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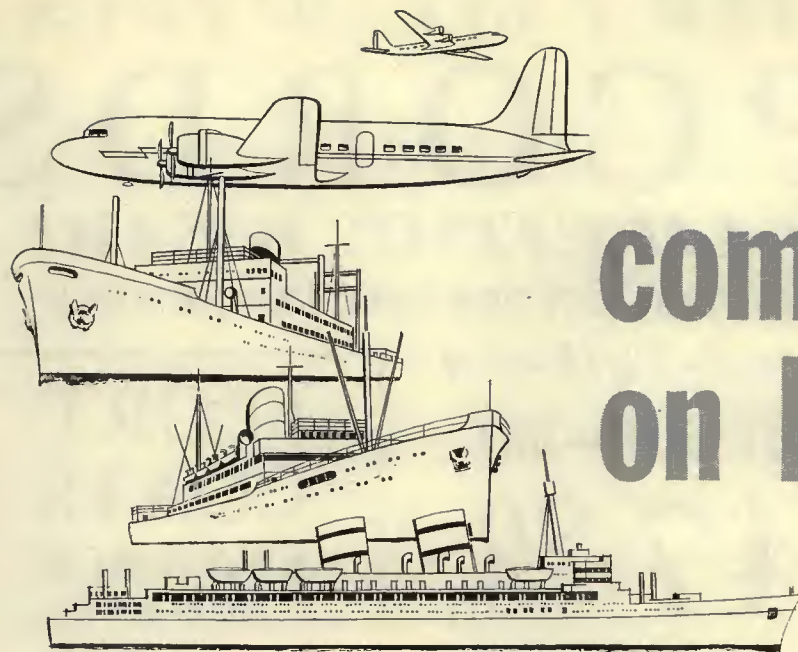
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The FOREIGN SERVICE JOURNAL is not official and material appearing herein represents only the opinions of the writers, and is not intended in any way to indicate the official views of the Department of State or of the Foreign Service as a whole.

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JULY, 1957

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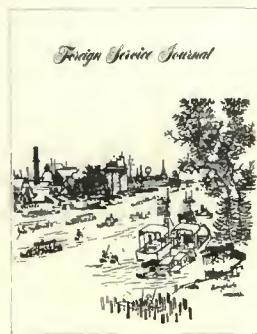
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BANGKOK

Dong Kingman's fine brush work will be quickly recognized by Journal readers. This month's cover picture of Bangkok was painted as he looked out his hotel window at the river traffic on Menam Chao Phya.

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Appointments and Designations

The following nominations have been confirmed by the Senate:

Ambassadors

Langley, James M.	Pakistan
Smith, Earl E. T.	Cuba

Career Ministers

Chapin, Vinton	Lyon, Frederick B.
Jones, John Wesley	Strom, Carl W.

These Ambassadorial nominations were sent to the Senate by the President:

Beam, Jacob D.	Poland
Matthews, H. Freeman	Austria
Peterson, Val	Denmark

Class One and Secretary, to be also Consul General
White, Ivan B.

Class Two and Secretary, to be also Consul General
Blancké, W. Wendell Deming, Olcott H.

To be Class Two, Consul and Secretary
Oulashin, Eric E. Raine, Philip

Class Three and Secretary, to be also Consul General
Affeld, William C. Jr. Simons, Thomas W. Sr.
Pallister, Mervyn V. Withers, Charles D.

To be Class Three, Consul and Secretary
Lamb, Knox

To be Class Four, Consul and Secretary
Gifford, Roger D. Reichard, Hugh C.
Widdifield, Edward H.

To Class Five from Class Six, to be also Consul
Miller, Robert H.

To be Class Five, Consul and Secretary
Luellen, Doris M. Fain, Thomas A.
Wharton, Josephine D.

Class Six and Secretary, to be also Consul
Barbour, Robert E.

To be Class Six, Vice Consul and Secretary
Cramer, Dwight M. Mailloux, George A. Jr.
Durfey, Frank D. O'Grady, Mrs. Louise deC.
Fink, Andrew J. III Oliva, Geraldine M.
Forschner, Richard Seate, John H.
Gavrisheff, Ellen Shields, Eleanor M.
Kearney, Ralph M. Terranova, Joseph Jr.

To be Class Eight, Vice Consul and Secretary
Anderson, George A. Linder, Perry W.
Bank, Michael S. McLain, W. Douglas Jr.
Barnum, Richard C. Marvin, Barbara J.
Belt, Richard D. Melencamp, Noble M.
Blucker, Robert O. Mencher, Alan C.

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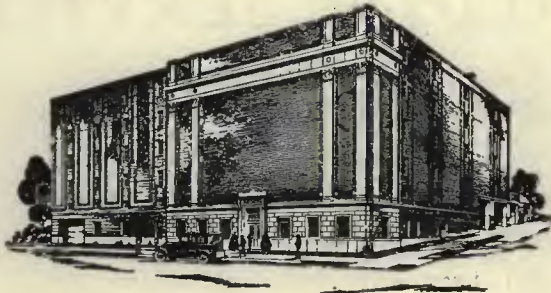
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4. The new certificates for hospital surgical major medical expense insurance have been mailed to all members. These certificates cover both members and their eligible dependents, although the latter are not mentioned by name. New certificates for accidental death and dismemberment insurance also have been mailed to all members.

5. Our pamphlet of March, 1955 has been completely revised. The new pamphlet will be mailed to members and to administrative officers at foreign posts as soon as it is received from the printer; probably during July. Meanwhile, the Protective Association will be glad to answer any questions you may have about the group insurance program.

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MARVIN W. WILL
Director of International Services

Appointments and Designations

(from page 4)

Boerner, Michael P.	Powell, James K.
Bruguiere, Kathleen C.	Rogers, Kenneth N.
Cummings, Thomas E.	Sebastian, Peter
Estling, Ralph	Shumate, John P. Jr.
Fowler, Alta F.	Swett, Herbert D.
Garcia, Rogelio	Taylor, John J.
Gorman, James L.	Thompson, Richard H.
Haldane, John T.	Vanderveen, John T.

To be Class Eight, Vice Consul and Secretary

Hewitt, Ashley C. Jr.	Wallace, Donald B. Jr.
Keasby, William P. Jr.	Warren, Leonard A.
Kilday, Lowell C.	White, Alfred J.
Krier, Robert A.	Wright, Edward E.
Ledsky, Nelson C.	

Foreign Service Staff Officer to be Consul

Cox, Joe B.	Herget, William J.
Donnell, John C. Jr.	Kramer, Wilford J.
Efimenko, N. Marbury	McDonald, James M. Jr.
Hanna, Clyde Jr.	Ross, Roger P.

Foreign Service Reserve Officer to be Consul

Bathe, Orville H.	Parr, William G.
Ide, Donald C.	Sanders, Samuel R. Jr.
Marlowe, Sanford S.	

Reserve Officer to be Vice Consul and Secretary

Rames, Duane A.	Young, Harold M. Jr.
-----------------	----------------------

Reserve Officer to be Vice Consul

Brewster, Robert G.	Schelp, Alfred
Heathman, Robert K.	Smith, Alvin L. Jr.

Reserve Officer to be Secretary

Baker, John E.	Nelson, William E.
Edman, George W.	Odell, Bruce T.
Friberg, Frank F.	Schwartzrauber, Evelyn M.
Gremillion, Maurice J.	Stone, Howard E.
Leavitt, John H.	Taylor, Maurice F. W.
McEvoy, Joseph F.	Zogby, Goshn J.
McKnight, John P.	

BIRTHS

BLAKE. A son, John Waldo, born to Mr. and Mrs. Melville Blake, Jr., April 3, 1957, in Frankfort.

BRADLEY. A son, James David, born to Mr. and Mrs. James E. Bradley, May 22, 1957, in Montville, N. J. Mrs. Bradley is the daughter of Mr. and Mrs. James M. Macfarland.

CONWAY. A daughter, Susan Elizabeth, born to Mr. and Mrs. John A. Conway, March 13, 1957, in Washington.

FELDMAN. A son, Bruce William, born to Mr. and Mrs. Arthur Feldman, April 15, 1957, in Montevideo.

KUHN. A daughter, Eleanor, born to Mr. and Mrs. John L. Kuhn, March 18, 1957, in Johannesburg.

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AFSA

MINUTES OF THE GENERAL MEETING

(Held on May 9, 1957)

PURSUANT TO Section XIV of the By-Laws of the American Foreign Service Association, a General Meeting of the Active Members of the Association was held at the New State Auditorium at 5:30 p.m., May 9, 1957.

The Vice President of the Association, Robert Newbegin, presided. After noting that a quorum was present the vice president called the meeting to order.

On behalf of the officers and members of the Board of Directors of the Association, Mr. Newbegin expressed his appreciation to the members present for their interest in the affairs of the Association.

He said that, as was explained in the notice accompanying the proposed new By-Laws, which were sent to Active Members in Washington, the sole purpose of the meeting was to revise the present By-Laws which in many respects had become out of date and inadequate to meet the changed situation resulting from the greatly increased membership in the Association and from its expanded activities.

Mr. Newbegin expressed to the members of the Special Committee, Mr. Thomas Estes and Miss Anne Meriam, as well as to the many others who had contributed ideas on the revision of the By-Laws, the deep appreciation and gratitude of the officers of the Association, the Board of Directors and all members of the Association, for the workmanlike job which the Committee performed in drawing up the proposed new By-Laws and for the time and effort spent in this laborious task.

Before taking action on the business at hand, the Vice President summarized and explained the most important revisions of the By-Laws, as follows:

(1) Article IV, Section A, of the new By-Laws, increases the number of Directors from five to ten—an increase which will enable the Board to be more representative of the greatly increased membership of the Association.

(2) Article IV, Section B, (1)(c) provides for the employment of a General Manager, responsible to the Board of Directors. Other parts of this Section assert the over-all responsibility of the Board in the affairs of the Association. Subsection (i) limits the spending power of the Board of Directors in any one disbursement.

(3) Article IV, Section C, (1) provides for an increase in the number of meetings of the Board of Directors to at least one each month whereas the 1951 By-Laws required only two meetings annually.

(4) Article V, Section A, (1) provides that the Association shall have as Officers a Chairman of the Board and a Vice Chairman of the Board, neither of which is provided for under the 1951 By-Laws; also provides for their appointment by the Board of Directors.

(5) Article V, Section B, (1) and (2) make the President and Vice President of the Association *ex officio* members of the Board of Directors, whereas under the 1951 By-Laws they are merely privileged to attend meetings of the Board.

(6) Article VI involves a most important change: It provides that an Elections Committee shall prepare for balloting a list of names of approximately 200 Active Members in the Washington area instead of the previous requirement of a list containing the names of *all* Active Members residing in

(Continued on page 10)



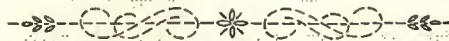
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General Meeting (from page 8)

the Washington area. The present method is so cumbersome as to be almost unmanageable, as the list would probably contain approximately 1,000 names. Two hundred names should provide adequate representation of the various classes of the Foreign Service.

(7) Article VII supplants Section X of the 1951 By-Laws. It eliminates the Committee on Revolving Fund and creates two new Standing Committees—Personal Purchases and Welfare.

(8) Article VIII replaces former Section XI and redefines the various categories eligible for membership. The eligibility for Active Membership remains essentially the same as under the 1951 By-Laws. However, in the case of Associate Members, various changes have been proposed in order to take into account the eligibility of personnel of new Agencies created during recent years. Paragraph 4 of Article VIII provides that former Active Members, retired from the Foreign Service, may continue or resume Active Membership if they so desire.

(9) Article IX replaces former Section XII and gives the Board of Directors authority to set the amount of Active and Associate dues, which is considered desirable in view of rising costs.

(10) Article X redefines former Section XIV and involves an important change: Heretofore a general business meeting could be called when requested by only 10 Active Members. The new proposal is that "10% (later amended to 100) of the Active Members in the Washington area" will be required.

Also, the requirement for a quorum is liberalized. Under the new By-Laws a quorum at a business meeting will consist of at least 20% of the Active Members in the Washington area. A majority vote is required to transact business. In view of the tremendous increase in our Active Membership these changes have been long overdue.

(11) Article XI supplants former Section XV regarding amendment of the By-Laws and of the Certificate of Incorporation and requires a two-thirds vote instead of the previous requirement of a three-fourths vote.

Mr. Newbegin then asked if there were any questions or whether the members wished to move any amendments to the proposed new By-Laws.

Mr. Gerald B. Helman moved to amend Article VI, paragraph 1, relating to the procedure to be followed by the Elections Committee in drawing up the ballot of Active Members in Washington from which the members of the Electoral College are selected, as follows:

"The Elections Committee shall prepare a list of all Active Members of the Association who are expected to be in Washington during the last two weeks of the month of September next following, said list to be numbered and arranged in alphabetical order according to the last name of each Association member. The Elections Committee shall then draw up an Election List of 200 names in the following manner: The number 200 shall be divided into the total number of Active Members of the Association who are expected to be in Washington during the last two weeks of the month of September next following, the resulting quotient to be rounded off to the nearest whole number and to be termed the succession number. The Elections Committee shall then, at random, select a number between one and the total number of members on the alphabetical list, and shall begin the

(Continued on page 12)



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WRITE FOR CATALOG

General Meeting (from page 10)

selection of an Election List at the name on the above-mentioned alphabetical list corresponding to the random selection number, each succeeding name, the degree of succession to be determined by the succession number, to be placed on the Election List. The first two hundred names determined by this process shall comprise the Election List. A copy of this Election List shall be sent

"2. From this Election List each"

The motion having been seconded was put to a vote and was defeated.

A motion to amend Article III, Paragraph 2, by eliminating the phrase "within the District of Columbia," made by Mr. Charles E. Rushing, was seconded and approved.

Mr. David G. Wilson, Jr. moved that Article X, Paragraph 1, relating to the number of Active Members necessary to request the holding of a General Meeting, be changed from "10 or more . . ." to "100 or more . . .". The motion was seconded and the amendment adopted.

A motion by Mr. John W. Henderson that Article VIII, Paragraph 2, be changed so as to include Foreign Service Reserve Officers and Foreign Service Staff Officers of other Government agencies as eligible for Active Membership was seconded and rejected.

As no further amendments were proposed, a motion to adopt the revised By-Laws, as amended, was made by Mr. Robert von Pagenhardt, seconded by Mr. Benjamin Bock and approved.

The meeting adjourned at 6:20 p.m.

IN MEMORIAM

ARNOLD. Mrs. Joel R. Arnold, mother of former Foreign Service Officer Agnes La Barr Toudic, died May 4, 1957, in Berwyn, Md.

FLUHARTY. Vernon Fluharty, former Foreign Service Officer, died January 1, 1957, in Pittsburgh. Mr. Fluharty was Consul in Nuevo Laredo at the time of his resignation from the Service in 1945.

KOPPER. Samuel K. C. Kopper, Arabian American Oil Company official, died June 5, 1957, in Larchmont, N. Y. At the time of his resignation from the Department of State in 1953, Mr. Kopper was Deputy Director of the Office of Near Eastern Affairs.

KUYKENDALL. C. Porter Kuykendall, retired Foreign Service Officer, died May 7, 1957, in Asheville, N. C. Mr. Kuykendall was Consul General in Zurich at the time of his retirement in 1953.

The Tailor and His Daughter

By BETH SEYFFARDT

THEY WALKED in the rain, the man and the young woman. Between them they carried an enormous bundle. It was well protected with a plastic cover. They were going in the direction of Washington Heights in Tokyo. As they reached the gates to the Meiji Shrine, I caught up with them. They had placed their bundle on a stone foundation in order to catch their breath.

The rain came straight down in torrents. Twice it had blinded me. I had stepped into one of the pavement holes

(Continued on page 14)



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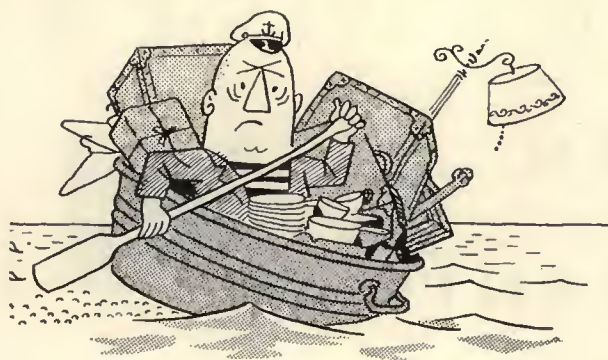
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Tailor (from page 12)

filled with icy water. Several taxis eddying about me honked wildly, warning me to get out of the street. I began to pity myself until I saw the man, the girl and the huge bundle.

Their faces wore the majesty of calmness. Both were hatless. The man was of sturdy build. His hair took on a glossy, silky appearance in the rain. The girl, I noted, was slender and trim and had a peculiar smartness. I did not guess that this was Hamaji Kikuchi and his talented daughter whom I was making so much effort to meet; not until we turned together into the walk leading to my friend's home.

I was the first to speak, "You are going to the same place I am, to Col . . .?"

She broke in, "Yes, Mrs. S., we have an appointment to meet you there at one o'clock." She delighted me by pronouncing my name correctly. Her voice and manner were pleasing.

Inside the house, after introductions and greetings all around, my friend took me aside saying, "He looks too young. I can't believe, can you, that he is nearly seventy years of age?"

I replied, "It is the same with some of the women in Tokyo. I have in mind one I thought was in her teens and, to my surprise, she was thirty-eight."

By this time I was ready to show my material. We found them standing before the huge bundle. "Wait," she whispered, "did I tell you he has made dresses for the Imperial Family?"

Then I added to tease her, "Do you think he will know how to put a sleeve in a dress?"

"Yes, he can. All the things he has made for me are very lovely. I admit I had bad luck when I first came here to find a good dressmaker, to find someone who would please me. Come in and see some of his work. He finished a coat for me."

Have you ever marvelled at the patience of people who sew for others? They must be able to understand human nature very well and keep poised at all times. Both father and daughter had perfect dignity at all times. While I was doing my best to explain what I would like, my friend flashed new materials and fur trims, one after the other, asking about suitable styles. This did not distract them.

In a notebook the girl drew sketches, made notes, and all the time answered a thousand questions. I noted that the figures had been sketched with astonishing likeness. She left the face blank, however, which I thought most courteous.

