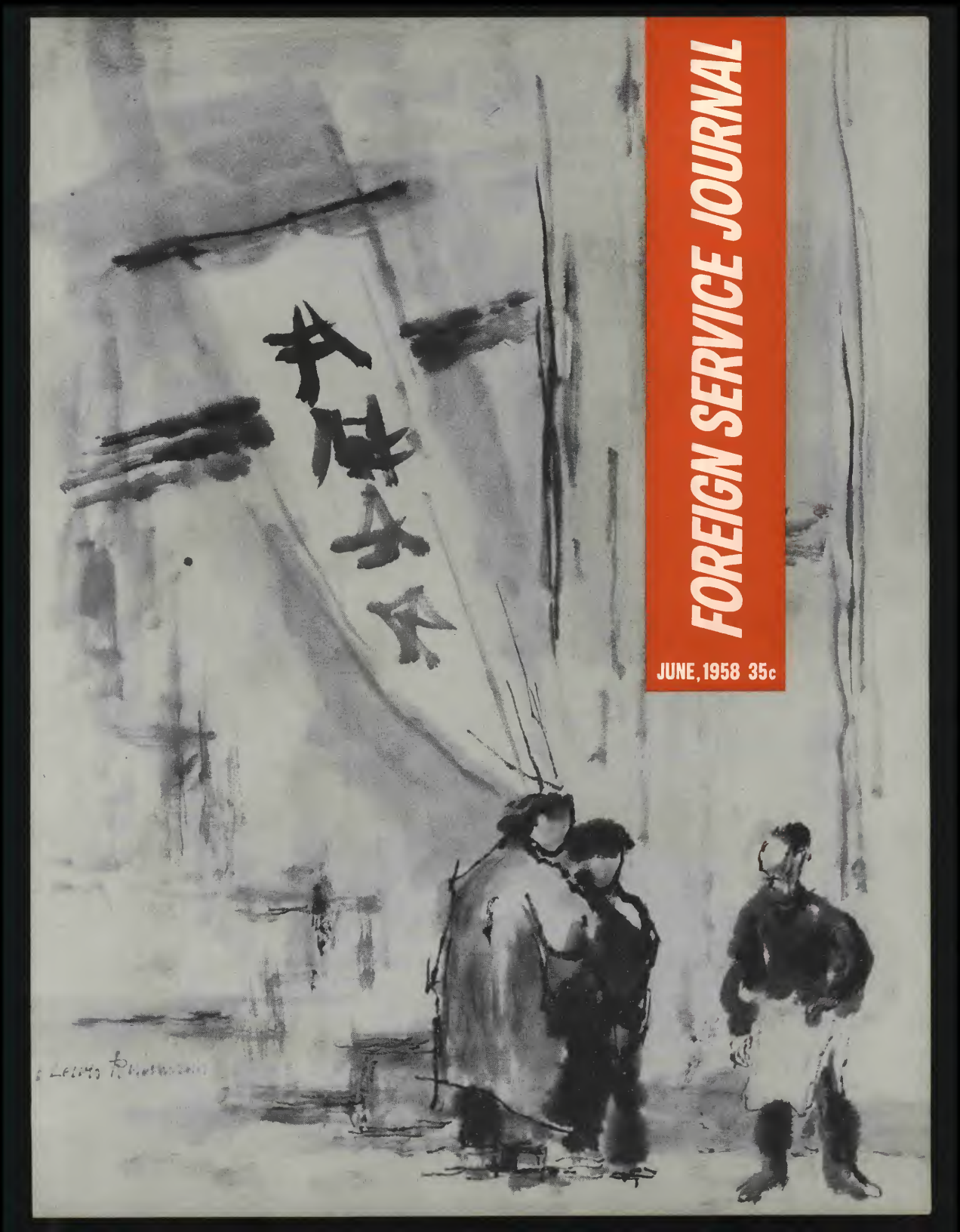




FOREIGN SERVICE JOURNAL

JUNE, 1958 35c

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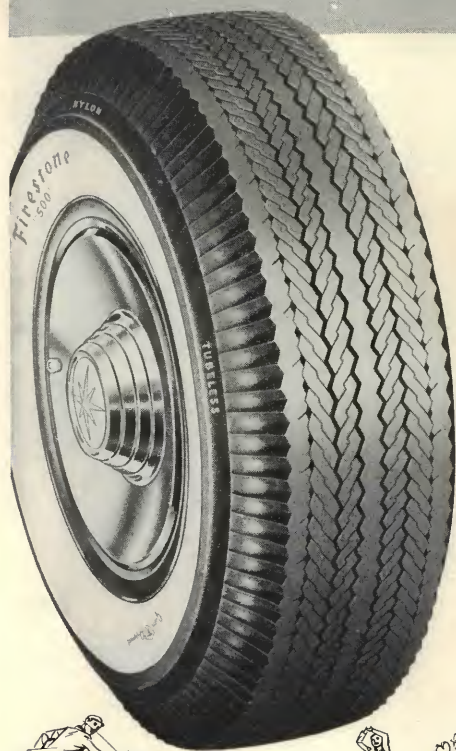
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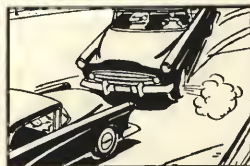
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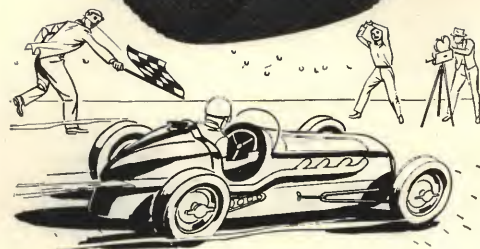
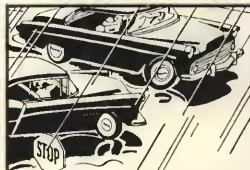
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"Street Scene, Tokyo"

by Lewis Rubenstein

This month's cover was painted in Chinese ink by Lewis Rubenstein, who is now in Japan on a Fulbright grant. He is a professor of art at Vassar College.

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CHANGES IN ADDRESS

Please help us keep our mailing list up-to-date by indicating to the Circulation Manager of the **JOURNAL** changes in address, in advance when possible. **APO** or **FPO** address should be mentioned if applicable. It is no longer possible to replace copies undelivered because of their being sent to the old address.

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GALLMAN,	Son of U. S. Ambassador to Baghdad and	National Cum Laude Society membership at Berkshire School, Sheffield, Mass.
Phillip	Mrs. Waldemar J. Gallman.	

BIRTHS

KELAKOS.	A daughter, Eleni Maria, born to Mr. and Mrs. M. G. Kelakos, March 4, 1958, in Washington.
MASON.	A son, Spencer Mason II, born to Mr. and Mrs. Francis S. Mason, Jr., December 25, 1957, in Munich.
McKesson.	A son, John Alexander, born to Mr. and Mrs. John A. McKesson, April 22, 1958, in Paris.
PAPPAS.	A son, born to Mr. and Mrs. Chris C. Pappas, Jr., April 15, 1958, in Salem, New Hampshire.
ROSEN.	A son, Robert Karl, born to Mr. and Mrs. Arthur H. Rosen, April 21, 1958, in Washington.
TEELE.	A son, Edward Barton, born to Mr. and Mrs. Thurston F. Teele, March 8, 1958, in Washington.

MARRIAGES

PARSONS-LYONS. Jane Ivison Parsons, daughter of Mr. and Mrs. Graham Parsons, and Joseph Stewart Lyons, son of Dr. and Mrs. John Lyons, were married April 16, in Washington. The bride's father is currently serving in the Department as Deputy Assistant Secretary for Far Eastern Affairs.

DEATHS

LARSON. Carrel B. Larson, Chief, Latin American branch, Defense Materials Service, General Services Administration, died March 6, 1958, in Washington. Mr. Larson had served as Minerals Attaché in Lima, La Paz, Bogota, Caracas, Quito and Santiago.

NEW OFFICERS OF AFSPA

THE appointment of Robert Newbegin as American Ambassador to Honduras meant the loss of a competent and hard working Director of the American Foreign Service Protective Association. His contribution to the wise direction of the Association's affairs will be missed.

In accordance with the By-Laws of the Protective Association, the Board of Directors recommended that the Board of Directors of the American Foreign Service Association appoint Foy D. Kohler to fill the vacancy on the Protective Association Board. That action was taken on April 9, 1958. The Protective Association Board had elected Thomas S. Estes, Director, to succeed Robert Newbegin as Vice President of the Protective Association. Joseph C. Satterthwaite continues as President and Findley Burns, Jr., as Secretary-Treasurer.—G.H.B.

The AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION

Copies of the Protective Association booklet "Group Insurance Program—June, 1957" are available at:

Protective Association office, 1908 G Street, N.W., Washington, D.C.
Foreign Service Lounge, 513, 801 - 19th Street, N.W., Washington, D.C.
Foreign Service Institute, Jefferson-Tyler Bldg., 1018 Wilson Blvd., Arlington, Va.
Administrative Offices at foreign posts.

The membership of the Protective Association continues to increase and numbered 2,157 on May 1, 1958. Our insurance year runs from March 1st to February 28th and accounts are kept on that basis. The annual report to members for the year ended February 28, 1958 will be mailed shortly.

Effective March 15, 1958, a complete medical report is required from applicants unless they apply within two months of the date they were commissioned or appointed in one of the eligible categories listed below. The same medical report also is required for each of their eligible dependents unless the application is made within the two month period. Medical report forms should be obtained from the Protective Association.

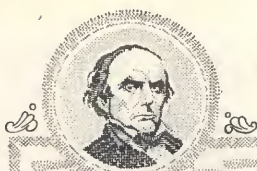
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In order to be eligible for membership in the Protective Association, applicants must be American citizens under 60 years of age, on the permanent payroll of the Department of State, and in one of the following categories of personnel:

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Foreign Service Staff, Department of State.
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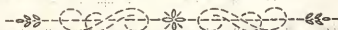
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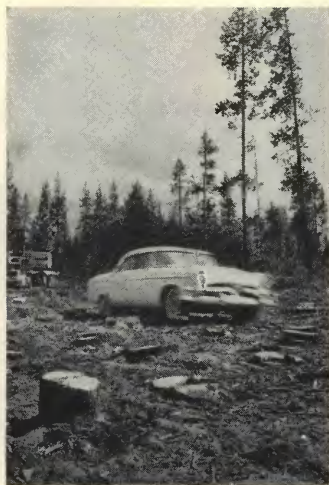


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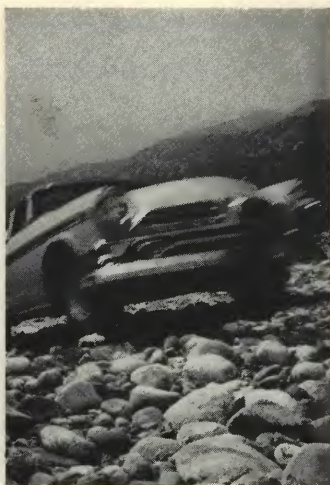
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Town Meeting

by Joan HULLEY

IT IS THE afternoon of the first day of Easton Town Meeting and the men and women of the six villages of the Township are seated in long rows in the Assembly Room of the Elementary School, those that can get in, that is. Late comers go to the cafeteria where they participate by means of an Intercom system, in a plan that is unavoidable until we get the new High School.

The descendants of whalers, sea captains and farmers, mostly now in the tourist business, the Portuguese fishermen, the Greeks, the retired group, the handful of local Indians, artists, old maids, school teachers and businessmen are assembled in conclave much like their Mayflower fore-runners and just about as obstinate.

We are getting through the warrant with usual placidity. Money has been appropriated for the new School, for a new Police cruiser, for the Dog Catcher, the Fence Watcher, the Shellfish warden. Everyone seems to be in agreement.

But you never know where fire will strike steel.

The Moderator, on the platform, begins to read. He is a tall, youngish, agreeable man, in private life a fruit farmer. He was selected yesterday and he obviously enjoys his "Queen for a Day" job.

"Article twenty-two," he begins, "To see if the Town will vote to raise and appropriate \$2000 for the dual purpose of officially designating numbers for the buildings in the Town to meet the prerequisites of the Letter Carrier Delivery Service and to overcome the present confusion caused by unnumbered structures, the owner of the property to provide and affix the numerals."

This moved and seconded, a spare, jovial, elderly man skips up to the microphone to give his backing.

"I'm speaking," he says, "for the Committee, Town Meeting appointed, last year, to go into the question of Mail Delivery. We've been down to Washington and they're ready to give it to us but they can't do it till we get the houses numbered. So that's the purpose of this Article."

A lively character, he has trouble keeping in touch with the microphone and has to repeat for the benefit of the Cafeteria group. While this goes on, there's been time for reflection and someone catches the Moderator's eye.

"If this goes through, will Washington take away our Village Post Offices?" he asks.

Silence in the room, then a murmur.

After a moment, "I know you're all tired of hearing me talk," says a tall woman, with a tired well-bred look, like a greyhound. She is often heard in favor of saving old houses and trees and such good causes. "You'll say, there

she is, on her feet again; but I have to say I should be sorry to see the South Easton Post Office go. It's the only place you meet people and get a chance to talk to them. I like to go there myself and collect my letters. I don't want them delivered."

She sits down and a sensible, square-cut, business-like woman stands up.

"Why do we need mail delivery, or numbers on the houses, either," she asks, "a little township of scattered houses and only four thousand people. In West Easton, we're only a small center but we've been trying to build up some community life. We have our Church, the Library, and our little Post Office. If that goes, will I have to go down East, ten miles to South Easton to mail packages? You know what it's like, getting down that road when the summer visitors come—"

"And if we do get mail delivery, they'll never take it down all the sand roads and then we'll have all those rows of mail boxes on sticks at the road ends,—you know them—I'd rather have my own box," she finishes, "at the Post Office, and fetch my own mail, and get it Sundays, too."

This speech makes an impression and the mover of the Article, who likes to live and let live, says hastily, "It's all the same to me what you do about this. I was put on this committee and we did what you directed. It's for you folks to decide."

At this point, the Intercom begins to talk.

"I have the Post Master here, Mr. Williams," says the Deputy Moderator, in the next room, "May I put him on?"

After a minute Mr. Williams comes through to us, rather squawky but audible. "It's fantastic," he is saying "to think



Joan Hulley is the wife of Benjamin M. Hulley, F.S.O.-Ret'd, and is now living on Cape Cod.

Washington is going to force Mail Delivery on anyone. Whether this Article is passed or no, no one has to accept it."

"Don't they keep on the Post Offices, though, according to the volume of mail, packages and so forth?" someone suggests, "I've a little Mail Order business and I value the postmark of the beautiful old village of Eastpoint. It seems to me, if we pass this, we gamble, we lose our identity."

"It's a little known fact," says the Postmaster, getting onto something that interests him, "that the class of Post Office and even the salary of the Postmaster are determined solely by the volume of stamps sold over the counter."

No one pays any attention to him.

