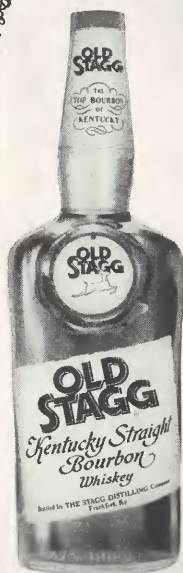




Foreign Service Journal

APRIL 1959

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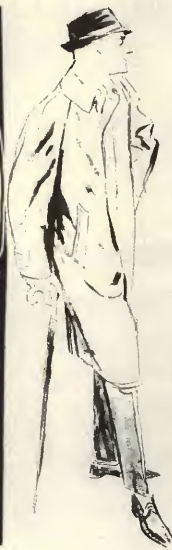


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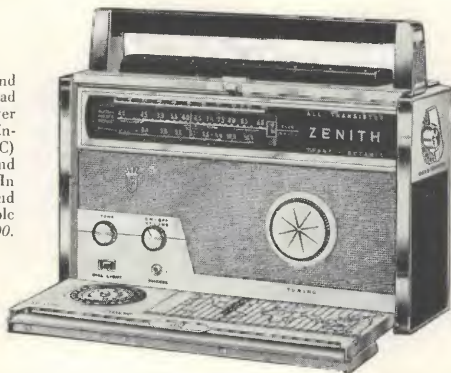
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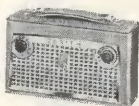
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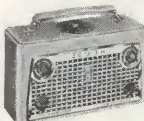
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New York

by Paul Child

View from Bryant Park, back of the New York Public Library at Fifth Avenue and 42nd St., looking toward the skyscrapers of the Avenue of the Americas. Outdoor concerts are held here in summer, when leafy foliage provides welcome shade from the sun's glare.

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 Sheila Isham, "Monastery," p. 24, "Izbas," p. 25
 Peter Brampton and Gene Galasso, cartoon, p. 28
 Charles C. Adams, "New Wine in Old Bottles," p. 33
 Jim McNamara, "Washington in Springtime," *Washington Post & Times Herald*, p. 34
 NATO Information Service, p. 36
 DeWitt L. Stora, pp. 42, 43, 44, 46, 47
 Howard R. Simpson, cartoon, p. 50

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.

Senior Officer Training Assignments



Selection Panel Members, clockwise around table: Aaron Brown, Walter Scott, Loy Henderson, Selden Chapin, Harold Hoskins and Raymond Miller.

UNDER the chairmanship of Deputy Under Secretary Loy W. Henderson a selection panel met recently to select officers for advanced training. Members of the panel included Messrs. W. K. Scott, Assistant Secretary for Administration; Raymond C. Miller, Inspector General; Aaron S. Brown, Deputy Assistant Secretary for Personnel; Selden Chapin, Deputy Commandant of the National War College, and Harold B. Hoskins, Director of the Foreign Service Institute. Recently appointed Director General Waldemar J. Gallman was included in the final meetings. Selected for senior officer training assignments were:

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FELD, Nicholas	FSO-2	Department
KELLOGG, Edmund H.	FSO-1	Phnom Penh
MCCLELLAND, Roswell D.	FSO-2	Department
MERRIAM, Brewer J.	GS-15	Department
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Air War College

