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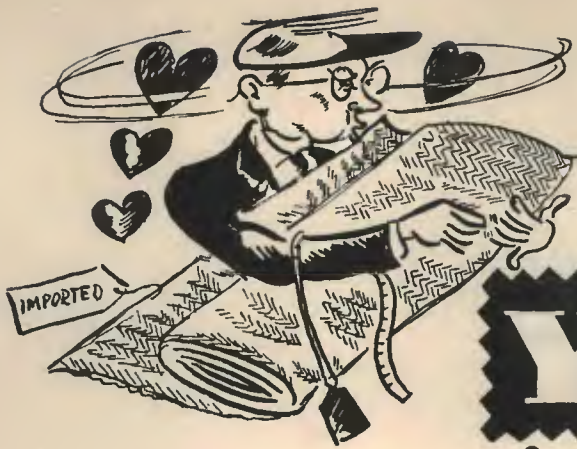
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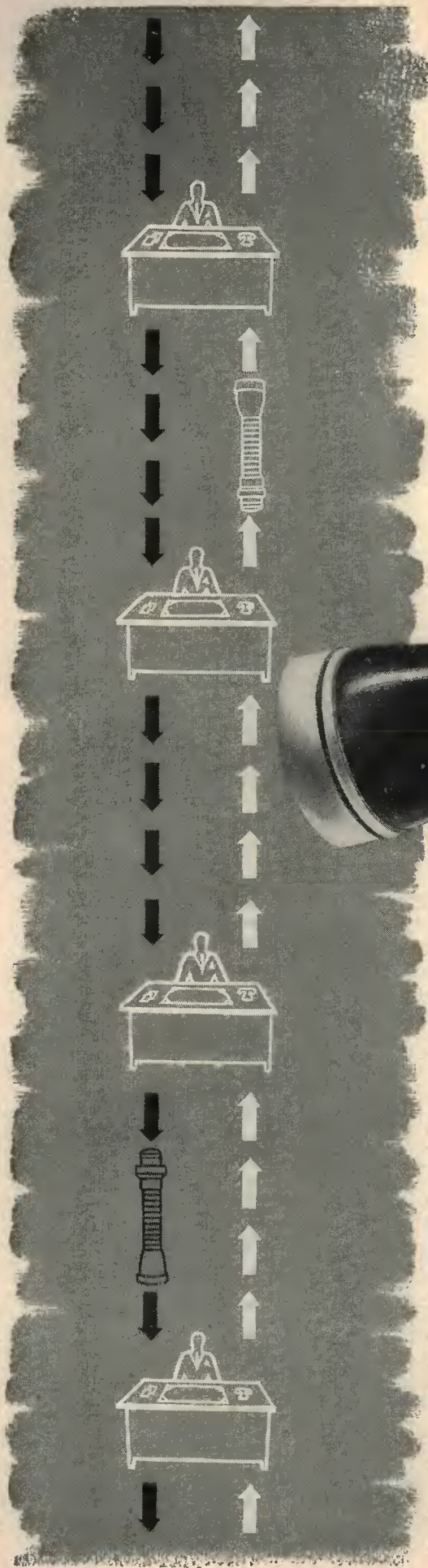
• Occasionally you'll find traitors to the "Cause of Good Tailoring." They disappear on some dark night—never to be heard from again. They are like the actor who denounces his craft . . . then spends the rest of his life trying to get back in.

• Maybe this business is like the theatre—with its deadlines . . . the careful chaos that has to be resolved some night at 8:30 sharp—when an artistic or craft goal seems too high to reach. Or maybe it's just that people in clothing manufacturing are plain loco. If so—there are an awful lot of us crazy folks around America.

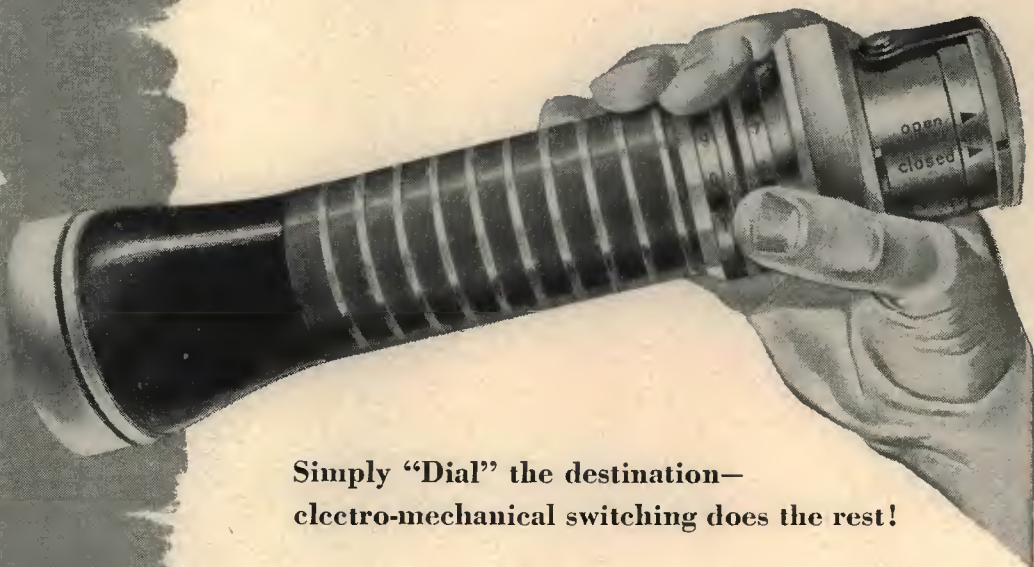
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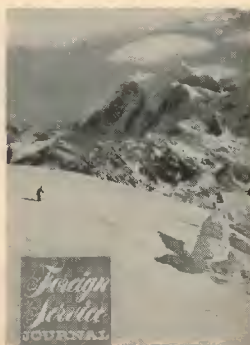
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COVER PICTURE: A ski slope and mountains in the western part of the United States. *Photo by Fred Atkeson*



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## Letters to the Editors

*Pseudonyms may be used only if your letter includes your correct name and address.*

### A QUESTION OF "STANDARD"

Cambridge, Massachusetts  
December 10, 1954

To the Editors,  
FOREIGN SERVICE JOURNAL:

I am happy to congratulate you on the dignified and cogent editorial in the December issue in regard to the dismissal of John Davies. You quite correctly ask "Just what was the 'standard required of Foreign Service Officers' which was used in the case of Mr. Davies.

While I have assiduously tried to avoid regurgitation of the medicine given me about two years ago, I feel it may be instructive and perhaps helpful in searching for an answer to your question to recall the statement made by Mr. Dulles at the time of my "voluntary" retirement. After absolving me on counts of security and loyalty, Mr. Dulles gratuitously added: "I have, however, concluded that Mr. Vincent's reporting of the facts, evaluation of the facts, and policy advice during the period under review show a failure to meet the *standard* which is demanded of a Foreign Service Officer of his experience and responsibility at this critical time" (italics mine).

I do not know what "standard" Mr. Dulles had in mind. I do know that had he consulted my personnel file, he would have found that the officers under whom I served during this "period under review" and the Department's promotion boards must have used a standard somewhere near 180 degrees away from his own standard.

I am not writing this in spleen or to be cantankerous but in the hope that it may throw some light on the issue raised in your editorial. It is Mr. Dulles' prerogative to "review" policy toward China some ten years ago and find it wanting, but of greater pertinence in my case was the circumstance that he was admittedly under pressure to say something critical of me on the occasion of my retirement. He chose the device of an undefined "standard."

A similar and unconvincing device seems to have been used in the case of John Davies with more drastic and cruel results than in my own.

John Carter Vincent

### NO POLICY SACROSANCT

Washington, D. C.

To the Editors,  
FOREIGN SERVICE JOURNAL:

All of us in the Department and the Foreign Service abide by the decisions of the Secretary of State. And that, of course, includes the decision with respect to John Davies.

But aspects of the decision raise serious questions among many of us.

John Davies was fired in part because his "observation and evaluation of the facts" were not up to the standard required in the Foreign Service. A long line of promotion boards and superiors had thought John Davies competent. But whether he was or not, is incompetence now within the

(Continued on page 6)

# 3

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### LETTERS TO THE EDITORS (from page 4)

definition of security risk? Are we all subject to being labeled security risks if ten or fifteen years after we've observed and evaluated some facts with respect to a foreign political situation, it's decided that our observations were wrong—or right? This makes about as much sense as labeling approximately 150 million Americans security risks because they called their shots with such uniform inaccuracy in the 1948 Presidential election.

I have always believed we were free, encouraged, and even duty bound to make such policy recommendations as the facts and circumstances seemed to warrant. We could be "wrong" in our recommendations in terms of current, much less subsequent, domestic political realities. That was not for us to say. But "right" or "wrong", we have felt obligated to put forward our views. We have respected the Officer who, for reasons he believed valid, would stick his neck out in presenting a particular minority view—especially when it's always so easy to be silent and safe. But what does the decision on Davies mean?

There is no mythical "right" course in foreign policy. No policy is sacrosanct. Decisions are based partly on unprovable assumptions, on a judgment of advantages and disadvantages, and on a hope that a given action will lead to an acceptable though imperfect result. Where the margin for error is so wide and the stakes so high, the Secretary of State must, if the national interest is to be served, have the benefit of all points of view, of advisers who will think and think independently, however unpalatable or unpopular their views may be. Only if that condition prevails can we be reasonably confident that we will be participating in the formulation of policies best designed to promote America's interests. If the free expression of opinion about foreign policy is inhibited, even within "privileged boundaries", then we can be certain that our national security may indeed be imperiled, to the point where the fate of one man pales into insignificance.

What do we need to quiet these fears brought about by features of the decision on Davies? We need to know our fears are unjustified—through the Anglo-Saxon practice of a series of precedents which disprove them.

We've all run into colleagues in the Department or Foreign Service who at least occasionally put forward what we considered really impractical and unrealistic "policy recommendations". Such a colleague can sometimes be a nuisance, to say the least, in his efforts to peddle a pet theory. This is a plea for that colleague—for who knows who among us may be judged a heretic ten years from now, when we are all reviewed under the terms of Executive Order 10450—as amended?

David Linebaugh

### ACCUMULATED LEAVE LOST

Veracruz, Mexico

To the Editors,  
FOREIGN SERVICE JOURNAL:

I have been watching the "Letters to the Editors" in the JOURNAL for a letter similar to this. Since there has been

(Continued on page 8)

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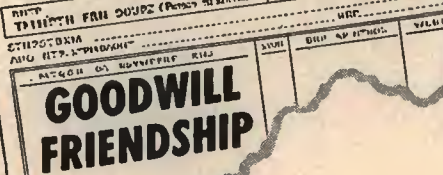


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## LETTERS TO THE EDITORS (from page 6)

none, I assume that I must be one of the few persons in the Foreign Service who has lost ten percent of accumulated leave by compliance with instructions in effect between January 3 and September 3, 1954.

In August and early September, I spent twenty-nine days of leave—the balance of my 1954 leave plus ten per cent of my accumulated leave—in the United States at my own expense. Another instruction in force prevented me from using home leave in the United States since the procedure of allowing charges to be made to home leave accumulation when employees were in the United States on leave at their own expense was discontinued in order “to fully comply with the reductions in annual leave policy.”

Upon return from vacation, I found the law requiring reduction of leave accumulation balances carried forward at the beginning of 1954 had been repealed so far as Foreign Service personnel were concerned.

In effect, then, the change in leave law during the current year penalized personnel who complied with existing instructions by reducing accumulated leave by ten per cent between January 3 and September 3.

I had every desire to preserve my accumulated total, but I am one of the unwary caught in the change of law and there is nothing to be done about it. However, if a future instruction requires a reduction in accumulated leave by a percentage in any given year, I shall delay compliance until the last day possible.

*Roberta Bullock*

## REASONS FOR LOW MORALE

Strasbourg, France

To the Editors,  
FOREIGN SERVICE JOURNAL:

This is to commend the letters of Messrs. McKesson and Dean, published in the JOURNAL for October, 1954. Both letters echo my sentiments, and, I believe, those of the vast majority of all FSO's. I don't think it is necessary to conduct a poll as suggested by Mr. McKesson in order to bear this out. It seems to have been recognized by the Wriston Committee.

I find the Wriston report a very fair document which aims at the root of most of the problems Mr. Dean and others have raised and which suggests reasonable solutions to them. (I have always believed in the principle of integration.) But I also find myself somewhat apprehensive about the effect of its implementation. There are three principal reasons for this.

First, I have been informed on good authority that it is the Department's intention to hold up promotions until it “can see how things are going with amalgamation,” as if they hadn't been held up long enough already. If this is true, it is in direct contradiction to the Wriston Committee's recommendation that “consideration should be given to an accelerated promotion rate for present Foreign Service Officers who might otherwise be placed at a disadvantage.”

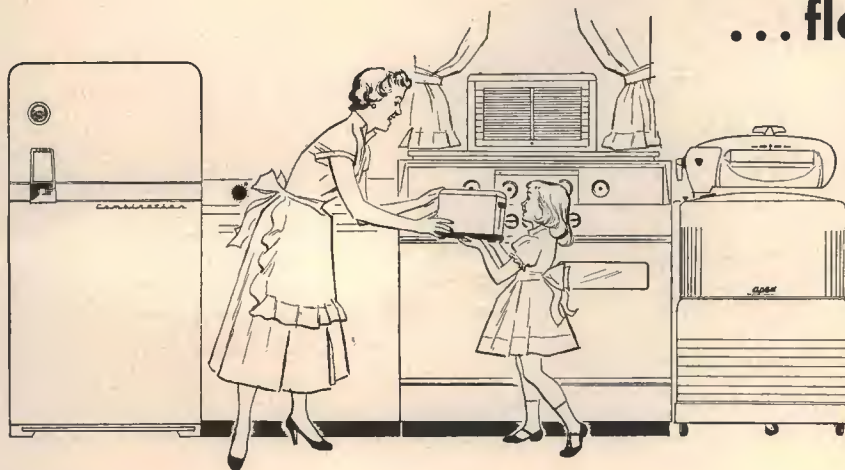
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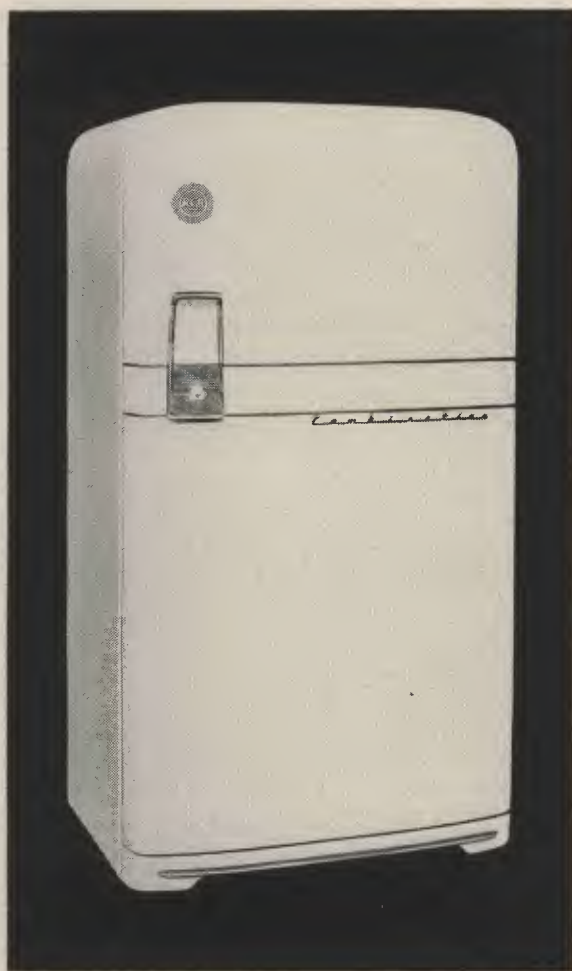
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### LETTERS TO THE EDITORS (from page 8)

("Toward a Stronger Foreign Service," June, 1954, page 34.)

Secondly, I think it unjust to transfer to the FSO group those who hold high paying "temporary" Staff positions at the same rate of pay they are now getting. FSO's have been indoctrinated to believe that promotion is a reward bestowed in a fair and impartial manner for meritorious service under a variety of conditions over a period of several years. It is therefore offensive to a sense of justice to see individuals placed arbitrarily into higher FSO classes only because they have done well as the incumbents of positions to which they received ad hoc "temporary" appointments at inflated salary rates. If those positions are now to become permanent, FSO's of appropriate grade and experience should be placed in them and the FSS's offered the opportunity of applying for examination for an FSO rank to be determined by their merits as provided in Section 517.

Thirdly, it is inevitable that many, if not most, of the integrated FSO's (other than FSS's) will have an entirely different attitude toward the Foreign Service than that with which "voluntary" FSO's entered the Service. They will be the passive recipients of a very high honor for the achievement of which they have consciously done nothing, with the result that the honor will be cheapened. This does not mean that they are unqualified. With allowances for human failings in making the selections, those chosen will undoubtedly be qualified to take on the responsibilities of an FSO. But that they become FSO's by virtue of decisions in the making of which they played no part (excepting the decision not to reject the honor so freely proffered) is, I submit, psychologically bad. If you have something valuable to give and want it accepted and appreciated, you must not thrust it on the recipient or he will tend to scorn it and mistrust the motives of the giver. Would it not, therefore, be better psychology to make it just a little harder to be integrated? For example, the oral interview could be a little more ceremonial and the "integree" could be put on probation for the first year or two. In doing so a large part of any resentment felt by those who have "done it the hard way" will be dissipated.

But to get back to the question of morale, let me emphasize that the vast majority of us in the Service now are in because we like it in spite of all the morale-shaking events of the past few years. Our morale is low only when we have time to think about it which is rare in most cases because of the increased work load resulting from the RIF. To us there is no substitute for the intangible regards enjoyable through Foreign Service. Whatever its detractors may say, or whatever effects they may have on the personnel system, the Foreign Service today is the nation's front line of defense and always will be in peacetime. It is an honor and it does give a satisfaction which can hardly be equalled to serve in that line. That is why so many fine officers stay in the Service. It is not because they approve of the personnel system.

G. Edward Reynolds

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# 25 years ago

BY  
JAMES B.  
STEWART

The New Year, like an Infant Heir to the whole world, was waited for, with welcomes, and rejoicings.—

*Dickens, The Chimes.*

THE "HARVARD CLIQUE": In an article in the Harvard Graduates' Magazine, ASSISTANT SECRETARY WILLIAM R. CASTLE, JR., pointed out that about 11 percent of the Foreign Service are graduates of Harvard. Mr. Castle's article continues: "Soon after MR. KELLOGG became Secretary of State he asked me why there were so many Harvard men around. I answered that one reason was that Harvard, possibly more than any other college, brought Government service to the attention of the students; that, in addition, I liked to believe that Harvard training gave a man a more serviceable and adaptable intellectual background than any other. The Secretary said that this was probably true; that he had seldom himself made the mistake of taking anyone but a Harvard Law School graduate into his office. Whatever may be the answer as to the reason for this preponderance of Harvard, it is certain that proportionally many more men of Harvard training take the examinations for the Foreign Service than from any other university, and that more pass the examinations, in spite of the fact that the board of examiners is probably more critical of them because they are a little sensitive over accusations as to the 'Harvard clique' in the Department of State."

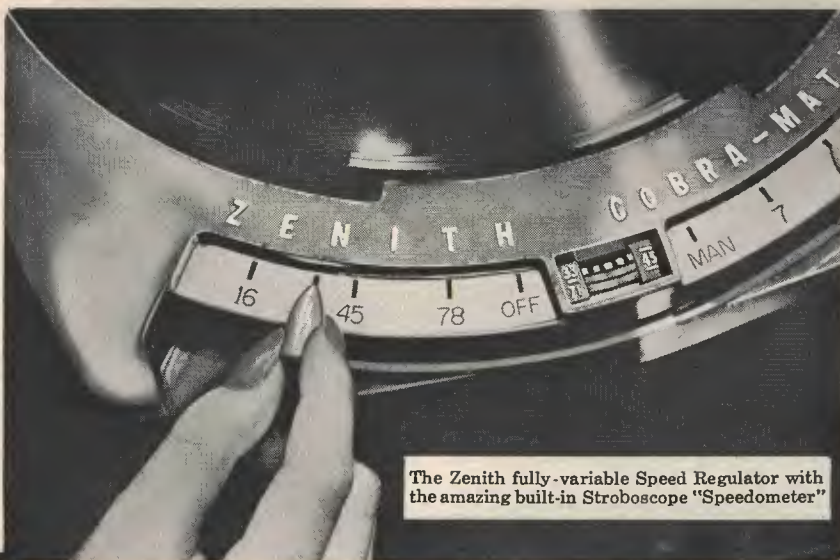
NO "SIDE" HERE: Last summer, retired F. S. O. ODIN LOREN told former ASSISTANT SECRETARY OF STATE JAMES GRAFTON ROGERS and me about the visits of two distinguished Americans to the Consulate at Colon when he was Consul there. "One morning President Elect Harding strolled across the street from the Washington Hotel, entered the consulate and beaming, said, 'I just came over to pay my respects to you boys.' (Mr. Rogers observed that that was typical of the man.) The President Elect had no more than left when in came Senator Pyle of Washington. He also was in a genial mood as he inquired, 'Is this the place to get a drink?'"