A man who has already spoken briefly on the subject of the sale of clams from public beaches, now says, "I'm not against numbering the houses, but if this means they'll come in and do away with the West Easton Post Office, I'm against it."

A messenger comes in from the Cafeteria to say that the Intercom has gone off and they can't hear the debate. The electrician, a wiry little man who looks as if he has been exposed to plenty of sun and sea in his time, fixes it with a few sharp taps and takes the opportunity to say that he is in agreement with the last speaker.

"There's something to be said, though," says someone, "for having the houses numbered, regardless of the mail. You get those directions, second to the right and next but two beyond the pink house."

"And the Fire Department, they want it."

"And the Hospital too, they have trouble with the Ambulance."

"It's all the new houses."

"Can't we anyway number the houses?"

"But, Mr. Moderator, there's this about a dual purpose. If we pass this Article and number them, we'll have to have Mail Delivery."

"May I make an amendment to the effect that we appropriate \$2000 for numbering the houses in Easton, and leave out the part about the dual purpose?"

From the back of the room, "That \$2000 will never number all the houses in Easton—some house, maybe, three miles out in the woods down a sand road—and you'll have to survey—"

"A part of the houses of Easton, then—"

A very respectable citizen rises.

"I think we're taking a very great risk" he says, "How can we be sure. We've got this thing started now. We've gone down to Washington and stirred them up. If we number the houses, Washington will come in tomorrow and deliver the mail whether we want it or not. They'll take

away the big brick central building. You can't stop them. I have a very exclusive clientele at my hotel and my postmark, Tide River, is very important to me. How did this thing get started anyway?"

The Postmaster is brought in again. "It came about from some people were in my office one day; they started a petition and it snowballed.—Just how it started I don't know. And then a man came down from Washington.—Of course I'd be the last one to hear about it. But it's all a total misconception. They can't jam Mail Delivery down your throats."

"What about the Postmistresses' jobs?" says someone.

Mild sensation.

Meanwhile a discovery has been made by a legal advisor.

"If we don't go ahead with it, what's to be done with this committee? We've accepted their Progressive report and they have to serve to a successful conclusion."

There is a rustle of paper as we look back in the Warrant and see that, sure enough, we have.

"The only way to make them unsuccessful is not to give them any money," says someone, doubtfully. Everyone laughs.

"I move that we discharge the committee, as we are not in sympathy with its aims," says someone else, rather severely.

"Oh-h," says everyone, and it is amended to, "that the committee be discharged with thanks."

"I second that," calls the original sponsor, and gets applause.

It is apparent that the meeting has pretty well made up its mind.

Some policemen, firemen and

other sturdy fellows are standing around, against the walls at the back. The Fire Chief now comes forward and volunteers that they don't so much mind about the houses being numbered. There's a large number of streets have no names though. If they can find the street, they've been pretty lucky finding the fires, by the smoke or some way. Or someone tells them.

The time for talk is past. "Question, question," comes from many places.

The Moderator decides to put the question to a voice vote.

"To see if the Town will vote to raise, etc. Those in favor."

There are a fair number of Ayes, obstinate Progressives, but there is an undoubted, sounding majority of Noes. The Motion is defeated.

We sit back in our seats, relaxed, ready to turn our attention to the next Article, which gives the proceeds of the Dog Tax to the Library Fund, as is customary.

For the present, at least, we feel Washington is outmaneuvered.

Lincoln's New Stature

Yet, if the situation had changed for the worse, Lincoln had attained new stature. Resolute in purpose and sure of vision he had always been; but often vacillating and uncertain in performance. From those anxious vigils at the White House during the terrible days of June the perplexed, over-advised, and humble Lincoln emerged humble only before God, but the master of men. He seemed to have captured all the greater qualities of the great Americans who preceded him, without their defects: the poise of Washington without his aloofness, the mental audacity of Hamilton without his insolence, the astuteness of Jefferson without his indirection, the conscience of J. Q. Adams without his harshness, the democracy of Jackson without his ignorance, the magnetism of Clay without his vanity, the lucidity of Webster without his ponderousness; and fused them with a sincerity and magnanimity that were peculiarly his own.—*Samuel Elliot Morison in the "Oxford History of the United States" Vol. II, pp. 237-238.*

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Veblen also wrote some books. In one, "The Theory of the Leisure Class" (1899) he talked about the theory of "*Conspicuous Consumption*". This meant the "use of consumer goods in such a way as to create a display for the purpose of impressing others." In other words—spending dough where it shows!

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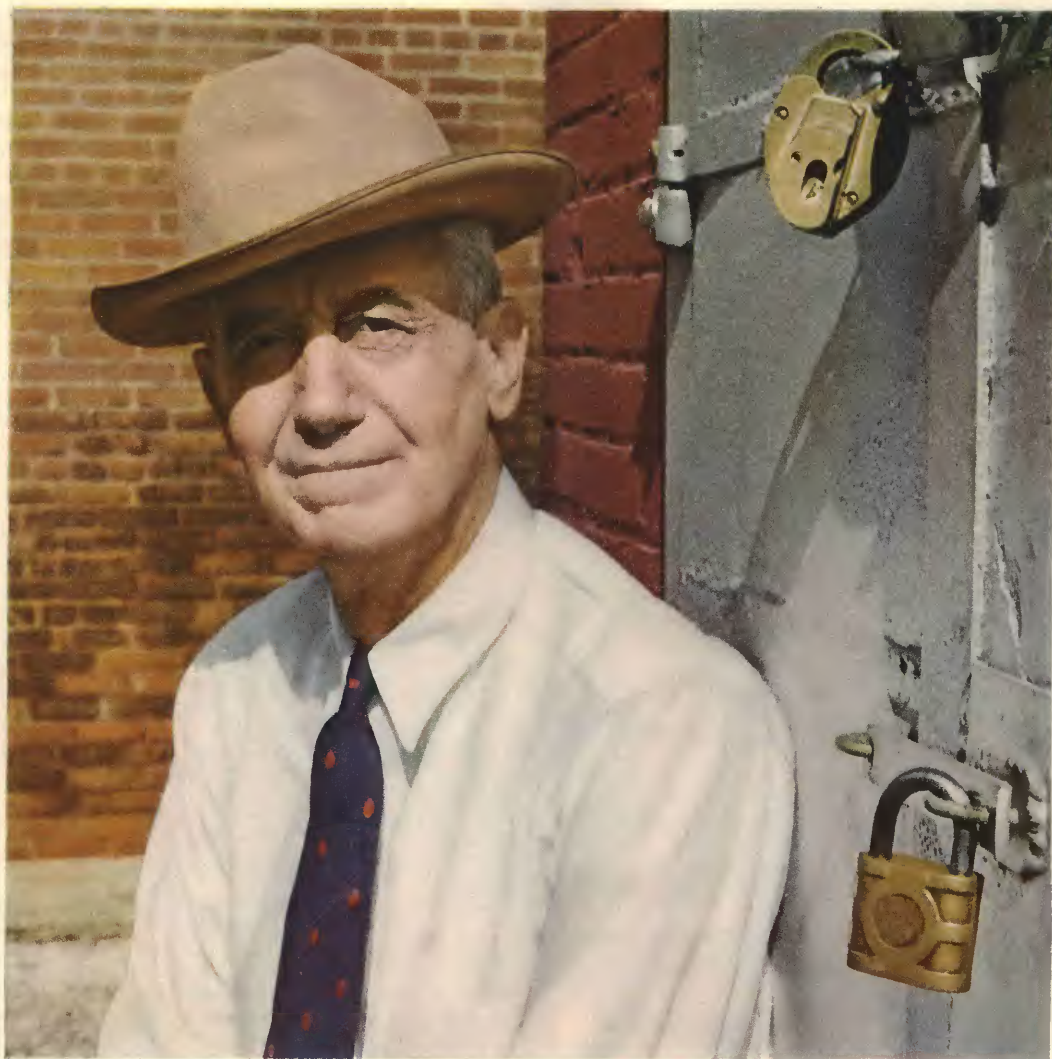
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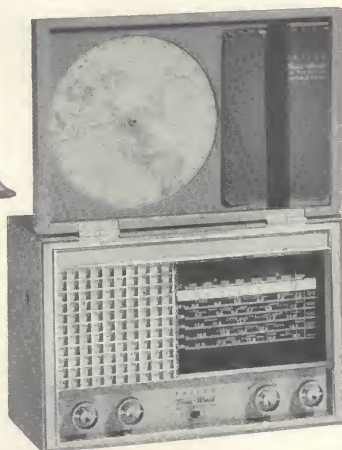


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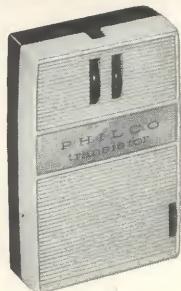
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Nit-Picking in Foreign Affairs

by Albert W. STOFFEL

How many nits would a nit-picker pick,
If a nit-picker could pick nits . . .

THE answer would be infinite. There is absolutely no limit to the number of nits that a dedicated nit-picker can find in any piece of written material. I well remember the great unfinished work of the man often and reverently called the Father of Nit-Picking—J. Worthington Strailace. After twenty years of applied effort he had not reached the half-way mark in the St. James Version when he was called to that happy-hunting ground where nit-pickers go. (Some superstitious fellows believe they dwell blissfully in the National Archives.)

First let us have some definitions:

NIT: From the Anglo-Saxon *hnitu*. The egg of a louse or other parasitic insect; also the insect itself when young.—*Websters New Collegiate Dictionary*.

NIT-PICKING: Governmentese for what other officials do to your drafts—as opposed to the constructive criticism you give their work.

NIT-PICKEES SLOGAN: Keep your nit-picking fingers off my draft!

NIT-PICKER'S CREST: Two lice rampant, framing the angry-red face of an FSO.

Why is nit-picking necessary?

If it were not for nit-picking half of all bureaucrats would be thrown out of work, Parkinson's law would be violated, and, worst of all, *decisions would be made in time*. We can all cite cases where time-consuming nit-picking alone has prevented an instruction from being sent to a mission in time for the mission to take some action. As a result the local government did just what it had planned to do anyway, and it was not angered by our *démarche*. The resultant good-will is owed solely to those dedicated nit-pickers strategically placed between the drafting officer and the outgoing mail-room.

What qualifications must a nit-picker have?

1) His academic background must be impeccable—bounded on the west by the meridian that passes through Princeton, New Jersey, and on the east through the Sorbonne. Oxford and Harvard are preferred not only because the drafter will be awed by the knowledge that such wisdom stems from on high but also because the accent guarantees that he *will* know the background—even if he be so uncouth as never to study the stud-book.

2) The nit-picker's eyesight must be perfect: 20/20 (A nit-picker would of course change that to twenty-twenty, or willy-nilly, back to 20/20, or to 20/20, et cetera, et cetera). He must be able to see a nit at twenty paces.

3) His nose must be elevated—so that it may be looked along when gingerly scanning a "lousy" draft—(All drafts are, per se, lousy when in the nit-pickers IN basket and de-loused when in his OUT basket.)

4) He must be able to memorize Roget's "International Thesaurus of English Words and Phrases." Just imagine what a nit-picker can do when he sees the plain old word, "get" in a draft; he immediately sees before him: acquire,

FSO Albert W. Stoffel says that after eleven years in the foreign Foreign Service he had considered himself an expert on the subject about which he writes. After six months in the Department he realizes he was but a novice.

gain, win, earn, obtain, procure, gather, collect, pick, pick up, glean, find, light upon, come across, come at, scrape up (or together), get in net, bag, secure, derive, draw, get in the harvest. With that one word alone he can keep going through 24 drafts.

5) He must be impervious to signs of impatience on the part of the pickee. Drumming fingers must be regarded as a tic and so ignored. In fact good nit-pickmanship requires that such things be ignored in such a blatant manner as to provide another one-upmanship factor. Should nit-picking be a specialty?

It is probable that courses in nit-picking will soon be offered at the Foreign Service Institute. There recently has been a distinct trend toward sloppy nit-picking. Some drafts have cleared the Department within a week—an utter impossibility if a few well-trained nit-pickers had been salted along the way. The next logical step would be establishment of a specialist corps so that Personnel could assign nit-pickers evenly throughout the world. At the present time nit-pickers tend to bunch up. Some areas are composed of nothing but nit-pickers and so put out a commendably low level of a few, but well nit-picked, masterpieces, while other areas go blithely on their way answering communications in an unseemly short time. Corrective measures are needed. Should nit-picking be rewarded?

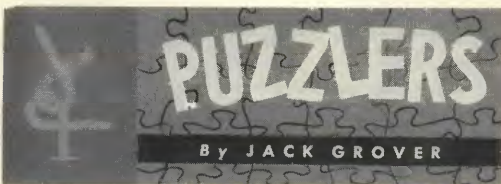
Of course it should be. Certain questions might be added to the efficiency report form:

Does the employee sometimes permit the work of subordinates to go out without change?

Does he often clear communications prepared in other divisions without at least minor changes?

Is he reluctant to hold up for minor grammatical changes a telegram in final form at six p.m. just because it is NIACT?

Awards for meritorious nit-picking could be granted. Little gold lice to hang from the ten, twenty, and thirty-year-service pins might be appropriate. A three-louse man might be entitled to a parking permit when in Washington. (It is assumed that any employee who does not have a ten-year pin yet is a pickee and not a picker.)



Shipwrecked

Two shipwrecked men, Slim and Fats, managed to swim together to a little island in the Fiji group. As the food situation was desperate, they stationed themselves together on the island's highest point to watch for a passing ship.

Slim was to watch steadily due south; Fats kept his eyes peeled in the opposite direction, north. In this way they felt they could best spot any distant vessel.

Both kept on the watch; neither turned his head. But suddenly Fats said,

"Slim, I wish you'd quit glancing down at that knife of yours. You give me the shivers."

How could Fats know, without turning, what was going on?

(See page 32 for Answer to Puzzle)



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25 years ago

BY
JAMES B.
STEWART

"There's The Humour Of It"

These anecdotes from Pen Davis, one time Chief of Foreign Administration, will cause pangs of nostalgia in such former FA-ites as Herbert Hengstler, Harry Havens, Bob Murphy, Ansel Taylor, Adele Dix, Faye Hosmer, Madge Blessing, Ed Montgomery, Larry Frank, George Riddiford, Fletcher Warren, Carl Strom, Francis Flaherty. (The late Monnett Davis was also an FAite):

An officer in Europe desiring a drinking water jug for his private office, and accustomed to European terminology, asked for "1 carafe, liter." When the clerk in FA going over regulations came upon this item she exclaimed to all in the room, "What in the world do you suppose he wants with a giraffe—and a whole litter of them!"

Some years before the war a requisition for supplies came in from the Consul General at Batavia. There were the usual requests for stationery etc. and some items of office furniture. Then, on one of the lines provided for requisitioning articles not on the standard supply list was the following entry: "One wide bottomed chair for distinguished visitors." Coert du Bois?

