue to do so and if they wish to retain any pretensions of world power they will have to do so. Even under the worst circumstances Britain may be counted upon to maintain the prestigious and potentially profitable North Atlantic service.

In the end it is to be seen that not ordinary monopolistic desire but a combination of circumstances, economic and military, surrounding aviation have gradually forced governments to rescue failing international air ventures and to absorb them into the government itself. Only mail and diplomatic contracts that amount to a real subsidy enable independent Pan American World Airways to maintain its status as such. But Pan Am does not seek to retain this status; it would like to become a type of "private government instrument" and include the profit and loss participation of American operators who are now engaged in open competition.

It is still too early to ascertain whether the three major American airlines and five largest European carriers currently operating world-wide services will be able to survive anything like real competition. The interaction of time and economics will be the final arbiter in shaping the world's air during the next decade.



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NEW TECHNIQUES OF SELECTION

(Continued from page 13)

There are also two tests in non-verbal intelligence; one is mathematical and visual and consists of fitting imaginary dominoes into rather complicated numerical series, while the other is purely visual and consists of the identification of broken-off fragments of rather involved patterns of lines. It is obvious that by the use of all these tests, quite a broad picture is obtained of the candidate's native mental abilities.

To judge the effectiveness with which he uses his abilities and his other qualities of character and personality, the psychologists at Stoke d'Abernon have devised a series of "realistic" tests to see how the candidate would behave in actual situations likely to arise in his job. He is given a folder of information about an imaginary island and required to write a paper recommending solutions for some of the problems confronting the government of that island. Then he becomes a member of a committee of eight candidates who, each taking a turn as chairman, discuss eight more problems connected with the island. Later on he has to make a ten minute speech on some subject connected with his chief hobbies or interests and finally he takes part in two general debates, one based on some topic of the day and one on some abstract problem of general interest.

During all these tests, the candidate is being watched by a board of three, a Chairman (who usually has some Civil Service experience), an Observer (whose background is academic) and a psychologist. At some time during the two days, he has an interview of about an hour's length with each of these three men, during which they try to elicit his personal characteristics, each from their own point of view. The psychologist, I might add, in response to the usual prejudice against psychoanalysis, refrains from asking questions of an "intimate" nature, but confines himself to encouraging the candidate to indulge in a little autobiography. Only a little encouragement is usually sufficient, it seems, to induce emotionally unstable or neurotic persons to reveal themselves.

After thus observing and interviewing the candidate and studying the results of his tests, the board of three men then writes a short sketch of the candidate and forwards this, with a recommendation, to the Final Selection Board. This body, which is similar to our Board of Examiners, give a final decision after a half-hour interview.

In comparing the new British procedure with that used by the OSS, I was chiefly struck by a difference in tempo. While the proceedings at Stoke d'Abernon moved forward in the usual quiet orderly British



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fashion, the three days at the OSS house-party, were filled from eight in the morning to midnight with "realistic" tests of one kind or another, which were taken almost at a dead run, and the OSS candidates were under unremitting observation even at meal time. I understand that similar continuous observation was tried at Stoke d'Abernon, but given up because of the strain on the staff. The OSS procedure certainly seemed to me better, partly because it permitted of a greater variety of "realistic" tests and partly because it placed the candidates under greater stress. Men often behave quite differently when extremely tired, and it would be particularly important to judge the stamina of candidates for our Foreign Service, where overwork is one of the more common occupational hazards.

The "realistic" tests at Stoke d'Abernon are probably well devised to reveal characteristics which are valuable in the British Civil Service. The examiners seemed to have in their minds and the candidates were trying to conform to an ideal standard with which I was not entirely familiar; a sort of quiet, competent, pipe-smoking bureaucrat who could write a useful memorandum (or as the British say "minute") and put his views, across in a committee

without giving offense. In our Foreign Service, and probably in the British too, I think we need individuals who are at once more aggressive and more ingratiating, but it may be that I am merely describing the difference in our national characteristics.

In any case, if this new technique were adopted for our Service, I believe that the realistic tests would have to be altered to cover the kinds of situations with which Foreign Service officers have to deal, negotiating with and obtaining information from foreign officials, soothing irate but important American travellers, quieting the clamors of innumerable watched visa applicants, etc. and all this in an atmosphere of overwork and frustration. I should particularly like to see a test devised showing how a man deals with his subordinates, since the morale and efficiency of a whole office may often depend on this factor.

In closing, I ought to stress that what I have written above is only a superficial impression. I was unable to spend more than a day at Stoke d'Abernon and I could not give the new methods the thorough study they deserve. It would well repay the Foreign Service, I believe, if one of the officers concerned in OFS could be sent over to

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investigate and study these new methods in the light of our own requirements. We don't want to be left behind by our British cousins.

TRIAL BY HOUSE PARTY

(Continued from page 12)

government has decided to offer the island to the UN as a haven for displaced persons. By what method would you select the first thousand emigrants for Western Australia? You have half an hour to offer a written solution before you adjourn for dinner.