My friend volunteered that she believed my dress would cost a little more to make since there was so much of me. I agreed that that would be logical. However, I suggested that I might find some pills, such as Alice in Wonderland used when she wanted to shrink. The man understood, for he laughed heartily.

The young girl told us that when her father was a young man, he had made a white fox coat from 53 perfect skins. It was a wedding gift for one of the Imperial Family. It was so well liked that he was given the order to make another white fox coat for the mother of the Emperor.

Mr. Kikuchi spoke with admiration of his daughter's skill in being such a good pilot in steering him into pleasant

(Continued on page 45)

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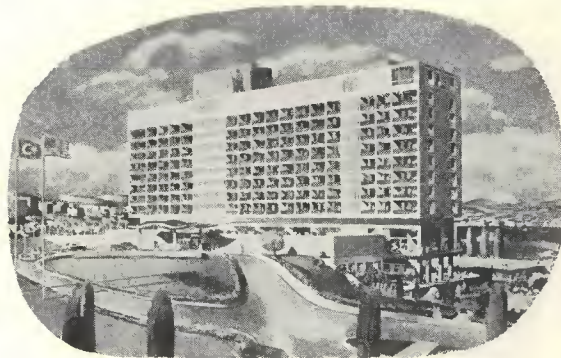
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BY

JAMES B.

STEWART

Fourth of July Anecdote: At a Fourth of July reception (about 1930) at the Embassy in Brussels, as the guests passed the receiving line, shaking hands with Hugh and Mrs. GIBSON, one of the men said to him: "Mr. Ambassador, I don't think you remember me." Hugh, polite as always, replied: "But yes, of course I do." Whereupon the man committed the unpardonable sin of saying: "In that case can you tell me what my name is?" Hugh, without any hesitation, answered drily: "My good man, if you don't know your own name, you don't expect me to, do you?"—Norman ARMOUR in the book "Hugh Gibson."

Mr. Carr Honored: A banquet was tendered Assistant Secretary of State CARR in celebration of the fortieth anniversary of his affiliation with the Department of State by the American Foreign Service Association at the New Willard Hotel. Mr. George S. MESSERSMITH, American Consul General, Berlin, and vice president of the Association, acted as toastmaster.

State Department Club Party

The club's annual spring play opened with a skit by Pierre DeL. BOAL. The scene was the office of the Secretary of State during "The Depression." Mike, a guard (Cecil B. LYON, FSS), was discovered after office hours telephoning, as he fondly imagined, to his sweetheart, but he almost collapsed when he learned his endearments were addressed to the President. Mr. Redwood Evergreen Twig, FSO Unclassified (Homer M. BYINGTON, Jr. V.C.), then appeared and informed the President that he was in charge (the Secretary being absent shooting golden pheasants on Long Island, and Mr. CASTLE and all the Assistant Secretaries being likewise away on similar important missions) and that the President could safely leave for the Rapidan as he (Twig) could and would attend to curing the Depression.

Others taking part in the skit were Jefferson PATTERSON, D. P. as His Britannic Majesty's Ambassador, Sir Bovril Lionseed; Richard W. FLUORNOY, Jr., Charles Lee COOK, and Stanley HORNBECK.

* * *

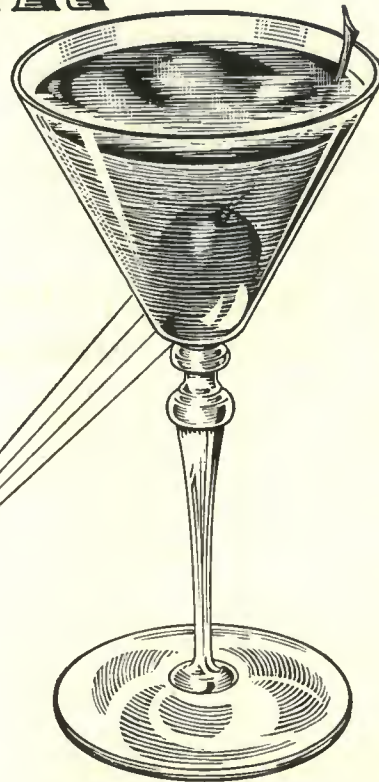
An Imperial Consul: Augustin FERRIN, Consul, Malaga, has an article in the JOURNAL which begins with the following intriguing bit of information: "While Malaga cannot boast anything like the SPRAGUE dynasty at Gibraltar, whose consular centennial I helped to celebrate on April 30, 1932, it has enjoyed a different and probably unique distinction—a consul who was grandfather of an empress.

"How this happened is delightfully related in a biography, recently published in Madrid, of Maria Manuela Kirkpatrick, Condesa del Montijo, daughter of William KIRKPATRICK, American Consul in Malaga 1800-1818."

An Old China Hand Suggested It: In the papers of May 24, 1932, "Believe It or Not" by Ripley had an item reading: "Bing, Bing, Bing, Bing, Bing, Bing"—a Chinese phrase meaning "The sick soldier carrying cake and ice."

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25 Years Ago (from page 16)

It was suggested by Willys R. PECK, American Consul, Nanking.

Presidents of the Consular Association

Robert P. SKINNER, 1919-1920; Charles C. EBERHARDT, 1921-1922; Horace Lee WASHINGTON, 1923-1924.

Presidents of the Foreign Service Association

Evan E. YOUNG, 1927-1928; Horace Lee Washington, 1928-1929; George T. SUMMERLIN, 1929-1930; Ralph J. TOTTEN, 1930-1931; Arthur Bliss LANE, 1931-1932.

The Grandfather of Chief Byington

The following tribute to Homer BYINGTON*, grandfather of Consul General Homer M. Byington, appeared in the October, 1897 issue of *Munsey's Magazine* and was submitted to the Journal by Consul General Edward A. Dow:

"President McKinley's appointment of Homer Byington of Connecticut as Consul at Naples brings to mind a noteworthy incident in the career of the veteran journalist. Thirty years ago Mr. Byington was interested in establishing a Republican daily paper in New York. The *Sun* . . . was purchased and he was installed as its manager. Charles A. Dana, whose subsequent work on this paper has advanced him to the forefront of Journalistic literatures, also joined the new venture as editor-in-chief. When Mr. Dana's historical feud with President Grant arose, the policy of the paper was changed completely by its editor, and it became a staunch advocate of Democracy.

"Mr. Byington, adhering to his strong Republican views, could not tolerate this, and withdrew from the management, surrendering a handsome competence rather than betray the party to whose support he was pledged. Such unflinching fidelity to political conviction is uncommon enough to constitute an event in the annals of our vacillatory journalism. It constitutes, too, a mark of character which Mr. Byington's political friends and foes will equally respect."

* (Two of the great-grandsons of the veteran Journalist and Consul are Homer M. Byington, Jr., Minister-Counselor, Madrid; and James Gregory Byington, Vice Consul, Mexicali.)

* * *



A daughter, Marlene, was born on May 25, 1932 to Vice Consul and Mrs. Robert Gardner MCGREGOR, Jr. at Antwerp.

—And More Recently

HAPPY BIRTHDAY: Congratulations to that "old timer", former Chief of Mission, Charles C. Eberhardt on his 86th birthday, July 27, 1957.

PICNIC REMINDER: July is national hot dog month—U. S. Chamber of Commerce brochure.

Quip of the Month

There are three species of creatures who when they seem coming are going, When they seem going they come: Diplomats, women, and crabs.

—John Hay*

*Ambassador to London 1897-1898, and Secretary of State 1898-1905, the year of his death. His grandson, John Hay Whitney, is now our Ambassador to London.

Heard on the Hill . . .

During the Budget Hearings

On May 29, 1957 both the Senate and the House adopted the conference report on H.R. 6871, fiscal 1958 appropriations for the Department of State, Justice and the Judiciary, authorizing \$189,024,243 for State and \$96,200,000 for USIA. This appropriation bill was signed by the President June 11

. . . SENATOR ELLENDER: It may be then that we put our Embassy in the wrong place. It may be that we built the building to take care of our people in the wrong city.

WALTER S. ROBERTSON: No. The Embassy has to be where the capital is. Canberra is the capital of Australia.

* * *

LOY W. HENDERSON: . . . Congress has been very cooperative in helping us to make the Foreign Service attractive. I think that in general Congress has taken an increasingly sympathetic attitude. The Foreign Service is not held up to ridicule in Congress to the extent that it used to be.

SENATOR JOHNSON: I appreciate your commendation, and I hope the members of the committee and the press will please take appropriate judicial notice of that.

If Mr. Reston is not in the room, I hope somebody will inform him.

—From the Hearings before the Subcommittee of the Committee on Appropriations of the United States Senate, May 1, 1957.

* * *

SENATOR JOHNSON: Jazz bands are under Mr. Secretary Dulles' operation?

MR. LARSON: Yes.

* * *

MR. POSNER [Chief, Budget Division, USIA]: . . . This is an item which applies to all appropriations. It comes about because of the fact that Federal employees are paid on a biweekly basis, and in fiscal year 1957 they will actually be paid for 260 days, while in 1958 they will be paid for 261 days.

SENATOR JOHNSON: So we are not only increasing the expenditure and not only increasing the personnel, but we are actually increasing the number of days in the year.

SENATOR MUNDT: That is Republican progress.

MR. POSNER: Not exclusively for USIA, Sir.

SENATOR JOHNSON: That comes in with "modern Republicanism," and I hope I am a modern Democrat. We will kind of modernize.

—From the hearings on USIA before the Subcommittee of the Committee on Appropriations of the United States Senate, May 10, 1957.

"Playing," and a Program

SENATOR JOHNSON: Day after day after day . . . I tried to get information about what the USIA were doing, where they were doing it and how they were doing it. . . .

I thought I was playing to a full house. The room was stacked full. I was having a little difficulty breathing. The air conditioning was off. I wondered why all the tourists had come into that room to hear the testimony. The thought occurred to me that maybe it was to see this new author, the new spokesman, the author of *Modern Republicanism*. I asked him two or three questions and he could not answer them. Then I said, "Is there anyone in the room who can answer?" And no one could answer them. Finally I said, "How many employees of the United States Information Agency are in the room? Please stand up." And the entire room stood up, with the exception of a few.

* * *

In Africa

SENATOR KENNEDY: I think the program [USIA] in Africa is of vital importance. It seems to me that not only should it be increased, but when the appropriation is cut from the amount spent last year to \$90 million, which is a reduction of \$23 million, there will be severe cuts in Libya, the Sudan and other parts of Africa which I think are vitally important, particularly in competition with what the Soviets and Egyptians are doing.

—From the Senate Proceedings and Debates on H.R. 6871, May 15, 1957.

* * *

State Appropriations

. . . SENATOR MALONE: I [further] hope that OTC and GATT will never get to the floor this year—and that the proposal to extend the 1934 Trade Agreements Act will never reach the floor next year.

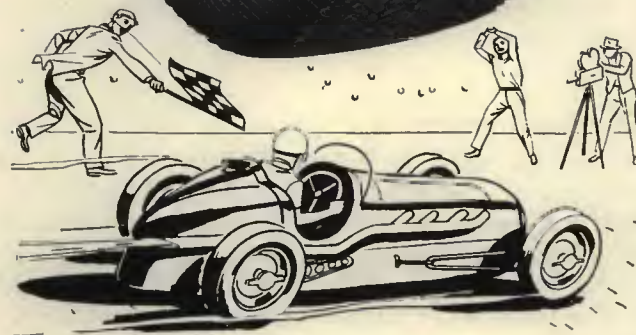
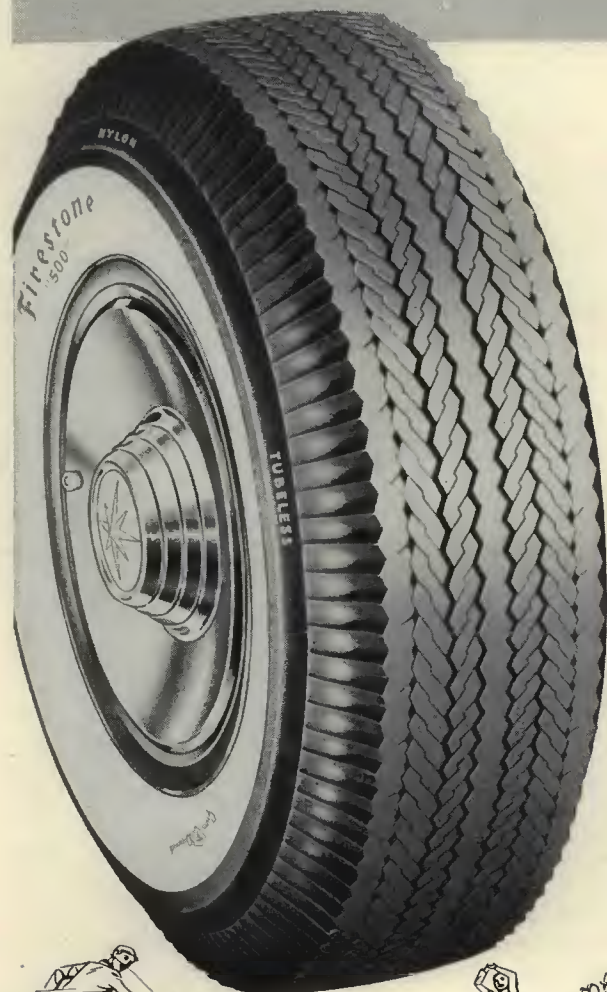
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SENATOR JOHNSON: . . . They [the savings] represent our best judgment on the basis of all the information which was made available to conscientious Members of the Senate. We sat early in the morning and late in the afternoon, until we compiled one of the longest and largest records of any subcommittee in the history of the Senate—1249 pages of testimony in the volume which is now on the desk of each Senator. . . .

It was our conclusion that our primary objective must be to keep the State Department and the Foreign Service as strong as possible. We felt that the regular Foreign Service,

(Continued on page 38)

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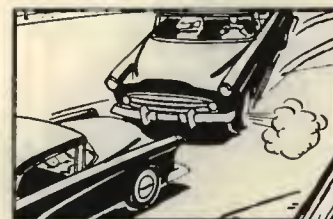
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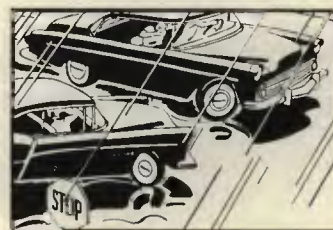
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Are Efficiency Reports Lousy?

By THEODORE C. ACHILLES

"The principal value of an efficiency report is in giving the Department a line on the guy who wrote it." HOMER M. BYINGTON.

CHIEF BYINGTON, probably the best Chief of Personnel the Service ever had, made that crack to our class in the Foreign Service School back in 1933. I remembered it as typical of his humor and good sense but never fully appreciated how true it was until I served on the Selection Boards last fall. How true it is makes anyone who has served on a Selection Board shudder at the thought of the efficiency reports he himself has written in the past. I certainly do and, as of now, I'm a reformed drunk with a bad hangover. If it were not for the increased bulk, it might be a good idea to include an extra copy of each efficiency report an officer writes in his own performance folder.

The rarity of really good efficiency reports by supervisors is amazing. Each member of our Board probably read between three and four thousand and I can recall only a handful which, taken by themselves, gave a really good picture of the officer rated. At the other end of the scale there were very few where bias gave a seriously inaccurate picture. Each of these extremes would account for less than one percent. Perhaps another eight percent are pretty good, but the remaining ninety percent are vague, superficial and inadequate.

Inspectors write far better reports, even though they scarcely know the individual, because they have to take the task seriously. It is their business to size up individuals as thoroughly as they can on short acquaintance and put the result on paper clearly, fairly and as exactly as they can. That is not just inspectors' business; it is the business of each of us. Even though most inspectors are the finest personnel people available, any good officer should be able to write a far better report on a man he has worked with for months and years if he only puts his mind to it adequately.

Yet we don't. I never have and very few people do. Why? Primarily because we are lazy. We don't know our own people well enough, we think of them searchingly too seldom, and we hesitate to put down our opinions with sufficient exactitude.

The overall rating is what the ratee is most interested in and it is what a Board member looks at first. Yet it is of very little help in evaluating a man. Some thought is being given to doing away with it and that might be a good idea. It would make the Boards' job a little harder but it wouldn't hurt them.

As a public member wrote in the JOURNAL, a year or two ago: "There are far too many 5's. If a man gets a 6 you

figure he rates either a 5 or a 6, but if he has a 5 he may actually rate anywhere from 2 to 5. If he has a 4 it may be anything from 1 to 4." The numerical personal quality ratings also mean little.

The factor ratings are more important and more helpful to the Boards, but here again there are too many 5's and 6's. Nobody deserves 5's or 6's on every factor listed and it would be far better to be as accurate as we can. I have tried rating myself, as shown below. It probably flatters me but there are more low ratings than I've ever seen on any other report.

In most reports the narrative comment is the least un-useful part and the one from which Board members have to form their opinion. Yet here again most reports are vague, general, superficial and trite. Those few that show keen perception and use apt, picturesque, original language stand out like flashlights in a coal mine.

The three usual excuses for overrating are: "Everybody else does it," "They're all good," and "I've got to live with the guy." Each has some validity but not enough.

It is certainly true that almost everyone in the Service does overrate. It is also true that some good men have been hurt, temporarily, by chiefs who were really conscientious and exact in their ratings. I think fear of this is exaggerated. For one reason, a good, carefully written, painstaking report stands out as such to any Board member. For another, after a Board member has read reports on any officer by four or five chiefs, he has a pretty good idea of the man even if all the reports are vague. If an officer is good, one carefully written perceptive report will do him more good, regardless of the overall rating, than three or four with high ratings not convincingly borne out by the narrative. To make sure of not hurting a man unintentionally, however, it is a good idea to include a statement as to the basis used or the thinking of the rating officer. I would hesitate to suggest language for such a statement but I personally plan to use something like the following: "Having served on a Selection Board, I am trying to make this report as accurate and exact as I can. It should be read accordingly and not compared mechanically with others which are merely vaguely laudatory."

The excuse that "they're all good" has less merit. I have used it to myself many times. All I can say in justification is that certain Offices in the Department and certain key posts have an unusually high percentage of top-notch officers, but I realize now how much I have overused it. If FSOs were rated in comparison to a cross section of the population, naturally they would all deserve high ratings.

(Continued on page 44)

Mr. Achilles was appointed Ambassador to Peru in May 1956 and last fall was a member of Board B of the Tenth Selection Panel.