Dear Marge

Consul General Tom Bowman's article in the Journal consists of letters from a disillusioned young "diplomat" to his sister, Marge. Upon his arrival in the small tropical town of Refugio he wrote: "Yea verily this diplomatic career is a depressing contrast to the grandiose conception of you gentle home folks. . . There are no salons, no gathering of distinguished diplomats. . . no state secrets to be gleaned from charming partners at a dinner dance. . ." Thus he went on and on, remarking that the poor old Consul, who calls "luncheon," "dinner," even wanted him to go along to a dump called the Catina of the Holy Angels to meet some of his contacts—American rock hounds. But in a subsequent letter to Marge the young Vice Consul changes his opinion of the Foreign Service. "I had no idea that a Consul has so many things to do"—and becomes full of admiration for his resourceful, fearless and diplomatic chief as he watches that official in action during a lively revolution. In the end we find our adaptable one and his chief shooting alligators "up the river" and getting back to the Holy Angels in time to join the rock hounds and, incidentally, pick up the latest news for the *monte*.

She Peeked Under The Consul's Desk

'Twas on a misty London morning and Robert Skinner was our World War I Consul General. A poorly clad woman, with a child in arms, stormed up to the office in charge of shipping: "Where's me 'usband!" she demanded. "What is

his name," she was asked. "Joe Ellis, leastways that's the name I knows 'im by." She added that Joe sometimes calls himself an American; that he intends shipping to the United States, deserting her and "this 'ere poor lamb." Informed that her husband was unknown, she gave the Consul a suspicious look and exclaimed, "I don't believe yer. Ye're a 'idin of 'im. Wat's in that cubord?" And before you could say "Jack Robinson" she had opened its door. But the cupboard was bare—her man was not there! After a futile look under the Consul's desk, she went to the door and addressing her child, said, "That gent can't do nuffin for us, my dear."

Comment: Unable to recall the author of the above tale, I appealed to Mr. Skinner in Belfast, Maine. He wrote: "Dear old Stanley Hollis was in charge of shipping in those delightful days. At various times Harry McBride, Hamilton Claiborne, Leslie Reed and Lowell Pinkerton had shipping under their wing—so you see it may be difficult to establish authorship. What a staff I had and the above were only a sample. . . As I grow old I cling to all of them in memory."

From School To Field

Jacob Beam to Geneva
Robert McClintock to Kobe
John Stone to Warsaw

Foy Kohler to Bucharest
Walter Orebaugh to Wellington
Francis Stevens to Warsaw

Depression Days: From Dalton, Georgia, comes the story of an old negro down from the mountains for his weekly purchases of coffee and tobacco. Asked what he thought of the depression he replied: "It ain' nothin but a golf game. All it takes to git the best of it is three putts. Putt yer faith in de Lawd, putt yer Ford in de garage, and putt yer women in de fields." (Journal.)

Red Carnation, Red Ultimatum

Many there are who remember with affection Freddy Hibbard, so for them this anecdote from Robert St. John's "Foreign Correspondent". . . . We were keeping a death-watch, (Bucharest, 1940) on a dying country. I thought of Poland. Before long Rumania would be just as dead. . . . Early that morning before there was an official confirmation of the Russian ultimatum (demanding that Rumania cede Bessarabia) Fred Hibbard, American First Secretary, met Walter Duranty and Spencer Williams in the lobby of the Athenée. Hibbard had a red carnation in his buttonhole, which was always a sign that he was in good spirits. "What do you two Russian experts think of this rumor about an ultimatum?" he asked them. In solos and in chords the two experts told Hibbard why it sounded like poppycock to them. . . . Hibbard, telling the story to the rest of us days later in the Athenée bar in the presence of Duranty and Williams said, "I listened to you two experts and I pretended to agree with you. If you had only known that while you were talking to me my hand was in my side pocket holding on to a copy of the ultimatum which had been delivered to me just a few minutes earlier from official sources!" Incidentally, about 1943, we met former King Carol and Madame Lupescu at a dinner and bridge given by our old friends Ambassador and Mrs. George Messersmith in the Embassy residence, Mexico City. (Madame was very attractive and most friendly.)

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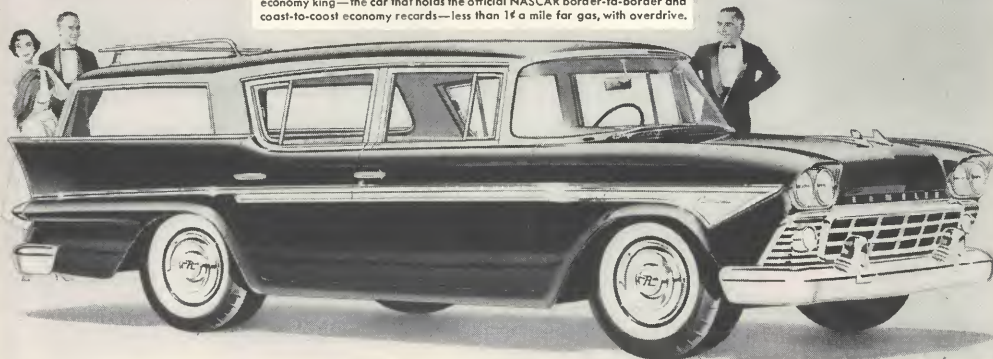
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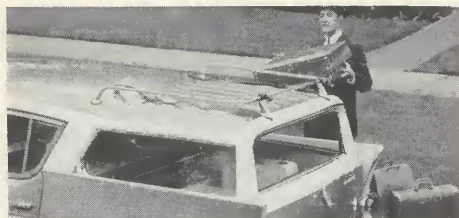
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EDITORIAL PAGE

Through the Looking Glass

Alice looked on with great interest as the King took an enormous memorandum-book out of his pocket and began writing. A sudden thought struck her, and she took hold of the end of the pencil, which came some way over his shoulder, and began writing for him.

The poor King looked puzzled and unhappy, and straggled with the pencil for some time without saying anything; but Alice was too strong for him and at last he panted out, "My dear! I really MUST get a thinner pencil. I can't manage this one a bit; it writes all manner of things that I don't intend."

"What manner of things?" said the Queen, looking over the book (in which Alice had put, 'The White Knight is sliding down the poker. He balances very badly.') "That's not a memorandum of YOUR feelings!"

THE King was not alone in his predicament of having a pencil that wrote all manner of things he didn't intend. One wonders whether in the writing of the efficiency reports, due this month, rating officers realize how much they reveal of themselves.

One can think of few accumulations of documents which would tell more about an officer than a collection of his efficiency reports on others during his Foreign Service career. They reflect his early struggles as he learned to assess his subordinates. They reveal, more clearly than the reports on his own performance by others, the extent of his knowledge and understanding of the duties of his

subordinates and thereby his own. They reveal his attitudes towards his subordinates and, hopefully, his growing capacity for dealing with others. Inevitably, what a man says about those who work for him cannot but reflect his own qualities of leadership. In his evaluation of the representational qualities and effectiveness of others, a rating officer establishes his own values in that important field. His own words provide the clues that enable others to assess his patience, to say nothing of that important quality, a sense of humor.

An evaluation of the performance of integrated officers serving under him is likely to reveal the depth of the reporting officer's understanding of integration. It goes without saying that the narrative text of an efficiency report contains evidence on which to judge a man's powers of observation as well as his ability to express his thoughts clearly and effectively in writing. Finally, it is in his reports on others that a rating officer shows most clearly the depth of his own understanding of what is to be expected of a Foreign Service Officer.

Thus far the Service has not been able to evolve a satisfactory system for incorporating the reports of rating officers in their own files. Perhaps some day a system will be worked out which will meet the need without increasing the already substantial bulk represented by the performance files of senior officers. Until then all the evidence will not be in. But meanwhile it may perhaps be enough to be reminded that we hold a mirror to ourselves when we evaluate the performance of others.

PEANUTS



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Country Desk Officer:

LOW MAN ON THE TOTEM POLE

by Robert E. ELDER

The country desk officer in the regional bureaus of the Department of State may be low man on the totem pole so far as seniority in policy-making is concerned, yet he wields significant power in the formulation of American foreign policy. With a considerable degree of truth, it may be said of him that he is both wheelhorse and sparkplug of the decision-making process. This is the second of two articles on the country desk officer and is concerned with clearance, co-ordination and planning.

MANY DESK officers prefer to keep paperwork to a minimum and consult or exchange information in person with fellow desk officers or their immediate superior, the Office Director. Others are confirmed "paper pushers," memorandum writers who send most information up the line or to other desks in typed form.

Information in a despatch reaching the desk from the field may be important enough to demand consideration at higher levels. The desk officer summarizes the despatch, makes a recommendation, and forwards the memorandum to his Office Director. The despatch, with important sections underlined, goes along as an attachment.

Normally, a memorandum is drafted on any question to be considered by an Assistant Secretary. Memoranda are factual; usually, a page in length; hardly ever, more than three. Over a third conclude with a policy recommendation.

New desk officers send more problems upstairs for review (actually the Assistant Secretary is on the same floor as the staff of his bureau, including desk officers) than do experienced desk men. If the question is controversial, like East-West relations or Tunisian-French relations, the desk seeks guidance. The Officer Director forwards memoranda on matters of sufficient importance—approved or disapproved—to the Assistant Secretary.

Failure by the desk officer to obtain clearance from other bureaus in the Department or from other government agencies with a direct interest in a note, telegram, or policy paper means that agreement must be sought at a higher level or the matter dropped.

From Dr. Elder's forthcoming book—"Survival Factor—The Department of State: Its Policy Making and Public Relations Processes." During the past seven years Dr. Elder has conducted over 400 interviews with government leaders on American foreign policy topics, in his capacity as director of the Colgate-Washington study group.

An attempt is made to solve a problem at as low a level as possible. The purpose is not to arrogate power but to reduce the burden on the Assistant Secretary and those above him. The policy-making pyramid narrows rapidly, with fewer decision-makers and broader areas of authority at the top. Department leaders must be protected from being literally smothered in their offices by the flow of paper. Even with efficient screening of materials which reach them, these men work under constant pressure.

A single problem concerning Near Eastern "oil" (which is not a dirty word in the Department) may involve the country desk officer for Iran, plus desk officers for the U. S. S. R., Great Britain, Syria, Jordan, and Saudi Arabia; representatives of the Bureau of Economic Affairs, International Organization Affairs, and Congressional Relations; plus desk officers or specialists from Defense, Commerce, the Central Intelligence Agency, the International Cooperation Administration, and the United States Information Agency.

When a policy statement prepared by the desk officer for Iran runs into trouble in the clearance process (and how can it avoid being tempest-tossed with such a variety of interests to be accommodated), a conference of interested bureaus and agencies is held at the desk level to attempt a resolution of differences. If this fails, the question may go up to the Office Director, with a recommendation from the desk.

The Officer Director checks with others at his level in the Department and other agencies. If speed is of the essence and problems continue to separate the interested parties, the question must be forwarded to the Assistant Secretary and arrangements made for an inter-agency conference at this relatively high level. If this meeting does not produce agreement, the Deputy Under Secretary for Political Affairs may take a crack at resolving differences with his peers in other departments and agencies. (By this time, at least, the

Department itself must be united on the issue.) The search for a solution may require direct intervention by the Under Secretary or the Secretary of State himself.

When the question is of such national importance that differences must be resolved and action taken, disagreement among departments at the Under Secretary or Secretary level sends the problem to the National Security Council, after as thorough staff preparation as time will allow, for a final decision by the President. As the sign said on President Harry Truman's desk when he was in the White House, "The buck stops here."

At any point along this passing of the problem to higher ranking officials, if the splits between the departments and agencies are obviously so great that further discussion at intermediate levels is useless, the question can be transferred to the National Security Council machinery.

The desk officer is not free of the problem when the question starts its upward trek. But, the higher the matter goes, the less influence the desk officer is likely to exert upon the final decision. He is consulted at all levels and may draft several revisions of the original memorandum. The rather simple early draft may eventually be rewritten by the desk officer as a formal problem paper, complete with background, statement of problem, possible alternatives, with pros and cons of each, and a brief recommendation.

Once it is apparent that the National Security Council machinery will come into play, the question will be reviewed and a revision of the paper made by the Department of State's Policy Planning Staff which backstops the Secretary, preparing him for National Security Council discussions. The desk officer is likely to be consulted by the Policy Planning Staff during its consideration of the problem.

The paper passes through the Planning Board Assistants and reaches the Planning Board of the National Security Council for another overhaul before at last attaining the ultimate level of consideration, the National Security Council. The desk officer could conceivably appear before all three groups. (On the other hand, such a *tour de force* is highly unlikely, and he may have been forgotten long since.)

After a decision is taken by the President, with the assistance of the National Security Council, the policy paper goes to the Operations Coordinating Board for implementation. National Security Council papers are usually rather general, spelling out purposes and goals rather than precisely how these may be achieved.

So, the Operations Coordinating Board decides how to implement in more specific detail the broad outline laid down by the NSC. The OCB, working through its Board Assistants, reaches down to the desk officer for drafts to be considered by OCB working groups on implementation of NSC policies.

Progress reports on approved policies implementing NSC decisions must be submitted every six months by the OCB to the NSC, assessing what has been accomplished, what new problems loom on the horizon. The desk officer, of course, is a member of the OCB inter-agency working group which prepares the progress report, may actually be the group's drafting officer and acting chairman. (The Office Director may be the formal chairman.) It may take a series

of conferences over a period of two to three months to achieve agreement on a three to five page progress report.

Now while the desk officer is busy following the problem related to his country up and down the policy ladder, countless (114 anyway) other desk officers are busily engaged at different stages of the same process, focusing upon a wide variety of problems in other countries. In such a helter-skelter disarrangement (as if the order were "To the four winds, march!"), the problem of coordination of information and knowledge of actions taken becomes vital.

There is no set pattern of coordination of information imposed on the bureaus of the Department from above. As a result, the variety of coordinating devices is impressive, but no one bureau employs all of them. This may be just as well or all the desk officer's time would be taken up with being coordinated. He would have no time left to accomplish his regularly assigned tasks.

In at least one regional bureau of the Department, each desk officer keeps a country briefing book up to date. This includes general background data, the political and economic situation, United States agency projects in the country, and a discussion of relations with the United States.

The briefing book is useful to the President, Vice President, or members of Congress when they travel abroad, to other government leaders from the executive branch attending international conferences or trade fairs in foreign countries, and for ready reference at the desk or other levels within the Department.

In another bureau, the desk officers maintain a country policy book. This is a careful statement of American policy toward the country. It indicates pressing problems, is revised every three months.

The briefing or policy books from within these bureaus reach the Assistant Secretary. Each is reproduced and collated for distribution within the bureaus to Officer Directors and desk officers. Such books may help to achieve coordination of information and policy.

There is no unanimous acceptance of the internal value of such briefing books, however. Since it is the men at the desk level who must keep them up to date, it is little wonder that some of them feel that the books are more trouble than they are worth. (Desk officers can sometimes afford to feel this way, because special or staff assistants in the offices of Department officers of Assistant Secretary level and above operate anonymously and do contribute substantially to the successful coordination of the flow of NSC, OCB, and Departmental policy papers.)