EXCELLENT: The rating of EXCELLENT was given to shipping reports submitted by: CONSUL EDWARD N. GROTH, Surabaya; CONSUL BENJAMIN M. HULLEY, Stockholm; VICE CONSUL MORRIS N. HUGHES, Montevideo; VICE CONSUL THOMAS J. MALEADY, Port Limon.

ONE NIGHT IN A SAMPAN: CONSUL JOHN H. BRUNS reporting: "'American Consuls Marooned' read a Singapore headline. It was not a south sea island story, but an equally interesting experience with floods in French Indo-China. The victims were CONSUL GENERAL and MRS. ROBERT FRAZER and daughter, CONSUL GENERAL and MRS. COERT DUBOIS, Batavia, and CONSUL HAROLD SHANTZ,

(Continued on page 14)

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WRITE FOR CATALOG

### TWENTY-FIVE YEARS AGO (from page 12)

Hongkong. All were on simple leave, visiting the ruins at Angkor. Although Shantz has hinted darkly [not under oath] that the party spent one night in a sampan, full details are still lacking."

### THESE VISITORS REGISTERED IN ROOM 115:

JAMES W. RIDDLEBERGER, Foreign Service School  
FAYETTE J. FLEXER, Torreon  
ROBERT JANZ, Foreign Service School  
MONNETT B. DAVIS, Foreign Service Inspector  
LEWIS CLARK, Tsinan  
ALFRED NESTER, Naples

CHANGES IN THE SERVICE: ROY T. DAVIS, now E. E. and M. P. to Costa Rica, to be E. E. and M. P. to Panama; WILLIAM R. CASTLE, JR., an Assistant Secretary of State, to be A. E. and P. to Japan; HERBERT S. BURSLEY, from Guaymas to Smyrna; SIDNEY E. O'DONOGHUE from Malta to Berlin; EDWARD PAGE, JR., newly appointed officer, to Montreal.

OLD STATE, THIRD FLOOR, SOUTH EAST CORNER: PEN DAVIS tells this one: "A junior colleague of mine went all the way to Washington for the express purpose of seeing Mr. Carr. He was brushed off with the explanation that Mr. Carr was tied up with the budget. But the young man was not to be put off and returned in triumph to tell me that he saw Mr. Carr all right and talked to him too—informally in the wash room."

A STATE DINING ROOM NEEDED: An AP release: "The State Department needs a dining room of its own and a survey is in progress to see if it can have one.

"The Department has long felt the lack of state dining and reception rooms. Its need for such chambers was emphasized by the recent visit of Prime Minister MacDonald.

"At the direction of President Hoover, a survey is being made to determine the feasibility of turning the entire State, War and Navy Building over to the State Department to meet the requirements of its expanding forces.

"In the past when important state functions were to be held, Secretaries of State with small homes usually have borrowed the Pan American Union building. Secretary Stimson entertained Mr. MacDonald at a stag dinner at his home."

HAPPY NEW YEAR TO ALL—TO YOUNGSTERS AS WELL AS TO OLDSTERS.

### IN MEMORIAM

BOYLE. Mrs. Eva S. Boyle, wife of retired Foreign Service Officer Walter F. Boyle, died in Johns Hopkins Hospital on October 26, 1954. Mr. and Mrs. Boyle had been married for fifty-two years and she had served with him at his many Foreign Service posts. His last assignment, before retirement, was as Consul General in Guatemala. Mr. Boyle has been an active member of the Foreign Service Association since its beginning in 1918. Their daughter, Miss Faye Boyle, is also in the Foreign Service and a member of the Association. She is currently assigned to the Department.

MONTGOMERY. The Honorable John F. Montgomery, a former Minister to Hungary, died on November 7, 1954, at his home in Manchester, Vermont.



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The new 1955 cars headline many new features, but none of them more important than tubeless tires as standard equipment *at no extra cost!* Tubeless tires have been selling at premium prices. But now Firestone offers the new De Luxe Champion Tubeless Tire at the same price as the conventional tire and tube.

This great new tire was subjected to the most exhaustive and severe tests by car manufacturers, passed every test far beyond expectations. Here's why car engineers acclaim it as a real automotive achievement:

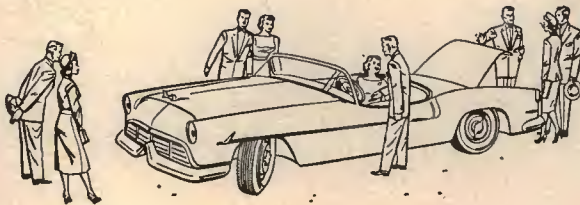
- **Absolutely Quiet; More Protection Against Skidding; Longer Mileage** — New silent Safti-Grip Tread grips better on starts, stops, and turns. Will not squeal.

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You can have your new 1955 car delivered on Firestone De Luxe Champion Tubeless Tires. Or if you want these modern, safer tires on your present car, your nearby Firestone Distributor or Dealer will give you full information.

## The New **Firestone** *De Luxe Champion* **TUBELESS TIRES**





By Lois Perry Jones

## Appointments and Assignments

THE HONORABLE LOY W. HENDERSON, now Ambassador to Iran, was nominated by President Eisenhower to be Deputy Under Secretary of State for Administration. Ambassador Henderson will replace CHARLES E. SALTZMAN, now Under Secretary for Administration, a post created by Congress which was terminated December 31.

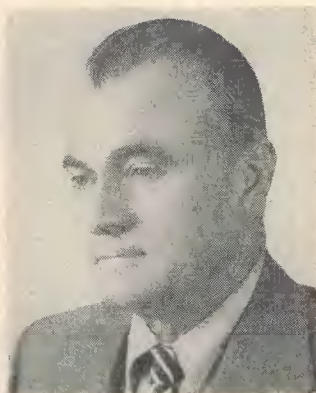
Following the successful conclusion of Ambassador Henderson's work on the Iranian oil problem, President Eisenhower stated in a letter sent to him, "I want you to know that I personally appreciate the splendid results of your work on the oil problem in Iran. Your knowledge of the situation, your resourcefulness, your judgment and your tireless patience in the face of repeated frustration contributed greatly to the happy arrangements which have now been worked out.

"The present solution of the Anglo-Iranian oil dispute, for which you deserve such a large share of the credit, is a major achievement which will not only further our objectives in the Middle East but also contribute to our good relations with our European allies and our friends in other parts of the world as well.

"I am most grateful to you for this successful effort on behalf of the Government and people of the United States."

THE HONORABLE GEORGE V. ALLEN, now Ambassador to India, was nominated Assistant Secretary of State for Near Eastern, South Asian and African Affairs. Ambassador Allen, who entered the Service twenty three years ago, will succeed THE HONORABLE HENRY A. BYROADE, who was nominated Ambassador to Egypt. At one time deputy director of the Office of Near Eastern and African Affairs, Ambassador Allen became Chief of Mission to Iran in 1946, and later served as Assistant Secretary for Public Affairs and as Ambassador to Yugoslavia.

Ambassador Byroade, a graduate of the Military Academy, Class of '37, became a brigadier general before he was designated acting deputy director of the Office of German and Austrian Affairs in 1949. Since then he has served as Director of the Bureau of German Affairs, and as Assistant Secretary of State.



Ambassador Caffery

1911. During World War I he was assigned to Tehran, and was attached to the Special Russian Mission to the United States in 1917.

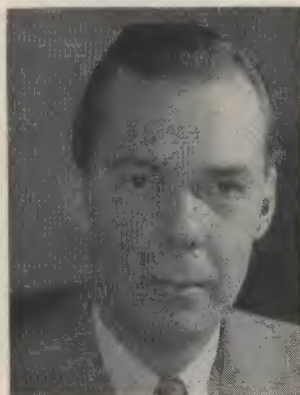
Before his retirement, President Eisenhower wrote to Ambassador Caffery, "Please accept my heartiest congratulations on the role you have played in bringing the negotiations between the Government of the United Kingdom and the Egyptian Government over the Suez Base to a successful conclusion.

"Without your patient, persistent and statesmanlike intermediation these negotiations would have broken down on more than one occasion. The part you played in them has brought credit to the United States and its Foreign Service."

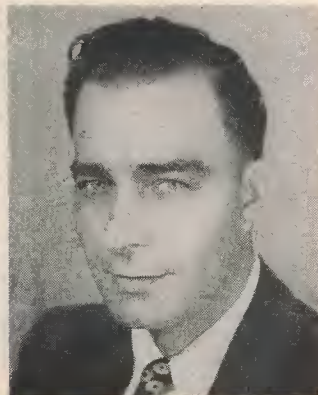
THE HONORABLE GERALD A. DREW, formerly Director General of the Foreign Service, was confirmed as Ambassador to Bolivia. Ambassador Drew's first assignment in the Service was as Vice-consul at Pará, in 1928. Since then he has served at Port-au-Prince, San José, Guatemala, Tegucigalpa, San Salvador, Guatemala, Paris and Budapest. He was Minister to Jordan before returning to the Department as Director-General.

THE HONORABLE ROBERT F. WOODWARD, formerly Deputy Assistant Secretary for Inter American Affairs, was confirmed as Ambassador to Costa Rica. Most of Ambassador Woodward's Service career has been spent in the Western

(Continued on page 40)



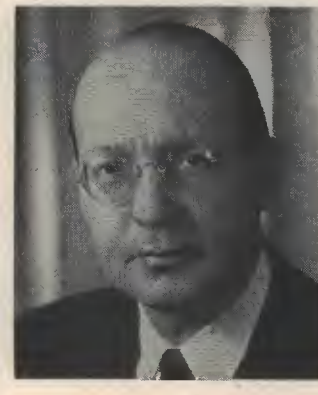
Assistant Secretary Allen



Ambassador Byroade



Ambassador Drew



Ambassador Woodward

# PROGRESS REPORT

## on the WRISTON COMMITTEE RECOMMENDATIONS

By CHARLES E. SALTZMAN

EDITOR'S NOTE: *The following is an address made by Under Secretary Charles E. Saltzman at a Foreign Service Association luncheon on December 16, 1954.*

As a preliminary to making some comments on the Secretary's new administrative program, I should like to invite attention to the background of the problem which the Wriston Committee was called upon to consider, that is to say, the problem to which the Secretary's program is addressed. I believe it is important for us to bear in mind that the causes of this problem go back to the beginning of World War II and arise mainly out of the course of world events since 1939. The cardinal fact to be considered is the extreme contrast between the responsibilities and volume of traffic of the State Department in the post-war period compared with the situation which obtained prior to the outbreak of World War II. All of you who have been in the Service since the 1930's appreciate these contrasting situations better than I do. But I think it is important to recall them in this connection. It is important because we must bear in mind that in 1945 the Secretary of State and his staff were suddenly called upon to carry the gigantic load imposed by an unforeseen international situation brought into being by the attitude of Soviet Russia. At that time the Secretary and his assistants had to undertake this enormous task with an organization and with administrative procedures which were quite outmoded by events and were not only geared to the pre-war situation but had not even undergone the normal degree of development during the war years, due to the fact that during those years foreign relations were principally military and their conduct was largely carried on by the President and the military establishment.

### *New Post-War Burden*

As soon as the war ended in 1945 and this staggering new unforeseen burden fell upon the State Department, it was necessary to re-tool the administrative organization and procedures to adapt the agency properly to its current and future needs. There were many reasons why such an administrative organization was not carried out promptly.

The failure to take prompt and effective action was mainly circumstantial rather than attributable to any particular person or group of people. The situation is probably best described by Bob Lovett's well-known simile about the man carrying the trunk upstairs on his back. In any event, there can be no doubt about the need for action at that time and ever since, and I think it is entirely accurate to say that this need has long been recognized in varying degrees by everyone both in and out of the government who has had any familiarity at all with our situation since 1945.

Now I should like to review with you very quickly the essential composition of the program which the Secretary's Public Committee on Personnel recommended to meet this need and which the Secretary adopted last June and ordered put into effect.

The integration program obviously is the most conspicuous element of the program as a whole, particularly in the view of the State Department personnel itself, because it is the part of the program which has the most immediate and, in many cases, the most personal effect on the individual in the Departmental or the Foreign Service. However, I should like to call attention to the fact that other elements of the program are also of prime importance and permanent significance in the general effort which we all make continuously to improve the quality and effectiveness of all the work carried on under the Secretary of State. In order to emphasize some of these other major components of the Secretary's program, I am going to refer to them first before making a few comments on the integration program.

### *Career Training Program*

The first of these other major components of the program which I want to mention is the proposal that the State Department should institute and carry out an appropriate career training program. In talking to people in the Service

both at home and abroad, I have received the impression that in the Wriston Committee's report the portion referring to the Foreign Service Institute does not, perhaps, make entirely clear the Committee's idea about the Foreign Service Institute's career training role. In addition to providing within its own walls certain courses to be given to Foreign Service personnel at appropriate stages of their careers, the Institute must also have all the responsibility of planning, prescribing and supervising all other forms of career training which a Foreign Service officer should receive. The Director of the Institute should in effect be the Secretary of State as far as training is concerned, and he will be responsible for the planning and supervision of the entire career training concept. In accordance with the plans worked out by the Institute, a Foreign Service officer will, in the course of his or her career, have pursued one or more courses in the Institute itself; will receive at times formal on-the-job training which has been planned by the Institute, and, if he or she is sufficiently promising, will be sent to appropriate outside courses, such as the courses at the Armed Services war colleges or selected post-graduate courses at civilian universities. The instruction offered by the Institute itself must, as pointed out in the Wriston Report, be of quality comparable to that offered by the war colleges of the armed forces. The State Department has never had such a career training concept or conducted such a program, and it is obvious that no organization of the size and complexity of ours, which is so widely deployed around the world, can hope to realize fully its capabilities unless it has a deliberate career training plan.

#### **15th Century Diplomat**

About a year ago Harold Nicolson gave a series of lectures at Oxford on the subject of "The Evolution of Diplomatic Method" and in the course of the lectures he said that he had done a good deal of research to find out the qualifications expected of an ambassador in the 15th and 16th centuries. I think you would be interested in hearing the result of his research as he actually gave it in his lecture:

"It is interesting to consider what were the special qualities expected of an ambassador in the fifteenth and sixteenth centuries. There exist many contemporary manuals and memoirs indicating that the mental and moral equipment of a good diplomatist must comprise at least the following *nine* ingredients. He must be a good linguist and above all a master of Latin, which was still the *lingua franca* of the time. He must realize that all foreigners are regarded with suspicion and must therefore conceal his astuteness and appear as a pleasant man of the world. He must be hospitable and employ an excellent cook. He must be a man of taste and erudition and cultivate the society of writers, artists and scientists. He must be a naturally patient man, willing to spin out negotiations and to emulate the exquisite art of procrastination as perfected in the Vatican. He must be imperturbable, able to receive bad news without manifesting displeasure, or to hear himself maligned and misquoted without the slightest twinge of irritation. His private life must be so ascetic as to give his enemies no opportunity to spread scandal. He must be tolerant of the ignorance and foolishness of his home government and know how to temper the vehemence of the

instructions he receives. Finally, he should remember that overt diplomatic triumphs leave feelings of humiliation behind them and a desire for revenge: no good negotiator should ever threaten, bully or chide."

I think you will agree that as the international situation and foreign affairs have grown more and more complicated during the intervening generations various new qualifications must be required of our ambassadors in addition to those of the fifteenth and sixteenth centuries. Thus a careful career training program is indicated.

The benefits to be gained by such a program need hardly be mentioned, but they include first of all a system of progressive, professional training suitable to the stage of the officer's career at which it is given. Secondly, it provides a means of achieving the maximum development of the Service's most promising talent. Thirdly, and this is most important, it will facilitate the development of team consciousness, team esprit, team discipline, team unity throughout the Service and the Department by providing a common training experience.

The kind of program which I have mentioned requires full and active cooperation on the part of both the management and the personnel as a whole, and a universal recognition throughout the service that priority must be given to career training. And this applies particularly to supervisors who will naturally be loath to give up their good officers when the time comes for them to take the next step of career training.

#### **Planned Career Management**

The next major element of the program I should like to mention is the undertaking of a system of planned career management. This fits in with the career training and requires deliberate, planned coordination of an individual's assignment and training. Such a career management scheme must foster the development of specialties, particularly within the lower grades. It is not the sort of thing that can be developed overnight, but the special personnel planning staff which was organized last summer as part of the new program has been working steadily on this problem for the past four or five months. Members of this staff have consulted outside agencies both within and without the government who have had successful experience with career management and they are now working hard on the problem of adapting the principles involved to our rather complicated situation.

#### **Administrative Policies and Home Leave**

Another major program component is the project to provide better, simpler and more consistent administrative policies and procedures. The need for this improvement has been so obvious to everyone that no more needs to be said except to mention that probably the principal cause for the shortcomings has been the lack of continuity in administrative management. The Secretary's recent selection of Loy Henderson should prove a significant forward step in this regard. Vigorous administrative leadership exercised by a Foreign Service officer of his broad experience, good judgment and fine character should result in common sense policies consistently applied.

Work to improve these procedures has been going on since last summer and progress is being made. I have al-

ready mentioned the establishment early in the summer of a personnel planning staff such as was recommended by the Wriston Committee. Special studies have been in progress for several months involving examination of such matters as the organization of the Office of Personnel; a projection of our personnel requirements for some years into the future; a study of our personnel efficiency rating system; investigation of the possibility of greater administrative decentralization; and the development of more modern, effective records of personnel and positions. You will be glad I am sure to know that, in addition, we are looking into a lot of troublesome administrative items that have come to our attention as various administrative officers have gone about the field in recent months. The first such item that comes to mind is shipping allowances, but there are many others. And in speaking of such projects to improve our administrative policies I should mention particularly the question of home leave. I think all of the administrative officers in Washington now fully realize the importance of establishing at the earliest practical moment a two-year home leave program as contemplated by the 1946 Act and as practiced by other agencies having civilian personnel abroad. I assure you that we are putting forth every effort we can think of to achieve this as soon as possible, and I am glad to say that we have succeeded in obtaining a sympathetic hearing from the Bureau of the Budget respecting our request in this regard for fiscal '56.

#### ***Inspection Corps Transfer***

You will recall that the Secretary's Public Committee recommended that the Director General of the Foreign Service be transferred to the immediate staff of the Deputy Under Secretary for Administration and that the Foreign Service Inspection Corps be placed under the latter's immediate supervision. The Director General was so transferred last summer and it is planned to make the recommended transfer of the Foreign Service Inspection Corps in the near future.

#### ***Recruitment Procedures***

Still another major element in the program is the action to improve our recruitment procedures. In pursuance of this project we have now made considerable progress in clearing up the backlog of FSO-6 candidates — 85 of them having been appointed since the first of last May. We are revising our procedures in this respect to prevent future delays, and it is intended never again to suspend recruiting regardless of any budgetary stringency because we must all realize that the Foreign Service, like all living organisms, requires continuous nourishment. We have taken steps to abbreviate the examination process so that in future the written examinations will be shorter and better adapted to their purpose and the physical and oral examinations will be given at many points around the country. Recruiting will be on the basis of state or regional quotas. We have already begun to foster closer relations with colleges so that we may compete on as good terms as possible with other employers for the cream of the annual crop.

#### ***Promotion Eligibility***

As I said at the beginning, I have deliberately postponed comment on the integration program because I wanted to point out first these other major factors which will have

such important long-term effects on the Service. Now for a few words about the integration program itself. I think all of us will agree that the necessity for such a program has been realized by everybody who has made any study of the situation. I am convinced that there is a wide realization of this among all our personnel whether Departmental or Foreign Service. Now it is quite clear that no such program could be carried out on such a broad scale with total avoidance of all inequities and seeming inequities. There are bound to be some. The only way to prevent all inequity and inconvenience is to do nothing. However, it is incumbent on the officials of the organization who are responsible for administering the program to minimize in every practical way the possible inequitable effects of the program on individuals in either the Foreign Service or the Departmental Service. Your administrative officers fully realize this and are doing their best to anticipate cases of inequity and to do whatever appears practical to prevent them or mitigate their effect. One important step that we are taking to provide a correction of inequities is to put into effect a temporary reduction of from three years to six months of the time in class required for eligibility for promotion in the officer corps. This will have the effect of making nearly all officers in classes 2 through 6 eligible for promotion consideration by the next Selection Boards which are scheduled to be convened next June. The Selection Boards will thus be able to give due attention to the possible adjustment, through promotion, of individuals whose present ranks inadequately recognize their experience and qualifications.