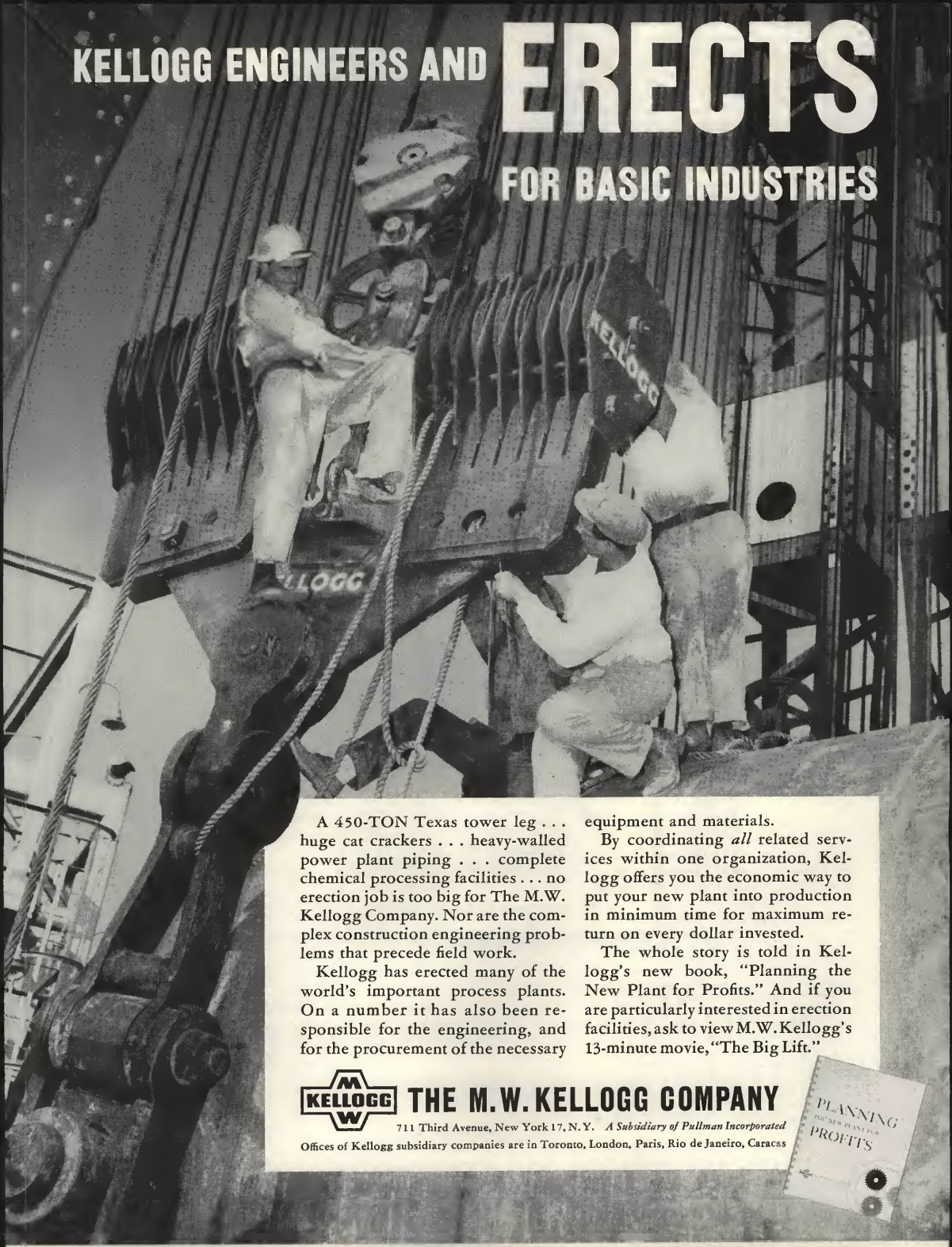
BUSHNER, Rolland H.	FSO-3	Department
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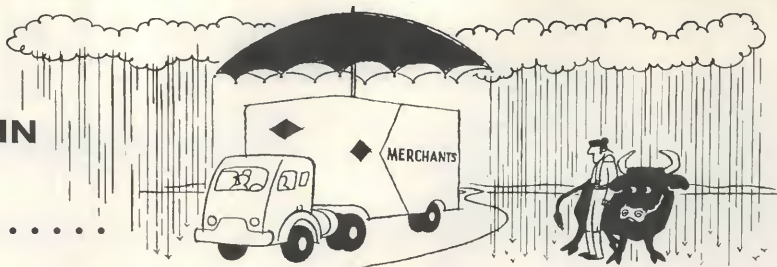


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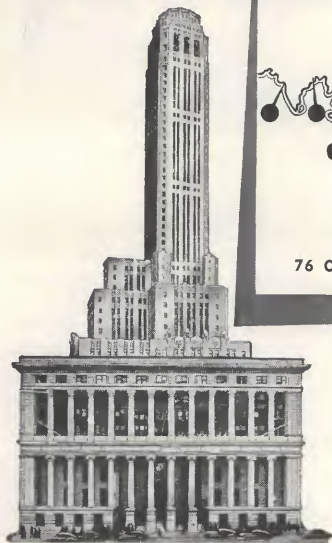
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McFADDEN, William A.	FSO-3	Department
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AWARDS

EUGENE SHELDON STAPLES, Special Assistant to the Director, USIA, received an Arthur S. Flemming Award. These awards are presented annually to ten outstanding young men of the Federal Government for outstanding work during the fiscal year.