Fortunately, some degree of coordination is attained by briefing and policy books, the necessity of clearance, and conferences on policy papers. In addition, staff meetings held daily in some bureaus, two or three times per week in others, spread information and policy guidance from the Secretary through intervening levels to the desk officer and *vice versa* on a regular basis.

The Secretary meets with his advisers of Assistant Secretary rank and above every morning at 9:15. After an intelligence briefing, views are exchanged on important problems raised by the Secretary or by other participants. As-

Country Desk Officer

Assistant Secretaries hold regular meetings with their Office Directors; Office Directors, with desk officers.

Each of the meetings provides an opportunity for information or instructions to be passed down, for information, recommendations, or requests for guidance to be passed up. Ideas from the Secretary coming down often meet with ideas coming up from the desk officers at the Assistant Secretary level. Concentration in this analysis upon the role of the desk officer does not alter the fact that the focal point of decision-making on most important problems confronting the Department is the office of an Assistant Secretary.

Although personal contact between the desk officer and the Secretary has seriously diminished, for obvious reasons, it is an untruth to say no policy guidance is given by Department leaders to desk officers. Equally untrue is the myth that leaders are unaware of what desk officers are thinking (even though their thoughts may occasionally be ignored).

In all fairness, something of what a desk officer is trying to communicate orally at a staff meeting may be lost in the distillation process going through the Office Director and the Assistant Secretary to the Secretary. But something also may be gained. Big Democracy poses problems of organization and coordination.

Secretary of State John Foster Dulles holds press conferences almost every Tuesday he is in Washington. Answers to the questions anticipated at the conference are drafted by desk officers on Monday afternoon, cleared by Office Directors and Assistant Secretaries, and placed in the Secretary's hands by Monday evening or Tuesday morning. By Tuesday afternoon, the desk officer may read the Department's press release on the conference (or any Washington newspaper) and know what use or adaptation the Secretary made of his views.

Possibly emphasis in policy guidance as here described, both up and down, seems to be on a day-to-day treadmill. This does not mean that long range policy is ignored or does not receive proper attention. It does indicate that there must be a constant effort to escape the "worm's eye" view in order to attain sufficient perspective for foresighted decision-making.

BROAD, basic policy decisions are now taken at the National Security Council level by the President. These serve as long range guide lines to the Department of State. Department officials, including desk officers, play an integral part in the formation of National Security Council policy and in its implementation by the Operations Coordinating Board. They are conscious of it as they make day to day decisions.

On rare occasions, a desk officer will prepare a basic problem paper on his own initiative and forward it up the line on some question of long range policy. The primary responsibility of the Department's Policy Planning Staff is

to assist in the formulation of such policy. As we have seen, the Planning Staff usually consults with desk officers or their immediate superiors at some stage in its deliberations.

The real shortcoming of policy problem papers and policy statements is that changing conditions create each crisis in a slightly different context from that in which it was originally conceived. This requires revision of policy papers, such as those formulated by the NSC and OCB, and new crash decisions to meet the realities of a developing situation.

The thinking which has already been done about the problem is far from lost. It may be put to good use. Under conditions of crisis, timing and blending of American policies with those of other countries become of utmost importance. The more you know and have agreed to ahead of time, the faster you can consider new facts and act.

The overwhelming necessities of the moment may require decisions which appear to be inconsistent with previously formulated long range policy. If there has been sufficient earlier consideration of awkward contingencies in relevant NSC papers, one step backward may be a firm platform from which two steps forward may be taken when the crisis abates.

The organization of the Department of State, with the desk officer at its heart, is complex but relatively efficient. The decision process, as pointed out, is flexible and can be speeded in time of emergency.

It is fine to stress the thoroughly staffed paper as normal procedure, but in periods of international turmoil the sense of urgency may require consultation among and quick decisions by top level policy makers only. This is when the Assistant Secretary steps into the foreground, making decisions—in part at least—on the basis of knowledge previously acquired from desk officers and other subordinates.

Relating Practice and Theory

No matter how excellent the organization nor how well planned American long range objectives, the United States



And now, folks, I'd like you to meet my friend from the CIA . . .

is only one among many nations in the United Nations, one among some 179 political entities in the world.

The United States has neither the moral influence nor the power to attain a favorable decision, perfect from the American point of view, on every question which troubles relations among states. The degree of success in any given question depends on a staggering number of variables and conditions over which the United States has less than full control. This does not mean the American hatting average cannot be improved (nor does it mean that winning a series of cold battles will necessarily bring a cold war to a satisfactory conclusion).

Confronted by a turbulent mid-Twentieth Century world, with dynamic factors rapidly altering our social and physical relationships, let us assume three broad, long range goals for American policy—none of which need be incompatible with the reasonable aspirations of other members of the world community: (1) Preservation of American national security and our democratic way of life, (2) economic progress and maintenance of or development toward political independence for all potentially viable states (without opposing rational movements toward regional unification), and (3) the growth of a democratic order in the relationships between all nations.

THE student of the social sciences would suggest that within the framework of these goals it might be possible to find policy implementations as specific problems arise which are more likely than other policy alternatives to nudge the world along toward these ends. He has certain theories which might, after careful study by practical policy-makers, be applied on a test basis in limited areas.

For example, Gunnar Myrdal's theory of circular causation spelled out in *Rich Lands and Poor* might be tested by application to the economy of a single cooperating country among those now receiving economic aid from the United States. If the results were encouraging, actually tending to prove more beneficial than present policy at relatively little increase in expense, the policy could be tentatively expanded and retested on a broader base.

Thus hypotheses would be evaluated in the microcosm before billions were wasted or national security was endangered in the microcosm. In the long run, results might be obtained which practical men did not believe possible (were afraid to risk on an across the board basis) and which would never have been attained if the theory were cast aside without being put to the test.

Without hearing a cross for Myrdal's thesis, it serves as an excellent example of the possible application of one theory to a practical situation which remains for the present unsolved.

Recent books by George Kennan, Louis Halle, Charles Burton Marshall, and Dorothy Fosdick—all of whom have

served on the Policy Planning Staff—indicate that an ability to integrate practical reality and social science theory may be essential in formulating an effective policy leading toward the achievement of reasonable long range goals.

Not all diplomats and policy-makers are conscious of a need to relate theories of international and human relations developed by the behavioral sciences to the resolution of international problems. But, some progress in relating practice and theory is being made at the desk level.

Many young Foreign Service Officers and a number of desk men now hold graduate degrees in international relations or allied fields. An FSO may be assigned to a university for language and area training before going to an overseas post; after serving abroad, he may be rotated to the Department as a desk officer. This is not the common practice yet. Most desk officers have had only practical experience in their countries, with no area training before service abroad.

When the desk officer completes his tour in the Department, the Foreign Service Institute may send him to a university in mid-career to study the possible contributions of political or economic theory to the making of foreign policy. Later, he may be sent to the National War College or even overseas to its British equivalent. These opportunities, however, are still the exception rather than the rule.

To academicians, these in-service innovations are steps in the right direction. If there have been failures to coordinate practice and theory in the past, we can at least look forward with some hope. Kennan, Halle, Marshall, and Fosdick are pioneers. Better work may be done in the future.

The desk officer himself may scoff at the need to relate practice and theory (some among them at least), largely because he is so immersed in practical day-to-day operations. Still, how much better it might be if on the occasions when he is drawn into questions of high policy he could comprehend and apply such relationships intuitively under pressure.

Certainly not all policy decisions require an understanding of social science theory, but the long range implications of the differing philosophies of Dean Acheson and George Kennan, of John Foster Dulles and Harold Stassen, may stand more clearly revealed to those who can successfully blend practice and theory.

As the Foreign Service Type progresses from the desk to the top rungs of the policy-making ladder, he must become increasingly able to bring to bear both practical and theoretical considerations in his analysis of the complex alternatives confronting American foreign policy.

For with him may rest the responsibility for decisions which will determine the future of American freedom and democracy for centuries to come; indeed, the fate of Western Civilization.

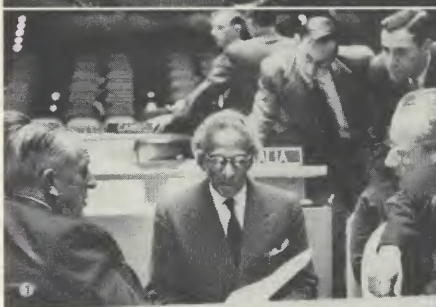
Multilateral Diplomacy

ALMOST 200 State Department and Foreign Service Officers have gone on assignment to U. S. Delegations to meetings at the United Nations during the past year. Some for two or three days to attend meetings of specialized commissions, others for six-week semi-annual sessions of the Trusteeship Council and the Economic and Social Council. Still others spent the autumn months at the General Assembly. New York has become a year-round post of assignment for some fourteen FSO's and FSR's.

Whether he goes to New York for a few days as an *ad hoc* adviser on a single agenda item or he spends weeks at a stretch in the 82-nation arena, the United States adviser finds a milieu unique in its formal and informal contacts with representatives of other countries and with the United Nations Secretariat's International Civil Service. In this diplomatic microcosm his life is a mixture of speech writing, position papers, resolutions, corridor gossip, vote gathering, button-holing. He must listen to 80-odd points of view when cornered on the way to or from committee rooms, at co-sponsors' caucuses, over coffee in the Delegates' Lounge, even in the elevators. He must be ready from minute-to-minute to advise or be briefed by his United States Delegate who might have been button-holed in another corner of the vast United Nations building. In the UN's glass tower no meeting, however esoteric its agenda, takes place without its quota of rumors and alarums, amendments and vote-shifting.

Some United States advisers and delegates have gone on to other jobs. Among the former State Department officers who have made distinguished careers in the United Nations are Ralph Bunche, Henry Labouisse, Andrew Cordier, and Wilder Foote. One member of the United States Delegation to the First, Second and Fifth Sessions of the General Assembly is now the United States Secretary of State. D. N.

1. Security Council Chamber. 2. U. S. delegation meeting. 3. Recess in committee meeting of General Assembly. 4. FSO Terence A. Todman (center), FSO Robert C. McGregor, (at far right). 5. Charles D. Cook, (bending over, top left), Ambassador Henry Cabot Lodge, at right. 6. FSO Joseph J. Sisco (with glasses, at left), Ambassador James J. Wadsworth (center, with glasses), Norman Armour, Jr. (far right). 7. Paul Hoffman, at left, Ronald I. Spiers, FSR (standing back of Krishna Menon), Samuel De Palma, FSO (standing back of Senator Knowland) 9. Richard F. Pedersen, FSO, at left, Peter S. Thacher, FSR (with hand on mouth), James W. Barco, (with glasses) standing back of Ambassador Lodge who is writing. 10. Corridor outside a committee room.



WASHINGTON LETTER

by Gwen BARROWS

Churchill in Washington

The Windy City's refusal to show Winston Churchill's paintings, because they were the "work of an amateur," by no means dampened the enthusiasm of Washingtonians.

In a town where Senators' nephews apparently all drive taxi cabs, and inform their fares while so doing, where restaurateurs give the special treatment to politicians reserved in New York for stage and screen stars, where even in Peoples Drug Store a political gambit can secure service that neither threats nor politeness would produce, in a town, moreover, where personnel from the Embassies of some four score countries form a highly important part of any hostessing in the grand manner—in such a town it was not perhaps surprising that Smithsonian Institute's halls were full of shuffling restless feet, five times as many as usual, early in May. The Grand Old Man, who never professed to be more than an amateur painter, attracted a record audience, both on week-ends and during the week, of interested talkative viewers all of whom seemed to have their own opinions as to what makes a picture great.

Foreign Service Offspring

Last month's LEAVES, circulated largely in Wesley Heights, published a two-page story on "FSO" (Foreign Service Offspring). This social group was organized about two years ago by Robert Newbegin, Jr., son of Ambassador Newbegin, and Lucy Briggs, daughter of Ambassador Briggs, for Foreign Service offspring in the twenty to thirty-year-old bracket.

Mrs. Ruth Carll, editor of LEAVES, is a good friend of the Foreign Service, and for several years has been our printer's representative in Washington. The social organization was started, young Bob Newbegin told Mrs. Carll, because

"Abroad, it is easy for the sons and daughters of those in the Foreign Service because their parents have an established society which the children enter automatically. But in Washington we are 'special' and the city is so big it is hard for us to make friends."

Currently the Offspring toss four or five large parties each year, in the manner of their elders, and have many smaller get-togethers. They keep in touch with the Department to check on families returning to Washington and usually have a nucleus of 70 offspring to draw on. Mrs. Robert Newbegin chaired the group at the outset and later started a group for 16 to 19 year olds. Mrs. Edward Rowell, chairman of the committee of Foreign Service Wives, is also chairman of the Offspring. Bob Newbegin attended St. Albans for several years and he and his sister will join their parents in Honduras at the end of his sister's school year.

"Out Where the Jest Begins"

Last month the Government was moved out West, in the Women's National Press Club Stunt Show. Their "Out Where the Jest Begins . . . set in the Wild & Woolly West" featured, as usual, skits on all of Washington's personalities from which we quote two. In the first the commentator had set the stage by explaining that the John Foster Dulleses are at home:

*Meanwhile back at the Dulles home
Foster is there on a short term loan . . .
The man who settles affairs of state
Makes travel plans with his lovin' mate*

Dulles: (obviously irritated) *The most outrageous thing has happened. Those great brains on the Hill have just voted to move the Capital out West!*

Mrs. Dulles: (in sweet, simple-minded way) *All right dear, I am ready. Do we leave in 5 minutes or 10?*

Dulles: *Ten minutes this time. Of all the idiotic things. They came near picking Duck Island because of the perfect specimen of mankind it produced.*

Mrs. Dulles: (joyfully) *What? Our little Paradise with no modern conveniences or comforts?*

Dulles: *Yes. But I put a stop to that by making them think I was in favor of it.*

Mrs. Dulles: *But Foster . . . you are never here, and you can be never there just as much as you are never here.*

Dulles: *Ah yes, Janet! And will you be never there with me as much as you are never here with me, dear?*

Mrs. Dulles: *You know I will never fail to be never where you never want me to be.*

Dulles: *Yes, I know . . . so why should I care if you are ever there with me when I am never ever there?*

(DULLES BREAKS INTO SONG TO THE TUNE OF "LET'S GET AWAY FROM IT ALL")

Dulles:

*I got in the mood in Bermuda
I've been a vagabond since
Move to the West Dear
I'll be the best dear*



"Hey Charlie, tell us again how you called that witch doctor a fathead."

Washington Letter (from page 23)

*I was quite smitten with Britain
Tho Britain's not smitten with me
Never expand'a
My propaganda
Getting away with it all
I've said cheers to old Algiers
I've toasted King Saud
And raised my glass
To good old Nasser
In a traveling mood
Let the capital move to the west dear
There'll still be a great big divide
They can't overcome it
I'll still fight a summit
I'm getting away with it all*

The show goes on, the move West continues and in Act Two there is a vignette featuring the diplomatic corps. The commentator has announced:

*The Diplomatic Corps is doing its best
To keep up protocol out in the West
But there's something about the Western air
That doesn't mix with their savoir faire.*

(Enter British Ambassador Sir Harold Caccia and the French Envoy Hervé Alphand. They are wearing cowboy boots and neckerchiefs with tailcoats swathed with diplomatic ribbons, rosettes, decorations, etc. Sir Harold is trying to twirl a lasso. Alphand tries to roll his own cigarette.)