Substantial progress has already been made, as you know, in the integration process and a considerable amount of momentum has been built up — 152 integrated Foreign Service officers have been confirmed and the examination machinery is geared for an accelerating rate of processing in future.

#### ***New Legislation Required***

What's to be done now? Where do we go from here? First of all, some new legislation is required, though not much. There are a few essential amendments to the 1946 Act which are needed in connection with the program and which will be proposed by the President at the beginning of the new session of Congress. These include amongst other things permanent authority for lateral entrants to be appointed at in-step salary rates; improvement of certain allowances; authority for the Secretary to extend the four year limit on Washington tours of duty and to extend the four year limit on Foreign Service Reserve appointments; authority for lateral entry of qualified personnel from other Departments; and certain other items. Legislation will also be required to authorize the scholarship training program, and, of course, we shall have to obtain adequate appropriations for such items as a consistent two year home leave program; an adequate career training program; the additional travel necessary for proper rotation of Foreign Service Officer personnel; and also necessary additional funds for an improved recruiting procedure.

But, by far the most important action that can be taken with respect to this program is for all of us who have any connection with it at all to give active, constructive support to the program and to those who are engaged in

carrying it out and to do everything we can to help preserve and increase the momentum—for the sooner it is carried out, the better it will be for the Service and the Government. I am completely convinced that if this comprehensive program, containing the various elements I have outlined, is put into effect intelligently and wisely it will be the best thing that can happen to the State Department and to the Foreign Service itself. It is worth mentioning, I think, that the program does not alter significantly the intention of the Foreign Service Act of 1946 to provide a professional service of high quality, non-political in character. The process which is now being carried out is one which is indispensable not only to the State Department but to the nation. Our equipment for carrying out our mission has been inadequate for our responsibilities in the cold war. The several objectives of the Secretary's new program must therefore be achieved as soon as possible. These objectives provide for the Foreign Service flexibility, more versatility, a size appropriate to its mission, better professional training and the chance to do a better group job. It will provide more numerous and varied job opportunities for FSO's than in the past and these increases in opportunities will serve to offset the increase in the size of the corps itself.

#### *Prospects for Completion Bright*

The prospects of prompt and successful completion are very bright. Here are some of the reasons why I say so: First of all, the program is a sound one. Secondly, I am convinced that it has wide general acceptance by the personnel at home and abroad. It is natural that both the Foreign Service group and the Departmental group should be apprehensive lest the program operate to their relative disadvantage but I think it is not over-optimistic for me to say that in general our people recognize the need for the program and the desirability of going ahead with it as rapidly as possible. Almost without exception I have found a constructive attitude and, in making this comment, I have in mind many conversations with many Foreign Service and Departmental officers of all ranks not only here but at a number of our posts abroad.

A major cause for confidence in the success of the program is the unqualified and unfailing support it has received from Secretary Dulles, backed in turn by the President. The Secretary's support has been put to the test repeatedly and it has never been found wanting. In addition, there is a good nucleus of congressional support on which to build and if we present our case intelligently and aggressively I am sure we will succeed on the Hill. Perhaps the most encouraging thing of all is the fact that the very considerable progress which has been made to date has been due to the splendid work of the team that has been working on the various parts of the project since last summer. I cannot pay too high a tribute to their energy, ingenuity and loyalty.

#### *Report Not Too Critical*

I should like to mention the fact that I realize that some of the people in the Foreign Service felt that the Wriston report was too critical of the Foreign Service as a group and laid at its door any shortcomings of the Department's administration. I do not think that this reaction is justified because I think the report makes it quite clear (and I have

recently re-read it with this point in mind) that such blame as may be due must be placed essentially on the top management of the Department which was after all responsible for what was done and what was not done. Although the Foreign Service played a part in the administrative management during the years since the war, it did not have the major portion of executive responsibility in the Department as this is, of course, exercised by the Secretary and his immediate assistants. And may I point out to you that the Wriston Committee felt clearly that, if long needed action was indispensable to speak sufficiently bluntly to indicate quite clearly that the action was necessary and to overcome the forces of inertia that naturally develop. I am positive that you do not need to be assured that the Wriston Committee at all stages in its deliberations reflected full recognition of the quality, loyalty, patriotism and achievements of the Foreign Service in the past and at the present time. No group bringing to its job as much knowledge of the Foreign Service as my colleagues on the Wriston Committee could have failed to appreciate the Foreign Service.

#### *Promotion and Pay Increase*

I should like to make one mention on the subject of promotions, which I suppose is of little interest to anyone here. It is only to say that the promotion procedures are currently under review, and that we are actively planning to make them more systematic and less uncertain and are planning to keep the personnel informed about what is going on in this respect. You will see reflection of these plans before long.

Pay is another subject which arouses little interest on the part of an audience as high minded as this one and as little interested in mundane matters as you and I are, but you might nevertheless have passing interest in the fact that the Secretary has instructed me to take appropriate action to see that the Foreign Service is included in any general Federal pay increase legislation.

#### *Foreign Service Morale*

The question of Foreign Service morale has received so much publicity during the past few years that it goes without saying that anyone like myself coming into the Department to work on administrative policy would have it in the forefront of his mind from the day of his arrival. Though fully conscious, I believe, of the depressing effect on the morale of last year's RIF and of the security re-check under Executive Order 10450, I believe firmly that the morale of our personnel at home and abroad is not low and that it is improving. I believe that we have turned a corner in that respect and that the principal factors tending to operate against high morale are now behind us. I believe that, particularly in the field, the complaints now directed at the management of the Department are principally aimed at our administrative shortcomings and vagaries rather than anything else.

I do not mean in the least to minimize the importance of morale in our organization. Like every other organization which is striving vigorously for the highest morale and prestige, morale and prestige depend essentially upon the performance of all concerned. The morale of the Service will increase by proportion as the personnel finds by experience that the management is fair and just and that the

*(Continued on page 42)*

teaching assignment in . . .

## SCOTTISH MALAYA

By NICHOLAS BODMAN

Now that I will be returning to the Far East in early 1955, I have been recalling with particular vividness my first "tour" out there which ended in the summer of 1952. Foreign Service Officers expect to live in the far corners of the world, but for my family and me, our first stay there was a new and stimulating adventure. For one thing, we were the only Americans in a rather isolated area of Malaya. We lived in a community of Asians, but by the nature of my work, the great majority of our contacts was with British people. My assignment too was a bit out of the ordinary, for I had been loaned by the State Department to the Federation of Malaya to start a program to teach Amoy Chinese to some of their officials. I would like to present this account largely in terms of our surroundings and the kind of people we met, since this is the way I remember it.

Awakening early to the sound of bagpipes, making the eight minute walk through pelting rain from our house to the School with a bright red Chinese umbrella held over my hunched frame, and drinking tea laced with rum, or just rum, with Gurkha soldiers—these were some of the everyday accompaniments to our life in Cameron Highlands, Pahang State, Malaya. It was a year of contrasts: the heat of the sun in the daytime (when it wasn't raining), and the pleasant warmth of an open fire at night; before us was a nine-hole golf course ringed by low hills and more distant mountains, while only a few yards to our back a green waste of jungle stretched in every direction. We were in the mountainous heart of Malaya, but at the same time could have been somewhere in Scotland. Not only the Scottish name, but the golf, the style of the houses, the coolness and the nagging rain contributed to this impression. For much of our stay, the area was garrisoned by a company of Gordon Highlanders who did much to lend color to our scene.

But that wasn't the way it started. It started about Christmas time 1950 in Washington. As is usual for Washington, it started slowly. The pace continued slow until one day everything seemed to explode into frenzied activity. As part of my job as a scientific linguist at the Foreign Service Institute, I was working on a course in Amoy Chinese. The Amoy dialect is the best known variety of a Chinese language spoken in Southeastern Fukien; it is also frequently called by the name of Hokkien. Amoy is important because it is spoken widely in Southeast Asia; in many areas it is more important than Cantonese. Now at this time, the Chinese communist guerrillas in Malaya had for over two years been making life miserable for everyone, and the British there had very few people in their Security Forces who



could speak the different kinds of Chinese needed to cope with this very dangerous situation. They decided that they must establish a school to teach Chinese without delay, starting with the two most important varieties: Cantonese and Amoy. Since little work had previously been done in teaching Amoy, they applied for assistance to the Foreign Service Institute when they learned that work on Amoy was being done there. It was felt that not only would we be providing a measure of technical assistance in this matter, but would also be contributing our bit to the eventual defeat of communism in Southeast Asia. Any increase in good will resulting from our participation was obviously also a factor whose importance could not be overrated.

It was finally decided that I should be loaned to the Government of Malaya under the terms of Public Law 402, the act relating to the International Exchange of Persons. Seeing that I was the first State Department person, and as it later turned out the only one to go on this basis, it is a wonder that the legal and financial knots were ever disentangled. The delays and conferences seemed endless and the bandying about of the terms "body" and "slot" was a thoroughly deflating experience to one not used to these personnel procedures. But one day my orders finally came through.

We staggered up to the plane after the usual last minute flurry, overloaded with a recording machine, a medicine bag, and armfuls of clothing, all over and above our ordinary

Below are two family groups, standing outside of their native huts.



baggage. The children got off easy with only a toy-bag apiece to carry. Our itinerary took us through Hawaii, Canton Island, Fiji, Sydney, Port Darwin, Djakarta and Singapore, the rather roundabout route dictated by the requirement that we travel by British air lines. Our first taste of Asia was waiting forlornly in the Raffles Hotel bar while a misunderstanding about our reservation there was being cleared up. While elegantly dressed cosmopolites were drinking their stengahs and gins and limes, the Bodmans were collapsed on a settee with two fast asleep children.

After many days of conference in Kuala Lumpur, with the Chinese Secretariat officials who were responsible for the training plan, we set off for Cameron Highlands by train and taxi. At Tapah, we joined the daily convoy going up the forty mile long road to the highlands. It was a trip I was to make some dozen times, but the first time still stands foremost in my memory. Due to the slow pace of the military escort vehicles, it took the convoy about two hours to reach Cameron Highlands. Almost all the way was through dense jungle. The road had many sharp bends providing excellent cover for ambushes. The bandits seldom murdered Asians unless they were known as anti-communists, but any and all Europeans were fair game. While my wife and I were on the lookout for terrorists, our children were waiting for the sight of a tiger or a giant python. But neither bandits nor wild animals showed themselves, and during our entire stay none of us saw anything larger than a grass snake. Both wild life and bandits generally kept themselves well hidden. There is nothing much to see in the jungle. It presents a uniform unchanging aspect. Only now and then was the roadside open enough to catch a quick glimpse of a distant view. Details of the vegetation changed gradually as we climbed upwards but there were few landmarks. Periodically as we made our way up crossing many mountain streams we could feel a refreshing change in the air which gave promise of a cool uplands. At regular intervals the milestones, which are the chief location markers in this country where every twist and turn of the road looks just like the last, gave a momentary break to the monotony. It became a game of ours to see who could spot the milestones first. We gained speed through a more level stretch of country where the land was more open. Here the mountains had been cleared of jungle and planted with tea. Another long and very steep climb, and then we came out onto the plateau at a height of 4700 feet. Before us lay the village of Tanah Rata, our shopping and business center.

In the first of the two pictures taken below, a native is holding a blow gun. Next to him is a Sakai police officer. In the second picture, an old man is shown carrying a child.



Here were the military hospital, the District Officer's headquarters, Police Station, post office and bank.

During our year in Cameron Highlands there were a few incidents along the convoy route, and one could never quite forget that there was some element of danger involved. In general though, people thought little of making the trip up and down whenever the rare opportunity of getting away came up. After living in the isolation of Cameron Highlands for a few months, it was a real relief from boredom to escape for a weekend. On one occasion I had to make a quick trip to Kuala Lumpur to interview some teacher candidates. Since it was a Sunday and there was no convoy, I borrowed the District Officer's armored car for the trip and that was a bit more exciting than usual. Only once



The students and instructors of the language school. In the front row, center, are Nicholas Bodman, flanked on the left and right by Mr. Yap and Dr. Ngo.

however was I rather remotely involved in a guerrilla ambush. This time the bandits mortally wounded a British soldier in one of the leading military vehicles. We followed standing orders by getting out of the car and crouching in the nearest cover. We could hear the shooting about a hundred yards or so ahead of us and that was all.

The calmness of the British in Malaya under very trying conditions was remarkable. It was especially hard for the planters and tin miners who were the chief targets of the campaign of terror, and the most exposed to attack. Many of them as well as most of the senior civil servants had known intimately the inside of the Japanese prison and internment camps. You could often recognize these men, or the unfortunate ones who had worked on the Siamese Railway during the war. Their faces told the story. All of the government officials I met were extremely hard workers. It was the normal thing for them to take work home with them after the long hot day at their office. The soldiers and the young police officers of the Colonial Service are also a fine group of men. The police and civil servants start their careers young. Most of them are from middle class backgrounds, many have been to a university. Having good esprit de corps, there is naturally some good natured rivalry between the civil service and the police.

The Colonial Police Service is a career group, many of them ex-soldiers, and a large number of them had had

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FORM D-40  
**DISTRICT OF COLUMBIA**  
 1953 INCOME TAX 1953  
**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
 This receipt not valid unless Collector's stamp appears hereon.

Indicate below the payment submitted with this return:  
 Total tax (from item 13) \$ \_\_\_\_\_  
 One-half tax \$ \_\_\_\_\_

NAME \_\_\_\_\_ (Type or Print)  
 Address \_\_\_\_\_  
 Zone No. \_\_\_\_\_

MAKE CHECK PAYABLE TO COLLECTOR OF TAXES, D. C.  
 Do not detach

FORM D-40  
**DISTRICT OF COLUMBIA**  
**Individual Income Tax Return**  
**For Calendar Year 1953**

Credit 5000 Income Taxes

or fiscal year begins \_\_\_\_\_ and ends \_\_\_\_\_  
 To be filed with the Assessor, D. C., Room 8, District Building, Washington, D. C., not later than the 15th day of the fourth month following the close of the taxable year. Make check payable to the Collector of Taxes, D. C.

By \_\_\_\_\_ Name \_\_\_\_\_ (Type or Print) Zone No. \_\_\_\_\_  
 Home Address \_\_\_\_\_  
 Place of Employment \_\_\_\_\_  
 Address shown on last Return \_\_\_\_\_

Additional Information Requested \_\_\_\_\_  
 Deficiency Notice \$ \_\_\_\_\_  
 Refund Recommended \$ \_\_\_\_\_  
 Accepted as Filed \_\_\_\_\_

Annual No. \_\_\_\_\_  
 Payment \_\_\_\_\_  
 Tax \$ \_\_\_\_\_  
 Penalty \_\_\_\_\_  
 Int. \_\_\_\_\_  
 Total \$ \_\_\_\_\_  
 Ext. to \_\_\_\_\_ Int. to \_\_\_\_\_

Did you file a return with the District of Columbia for the year 1952? If not, state reason \_\_\_\_\_  
 Has the Internal Revenue Service made any adjustments in the Federal returns filed by you for the years 1950, 1951, 1952? If so, attach a detailed statement explaining such adjustments such as previously submitted to the Assessor, D. C.

**NO JOINT RETURN PERMITTED (Before preparing this return read the instructions carefully)**

I. DEPENDENTS (CREDIT \$500 EACH)		
NAME (please print)	Relationship	NAME (please print) Relationship
Total Credit for dependents _____		

# YOUR INCOME TAX

By **RAYMOND J. NOLAN**

The Foreign Service of the United States has recently become aware of income tax laws which are in effect in the various States of the United States as well as in the District of Columbia. Such taxes are collectible by these States from all persons domiciled within their respective domains, even though the individual domiciliary may not be physically present within the State.

To the Assessor of Taxes, District of Columbia, must go the credit, if any, for bringing these non-Federal levies to the attention of the Service. There are few persons in the Foreign Service who have not, in recent months, been solicited by the Assessor of the District to pay taxes on the salary they have received in recent years, setting forth the penalties of the law if a return is not promptly filed, and the interest that can accumulate if the tax is not promptly paid.

While it would be extremely difficult, if not impossible, to inform the Service of the tax laws of the various States in an article of this kind, it will be possible to review the law of the District of Columbia in a general way, for there is where the pressure is greatest.

The first Income Tax statute in the District of Columbia covered the incomes of District residents and domiciliaries in the year 1939. The District of Columbia has continued to collect such a tax in every subsequent year since 1939 and during that interim the tax has increased progressively.

At the present time the District of Columbia Income Tax exacts a 1.5 percent tax upon the first \$5,000 of taxable income; 2 percent tax upon taxable income between \$5,001 and \$10,000; 2.5 percent tax upon taxable income between \$10,001 and \$15,000; and 3 percent tax upon taxable income over \$15,000. There is also a 5 percent tax on income from unincorporated business. The individual exemption is \$4,000 and a credit of \$500 is allowed for each dependent. If the wife of a taxpayer has no income of her own she may be carried as a dependent on her husband's tax. Joint returns may not be filed.

As the District of Columbia Income Tax is imposed upon

residents of the District, consideration must be given to who may not be included as residents and the best description is given in the District of Columbia Revenue Act which appears in the District of Columbia Code under Title 47, Section 1551 (c), Subsection (s), and is, in part, as follows:

"... The word 'resident' shall not include . . . any officer of the executive branch of such [United States] Government whose appointment to the office held by him was by the President of the United States and subject to confirmation by the Senate of the United States, unless such officers are domiciled within the District on the last day of the taxable year."

A large number of Foreign Service officers come within the quoted exclusion of the District Revenue Act, but it is necessary to give careful study to facts and circumstances in determining whether such an individual is or is not subject to the tax. It will depend to a great extent upon the individual's legal residence or domicile.

A domicile, in contemplation of law, is that place where an individual has his true, fixed, and permanent home and principal establishment, and to which, whenever he is absent, he has the intention of returning. It has been held by the court in Massachusetts that a person must have a domicile for purposes of taxation.

A mere taking up of residence is not sufficient to create a domicile, unless there be an intention to abandon a former domicile. Thus, for example, the spending of sixty days home leave in Florida, which, by the way, has no income tax law, does not, without more, create a domicile in Florida, nor does it cancel out a domicile which the individual had in New York, for instance, which does have an income tax law.

The methods of proving an individual's domicile are varied and it may be of help to review the methods used by the tax assessor, since these are equally efficient in prov-

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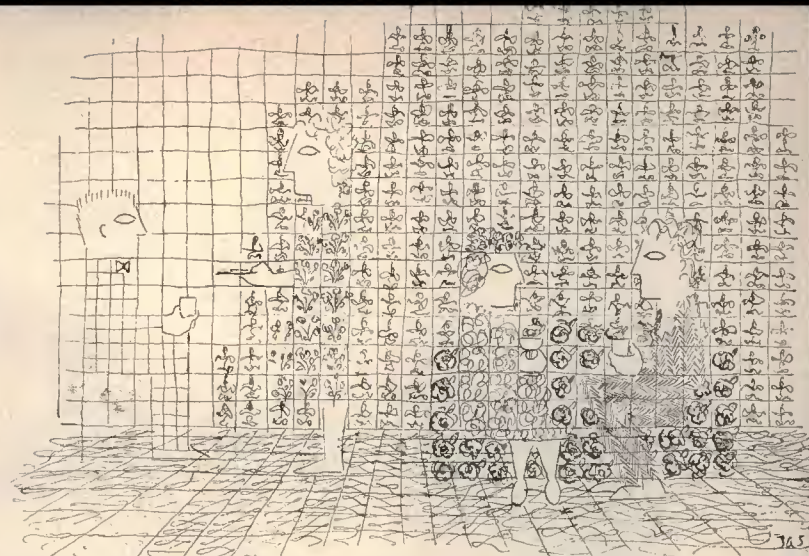
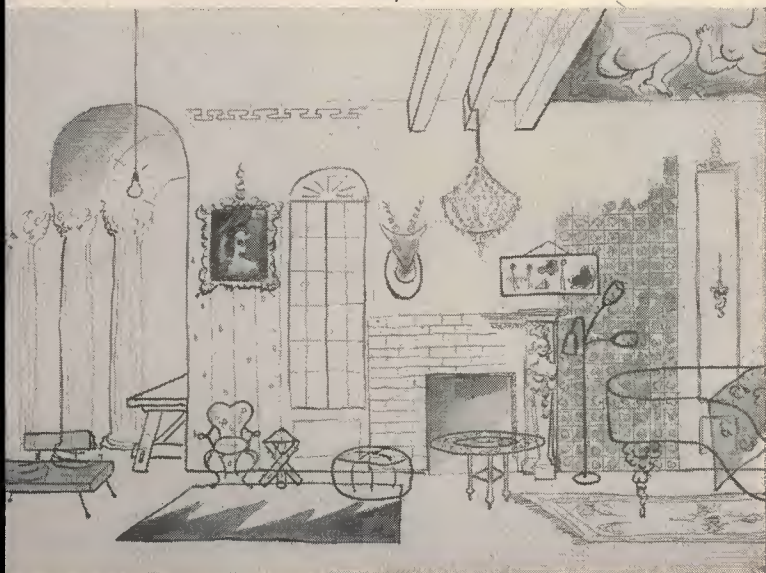
# Flexible Furnishings

By SUSAN WINGFIELD

One of the permanent problems of migrant workers like us is the one of fitting the same furniture and miscellaneous bric-a-brac into a succession of different houses with some semblance of taste. It would be tempting to sell or burn the whole lot before each move and start afresh, but we can't afford to, and, battered and inappropriate though our things are, most of us get attached to at least a few pieces. How, then, reconcile one's own personality as reflected in one's belongings with now an Arab patio, now a London flat, now an Italian palazzo, and now a rambler in Chevy Chase?