Service Glimpses

1. **Copenhagen**—Ambassador COE instructs Ward ALLEN in how to hang a picture for the second annual Embassy Art Exhibit. The two pictures shown were among the five which the Ambassador entered in the show. Twenty-two adults and seven children from the American staff of the Embassy, as well as ten local employees, participated in the exhibition which received wide and favorable publicity among the culture-conscious Danes.

2. **Madras**—Sri K. N. Sreenivasan, mayor of Madras, is shown greeting Ambassador and Mrs. Ellsworth BUNKER upon their arrival at the airport, April 9. Henry C. RAMSEY, Consul General, is in the background.

3. **Paris**—Secretary of State John Foster Dulles confers with American chiefs of mission, May 6. Ambassador Amory HOUGHTON sits beside the Secretary. Also present are the chiefs of mission in Austria, Belgium, the German Federal Republic, Great Britain, Italy, Luxembourg, the Netherlands, Portugal, Spain, Switzerland and the USSR and the Ambassadors to NATO and the European Coal and Steel Community. William R. TYLER, retiring chairman of the Editorial Board of the Journal, can be seen in background at left.

4. **Helsinki**—Challenged to a match by the Ford Motor company of Finland, the American Embassy team made a clean sweep of the tourney. Members of the two teams are lined up for the presentation of the trophy to the victors (at right): H. Gardner AINSWORTH, Wendell B. COOTE, Virgil M. ELLIOTT, Ambassador John D. HICKERSON, Lars Wasenius and Eiler R. Cook.

5. **Lima**—Ambassador ACHILLES, whose article on "Efficiency Reports" appears elsewhere in this issue, enjoys his work in Peru and sympathizes with his desk-bound colleagues in more effete countries.

6. **Montreal**—Using a soda straw for accurate aim, Consul General Hervé J. L'HEUREUX blows out the candles on the birthday cake featured at a surprise party arranged for him by the staff at Montreal. Looking on are FSL Rollande Sabourin, USPHS secretary Edith Johansson, Vice Consul Gloria ABIOUNESS, FSLs Agatino Sapienze and Irene O'Connell and Treasury Attaché Max Northrup. Vice Consul R. C. ODE took the picture.

7. **Mexico City**—Allen Haden, former Cultural Attaché in Mexico City, was married to Marquesa Rosa de Castellar, April 6. Embassy friends who attended the ceremony included: Helen Gray, Laura Ramos, Mrs. Cecil W. Gray, Mrs. Joseph Ravoto, Arthur Diggie, Mrs. H. Y. Edwards, Mr. EDWARDS, Mrs. J. M. Cates, Mrs. Daniel Garcia, Elizabeth COTY, Almer BOURGERIE, Mr. CATES, Mrs. Haden, Consul General GRAY, Mr. Haden, Mrs. Bourgerie, Mr. RAVOTO, Mr. GARCIA, Mrs. Elizabeth Brown.



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Confederates South of the Border

By ALICE RAINE

AUTHOR'S NOTE: Sitting back in my dentist's chair at ease for a moment, I see beyond the venetian blinds one of São Paulo's pastel-hued skyscrapers rearing into the sky, symbolizing Brazil's imaginative future. Nearer at hand, on a corner table stands a family daguerrotype from the turn of the century, a vase with un-Brazilian zinnias and a Confederate flag. My dentist's name is Dr. Jones, pronounced "chonéss" and his English has both a Southern and a Brazilian accent.

OUR United States of America is a favored nation. What better proof than the people who from every corner of the globe yearn to cross to our shores, while our own emigration is almost non-existent. We have sometimes had a handful of individuals who preferred the Left Bank to Main Street, or a London drawing-room to one in Boston, but as a people we have never believed that a better life could exist beyond our frontiers. Or almost never. For little known is the story of the Southerners driven away by the "indescribable terror, the reconstruction after the Civil War" as one of them, Martha Norris, wrote sixty-three years later.

At the end of the Civil War there was indeed a rather pronounced exodus from the South. It is difficult to ascertain the true extent of this emigration. Probably between eight and ten thousand Southerners migrated to Latin America, between two and four thousand of these to Brazil. They left hardly a trace in the absorbent soil of this continent, mainly because they did not cling together in tight settlements as did the Germans, Japanese and Italians, but either dispersed across a vast continent, turned "native," or, after an interval of time had diluted their bitterness, returned home. Only one settlement can be said to have succeeded, and that is Villa Americana, now a city of 10,000, located on a lovely high plateau, 140 miles from São Paulo, Brazil.

One wonders why Brazil was chosen—it was then almost as mysterious and unexplored as Africa. Perhaps one of the reasons was that Brazil, then as now, was rich in everything except people to settle its vast lands. Agents of its Emperor were busily recruiting settlers and in the States several of these agents had come to the South or had worked through honorary Vice Consuls in the port towns. The fact that Brazil was ruled by an enlightened Emperor, that its climate was supposed to be similar to their own, and—though this last is strenuously denied by today's descendants—that slavery was still in force, may all have helped to influence the final decision.

Alice Raine is the wife of Philip Raine, U.S. Consul at São Paulo.

Several books on Brazil were also widely read in the Southern states. Their contents seem equally divided between fact and fiction. Among these, the best-known were "Brazil and the Brazilians" by Fletcher and Kidder (first published in 1856); Ballard S. Dunn's "Brazil, the Home for Southerners"; D. P. Kidder's "Sketches of Residence and Travel in Brazil"; and Dr. James Gaston MacFadden's "Hunting a Home in Brazil."

The pictures in these books were drawn in glowing colors and such matters as virgin soil and blooming trees received more space than the dearth of communications, enormous distances, tropical fevers, *bichos*, and snakes. The Emperor received with generous hospitality anyone who offered to be instrumental in bringing colonists. He saw to it that they were taken on guided tours and everything was presented in the most advantageous light. Thus a pamphlet widely distributed by one of these writer-agents opens:

"The Imperial Government looks with sympathy and interest on American emigration to Brazil and is resolved to give it the most favorable consideration . . ."

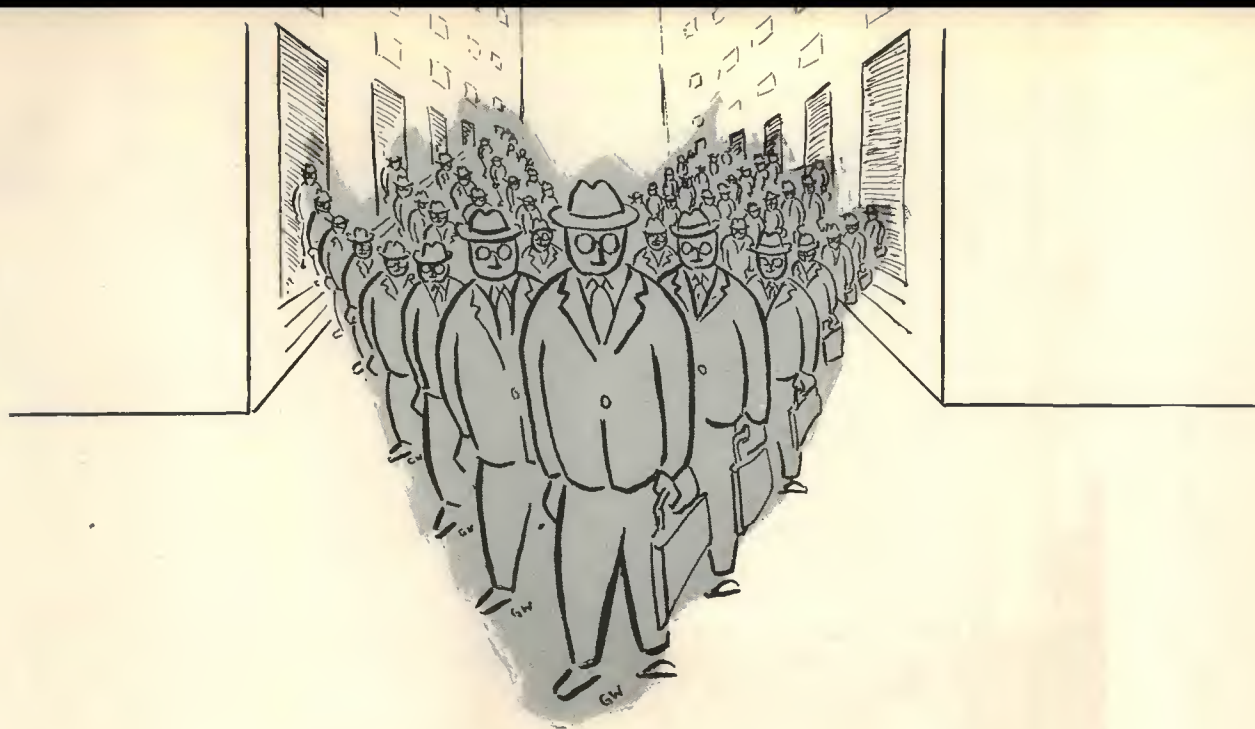
It continues to enumerate the many advantages offered, such as the emigrants' enjoyment of the same rights as Brazilian citizens; their right to become citizens after only two years; the low price of unoccupied land (it ran from 23 to 90 cents an acre while cleared and cultivated land cost about \$2.00 an acre); and the advantages of low and easy payments.

* * *

The agents easily convinced themselves and the colonels, the restless lawyers, the doctors, the embittered sons who had returned from prisons to devastated plantations, that theirs were the hands needed to break the hard, red Brazilian soil. Also the agents were paid per head.

The trials and vicissitudes of the travels of those who decided to set out on this great adventure could furnish material for many an historical novel. It is a story of selling all that was left, except the few most-cherished keepsakes, to pay for the passage (though a large number accepted the Brazilian Government's offer to advance money for the trip, to be paid back in easy instalments); a story of passing weeks and months in mean boardinghouses in port towns waiting for a ship to be chartered; a story of storms and shipwrecks and even a mutiny; a story of smallpox and deaths, of spoiled stores and not enough drinking water. (There is also the perhaps rather legendary story of one of the vessels being thrown off its course as far as Tenerife

(Continued on page 42)



No Bigger Than a Man's Hand . . .

by GUY WIGGINS

WHEN THE FIRST few English serfs keeled over with the "Black Death", probably few of the barons took it too seriously. Yet by the time the plague had spent itself the serfs who remained had acquired such scarcity value that the Barons had to compete for their services and the whole feudal system collapsed in Britain. If you were to interview a 14th century English noble in whatever cold and draughty Elysium he may have gone to, and if you were to ask him what his reactions were at the time, he'd probably tell you something like, "Well, old boy, I suppose one should have realized that the Black Death would be fraught with all sorts of political implications, in addition to being jolly unpleasant. But, dash it all, in our day the ruling types were so used to getting biffed over the pate with maces and battle-axes that, quite frankly, we *did* have holes in our heads."

Whether in Britain or America, the duties of today's ruling type—the Government official—do not include getting hit over the head with battle-axes. He has no valid excuse, therefore, for failing to perceive that his class is in much the same perilous predicament as the English nobility of six hundred years ago. No bigger than a man's hand at present, a storm cloud is forming that threatens to destroy us all.

I refer to a form of psychological disease known as "executive desklessness", reportedly spawned in the feverish minds of admen and public relations experts along Madison Avenue, but now infecting the business community in general as far west as Fifth. As described in the March 2 issue of *The New Yorker*, "desklessness" is the mass decision among

Guy Wiggins was appointed a Foreign Service Reserve Officer this spring and is in the Trade Agreements and Treaties Division.

executives to dispense with desks for a variety of reasons, all of them anathema to a normal, right-thinking civil servant.

First, "desklessness" represents the executives' realization that "people are their business and not mere facts and figures. . . . The men who give them (desks) up most willingly are the friendly, gregarious souls who'd rather deal with people than with paper."

Second, the desk is accused of being a defense mechanism, designed not merely to intimidate the humble visitor or employee, "but to reassure the scared great man, enthroned in a fortress of mahogany. . . . Getting rid of desks will help to get rid of cowards in high places."

Third, desklessness will improve the physical condition of the brave men who remain, because they will no longer have desks to hide their paunches behind.

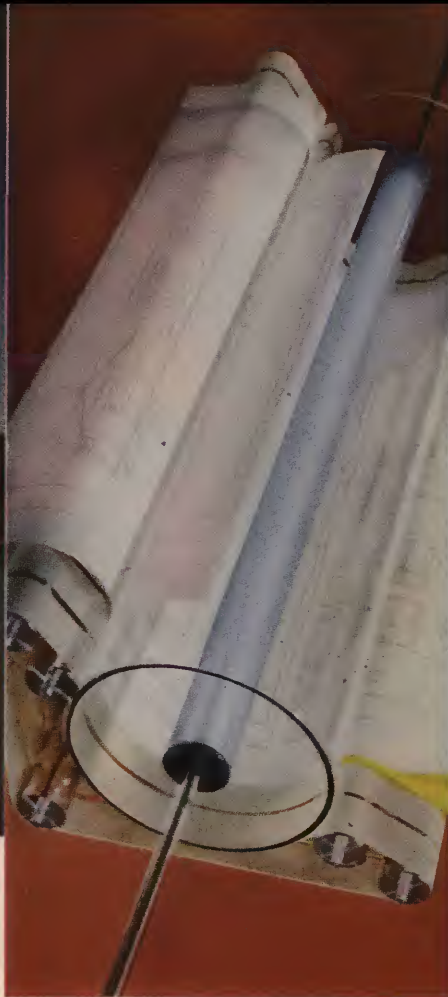
Fourth, desklessness is alleged to be more efficient. A book publisher, who is now using a clipboard instead of a desk on the theory that "after all, you can only handle one piece of paper at a time," found that he was getting twice as much work done as he did in the old desk way. "I settle things with people face-to-face instead of exchanging a lot of silly memos!" he is quoted as saying.

Some readers may assert that if desklessness has not reached Wall Street yet, it will certainly peter out before it reaches the banks of the Potomac. . . . This is a forlorn hope which neglects the possibility that businessmen appointed to the government can spread the contagion on the highest levels. The imagination reels at the thought of what "desklessness" will do to the system of government that we all know and love. Let us examine the implications of this cult in their full enormity! (Continued on page 34)

C O R N I N G

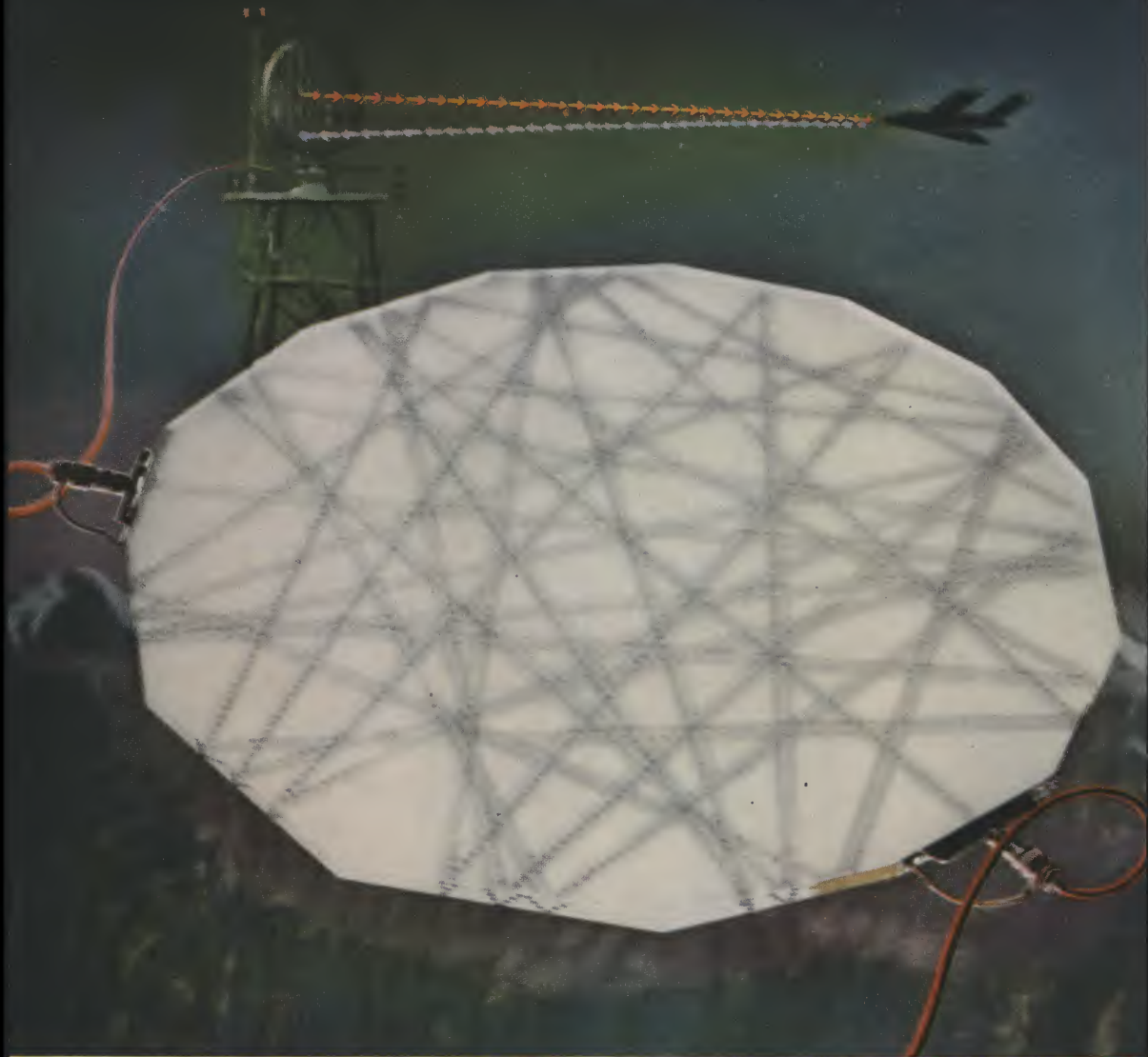


Night-driving fatalities cut 68% and night crime cut 60% following the installation of adequate street lighting, according to recent studies by highway safety authorities. Corning has pioneered in low-cost mass production of prismatic globes tailored to meet exact specifications of luminaire manufacturers. These refracting globes concentrate more light on the road and distribute it effectively.