Sir Harold: *I say, Alphand, old boy, we're solidly with the West, and all that, but don't you think this is a bit much? All this hanky-panky about branding our horses DPL so we won't have to pay hitching tickets!*

Alphand: *But, Sir Harold . . . I found it très charmant when Ike invited all us "neighbors" to a diplomatic hoe-down. And who else would have thought of inviting Trigger & Silver in for the after dinner campfire sing?*

Sir Harold: *(shaking his head sadly) This party we are going to now . . . Why does Perle call it a "round-up for chow" instead of dinner? And I must say I feel a bit awkward in these boots . . . but Senator Malone insists it's what he wears to the White House.*

Alphand: *Mon Dieu, Mon Ami, zeas West . . . c'est magnifique! In Washington I had to give my impersonations for nozzing . . . but out here, ooh la la! (HE LOOKS AROUND TO BE SURE NO ONE IS LISTENING.) When you think I am out riding the Range with Fearless Foster, I am actually commuting to Las Vegas. I'm booked at the Sands for the season and I'm making more money than King Saud or even a Russian scientist. They bill me as "The Maurice Chevalier of Embassy Row." I follow some clown with a magic act . . . "Estes the Bestes" he calls himself.*

(OFFSTAGE . . . THE SOUND OF MERRY LAUGHTER. ENTER MENSHIKOV, WEARING 10 GALLON HAT, EXTRA HIGH BOOTS, AND MEDALS FRONT & BACK.)

Sir Harold: *Here comes Laughing Boy Menshikov. He hasn't stopped smiling since that jet plane delivered him to Friendship Airport.*

Both Harold & Caccia (to Menshikov) Greetings, Mr. Ambassador!

Menshikov: *Howdy, Podner-Vitch! I reckon you all are a-headin' for the same shindig I am.*

Alphand: *Yup!*

Sir Harold: *Yup!*

Menshikov: *Glad to see you fellers are talking Western, too. The Kremlin crowd was a little nervous about all this until I reminded them that "When in Peking do as the Pekinese do! . . . dog eat dog, and all that. So they said I could go West . . . but not too far West.*

Sir Harold: *Maikhal, confidentially, I have learned from our far flung double agents . . . and from the Washington society columns . . . that you are here on a top secret mission. What's it all about?*

Menshikov: *Wall, promise you won't tell Foster????*

(THEN TO THE TUNE OF "RUDOLPH THE RED NOSE REINDEER" AMBASSADOR MENSHIKOV SINGS . . .)

Menshikov:

*I'm Mikhail the merry Marxist,
Everybody loves my smile
I do my work at parties
Vodka lubricates my guile.
I pulled up the iron curtain
Gave 'em all a big hello
I scored a big sensation
When ladies came from O-H-I-O
Now Georgi was a social square
So Khrushchchev called me in
Mikhail with your smile so gay
Go disarm the U.S.A.*

Alphand & Caccia:

Now he's a social sputnik.

Menshikov:

Dale Carnegie could learn from me.

Caccia & Alphand:

*He brightens up the rutnik
Hogs all the publicity*

DIPLMATS EXIT

Sulphur and Molasses Time

THE WASHINGTON POST during the past month has had comfortable Washingtonians in a tail spin. In daily pictures and stories, "Lose Weight With Haight," and menus calorically calculated for both men and women, together with reduced calorie recipes, have produced runs on many of the articles mentioned, from skin milk to ocean perch filets. Never had there been such a demand for some of the items, the supermarkets reported.

We don't want to create a competitive program with a resultant run on items mentioned but we did discover in our little building, at 1908 G Street, that one of the Association staff had been holding out on us. Here is her regimen for a shock diet. "Infallible," she calls it:

LOW CALORIE REDUCING DIET

MONDAY

Breakfast: Weak Tea
Lunch: 1 Bouillon cube in ½ cup diluted water
Dinner: 1 Pigeon thigh. 3 oz. prune juice (gargle only)

TUESDAY

Breakfast: Scraped crumbs of burned toast
Lunch: 1 Doughnut hole (without sugar)
Dinner: 2 Jellyfish skins, 1 glass dehydrated water

WEDNESDAY

Breakfast: Boiled out stains from table cloth
Lunch: ½ doz. poppy seeds
Dinner: Bee's knees and mosquito knuckles sauted in vinegar

THURSDAY

Breakfast: 2 Lobster antennae
Lunch: 1 Guppy fin
Dinner: Jelly vertebrae à la mode

FRIDAY

Breakfast: Shredded egg shell skins
Lunch: 1 bellybutton from Navel orange
Dinner: 3 Eyes from Irish potato (diced)

SATURDAY

Breakfast: 4 Chopped banana seeds
Lunch: Broiled butterfly liver
Dinner: Filet of soft shell crab claw

SUNDAY

Breakfast: Pickled Humming bird tongue
Lunch: Prime ribs of tadpole, aroma of empty custard plate
Dinner: Tossed paprika and clover leaf salad

HOLIDAYS ONLY

Breakfast: 1 edge from 2 edged sword
Lunch: 1 toe from 3 toed sloth
Dinner: 2 warts from dill pickle with 1 grain salt

NOTE: All meals are to be eaten under a microscope to avoid extra portions. No substitutes.

Commodore Perry's Secret Allies

By Jeanne RIHA

MORE THAN two centuries ago a small band of Japanese scholars began a dangerous quest for alien western ideas.

The quest was dangerous because Japan then was shielded by a bamboo curtain as impenetrable as any the modern totalitarian age has seen. A military dictatorship kept foreigners out, nationals in, repulsed almost every overture for foreign trade, and kept the social system frozen.

Much has been written about Commodore Perry's successful breach of this bamboo curtain in 1853 and the trade and foreign intercourse that followed. Little has been heard outside Japan, however, about the nonconformist scholars who smoothed his way by challenging the hoariest traditions and the most enthusiastic spy systems to acquire the new western scientific learning.

Today as the last traces of military occupation fade and an era of strong western influence ends, many Japanese may recall the story of that trail-blazing period of western ideas. It brought Japan a link with the Occident.

For more than a century before Perry appeared earnest young Japanese tediously accumulated small stocks of Dutch words with which to read the revolutionary western works on modern medicine. They repudiated the most time-honored family and clan obligations to devote themselves to the new studies. They spent themselves poor buying coveted western volumes. In all this intellectual pioneering they ran the constant risk of shifting government sentiment. When government frowned, they were defenseless. One was decapitated for his daring, another assassinated, others ended their own lives in self-defeat.

Most of the scholars were military retainers of feudal lords. Since the feudal system was beginning to disintegrate and the whole class system was in chaos, many young men found themselves with time on their hands. They spent it studying, thinking, planning, being discontented. The economy changing from rice to money also left many of them poverty-stricken and that contributed to their discontent. They came to oppose the decaying military regime that had ruled Japan since 1600 and to favor new, strong powers for the emperor who remained offstage in the wings. The military government began being represented as a usurper that had stolen the rightful powers of the imperial house.

Not even their foes could say these young men were unpatriotic. To a man they were loyal, sometimes narrow, patriots. They reached out for western learning mainly to

gird their country against the foreigner. Dreams of nationalism, not internationalism, obsessed them.

One of the most colorful and controversial of the later rebels was Yoshida Shoin who tried to board the Perry expedition on its way home. He was a precocious child who was said to have lectured before his feudal lord on military history when only 11. Local tradition claimed he took a book everywhere he went and never unbent to play children's games or even go out for a walk.

As a young man he was so fervent about saving his country that he declined to wait for a special travel permit for one of his educational tours. Placed temporarily under house arrest, he replied that "the work through which I perform my duty for my country, does not mean being tied down by unimportant rules."

In Tokyo, to which scholars gravitated, Yoshida became a pupil of another famous intellectual, Sakuma Shozan. Sakuma was a pioneer advocate of the reopening of Japan to foreign intercourse. Yoshida preferred the older man's views on the importance of coast defenses, a subject to which the military government was strangely hostile. Yoshida busily went about the provinces exploring positions for strategic defense of Tokyo Bay. His dreams, however, went far beyond these exploits. He wanted to travel abroad to learn how coast defenses were maintained there.

He sought to catch a Russian cruiser to Europe, but the ship already had sailed when he reached Nagasaki. Then he and a companion tried to get passage to the West with the departing Perry expedition of 1854. They slipped a pleading letter to a ship's officer who was out for a stroll, begging the Americans to "take us aboard of your ships and carry us to sea, that we may travel over the five continents, even if, by so doing, we disregard our laws."

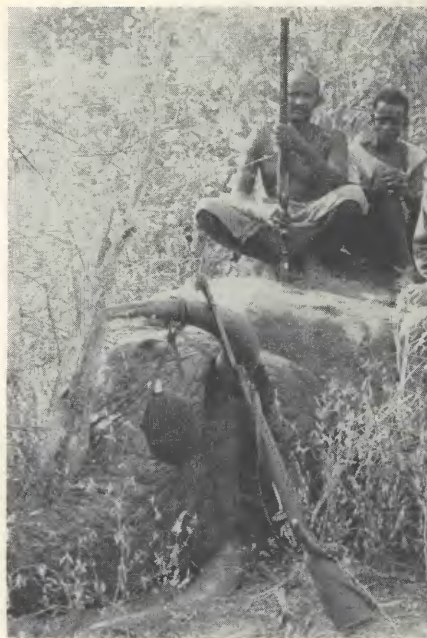
When this and four other plans failed, the young men appeared one midnight crawling over the side of the anchored American flagship. They had followed it in a stolen fisherman's boat. Fearing to violate Japanese law, the Americans put the adventuresome two ashore before dawn. There they were picked up and jailed.

In prison, and later, Yoshida made a reputation as an inspiring teacher. In less than three years he was to be beheaded at the age of 29 for plotting assassination of a government official. But in this time his views and personality impressed themselves on some of the leading figures of the Meiji period that followed. Two of them,

(Continued)

Service Glimpses

1. **Mogadiscio.** What would you do with a hundred pounds of ivory? Keep it as a trophy, or, have the ivory made into dust-catching gadgets? Vice-Consul Robert C. Pierson has probably decided by now. He's shown here with guides and a "Tusker" he shot on a recent safari.



1

2. **Cuba.** U. S. Ambassador to Cuba, Earl E. T. Smith (right) presents the William A. Jump Award to Vice Consul William G. Bowdler. In the photo at extreme left is James E. Brown, Jr., who, with several members of the staff witnessed the presentation.

3. **Zermatt.** On top of Riffelhorn en route to the Matterhorn these climbers pause to rest. They are, from left to right: Frederick and Mary Ellen Moreland, of the U. S. Embassy in Warsaw, Courier Jack Grover, and a Zermatt guide.

4. **Tokyo.** At the opening of the American Consular Conference held at the American Embassy the group gathered for this photograph. Front row, left to right: R. Herndon, L. Summers, G. Emery, E. Gullion, Ambassador Satterthwaite, Ambassador MacArthur, S. Gilstrap, F. Auerbach, J. Holt, I. Baldwin. Back row, left to right are: H. Clark, J. Patterson, W. Boswell, E. Nickel, P. Trezise, R. Boehm, R. Marr, V. Ellis, O. Deming, G. Morgan, J. Fitzgerald, Minister Thibodeaux, W. Kane, J. Young, A. Seligmann, E. Skagen, W. Coolidge, J. Johnstone.

5. **Paris.** Here's a scene from J. B. Priestly's "An Inspector Calls," performed recently by the U. S. Embassy's Little Theatre Group. Left to right: Mrs. Alan G. Mencher, Harland H. Eastman, Jr. and Brian Bass, a member of the British forces in SHAPE.



2



3



4

5



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Secret Allies (from page 25)

Kido and Ito, later to become government leaders, were reported among the grief-stricken students who claimed the teacher's body from the execution grounds.

One of Yoshida's main teachings, veneration for the emperor, became one of the underpinnings of the new imperial age. So did his championship of national defense. So, unfortunately, did his policy of Japanese expansion into Asia. His fanatic hatred of foreign "barbarians" was not shared by many of his followers who came to accept foreign intercourse.

Not all the students of the West were men of action. Some relied on arduous scholarship to make western knowledge available to later students and finally to the entire country.

When the Japanese dictatorship fenced off the country to foreigners in 1639, it left one knothole. This was a small Dutch trading center in Nagasaki harbor. Through it leaked the first clandestine knowledge of the West.

Here came the first curious Japanese to learn a few hundred words of Dutch as preparation for charging the fortress of western learning. Here they received an introduction to the medical books that later were to fascinate them. Occasionally a scholarly member of the trading colony drew students and followers from the Japanese intelligentsia. This admittedly was a risky business. One foreign visitor was expelled and his students imprisoned for showing excessive interest in Japanese cartography.

Among the Japanese pilgrims to the trading colony were two of the three physicians later to become famous for their translation of a Dutch-language anatomy book, the first widely circulated scientific account of the human structure in contemporary Japanese life. Publication of the book in 1774 set off a chain reaction of western translations that continued for decades.

The book's prosaic contents cannot begin to hint at the excitement and the labors behind that publication. While still unable to read Dutch, the physicians discovered the accuracy of the book's illustrations by comparing them with the parts of a human body during dissection of an executed criminal. Unlike the Chinese medical works they had been using, this western volume accurately depicted the human parts. This happy discovery convinced the physicians to learn Dutch and translate the book.

For four years the physicians brought their hard-won supply of words to the task of unraveling the anatomical mysteries. One physician-translator got several hundred Dutch words from a fellow scholar, then went to Nagasaki to add 200 more words to his vocabulary. Another brought back about 600 words from the trading center. With this meager supply they found progress slow and often had to guess from context. They spent a long spring day, reported one, puzzling over so simple a sentence as: "The eyebrow is hair growing a little above the eye." In a year they were hitting a better pace of "more than ten lines a day where the matter was not too difficult."

Published after ten rewritings, this book marked a milestone. It led to translations of other western works in medical science, in physics, chemistry, pharmacology, math-

by Jeanne RIHA

ematics, astronomy and military science. Later came translations in the liberal arts.

Few scholars of the western learning were so well received as the physicians. Most faced a stormier fate and often their troubles were closely linked. An encouraging letter that Sakuma Shozan had written Yoshida on the latter's travel plans led to the teacher's arrest and imprisonment. He was freed only to be assassinated later after arousing the wrath of a strong anti-foreign clique for his support of foreign trade.

Sakuma led an industrious career of 54 years. It was marked not only by the usual advocacy of national defense but also by more progressive and pacific proposals. A futile memorandum he drew up for the government advocated a good system of education, enlightened methods of government rule and the use of better persons in government. His proposals won him no applause from officialdom. But toward the end of his life, too late to do him much good, two feudal lords offered him posts as adviser on coast defense.