One answer, I suppose, is to collect travel "souvenirs" so pertinaciously that any architectural background is cowed into looking like a native bazaar in some crossroads of civilization or like a room in the Smithsonian. Another is to cultivate the packing-case look—draperies unhung, books unpacked, and rugs still rolled. But a woman with migratory instincts may still have the heart of a home lover, and though the mark of travel may be as indelible on her as grease under a mechanic's fingernails, her fondest dream may be to see the jonquils in bloom next spring that she planted in the fall. So she likes taking her lares and penates out of the excelsior and hearing people say, "What, only been here a month? But you look so settled!" To get that sort of compliment takes planning, ingenuity, and a high resistance to the ephemeral and inappropriate. Every Foreign

"To avoid such surrealist effects, the answer seems to be a mixture of styles. . . ."



"The over-all pattern made our furniture, and sometimes even our guests, disappear. . . ."

Service wife has her trunk of tricks. With all modesty, let me unpack a few of mine.

Our first house abroad taught us one or two. It was an Arab summer house (we lived in it all winter too), and the principal room had tile-covered walls and floor. Very picturesque. But there were eight different colors in the herbaceous design on the walls, including, so an erudite friend told us, puce. There were only three colors on the floor—but all quite different from those on the walls. The windows were covered with fancy grilles, giving the view a nice jigsaw effect. Nothing we owned went with puce, and the over-all pattern made our furniture, and sometimes even our guests, disappear as though swallowed up by a predatory jungle.

Luckily we didn't own much except basic furniture then, so we had some freedom of manoeuvre. Native mats were cheap, and we got enough to blot out the floor so we could at least rest our eyes by looking down. But the walls couldn't be covered. We didn't like any of the colors well enough to duplicate them, and it was out of the question to add any others. So—we decided to go in for colorlessness.

Now, colorlessness covers a very wide range. It includes black and white, of course, and the whole gamut of greys in between. It also takes in all natural materials, like unpainted woods, clear and opaque glass, and metals from silver and gold to wrought iron and bronze. We decided that the subtler earth tones—like mole and mushroom, straw, sand, and beige—aren't colors either, at least not the way puce is. But our greatest discovery, the colorless color par excellence, we came on first in some local pottery; *tête de nègre*, the hue of strong black coffee. We used these colorless colors in a variety of materials, all unpatterned and as large in mass as possible; regretfully moved our pictures and books and brighter knick-knacks into the bedrooms; indulged our love of color out of doors or in other parts of the house; and at last our predatory jungle retreated, leaving us a clearing of rest and quiet.

Our next house was Mediterranean, white-washed inside and out. We wondered when we took it whether our colorless scheme would look drab. To our surprise, in a country that went in for sails-in-the-sunset reds and submarine blues and greens, we got compliments on our "originality." It was easy enough to add color where we wanted it—by bringing the pictures and books back into the living room and by

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1



## Service



4



5

1. NAPLES—The Honorable Clare Boothe Luce gave to the Giovanni Rotondo family the 10,000th visa for the United States out of the quota reserved for Italy under the Refugee Relief Act. Reading from left to right are Consul General Alfred T. Nester, Maria Rotondo, Mrs. Elisa Rotondo, Giuseppina Rotondo, and Ambassador Luce.

2. SEVILLE—Eleven shepherders received immigration visas at Seville recently. Above are Diego Sabote Mula, the Shepherd, Louis Gamarra, a clerk in the Consulate, and Vice Consul Sam G. Armstrong.

3. MADRID—Members of the United States mission in Madrid gathered in Ambassador Dunn's office last fall to bid a very hurried farewell to Mr. and Mrs. Horace H. Smith who had just received urgent transfer orders to Seoul, Korea. Ambassador Dunn presented them with a silver tray as a token of affection and respect from their many friends and co-workers in Madrid.

4. KYOTO—The wedding reception of Mr. and Mrs. Gregory Henderson was held in the Zen garden of the Temple of the Gift of Heaven. Here Mr. and Mrs. Henderson (she was the former Miss Maria von Magnus of Berlin) are shown with the staff of the American Cultural Center in Kyoto.



2

## Glimpses



3



6



7

5. SEOUL—Consul clerks Karen Strom, Bernard Femminella and Ann Pomroy look on as Vice Consul John Feissner, Jr., hands visas to Miss Su Yine Har, Korean student going to the University of West Virginia, and Mr. In Chul Soon, the recipient of a leadership grant.

6. ASUNCION—When the Assistant Secretary of State for Inter-American Affairs, Henry F. Holland, visited Asuncion recently on his tour of South American countries, one of the pleasantest moments of his program was the visit to the Escuela Estados Unidos de America, a public school named after the United States. Here

Assistant Secretary Holland, left rear, and American Ambassador Arthur A. Ageton are shown with some of the school's students who were dressed up for the occasion in typical native dresses.

7. LIVERPOOL—At Liverpool Miss Elizabeth A. Price receives a gold lapel button from Consul General Sheldon Thomas in recognition of thirty years' service at the Consulate. Witnessing the event are three other thirty year service pin holders: Mr. George P. Heustoo, chief of the shipping section and Consuls Carl Birkeland and Vernon B. Zirkle. Also looking on is Mr. James Pickens, head of the visa section, who received an honor award at the same ceremony.

# EDITORIALS

## THE NEW DIRECTOR GENERAL

The JOURNAL knows that it speaks for the entire Foreign Service in welcoming the Secretary's action in appointing to the post of Director General of the Foreign Service such a distinguished, respected and outstanding officer as Career Minister Raymond Arthur Hare. To his new position, Mr. Hare brings 28 years of varied experience in the Service beginning as Vice Consul at Istanbul and progressing through the various classes of the Service to his most recent appointments as Chief of Mission in Saudi Arabia and Lebanon. His knowledge of the Foreign Service and the requirements for assuring its effectiveness as the responsible instrument for carrying out our foreign policy objectives abroad is unsurpassed. The availability of this experience and knowledge constitutes a tremendous asset to those responsible for carrying out the recommendations of the Wriston Report to create a stronger Foreign Service in the transitional months which lie ahead.

In the eight years since its creation by the Congress in the Foreign Service Act of 1946, the position of Director General has undergone many vicissitudes. Originally, the Director General was charged with the responsibility of administering the Foreign Service. Additionally and under general supervision of the Secretary and Assistant Secretary in charge of administration, his duties included coordinating the activities of the Service with the needs of the Department and of other Government agencies. In 1949 the Hoover Commission recommended that the position be abolished. However, the Department opposed this recommendation and proposed instead that the Director General's wide powers be curtailed. As a result, the powers delegated in the Act of 1946 were, under the Public Law 73 of May 20, 1949, vested directly in the Secretary of State who possesses discretion regarding their redelegation. To some extent these powers have been redelegated as originally provided to the Director General. Thus, the Director General's action responsibilities still extend to *ex officio* membership on the Board of the Foreign Service and in practice to the Chairmanship of the Board of Examiners.

These functions alone—with the basic protection they afford to the career principle—would justify the attention of a high ranking Foreign Service Officer. But the opportunities for constructive action and advice are far wider. Under present authority, the Director General now serves as a staff assistant to the Deputy Under Secretary for Administration. In this capacity, he is in position to make a continuing appraisal of the operations of the Foreign Service and the adequacy of the services it performs. His close administrative association with the Deputy Under Secretary creates a unique opportunity to render competent advice on administrative policies and procedures which affect the Service. These are the real contributions which he is able to make towards the creation and maintenance of a career Service capable of carrying out its vital mission. These are the real contributions which he is able to make towards maintaining the high standard of morale and esprit de corps which are so vital to the accomplishment of that mission.

It is often the case that the successful attainment of an objective depends partly on personalities and partly on circumstances. It is fortunate that in the present instance the auguries are bright on both scores. There could be no better qualified Director General than the present incumbent. He could be responsible to no more competent and devoted public servant than Loy W. Henderson, the new Deputy Under Secretary, whose appointment so admirably meets the JOURNAL's past recommendation that one of the high ranking administrative posts in the Foreign Service should be filled by an outstanding career officer. Moreover, past uncertainties regarding the future of the position of Director General now appear to have been removed by recommendations of the Wriston Committee and approved by the Secretary strengthening the position in important respects. These are wise and foresighted appointments and decisions which provide assurance that the Service and its problems will receive close attention in carrying out the integration program in the months ahead.

Over the longer run, the JOURNAL believes there will be a continuing need to reappraise the functions of the Director General, particularly as the Service settles into a steady pattern after integration. There will be a large number of problems unique to the new combined Foreign Service which a Director General responsible to the Deputy Under Secretary could logically handle. There will also still be matters peculiar to the considerable body of Departmental Civil Service employees which might logically be referred to a Departmental counterpart of the Director General in a similar relationship to the Deputy Under Secretary. These are possibilities for the future and only experience can point the way towards the most effective pattern. Whatever form that pattern may ultimately take, the JOURNAL believes that the continued successful functioning of the present relationship between the Director General and the Deputy Under Secretary is in the combined interests of the Service, the Department and the public which they serve. It should have the support of all.

## 1954: A DIPLOMATIC RETROSPECT

To students of international affairs, the events of the year 1954 should offer a rich field for study of diplomacy in action. Rarely in recent history, we believe, have there been crowded into a single year so many varied developments in the international political field—nor a year in which the character of those developments has called for the application of such a wide variety of diplomatic techniques.

Diplomacy by public debate, diplomacy by secret negotiation, bilateral diplomacy and multi-lateral diplomacy, economic diplomacy and strategic diplomacy, diplomacy at the conference table and diplomacy by protocol—all these varying diplomatic techniques, or combinations of them, have during the past year had to be called into play to cope with one or another of the problems that arose.

It was a year in which events moved so swiftly, and their focus shifted so rapidly from one area of the world to another, that the expert as well as the layman was hard put

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# Foreign Service Scholarship Announcement

The American Foreign Service Association wishes to call attention to the various scholarships which are available at the present time for the year 1955-56. The Association hopes to announce additional scholarships in the February issue of the *Journal*. All applications for these scholarships must be presented for consideration not later than May 1, 1955. The Committee on Education of the Foreign Service Association is responsible for the selection of the successful applicants under the Charles B. Hosmer and Foreign Service Association scholarship, the Overseas Service Scholarship, the William Benton scholarship, as well as the scholarship offered by the FOREIGN SERVICE JOURNAL. The Oliver Bishop Harriman Foreign Service scholarship is judged by an advisory committee which is composed of two officers of the Manufacturers Trust Company in New York City and two high ranking Departmental officers.

Each of the scholarships available has certain conditions of eligibility and applicants should carefully note these features. Those scholarships which are under the jurisdiction of the Committee on Education for review will be judged with respect to each candidate, not only as regards scholarship but also on the basis of extracurricular activities, the character, aims, and purposes of the applicant, as well as his financial need.

The Charles B. Hosmer and the American Foreign Service Association Scholarship represents a sum approximating \$2,400 which, at the discretion of the Committee on Education, may be divided between two or more applicants who are children of active and retired members or of deceased former active members of the American Foreign Service Association. These funds may be used only in meeting expenses in connection with regular undergraduate courses at a college or university within the United States.

The William Benton Scholarship, established through the generosity of former Assistant Secretary Benton, provides \$1,000 and is available to children of any officer or American employee of the Foreign Service or in the field service of the Department of State abroad for use in meeting expenses of undergraduate or graduate studies at any college or university in the United States. At the discretion of the Committee on Education, the total amount of this scholarship fund may be divided between two or more deserving applicants.

The Overseas Service Scholarship, which is available through the generosity of an anonymous donor, provides the sum of \$750 to be awarded to deserving children of Foreign Service Officers, Foreign Service Staff Officers, Foreign Service Reserve Officers or any other persons who may be part of the Foreign Service of the Department of State. This refers to children of persons who may be deceased, retired, active or formerly part of the Foreign Service of the Department of State.

Each applicant for the foregoing scholarships must include information covering the following particulars:

Age and sex of applicant; a full statement concerning the education and courses of study pursued by the applicant up to the present time, including scholastic ratings; the courses of study and profession which the applicant desires to follow; whether or not the applicant contemplates the Foreign Service as a career; the need of the applicant for financial assistance (this should include a statement whether the applicant will be able or not to complete or continue his education without the aid of this scholarship); the institution at which the applicant proposes to make use of the scholarship if granted; and evidence that the school experience of the applicant covers the work required for admission to the institution selected. A small photograph of the applicant must be included. The application may include any further information which the applicant deems pertinent and which, in his or her opinion, should be taken into consideration by the Committee.

The Foreign Service Journal Scholarship for 1955-56 provides the sum of \$500 and is open to children of active or retired members of the Foreign Service who are either members of the Foreign Service Association or subscribers to the FOREIGN SERVICE JOURNAL or to children of persons who at the time of their death came within these categories. This scholarship is primarily intended for children entering preparatory schools in the United States, preference being given those commencing the final year in such schools. If no suitable applicant of preparatory school age is found, this fund may then be awarded to a college or university student.

The conditions under which the Oliver Bishop Harriman Foreign Service Scholarship is handled are somewhat different than those outlined above. Applications should strictly conform to the requirements as outlined in the following paragraphs and should be addressed to the Chairman, Advisory Committee, Oliver Bishop Harriman Foreign Service Scholarship, care of the American Foreign Service Association, Department of State, Washington, D. C. Scholarship applications prepared for the Oliver Bishop Harriman fund which are unsuccessful in this competition will be considered by the Committee on Education for the other scholarships which are offered by the Foreign Service Association, if eligibility is established.

The Committee calls attention to the following conditions, which should be borne in mind by applicants for the Harriman Scholarship. The amount available for this purpose last year was approximately \$750. At the discretion of the Advisory Committee, this scholarship may be divided among two or more recipients. Funds awarded under the scholarship may be used only in defraying expenses at an American university, college, seminary, conservatory, professional, scientific or other school. This school may be selected by the recipient. No payments may be made until recipient has been finally admitted to the particular educational institution selected.

It may be recalled that the deed of trust instituting the scholarship provides that in the selection of recipients the Advisory Committee shall be governed by the following rules and regulations:

"(a) The recipients shall be selected from among the children of persons who are then or shall theretofore have been Foreign Service Officers of the United States; and the moneys paid to a recipient from the income of the trust fund shall be used by the recipient in paying his or her expense at such American university, college, seminary, conservatory, professional, scientific or other school as may be selected by the recipient.

"(b) The scholarship may be awarded to a single recipient or may be divided among two or more recipients in such proportions as the Advisory Committee shall determine.

"(c) The candidates for the award of the scholarship shall apply therefor in writing to the Advisory Committee at such times and at such places as may be designated by it on or before May 1 in each year. Such applications shall be accompanied by letters from the parent or guardian of the candidate and by such other data or information as from time to time may be required by the Advisory Committee. Each application shall be made in duplicate.

"(d) Each candidate shall submit evidence that his or her school experience covers the work required for admission to the American educational institution selected by him or her.

"(e) No payments from the income of the trust fund shall be made to a recipient until the recipient shall have been finally admitted to the university or other institution which he or she may desire to enter and payments of such income to any recipient shall continue only so long as the Advisory Committee shall direct."

The application should be accompanied by a letter, likewise in duplicate, from the parent or guardian of the applicant.

*A scholarship application is enclosed to JOURNAL subscribers in the field whose JOURNALS are delivered by pouch. Foreign Service members in the U.S.A. may obtain blanks by writing the Association headquarters, 1908 G Street, N. W., Washington 6, D. C.*



## KEY TO CONTINUITY—THE LOCAL

By G. EDWARD CLARK

Sodden, monsoon clouds rolled down over the peaks of the Western Ghats to meet the Madras Mail as it climbed slowly from the coastal plain of Bombay toward the central plateau of India.

Crumpled in one corner of the hot and dirty first-class compartment John W. Cunningham, Vice Consul of the United States, wondered how dry heat could be any more devastating than the enveloping humidity of Bombay. As he looked at palm trees, bullock carts, village wells, and mud huts, his mind wandered on to a worry that had been growing since he first received his orders assigning him to Hyderabad. The Foreign Service asked a lot of a young officer with only one short tour behind him—a different climate, different people, different job. Intelligent, personable, and already well disciplined in the Service, Cunningham felt reasonably confident that he could have taken on a slightly more complex position than his last. With a set of Regulations, his own good sense, and the guidance of an older principal officer, he was sure he could step into a larger consulate staff and do a good job. But not this—alone, almost every element of the situation new and strange.

How could he cope—how to cope with this multitude of languages, what were the taboos ordained by the many religious faiths, who could dictate the rules of protocol in a former Moslem princely state which was now a part of the Indian Union? Finally a shrill whistle pierced the night, brakes began to shriek, station lights came into view—and Cunningham had arrived.

### Hyderabad

Before the coach had stopped rolling the door opened and a middle-aged Indian, dressed in white duck trousers

and open necked shirt, entered.

"Mr. Cunningham?" he said, "I am Ayer, Administrative Assistant in the American Consulate. Our sepoy here will look after your baggage and your car is outside the station."

Cunningham soon discovered at the residence and later the next day in the office that other arrangements had been as well planned. This fact, however, didn't imply that there were no problems, no delays, no frustrations. In the ways of the East, there were plenty. But knowing the ways of the East, Ayer coped competently with nearly every situation, sometimes with a quiet "The Sahib wishes" and sometimes with the frantic shouting and gesticulating which only coolies appear to understand.

So it went with daily living and administrative matters. A WTD report was required on a nearby textile mill—where to get reliable credit information? Mohammed knew. A shifty-eyed visa applicant appeared—what police officer could be contacted? Krishna knew. The Fourth of July reception must be planned—who to invite? Abdullah's father had been on the staff of the old Nizam and knew the names and standing of every person of importance in the State.

Cunningham, with his earlier training, his common sense and level-headedness, learned quickly. He encouraged his staff to advise him frankly, he complimented them on their skills in dealing with complex problems, he invited them for tea one afternoon. He learned their capabilities and strengths, and he also learned their limitations. In this latter knowledge, met with an intuitive understanding on the part of his locals, Cunningham and his staff closed the last gap. The gap lay between unclassified and classified matters, between associations the Vice Consul sahib could nurture and the employees could not touch. Little by little both sides

worked out these problems—the Indians from their lifetime experiences, Cunningham out of his basic intelligence. A stranger would come to the Vice Consul's office.

"I've been talking to Krishna about a Trade Opportunity," he would say, "but when I mentioned a speech a Communist newspaperman gave the other night in Aurangabad, Krishna suggested I might tell the story to you."

Or Abdullah would stop by Cunningham's desk for a moment. "Sir, the old Muslim families here are disturbed about the latest Congress Party program of land reform. Abdul Ismail, who used to be the Nizam's Agriculture Minister, would like you to have both sides of the problem. My uncle, a friend of Ismail, would like to have you both for tea. Can you come?"

As Cunningham's contacts increased, so grew his independence, his own sense of values, until he no longer needed to rely on his locals to a tenth the degree required at the start. But he never forgot who had built the bridge between his predecessor and himself, who had helped close the gap between the strange new world of Hyderabad and his own area of competence and experience.

There are an infinite number of other examples which could be cited, demonstrating the importance of the local in maintaining continuity, smoothing transitions, and handling the routines of a Foreign Service establishment. Doubtless better and more logical proofs of a local's contribution to the continuity would be found in the hundreds of instances where new officers move into charge of various sections of larger missions and posts. However, regardless of the examples, the foreign employee occupies an important place in American representation abroad.

With the attention now being given to the development of a "new" Foreign Service, it would appear increasingly important that the role of the local not be forgotten. It was taken for granted that the Public Committee on Personnel would deal primarily with the recruitment and integration of American officers. But the persons entrusted with the implementation of this program must be sure that the local does not get lost in the shuffle. As a matter of fact, with an influx of Departmental officers unfamiliar with the routines and details of life and duty at a post, the local's contribution to continuity and local adaptation becomes even more important. And it is important not only to reassess the role of the local, his needs and his capabilities—but also to consider in the appointment of new officers those who will have the capacity for getting the best out of their alien employees. If Wriston selection boards do not establish this criterion as a prerequisite, duty abroad then may eliminate those men who cannot lead and direct local staffs.