Governing Dolphin Island takes up most of the second day. Each group becomes a committee which, first of all, is required in half an hour to arrive at a common policy on the emigrant question. (Committees in real life, please take note!) Then, with each member representing a government department such as Agriculture or Education, the group must work out a plan for adjusting the island's economy and constitution to take in the refugees from Europe. You receive a brief stating the problems for which answers are needed. In thirty minutes, before the committee as a whole meets again, you must prepare a scheme for dealing with the problems affecting your department. When these come up in committee, you take the chair. You must then present your scheme, get the committee's views, and arrive at an agreed solution, all in fifteen minutes.

The nature and problems of Dolphin Island vary with each house party. A candidate who has tackled them once can't coach another who hasn't. Sometimes, after that first glance at the island file, you are required, as a government official, to write a tactful letter to a private individual, asking for special concessions which the island government needs. Or, when you represent a department, you may have an axe to grind. A girl representing the Department of Education, for example, had to argue for bigger educational grants for both natives and whites. The Labor Department opposed, on the ground that there were not yet enough professional jobs available for natives to justify extending their school facilities.

At first, when the house party was a three-day affair and there was more time, a practical organization problem was also set. The committees were told, for example, that a cloudburst had wiped out three native villages which were traditionally at enmity with one another. The refugees from the floods would arrive at the Manor House in two hours. Each committee had forty minutes to view the terrain and report what arrangements they would make in the remaining eighty minutes for the reception, feeding, housing, and medical care of the



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Sometime during the second afternoon, you have to make a speech lasting exactly ten minutes, on a subject assigned two hours earlier. Subjects vary as between home service and foreign service candidates, but are usually suggested by your "interests" list. You may name your own imaginary audience, from an informal discussion group in a community center to the Senate of the United States. You are then judged on the appropriateness of your remarks to the audience chosen.

Before the house party ends, you have a personal interview with each of the examiners observing your group. The chairman goes over your record and achievements with you, asks why you want to enter the civil service, what department you'd prefer to join, what you propose to do if you aren't accepted, and so on. An hour with the psychologist is devoted to your past history from a personal viewpoint—your family, your childhood, how you got on with your parents and brothers and sisters, your likes and dislikes. The observer's questions deal with your cultural background.

As a parting exercise, you are asked to rank your fellow committee members in order of preference, first, as fellow civil servants, and second, as holiday companions. Your answer not only helps to show the examiners how candidates stack up with their colleagues, but also gives them a line on what *your* judgment is worth.

As one examiner said, "The scheme may not be perfect, but it's the best I know for selecting junior civil servants. We're doing our best to follow up those we select. Whether they'll make good *senior* civil servants, we shan't know for twenty years."

IN MEMORIAM

WILSON. The Honorable Charles S. Wilson, retired Foreign Service officer and former Minister to Belgrade, died on July 29, 1947.

ARMSTRONG. Mrs. Sarah F. S. Armstrong (Mrs. H. K. Armstrong), mother of Consul L. S. Armstrong at Lisbon, died on September 15, 1947.

MACEachRAN. Mrs. Grace MacEachran, wife of retired Foreign Service officer Clinton E. MacEachran, died on September 26, 1947, in Miami, Florida.

WRIGHT. Foreign Service Officer James H. Wright, Director of the Office of American Republic Affairs, died on September 27, 1947, in Kansas City.

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MORE ON YOUNG BLOOD

(Continued from page 20)

(in the editorial not the Departmental sense) went was to say that the Service must "accept the principle that even men who are widely recognized to be at the top of their powers *may* stand aside for younger men."

Our September editorial was prompted by the fact that there has been some disinclination to accept this principle, which, we repeat, seems to us to have much merit. The system provides no machinery for selecting-out ministers or class one officers. Yet most of our chiefs would recognize that these lofty ranks are not above the timber line so far as "dead-wood" is concerned. Of course, if everyone should insist on staying on till he withered on the vine the public interest would indeed not profit, but that again is an extreme we had no intention to convey.

One other point deserves mention. Some of our critics have said that a Service which trains everyone to be an Ambassador simply will not work, that the Service has real need for a certain type of able if not brilliant officer who reaches the peak of his powers somewhat later in life, say between fifty and sixty. Doubtless there is some truth in this; but it is also true that in each instance an effort should be made to select and promote an officer of career on the basis of his potentialities as an Ambassador. And back of the legislation of 1946 was the conscious intention of raising the intellectual quotient and increasing the potential force of the Service. Opportunities were provided in that legislation for worthwhile careers for those who wished to concentrate on a special interest in the Service, or who preferred not to subject themselves to the depressing rigors of selection-out.

On an important matter so closely affecting the success of the Service, the JOURNAL is glad to welcome discussion. We hope that all who are interested will not hesitate to express their views.

A TRAGEDY AT SEA

(Continued from page 30)

fated *Kristina Thordén*. A heartfelt and sincere welcome was extended to us expressed in both speech and song. Before proceeding to Oslo, the vessel also called at Stravanger, where I had opportunity to go ashore and to visit spots familiar to me, for I was stationed there as American Consul before the first world war, back in 1912 and 1913.

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