The life of another intellectual, Watanabe Kwazan, has been held up as typical of his class and his times. He represented the disintegrating class of military retainer, torn between old loyalties and new intellectual interests. As he groped his way to westernism and modernity, he nourished a guilt complex for following his own leanings against government and tradition.

Like the others, Watanabe was a brilliant child determined to make a name for himself against great odds, especially that of poverty. His youth was divided between serving his parents, serving his feudal lord, painting, and studying Chinese classics. An ambitious young man, he budgeted even his friendships for utility.

More than 30 when he became interested in foreign learning, he never learned much of the Dutch language then so popular among intellectuals. He did serve as a stimulating force for education among his friends. Unlike some colleagues, he also was popular with his own clan and served it as a valued administrator. He never rejected the traditional learning and regularly read the Confucian classics then in favor with a teacher.

Despite these bows to convention, Watanabe did not succeed in staying out of trouble. He was prominent in a misnamed organization, the "Old Men's Club," composed of young men who were willing to learn from their juniors about foreign history and geography and, more stealthily, about military science.

A government official and longtime foe of the club persuaded an occasional visitor to the club to level false charges of an antistate conspiracy against several prominent members. Watanabe Kwazan and others received summonses to appear before the government. His home was searched for writings, and authorities dragged away a large box of letters, books and compositions. They found little in the house but these literary materials, paintings and

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Secret Allies (from page 29)

pawn-tickets for long-gone furnishings. It was a typical home of a contemporary intellectual.

Watanabe's imprisonment had tragic side effects. Another scholar was translating for him a Dutch book on Christianity. Sure the book had caused Watanabe's trouble, he wanted to share the punishment. The rumored penalty for studying Christianity was crucifixion. This, he felt, would disgrace his ancestors. He committed suicide instead.

Another friend and club member, Takano Choei, got advance word of his impending arrest in time to flee. He preferred to give himself up. Earlier he had written an inflammatory, if inaccurate, pamphlet criticizing the government exclusion policy. Since this was believed to have sparked the campaign against the Old Men's Club, he scrupled that he should share Watanabe's plight.

Takano was condemned to life imprisonment but escaped from prison and used his few years of freedom to translate books on military science and to spread the new knowledge. He was tracked down by police, two of whom he killed before he took his own life. He left more than 50 works, written or translated, on medical subjects, military science, history and anatomy, as well as the critical pamphlet that started his troubles.

At first his friend, Watanabe, appeared more fortunate. Released after seven months' imprisonment, he was confined at home. There he lived a solitary but not unhappy life, returning to the Chinese classics that had occupied him before he discovered western learning. He did not pursue the new knowledge but neither did he repudiate his writings which claimed that Japan's isolation could not protect it from danger any more than a high fence could protect a house from a raging fire.

He took his own life when it appeared that his presence, that of a virtual traitor, was hindering his feudal lord's advancement. The old non-western concepts of loyalty pervaded his letters of farewell.

He had not intended to do wrong, he explained, but his indiscretions had brought trouble on his feudal lord and on his mother. So he died leaving a dishonored name to posterity. On a silk roll he wrote: "the disloyal and unfilial Watanabe Noboru as a criminal can have no monument."

By all conventional standards most of these young men were failures. Few made profits or received fame in their lifetimes. But the thousands of followers they educated included major statesmen of the Meiji period of Japan's modern development. Their ideas on national defense eventually were accepted with a zeal even they might have deplored. Their first steps in modern science laid the groundwork for later advances. Their tentative moves toward political and social improvement were followed up by their successors. Their accomplishment was in breaking the chains of national isolation for themselves and their countrymen.

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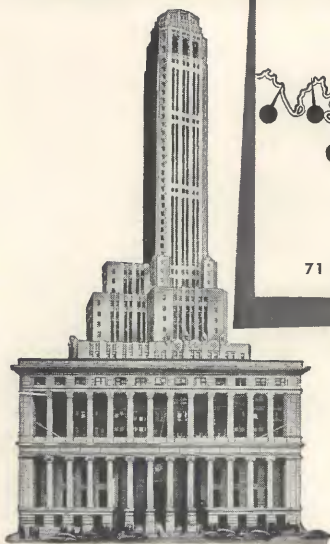


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Answer to Puzzler (page 13)

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From Our Bookshelf

Islam Inflamed, by James Morris, Pantheon Books, 1957, 320 pages. \$5.00.

Reviewed by NORMAN B. HANNAH

Mr. Morris' book consists of 300 pages of beautifully descriptive impressions of Middle Eastern places, framed in eight pages of thin politics. It creates the impression of a gigantic panoramic oil painting framed in $\frac{1}{4}$ inch bamboo.

In the Introduction, Mr. Morris states his book is an impression of the Moslem Middle East at a decisive moment in its history, one day in November 1956, when he stood in the Sinai Desert alongside a colonel of the invading Israeli army. The Union Jack and the Tricolor flew over the Suez Canal and the Israelis ruled Sinai. It is implied that the invaders sought to pierce "three cankers, the Arab blockade of Israel, the infiltration of Communism, and the mischief-making of Egypt." As Mr. Morris says, the plan misfired, but in his Envoi he, nevertheless, finds that, "by the summer of 1957 prospects for the West in the Middle East would appear, on the whole, rather brighter," despite the fact that he does not report the disappearance of a single cancer.

While it is unfortunate that Mr. Morris hung his panorama so insubstantially, the book itself, Introduction and Envoi aside, makes excellent reading. Mr. Morris has a way with words and is possessed of a sensitive soul which responds to the stimuli of the Middle East. A thin gruel of suggestive political comment runs through the book but does not detract seriously from its appeal. As he walks along the streets of "the new Egypt, a hard military country governed by beak-nosed incorruptibles, humorless, thrusting . . ." Mr. Morris feels "wry nostalgia" for the "misty palace of King Farouk, a coarse but witty monarch."

The vices of Saudi wealth seem to excite Mr. Morris' righteous indignation, ("Cadillacs, incense, and an aura of bottomless and undeserved resource, lording it in grand hotels abroad") instead of the warm moist feeling evoked by the memory of the "pungent feeling to that old Egypt . . . the avaricious pashas rolling from their cars to the tables of the Mohammed Ali Club."

In the Sudan, he is nostalgic for the departed days of British rule and slightly over-fascinated by the incongruities resulting from the colonial experience. Speaking of the Sudanese Parliament, with its he-wigged speaker, he feels that "passions more violent than the disagreements of Westminster seethe below the surface, instincts more primitive, values much nearer the Sudd than the Thames."

Although Mr. Morris finds the air of Jordan full of "disorder, ambition, even revolution," he hopefully feels that "many a sensible old-fashioned Jordanian peers from his upstairs window and sighs for the patriarchal days of the Old Jordan and Glubb Pasha, crosslegged among his adoring Bedouin and King Abdullah up there on the hillside in the loving company of his Negro wife."

He takes the reader around the Arabian peninsula through remote protectorates, such as Mukalla, "British colonialism at its very best," through countless sheikhdoms to Kuwait, "where dollars are packed so tightly into this enclave that they burst its frontiers and spill out into the stock markets of the world."

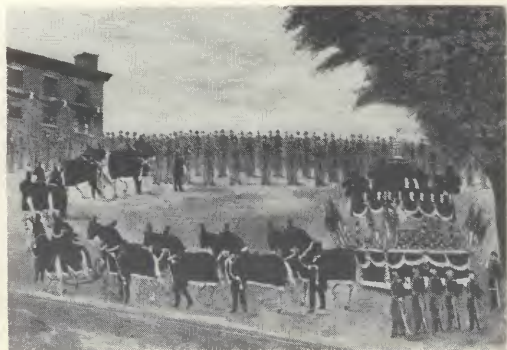
In all the Middle East, he finds the greatest hope in Iraq which, he believes, "can look ahead to Scandinavian standards of comfort and a position of influence and respect in the world. Only a decade or two, only a generation of social stability is needed." With few exceptions, "Nuri is the only statesman of the Arab world with whom the Powers, whether Communist or Capitalist, can confidently deal; the only one whose convictions are clear and whose intentions are reasonably stable" . . . "the failings and virtues of the new Iraq are all Nuri's."

Politics aside, if you want to experience vicariously the feel and the smell of the Middle East through the medium of a sensitive, highly literate journalist, then James Morris' book is a good place to start.

The Art of Overseamanship, edited by Harlan Cleveland and Gerald J. Mangone. Syracuse University Press, 1957. \$3.00.

Reviewed by MARCHERITE S. SMITH

Despite its title, this is not a Stephen Potter kind of book. Its editors, from the Maxwell School of Citizenship and Public Affairs at Syracuse University, are engaged in a Carnegie Corporation research project on the education and training of Americans for public service abroad. This book is a compilation of articles which examine the dimensions of American overseas representation, study the elements of success and failure in service abroad, and suggest the kinds of training most useful for international careers.



"President Abraham Lincoln's Funeral Procession" by S. F. Milton. From the American Folk Art exhibit organized by the Smithsonian Institute for showing at the Brussels World Fair, 1958.

The authors are not talking specifically about the Foreign Service. Of the 100,000 American civilians abroad, only one in three is employed by the United States Government and of these Government employees only one in six is working for the Foreign Service. The introduction and the four articles on the elements of success, however, do apply to the Foreign Service. And any member of the Foreign Service who has had a problem American in his consular district will be interested in a project that may well result in more careful choice and better training of Americans who work abroad.

Portrait of a Golden Age: *Intimate Papers of the Second Viscount Palmerston, Courtier under George III.* Compiled and edited by Brian Connell. Houghton Mifflin, 488 pages. \$6.50

Reviewed by H. FRANKLIN IRWIN.

Brian Connell has succeeded in his endeavor to compile a "posthumous autobiography." His judicious selection and arrangement of extracts from the letters, journals, engagement diaries and anecdote books give the record a narrative flow untrammelled by burdensome notes (conveniently collected for the scholar at the end of the chapter) and detailed historical commentary. Mr. Connell has retrieved from obscurity the father whose principal claim to the notice of history has been that his son was Victoria's great Prime Minister or Foreign Minister for nearly thirty years. The work was made possible by the recovery of papers during the reconstruction of Broadlands, the Palmerston country mansion near Romsey, and which has descended to the Countess Mountbatten of Burma.

Much of Palmerston's reporting is of "little things of no great consequence," but which reveal the surface, at least, of the man and well reflect his time. Written in the stilted style of the fact-finder, the editor has delightfully spiced the entries with a fair sampling of 18th century wit, not all earthy, which Palmerston had noted down in his anecdote books.

The Palmerston portrayed here is somewhat elusive. The friend of Garrick, Siddons, Johnson, Reynolds and Rumford; the intimate of princelings at home and abroad; reputed amateur scientist; accomplished classicist; art connoisseur; this courtier with an Irish title, one expects, was a man of intellect and originality. Unfortunately, this cannot show through, for so much of the present volume consists of the endless chase of the gaiety he so minutely reported to his wife and friends.

Perhaps it is to the "toil of pleasure" that his political failure can be laid. Palmerston undertook expensive election costs, long absences from his family and 35 unrewarded years of backbench obscurity as the price of membership in the House of Commons (Irish peers were not admitted to the House of Lords). His correspondence shows him as a well-informed, serious Member who, until the last year of his life, attended the House regularly and followed with a critical ear the speeches of Burke, Fox, Pitt and the others. Despite the veneer of sophistication, Palmerston leaves the impression that he was driven by duty to class and country and by a fondness for proximity to the seat of power, but that he could not cope with the rough and tumble of the political arena.

1000 Years of Hungary, A Short History. By Emil Lengyel. The John Day Co., 304 pages. \$5.00

Reviewed by ANDOR KLAY

According to its jacket, this book is "the first history of Hungary to be published in English." The claim is patently false; the book's own brief bibliography lists several histories of Hungary in English (among them Ferenc Eckhart's masterly work). The further claim that here is "a history for both the interested layman and the serious student" is justifiable at least as regards the former of the two categories. The author has adequately and at times brilliantly illuminated for the layman most of the main thoroughfares of the turbulent history of the Magyars. However, traffic at the intersections is rather poorly directed, and many a side street is crowded with busy little half-truths, some of consequence while others are merely irritating.

Sizeable blind spots emerge here and there, such as a limited awareness of basic implications of the *Pragmatica Sanctio*; a lack of sufficient acquaintance with the Hungarian declaration of independence of a century ago, indicated by a coy reference to some speech by Kossuth in place of a direct demonstration to show, by way of quotations, that the text of the document was patterned closely after its American precursor; a blurred projection of the constitutional meaning of the "relinquishment of the throne" by Hungary's last king in 1918, and none of its lasting political and psychological effect; and the absence of an outline and summary evaluation of Hungary's impressive achievements in all sectors of Western culture. Strange, too, is the author's eagerness to transcend valid analogies between the recent national uprising and that of a century ago, prompting him to assert that "the seeds" of the 1956 revolt "can be traced back to the Magyars' descent into the plain in [the year] 895"—a startling feat of retrospection and deduction.

Nevertheless, as a compact yet colorful synopsis of a long and complex record, the work has considerable merits; not the least of them is that it is excellently written, bearing in this respect the known trademark of the author of "The Danube" and "World Without End: The Middle East."

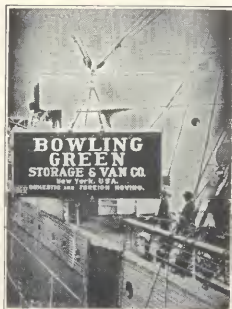


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The Book Shelf (from page 35)

"World Politics," by A. F. K. Organski, Alfred A. Knopf, New York, 1958. 461 pages. \$7.50

Reviewed by WILLARD F. BARBER

Prepared by an associate professor of Political Science at Brooklyn College, this book is primarily directed to the attention of college students. This field has been rather thoroughly plowed and harrowed since 1945 when young political scientists finished their military service and when their elder colleagues finished their wartime government agency stints in Washington.

Beginning chapters are on nationalism, national goals and the nature of state power. The second part of the book deals with colonies, shifts in the power balance and the practice of diplomacy. The third section is devoted to international organizations and conferences.

For the readers of this JOURNAL the section on diplomacy is particularly disquieting in that future generations of college students would be expected to learn that

"Ambassadors still make the rounds, making speeches, opening exhibitions, appearing at dinners, giving balls and receptions, and being entertained in turn. All of this may be important to them and to their wives, but it cannot be argued that such activities are crucial to the dealings of nations."

After adding that the U. S. diplomatic establishment staffs the lower ranks with young men from good families and good schools, the author states that diplomacy is considered important, at least in part, "because the work involved, particularly in the upper reaches, resembles closely the life of the rich and idle" (Page 366). He concludes that "Since successful diplomacy depends upon the reaching of agreement, it is a technique best suited for settling relatively minor differences among friends. It should not be expected to solve major disputes between challengers and dominant nations."

Both these quoted observations and the volume's bibliography strongly suggest that Dr. Organski relies on secondary rather than original sources of information.