#### *Types and Characteristics*

In appearance and habitat, the foreign employees of the United States Government present an amazing array—bearded Sikhs with brilliant turbans, pert Spanish file clerks, impressive Moorish chaouches, chic Parisian stenographers, carefree Brazilian drivers, alert Japanese radio operators, soft-spoken Malays, gruff Norwegians. But it's amazing, despite differences of race, nationality or religion that certain dominant characteristics may be found in each of those who have won a permanent place in a Foreign Service establishment. Granting basic disadvantages for

many in terms of education or background, the majority are:

*Loyal*—The archives of the State Department contain many reports of local employees who sacrificed their lives, their political security or personal well being in the interests of the United States. The Shipkov case in Sofia is now a classic. The radio operator who lost his life in Baghdad is another. Another is Frank Panayotti, a Gibraltarian who won the Award for Meritorious Service during World War II at great personal risk. During a drastic personnel cut-back at USIS Bombay in 1947, three local employees continued to work unpaid for five months because they considered their work important and they had faith that the United States would right an injustice.

*Trustworthy*—The Abrines family, employed through three generations at the American Legation in Tangier, has devoted a total of 135 years to the work of the United States Government. During this time Abrineses have handled finances of considerable sums and throughout two World Wars gave considerable assistance to the Allied cause in North Africa. In recognition of proven trustworthiness, current Immigration and Naturalization regulations now permit an alien employee with 15 years service to apply for immigration on a non-quota preferential basis.

*Resourceful*—Mohammed in his efforts to get a telephone allocated to the house of a new arrival, or Ricardo in his search through Customs' records to locate a suspected strategic diversion demonstrate the ultimate in resourcefulness. With an intimate knowledge of the psychology of their own people, with an inexhaustible list of productive contacts and with the persistence of nationalities older and more patient than Americans, foreign employees accomplish a thousand daily tasks which would drive their superiors crazy.

*Proud*—In many parts of the world a job with an American Embassy or Consulate is a badge of considerable prestige. In Morocco, for example, employees are protégés of the United States, protected by special treaty provisions. Locals value these factors often above salary or other material assets. But even in parts of the world where the United States is unpopular and even hated, local employees retain pride in their position, a pride based on belief in American ideals or in gratitude for the proven fairness of most United States employment policies.

*Courteous and Friendly*—The Old World and the Orient have produced a courtliness and graciousness which businesslike Yankees have sometimes lost. The courteous greeting of a porter, the respectful attitude of a clerk, the refined smile of a receptionist, and the discipline of a trained chauffeur are assets to a diplomatic establishment.

#### *Limitations*

All foreign employees, obviously, are not paragons of virtue. Many an office has its apple-polisher, its politician, its imitation Joe College, its goldbricker, and its subservient bootlicker. But these are clearly in the minority and exist in no larger proportion than the misfits in any trade or profession. While on the negative theme, however, it is only fair to examine briefly the limitations and disadvantages of local employees.

No one would ever advocate that local employees assume

(Continued on page 46)

# NEWS FROM THE FIELD



## ROTTERDAM



Rebuilt Rotterdam

It is believed that the photograph above will be of special interest to the many active and retired Foreign Service officers and employees who have had tours of duty at this post in the past.

The entire heart of the old city, about 500 acres, was almost completely destroyed by the three air raids on the afternoon of May 10, 1940. Only the city hall and parts of a very few other buildings (not including the old Consulate) survived the bomb and fire damage. Rather than attempt to retain the former style of architecture in the reconstruction, the city planning authorities decided to modernize completely the large business center of the city.

The work is being carried out with dynamic energy and vitality. As a result, many dozens of attractive and well constructed functional buildings now cover the heavily blitzed area. There are of course still empty spaces but the new construction for these has been intelligently planned for and in several cases partly completed. The streets of the business center have been widened, new public utilities conduits installed and in general the atmosphere and impression of the square mile center area is one of bustling, streamlined prosperity. To say that the heart of Rotterdam resembles a modern city in the United States would be an understatement, as here all of the new buildings have been constructed since the war, and most of them in the last three to four years.

The five story building in the foreground of the photograph, which was taken in the spring of 1954, has now been completed and houses the consular offices in the top three floors. Builders shacks in the near foreground have been removed. The consular building is located at Vlasmarkt No. 1, on the north bank of the Steiger canal which leads to the Maas River and the Port of Rotterdam.

The Dutch people, with every good reason to be proud of the work they are doing in rebuilding their country, are now planning an exhibition from May to September, 1955. This exhibition, known as the "Manifestation of Energy in the Netherlands" or "E 55" for short, will be held appropriately in Rotterdam. The aim, according to an announcement of the organizers, reads as follows:

"To show the people of the Netherlands as well as of the whole world the effort made by Holland to recuperate from the trials of the World War; and what has been achieved—and is still being accomplished—in spite of the adversity of the floods of 1953. It also aims at bringing into the limelight the significance of scientific research, instruction and trade-schooling, opening countless new possibilities and perspectives and giving youth the inspiring example of a great and dynamic show of Dutch achievements."

Former "Rotterdamers" in the Service who next year will be within visiting distance of Holland, will be accorded a special welcome by those of us who are at the present time enjoying a sojourn among the friendly people of this attractive and wide-awake city.

*Paul J. Reveley*

## LOURENCO MARQUES

All too often the quiet, solid work of those who engage in our Foreign Service goes unrecognized and it vanishes as quietly as it is performed into the limbo of the forgotten past. But it often happens also that the good work and agreeable personality of an American Foreign Service Officer lingers on in the memory of the people among whom he served in the course of his career, calling to the mind of his successors the effectiveness with which he represented his country and, incidentally, making their job a little easier.

We have had such officers in Lourenco Marques. Such a one was A. R. PRESTON who served here twelve years ago and has recently retired from the Service. Mr. Preston was in Lourenco Marques from 1941 to early 1943 as Consul and thereafter as Consul General. In the course of a 1500-mile trip through the Province, I had reason to appreciate the pleasant memory he has left behind him, for I encountered traces of it as far as I went. Such a store of goodwill one creates not only for himself but for his country. I believe such effective work deserves this recognition in the pages of the JOURNAL—and more besides. I hope Austin Preston may chance to read these lines, for the recollection here of his good work should cheer him in his retirement as it cheers and assists his colleagues.

*R. Smith Simpson*

*(Continued on page 33)*

## BUCHAREST

Minister Harold Shantz led a tenacious, "never-say-die until licked" Legation Bucharest quintet of devotees of the stick and ball to an uphill 2-3 loss to a highly-touted, highly-favored British team in the unsuccessful defense of the "Imperialist Cup". Skull-duggery was again the keynote with the islanders out-gamesmanshiping the innocent U. S. golfers. By sheer weight of diplomatic pressure on John Tierney, FSS-11, American Golf Attache, Her Majesty's Second Secretary was able to bulldoze agreement to a 5-match challenge without handicap. Since the Club's three lowest handicap players are English and Irish the results were foregone. "After all, the Americans won Wimbledon," was the Second Secretary's cryptic if inaccurate comment.

A brilliant last minute play, however, by Minister Shantz' intrepid bashers reduced the odds to the minimum by ingeniously matching the three best American gamesmen against the three worst British. Caddies of both teams were also seen continuously puffing two American cigarettes at a time which somehow resulted in British balls being discovered in unusual lies and underbrush while Americans were able to use No. 1 woods out of the rough. The eve of the match also found the U. S. Legation staff terribly enthusiastic over demanding repeated toasts to the individual members of the Royal Family, House of Lords, etc. at the "Battle of Britain" reception at the British Legation. All this was to no avail when the British lowest ranking golfer unleashed an entirely new game as a result perhaps of these preparations.

After the morning setback and a bit of lunch, Minister Shantz' forces regrouped for a quick coup to regain the earthenware jug. Strength in numbers and figures (ladies?) became the plan of battle and all Anglo-Saxons who could quickly grasp the right end of the club were mobilized in a 20-player battle with one ball per side and one club per player. Fate again intervened against the weak side and the match ended on the penultimate green thanks to the fearless putting of British Minister MacDermot with a spoon. The greenish-hued, earthenware mug acquired a one-year lease on the MacDermot mantel.

*Richard Funkhouser*

## FUKUOKA

Greetings from Southern Japan! Although unheard from for over a year, the Consulate at Fukuoka has been the center of a great deal of activity. We can now surface for a breath of air and get off these notes.

Fukuoka has been very much of a "boom town" over the past year. New buildings have been appearing on the skyline. We now have modern, air-conditioned branches of two of Tokyo's leading hotels, the Imperial and the Nikkatsu. There are also modern branches of Tokyo department stores. Three American airbases close by and a Rest and Recuperation Center for servicemen from Korea have added to the general activity in the Fukuoka area.

CONSUL JAMES V. MARTIN, JR., came down from Osaka to replace CONSUL OWEN ZURHELLEN as Principal Officer last October. CLIFF FORSTER arrived at about the same time from Shikoku replacing GENE KNEZ as Public Affairs Officer for Kyushu. The Reversion of the Amami Oshima Islands to Japan on December 25, 1953, found BETTY MARTIN and NANCY FORSTER as "Christmas Day Widows." JIM MARTIN represented the Ambassador at the official Reversion cere-

monies at Naze and was accompanied by Cliff Forster. An unusually rough return voyage to Kagoshima delayed but did not dampen the spirit of a post-Christmas reunion.

VICE CONSUL MATTHEW SMITH, despite the personnel cut and a considerable increase in consular activity, has managed to keep the Visa Section under full steam. MATT and MARY CLAIRE added a new member to the Consulate family last September, Cecily Claire, now at 12 months showing great promise as a future Visa Officer. Secretaries ELEANOR ABOOD and MARY KECK arrived in November and have helped ease the work burden.

Popular VICE-CONSUL GEORGE BYLAND, Administrative Officer and a Fukuoka landmark, is about to leave us. Two assignments to Fukuoka have endeared George to a large number of Japanese and Americans here. He will be sorely missed in the community. Replacing George is BUDD CORCORAN who arrived last month with his wife, MARG, from Edmonton, Alberta.

USIS now operates two American Centers on Kyuoshu, Fukuoka and Nagasaki. LAWRENCE BERLIN has been Director at Nagasaki for over a year. With his wife, HARRIET, Larry has succeeded in establishing excellent relations with the Nagasaki community. ARTHUR HOFFMAN arrives this month from Bonn to be Director of the Fukuoka Center. He will be accompanied by his wife and two children. Art's arrival is eagerly awaited here since the Center has been without a Director since last April when JIM and SUZY FLOOD departed for Bangkok.

*Clifton B. Forster*

## SANTIAGO DE CUBA

The placid stream of daily existence is occasionally ruffled by the visit of a member of the staff from the Embassy or from the U. S. Naval Base at Guantanamo Bay. The day and a half spent here by Congressman Donald L. Jackson accompanied by Deputy Assistant Secretary for Inter-American Affairs, ROBERT F. WOODWARD, Colonel Edward W. Durant, Jr., USMC, and Mr. Juan J. Manzaneres, created a pleasant diversion and served to fortify our good relations with the Cubans. Both CONSUL STORY and VICE CONSUL FELDMAN received diplomas from the Cuban Tourist Commission in consideration of "their interest in strengthening the Pan American bonds of Friendship, especially those of the United States of America with Cuba." Both officers played important parts in assisting the local authorities in making the shore facilities offered the visiting American navy personnel more attractive and wholesome, with the result that many more navy vessels now call at this port.

The Fourth of July party this year set a new standard in that the American colony of about fifteen families entertained the British colony of about ten families and about fifty U. S. Navy officers from visiting ships at a dance given in the home of the writer. Lovely young Cuban señoritas, accompanied by their chaperones, were also invited to help entertain the Navy visitors. The Consulate arranged to have the day start with religious services on board one of the six ships for the crew and American colony. This was followed by the ship's officers holding open house which included a tour of one of our newest and completely air conditioned destroyers, and refreshments. All professed to have had a pleasant and entertaining Fourth.

*Arthur W. Feldman*

Francis C. deWolf, Review Editor

## THE BOOKSHELF

1. **Song of the Sky** by Guy Murchie, Jr., published by Houghton Mifflin .....\$5  
A *potpourri* of every conceivable fact about flying by a practical (but poetic!) navigator: Birds, balloons, planes, winds, parachutes, etc. etc. etc!
2. **My Brother's Keeper** by Marcia Davenport, published by Scribners .....\$3.95  
The story of two recluse brothers found dead in their dilapidated but once elegant mansion. A novel of manners which at the same time is a mystery story: Well written as would be expected from this writer.
3. **Atoms in the Family** by Laura Fermi, published by the University of Chicago Press .....\$4.00  
The story of the late Italian born scientist—winner of the Pulitzer prize—who produced the first self-sustaining chain reaction in the world's history. A warm and pleasant biography by the wife of the great physicist.

**In the Cause of Peace: Seven Years with the United Nations**, by Trygve Lie. *The Macmillan Company. New York, 1954. xiii, 473 pp. \$6.00*

Reviewed by DENYS P. MYERS

This is the autobiography of an office, the unique position of Secretary-General of the United Nations, in its initial period. The autobiographer is a frank, open-minded Norwegian with much executive political experience who was called upon to give form to the world's biggest and most varied piece of international administrative machinery. From his desk view in 24 chapters he relates intimately his own attitude and action on those matters which most concerned him—his appointment, organization of the Secretariat, headquarters arrangements, Iran, Latin American needs, Palestine, the Berlin air-lift, the Balkans, Chinese representation, his peace mission, Korea, alleged American communists in the Secretariat, his tenure and resignation. He closes with a hopeful chapter, a plea for the "have-nots" and a firm conviction that time is the ally of peace, which is a hollow shell without freedom.

Mr. Lie's book might almost have been written by an American, considering the space and disrespect he pays throughout to the Soviets in the organs of the United Nations and at Moscow, where he sounded out Stalin twice. He was at outs with them much of the time, a position hinging on his interpretation of Article 99 of the Charter, which allows the Secretary-General to "bring to the attention of the Security Council any matter which in his opinion may threaten" peace and security. To him that was an active, not a passive, permission. In one way or another the book is largely an account of how Mr. Lie conducted himself under that conception of the Secretary-General as an "organ" of

the United Nations.

The easy narrative frequently expresses views on the wisdom or the uncertainty of the policy of various member states. He accurately finds the United States trying or even wrong at times. And, like any normal human being, he finds the Soviet Union a captious collaborator and usually an indispensable nuisance. Trygve Lie is a bigger man for having bared his soul in print.

**Freedom Against Itself** by Clarence K. Streit, published by Harper & Brothers, New York, 1954, 316 pages with index, \$3.75.

Reviewed by FRANCIS COLT DE WOLF

I first knew Clarence Streit when he represented the *New York Times* in Geneva during the League of Nations' Disarmament Conference. Undoubtedly the failure of that Conference, as well as of the League itself, must have driven Mr. Streit to the conclusions which he embodied in his well-known book *Union Now*—namely, that only a Federal Union of the Free Nations could effectively save the peace. World War II amply justified Streit's conclusion, if any justification was needed.

Once again he attacks the problem: the problem of uniting the free nations, which form the Atlantic Community—"Atlantica", to save them, as well as the rest of the world, from the disaster of a third world war.

In this instance his special thesis is that the overwhelming preponderance of discoveries and inventions has only been made possible by the climate of freedom in which they were conceived—but that a similar progress has not been found in the field of politics:

"It is freedom that is causing this rapid advance of discovery and invention. And it is also freedom, or rather our faulty grasp of it, that at the same time is halting man's political and moral progress. We are the free, we are the ones who have long been thus dividing freedom against itself, and bringing depression, dictatorship and war down upon us, and all mankind, again and again."

This book is not only timely, it is actually most interesting. It is the work of a sincere, intelligent, and civilized man, and it is highly recommended to all those men of goodwill who still believe that man can be saved from himself.

**Russia: A History and an Interpretation**, by Michael T. Florinsky; *The Macmillan Co. New York. 2 vols. \$15.00.*  
Reviewed by JACOB BEAM

JOURNAL readers will wish to know whether these quite expensive volumes are worth buying. An affirmative answer can be given to those who are interested in acquiring one of the most comprehensive and probably the best history in English of Russia through the time of the Czars. The author disclaims intent of dealing with the Bolshevik revolution but is nevertheless tempted to offer some subjective and summary conclusions which are certain to provoke controversy, as for instance his exceedingly brief terminating judgment on the inevitability of Bolshevism.

The main body of the work, however, is a fascinating study of Russia from the earliest days of the Kiev State. It lends pace and sweep to Russian history, art, the Czars' diplomacy, and the vivid personalities and movements of the Russian scene. The style is lively yet succinct and Professor Florinsky's personal interpretations are refreshing without

detracting from his scholarship. This history offers the background needed for an understanding of present day Russia and is likely to remain an authoritative work until time and perspective can catch up with it to provide an equally good contemporary account.

**Soviet Documents on Foreign Policy**, Selected and Edited by Jane Degras, *Vol. III (1933-41)*, Issued under the auspices of the Royal Institute of International Affairs, Oxford University Press. 500 pages. \$8.50.

Reviewed by WILLIAM L. SMYSER

The three volumes of *Soviet Documents on Foreign Policy* of which this is the third, covering the period of approaching war, from 1933-41, reflect credit upon the Royal Institute of International Affairs under whose auspices they have been published, and immediately assume the role of required reading for anyone preoccupied with the major problem of this generation, that of coexistence with Russia. It is not easy to find these documents elsewhere, and surely not in the admirable presentation given them by the Oxford University Press. Each expert will turn first to the pages devoted to his special field, but the general reader concerned with international affairs can derive infinite profit and enjoy a certain wry humor in paging right through the years of the Hitler decade in the chronological order followed by the editor, Mrs. Jane Degras. Here are the tortuous shifts in the "line," so obvious that even he who runs may read. Here is a style that does honor to the translator. And here too are those personalities, famous and notorious, portrayed in and through their own words.

Bitter amusement sometimes betrays itself in the Russian diplomat's text, as when Molotov reports to the Central Executive Committee upon the number of foreign governments who are still, in 1933, making the USSR, ten years after its formation and fifteen years after the Soviet Government first came into power, the object of profound study prior possibly to an attempt at recognition. The same ironies surround the British Government's renunciation of the commercial treaty concluded in 1930 after three years of limited and sad experience, since, as the Russian commentator observes, "If anyone hoped to frighten the Soviet Union by this, it is simply ludicrous," and furthermore "no doubt this is well understood by those in England who now so badly need Soviet orders." The date here is 1933, and not 1954. History repeats itself.

As in the final acts of a great tragedy, Soviet preoccupation with the doom portended in its relations with Germany takes over the principal role and inspires most of the policy and most of the obfuscations of policy which occupy the pages in this third volume. The fate of Poland becomes clear as its precarious place between two mortal antagonists is defined. Motivating almost equal anxiety are the Soviet relations with a rapidly expanding Japan, and the Soviet distrust of the Western Powers, which seem to echo the same mood in the two earlier volumes of these Soviet papers, and to recall the ideological hostility of the years immediately after the revolution. The Soviet animadversions regarding the foreign policy of the United States deserve notice, but the deepest emotion, the vital suspicion, the most warped humor, are woven always about Germany and Japan, as when Litvinov reports, at the end of 1933:

"The latest phase in the development of relations between these two countries permits me to hope that they will have

no grievance against me for bracketing them together. If I am not mistaken, they have even recognized their community of race. This became possible once race ceased to be an ethnological and anthropological concept, and was used as the name for some kind of military organization."

There are other types of documents, and other types of orators, where one encounters better wit, but for the purpose of understanding the Soviet there can be no sources more illuminating than these. Editor and publisher must be congratulated, and their complementary forthcoming volumes of Comintern documents may be awaited with real anticipation.

**When Peoples Speak to Peoples**, by Harold E. Snyder. American Council on Education.

Reviewed by WILLIAM L. SMYSER

This action guide to international cultural relations provides a useful tool for workers in the growing field of explaining nations to each other, and suggests wisely that international relations are basically human relations, in a sphere where planning and organization helps.

## S. PINKNEY TUCK SCHOLARSHIP

The S. Pinkney Tuck Scholarship at Dartmouth College for sons of career Foreign Service Officers will become available to a member of the Class of 1959 next fall. The scholarship, which carries with it an \$800 award each year, has been held in the past by Francis C. Reed, son of Henry C. Reed; John A. Gray, son of Archibald E. Gray, and Ralph W. Chesbrough, son of the late Ralph F. Chesbrough.

Students who are interested in the Tuck award should write directly to the Committee on Scholarships and Loans, Box 90, Hanover, New Hampshire, to obtain the necessary admission and scholarship forms.

The Honorable S. Pinkney Tuck, who established the scholarship in 1948, entered the Foreign Service after his graduation from Dartmouth, and for 35 years represented this country abroad as a career officer until he resigned as U. S. Ambassador to Egypt in 1948.

The Dartmouth College announcement of the availability of the award stated that if the \$800 award is not sufficient to meet the needs of the best qualified candidate, it may be possible to supplement it with other scholarship funds.