MRS. JOHN FOSTER DULLES has been chosen as this year's top winner of the McCall's Togetherness Award. She received a sterling silver plate and a check for \$500.00.

JOHN FOSTER DULLES was cited in January to receive the annual Sylvanus Thayer Award of the United States Military Academy's Association of Graduates. The award honors the citizen who exemplifies devotion to the principles in the academy's motto, "Duty, Honor, Country," and consists of a medal and a scroll.

BIRTHS

CAHILL. A son, Daniel Reynald, born to Mr. and Mrs. Harry A. Cahill, December 2, 1958, in Washington. His father wrote that "six weeks after his birth he and his elder brother Alan were the subjects of Anastas Mikoyan's baby-sitting talents—which were considerable—aboard the ill-fated SAS plane which carried the Mikoyan party and my family to Copenhagen in January."

STANTON. A son, John Walker, Jr., born to Mr. and Mrs. John Walker Stanton, December 23, 1958, at Oxford, Mississippi. Mr. Stanton, an ex-Marine and G. I. student at the University of Mississippi, is the son of Consul General (retired) and Mrs. Willard Quincy Stanton.

DEATHS

CONNORS. W. Bradley Connors, Counselor of Embassy for Public Affairs in London, died on February 20, 1959, at London Clinic. Mr. Connors had served at the London Embassy since 1954. Prior to his London assignment Mr. Connors held several public affairs posts in China (Shanghai and Canton) and in Washington.

PINKERTON. The Honorable Lowell C. Pinkerton died on February 19, 1959, at the George Washington University Hospital. He had served as Consul General at Wellington and Minister to Lebanon. In April, 1956, he became the first United States ambassador to the Sudan. In Washington recently he had served as a Senior Foreign Service Inspector. "Pink"—as he was known to generations of F.S. personnel—was active at the first meeting of the American Consular Association, held on March 18, 1918.

SEAGER. Cedric H. Seager died on February 18, 1959, in Rabat, Morocco. At the time of his death Mr. Seager was chief of the ICA mission to Morocco. He had been with ICA and its predecessors since 1947. From 1919 to 1935 Mr. Seager was a director and board chairman of Walter Seager and Co., Ltd., import-export firm operating in Greece and Turkey, and from 1935 to 1942 he was a freelance writer and lecturer. Formerly a British subject, Mr. Seager had acquired American citizenship in 1942 and joined the Army.

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AFSA

Greetings to Secretary Dulles

February 25, 1959

Dear Mr. Secretary:

At a luncheon meeting at the Shoreham Hotel today the members of the American Foreign Service Association unanimously approved an expression of birthday good wishes to you. This expression took the form of a statement made to the members by myself as President of the Association.

The observance of your birthday was also recorded on tape at the meeting and if, as we hope, the recording turns out satisfactorily we will take pleasure in sending it to you as a memento of the occasion. Those of us who were present at the similar luncheon a year ago when you were our guest of honor remember the occasion warmly and we wish that we could have had you with us this year. In closing I should like to associate myself personally with the thoughts expressed in our message of birthday wishes.

JOSEPH C. SATTERTHWAITE, *President*

Enclosure:

"One year ago today in this same place our guest of honor was the Secretary of State. The occasion was his 70th birthday. It was the biggest luncheon that we had ever had but it had also an air of informality. There was a birthday cake, a present in the form of a scroll from the Association and the Secretary spoke to us, informally, for twenty minutes or so. He told us that when he was ten he wanted to be a locomotive engineer but in later decades he had other ideas. Today there are many indeed who give thanks that his thoughts turned to other fields of at least comparable importance.

"In this group here present are included a goodly number of those whom the Secretary is wont to call his 'associates' in the Department and the Foreign Service. This choice of a word, 'associates'—not staff—reminds me of a remark made by a military colleague a few years ago. 'Loyalty,' he said, 'can not be commanded from above; loyalty is earned from below.'