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Why Franklin Failed

By JOHN BOVEY

"The speeding up of communications has certainly done much to alter the old methods of negotiation."
—Harold Nicolson, *"The Evolution of Diplomatic Method"*

PARIS EMBASSY TELEGRAM 23, Dec. 10, 1777

VERBATIM TEXT

Following is Preamble and draft first three Articles Treaty of Alliance which I tabled yesterday at Versailles:

"The Most Christian King and the United States of North America . . . having this day concluded a treaty of Amity and Commerce for the reciprocal advantage of their subjects and citizens, have thought it necessary to take into consideration the means of strengthening those engagements, and of rendering them useful to the safety and tranquility of the two parties; . . . And His Majesty and the said United States having resolved in that case to join their councils and efforts against the enterprises of their common enemy, the respective Plenipotentiaries . . . have, after the most mature deliberation, concluded and determined on the following articles:

Article One

"If war should break out between France and Great Britain during the continuance of the present war between the United States and England, His Christian Majesty and the said United States shall make it a common cause and aid each other mutually with their good offices, their counsels and their forces, according to the exigence of conjunctures, as becomes good and faithful allies.

Article Two

"The essential and direct end of the present defensive alliance is to maintain effectually the liberty, sovereignty and independence, absolute and unlimited, of the said United States, as well in matters of government as of commerce.

Article Three

"The two contracting parties shall each on its own part, and in the manner it may judge most proper, make all the efforts in its power against their common enemy, in order to attain the end proposed."

Vergennes told me today he had spoken to King and

F.S.O. John Bovey is Officer in Charge of Northwest Africa Affairs.

could say HCM and all his Ministers anxious sign soonest. Fleet now making preparations sail for West Indies, thence to Newport, and D'Estaing told Deane he most anxious receive *feu vert* repeat *feu vert*. Presume Department will therefore approve text and authorize me sign immediately.

FRANKLIN

DEPARTMENT TELEGRAM 47 to Paris, Dec. 15, 1777

Dept. has examined carefully text transmitted yourtel 23. While we commend your initiative, and Deane's, and understand motives your action, must remind you provisions Committee of Correspondence Circular 89-B, pouched you last year, which forbids negotiations this type without prior clearance members Continental Congress. Moreover you should not repeat not table draft texts without express authorization signatories so-called QUOTE Declaration Independence UNQUOTE July 4, 1776. Therefore cannot approve texts for time being, though you may assure Vergennes matter under active study. Dept. has no wish embarrass you with King or FONMIN and feels sure you will understand frank explanation situation. In your discretion, you may remind Vergennes he has not approved FCN treaty which being negotiated at French instance.

JEFFERSON

EMBTTEL 24, Dec. 18, 1777

Dept. pass Valley Forge.

Conveyed substance Deptel 47 to Vergennes. He expressed some surprise Dept.'s attitude and said he had gained impression Continental Congress was pressing French for assistance. Vergennes also reminded me HCM had some time ago offered 18 million livres economic assistance plus special MAAG mission headed by Count de Rochambeau with headquarters Philadelphia, and had received no reply.

Later in day Syndic Gerard called Deane from Strasbourg to ask whether we had received approval text Treaty of Alliance. Deane again replied matter still under active study, at which point connection went dead. FRANKLIN

DEPTEL 48 to Paris, Dec. 19

Re MAAG mission, Dept. of course most appreciative, but we felt it necessary remind Lafayette and DeKalb, who called at Dept. today, that regulations would appear pro-

hibit any special status Rochambeau mission, which we would prefer see attached directly to Valley Forge.

JEFFERSON

EMBTEL 25, Dec. 20

Deane gave message your 48 to Count de Rochambeau. When Deane mentioned Valley Forge, de Rochambeau expressed surprise and asked where that might be. He has apparently not heard from Lafayette for some time. Deane, who seemed somewhat unnerved by whole interview, said he had strong impression Count had never heard of Washington repeat Washington either.

FRANKLIN

DEPTEL 49 to Paris, Dec. 23

Department has following suggestions re draft treaty your 23.

1. We have grave doubts as to various expressions your text which suggest continued U.S. subservience to classical methods British diplomacy and would be most difficult explain to Congress. Suggest you endeavor persuade Gerard substitute "friendship" for "amity" in Preamble. Dept. accepts word "safety" if you deem essential but would strongly prefer "peace" or "quiet" instead of "tranquility."

2. Strike phrase "reciprocal advantage," which not in keeping highest American practices.

3. Dept. disturbed by overt reference to "war" in Article One. This likely undermine our legal position which is, as you know, that U.S. in no way responsible present hostilities. Suggest "defense effort of U.S. against England," rather than "war," and "other activities" instead of "forces." Dept. would in fact prefer omit entirely Article One, which is strongly aggressive in tone and appears involve heavy U.S. commitment. (FYI Valley Forge does not repeat not concur and is working on separate text END FYI)

4. "Plenipotentiaries" inaccurate as neither you nor Deane has full powers and none contemplated for time being.

Hope above will help you in expediting signature.

JEFFERSON

EMBTEL 26, Dec. 25

Deptel 49 reached us too late, as Gerard has returned Strasburg for Christmas holidays. After considerable effort, reached Vergennes at Versailles. He told me, with some impatience, he busy preparing for Christmas and *Reveillon* repeat *Reveillon* but would see me after Jan. 1. I have therefore given week's leave to Deane, who seems depressed, and plan be absent for some days myself. Am badly in need of rest and have developed acute gout in thumb and first two fingers right hand.

FRANKLIN

EMBTEL 27, Jan. 2, 1778

Deane and I had session with Gerard and Vergennes today. They accepted Department's suggestions with good grace and even seemed surprised and pleased our request remove Article One. Gerard now feels it might be well modify Article Three also, in order conform to more constructive tone of draft as desired by Department.

Afterward Deane seemed distressed and spoke fairly vehemently of possible misunderstanding in Department.

FRANKLIN

DEPTEL 50 to Paris, Jan. 7

Entirely agree Gerard's observations as conveyed your 27. Accordingly you should strike phrase "common enemy" in Preamble and Article Three. Moreover phrase "manner it may judge most proper" is too broad and implies possible irregularity in U.S. motives. Unless you perceive strong objection, suggest it be dropped.

We conveyed this suggestion to DeKalb who called on Madison today. DeKalb agreed.

JEFFERSON

EMBTEL 28, Jan. 10, 1778

VERBATIM TEXT

On basis careful examination previous telegrams, we find Article Three in its entirety now reads as follows QUOTE The two contracting parties shall each on its own make all the efforts in its power UNQUOTE

While I am of course aware difficulties facing Dept. and have every confidence your instructions, Deane seems particularly perplexed by this. Please verify.

FRANKLIN

DEPTEL 51, Jan. 12

Your understanding Article Three correct. Deane being recalled for consultation and extended repeat extended home leave.

MADISON (Acting)

EMBTEL 29, Jan. 20

I conveyed final text as desired by Dept. to Gerard today. He examined it at some length and finally remarked Department was certainly being most reasonable. I asked whether he intended refer text to Vergennes or HCM for approval. He replied QUOTE *Ce n'est pas la peine* UNQUOTE.

FRANKLIN

DEPTEL 52, Jan. 25

Dept. deeply disturbed by tone Gerard's remarks reported your 29. At earliest opportunity you should approach Vergennes and review entire situation, pointing out Dept.'s efforts over long period to reach understanding with French within limitations U. S. policies and procedures. You may add Dept. still hoping Treaty Alliance will be signed soonest and MAAG and financial assistance will be forthcoming at early date.

Latter connection, Hamilton of Washington's staff inquiring whether Vergennes insists on French control of counterpart in Continentals of eighteen million livres, or could these be spent on procurement and construction Valley Forge? Dept. hesitates trouble you, but Hamilton most insistent. He unable elicit satisfactory reply from Lafayette who seems not to share his concern over inflationary effects French assistance.

JEFFERSON

EMBTEL 30, Jan. 30

Gave Dept. views to Vergennes as he was about to take off for Royal hunt at Marly. He seemed tired and irritable, as usual of late, but warmed up somewhat when I

(Continued on page 40)



Photo of "New State", by F.S.O. Albert Abajian, taken at 11 a.m. on Easter morning, 1957

TV Series on the Foreign Service

THE JOURNAL notes with the greatest satisfaction the announcement of the forthcoming CBS television series on the Foreign Service. The "Silent Service" so little known to the American people is to be publicized through a medium which will reach almost twenty million viewers with each program.

Within the Service and among its friends it has for some time been accepted that many of the Foreign Service's troubles over the last few years were at least partially the result of the almost total lack of public understanding of what the Service is and does. In a recent *New York Times* article commenting on Congressional cuts in the Department's budget, James Reston listed as one of the reasons for the difficulty encountered in the development of an "adequate professional Foreign Service" the fact that "Little has been done by the Administration itself to dramatize the great achievements and contributions of the career foreign service to the security of the nation."

Not easily identified with the neighbor boy across the street and not enjoying the public support of organized influential groups, the Foreign Service has greater need to explain itself to the American people than, for example, the armed forces. Yet it has lagged far behind them in this field.

While we of the Foreign Service have been guilty of silence, at the same time it must be recognized that a truly successful selling job could only be done by interested "outsiders", by persons well acquainted with the Service but whose primary activities are in other fields, or by commercial enterprises which could combine public service with sound business motives.

(Continued on page 32)

A Legitimate Function

IN the course of recent Congressional action on the State Department budget for fiscal 1958, considerable heat was generated as usual over the representation figure. The sum finally appropriated was \$600,000—one half the amount requested, and \$200,000 less than the 1957 appropriation. During the debate, our case was supported by many members of the Congress and the press, and we are grateful for this support.

It seems a great pity, however, particularly in this era of "expense account" business operation, that it has never been possible for the Department to gain a wider measure of public and Congressional understanding of and sympathy for our very real need for adequate representation funds.

The usefulness of and even necessity for official representational efforts is so widely accepted by Foreign Service personnel that perhaps we have been somewhat guilty of failing to point out their legitimate function to outsiders. Just as it is axiomatic in business circles that business dealings are facilitated by personal contacts outside the office, it is universally accepted in diplomatic circles that official business can be transacted much more effectively between officials who are on closer personal terms than brief appointments in the office permit. Furthermore, the practice of holding official functions outside of office hours is so much a part of normal diplomatic life that American officials are obliged out of mere courtesy to return invitations to foreigners.

As several of our public supporters have pointed out, the amount of money involved is all but insignificant when considered in terms of the national budget. There is apparently, though, something about the concept of providing public funds for social activities involving American officers over-

(Continued on page 32)

Demolition of Old State?

Five members of the Advisory Commission on Presidential Office Space have recommended that 80-year-old Old State be razed and a new White House office building be erected on its site as part of the \$32,000,000 building project to solve critical presidential office space problems for the next fifty years. Among the dissenters were a small army of nostalgic State Department personnel and the two remaining members of the committee, Representatives Smith (D) of West Virginia, and McGregor (R) of Ohio. But even the dissenting Representatives were forced to admit that the majority proposal was the best of seven alternate plans submitted and studied during the past year.

Commenting editorially on the Commission's report the *Washington Post* said:

"The President's Advisory Commission on Presidential Office Space has brought in some powerful arguments for razing the old State, War and Navy Building and replacing it with a White House Office Building. The site of the doomed structure would be added to the White House grounds. The new building would be much smaller than the inefficient and obsolete edifice it would replace. In architecture and size it would be harmonious with the White House. Other units of the Executive Office would be housed in Building Project No. 7 destined to be constructed on Jackson Place. We still think this proposed structure should be redesigned to preserve more completely the facade of this historic residential street.

"The estimated cost of the entire project—\$32,350,000—is high, but the Commission believes that it would afford ample accommodations for the President and his aides for at least 50 years. The major consideration is that the plan would, for the first time in history, afford the President and his staff adequate and appropriate office space convenient to the White House, without detracting from the charm of the present setting. Another notable advantage is that it would permit remodeling of the West Wing of the White House for the accommodation of eminent visitors and of the East Wing for housing the social staff of the President and First Lady, the White House Police and similar functionaries. . . .



"Oh, we picked that up at our last South American post."

"Several of the alternative suggestions contemplate remodeling of the old State, War and Navy Building. In the end that might well prove to be the most expensive course because its deficiencies of design would make remodeling difficult and because the net result would not be in keeping with the simplicity and modest size of the White House. If major changes are to be made—and the need for more space for White House personnel is very pressing—it is better to adopt a plan that will come as near as possible to being permanent. We think Chairman Robert V. Fleming of the Commission and his colleagues are to be congratulated for offering a solution that would fully meet the needs of the White House Office without sacrificing the dignity and charm of this focal point of American government."

The President concurred with the Commission's report although, he said, he had spent some happy years in the old building and would not stand to benefit from new White House office buildings.

"Ambassadorial Rank"

At the church nearest the JOURNAL's editorial offices at 19th & "G" Streets, N.W. we noted the Sunday sermon subject recently was:

"Attaining Ambassadorial Rank"

The following week, however, a note of realism seemed to have crept in for the Concordia Lutheran congregation was to hear a sermon on:

"Living in Expectation"

"Role of Women in U. S. Foreign Affairs"

Perhaps it was because May 17th had been referred to unofficially as "Ladies Day" around the Department, or it may just have been that the assembled rows of national clubwomen and reporters brought out in the Department's speakers of the day both gallantry and feminism. In any case it all made good copy for Washington's expert women reporters when the director of the Passport Office, Frances G. Knight, somewhat startled her august audience by saying:

"There is not the slightest question in my mind but that there is considerable discrimination against women as they move up into echelons of administration and operations, which men have long since considered their domain. Let a job get some prestige, publicity and recognition together with a substantial compensation, which could be attractive to men—and you might as well be in the jungle as far as survival is concerned."

Ambassador to Norway Frances E. Willis, who has had twenty years' more experience in the Service than Miss Knight, had said earlier that afternoon that she entered the Foreign Service in 1927 and had never felt the slightest discrimination against her for sex or anything else—"the fact that I am a woman has never counted against me."

Robert Newbegin, Deputy Assistant Secretary for Personnel, made gallant reference to the work of women in the

(Continued on page 32)

TV Series (from page 30)

The CBS-TV series appears a happy solution to the problem. A large commercial firm is convinced of the Foreign Service's audience appeal and the project has received the support of top Department officials.

The opportunity is here, but the success of the venture will depend upon the material provided by the Foreign Service itself. (Not to be ignored is the \$250 which will be paid for the best and most original version of a particular incident. The synopsis need not be a literary masterpiece; it is the idea that matters.) Already under consideration for this series is the story of Deputy Under Secretary Robert Murphy and the six Vice Consuls serving with him during the North African invasion. Here is true drama, yet it represents only one facet of the varied life of the Foreign Service. Human interest stories will be much needed for further programs. What may seem routine experience, furthermore, to the long-time Foreign Service employee in Ventiane may be utterly new and fascinating to American television viewers.

We urge that Foreign Service readers set down on paper the interesting, the dramatic, the bizarre, and the humorous in their experiences abroad; for we must take advantage of this occasion to tell of the work of the Foreign Service.

Representation (from page 30)

seas that arouses indignation in many citizens which is reflected by their representatives in both houses of Congress. Whether this attitude is traceable to our puritan heritage or is simply an expression of the American taxpayer's distaste for what he thinks of as high living overseas at his expense by someone else, it is time that this matter be understood by the public in its proper perspective. Pointing out that smaller and poorer nations provide greater representation funds for their diplomats seems only to add fuel to the flames of indignation.

It is understandable if not commendable that there might be political resistance to the provision of representation funds in such amounts as to remove one major reason for the appointment of non-career Ambassadors to some posts. It is perhaps unfortunate that some of our strongest supporters in the press have linked higher representation appropriations directly with the essentially separate question of career versus non-career Ambassadorial appointments.

The effects of the present scale of representation allowances are felt throughout the Service and not only at the level of a handful of Chiefs of our largest missions. In a recent article on the Foreign Service, *Fortune* magazine estimated that most of our 80-odd Chiefs of Mission are obliged to spend from \$2,000 to \$5,000 annually out of pocket to meet the minimum requirements of representation at their posts. Furthermore, it is no exaggeration to state that most senior officers on Embassy staffs and virtually all Principal Officers of Consulates are obliged to supplement official representation allowances with personal funds. This calls for very real personal sacrifice in many cases, and in addition sometimes forces our representatives to provide minimum rather than fully adequate representational efforts.

That there should be legislative reluctance to grant adequate representational funds at a time when democratization of the personnel structure has been more active than ever before in the history of the Service, is particularly paradoxical.

cal. It is almost as though the present Service, which is made up largely of officers who depend entirely upon salary for income, is being made the whipping boy for an outdated and now completely inaccurate public concept of the American diplomat as a well-heeled graduate of an ivy league university who needs no public encouragement to give parties for foreigners. It is 1957, and no longer justifiable in the true interests of the nation as a whole for the now diesel-powered Foreign Service to be expected to operate with an oxcart model representation budget.

News to the Field (from page 31)

Service and said the Department "makes every effort to see no distinctions are made in the treatment of men and women FSOs. We are delighted to have women Foreign Service Officers. They are the backbone of the Foreign and home service."

Later that same day, in describing the requisites for an American diplomat's wife Mrs. G. Frederick Reinhardt, wife of the Counselor to the Department, quoted her husband as saying the Foreign Service wife should be:

"Rich, with a peasant stamina, strong stomach, talent for languages, and clubwoman tendencies."

"Oldest, Living, Active F.S.O."