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## ADDITIONAL MATERIAL ON THE DAVIES CASE

*The following is a reprint of Arthur Krock's column in the Nation which appeared in the New York Times on November 16, and was entitled "The Core of the Security Problem".*

The President knows the complexity of the "security" standards for Government servants that, in its latest manifestation, caused the dismissal of John Paton Davies and the cartooning of Secretary of State Dulles as a cruel administrator and a cowardly man. The President knows this if for no other reason than that the rigid nature of the Administration's security ordinance has been laid before the Cabinet by Dulles himself and possible forms of amendment brought by him into the discussion.

So far there is no indication that the Cabinet supporters of the Executive mandate which, in the Secretary's opinion, required him to separate Davies from the diplomatic service favor a modification that would give Dulles a leeway he thinks is now forbidden. Or, if they do, as yet there is no indication that the President is of the same mind, or, if he is, has found a way out of the dilemma expounded by the Secretary of State that would not involve risking "the interests of the United States." (As the Executive Order is written, "reasonable doubt" must be resolved either against an appraisal of that interest or the interest of the individual concerned.)

Some of the critics of separation findings . . . have taken as their targets the administrators of the agencies involved instead of the Executive order which limits their basis of decision and the President who, knowing this, has not widened the basis. . . .

. . . And, in so far as diligent inquiry can establish it, the following is Dulles' record in the Davies case:

He inherited it from the previous Administration.

He read the record in the case—snatching what hours he could from his basic duties—and concluded that it left unsettled activities by Davies on which several prior reviewers thought he had been evasive.

The Secretary then asked Davies if he would not welcome an opportunity to dispel these doubts; Davies said he would; and a final board, which Dulles described as "highly honorable and fair," was set up for that purpose.

Dulles, who had been hopeful that Davies would clear up the doubts and the board's conclusion would be favorable, was troubled when its conclusion unanimously was to the contrary. As he construed the Executive order, that compelled him to support the board because the findings were made on the test of attributes of professional behavior, and confronting the Secretary was the Executive mandate to resolve in favor of Davies any "reasonable doubt" of the diplomat's explanations to the board only if thereby "the interests of the United States" were not disregarded.

He concluded that, bound to this choice, and on parts of the record to which—they would have disarmed some of the criticism—he did not publicly allude, he was required by law to support the unanimous board. The unhappy Dulles would gladly have allowed Davies to resign, but that would have been a concession of error which Davies courageously declined to make. And Dulles could not retire the diplomat

on a pension because Davies had not completed the service required by law—an unfair one.

In the opinion of this correspondent, after searching for the facts Dulles was a most disconsolate principal in the drama. Perhaps if he had not been a lawyer all his life, and therefore interpreted the Executive order as putting him in the position of an appellate court, which is obligated to reverse only misapplications of the law, he would have rejected the finding of the unanimous board on the evidence presented to it by construing his appellate jurisdiction to authorize his writing a new law in the interest of the morale of the Foreign Service, which he fully realized might be further damaged in the process.

But this correspondent is convinced that Dulles reluctantly and sorrowfully did what he believed he was sworn to do. And if his critics suspect that political consideration animated the Secretary, they might recall that he could have released the unanimous board verdict on Davies before the Congressional election.

Not until a nonpolitical group, headed by a true liberal like John Lord O'Brian, is given the security problem to study and relieve can there be an end to repetitions of the deplorable case of John Paton Davies.

*Eric Sevareid, CBS Radio News Analyst, broadcast the following on November 8, 1954. The text of his broadcast has been reprinted in the Congressional Record.*

Good evening . . . Sometimes, to add to the meaning of the headlines, a reporter must be personal. Eleven years ago I was a war correspondent, flying toward China over the infamous "Hump." There came a terrifying moment when the passengers, mostly GI's, stood near the door, trying to summon the courage to bail out of the crippled plane. Precious moments passed. Then one of the three civilians aboard, the diplomat who clutched a dispatch case to his chest, gave us a wry smile and leaped out. His action broke the paralysis; we all followed; and all of us, but one, survived.

In the weeks that followed, we were never entirely sure we would get out of those jungle mountains; in such circumstances men learn truly to know one another; who is weak; who is afraid; who is impetuous, and who is strong, and calm and prudent. As the time passed, the GI's, and I began to recognize the civilian with the carefully guarded dispatch case as one among us with a calm and natural courage, as one who would never panic, who never complained. He was the one we chose, for common sense and discretion, to deal with the touchy and dangerous Naga head hunters, our undecided hosts. Mostly we feared Japanese patrols, and a day came when we heard there was a Jap patrol not far away. The Colonel in charge gave orders that we three civilians, in case of attack, were to take out guns and try to escape, while the soldiers remained to fight. It was the diplomat who said, "In the first place this would be dishonorable. In the second place, we'd never get out." Fortunately, there was no attack.

(Continued on page 38)

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There was, however, a long and painful hike in rain and heat for all of us. There were moments when another step seemed quite impossible. In such moments, it was generally the diplomat who would sing out with something like, "Onward and upward with the arts," and we would laugh and gasp and keep on climbing. I began to faint with heat and thirst on one suffocating slope; the man who left his half pint of water with me—all he had—was, of course, the diplomat.

After we emerged into India and the military reports were in, there was a move in the Air Force to decorate our diplomat for his outstanding personal conduct. I do not know if he ever received the decoration. But none of us in that strange party, I think, would have disputed the choice. For I thought then, as I think now, that if ever again I were in deep trouble, the man I would want to be with would be this particular man. I have known a great number of men around the world, under all manner of circumstances. I have known none who seemed more the whole man; none more finished a civilized product, in all that a man should be—in modesty and thoughtfulness, in resourcefulness and steady strength of character.

The name of this man is John Paton Davies. He is the man Secretary of State Dulles, on the recommendation of a five-man board, has just broken on the wheel of official disgrace. The Foreign Service officer dismissed, three years short of retirement and pension, after giving twenty-three years of his life—and almost life itself—in the arduous service of his government. Eight times he was investigated; eight times he was cleared. One by one the politically inspired charges of Communism or disloyalty or perjury were dropped; the ninth board came up with something new, called defects of character. Mr. Davies is not, concluded the board of Mr. Dulles, of sufficient judgment, discretion and reliability.

Sufficient, one may ask, unto *what*? Their test can only have been of supernatural design. I saw their victim measured against the most severe tests that mortal man can design. Those, he passed. At the head of the class.

This is Eric Sevareid in Washington.

**Louis J. Halle, who wrote the following "Letter to the Times" which appeared in the New York Times on November 14, was a member of the Policy Planning Staff and a member of the Journal Editorial Board until his resignation from the Department last August.**

TO THE EDITOR OF THE NEW YORK TIMES:

The dismissal of John Paton Davies from the Foreign Service has implications for the public welfare that not all private persons are in a position to appreciate. One who after thirteen years has now resigned from the State Department (of his own accord, on good terms with its Administration and not under a cloud) may be permitted some comment on it.

Secretary Dulles concurred in the finding of a security hearing board that Mr. Davies had "demonstrated a lack of judgment, discretion and reliability." Judging another man's "judgment" is never more uncertain than when the chief test is the judge's own judgment.

One of the findings of the board was that the policy recommendations of Mr. Davies "were not in accordance

with the standard required of Foreign Service officers, and show a definite lack of judgment. . . ."

#### Composition of Board

Mr. Davies is one of the most experienced men in this country in matters of foreign policy. It is proper to inquire, therefore, into the qualifications of those who found his policy recommendations faulty. They were the Inspector General of the Army, the deputy to the Director for Plans and Readiness of the Office of Defense Mobilization, a legal assistant of the Federal Communications Commission, an assistant to the Director of the Foreign Operations Administration and the Director of the Office of Procurement and Technical Assistance of the Small Business Administration.

These men disagree with Mr. Davies' recommendations on Far Eastern policy and advocated his punishment.

One can imagine what the verdict of such a board as this might have been on the judgment displayed by a man who in 1950 recommended that "if the Communist Government of China in fact proves its ability to govern China without serious domestic resistance, then it, too, should be admitted to the United Nations." Might it not have found this man's judgment below standard? Yet this was the recommendation made by Mr. Dulles in his book, *War or Peace*. I do not say this in criticism of Mr. Dulles' judgment any more than I take the like situation to reflect on Mr. Davies' judgment. In both cases, the actual and the hypothetical, we have the spectacle of ignorance sitting in judgment on wisdom.

#### Relations with Press

The other charge on which Mr. Davies has been judged guilty, that of expressing his views indiscreetly to the press, could also be sustained against a large number of Government servants, more so than ever since the Administration has urged its employes to be more open with the press.

Few things can be more dangerous in their implications for a society than a law, however good in itself, that is invoked only against selected individuals in a political situation.

Most of us would agree that the official whose job it is to get rid of security risks in the State Department must be above suspicion of exercising his functions in the interests of any faction or party. Any partisan bias might well prevent the effective administration of security, which must be impartial, and thereby raise a doubt whether his continued employment in that capacity was "clearly consistent with the interests of the national security."

Why, then, should not the procedure applied to Mr. Davies have been applied to the director of the department's Bureau of Security after he had referred in a public address to the legal obstacles that made it difficult "to replace an individual whose viewpoint does not coincide with that of the Republican party"? Was this not poor judgment, lack of discretion and unreliability? How can one avoid suspecting that the difference has to do with the fact that Mr. Davies has been an object of attack by Senator McCarthy while Mr. McLeod is the Senator's publicly avowed friend and admirer?

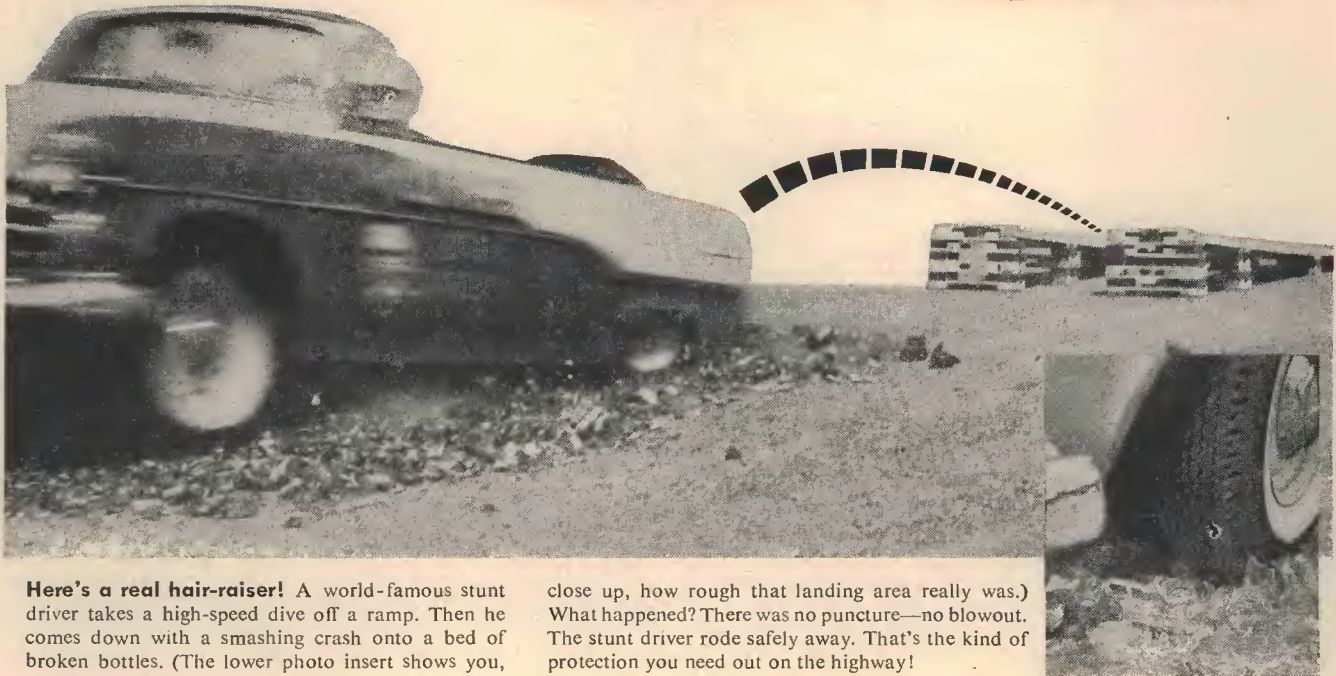
The occasion of this letter is the injury to the public service. In his statement Mr. Davies says he has informed the Secretary that he would welcome publication of the whole record of his case, "including my 1950 recommenda-

(Continued on page 43)

Daring flying dive onto bed of jagged glass

fails to damage

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NEWS TO THE FIELD (from page 17)

Hemisphere—in Winnipeg, Buenos Aires, Bogotá, Rio de Janeiro, La Paz, Guatemala and Habana.

THE HONORABLE JULIUS C. HOLMES was designated Senior European Political Adviser to the United States Delegation to the Ninth Session of the United Nations General Assembly, Mr. Holmes will replace THE HONORABLE JACK K. McFALL. Ambassador McFall, who has been ill, will return to his regular post as Ambassador to Finland as soon as his health permits.

*Museum of New Mexico*

THE HONORABLE BOAZ LONG, Director of the Museum of New Mexico, writes us that European leaders visiting the United States under the International Educational Exchange Service have been visiting New Mexico and the Museum in increasing numbers since 1952.



The museum of New Mexico

Their interest in the Santa Fé area, he believes, is stimulated by the same opportunity to observe the Indian-Spanish origins of south-west culture which causes roughly seven million domestic tourists to visit the area.

There, in the Santa Fé-Albuquerque area, is the old Palace of the Governors, built in 1610-12, now part of the Museum. In the area, too, are old Spanish Churches and Spanish-speaking settlements dating to Colonial times, and the Indian pueblos of Tesuque, San Ildefonso, Santa Clara, San Juan and Taos.

When the State Department began routing visitors through Santa Fé, the Museum of which Ambassador Long is the Director developed a program to try to assign each visitor as much individual attention as possible. This "individual attention," according to his report, includes trips to outlying areas, teas and dinners with the hospitable and talented citizens of Santa Fé.

The poet Witter Bynner and author Oliver La Farge are among those who have welcomed visitors from Spain, Ceylon, Italy, and other countries.

Those who learn of our work, writes Mr. Long, "should not conclude that only the foreign leaders derive benefits from the visit. Comparatively few people in Santa Fé are familiar with the various portions of the world from which these visitors come; as hosts, they greatly enjoy first-hand information as to present conditions in the countries represented. Our children are particularly delighted to meet and

talk with an Indian from the banks of the Brahmaputra, an Egyptian who is a Copt and a descendant of the ancient Pharaohs, or an Italian novelist, for instance.

"We derive from them an unquestionable benefit and stimulation through exchanges of information and opinions, and we hope that they gain something through their contacts with New Mexico."

*Boat Builder*

Here in the Washington area, CARL M. J. VON ZIELINSKI continues to build replicas of the famous wooden ships of America's early history. Newest of the von Zielinski replicas are the *Ark* and *Dove*, which in 1634 brought the first settlers to Maryland. Writes Commander von Zielinski, "Of particular interest for sailors was the topmast spritsail on the *Ark*, which had not been used for the last two hundred years. It is the little square sail hoisted on the topmast at



The *Ark* and the *Dove*

the end of the bowsprit. Very effective but hard to handle, which perhaps is the reason this type of sail was abolished about 1700 and replaced by jibtype sails. Both ships carried the regular spritsail under the bowsprit and the *Ark* only had the topmast spritsail." Both ships were sailed daily during the week's celebration of the Calvert County Tercentenary.

Next on Commander von Zielinski's ship building program are replicas of the ships which brought the first settlers across the seas to found the permanent Jamestown settlement.

*Designations*

CHRISTOPHER H. PHILLIPS was designated Deputy Assistant Secretary for International Organization Affairs.

VICTOR PURSE was designated Deputy Chief of Protocol.

CHARLTON OGBURN, JR., was designated Chief of the Division of Research for the Near East, South Asia, and Africa.

DAVID H. POPPER was designated Director, Office of United Nations Political and Security Affairs.

WILLIAM J. SEBALD was designated Deputy Assistant Secretary for Far Eastern Affairs.

MAX W. BISHOP was designated Special Assistant to the Under Secretary, with responsibility for coordinating operational planning in the Department on matters coming before the Operations Coordinating Board.

(Continued on page 44)



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#### 1954 DIPLOMACY (from page 28)

to it to keep developments in a reasonable perspective, or to assess their relative importance in the overall picture. It was a year to test to the uttermost the political flexibility, the diplomatic ingenuity and, yes, even the sheer physical and mental endurance of those responsible for the formulation and execution of foreign policy.

As the year started, political interest was focused on Europe and the preparations for the Berlin Conference. But the Berlin Conference had hardly ended before the deterioration of the situation in Indochina brought the long-latent Far Eastern crisis to the world's attention. That crisis, and ways and means to prevent it from becoming the most serious threat to general peace since the Berlin blockade of 1948, claimed the full concentration of the statesmen and diplomats of all the major powers for the next five months, until the Geneva settlement was reached late in July. But soon there was another crisis upon them in Europe. The failure of the European Defense Community Treaty to pass the French National Assembly on August 30 set off—after a reappraisal in Western capitals—an intensive six weeks of diplomatic activity which culminated in the meetings in Paris from October 20 to October 23 when the detailed agreements on European collective defense, the restoration of German sovereignty and the admission of Germany to NATO principles had been laid down at the Nine-Power Conference in London were signed by the North Atlantic Treaty Powers concerned and the Federal Republic of Germany.

The decisions taken in those two crises—the Far Eastern and the European—were the diplomatic highlights of the year which claimed the widest public attention. But there were other less well-publicized but nevertheless important diplomatic achievements during the course of 1954.

Among these perhaps the most important were the settlement of the Trieste dispute between Italy and Yugoslavia, in which joint Anglo-American diplomacy played a major role in bringing the long-drawn out negotiations to a successful conclusion; and the agreements which resolved the Anglo-Iranian oil dispute resulting from the long and patient negotiations in which our new Under Secretary of State, Mr. Herbert Hoover, Jr., participated as mediator and honest broker. American diplomacy played its part, too, in helping to reach a settlement of the Anglo-Egyptian dispute over the Suez Canal Zone.

There were numerous other developments during the year of interest to the diplomatic student—those mentioned above were merely the highlights of a busy year. In the western hemisphere the political conference of the organization of the American states at Caracas in the spring helped to solidify resistance to the encroachments of Communism in the Americas and laid the groundwork for the Economic Conference at Rio de Janeiro later in the fall. In the Far East, the Manila Conference forged the Manila Pact and the Pacific Charter under the stimulation of the Indo-China crisis.

Each of these developments, according to the particular political characteristics of each, made its own particular demands upon diplomatic techniques. The London and Paris conferences, which resolved the European crisis resulting from the rejection of the EDC, and the Manila Conference on Southeast Asia, including both Western and Asian states, were outstanding examples of multilateral diplomacy among friendly governments. On the other hand, the Berlin Con-

ference and the Korean phase of the Geneva Conference were examples of what may be called diplomacy by public debate, in which the protagonists seek to use a diplomatic platform to address the world audience and sway world opinion in support of their political aims.

Whereas the Berlin and Geneva Conferences could be described as short-range diplomatic duels between the communist regimes and the free world, another diplomatic exercise of considerable importance in 1954 was a complex, long-range "artillery" exchange of notes between the Soviet Union, Poland and Czechoslovakia on the one hand, and the free nations of Europe and the United States on the other. These related to Germany, Austria, and the question of European security. Like the conferences, this exchange took place in the open glare of the public spotlight, but it called for a good deal of quiet diplomatic work behind the scenes, including an intricate web of consultations within the NATO and West European union framework.

By contrast, the 8-month long negotiations in London which led to the settlement of the Trieste dispute was almost a classic demonstration of the old style of diplomacy—negotiations carried on patiently, perseveringly, without benefit of publicity.

In their different ways, the settlement of the Anglo-Iranian oil dispute and the Rio de Janeiro conference were examples of what might be called economic diplomacy—an aspect of diplomacy that has become increasingly important in the post-war years.

As is obvious from the foregoing, the responsibility for meeting these diplomatic problems rests on the high officials of many countries. Because of the world position of the United States, the Secretary of State and his immediate advisers have carried a heavy burden of responsibility. They have, in turn, been the first to recognize the contribution that is made by the officers in the Department and in the missions abroad who do the essential and time consuming work of preparing the position papers, drafting the details of agreements, and conducting the legal, political and economic research that modern diplomacy involves.

On balance, we believe the diplomatic historian will record that 1954 was a successful year for Free World diplomacy. We believe that the American Foreign Service and departmental officers are entitled to feel that they have made a substantial contribution to that success and have measured up to the testing demands which modern diplomacy lays upon them.

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#### PROGRESS REPORT (from page 21)

management stands up for its people as long as they deserve it. Prestige of the Service will depend upon the performance which the Service turns in day by day, year by year, post by post.