"From the vantage point of six years' experience we can testify that it has indeed been earned and in the fullest possible measure. Rare indeed has been the quality of leadership that we have been privileged to serve. We have had before us day by day for six years the example of a selfless pursuit of duty, of a capacity as unexcelled in intellectual vigor, breadth and versatility as in sustained application, of physical courage and of fortitude of character sufficient to uphold us all in times of crisis.

"I rather think that loyalty is too pale a word to measure that which the Secretary has earned from his associates. A better word would be devotion, for it connotes not only loyalty but also a more personal feeling which has been evoked, above all in those around him, by the humor, humanity and interest in others, which they have observed shining through the hard exigencies of problems faced together.

"Accordingly, today on his 71st birthday, it is with a warmth born of our experience as witnesses to his conduct of office that we send him our good wishes, not forgetting also in these wishes, his gallant companion, Mrs. Dulles. As the President has said, our thoughts and our prayers are with him. We hope and trust that he will soon be with us again, restored to his place of duty serving our country and indeed the cause of mankind in his accustomed way. This is the wish of his associates for his birthday."

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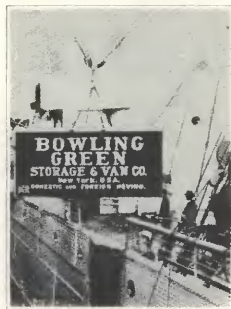
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"For Forensic Affrays"



ON THE Secretary's seventy-first birthday (February 25), the Department of State Correspondents Association presented him with a model, approximately eight inches high, of the lectern in the State Department auditorium at which he stands during his press conferences. The silver plaque bears the inscription: "To John Foster Dulles—Forensic Fencing Champ of Foggy Bottom—State Department Correspondents Assn.—February 25, 1959." In an accompanying letter in behalf of the Correspondents Association, Board Member John M. Hightower wrote:

"Your recent birthday was an inspiration for many people. It inspired three different groups to hold parties in your quarters at Walter Reed. It inspired many reporters and commentators to report and comment. It inspired the Department of State Correspondents Association to look into the question of a suitable recognition of the occasion. Out of this inquiry came the decision that what you undoubtedly need is a portable lectern. We felt it should be small enough to be carried on airplanes so that you can hold a press conference anywhere at the drop of a question.

"Happily one of our number, Mr. Warren Rogers, is a kind of 19th Century man, skilled at the lathe as well as the typewriter. Using the lectern in the Department's auditorium as a model, he fashioned the miniature presented to you herewith. We trust you will find it ornamental as well as useful, a trophy of many forensic affrays already held and a harbinger of many more to come."

"It Needed to Be Written"

MR. LEDERER and Mr. Burdick have badly written a best seller. . . . The authors say "The authors have taken part in the events in Southeast Asia which have inspired this book. . . ." They talk about winning the confidence of the "natives" on the one hand, but warn against the use of "natives" as switchboard operators or in any sensitive positions. . . . It doesn't take an abundance of sensitivity or even sense to know that people like to be called by their names, and that nobody thinks of himself as a native. . . . The authors claim that only little things—better seeds, better chickens and chicken feed, better brooms—are needed in Asia. Nobody wants or needs big things—hydro-electric plants, highways, large industries. This simply isn't true. And I offer Pandit Nehru's thoughtful speech of last year to the TCM Conference in which he said that in order for people to get what they are demanding and should demand, it takes not only cottage industries, but also large-scale industrialization. . . .

Messrs. Lederer and Burdick demand that every American going to work in another country be fluent in its language and steeped in its customs. Their ideas are good, but over-simplification and over-selling hurt them. . . .

"The Ugly American" needed to be written. It still does. —Bertie Meeker in the NEWS CIRCLE of the American Women's Club of New Delhi.