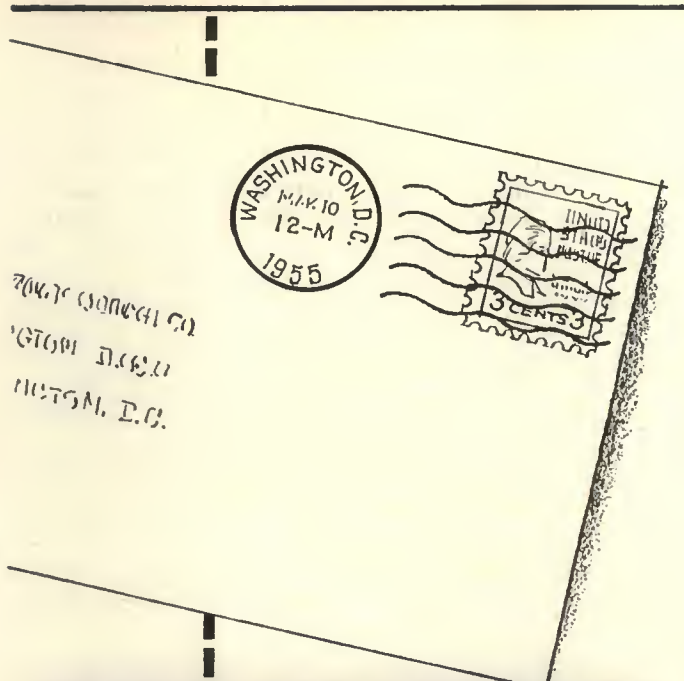
Over three hundred Foreign Service Officers, including a solid sprinkling of Ambassadors, crowded the hall of the AFSA luncheon at Fort Lesley McNair on May 23, when Loy Henderson, Deputy Under Secretary for Administration was honored for his thirty-five years in the Service. In introducing the luncheon guest, Robert Murphy, Deputy Under Secretary, entertained his audience by reading incidents from an issue of the *Consular Bulletin* of 1922, for it was in 1922 that Mr. Henderson was appointed to his first post, a "turbulent" one, at Dublin.

As the "oldest, living, active F.S.O." who would stay on after his June retirement, Mr. Henderson commented that the "same, old atmosphere" which prevailed in 1922 prevails today—demands may have changed, duties may be somewhat different, but the basic duties are the same today when there are over 3,200 FSOs as in 1922 when there were barely 500. Today, as then, the responsibility is placed on a "very thin line" when one compares the population of the United States and the area covered by these 3200 officers.

In conclusion he pleaded for a greater attention to the qualities that have made the Service great: self-sacrifice and vision and ability, and a willingness to overlook the petty problems of existence. Mr. Henderson will stay on at his present post by special appointment of the President and the Secretary of State.

Civil Service Award

The National Civil Service League recently presented awards to ten men in the Federal career service for outstanding "dedication, talent and ability." One of these was the Assistant Secretary of State for Near Eastern, South Asian and African Affairs, F.S.O. William M. Rountree. The National Civil Service League said of his career: "The brilliance of his perceptions and his wide knowledge of the area have established him, at the relatively young age of 40, as a leading expert and advisor to Secretary of State John Foster Dulles."



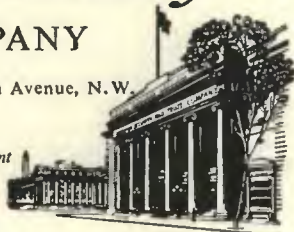
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PHILIP LARNER GORE, President

First, the idea that an executive's business is people and not papers may be all right in New York, which is a sinful, lost city anyhow. The general acceptance of this idea in Washington, however, would mark a return to the dark ages of government by men instead of by laws. Incipient absolutists, in the guise of "friendly, gregarious souls who'd rather deal with people than with paper" will take over. It will probably begin with the selection process, from which, alas, we have never quite succeeded in removing the human quality. Without a desk on which to place the civil service announcements, the registers of eligible competitors, the files of Forms 57, 57A, and 15 and volumes of pertinent regulations, the executive will give the job to the first applicant who strikes his friendly, gregarious fancy—probably his nephew-in-law.

The purchasing officer, who is taught to look upon procurement regulations and manuals as "mere facts and figures"—substitutes for reality—and who doesn't have any place to put them, anyhow, will probably award the contract to that most real of human realities, the little woman. What if the Air Force receives a gallery full of Expressionist canvases instead of a squadron of jet fighters, the important thing is that the procurement officer has kept his eye on the human equation.

Let's consider the implicit assumption that more friendly, gregarious souls on the executive level is desirable. Is this valid for government? Call anyone you know from the GS-9 level up at any time of day and the odds are that you'll find he's in conference. When he's not conferring in a friendly manner, he's congregating with other gregarious souls around the coffee urn. I contend that there are already too many friendly, gregarious souls in government. What we need is more men who hate people.

As to the second point, let's begin by conceding right away that the desk is a defense mechanism. Is that *bad*? Let's also concede that those who reach high executive positions in the civil service are scared. With Congress to the left of him and the press to the right of him, with selection up or out in front of him, and budgetary cut-backs nipping at his heels, the high level bureaucrat *ought* to be scared. But these are only external perils. The deepest psychological source of official anxiety is the fact that government has become so complicated that it is beyond human comprehension, a situation summed up in the reassuring words, "If you're not confused, you just don't understand the problem."

Any psychologist worth his exorbitant fee will tell you that anxiety is the natural human response to an anxiety-producing situation. Anxiety is, in fact, the very thing that has enabled human beings to survive while the dinosaur, the three-toed sloth and the American camel relaxed into extinction. All we really need is a sort of safety valve to keep that essential anxious feeling from becoming an anxiety neurosis and the solid desk fulfills this need. My advice to any government official who thinks he can get by without any sort of defense mechanism whatever is to throw away that bottle of tranquilizers and get back behind—or even under—that desk!

We can dispense very quickly with the third argument for desklessness, namely, that it will oblige executives to get rid of their paunches. Obviously, this applies only to

executives of the business world. No one that I know has ever yet been able to grow a paunch on a government salary.

The fourth argument for desklessness is so clearly inappropriate to a government situation that I would not deign to analyze it, if the peril to our very existence were not so great. In the first place, no man whose mental and digital processes were so limited that he could "only handle one piece of paper at a time" would ever seek government employ. If he did seek it, he would never achieve it. The Form 57 alone would take care of him. I have seen one bureaucrat of only slightly superior talents ascertain some minor point in the administration of a complex program by simultaneously reading through and taking notes on:

- The authorizing act itself and three subsequent amending acts.

- The House, Senate and Conference Committee prints, Relevant congressional hearings.

- The current appropriations act.

- An Executive Order delegating authority among interested agencies.

- Monthly progress reports by each such agency.

- A file of the minutes of the inter-agency committee responsible for maintaining a unified Executive Branch position on the administration of the act.

- And a volume of Mickey Spillane.

If you were to tell such a man that he could only handle one piece of paper at a time, he'd hit you with the entire United States Code, annotated.

Similarly, no government official would dream of referring to the stimulating responsibility of preparing and submitting memoranda as "exchanging a lot of silly memos." If a sizeable number of officials should ever adopt this heretical attitude, the whole structure of government would come crashing to the ground. Worse still, great numbers of high-ranking staff-men would become permanently unemployed. Finally, doesn't it really depend upon a person's looks as to whether one would rather settle things with him face-to-face or not? I personally know a good many people whose faces I prefer not to see under any circumstances . . . and I understand that they heartily reciprocate this feeling.

But these are mere details. It's the underlying assumption that efficiency is desirable that makes the experienced bureaucrat shudder. The statement of the deskless publisher that he got twice as much work done after getting rid of his desk as he did before betrays more clearly than anything else the threat which this movement poses to government. If Washington succumbs to desklessness, and if, as a result, every bureaucrat does twice as much work as he did before, then we shall have twice as much government in business, twice as much in farming, in commerce and in the everyday life of the citizen. The conscientious civil servant will, I believe, rejoice at this prospect. But in so doing will he reflect the temper of the nation at large? Alas, I fear not. With every official doing twice as much work, is it not more likely that the civil service will be cut in half?

The time to stop the threat is now! Don't let the maintenance men carry off your desk. Sleep on it, if necessary. And remember, take care of your desk and it will take care of you.



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THE BOOKSHELF

Francis C. de Wolf, Review Editor

NEW AND INTERESTING

The Turn of the Tide: A History of the War Years Based on the Diaries of Field Marshal Lord Alanbrooke, by Arthur Bryant, published by *Doubleday & Co.* \$6.95

The war-time opposite number to General George Marshall swung his Irish shillelagh without regard for the nationality of his targets. Interesting if not always accurate.

Tides of Crisis: A Primer of Foreign Relations, by Adolph Berle, Jr., published by *Reynal & Co.* \$4.00

Drawing upon his long experience in international affairs, Mr. Berle gives a penetrating view of today's problems as well as some sanguine possibilities for the future.

Radiation: What It Is and How It Affects You, by Jack Schubert and Ralph E. Lapp, published by *Viking Press* \$3.95

A candid and timely account of the biological effects of nuclear weapons and the dangers in exposure to other harmful rays.

Tin Can on a Shingle, by William C. White and Ruth White, published by *E. P. Dutton & Co.* \$3.50
The probably definitive and reasonably scholarly story of the immortal clash between the Civil War ironclads, Merrimac and Monitor.

The Central Blue, *The Autobiography of Sir John Slessor, Marshal of the RAF*, published by *Frederick A. Praeger*, New York, 1957, 678 pages with Appendix, price \$7.50.
Reviewed by ARTHUR L. LEBEL

Although this book is described as an autobiography of Sir John Slessor, it devotes relatively little space to Sir John himself. The description would be more factual if it conveyed the idea that this is an account of political-military events of the last half-century, against the background of the organization, development and strategy of air power during World Wars I and II.

Sir John Slessor is highly qualified to write very interestingly on this topic, not only because of his obvious talent as a writer but also because he was actively associated with the events which he narrates, especially the development of military air power and its strategy. Incidentally, according to General Carl Spaatz, he was one of the most influential instrumentalities in developing Anglo-American teamwork

in the use of air power during World War II. Also, the author seems, in some way, to have been right on the spot, particularly during World War II, for nearly all the important conferences, councils, and negotiations relating to the conduct of the war and to its consequences. Thus it is, for instance, that "The Central Blue" contains detailed accounts of such events as the Munich negotiations, the invasions of Poland, Belgium, Holland and France, the bombing of London, the Dunkirk trap, the battle of the Atlantic, etc.

All of this is told with a minimum of attention to purely military actions. The chief emphasis is on the over-all political and strategic significance of those events, as seen by a distinguished officer of the Royal Air Force, who is also a historian and a statesman of uncommon merit.

Some historical works leave the reader with the impression that they are records of human events in the form of carefully selected and treated facts marshalled in such a manner that they may fit neatly into a convenient, symmetrical historical pattern. "The Central Blue," by its simplicity, directness and dispassionate tone, breathes integrity and dependability.

Germany and the Soviet Union, 1939-1941, by *Gerhard L. Weinberg*, published by *E. J. Brill of Leiden, Netherlands*, 218 pages.

Reviewed by JOHN A. CONWAY

This useful and heavily documented study sheds new light on the period of Soviet-German relations which lasted from the summer of 1939 until June 22, 1941. It shows, for example, that the aid that each country received from the other was considerably greater than has often been thought. On the economic aspects generally, and in respect to the final year of the collaboration, the book may be considered an essential reference work.

The author's new ideas are not always convincing for the period preceding the Non-Aggression Pact, where, compared with other writers, he upgrades the importance of certain events and downgrades others. Nor is it quite clear what his final conclusions are as to the effect of Stalin's famous speech to the Eighteenth Communist Party Congress, which will still seem to many readers as momentous as ever, in view of the context of events of March and April 1939.

The author concludes that Stalin probably made his decision to sign with Germany sometime between July 10 and July 21, 1939 (though he convincingly disposes of the supposition that this had anything to do with the Wohltat-Hudson

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talk in London). Many may consider this date both too early or too late: too early for a decision that to sign was now tactically safe; and too late, if what is meant is a decision that to sign would, if possible, be the optimum course.

There are a few factual errors, for example the implication that the Polish partition line of September 28, 1939 corresponds to the Curzon Line; in fact, the 1939 line was considerably more favorable to Russia.

The author makes a very real contribution with respect to the final phase commencing in July 1940. It is clear from his presentation that, from late July on, the invasion of Russia had the inside track in Hitler's mind, that implementation of the decision began at once; and that the Paulus studies, commencing early in September, were by Hitler's order uninterrupted and unaffected by the Molotov talks in November. This is, of course, at variance with the premise of many historians that Hitler's decision to attack was the result of the failure of those talks. Revisions in more than one history of World War II are indicated.

Curious is the way in which Hitler arrived at his conditional decision in the last ten days of July, 1940. Never really enthusiastic about "Operation Sea Lion," puzzled now by British tenacity, he ascribed this fundamentally to Britain's hope of Russia's eventual involvement. In order to remove this hope, he decided that Russia must be eliminated if the Luftwaffe had failed by late September to bring Britain to her knees.

Thus British morale helped directly to speed Stalin's entry into the war. To the extent that such a hope underlay British morale, this is surely one of the major instances in history where hoping for something helped make it happen.

Roman Candle, by *Letitia Baldrige*. Houghton Mifflin Co., Boston, 1956 308 pages. \$3.75.

Reviewed by BARBARA ROBINSON

Books about life in the Foreign Service tend to fall into two classes. There is the serious, often perceptive, evaluation of the problems of a country. Then there is the gay and light-hearted book in which all experiences are too amusing and the natives too quaint for words. Letitia Baldrige writes about her experiences as social secretary to Ambassador Clare Boothe Luce very much in the latter vein.

Miss Baldrige is capable of tremendous and sustained enthusiasms. This is an endearing trait in anyone but when expressed continuously for three hundred pages it is somewhat exhausting. Her energy is enviable but her account of a typical day in her job at the Villa Taverna makes the reader want to close the book and lie down for a while. Ambassador Luce suffers by being described constantly with such adulation that one suspects she is the victim of a schoolgirl crush.

However, when Miss Baldrige writes about her travels in Italy, away from all the glamor and excitement of her position at the Embassy, her book is charming. She has a real liking for the Italian people and writes of them with great sympathy and understanding.

There are many humorous anecdotes scattered through the book and it is always fun to read the story of someone who obviously enjoyed an experience.

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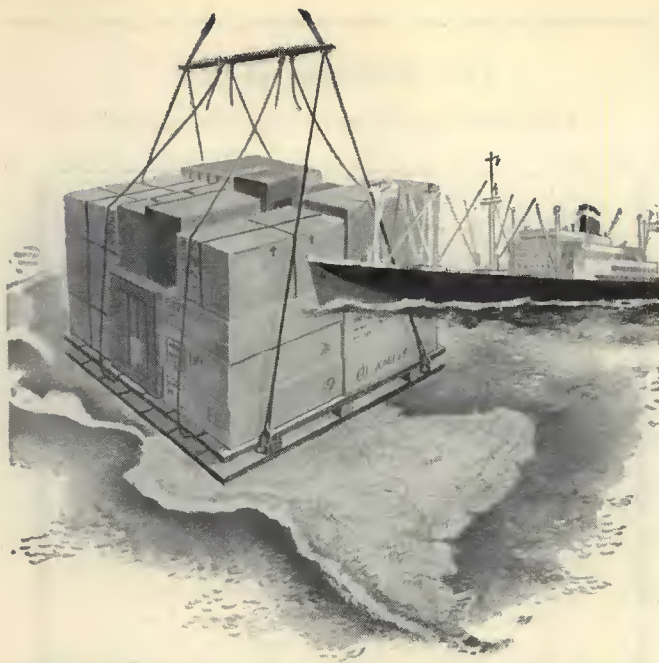
PRINCETON 2, NEW JERSEY

Speaking of Politics, by *Franklin Cary Salisbury*, Vantage Press, New York, \$3.75.

Reviewed by ELIZABETH G. JACKSON

The "genius of the language" is an uncontrollable and never-resting force at work on our language. Words go through pejoration or amelioration, or often both processes, over a period of years. Mr. Salisbury, in his book "Speaking of Politics," offers a re-appraisal and closer scrutiny of the actual meaning of the many political words that Americans bandy about loosely in daily conversation. Using an historical approach, he attempts to work out unbiased definitions of these terms and, in the process, points out many popular misconceptions about the meaning of these symbols that we use to convey our ideas. Since political words are frequently vague, change their connotation rapidly, and are expressive of the particular emotional bias of the speaker, it behooves us to analyze them with care. Mr. Salisbury believes that in no other area of human knowledge has language failed in its purpose so unfortunately as in politics where it has served the purpose of politicians sometimes to obscure the meaning of words for political gain. The sabotage of words by demagogues recently has been deliberate and it is more than ever necessary for the honest thinker to be able to recognize this deviousness.

Mr. Salisbury is a graduate of Yale and of the Georgetown University Law School and is qualified to make such a study by his knowledge of Greek and Russian in addition to other languages. The book should be particularly interesting to Foreign Service officers concerned with political affairs.



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Heard on the Hill . . . (from page 19)

the Foreign Service Institute, and the International Education Exchange program were more important than extra employees for the USIA.

—From the Senate Proceedings and Debates on the State, Justice and Judiciary Appropriations, 1958 (May 15, 1957).

* * *

On Representation

SENATOR CLARK: I should like to invite the attention of the majority leader to the appropriation for representation allowances . . . it was cut by the House to \$600,000. The Senate restored \$200,000 of the cut.

I know I speak not only for myself . . . in regretting that cut and expressing the hope that next year we shall be able to correct this situation which I believe causes a serious curtailment of the effectiveness of the members of our Department of State.

* * *

Tribute

SENATOR BYRD: I wish to pay tribute to the distinguished majority leader, who was chairman of the subcommittee handling these appropriations, for bringing about a result the like of which I do not recall having seen in all my experience in the Senate. He submitted a conference report which provides lower expenditures than either the House or Senate versions of the bill.

—From the Senate Proceedings and Debates on the Conference report, fiscal 1958 State, Justice and Judiciary Appropriations (May 29, 1957).

* * *

Senate Kitchens and Restaurants

. . . SENATOR DOUGLAS: I do not believe that the taxpayers should subsidize Senators or subsidize their guests for the meals that are consumed. We should pay for them from the charges imposed by the Senate restaurant. . . .

SENATOR MAGNUSON: I think the caterer agreed to raise some prices a year ago, and they did raise the prices then on everything hut soup. Why the price of soup was not raised, I do not know. Perhaps the price of soup should be raised a little. . . .

SENATOR NEUBERGER: If I may I should like to get in a reference to the family business. My mother happens to be in the restaurant business in Portland, Oregon. She is a partner in operating three or four restaurant enterprises.

Recently I was home in Portland. . . . Because I am watching my weight and my cholesterol, I had the same lunch there that I habitually eat here, which consisted of fruit and cottage cheese salad, and also a low-calorie dessert and coffee. That cost me . . . 85 cents.

SENATOR DOUGLAS: I would suggest to the Committee on Rules and Administration that the Senator's mother be engaged to run the catering service.