With this corner turned and with this much needed program now under way, we all have a great opportunity to do whatever we can to see it through to a prompt and fully successful conclusion. This is probably a unique opportunity because it is unlikely that the conditions for achieving this indispensable program will ever again be quite as good as they are right now. This is why I submit to you that everyone who is affected by or may have an effect on the new administrative program must vigorously support the farsighted Secretary who has prescribed it and Loy Henderson whose duty and privilege it will be to carry it out in the national interest.

tions that we seek a preventive showdown with the Soviet Union."

*Recommendation on Russia*

The implication here is eloquent. Any recommendation that we seek a preventive showdown with the Soviet Union is at least as much at odds with our actual foreign policy as were the recommendations that Mr. Davies made so many years ago on our relations in the Far East. But from the point of view of the police-mind looking for security risks any error, in this case, is on the right side.

In the year and a half since the personnel of the State Department and Foreign Service were placed under the control of police officials like Mr. McLeod the temptation to buy job-security by making policy recommendations of this sort has been too great for some to resist. Those with the character to resist have in many cases left the Government service, although many others still carry on.

I am aware of my moral responsibility in saying, as one who has been on the inside until recently, that by these indirect methods the policemen have gained some control over American foreign policy, a field in which they have no competence.

The Secretary has, in a few instances at least, been given dangerous advice that he would not have been given if these pressures had not existed. More often it has been thought unsafe to give him the advice that he should be given. Security officers read the memoranda and make their own judgments.

Now an example has been made of an officer whom most of us know to be of fine character, loyal, courageous and intelligent, and who has been subjected to public dismissal and punishment for "lack of judgment, discretion and reliability." I say punishment because, in addition to being publicly sacked as a "security risk," he has been deprived of the pension that he had earned by twenty-three years of faithful service. It will now be even clearer than before that the reporting and advice of the Service had better conform to the policy views of the security officers.

One hopes that the American public will see at last that the word "security" has become a euphemism. It covers the primitive political drive of the last five years to eliminate intellectual and moral distinction from the Government service, and to staff the Government instead with political good fellows who cannot be suspected of superiority. Under the reorganized Foreign Service, for example, educational standards for admission are being avowedly lowered. It is as if the mediocrity of the mindless had become the ideal.

The impediment to good government in many countries has been that government service does not attract to itself the best elements in the national population. A generation ago one heard that complaint commonly about our own Government. When it is again made in the years to come we should remember, among others, the case of John Paton Davies.

*Louis J. Halle.*



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WALTER A. RADIUS was designated Special Assistant to the Assistant Secretary for Economic Affairs.

#### Personals

JOSEPH E. WIENENMAYER, "The Painting Consul" now stationed in Melbourne, presented the Director of the Office of Security one of his paintings before he left Washington. Entitled "Masks Off," it is painted in tempera on wood in the Italian Renaissance technique.

CHARLES W. LEWIS, JR., retired F.S.O., was defeated for the office of United States Senator from Virginia. Mr. Lewis, who was Consul General in Turkey, Pakistan, India and Morocco, was defeated as an Independent Democrat by the incumbent, A. Willis Robertson (D).

THE HONORABLE ROY T. DAVIS, Ambassador to Haiti, gave a commendation to the American Red Cross and U. S. military forces in the Caribbean for their aid to Haitian sufferers of Hurricane Hazel.

Former UNDER SECRETARY OF STATE WALTER BEDELL SMITH was elected a director of the Radio Corporation of America in early December. Gen. Smith is also vice-president of the Board of Directors of the American Machine and Foundry Company.

#### Miscellaneous

The Voice of America completed its move from New York to Washington and now occupies consolidated quarters in the Health, Education and Welfare building.

Wholesale dismissals of Soviet government bureaucrats are being carried out, a news story written by Eddy Gilmore in London stated. Included in the dismissals, Mr. Gilmore stated, were "many bureaucrats and red tape artists who, instead of carrying out the decisions of the party and the government, spend their time in drafting 'various and numerous directives, resolutions, references, letters and accounts.'"

The Associated Press reported that something strange—described by cab drivers as a flying saucer—was seen over Rome by several persons, including the HONORABLE CLARE BOOTHE LUCE.

### AMONG OUR CONTRIBUTORS

**Charles E. Saltzman**, who delivered "Progress Report on the Wriston Committee Recommendations," needs no introduction to JOURNAL readers. A graduate of the Military Academy and a former Rhodes Scholar, Mr. Saltzman became assistant to the executive vice-president and secretary of the New York Stock Exchange before entering the Department in 1947. A member of the Wriston Committee, he obtained leave of absence from Henry Sears & Co. to serve as Under Secretary of State for Administration until the end of 1954.

**Nicholas Bodman**, author of "Teaching Assignment in Scottish Malaya," begins another "tour" of duty in the far east this month. He will set up and direct the Foreign Service Institute Chinese Language School on Formosa. There approximately ten students, following a three months course here in Washington, will spend almost a year becoming proficient in the mandarin dialect.

**Raymond J. Nolan**, who wrote the timely advice contained in the article "Your Income Tax," is a departmental officer assigned to the office of the Assistant Legal Adviser for Administration and Foreign Service. A versatile gentleman, Mr. Nolan, as a hobby, teaches ballet.

**Susan Wingfield**, whose "Flexible Furnishings" appears on p. 25, is a Foreign Service wife who prefers to use her maiden name in her byline. This grieves the editors, who believe her husband should receive full credit for his drawings, which illustrate the article.

**G. Edward Clark**, author of "Key to Continuity—The Local," now at Tangier, first became acquainted with the talents of local employees when stationed in Bombay from 1946 to 1951. During his tour of duty in the Department, Mr. Clark's wife, Lee, worked in the JOURNAL office while he worked on the problems of Southeast Asia.

### FLEXIBLE FURNISHINGS (from page 25)

filling the house with the geraniums and wild flowers that carpet that coast in technicolor profusion.

We are now in a Washington apartment. It has seasick green walls which the landlord refused to repaint for "diplomatic clause" tenants. We know we are flying in the face of fashion: according to the magazines that decide these things, it is imperative to have magenta and persimmon living rooms and lavender and blue kitchens. Clash has become a decorators' cliché. Consequently, sobriety looks revolutionary. Even people, especially the American male, seem to be getting more colorful every year; we like to think that our friends stand out in their full splendor against our low-keyed background. You should see the effect of a paisley waistcoat next to *tête de nègre* draperies.

Color is not all, however. A clash of styles can wound the sensitive soul as well. I once knew an Army wife, a French World War I bride she had been, who apparently pined for old world elegance in the new. She acquired an entire salon in Louis Quinze furniture and appointments and carted it from post to post. I knew her in Hawaii, where her *salon* was a Pacific *lanai*, and where the gilt peeled and the damask rotted in the trade winds like the veneer of civilization off a Somerset Maugham hero.

I think her mistake was consistency. To avoid such surreal effects, the answer seems to be a mixture of styles, and a happy answer it is for nomadic families that pick up things as and where they need them. A Salem rocker, a Chinese chest, and a modern lamp in a Persian villa may look odd, but somehow the tension seems less than if the furniture and architecture are drawn up into just two hostile blocks.

A solution to all the problems of the itinerant household may be found in the suggestion of a friend of ours who advanced the notion as a measure of government economy. He recommended that the Department not only provide housing and complete furnishings for every employee at every post, but that wives and children remain stationary as well. After all, he said, they are all pretty much alike, and on arrival a new employee could take over from his predecessor an entire household in the perfect working order that only permanence can bring. In large posts, with transfers coming in coveys the way they usually do, a man (our friend was a bachelor, needless to say) might even have a choice of menage, depending on whether or not he liked children or preferred a good cook to a snappy conversationalist.

Well, for my part I do get attached to a man and I fear I'd rather miss my present husband when transfer time came around. But at least I might be able to have the proper furniture for the proper house, and I might even get to see those jonquils in bloom next spring.

## STAFF CORPS PROMOTIONS

Following is a list of Staff Corps promotions which have been made effective during the period August 15, 1954, through October 23, 1954.

### From Class 5 to Class 4

Elliott, Virgil M.  
Reiner, Herbert, Jr.

### From Class 6 to Class 5

Godfrey, Richard A.  
Kolinski, Charles J.

### From Class 7 to Class 6

Holm, Arvid Gunnard  
Knutzen, Gladys Marie  
Sena, Ray, Jr.

### From Class 8 to Class 7

Armijo, Patrick H.  
Bailey, Helen M.  
Boswell, William P.  
Cox, Emily C.

Erickson, Elden B.  
Fortucci, Nicholas

Fratzke, Ralph Carl  
Howe, George Litton

Jensen, Olive Marie  
Jorgesen, Wesley E.

### From Class 9 to Class 8

Bandoni, Joseph P.  
Blache-Bolton, Simone

Blackerby, William  
Christener, Marta

Curnias, Mary A.  
Dozier, William B.

Foose, Helen Frances  
Gustavs, Anna Caroline

Hermanson, John Herbert  
Konya, Charles J.

Lamb, Norman E.

### From Class 10 to Class 9

Lenz, George, Jr.

### From Class 11 to Class 8

Durand, Gladys I.

### From Class 11 to Class 10

Grimes, John O.

### From Class 12 to Class 11

Albaugh, Richard Morton  
Cole, Marjorie A.

Deloach, Hight

Terry, Neimann A., Jr.

Pazourek, John  
Schwartz, Richard A.

Weisenburg, Leslie A.  
Woodward, Paul Eugene

Kardas, Edward P.  
Lakas, Nicholas Spiros  
Miner, Philip Denniston  
Parker, James Patrick  
Reddington, John P.  
Rehberg, Ralph C.  
Royall, Penelope  
Stotts, Maida Frances  
Westbrook, Alice D.

Linde, Kenneth W.  
Marr, Louis Bertrand  
Meyer, Colette Mathilda  
Moses, Martha Jean  
Radford, Joseph, Jr.  
Rowberg, Brynbeld Camilla  
Tanck, Margarite Helen  
Thomsen, LaVerne Loretta  
Tolin, Corabelle  
Webb, Dorothy Helen  
Whitfield, Bernadine L.

Koch, Jeannette A.

Gervais, Shirley E.  
Stokes, William H., Jr.  
Thorsen, Margaret E.

## BIRTHS

BURGESS. A son, John Egon, born to Mr. and Mrs. Edward W. Burgess on November 4, 1954, in Rangoon.

HILL. A daughter, Isabel Morrison, born to Mr. and Mrs. John Calvin Hill, Jr. on November 11, 1954, in Guatemala.

MC CARTY. A daughter, Christine Stephanie, born to Mr. and Mrs. Paul B. McCarty on October 22, 1954, at Tijuana. A son, Paul Christopher John was born on July 30, 1951, at Rome.

MIKLOS. A daughter, Melphomene I., born to Mr. and Mrs. Jack C. Miklos on October 31, 1954, at Tangier.

MILLAR. A son, Bruce McLaren, born to Mr. and Mrs. John Young Millar on October 23, 1954, in Berlin.

SPENGLER. A daughter, Sarah, born to Mr. and Mrs. William F. Spengler on October 8, 1954, in Oslo.

STABLER. A daughter, Elizabeth Wells, born to Mr. and Mrs. Wells Stabler on September 2, 1954, in Rome.

STOFFEL. A daughter, Elizabeth Jean, born to Mr. and Mrs. Albert W. Stoffel on October 7, 1954, in Berlin.

WELLMAN. A daughter, Christine Fisher, born to Mr. and Mrs. Harvey R. Wellman on August 19, 1954, at Coral Gables, Florida. Christine Fisher is the granddaughter of retired Foreign Service Officer Harold S. Tewell.

WOOLLONS. Twin daughters, Sandra Loraine and Susan Linda, born to Mr. and Mrs. Sidney L. Woollons on July 11, 1954, at Winnipege.



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## KEY TO CONTINUITY (from page 31)

the duties or responsibilities of key American officers. The most obvious barrier is the practical matter of security. Beyond the rigid bounds imposed by the needs of safeguarding the nation's vital secrets, the alien cannot go. Neither can he be expected to view political, social and economic developments in his own country with the objectivity or perspective of an outsider. He may also be subject to pressures not experienced by foreigners. Without rank or title he finds access difficult to certain quarters and without wealth or private prestige he cannot travel in circles to which diplomats are automatically admitted. (On the other hand at some posts locals come from the finest and most respected families of the community.)

### *Assets*

Many budget discussions have occurred on the subject of hiring more locals and fewer Americans for economy reasons, or more Americans for security reasons. Actually there is a happy medium, and the local does offer many attributes. First, he is intimately acquainted with the country—its history, its traditions, its folklore, its culture, its resources, its political motivations, its commercial dynamism. He knows whom to go to for information or help, but better still he knows the easiest, the least obvious, or the surest way to go about it. If his job is technical or even menial, he knows from a lifetime of experience and by the teaching of his parents local laws and local practices, the effects of weather and seasons, specifications of goods and material. If his work is professional, his education, be it liberal or applied, has versed him in general or special fields of study which a foreigner could never hope to explore as thoroughly during a tour of duty.

Since new entrance regulations for officers about to be integrated do not require a language prerequisite, the value of the foreign employee as a translator or assistant in a wide variety of duties becomes more important. Although English can be used at many posts, the majority require intercourse with diverse populations in languages other than English. At Tangier, for example, both French and Spanish are almost essential, with Arabic a very real asset. A more extreme example is India with its multitude of major languages and dialects. Although the present Service has many officers who are exceedingly proficient in one or more languages, even today the majority can hardly be considered as at ease in foreign tongues as they would be in their own. Hence the foreign employee will always be needed to handle the unusual languages and to lift a part of the burden of local contacts from the few officers at each post who are really skilled.

Locals are obviously cheaper. There are of course many jobs at a post which no American would be asked to do, and many others which only Americans could handle. But a fairly wide middle ground exists where work could be done by either local or American. And in these cases, the cost of maintaining a local is often a small fraction of the American. Herein lies fertile ground for continuing study by trained personnel experts to be sure that American talent and training is not wasted on work which a foreign employee can do as well, or in some cases better, because of specialized skills, knowledge of the area, and language ability. USIS erred during its flush years by the assignment

of motion picture officers, lab technicians, press operators, and other Americans whose work could have been done as well by locals at a fraction of the cost. This argument does not advocate the use of fewer Americans in our Foreign Service, but does plead that they be used most productively in reporting, representation or substantive work, leaving many other duties of the post to the people of a country who can do it as well. Savings made at the cost of cutting local staffs often prove to be false economy when they result in highly paid officers having to type their own reports or spend countless hours gathering statistics and routine commercial information.

Many of the arguments dealing with the prime asset of continuity have been stated or implied earlier. Where each new American must start afresh establishing contacts, familiarizing himself with the entire political and economic environment about him—the local is already operating and doing business. There is little waste motion in shifts of jobs or locale. His contributions to continuity range all the way from the maintenance of consistent policies in dealing with commercial and even political matters to the careful preservation of the best methods and sources developed by each succeeding generation of superiors. Every responsible and honest officer will attest to the impressive volume of useful hints and suggestions supplied by foreign assistants. And the same officer will probably also admit to a fairly large number of incidents wherein the assistant saved him from embarrassment or the reporting of erroneous information.

### *What in Return?*

If the premise is accepted that locals will continue to occupy important places in the new Service, it would appear that a miniature counterpart of the Public Committee on Personnel might well study their status and prepare recommendations designed to utilize them most effectively. At the same time certain considerations should be given the employees in return.

Pay should be adequate to obtain the best people in their given fields and hold the most capable employees already on the staff. An Indian Ph.D. in Economics would still not cost the United States half the salary of a junior officer. In the concept of a total career service, the foreign employees should also be given reasonable assurances of security. Continuity should be a two-way street, providing them also with the promise of a lifetime employment if they so desire and prove themselves capable.

Present inequities should be corrected, such as recently enacted legislation deducting unusually high income taxes from portions of former locals' retirement pay.

One final recommendation might well be included, which would improve the value of the local employee considerably. This would provide the opportunity some time during a career for locals doing any form of substantive work to be given an orientation trip to the United States. This program has proven useful in the case of USIS employees and would be equally so in the Regular Program. Added then to his other attributes, the local would be just a little more enthusiastic about the American way of life, just a little more understanding of our traditions, and just a little prouder of the unique position he fills in the Foreign Service of the United States.

ing the individual's domicile is not the District of Columbia.

Every commission issued to a Foreign Service officer lists a State, Territory, or other political subdivision. If a commission is issued to John Doe of the District of Columbia, this is a potent piece of evidence to make John Doe liable for the District Income Tax. If it is issued to Richard Roe of Virginia, Richard Roe may be safe from the District Tax but he may be liable to pay the Virginia income tax. But the commission issued to Mary Low of Ohio need give her no concern at all, insofar as income tax is concerned, since the State of Ohio has no income tax law.

Another indication of the domicile of a person in the Foreign Service is the place to which he or she is paid government travel on home leave. This is not conclusive but it is considered good evidence until refuted. The best refutation is to prove one's domicile elsewhere, for example, that home leave was spent at the home of a relative or relatives in one State because the residence or domicile in another State is occupied by lessees.

On those occasions when a Foreign Service officer is assigned to the Department for a protracted period, up to four years, he may, during that period, do a number of things which lead the District Assessor to believe he is liable for District Income Tax. Among these acts are: (1) The purchase of a dwelling in the District of Columbia; (2) the joining of a club in the District of Columbia; or (3) engaging in civic activities to such an extent as to lead to the belief that he considers the District as his domicile. While such acts are not completely binding upon the individual, they are indicative insofar as the assessor is concerned and must be refuted successfully to defeat the assessment.

There are a few persons in the Foreign Service who honestly believe that their service outside the United States cancels out their domicile within the United States, as well as many who have the present intention, at the close of their career, to settle in some foreign clime like the south of France. Those in the first category can take no comfort from the case of *Commonwealth vs. Jones*, 12 Pa. 365, which holds that absence in the service of the Government does not necessarily affect the domicile, for a diplomatic representative residing abroad does not change his domicile thereby, or the case of *Woodridge vs. Wilkins*, 3 How. (Miss.) 360, which holds the same thing to be true of a consul. Those in the second category may, upon their retirement, take up a domicile in the south of France, but while they are in the Foreign Service they cannot be commissioned from that locale.

In the final analysis, a Foreign Service officer who can make a statement to the Assessor of Taxes of the District of Columbia that he was appointed by the President, confirmed by the Senate, and serves at the pleasure of the President, and is domiciled in the State of \_\_\_\_\_, will, ordinarily, be exempt from income taxation in the District of Columbia, even though he is assigned to the Department for four years and living within the District.

Foreign Service Staff officers and employees are, of course, exempt from District of Columbia Income Tax so long as they are domiciled elsewhere. However, on assignment to the Department they may inadvertently or otherwise, acquire a domicile in the District of Columbia and thus be subject to the tax. Even in these cases, the facts

(Continued on page 50)

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previous service in Palestine and India. Most of these people were conservative in their politics but liberal in their concepts of colonialism. Very occasionally I met someone who reminded me of the pukka sahib, but by and large he is a goner and the type is spoken of with amusement. Most of the people we met were quite frank in saying they had left England because they couldn't stand socialism. The result is that the Colonial Service has of late years at least got most of its recruits from the hardier and more individualistic elements. Many of them are naturally attracted, also, to the kind of life where food, whisky and cigarettes are abundant and comparatively cheap; where they can afford servants and a car; and where most of the homeland social distinctions are either forgotten or very much toned down.

The friendliness of the British came as rather of a surprise to us since we had expected to be received with a good deal of reserve. They themselves told us that it would not have been quite the same in England, and acknowledged the more free and easy attitude of the colonies. In short, we were made to feel at home like any newcomers. It was an interesting community, but certainly not typical of Malaya. For one thing, there were very few Malays. Most of the residents were Chinese vegetable farmers; there were a good many Indians too, most of them Tamil laborers on the tea estates. Most of the Asians lived in the New Villages behind barbed wire where they were comparatively safe from the molestation of bandits. The focal point of the European community was around the golf course, about three miles beyond Tanah Rata. The quite substantial bungalows were mostly occupied by temporary people who came up for a short change of air. Many companies had their own houses which were specially provided for the use of their employees. Since the troops were changed every few months, we found ourselves among the more permanent European residents along with the doctor, bank manager, and a few officials and planters.

Our school was located in the hotel, a large and comfortable building. This and the Smoke House which was a typical English inn transplanted to Malaya were the social centers of the students and other residents of the area. There was darts, monthly dances, golf or tennis when the weather permitted, and the bar. Our movements were limited to the immediate surroundings, and there was little variety or possibility of change, but there was always the bar. The students and their families, who were mostly quartered in the hotel, found little privacy. It was small wonder then that the morale sometimes sagged a bit.

It was a great day for us when the first students arrived. For the first two months we also lived with the students at the hotel. Most of them were young European police officers, some were civil servants. There were no Asians among the first batch of students, but there were Malays and Indians for the second course. Two or three of the police sported magnificent handlebar moustaches. They came from all parts of the United Kingdom, and one was an Australian. It was largely from our students that we learned what we did about the rest of Malaya, the part we had little chance to see.