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The Last Cannibals, by Jens Bjerre, William Morrow & Co., 192 pages. \$4.50

Reviewed by C. CARTER MOOR

In this practical and purposeful age to seek adventure for itself is no longer acceptable; to travel because one is curious, no longer reasonable; to tell of strange customs in off-beat corners of the earth, not enough. Therefore many affable young men bored with their tidy, well-ordered, well-behaved lives become anthropologists. (Some, of course, join the Foreign Service.) Such a one, I imagine, is Jens Bjerre who alludes in this book to earlier trips he has made to the Kalahari Desert and to the Himalayas.

The "outback" of Australia and the highlands of New Guinea are, along with McSorley's Ale House, some of the few remaining areas of the world where a "tidying feminism" has touched but little. This is not to belittle the late Camilla Wedgewood or Margaret Mead and Beatrice Blackwood.

Jens Bjerre went out by truck and camel beyond Alice Springs in the Northern Territory in Australia and into the Yendumu Reserve. And then he went on to the highlands of New Guinea. There is enough sex lore and gore to catch the fancy of the freshman anthropology student and cause him to "progress" to Malinowski. The photographs run the gamut from the "quick" to the "dead," from still high-bosomed girls to a smoked corpse of "mother."

Predisposed as I am to anyone who searches out the more difficult pursuits and fights our life of ease, I should like to be able to report that the style of this book is better more than pedestrian. The only continuity in it however is the trip, and the information on native customs and comments of the author are strung along as the days pass. Mr. Bjerre's outlook is colored by the hopeful notion of the "noble savage" but he is aware (more so at the end of his trip) of the psychological injury and the complications of applying the modern world to these most primitive of people. As an introduction to Australian colonial problems this book serves well. As a readable travel book and account of native customs it will provide an evening's diversion to the armchair anthropologist.

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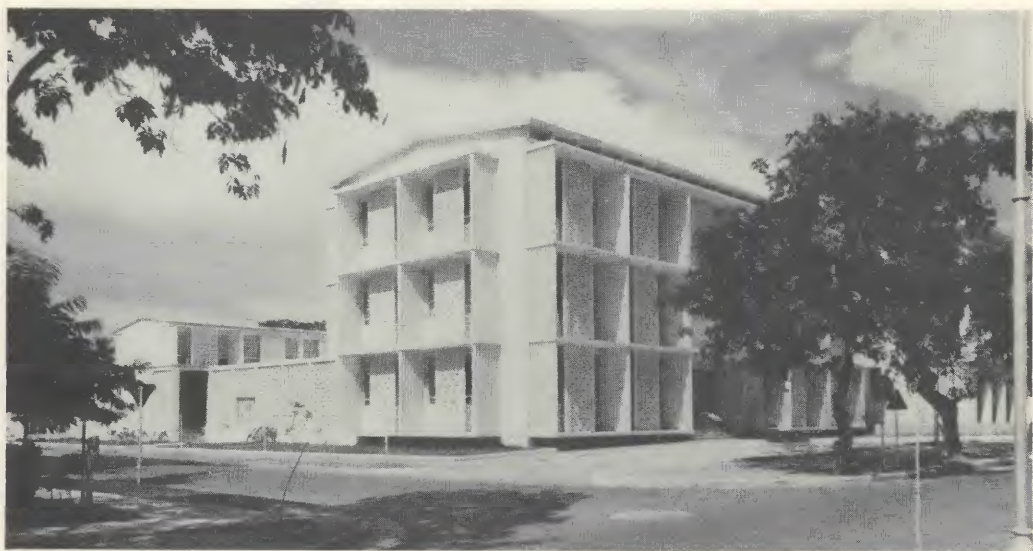
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The Consulate General At Leopoldville

EARLY this year ceremonies were held inaugurating the new Consulate General building at Leopoldville. Speakers at the ceremonies were Ambassador Folger, the Governor General of the Belgian Congo, Mr. Pettillon, and Consul General, Mr. Green.

A fulfillment of the State Department's architectural policy in the construction of new buildings abroad is embodied in the approach and design of the new office building. That policy was outlined in a memorandum dated January 27, 1954, by Pietro Belluschi, then a member of the Department's Architectural Advisory Panel and is stated as follows:

..... "To the sensitive and imaginative designer it will be an invitation to give serious study to local conditions of climate and site, to understand and sympathize with local customs and people, and to grasp the historical meaning of the particular environment in which the new building must be set. He will do so with a free mind without being dictated by obsolete or sterile formulae or clichés, be they old or new; he will avoid being either bizarre or fashionable, yet he will not fear using new techniques or new materials should these constitute real advance in architectural thinking."

The American firm of Weed, Russell, and Johnson, of Miami, Florida were the architects for this project.

The construction of the building began in March 1956 and was completed in January 1958. The building will be occupied by the staff of the Consulate General, the Agricul-

tural Section and the United States Information Service. It comprises a total floor area of 1548 square meters.

The principal wing of the building, which has three stories is along Avenue des Aviateurs. It contains the offices of the Consulate General. The reception hall and the Visa Section are on the ground floor.

The second part of the building has two stories. The ground floor is occupied by the USIS library. On the second floor, two furnished apartments are reserved for bachelor officers.

The third element is composed of a large parking lot, garages, a warehouse and a laundry.

One of the characteristics of the building is its "solar control", a detail of construction which gives maximum lighting while affording protection from the direct rays of the sun. The building is completely air conditioned and has a control system which permits regulation of the temperature according to the needs of each part of the building. In their design the architects took full consideration of climatic conditions so that the results should provide the most comfortable conditions in the building.

Visitors have described the new building as very attractive, yet very practical, simple, modest, free of ostentation and in excellent taste.

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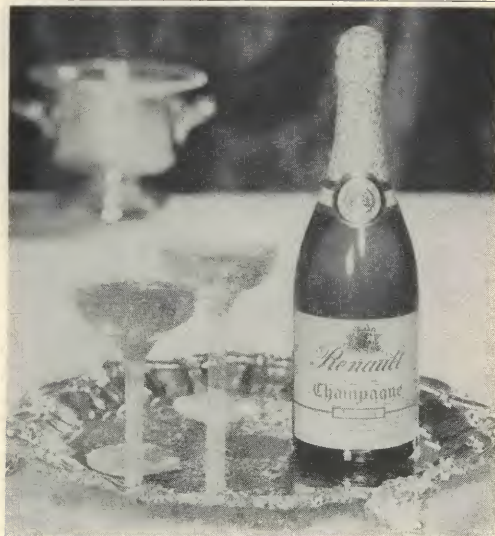
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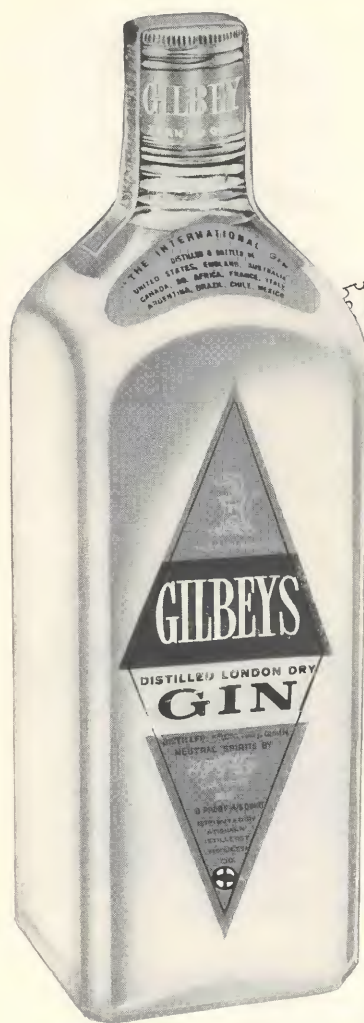
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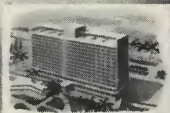


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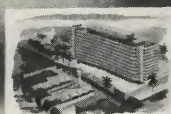
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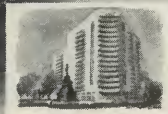
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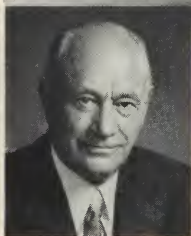
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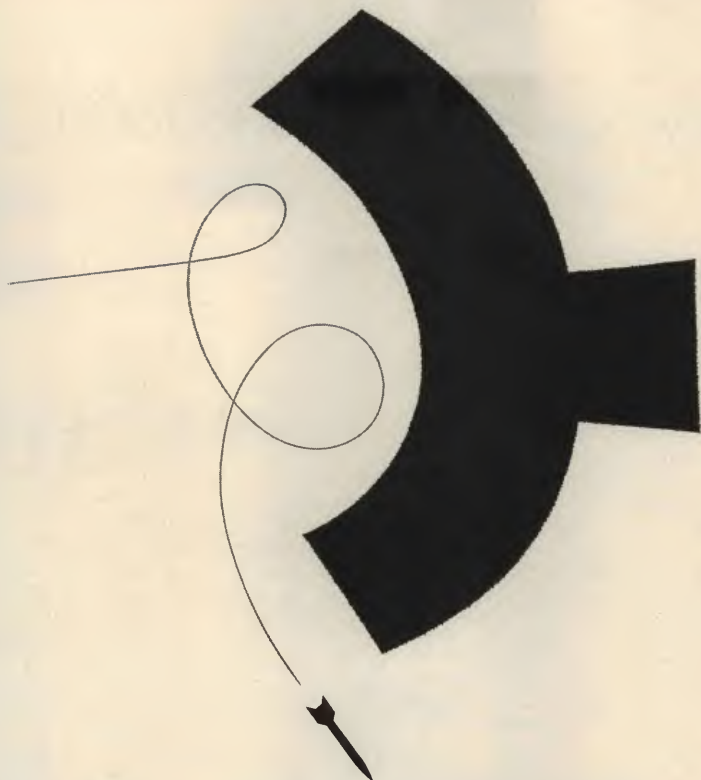
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How to be Promoted to FSO-1

BY ONE WHO HASN'T BEEN

SEVERN TRULY came eleven for the 711 Foreign Service Officers who were promoted on February 5, 1958. The 1958 FSO promotion list is by far the largest ever submitted to the President and the Senate. This unprecedented promotion list clearly proves that opportunities for career advancement in the Foreign Service are as yet not quite dead. The list contained the names of fifty officers who were promoted to FSO-1.

It is probable all FSO's do not aspire to becoming Career Ambassadors or even Career Ministers, but my guess is most hope to reach FSO-1 before retirement. This being true, it is worth a little time to determine what one must do or be to reach that exalted rank. All American Foreign Service Officers obviously possess the basic endowments enunciated by Harold Nicholson, and it is necessary to look beyond the general specifications to determine the specific accomplishments prerequisite to reaching the top.

Most speeches, articles, and books concerning careers in the Foreign Service are based upon subjective reasoning. Therefore, one of the best ways to determine definitively what qualifications one must possess to be promoted to FSO-1 is to take a look at those who have been. If one performs exactly as the officers who were promoted to FSO-1, it is reasonable to expect he, too, will be promoted. Since in the past I have been somewhat critical of officers who spend time calculating their chances for promotion, I decided to demonstrate my flexibility and adaptability by making a few calculations of my own. For these and other reasons, I have attempted to find out what attainments were possessed by the fifty officers recently promoted to FSO-1. Not having access to the personal folders of the officers concerned, it is necessary to rely on information available to the public. My review and analysis of the available data led to the following findings:

It is not essential to have both field and Departmental experience. Six percent of the fifty officers recently promoted to FSO-1 never have served in the field and the same percent never have served in the Department. With the new emphasis on rotation between the Department and the field, experience in both may become a necessity in the future, but as of February 5, 1958, experience in both obviously was not a prerequisite.

Success in the Foreign Service does not seem to depend upon what part of the country in which you were born. Also, the 1958 promotion list does not substantiate a lack of interest in foreign affairs by people in the Central States. Of the fifty officers promoted to FSO-1, fourteen were born in

the Central States, eleven in the Northeast, ten in the Southeast, and nine in the West, while six were born abroad. The geographic distribution of the birthplace of all Foreign Service Officers should be given publicity. It might help convince some that Foreign Service Officers are actually people and are not hatched under moss-covered rocks at pink-tinged schools in the metropolitan East.

It is generally assumed that all senior Foreign Service officers have had the advantages of an exceptional formal education. It is a bit surprising that ten percent of those recently promoted to FSO-1 have no college degree whatsoever. Ten percent have a Doctorate degree, and fifty-eight percent have only the normal AB or BS degree, while twenty-four percent attended universities abroad as well as in the United States. The Ivy League schools no longer, if they ever did, provide all the top brains for the Foreign Service. Less than one-third (32%) of the officers promoted to FSO-1 attended the so-called prestige schools (Princeton, Harvard, Yale, Dartmouth). There were more Princeton graduates (16%) on the FSO-1 list than from any other university, but there was a very large dispersion of schools represented ranging from the University of Miami (FLA) to Walla Walla College in Washington State. Since ninety percent of the officers promoted to FSO-1 have at least an AB degree, it appears most desirable but not essential to have a college degree if you want to reach the top. In-service training also seems to be of some importance since seventy-six percent attended FSI courses or FSI-sponsored university training. Fifty-four percent were graduates of the National War College, eight percent attended other military schools such as the Imperial Defense College, while fourteen percent attended a recognized university in the United States.

There is some, but not much, chance of being promoted to FSO-1 before you are forty years of age. However, one officer on the recent FSO-1 promotion list was thirty-nine. The ages of the fifty officers promoted to FSO-1 ranged from 39 to 59, including three who were promoted just prior to mandatory retirement age. Eliminating 25% at each end of the age spectrum and taking a mathematical average of the middle fifty percent, the average age of officers promoted to FSO-1 is forty-six. Sixty-four percent of those promoted to FSO-1 were under fifty years of age, leaving well over ten years or more to work toward becoming Career Ministers or Ambassadors. It is highly recommended that all single FSO's plan to get married before reaching eligibility for promotion to FSO-1. Forty-five of the FSO-1 promotions

went to old married men, while only five went to the gay bachelors.

During the early days of the Wriston program, there were many complaints to the effect that most former Departmental employees would be brought into the Service at the top grades; and that future promotions for the "regular FSO's" would be very slow indeed, if any. The recent promotion of 711 officers including the 50 promotions to FSO-1 should settle that argument once and for all. Also, it is apparent that time in grade has not materially been lengthened before one can expect or at least hope for promotion. Seventy percent of the officers promoted to Class I last February served less than four years in Class II before being promoted. Only three of the officers promoted to Class I had been in grade over six and a half years. Based upon the 1958 promotions, most FSO-2's should expect to be promoted after two or three years in grade and if not promoted before serving seven, the chances for future promotion are slim.