SENATOR NEUBERGER: Would that be classified as nepotism?

SENATOR DOUGLAS: No. . . .

SENATOR HAYDEN: Does the Senator from Illinois want to recover the \$30,000 from those who patronize the restaurant between now and June 30?

SENATOR DOUGLAS: No. . . .

Heard on the Hill . . . (from page 38)

SENATOR HAYDEN: I'm afraid the Senator will have a great deal of difficulty in doing it.

SENATOR DOUGLAS: We can well afford it. We recently granted ourselves a raise of \$7,500.

SENATOR HAYDEN: . . . the present deficit must be paid. There is no way of avoiding it. The only method of paying it is to provide the money. . . .

SENATOR LAUSCHE: I have been in the Senate for five months, and every time a measure comes before the Senate and there is the possibility of correcting what is supposed to be a wrong, the argument has been made, "It cannot be done now." I am beginning to wonder whether we have gone so far in subsidizing that we are beyond the point of retreat. Two or three times today the argument has been made, "We can't do it now. We must wait six months." . . .

I speak fervently on this subject but I am merely giving expression to my thoughts. If there is a clamor of the people of the Nation for a reduction in taxes, it comes from an honest belief that they can no longer carry the burden. The item under discussion is insignificant, it means practically nothing; but it deals with a philosophy of government and from that standpoint it is of the greatest significance. . . .

—From the Senate Proceedings and Debates on the Third Supplemental Appropriations, 1957 bill, with particular reference to: "For an additional amount for Senate kitchens and restaurants, \$30,000." (May 20, 1957.)

"Contemporary Delinquency"

If we study modern discontented and delinquent youth, the main question we come up against is this: is there something to be remedied in the fundamental moral and cultural values of our society—our mid-XXth century society? For on the one hand the hold of religion and the authority of the churches has been weakened, and so has parental authority. On the other hand the young, especially the big city young, are continually exposed to questionable influences: to the cynicism of the sensational press, the overstimulation of too much cinema and television, the open eroticism which inspires much of our advertising and entertainment. Can it be wondered if some of the young, especially insecure young people, take these latter values as their ideal? That this may be the root cause is suggested by the fact that the problem of contemporary delinquency, not so much of ordinary criminality but of the aimless anti-social rebellion exemplified by Teddy Boyism, is found not in the poorer countries where traditional society is still strong (as, by and large, in the Roman Catholic world), but in some of our most advanced states—in the United States, Britain, Germany, Sweden, Japan, and the like. In other words, the problem of the delinquent minority of our youth is part of the problem: "Whither the culture of our Western World?" a problem never solved, but always absorbing.—From "Teddy Boys, rebels without a cause" by T. R. Fyvel in "Western World," June 1956.



THE S.R. CAMDEN HOME

with 25 acres of land, is located on the Buffalo Forge Road or State Rt. 608 and is approximately 4 miles from Glasgow, 4½ miles from Natural Bridge, 10 miles from Lexington and approximately 8 miles from Buena Vista. It is not far from the Mt. Zion Methodist Church. The house has 8 rooms and is constructed on the early Virginia Colonial style, i.e. has the kitchen and dining room in the basement. These two rooms are approximately 20 x 30 and this leaves a room approximately 20 x 40 for other purposes.

The foundation is poured concrete, 12 inches thick, which keeps the house warm in winter and cool in

summer. The kitchen and dining room floors are tiled. On the ground floor there are:

Living room	30 x 15 with open fireplace
#1 bedroom	14 x 14
#2 bedroom	12 x 12
#3 bedroom	12 x 12
Full bath	

The house has hardwood flooring with pine sub-flooring. Heating is hot water radiators with oil-fired furnace. The second floor has:

2 bedrooms, each	13 x 15
------------------	---------

There are steps and a porch of concrete at the front and there is a patio in the rear. The main floor is supported by 2 x 10's with 15 inch centers. The rafters are 2 x 6's. The house is insulated with rock wool, is weather-stripped, has electricity, hot and cold water. The roof is metal.

More than an acre of land is included in the lawn and garden area around the house. It is well landscaped with shrubbery, flowers, trees (fruit and shade) and is in an excellent condition. It is surrounded by a white plank fence. Water is supplied by a deep well, 280 feet, which throws 10 gallons per minute. It is in good working order and guaranteed so by the owner.

There is a 3-car garage, a hen house, a barn—40 x 32 x 18—which is built on 2 levels. The tenant house, with asbestos shingle siding, has 4 rooms and hath. A stream, with year-round water, flows through the 25 acres of slightly rolling land. 9 acres are in alfalfa and the 16 acres of blue grass are now pasturing 25 steer calves. There is space for a garden and one could keep a pony or horse. Route 608 is hard surfaced and the house is approached by a joint-access driveway which is also hard surfaced.

This delightful home with its magnificent view of the Blue Ridge Mountains is offered at the very low price of \$34,000 cash. Taxes for 1957-58 will be less than \$134.00. This home will appeal to those who enjoy gracious living in healthy surroundings without too much land to tend to.

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Franklin (from page 29)

pointed out we only trying make treaty palatable to HCMG.

On MAAG and Economic Assistance he somewhat evasive, but on my insistence he promised check with Necker. He called me later in day and said Necker did not care what we did with locally generated Continentals if any. Vergennes said he heartily endorsed this view.

Request authorization sign treaty not later than Feb. 4.
FRANKLIN

DEPTEL 53 to Paris, Feb. 3 PRIORITY

What is present significance semicolon following "two parties" in Preamble? Reply NIACT JEFFERSON

EMBTEL 31, Feb. 4 NIACT

Your 53. No significance. Gerard saw no objection removal.
FRANKLIN

DEPTEL 54 to Paris, Feb. 6

You authorized sign treaty, but after lengthy consultation here with Deane and on strong insistence Valley Forge, believe it would be advisable tell French we now desire reinsert phrase "Against their common enemy" after "efforts in its power" in Article Three. Inform Dept. soonest.
JEFFERSON

EMBTEL 32, Feb. 8

I communicated substance Deptel 54 to Gerard last night and asked him to tell Vergennes. He promised to do so, but when I arrived at Fonoff this morning for signing ceremony, I found no one repeat no one present. Later I ran into Vergennes at Madame Geoffrin's and asked him point blank what significance I should attach to this and what he now expected U.S. should do. He replied QUOTE *Je m'en fiche royalement* UNQUOTE.

I took this to refer to some difficulty with HCM over treaty but thought it well to leave matters at that. I am seriously inclined believe my usefulness here may be at an end.
FRANKLIN

DEPTEL 55, Feb. 9

Department most appreciative all your efforts and entirely concurs ultimate sentence yourtel 32.

MADISON (Acting)

Benjamin Franklin in 1780's

HAVING SAILED past the guns of the British Navy on a dangerous voyage in which he faced an almost certain death on the gallows had he been captured, this indomitable old man was actively seeking help for his country in France. Surrounded by British spies and working amidst fearful aggravations and difficulties, he sought to obtain more and ever more French foreign aid for the newly established United States of America. Under pressure from the Continental Congress and from George Washington himself in the darkest months of the war, Franklin had to apply for loan after loan, even when it was personally humiliating to do so, and finally with the help of this French "mutual security program" our national independence was accomplished.—*Department of State Bulletin, November 5, 1956, page 723, from a speech by Thorsten V. Kalijarvi.*

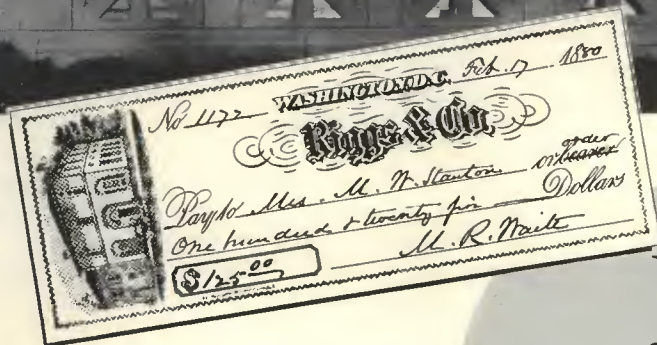
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Confederates (from page 24)

because the needle of the compass had been affected by the ladies' iron-hooped skirts stored on the fo'c'sle).

The Americans in Brazil joined in four main settlements—but only one of these, Villa Americana, succeeded.

One of the groups was taken by the Reverend Ballard S. Dunn, to Iguapé, the southern-most part of São Paulo province. He had chosen poorly, his emigrants were made up mostly of city folk unaccustomed to tilling land and unable to cope with the exotic problems of a new country. After a few years of half-hearted struggles they gave up.

Another settlement was founded near Espírito Santo, on the mid-eastern seaboard. Col. Charles G. Gunther from Alabama was their leader but though the land was good the transportation problems could not be overcome.

Major Lansford Warren Hastings, the renegade Yankee from Ohio who had joined the Southerners during the Civil War, adventurously took his group several hundred miles up the Amazon into a landscape and climate which even today bests many a would-be settler. After only four years this colony gave up and some of its members went to Rio de Janeiro.

The settlement which succeeded as a colony was situated within a radius of fifteen miles around Santa Barbara, some 150 miles from São Paulo. This colony originally consisted of three settlements: Santa Barbara with thirteen families, Retiro with nine, and Villa Americana with twenty six. Later they grew into one and today they are all part of Americana. The success of this colony was due in great measure to the quality of its leadership and therefore deserves a more detailed description.

Early in 1865 Col. William Norris of Alabama, discouraged by the state of affairs in the South, was thinking about migrating to Brazil. His son, Robert Norris, had just returned from a New York prison—he had been taken prisoner at Delaware Bay—and the two men set out to look for a new "promised" land. With an acumen which others, dazzled by orchids and tropical growth, did not show, he chose the high plateau of São Paulo province for his future homestead.

The climate was temperate; the gently rolling hills, clear rivers, good stands of forests seemed well-suited to Southerners. They returned home, and followed by twenty-six families, chartered a ship, the *Talisman*, for Brazil. The trip took seventy-nine days and they may well have sung the new "Oh, Give me a Land," whose words were then appearing in various Southern newspapers:

Oh, give me a ship with sail and rudder
And let me come to happy Brazil!
Land of sun-rays, great kingdom of courage,
Of green, virgin land and snakes ten yards long!
Land of the diamond, rich land of pearls,
With numberless parrots and Portuguese girls!
Oh, give me a ship with sail and rudder
And let me come to happy Brazil!
I want to feel its eternal spring
And shake the hand of Dom Pedro, its king,
Kneel at his feet, call him "My true Chief"
And hear his reply, "Welcome old giant."

The Norris group was followed by the Steagall family from Texas whose passage—for all eleven members of the family—cost \$700.00 a considerable sum in those days. The

Steagalls, together with the Peacock family, had chartered the former blockade-runner, the *Wren*, whose name had been changed to *Tartar*.

The first wave of immigrants was received in Rio de Janeiro with great acclaim. A band met them at the docks, playing "Dixie"—perhaps with a slight samba rhythm—and the Emperor himself came to specially-rented Emigrants Hotel to welcome them. After a short rest they continued via boat, train, and finally ox-carts to what is now Villa Americana. Colonel Norris bought his farm outright; most of the others accepted the generous terms of the Brazilian Government to acquire their land.

Prudent José de Moraes Barros, a young lawyer and future president of Brazil, was instrumental in helping the Confederates sail smoothly through many legal tangles.

Colonel Norris became a Brazilian citizen as soon as he legally could but few of the other first generation Americans followed suit. He also purchased two household slaves who, according to his 78-year-old granddaughter, Dona Julia Jones, acquired a Southern drawl. Brazilian law forbade the importation of slaves but John Cole from Georgia, who also settled here, had been forced to bring along "Aunt Sylvie", his old mammy who simply refused to be left behind. She was the only American slave to go to Brazil.

The emigrants at first tried to continue the kind of agriculture they were accustomed to. But unseasonal rains, and a "cotton-eating caterpillar" made failures of the first cotton crops. Sugar-cane was somewhat more successful, but iron ploughs were almost unknown in Brazil where land was tilled by primitive means, and not until the Americans imported ploughs and set up a foundry could they get the land to yield its richness. At the beginning the colony seemed doomed to failure.

Unexpected relief came in the form of a handful of watermelon seeds (the Georgia Rattlesnake variety) which Col. Joe Whitaker, in a sudden excess of home sickness, had stuffed into his pocket. The watermelon took to the red earth as the colonists themselves were never quite able to. *MelanCIAS* became Americana's first money crop and today around Christmastime, Brazil's fruitstands are flooded with the delicious fruit, all descendants of "Uncle Joe's" pocketful of seeds. (A later American farmer, Louis Bromfield's son-in-law at Malabar-do-Brazil, expects to market 25,000 watermelons this year.)

At first there was nothing but hard work for these nineteenth century pioneers. But gradually their thoughts returned to the things they had had to leave behind. They yearned for spiritual guidance and soon a chapel was built and land was set aside at Retiro for a cemetery. Kerosene stoves and lamps, sewing machines—the first to be introduced into Brazil—made the houses more comfortable and the children's education could again be arranged. The first teacher to join the colony was a Mr. King from Ohio, who despite his Northern antecedents, "was highly respected in the community and loved by his pupils." In 1888 two ladies arrived from Alabama, Miss Annie Lou Vinson and "Lovie" Fielder. These ladies, helped out by the colonists, assumed teaching duties. As the nearby cities of Campinas and Piracicába grew, many of the children were sent to missionary schools there.

But there was more than just work and study. John Domm, a German immigrant who had joined the colony, turned some of his farm into a picnic spot. Community dances were held and the colonists supplied their own orchestra. Mrs.

(Continued on page 51)



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31P

Efficiency Reports *(from page 21)*

They are not. The key question to keep in mind is: "How does he compare, on each point, with other officers of his class?" And most of them are good.

Certainly we all "have to live with the guy." And, whenever he is in Washington, he can read in full any report written on him since November 1955. This points up the guts of the problem. We have simply got to take the trouble to be completely honest both with the individual and with the Service as a whole. The obligation has always been there but we have got to face up to it more squarely than ever before. I remember Jack Erhardt's story when he was Chief of Personnel about the Ambassador who wrote him along the line: "Please disregard my efficiency report on X. I told him I would show it to him so I had to make it all complimentary. Actually, he is a mediocre officer deficient in so and so and so." Jack wrote back: "Thanks very much for your letter. The next time X is in Washington, I'll show it to him." The Ambassador cabled: "You can't do that to me," and Jack cabled back: "I have."

How should it be done? As one who has always done it poorly in the past, I'm a poor one to preach, but here are various ideas I intend to follow in the future.

Above all, preparing efficiency reports should not be a one-shot operation but a year-round job. All too often I have never given a thought even as to whom I was to report on until my secretary would appear, usually during a hellishly busy day, with a pile of efficiency report forms and say: "the Administrative Section would like these reports on so and so and so and so filled out as soon as you can; they're due next week." After two or three weeks of procrastination, little thought and much needling, I would dictate them in a couple of hours, go over them very sketchily with the ratees and that would be that. No wonder they were poor.

Try reading the pertinent instructions. I recently did that for the first time and found they made a lot of sense, more than a good many instructions. Then keep them in the back of your mind, not just when you are writing a report but all the time.

Every officer should know at all times exactly whom he is expected to report on and keep it in mind. When he arrives at a post he should be told whom he is to report on. Whenever a new officer arrives, the officer who is responsible for him should be so advised. Whenever an officer leaves, the officer who will be responsible for reporting on those previously covered by the departing one should know whom he is taking over.

As soon as you know whom you are to report on, start thinking about it. "What would I say if I were writing his report now? What is he really like? What are his strongest points? His weakest? What am I going to tell him about this weakness and that one?" You will probably find yourself thinking about him along these lines from time to time.

Somewhere along the line, several months before the reports are due, have a heart-to-heart talk with each ratee. Preferably do a draft of his report and show it to him then. Get his reaction and watch for any improvement.

Years ago when I was vice consul and Hi Boucher the consul in the three-man Consulate in Rome, Graham Kemper arrived as consul general shortly before efficiency reports were due. He asked Hi and me, since he knew little about either of us, to do draft reports on ourselves and each other as a basis for his own. I never saw the finished reports but I believe they were good. Certainly Hi and I had a lot of fun taking each other apart and we each learned a lot about our own shortcomings. I believe Mr. Kemper had something, and I intend to try that procedure as a regular practice.

Practically all of us are both raters and ratees. Naturally we can never know any one else as well as we know ourselves. I have recently done a report on myself [page 45] from which the factor ratings were taken and I intend to show it to each officer I am to rate. I will ask him to draft a similar one on himself and invite him to do one on me if he feels like it. This will be long before they are due, at least three months before. Then we will have a heart-to-heart talk and the more weak points I have to tell him about, the more I will urge him to tell me frankly anything and everything he thinks is wrong with me. Then we will go over it again when the final report is prepared.

This is not always going to be easy by any means. The better the officer being rated, the easier it is. The poorer he is, the harder it is. Some things are very hard to tell any one. The deep-seated personality faults of any one are plenty hard to tell him about, his wife's faults the hardest of all. Yet I am positive that it is a real, a great kindness to tell him about them, provided it is done in the right spirit. How often we all echo Burns' wish:

"oh wud some power the giftie gie us
to see oursels as ithers see us."

To tell someone his weaknesses with entire frankness is a tough test of human relations. In cases of serious incompatibility (and in those cases there is bound to be fault on both sides), I can envisage complete frankness leading to scenes and perhaps lasting grudges. Yet I think those cases should be rare, very rare and comparatively mild if the superior does it sincerely, in the right spirit.

The spirit counts enormously. First it takes humility and awareness of one's own faults. Secondly, it takes objectivity and perception. Above all it takes kindness and human sympathy. Kindness does not mean flattery or overemphasizing good qualities and minimizing faults. Basically it means understanding.

As I have said before, except for being a reformed drunk I have no excuse for preaching on this subject. But I am going to try hard to reform and I am writing this in the hope that it will help others to do likewise. I think that if we live up to our personnel responsibilities the year round, good efficiency reports will practically write themselves. I think that, more importantly, you will find the officers you rate much better friends and your relationships

Efficiency Reports

with them much richer. Certainly they will be better officers. And so will you.