The School's job was to try to give our students a solid basis in the language in a five and a half month period. Because the students were a highly motivated, industrious

and intelligent lot, they not only acquired the fundamentals, but also learned sufficient technical police and military vocabulary to make a good start on using Chinese in their daily work. In the later stages they gave prepared speeches and were well drilled in interrogation work. Starting from the very beginning, they were drilled on reproducing natural conversational speech at a normal speed. Amoy is not one of the easier languages for westerners as far as pronunciation is concerned, but many of them became quite fluent and ended up with very acceptable accents. A teacher can have no greater reward than to see at last the fruits of many months of hard work. It was particularly gratifying to me to hear how my old students were getting along after they had gone back to their jobs. They said that their knowledge of the language had done much to engender friendly working relations with the Chinese. They reported too that their efficiency at their jobs was 100% greater than before. A very large share of the credit goes to my Chinese teachers who contributed much by their interest and hard work. As native speakers of the language, they acted as models for the pronunciation; guided the free conversation, and with me as editor, prepared the basic lesson material.

Each lesson was in the form of a conversation about some everyday topic. Formal grammar was reduced to the minimum necessary to engrain the Chinese sentence patterns. Intensive drill on basic sentence sequences spoken by a native speaker under the guidance of a trained scientific linguist has proved to be by far the most effective way to learn a language well in a short time. The course which had been started in Washington had to be rewritten almost from scratch. The scene of most of the new version was laid in Malaya. In the more advanced portion of the course, the topics dealt with the current Emergency situation. The Federation Government had given me a free hand in the preparation of lesson material, use of teaching methods and a choice of teaching assistants, and I am very grateful to them for this. Not that we did not occasionally have our problems, however. Difficulties sometimes arose as to the number of officers who could be spared for training, and there was some discussion as to what kind of student candidates should be selected. The matter of further training beyond the five and one half month course and examinations, standards of proficiency — all these often came up for discussion. Adequate solutions were eventually worked out and permanent policies gradually established.

The day our first lot of students arrived was also a gala day for everyone in Cameron Highlands, for we were honored by a visit from the Sultan of Pahang. We attended an official reception for him and his retinue at the Rest House. The leaders of the Asian community were decked out in their formal attire, and the Europeans too had made an effort to be properly dressed for the occasion. We were somewhat surprised then to see His Highness appear in tennis shorts and a blazer. He paid a surprise visit the next evening to the cocktail party we had arranged for the new students, and seemed much interested in the School. The most interesting event during the Sultan's visit was the Sakai Jamboree. All the jungle aboriginals from miles around were assembled on the local padang to hear the Sultan speak to them and put on a show for him. The leading Europeans were seated near the Sultan in wicker chairs while the troops and Asian spectators stood on the

(Continued on page 50)



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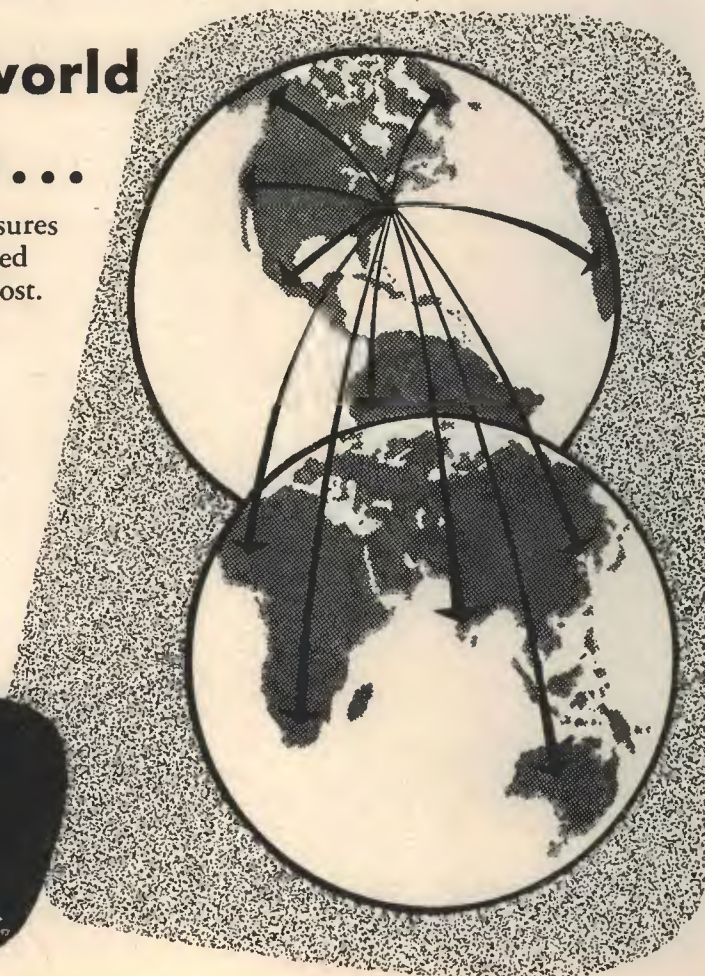
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#### TEACHING ASSIGNMENT (from page 48)

sidelines. The first event after the speech was a blow-pipe contest. It was amazing to see how accurately the Sakais could shoot their tiny darts with these seven foot long tubes. A very spirited tug-of-war was the next event, and this was followed by dancing and the playing of instruments.

We were well used to the sight of these Sakais since almost every day they would pass by on the road, always in single file and keeping up a loud exchange of comments as they dog-trotted along. Their nearest village was not far from us, and I visited them a few times. Their stilt houses were hard to reach, being perched on very steep jungle slopes. In one house, I was amused at the incongruous sight of some very modern ladies' hand-bags hanging from a roof beam next to their own home-made rotan baskets. On one visit, I gave the headman some little presents of candy, tobacco and old clothes to distribute to his people. Included was an old pair of Dicky's seersucker shorts. A few days later my wife saw the procession of Sakais passing by, with the shorts being worn by one of the children. It so happened that Dicky, at that very moment, was wearing the matching seersucker shirt! That at least was one occasion where the East and West had met.

The Gurkhas had a rest camp about a mile up the road from us. Being much interested in the tribal languages of these doughty Nepalese, I made a practice of visiting them as often as I could. For me it was an invaluable opportunity to record what I could of their little-known languages but I am glad also I had the chance of becoming friendly with some of these very proud and dignified men. I was invited to a couple of their celebrations. The Gurkha officers and their guests would occupy the place of honor in the traditional wicker chairs. While we ate goat's meat and tried to cope with the formidable quantities of rum offered us, the men put on a very entertaining show. There were clowns in outlandish costume and teams of men singing and dancing. Since the Gurkha women never participate in dancing, it was quite the usual thing for some of the men to dress in women's clothes and dance the woman's part. The celebration increased in gayety as more rum was consumed, and soon the dancing was general. The climax of the evening came when the guests were invited to join in the dancing. It was a hilarious affair.

Somewhat more sedate was the weekly Scottish dancing class that we joined. We had a chance to show off what we had learned on St. Andrew's Eve. There was a gala ball complete with the Gordon Highlanders' band and the piper. The highlight came when the piper ceremoniously ushered in the haggis and everyone drank a toast.

We moved to a house as soon as we were able, a really tremendous modernistic pile that oddly resembled a wrecked ferryboat left stranded on the hillside. It was called the White House, but long since had been painted yellow. With age it had acquired a mellow greyish patina and was splotted by blackish damp mould. Along with the house, we inherited its Tamil caretaker and his family of eight. Some time later, the Police provided us with an Austin and Tamil driver and one would have thought that we lacked nothing in the way of material comforts. The hot water system was so expensive to operate, however, that we usually had our bathwater heated over the kitchen fire and had to make do with two or three inches of rusty fluid in the bottom of the tub. While we lived there, our Tamil cook

who was very conscientious as the head of a large family, managed to marry off two of his nieces. On one of these happy occasions, a disgruntled kinsman who objected to the choice of groom, threatened Gopal with murder, and peace was only maintained by inviting all the local Tamil police constables to the wedding.

Our driver was a very cheerful soul. On a long trip I made to Malacca, he was ever so reassuring. He would point out each place along the road where there had been a bandit incident. Just as I would be settled back again, he would point to a spot by the roadside and tell me what a dangerous place it was for ambushes.

From August through most of December it rained almost constantly. It was a daily matter to find the roads blocked by landslides that often took two or three days to clear away. The flies, however, were our greatest nuisance. No one had screens and it would have been impossible to install them at any rate. The flies bred by the millions in the prawn dust manure used in the nearby cabbage patches and there was nothing that seemed effective to combat them. All this, together with the feeling that we had nowhere to go for relaxation, sometimes strained our tempers almost to the breaking point. Now that we are home again, I am glad to say that although we cannot forget the drawbacks, our most vivid memories are the happy ones, and we feel very lucky to have had the experience.

The Government Language School is still flourishing. It has moved to Kuala Lumpur where there is a larger range of activities for the students and where they can find more Chinese of all types to talk to. The School has now added Mandarin and Hakka to its curriculum. It is directed by a man of ability and vision, and there is no doubt at all that there will be many benefits, both short and long term, from the present language teaching program. It has already materially contributed to the earlier ending of the Emergency. The immediate need for the use of the language as a tool has been met. It is also clear that this training is leading to a better cross-cultural understanding, not only between the Chinese and the Europeans, but between the various Asian groups as well. I like to think too that one of the results of my work there was an increase in the feeling of good will toward America. It is the kind of program in which we can show our desire to promote mutual understanding, and I hope there will be more of the same nature.

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#### YOUR INCOME TAX (from page 47)

and circumstances in each case must be considered. As there is no exemption similar to the one for Foreign Service officers, no set rule can be stated.

In conclusion, it is of some interest to note that as of January 1, 1952, thirty-one States of the Union and the District of Columbia had individual income tax laws. Those persons in the Foreign Service who are domiciled in the States of Connecticut, Florida, Illinois, Indiana, Maine, Michigan, Nebraska, Nevada, New Jersey, Ohio, Pennsylvania, Rhode Island, South Dakota, Texas, Washington, West Virginia, or Wyoming, have no liability for the payment of State income tax, unless the law has been changed since 1952.

## NELSON TRUSLER JOHNSON

Nelson Johnson's career in the Foreign Service was a distinguished one. He entered upon it at the age of twenty as Student Interpreter to China in 1907. The Student Interpreter Corps, which had been established only a few years earlier, had an anomalous status. Candidates for the Corps took the regular examination for Consuls, but the ultimate in advancement promised—after six years of service and the passing of three successive examinations—was to the grade of Interpreter at 1800. Despite the meagre reward offered, the Department of State had no difficulty in filling the quotas with young men of promise. At Peking, Johnson and his colleagues, among whom were Willys Peck, Myrl Myers, Mahlon Perkins, and Esson Gale, were fortunate in having as chief of mission William Rockhill, an outstanding scholar and diplomat. Rockhill's interest and inspiration helped put these young officers on the road to successful careers.

Nelson Johnson rose from the foot of the ladder to the top. He missed no rungs—Vice Consul, Consul, Consul General, Chief of the Division of Far Eastern Affairs in the Department of State, Assistant Secretary of State, Envoy Extraordinary and, later, Ambassador to China. Without political influence, he owed his rise to single-minded devotion to duty and force of character. He had a passion for truth and strong convictions, which he defended in such a way as to command respect. His intellectual endowment was marked by deep insight, sound common sense, and an insatiable curiosity on matters covering a wide range of human interests.

I first came into close association with Johnson at Yokohama where we were ordered immediately after the earthquake disaster of 1923. We pitched tents among the rubble of the razed consulate, set up shop, and camped out until well into the winter. In later years, in recalling those days he would remark whimsically that he had violated nearly every regulation in the book. The fact of the matter was that we operated under unprecedented conditions, and Johnson never hesitated to act according to his best judgment. After our day's work, which included searching for the remains of stricken Americans among the city ruins, we and our campmates used to forgather in the big mess tent for mutual encouragement. Conversation around the table, in which Johnson sparkled, ranged from reminiscences to Buddhist philosophy. When our mood was depressed, he would enliven us with a song. His repertory consisted mostly of American folk songs, and his favorites were *Abdulla Bulbur Ameer* and that great American epic, *Frankie and Johnny*, which he would croon, accompanying himself in a guitar.

In his interest in people, Johnson included the great and the humble, mandarin and coolie. His sincerity, simplicity, and kindness won him a host of warm friends, who will always cherish his memory. His associates in the Foreign Service extend their deepest sympathies to Mrs. Johnson, and their children, Nelson Beck and Betty Jane.

*Joseph W. Ballantine.*

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The following material is of interest to personnel of the Foreign Service of the Department of State. It has been sent to each member of the Protective Association and extra copies have been made available at many of the large posts:

Booklet of March, 1953—"Group Insurance Program."

Annual report, dated June 29, 1954, with attached circular of June 21, 1954 regarding administrative procedures of the plan.

Circular of August 23, 1954 regarding the government life insurance plan.

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Washington 25, D. C.

or

1908 G St., N.W., Washington 6, D. C.

## PROMOTIONS AND APPOINTMENTS

On November 30, the President sent the following nominations for promotions and appointments to the Senate:

### For Promotion from Class I to Career Minister:

Elbridge Durbrow  
Livingston T. Merchant  
Edward J. Sparks  
Llewellyn E. Thompson, Jr.  
Robert F. Woodward

### For Promotion from Class III to Class II:

Olcott H. Deming  
Carlos J. Warner

### For Promotion from Class V to Class IV:

Philip C. Habib

### For Appointment to Class I:

William M. Rountree

### For Appointment to Class II:

Edgar P. Allen  
Fred L. Hadsel  
Joseph S. Henderson  
Edward A. Jamison  
Allen B. Moreland  
B. Winfred Ruffner  
Francis T. Williamson

### For Appointment to Class III:

Clement E. Conger  
Frederick B. Cook  
William B. Coolidge  
Henry Dearborn  
William B. Dunham  
Walter H. Dustmann, Jr.  
James H. Ennis  
L. James Falck  
George M. Fennemore  
John C. Guthrie  
Jack A. Herfurt  
John L. Hill  
Frederick Irving  
Clinton E. Knox  
Thomas H. Lintlicum  
David E. Longanecker  
John W. McBride  
William K. Miller  
William F. Niccloy  
Horace J. Nickels  
Dana Orwick  
Miss Constance Roach  
Eddie W. Schodt  
Thomas K. Shields  
Thomas W. Simons  
Erwin Strauss  
Jules H. Wayne  
William L. S. Williams

### For Appointment to Class IV:

Seburn E. Baker  
Mrs. Mildred L. Brockdroff  
Miss Roene G. Brooks  
Thompson R. Buchanan  
Robert A. Clark, Jr.  
Wendell B. Coote  
Miss Frances M. Dailor  
Edmund A. da Silveira  
Huston Dixon  
Mrs. Alice L. Dunning  
James F. Gorman  
John K. Hagemann  
Harold E. Hall  
Miss Betty R. Hanes  
Joseph A. Harary  
Miss Margaret P. Hays  
Adolf B. Horn, Jr.  
Morris Kaufman  
John W. Keogh  
John L. Kuhn  
Frank R. LaMacchia  
Jerome R. Lavallee  
Neil C. McManus  
John E. Mellor  
Robert C. Mudd  
George F. Muller  
John F. O'Grady  
John L. Ohmans  
William J. Reardon  
George C. Spiegel  
Isaac A. Stone  
Frank J. Wathen  
Harry J. Wetzork  
Miss Mildred M. Yenchius

### For Appointment to Class V:

Miss Norma A. Arthur  
Kyle D. Barnes  
Mario Calvani  
William L. Carr  
William M. Childs  
Miss Mary W. Cutler  
Edward L. Eberhardt  
Guy Ferri  
Miss Alice M. Griffith  
John O. Hemard  
Deion L. Hixon  
Edward J. Holway, Jr.  
Miss Frances D. Howell  
John Krizay  
James F. Moriarty  
Albert D. Moscotti  
Miss Jeanne C. Nelson II  
J. Stanley Phillips  
Robert E. Rosselot  
Charles B. Selak, Jr.  
Andrew Stalder  
Miss Marilyn D. Sworzyn  
William D. Toomey  
Rene A. Tron  
August Velletri  
Norman M. Werner  
Miss Eugenia Wolliak  
Amos Yoder  
Miss Olga M. Zhivkovitch

### For Appointment to Class VI:

Dwight R. Ambach  
George R. Andrews  
Robert B. Borin  
Ward Lee Christensen  
Douglas McCord Cochran  
John J. Crowley, Jr.  
Thomas W. Davis, Jr.  
Thomas De Scisciolo  
Charles R. Moomey  
Miss M. Jane Neubauer  
A. Gregory Nowakoski  
Don W. Rogers, Jr.  
Edward B. Rosenthal  
Thomas J. Scotese  
Harry W. Shlaudeman  
Miss Nancy L. Snider

Dirk Gleysteen  
Miss Bernice A. Goldstein  
John J. Harter  
John D. Heinenway  
Robert C. Herber  
Miss Irma Lang  
Dudley C. Lunt, Jr.  
William F. McRory

Miss Mary Ann Spreckelmeyer  
Arthur M. Stillman  
Edward H. Thomas  
Richard N. Tillson  
Ross P. Titus  
John E. Williams  
Eric V. Youngquist

## CHANGES OF STATION FOR OCTOBER

NAME	FROM	TO
Bruns, William H.	Nagoya	Tokyo
Clark, Lew B.	Dept.	Tokyo
Flournoy, Wm. E., Jr.	Manila	St. Johns
Folsom, Robert S.	Port au Prince	Dept.
Haraldson, Wesley C.	Tokyo	Dept.
Harper, Elizabeth J.	Medan	Tokyo
Haselton, Norris S.	Wellington	Dept.
Hoffman, Erich W.	Tokyo	Vienna
Keller, Frances M.	Manila	Stuttgart
Krieg, William L.	Guatemala	Dept.
Loupe, Sylvian R.	Dept.	Bonn
Marcy, Oliver M.	Dept.	The Hague
McKillop, David H.	Hong Kong	Dept.
Pratt, James W.	Dept.	Frankfurt
Robinson, Thomas C. M.	Canberra	Dept.
Smith, R. Douglas	Dept.	Karachi
Tibbetts, Margaret	London	Leopoldville
Turner, Allen R.	Antwerp	Montreal
Urruela, Charles M.	Mexico	Caracas
Welch, Rolland	Managua	Dept.
Whitaker, Charles H.	Colon	Dept.
Woods, Velma May	Saigon	Tokyo
Wright, Thomas K.	Brussels	Dept.

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## **MEMBERSHIP IN THE AMERICAN FOREIGN SERVICE ASSOCIATION**

The problem of eligibility for membership in the Foreign Service Association for overseas personnel of agencies other than the Department of State has arisen in the last few months. The Board of Directors announces that the following rulings on this question are now in effect:

### ***Active Membership —***

There is no change in requirements for Active membership, the provisions regarding which are contained in Section XI, Subdivision (1) (a) and (b) of the By-Laws of the Association. In short, this membership is open to all Chiefs of Mission and all Foreign Service Officer, Reserve and Staff personnel employed by the Department of State.

### ***Associate Membership —***

With regard to Associate membership, however, certain changes have had to be instituted. Associate membership may now include all American Foreign Service personnel of FOA and USIA together with Military, Naval and Air Attachés and their staffs. Associate membership has all privileges of membership except the privilege of voting. The provisions of Section XI, Subdivision (2) (a) and (b) of the By-Laws of the Association opening Associate membership to former Active members and certain professional personnel of the Department of State and defining the conditions of such membership remain in full force and effect.

The Board of Directors has also decided to institute certain changes with regard to dues. Active dues will remain at \$10.00 per year. Associate membership dues will be raised to \$10.00 per year, effective June 24, 1954, except as provided below. Those Associate members who had, before June 24, 1954, been billed for Fiscal Year 1955 at the old rate of \$7.00 are not being called on to pay the additional sum but will pay \$10.00 dues from July 1, 1955 on. Furthermore, the Associate membership dues will remain at \$7.00 per year for all persons not on active duty who were Associate members as of June 24, 1954, or for persons who will become Associate members in the future who are not on active duty but who have had at least 15 years' service in the Department of State and/or the Foreign Service.

The Foreign Service Discount Club will be abolished on June 30, 1955, when all present annual memberships will have lapsed, no new Discount Club memberships having been accepted after June 23, 1954. Personal purchase privileges will henceforth be enjoyed through membership, either Active or Associate, in the Foreign Service Association rather than through membership in the Discount Club.

Prospective members are reminded that dues are pro-rated on a quarterly basis for new members joining after July 1. Thus, beginning October 1 membership is \$7.50; beginning January 1, \$5.00; and beginning April 1, \$2.50; with the full dues being billed as of July 1 of the next year.



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