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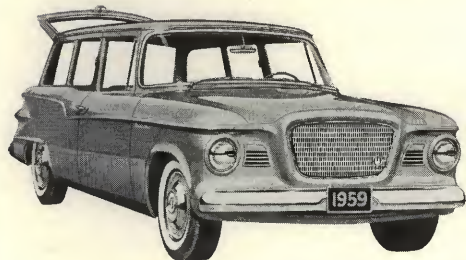
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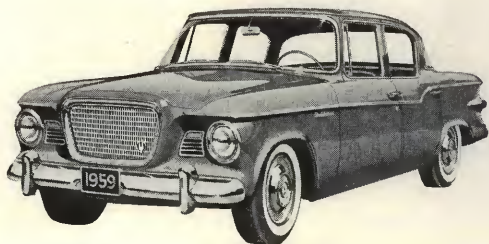
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Forty Years Ago

by JAMES B. STEWART

FORTY YEARS ago last month, in March 1919, the first issue of the AMERICAN CONSULAR BULLETIN rolled off the presses. It ceased publication in September 1924 and the first issue of the FOREIGN SERVICE JOURNAL appeared in in October 1924.

The editor and publisher of the BULLETIN was J. W. Young of 141 West 36th Street, New York. The masthead read: "Published monthly with the cooperation of the American Consular Association to further American business interests in foreign lands through the Consular Service." The subscription price was \$1.50 a year and single copies 15 cents.

The Editor set forth in graph the connecting link between American business and foreign business. Under the name Robert Lansing, Secretary of State, appear the following names: Frank E. Polk, Counsellor; Wm. Phillips, Assistant Secretary; Wilbur J. Carr, Director, Consular Service; A. A. Adey, Second Assistant Secretary; Breckinridge Long, Third Assistant Secretary. Under Mr. Carr's name is that of Herbert C. Hengstler, Chief, Consular Bureau, and under his name are the titles: Consuls-General at Large, Consuls-General, and Consuls and Vice Consuls.

The first issue of the BULLETIN didn't carry a single advertisement but the next one had a half-page ad of the Challenge Machinery Corporation of Grand Haven, Michigan.

ELECTION OF OFFICERS: The first issue of the BULLETIN printed the results of the first annual election of officers of the American Consular Association and here they are:

For President		For Vice-President	
Charles C. Eherhardt,		William Coffin,	
Consul General at large	56	Consul General	99
Marion Letcher,		Clarence E. Gauss,	
Consul General	28	Consul General	51
Robert P. Skinner,		Otis A. Glazebrook,	
Consul General	97	Consul General	29
For Secretary-Treasurer			
L. C. Pinkerton, Consul Assistant			16
Donald D. Shepard, Consul Assistant			16
James B. Young, Consul			149

"Better late than never," we say, and so after all these years we extend condolences to the losers—to our old side kicks—Messrs. Eberhardt and Gauss.

And More Recently:

Mrs. Theodore Roosevelt, Jr., told the following amusing anecdote about former Ambassador, the late Hugh Gibson: "In 1940, when Hugh was trying to travel from Paris during the days when the French government was disintegrating, his passport was demanded by a French official who asked suspiciously what 'Ex-Ambassador' on the passport meant. Hugh said blandly, 'Why that means most excellent Ambassador—a cut above an ordinary Ambassador!' And Hugh and his party were told to go on at once."

A world without strangers

What are "strangers"?

Are they not just

People we have not met—

People we do not know?

How can friendship begin

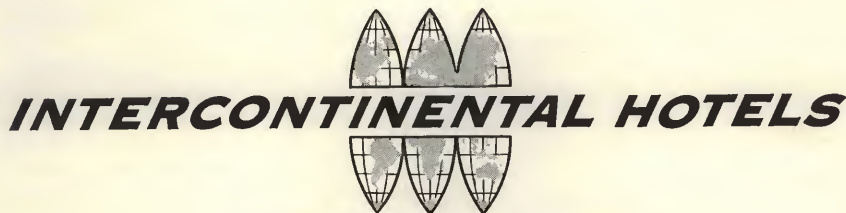
Until your hand clasps mine?

How can commerce grow

Unless strangers work together?

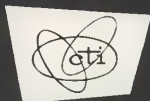
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to build understanding between people
by encouraging the visiting
of people between countries.**



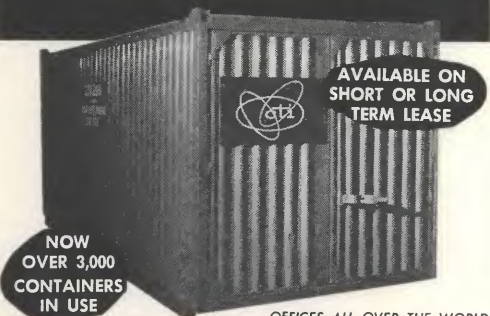
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BY

JAMES B.