PART II—PERSONAL QUALITIES

PURPOSE: To provide the Department with an evaluation of each officer reported on with respect to those qualities specified by the Foreign Service Act of 1946, Amended.

INSTRUCTIONS: In accordance with prior instructions relative to rating in terms of six levels, encircle the number following each quality which in your judgment best represents the level of the officer being rated. Each factor must be rated.

QUALITIES	RATING					
Character	1	2	3	4	5	6
Ability	1	2	3	4	5	6
Conduct	1	2	3	4	5	6
Quality of work	1	2	3	4	5	6
Industry	1	2	3	4	5	6
Experience	1	2	3	4	5	6
Dependability	1	2	3	4	5	6
General usefulness	1	2	3	4	5	6

PART III—FACTOR ANALYSIS

PURPOSE: To provide the Department with an evaluation of specific factors relating to the officer's knowledge, performance, and personality traits.

INSTRUCTIONS: On the basis of the six levels of performance used in Parts I and II, indicate your evaluation of the officer with reference to the following Factors. Those Factors not observed or not considered pertinent should be checked (✓). Mark every Factor. Six (6) represents the highest evaluation, one (1) the lowest.

FACTORS	RATING					
1. General knowledge of the foreign service	1	2	3	4	5	6
2. Understanding of political factors....	1	2	3	4	5	6
3. Understanding of economic factors....	1	2	3	4	5	6
4. Understanding of information programs and techniques	1	2	3	4	5	6
5. Knowledge of administrative practices	1	2	3	4	5	6
6. Knowledge of consular duties	1	2	3	4	5	6
7. Effectiveness in applying laws and regulations correctly	1	2	3	4	5	6
8. Thoroughness and accuracy of work	1	2	3	4	5	6
9. Power and accuracy of observation..	1	2	3	4	5	6
10. Effectiveness of written expression....	1	2	3	4	5	6
11. Effectiveness of oral expression	1	2	3	4	5	6
12. Resourcefulness	1	2	3	4	5	6
13. Judgment	1	2	3	4	5	6
14. Skill in dealing with the public.....	1	2	3	4	5	6
15. Effectiveness as a supervisor.....	1	2	3	4	5	6
16. Managerial effectiveness	1	2	3	4	5	6
17. Ability in Field of Intelligence.....	1	2	3	4	5	6
18. Ability to get along with others.....	1	2	3	4	5	6
19. Tactfulness	1	2	3	4	5	6
20. Initiative	1	2	3	4	5	6
21. Resourcefulness	1	2	3	4	5	6
22. Decisiveness	1	2	3	4	5	6
23. Forcefulness	1	2	3	4	5	6
24. Adaptability	1	2	3	4	5	6
25. Cooperativeness	1	2	3	4	5	6
26. Patience	1	2	3	4	5	6
27. Sense of humor	1	2	3	4	5	6
28. Cost consciousness	1	2	3	4	5	6
29. Security consciousness	1	2	3	4	5	6
30. Good manners and politeness	1	2	3	4	5	6
31.	1	2	3	4	5	6
32.	1	2	3	4	5	6

Tailor (from page 14)

circumstances, since she spoke English so well.

"Tea or coffee?" the hostess asked.

"Tea!" they both responded at once. They did not wish to get the "Coffee Break Habit" that was taking Tokyo by storm, for they said coffee is very expensive in Japan. It is about forty to fifty yen a cup.

It was still raining hard as they began packing the bundle. Everything in its place. What a pity that they must go again in that downpour!

"Rain is part of life," said the young woman, "but it will pass when it has served its purpose. Spring will return. Then every insect chirps joy. The bleakness of barren hills

will fill again with green and we will pause to breathe all the beauty of the Spring."

When they closed the door, my friend said, "They have taken the sunshine with them."

I waited for my
 Lover until I could hear
 In the night the oars of the boat
 Crossing the River of Heaven.

Waga seko ni
 Urakoi oreba
 Ama no gawa
 Yobune kogi toyomu
 Kaji no to kikoyu

Hitomaro?

(From "One Hundred Poems from the Japanese" by Kenneth Rexroth, *New Directions* 1956.)

"To Combat Communism"

"... The way to combat Communism is not war... In most of the countries of Asia, there is abject poverty which the West ought to alleviate as far as it lies in its power to do so. There is also a great bitterness which was caused by the centuries of European insolent domination in Asia. This ought to be dealt with by a combination of patient tact with dramatic announcements renouncing such relics of white domination as survive in Asia. Communism is a doctrine bred of poverty, hatred and strife. Its spread can only be arrested by diminishing the area of poverty and hatred." — "Portraits from Memory" by Bertrand Russell, Simon and Schuster, 1957.



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BY-LAWS
OF
AMERICAN FOREIGN SERVICE ASSOCIATION
ADOPTED MAY 9, 1957

ARTICLE I

OFFICE AND PLACE OF BUSINESS

The principal office and place of business of this Association shall be in the City of Washington, District of Columbia.

ARTICLE II

CORPORATE SEAL

The corporate seal of this Association shall have inscribed thereon the name of the Association, the year of its creation, and the words "District of Columbia." An impression thereof shall be affixed to these By-Laws.

ARTICLE III

PURPOSES AND OBJECTIVES

In addition to the general purposes and objectives of this Association as set forth in the Certificate of Incorporation the following are declared to be the primary purposes and objectives of this Association:

1. To take over the property, assets, obligations, and contracts of the voluntary unincorporated Association heretofore in existence and known as the AMERICAN FOREIGN SERVICE ASSOCIATION, and to continue under the name of the present Association the purposes, objectives, and affairs of that predecessor Association;
2. To acquire real and personal property by purchase or lease, whether in whole or in part, to be used for this Association and its members;
3. To accept and receive gifts, grants, devises, bequests, and funds from such other voluntary associations as may be created by Foreign Service personnel, or to accept and receive gifts, grants, devises, bequests, and funds as otherwise donated to this Association by any person or persons, group or groups, and to utilize or dispose of the same for the purposes of this Association, or, as directed by said other associations or said other donors;
4. To publish the FOREIGN SERVICE JOURNAL as the official organ of this Association in order to disseminate information respecting the work of the Department of State and Foreign Service among interested persons, including business and professional men and others in the United States and abroad, and persons who may be considering the American Foreign Service as a career; to serve as a medium of exchange for personal and other news and for unofficial information respecting the Department of State and the Foreign Service and their personnel; and to keep them in touch with developments which are of interest or concern to them;
5. To create, maintain and operate a Scholarship Fund or Funds or such other funds for such purposes as are commensurate with the purposes and objectives of this Association described in the Certificate of Incorporation or in these By-Laws;
6. To sponsor, through the AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION, INC., a group insurance plan for payment of life, sick, and accident benefits to members of this Association entitled thereto under the Certificate of Incorporation and By-Laws of the said AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION, INC. as are now written or as hereafter may be written;
7. To carry on such other activities as the Association may deem practicable in pursuance of the purposes and objectives set forth in the Certificate of Incorporation of this Association and in these By-Laws, in order to serve the interests of the Association and its members.

ARTICLE IV

SECTION A

BOARD OF DIRECTORS

1. The property and affairs of this Association shall be managed by a Board of Directors of ten members, who shall be elected annually by the Electoral College in the manner and for the term provided in ARTICLE VI, Paragraph 4.

2. No person shall be elected as a Director unless such person is an Active Member of this Association and is either on duty in Washington, D. C. or is residing in the metropolitan area of Washington, D. C. The term of duty of each Director shall be one year; however, a Director may be reelected as provided for in ARTICLE VI, Paragraph 4. At least three Directors shall be reelected each year to provide continuity.

3. If a vacancy should occur in the membership of the Board of Directors, the Board, in its discretion, may appoint an Active Member to fill such vacancy; the term of such appointee shall not extend beyond the next meeting of the Electoral College provided for in ARTICLE VI.

SECTION B

POWERS OF THE BOARD OF DIRECTORS

1. The powers of the Board of Directors shall be those vested in the Board by the Certificate of Incorporation, by these By-Laws, by powers given them pursuant to the laws of the District of Columbia, and, by the general powers normally vested in the Board of Directors by virtue of their office.

2. In addition, the following specific powers are hereby expressly conferred upon the Board of Directors:

- a. To appoint a Chairman and a Vice Chairman from among the members of the Board of Directors;
- b. To appoint a Secretary-Treasurer and an Assistant Secretary-Treasurer of the Association;
- c. To employ a General Manager who, under the general responsibility of the Board of Directors, shall have direct charge of all administrative matters delegated to him by the Board of Directors. In case the Board of Directors does not employ a General Manager, it may authorize the Secretary-Treasurer, an employee or Active Member of the Association to perform all or any part of such functions;
- d. To appoint the members of the Association's standing and other Committees hereinafter provided for to serve at the pleasure of the Board of Directors;
- e. To appoint members of the Journal Editorial Board, who shall serve at the pleasure of the Board of Directors, and who, under the general direction of the Board of Directors, shall be specifically responsible for the publication of the Foreign Service Journal;
- f. To appoint, upon the recommendation of the Board of Directors of the American Foreign Service Protective Association, Inc., and subject to the By-Laws of said Association, the Directors of that Association who shall serve until replaced in accordance with the provisions of the By-Laws of the American Foreign Service Protective Association, Inc.;
- g. To authorize and approve the employment, compensation, conditions of employment and the duties of salaried employees of the Association, as may, in the consideration of the Board of Directors, be necessary;

TO TOP IT OFF...

To top off all they've learned about producing oil, Ayid bin Khalifa, center, and Dakhiel bin Obaird, right, study the operation of a *Christmas tree*. Foreman Nasir bin Ali describes to trainees how the gleaming valves and fittings which branch out above an Arabian American Oil Company well head, control the flow of oil.

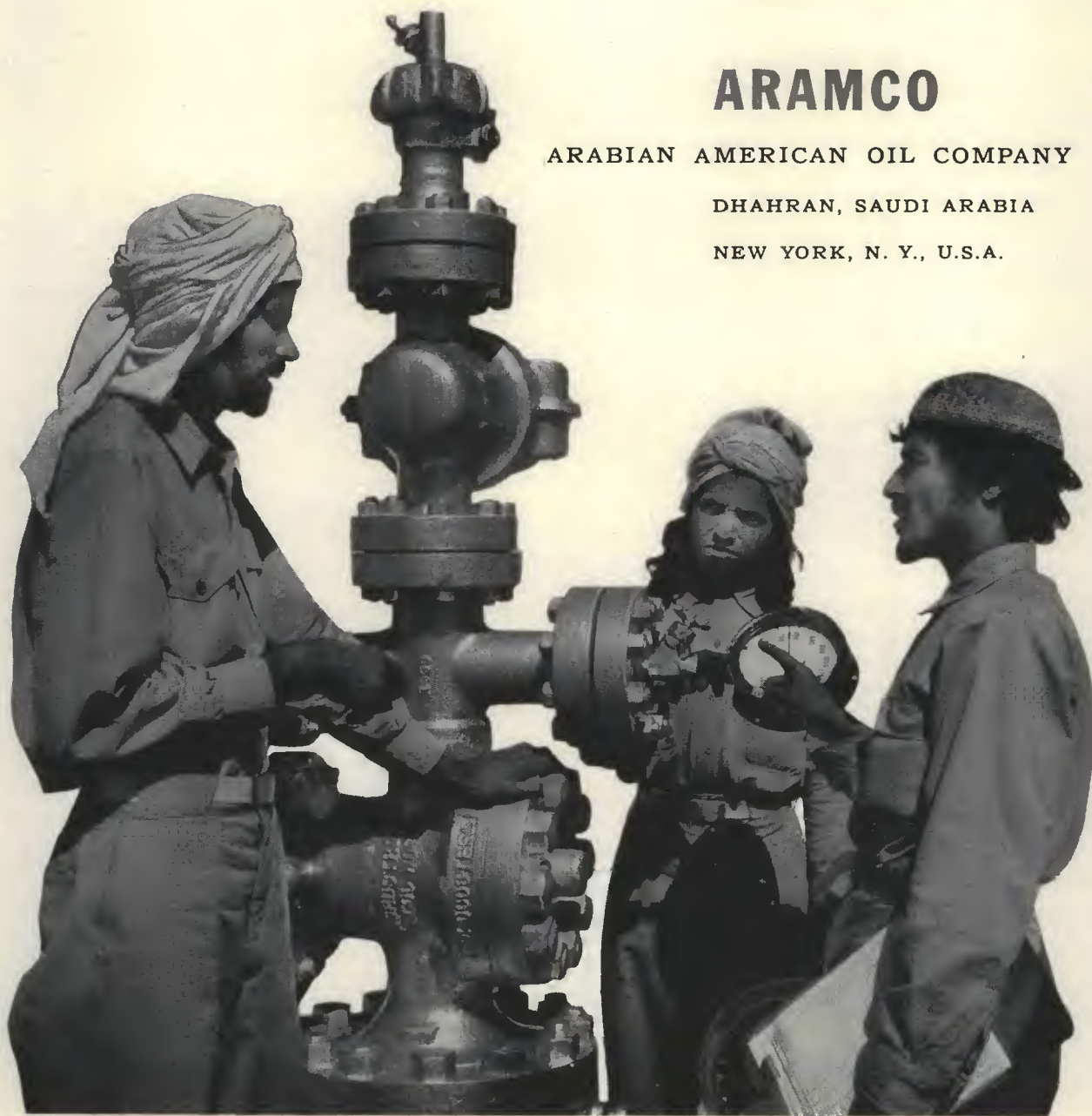
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By-Laws

h. To invest any surplus funds of this Association in recognized banking institutions, securities, real property, building and loan associations, and in the State Department Federal Credit Union;

i. To authorize disbursements of Association funds to carry out the purposes and objectives of this Association as set forth in the Certificate of Incorporation and these By-Laws; provided, however, that no disbursement exceeding one-third of the Association's general funds shall be made for a specific purpose unless authorized by a majority present at a general business meeting held in accordance with the provisions of ARTICLE X of these by-Laws;

j. To select such person or persons, firm or firms as desired from without the membership of this Association to audit and examine the accounts of this Association annually, or more often if deemed necessary by the Board of Directors, and to authorize the payment of fees and expenses in connection therewith;

k. To perform, or authorize the performance of, whatever is necessary to carry out the purposes and objectives of this Association as set forth in the Certificate of Incorporation and in these By-Laws.

SECTION C

MEETINGS OF THE BOARD OF DIRECTORS

1. The Board of Directors shall meet at least once each month on a date determined by the Chairman, and at such other times as the Chairman may determine.

2. The Board also shall meet at the written request of five Directors made to the Chairman of the Board at least five days prior to the date of the meeting, or by notice in writing mailed by the Chairman of the Board or by the President of the Association to each member of the Board at least 5 days before the date on which the meeting is to be held.

3. A meeting of the Board of Directors shall be held only with a quorum present. Five members of the Board of Directors shall constitute a quorum.

4. Decisions taken at meetings of the Board of Directors shall be by a majority of the quorum present at the meeting.

5. The President, and the Vice President are privileged to attend all meetings of the Board. The Chairman of the Board at his discretion may invite others to attend meetings of the Board of Directors.

ARTICLE V

SECTION A

OFFICERS OF THE ASSOCIATION

1. The Association shall have as Officers a President and a Vice President, who shall be elected as provided for in ARTICLE VI. The Association shall also have as Officers a Chairman of the Board, a Vice Chairman of the Board, a Secretary-Treasurer and an Assistant Secretary-Treasurer, all of whom shall be appointed by the Board of Directors.

2. The Association also shall have as Honorary Officers an Honorary President and Honorary Vice Presidents who shall be, subject to their acceptance, the following:

Honorary President:	The Secretary of State
Honorary Vice Presidents:	The Under Secretary of State
	The Deputy Under Secretaries of State
	The Assistant Secretaries of State
	The Counselor of the Department of State
	The Legal Adviser of the Department of State
	The Director General of the Foreign Service

SECTION B

POWERS OF OFFICERS

1. The President shall preside at all general meetings of the Association. In his absence, the Vice President or the Chairman of the Board of Directors, in that order, shall preside. The President shall be *ex officio* a member of the Board of Directors and of all standing Committees of the Association. He may call upon the Board of Directors for information and data relating to the affairs of the Association. He shall have such other powers and duties and discretions as may be delegated to him, subject to his acceptance, by the Board of Directors of the Association.

2. The Vice President shall be vested with all of the powers and shall perform all the duties of the President during the absence of the latter, and in case of a vacancy arising in the office of the President, he shall succeed to that office for the remainder of the President's unexpired term. The Vice President shall be *ex officio* a member of the Board of Directors and of all standing Committees of the Association.

3. Under the general responsibility of the Board of Directors, the Secretary-Treasurer, or in his absence, the Assistant Secretary-Treasurer shall have charge of all the moneys, funds, and assets of the Association, of the FOREIGN SERVICE JOURNAL and of the Scholarship and other Funds; shall be responsible for the maintenance of the accounts, collection of dues, receipt of contributions and any other funds which may be due from the members; collect and receive any moneys and other personal property to which the Association may be entitled whether because of gift, grant, bequest or otherwise; make payments out of any moneys and assets in his charge for ordinary operating expenses. All such moneys and funds shall be placed upon deposit in recognized banking institutions or, in the case of surplus funds, invested with the authorization of the Board of Directors as authorized in Article IV, Section B(2) (h). With the approval of the Board of Directors, he may delegate to the General Manager responsibility for maintaining accounts and payment of ordinary expenses within a monthly total amount as may be fixed by the Board of Directors from time to time. All extraordinary expenses and investments shall be made by the Secretary-Treasurer or his assistant upon recommendation to and approval by the Board of Directors within the limitations of Article IV, Section B(2) (i).

The Secretary-Treasurer or in his absence the Assistant Secretary-Treasurer shall render a statement of accounts and a balance sheet of his books at each annual meeting of the Association and at such other times as a statement and balance sheet may be requested in writing by the Chairman of the Board of Directors.

ARTICLE VI

ELECTIONS AND THE ELECTORAL COLLEGE

1. On or before the first of June of each year, the Board of Directors of the Association shall appoint an Elections Committee from among Active Members of the Association assigned to the Department of State or residing in the metropolitan area of Washington, D. C. The Elections Committee shall prepare a list of Active Members of the Association who are expected to be in Washington during the last two weeks of the month of September next following. This list shall consist of the names of approximately 200 Active Members of the Association and shall give equitable representation to the various Classes of the Foreign Service. A copy of this list shall be sent during the month of June to all Active Members of the Association.