The total length of service of all officers recently promoted to FSO-1 is divided by geographic area as follows: Department, including training in the United States, 31%; EUR 27%; ARA 19%; FE 14%; and NEA 9%. Though NEA is the second largest (next to EUR) geographic area in terms of number of officers assigned, it trailed all other areas on the promotion list. Only sixteen of the fifty officers promoted to FSO-1 had spent some part of their service in the NEA area while forty of them had served in the European area, thirty in the American Republic Area, and twenty-one in the Far East area. Of the forty-seven officers who had served in the field, seven had field experience in one area only, and only two had service in all four areas.

Several conclusions may be drawn from the above miscellaneous information:

There are still opportunities at the top for the bright boys who apply themselves.

That it is possible, even practical, to reach the top before you have one foot in the grave. (Retirement from the Foreign Service).

That you do not have to be a graduate of one of the fancy schools in the East. In fact, it is not even necessary to have a college degree.

That you will have a better chance to reach FSO-1 if you spend most of your service in the Department and in the European area.

That it is not necessary to serve both in the field and the Department. But your chances are better if you are between forty and fifty years of age and have served in at least two geographic areas.

If you now are an FSO-2, you should perform in such a way as to be promoted before you have served four years in grade as the average time in Class II for officers promoted to Class I on February 5, 1958 was three and one half years. After four years in grade, your chances are reduced and after six they are severely limited.

That it is most desirable to attend one of the "in-service" training courses, preferably the National War College.

That the above data conclusively prove that statistics are a straight line between an unwarranted assumption and a foregone conclusion.



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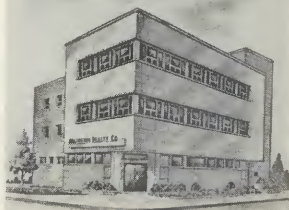
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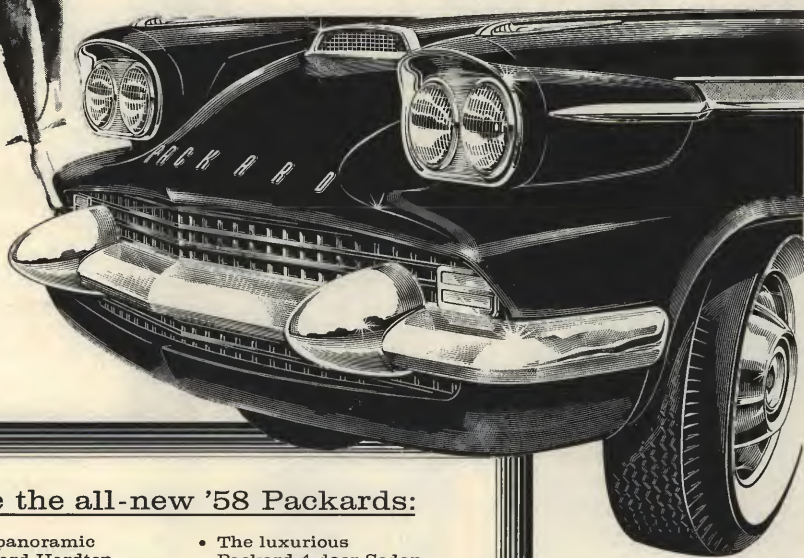
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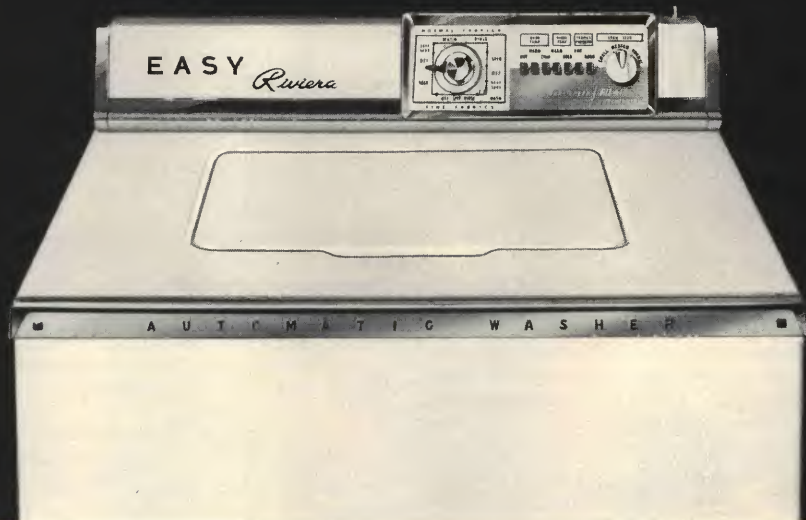
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Letters to the Editor

Pseudonyms may be used only if the original letter includes the writer's correct name. All letters are subject to condensation. The opinions of the writers are not intended to indicate the official views of the Department of State, or of the Foreign Service as a whole.

No Turning

To the Editor,
FOREIGN SERVICE JOURNAL:

My March copy of the FOREIGN SERVICE JOURNAL arrived about half an hour ago and before settling down to read it, I hasten to congratulate you on the change of format which, for me at least, makes for much more pleasant reading. For years, since my entry into the Foreign Service in 1924, I have been intending, some day, to write and suggest such a change but it was one of those things that I never got around to.

The reason for my joy at the change is that I literally read a magazine such as the Journal from cover to cover. When I read the first article and then come to the injunction "Please turn to page 32" I shrug my shoulders and, instead, read the next article. Such a method is, I'll admit, sometimes a little confusing as well as requiring a certain feat of memory, especially if I am forced to lay the magazine down and not resume for a day or two. Now I am no longer forced to task my memory.

I note however that you have not gone out "whole hog" for the change since you still have the "Letters to the Editor" on the last page and then complete them on page 50. This I have no objection to. In fact I find it rather stimulating, especially when a letter is divided up and the first part appears on one page and the second part on another. You'd be surprised to know how interesting it is to read the second part of a letter first.

Again I say, Congratulations.

Robert B. Streeper
A.C.G., Ret'd

Berlin-Schmasgendorf

Editor's Note: For this month, at least, we've gone "whole hog" and trust readers will find the letter column stimulating even when the second part of a letter doesn't appear first.

"Memo on the Staff Corps"

To the Editor,
FOREIGN SERVICE JOURNAL:

The January JOURNAL contained an invitation for letters on the Staff Corps and this has prompted me to write what has been on my mind for some time.

I have thought for as long as I have been in the Foreign Service that integration—or amalgamation as I believe it once was to be called—of a large part of the Department with the Foreign Service was highly desirable. I continue

to hold that view now, after some experience has been had with integration.

I am convinced, however, that the broad integration of administrative with substantive positions which was undertaken simultaneously with the integration of the home and the foreign services was a serious mistake. Therein, it seems to me, is the root of most of the problems of the Staff Corps today, and also of many problems facing the Officer Corps.

The Staff Corps was an effective group with good morale before integration, it seemed to me. Opportunities for advancement to responsible jobs with good pay were reasonably plentiful, and promotion for the able and energetic was quite rapid. Some feeling of annoyance over the difference of status between Staff and Officer Corps members may have existed; but if it did, it wasn't, in my experience, sharp or generalized, nor was there reason for it to be so.

Some changes in the Staff Corps doubtless were needed. The more advantageous retirement provisions applying to the Officer Corps should have been extended to the Staff Corps. Staff Officers performing substantive functions and perhaps those at the highest administrative levels should have been integrated into the Officer Corps. Substantial integration of Washington and field personnel in non-substantive positions probably was to be desired. But these changes presumably could have been made without the extent of integration of administrative with substantive positions and people which we now have.

The result is, for the Staff Corps, a drastic limiting of the horizons and a great reduction in its attractiveness as a career. The logical results are lower morale, poorer caliber and smaller number of candidates for entrance, and increased level of turn-over of personnel. An obvious remedy, insofar as the Staff Corps is concerned, would be to make passage from the new Staff Corps to the new Officer Corps easier, but this would raise problems for the Officer Corps.

For the Officer Corps, the broad integration of administrative with substantive people and positions has meant;

1. INCREASED RECRUITMENT PROBLEMS. An entrance examination system which selects personnel for the substantive work of the Foreign Service is not appropriate for the selection of personnel for the non-substantive work, nor is one which selects for the non-substantive work appropriate for selection for the substantive work. A system which attempts to do both is not likely to do either so well as would two separate systems.

Moreover, unfortunately, the possible prospect of lengthy assignment to purely administrative work may be a significant deterrent to consideration of the Foreign Service as a career for many of those best prepared for the substantive work.

Memo on the Staff Corps

(Continued)

2. INCREASED PROBLEMS IN THE PROMOTION PROCESS. In the first place, those doing non-substantive work are at a disadvantage in the competition for promotion with those doing substantive work.

Secondly, promotion panels presumably find selection for advancement a much more difficult process now than before. Their task is complicated both by the problem of finding equitable bases of comparison between officers doing substantive work and officers doing non-substantive work and by the increased number of individual cases they must consider. The natural, but unfortunate, tendency when faced with these difficulties may be to give increased emphasis in selection for promotion to age and to time in grade and less to performance.

3. GREATER PROBLEMS OF PLACEMENT. Integration makes avoiding putting square pegs in round holes more difficult than in the past. Integrated personnel who are suited only for non-substantive work may press for and, in the imperfect working of even the best placement system, be assigned to substantive work. At the same time, officers not integrated in or suited for non-substantive jobs may be assigned to them, with the dual consequence of jobs poorly done and officers frustrated.

It is difficult to see why the broad integration of administration with substantive personnel and positions was undertaken. Now that it has been done, however, reversal will be difficult. Change is unsettling, and so is change of change. Moreover, the integration program is a *cause juste* of the day, and many would look upon adjustment of a part of it, even if obviously needed, as a threat to the whole. Yet, if it is true, as it seems to me, that the part of it which has been discussed above is causing many problems all to little purpose, we should nevertheless be thinking of how to make adjustments. This means that we should be considering how to establish some sort of clear division between the substantive and non-substantive groups of the Foreign Service, so that the problems which have been created by their over-integration may be alleviated.

Samuel D. Eaton

Washington

EDITOR'S NOTE: Since Mr. Eaton's letter was put into type an instruction on the subject of the staff corps has been circulated to the field.

"A Nice Balance"

To the Editor,

FOREIGN SERVICE JOURNAL:

One of my New Year's Resolutions was to drop you a line to tell you what a good job I think you are doing with the JOURNAL. I spent eight years of my life as an editor and know that most people, if they write to the editor at all, do so to complain about the publication or something else over which the editor has no control.

In any case, I look forward eagerly to the JOURNAL's arrival and read every line of each issue. It has a nice balance of light and serious and is easy to read. What more could we subscribers ask?

Good luck in the year ahead.

Robinson McIlwaine

Lisbon

JUNE, 1958

Animalia

(From our March magazine)



Winning caption submitted by FSO John M. Kavanaugh:
"Remember when I was just a vice consul and you a third secretary?"

Alcoholism and Industry

To the Editor

FOREIGN SERVICE JOURNAL:

It was George Kennan, I believe, who once made a remark to the effect that a satisfactory solution of any one of our major domestic problems was of more value in our international relations than a dozen "so-called" diplomatic victories.

I recalled this remark as I read the text of a recent talk made by James F. Oates, Jr., President of the Equitable Life Assurance Society of the United States, before The National Council on Alcoholism. Mr. Oates observed that economic soundness and adherence to democratic ideals are among the absolute requisites for our country today; that the good health of citizens is essential to a nation's strength; and that alcoholism is among our important public health problems and is one of tragically huge dimensions and of great complexity.

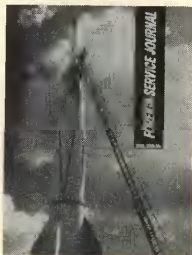
Mr. Oates recognizes the wholesome instinct to avoid meddling with the private lives of others; but he also believes that industrial management has a responsibility to participate in efforts to solve important national problems. Industry, he points out, deals with human beings and is a member of the community in which it is established.

According to Mr. Oates, the economic loss due to alcoholism must be in excess of a billion dollars annually. That is the direct cost due to working time lost. Added to that are the indirect costs of hospitals, courts, police, reduced productivity, waste, etc. The damage done to our homes and communities in other than a material sense is beyond appraisal. Mr. Oates concludes that each success in meeting this problem will contribute substantially to national health and well-being on which our security depends so heavily.

To return to the starting point of this letter, each success in meeting any number of our major domestic problems certainly would baffle even the tortuous diatribes of international communism.

George H. Butler
FSO-CM, Retired

Washington



Editor's Note:

Our April cover caption was in error in saying this was a "fullscale model." It was full-scale and an actual rocket, and was used at the "Space Unlimited" exhibit in West Berlin two years ago.

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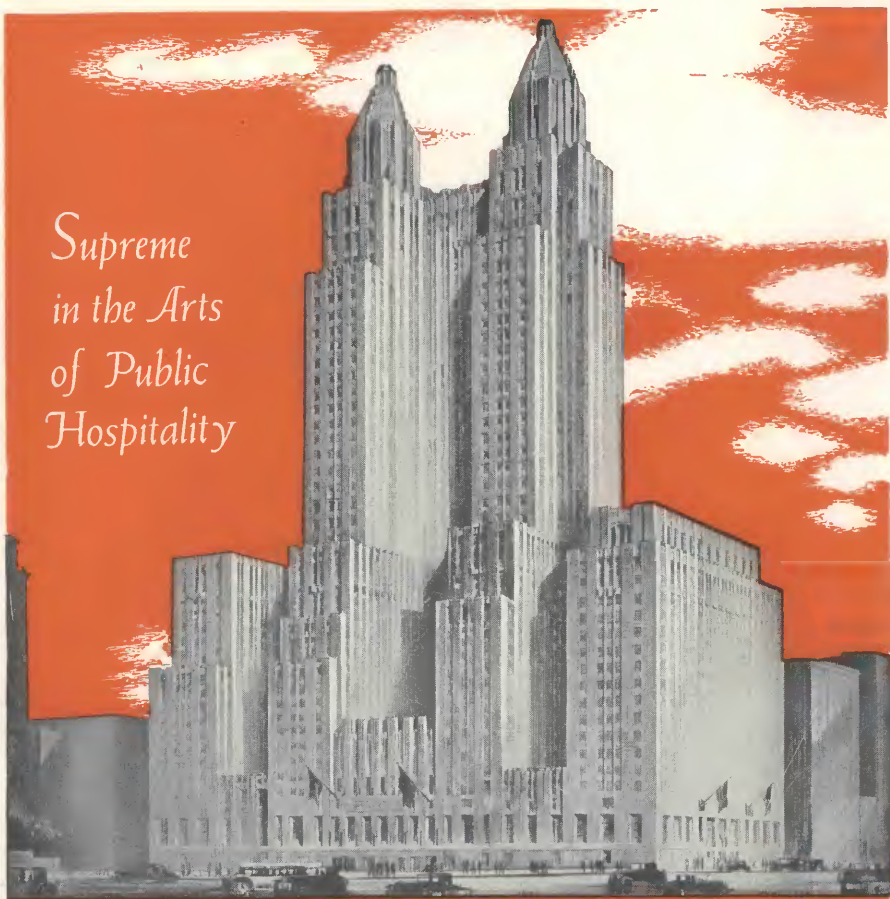
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