2. From this list each Active Member of the Association shall be entitled to designate not more than 18 as his choice for members of the Electoral College. Active Members may designate, in the alterna-

By-Laws

tive, any Active Member or Members of their choice not included on the list of candidates who are expected to be present in Washington, D. C. during the last two weeks of September next following. The total number of choices made by any one Active Member, including choices made but not included on the list of candidates, shall not exceed 18. These ballots must be returned to the Association so as to be received in Washington, D. C. on or before September 10.

3. From the ballots received on or before September 10, the Elections Committee shall list the 18 receiving the highest number of votes. These 18 members shall constitute the Electoral College. If one or more of these 18 will not be able to attend the meeting of the Electoral College, the Elections Committee shall substitute the name or names of those Active Members receiving the next highest number of votes. The list of 18 members of the Electoral College shall be approved and certified by the Board of Directors.

4. The Board of Directors shall arrange for the Electoral College to meet not later than the 25th day of September or the nearest date which falls between a previous Sunday and the next Saturday in September. The Electoral College shall elect the President, the Vice President, and shall also elect the Board of Directors with due regard to representation of the various classes of the Foreign Service. These Officers and Directors shall serve for the year commencing the first Monday of October next following, on which date said Officers and Directors shall take office. At least three Directors shall be re-elected each year to provide continuity.

5. In electing the President, the Vice President and the Directors of the Association, the Electoral College may proceed in such manner as it deems best, provided, however, that the persons elected to these positions shall receive the votes of an absolute majority of the 18 members of the said Electoral College.

6. The President, the Vice President and the Directors who assume office in accordance with the provisions of these By-Laws shall hold office until such time as their successors are duly elected and shall take office.

ARTICLE VII

COMMITTEES

1. Subject to such changes as may be made by the Board of Directors, the standing Committees of the Association shall be as follows:

- (1) Committee on Education
- (2) Committee on Entertainment
- (3) Committee on Foreign Service Club
- (4) Committee on Personal Purchases
- (5) Committee on Retired Foreign Service Personnel
- (6) Committee on Welfare

2. The Board of Directors may create such *ad hoc* Committees as it deems necessary.

3. The members of Committees shall be appointed by the Board of Directors. The number on each Committee shall be within the discretion of the Board of Directors.

4. Each Committee shall elect a chairman and recorder and shall set the time or times at which meetings shall be held.

5. Committee chairmen shall keep the Board of Directors informed regarding the work of their Committees.

6. The standing Committees and such other Committees as may be created by the Board of Directors under these By-Laws shall have jurisdiction over such affairs as are indicated by their assigned duties, responsibilities, and titles, delegated to them by the Board of Directors.

ARTICLE VIII

MEMBERSHIP

1. The Association shall be composed of Active Members, Associate Members and Honorary Members.

2. Persons eligible for Active Membership are those appointed through the Department of State and serving under the authority of the Foreign Service Act of 1946, as amended, in the following categories:

- Chiefs of Mission
- Foreign Service Officers
- Foreign Service Reserve Officers
- Foreign Service Staff Officers and American Employees

Active Members shall be admitted to membership without any formality other than application, acceptance and the payment of annual dues, and shall have voice and vote in the conduct of the affairs of the Association. Active Membership shall continue, subject to Paragraph 6 of this Article, so long as eligible status is maintained and annual dues are paid.

3. Persons eligible for Associate Membership are:

Personnel of the Department of State and officers and employees of the Department of State who hold "dual service" positions or positions of responsibility comparable thereto.

American employees of other Departments and Agencies of the Government who hold career status, and who are on foreign service or who have served abroad.

Other persons who, in the opinion of the Board of Directors, are closely associated with or have an active interest in the conduct of the foreign relations of the United States.

Former Active Members upon resignation.

Associate Members shall be admitted to membership without any formality other than application, acceptance, and the payment of annual dues, but shall not have voice and vote in the conduct of the affairs of the Association. Associate Membership shall continue, subject to Paragraph 6 of this Article, so long as eligible status is maintained and annual dues are paid.

4. Any former Active Member, who has retired from the Foreign Service, may continue or resume Active Membership upon application, acceptance, and payment of annual dues. In the absence of indication of a desire to retain Active Membership, such a Member will automatically become an Associate Member without any formality other than payment of annual dues.

5. The Board of Directors may invite to become Honorary Members of the Association such representative American citizens as they deem proper. Honorary Officers of the Association shall be Honorary Members during the time they hold the offices indicated in Article V, Paragraph 2. Honorary Members shall be exempt from the payment of dues.

6. Membership in the Association may be terminated at any time by unanimous vote of the Board of Directors. A report of action taken under this paragraph shall be submitted to the next general business meeting of the Association.

ARTICLE IX

DUES

1. The dues of Active and Associate Members shall be specified by the Board of Directors. A subscription to the Foreign Service Journal shall be included in the payment of such dues.

Letters to the Editor *(from page 52)*

sorts of climates, under all sorts of conditions, in countries friendly, lukewarm and hostile, only to return home bearing plaudits and a host of belles phrases, but with no concrete plan or desire in mind for increasing the remuneration of these devoted public servants. And augmented salaries mean increased pensions upon retirement, another subject worthy of the sincere interest of and future action by our lawmakers.

A comparison of our FSO's abroad with their contemporaries from other countries in matters of salaries and allowances, shows a discrepancy at times so great as to verge upon the shameful, especially in the cases of officers in classes 4 to 8. Staff officers fare even worse, in any such comparison.

From what I have read and heard, and from my own experience as a retired officer, it would seem that the annuities at present granted us do not come near fulfilling our everyday needs. I suppose I am more fortunate than many retired persons, because, living in Haiti, I am spared the necessity of buying winter clothing, coal, oil or other fuel, and I have a comfortable home in a cool climate 1100 feet above sea level. But there are no extras, no luxuries, and trips to the United States will be few and far between unless Foreign Service pensions are increased.

One wonders if there is any good reason why retired FSO's should not enjoy a pension equal, for instance, to that of Army officers?

*Leonard E. Thompson
FSSO—Ret'd.*

Pétionville, Haiti

“READ ASSIDUOUSLY”

To the Editor,

FOREIGN SERVICE JOURNAL:

Please accept congratulations for a good editing job on the JOURNAL—it seems to be opened with eagerness and read assiduously by the local staff.

Robert C. Amerson

Caracas

TO BENEFIT ENLISTED PERSONNEL

To the Editor,

FOREIGN SERVICE JOURNAL:

I believe that readers of the JOURNAL would be interested in learning of the newly established Armed Forces Enlisted Personnel Benefit Association, a non-profit benefit association open to “regular” enlisted personnel from all branches of the service, formed by a group of senior enlisted men stationed in and around Washington, D. C.

Created to advance and safeguard the economic interests of service personnel in all parts of the world, the Armed Forces Enlisted Personnel Benefit Association will initially offer its members emergency loan privileges, scholarship grants to deserving children of members, and low-cost group life insurance.

Because of the great interest in family security, a \$10,000 group life insurance plan is being offered to supplement the benefits provided by the Survivors Benefit Act, where necessary. Additional benefits are contemplated as membership increases.

All officers, directors and advisors of the organization are serving without compensation in their capacities. The

control of the Association is vested in the membership who annually elect a Board of Directors. The Board of Directors, composed entirely of enlisted personnel, contains representatives from each of the services.

Information concerning the Association and applications for membership may be obtained by writing the Armed Forces Enlisted Personnel Benefit Association, 422 Washington Building, 15th Street and New York Avenue, N.W., Washington 5, D. C.

*Thomas D. Conrad, Jr.
Secretary-Treasurer*

OBSERVERS AND THE REAR SEAT

To the Editor,

FOREIGN SERVICE JOURNAL:

I was interested to read in Henry Villard's article on the 1957 automobiles, in the May issue of the JOURNAL, that the “backward-facing” type of rear seat in station wagons is being hailed as an innovation.

In 1948, I was driving about China in a Willys station wagon, complete with an “observation car” rear seat. I well remember one Sunday afternoon jaunt in July when the two teen-aged sons of friends occupied this seat. On arrival at our destination, the boys stepped out with, literally, only the “whites of their eyes” showing. The draft created by having the rear window open had laid a thick cover of dust over us all, but only the poor youngsters had taken it full in the face.

Of course, this type of seat might be the ideal spot for any “back-seat” drivers you may be carrying, but it's certainly *not* the place to put the small child who has a yen for hanging out windows.

Margaret Thompson

Carmel, Calif.



Summer comes to the Piazza di Spagna

By-Laws (from page 49)

ARTICLE X

MEETINGS OF THE ASSOCIATION

1. A general business meeting of the Active Members of the Association shall be held in Washington, D. C., at least once each year, or whenever requested by 100 or more of the Active Members of the Association who are within the metropolitan area of Washington, D. C. General business meetings also may be held at the request of the President or the Chairman of the Board of Directors. The Board of Directors shall arrange to have a notice of the hour and place of any general business meeting sent to each Active Member of the Association who is within the metropolitan area of Washington, D. C.

2. A quorum at a business meeting shall consist of at least twenty per cent of those Active Members of the Association on duty in the Department of State, or residing in the metropolitan area of Washington, D. C. A majority vote is required for the transaction of business except, in the case of alterations or amendments of the Certificate of Incorporation or of the By-Laws, where Article XI, Paragraph 1, applies.

ARTICLE XI

AMENDMENTS

1. The Certificate of Incorporation or these By-Laws may be altered or amended by a two-thirds vote of Active Members of the Association present at a general business meeting.

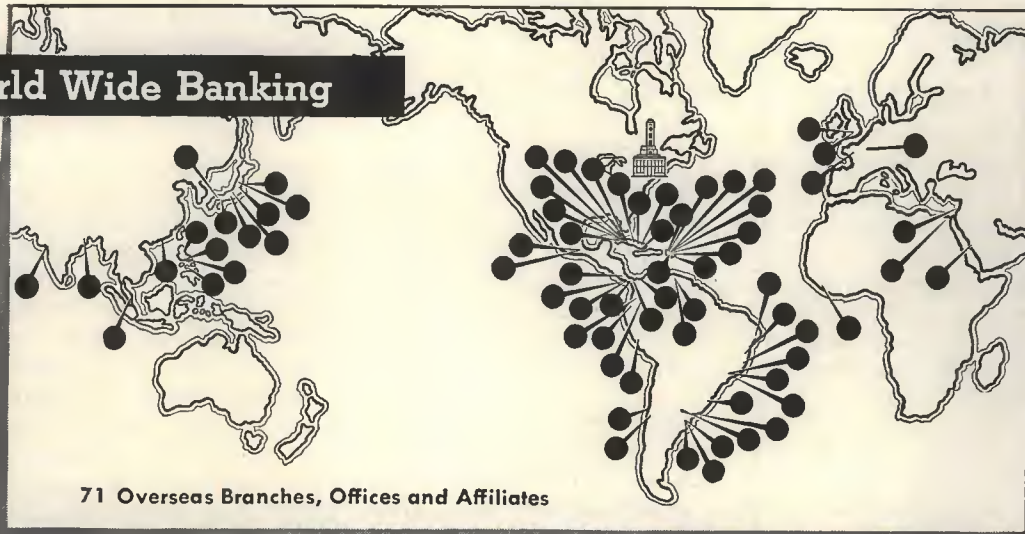
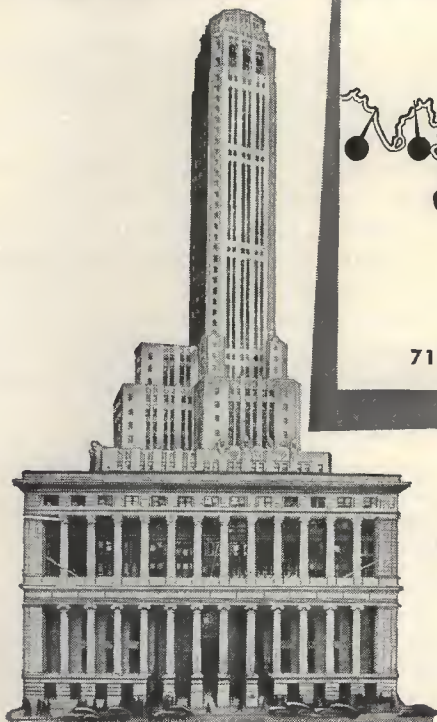
2. Any Active Member may submit to the Board of Directors a proposed alteration or amendment for consideration at any general business meeting. Such proposed alterations or amendments must be presented to the Board of Directors in sufficient time to permit arrangements to be made to send copies to each Active Member of the Association, within the metropolitan area of Washington, D. C., prior to the general business meeting.

Confederates (from page 42)

Norris had received a piano from the States. There were literary circles for the ladies, a lending library, and soon a Masonic Lodge rounded out the colonists' cultural life. The Norrises and some of the others regularly received the *Atlanta Constitution* which was passed around from hand to hand.

Today, despite the fact that most of the descendants of the founders of Villa Americana have made for themselves a secure place in Brazilian life, one cannot help but feel a certain sense of "exile" as with all immigrants all over the world who still cling somehow to the "old country." This feeling is accentuated by the Confederate flags prominently displayed in some of the living rooms, as well as by the mementos so jealously guarded. At the same time there is a genuine pride in the part they are playing here in building another great nation. Few of the third generation of "unreconstructed" Americans have remained in Villa Americana; most of them have left the farms to become doctors, lawyers, dentists and businessmen in the cities, especially São Paulo. They keep in touch with the "old country"; they like to send their children to the American schools or colleges. They speak English as fluently as Portuguese and subscribe to American books and magazines. But they are good citizens in good causes. One of Col. Norris' grandsons fell in France in 1918. A marker in Americana spells out the names of those who died in Brazil's 1932 revolution. There, flanked by Brazilian names, is one "Jorge Jones"—another descendant of Colonel Norris.

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Letters to the Editor

Pseudonyms may be used only if the original letter includes the writer's correct name and address. All letters are subject to condensation.

"MEETINGSMANSHIP"

To the Editor,
FOREIGN SERVICE JOURNAL:

To the more serious students and practitioners of "Meetingsmanship" (Foreign Service Journal of May 1957, page 25) I would suggest consideration be given to the slide rule as a useful prop (op. cit. paragraph 6).

Slide-rulesmanship, sometimes referred to as "slipmanship", is a German variant of "Logarithmus" which in turn derives from an elaborate footnote in Prof. Dr. von Winkel-tangente's classic work "Die Logarithmische Spirale."

Without arguing the primacy of Economics, it is a rare meeting in which figures or statistics are not quoted to either sustain or refute a point. The meetingsman, who is at the same time a slipman, catches the eye of the speaker (preferably a political type, not sure of his facts) and proceeds to set up an elaborate problem on his slide rule. After this has been accomplished, he notes the result on a piece of paper, shakes his head gently and examines the ceiling, allowing a silent smirk of superiority to adorn his countenance. The effect can be devastating.

Frederic H. Behr

Washington

THE FULL STAFFING PROGRAM

To the Editor,
FOREIGN SERVICE JOURNAL:

Many changes of far-reaching importance to the efficient operation of the Foreign Service attract relatively little attention among Foreign Service personnel who are not directly involved with personnel administration. In commenting briefly on one such change, however, the writer would like to call attention to the steady improvement in operating conditions made possible by the full staffing program.

The Department has long been aware of the problems arising from the fact that nearly all of our offices abroad were undermanned virtually all the time. This created a strain on the staff of a post which was particularly great in the smaller offices, where the full staff of a section numbered only two or three persons. Unfortunately, the public business necessarily suffered when communications could not be filed for lack of staff, when inquiries from American businessmen remained unanswered for long periods of time, or when reports necessary to give the Department perspective on the local political situation were not written.

For the first time in the history of the Foreign Service the Appropriations Act for fiscal year 1957 made provision for the "full staffing program," a system designed to offset in part the manpower losses resulting from the transfer and home leave programs. The proposal was presented to the Congress in terms of a list of key positions at the posts which the Department desired to keep filled as continuously as possible. In other words, the full staffing program is

used to reduce the previously long and painful gaps between the departure of one officer and the arrival of his successor.

During fiscal 1957 evidence was already available that the previous gaps in these key positions had been substantially reduced. The availability of these funds has materially facilitated the assignment program and has, therefore, increased effective manpower at overseas posts. This does not mean that all problems of timing transfers have been solved or that localized situations involving changes in the staff complement will not arise. It does mean, however, that one of the main obstacles to efficient personnel movement has been removed.

Washington

R. K.

EMERGENCY MANAGEMENT COURSE

To the Editor,
FOREIGN SERVICE JOURNAL:

The Industrial College of the Armed Forces, one of the three Joint educational institutions of the Department of Defense, wishes to call attention to the Correspondence Course which it offers to Regular and Reserve Officers, National Guard Officers, and to civilian executives both in industry and government. This extension course, "Emergency Management of the National Economy," is designed to reach the civilian community and those members of the military services who cannot attend the Resident Course conducted by the Industrial College of the Armed Forces.

The objective of the Correspondence Course is to educate key personnel to the all important civilian-military relationship upon which the nation depends in this era of constant readiness. This close relationship is stressed by the Industrial College of the Armed Forces. The two are indeed inseparable and there must be the highest degree of cooperation and understanding.

Immediate benefits can and do accrue to enrollees. The graduates of this unique course are better informed and therefore more capable of understanding the significance of national and international happenings.

Both the textbooks and examinations used in the course emphasize and explain the interdependence and relationship of the many separate subject areas which have an important bearing on economic readiness.

Those who wish to enroll may communicate directly with the Correspondence Study Branch, Industrial College of the Armed Forces, Washington 25, D. C. A prospectus will be forwarded which outlines the eligibility requirements and includes an application form and necessary instructions.

John B. Gragg

Captain, USN

Chief, Correspondence Study Branch

Washington

SALARIES AND PENSIONS

To the Editor,
FOREIGN SERVICE JOURNAL:

Mrs. Luce's desire to see salaries of Foreign Service Personnel increased is laudable, and is proof of her deep insight into the needs of our first line of defense. It is to be hoped that this subject will not be pigeon-holed and forgotten.

It is all very well for our VIP's and others to travel abroad to visit our Embassies, Legations and consular establishments, to watch officers and clerks at work in all

(Continued on page 50)



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