STEWART

Armed Guards in Old State

No more will armored cars bring United States currency twice each month to the Department, and no more will armed guards, gun in hand, march along the corridors to the Disbursing Office with the money for the salaries of the Department's employees. By virtue of an order dated March 3, 1934, all disbursements will be made by the Division of Disbursements of the Treasury Department; consequently all employees will be paid by checks twice each month. (From April 1934 JOURNAL.)

Walter Lippmann

Cyril Wynne, Department, writes in the JOURNAL that the book, "The United States in World Affairs—an Account of American Foreign Relations, 1932," was prepared by Walter Lippmann, with the assistance of the Research Staff of the Council on Foreign Relations. Mr. Wynne comments: "In spite of—or perhaps because of—the fact that he is a realist, Mr. Lippmann possesses the gift of narrative. His style is clear and forcible and if it is at times dramatic, one may be pardoned for wishing that some of the ponderous works on the general subject of current historical, economic and political events which are being published had a little more of the Lippmann touch in them."

When Budapest was Budapest

On the evening of February 16, 1934, the Budapest public saw the first European presentation of Greta Garbo's "Queen Christina." The Regent and Madame Horthy attended and Mr. Montgomery, American Minister, was host to the entire diplomatic corps. As in New York or Los Angeles on such occasions, there were the crowds on the street, the cameramen, the light and the music, and, of course, a large number of famed Hungarian beauties accompanied by white ties. (From JOURNAL 1934.)

Comment, 1959: Garret G. Ackerson, Jr. and I were in Budapest then and Garry is there now as Chargé.

Briefs from April 1934 Journal

Frances Hull, wife of Secretary of State Cordell Hull, gives full marks in a JOURNAL article to Foreign Service wives: "... Arriving at a new post, the hard work of getting settled in the new home seems to me to fall upon the wives, whereas their husbands simply move into a new office where they have much the same work and surroundings as existed at the last post—the same sort of desks, chairs and filing cabinets."

Keith Merrill, Chief of the Foreign Buildings Office, wrote in the JOURNAL about our buildings in Moscow, the first paragraph of which reads: "Those of our readers who thought of the B.E.F. (Bullitt Expeditionary Force) to Moscow as hardy pioneers of the Lewis and Clark type, eager for frontier discomforts, will be interested in the illustrations of the office and residential quarters leased for the next two years. The appearance of these buildings is Renaissance rather than late Covered Wagon."

Comment, 1959: Incidentally, Keith grew "mutton chops" against the wintry blasts of Moscow.



A son, Homer Morrison Byington, 3d, was born on February 26, 1934, at Naples, Italy, to Vice Consul and Mrs. Homer M. Byington, Jr.

Comment, 1959: 25 years later this same H.M.B., III enters the Foreign Service, walking in the footsteps of his great great grandfather, A. Homer Byington, of "Who is Byington" fame (Naples 1897-1907), his grandfather, Chief Homer M. Byington, Sr. (Naples 1897-1908 and 1920-1929), and his father (Naples 1933-1937) and now Ambassador to Malaya. Then there is, of course, his Uncle Jim Byington, First Secretary at Lisbon.

The recent television program, "Who Is Byington?," which was based on the book "Bohemian Brigade," by Louis M. Starr, recounts great great grandfather's scoop in getting the first news of the battle of Gettysburg through to President Lincoln.

Reverting to Naples—here is one for the book: Both H. M. B. Jr. and H. M. B., III were born in Naples when their fathers were serving there as Vice Consuls. All of which calls for *cheers* for Jean Byington and for Jane Byington, the dear mothers.

And More Recently

Ken and Ruth Years—Then and Now: About 25 years ago Ruth Allen succeeded Faye Durham in Herbert Hengstler's Division (FA) when Faye and Consul Charles Hosmer married. At the same time Kenneth Years was down the South corridor of Old State in the FSO Training School. Ken used to see Ruth hot-footing it from office to office in connection with her various duties and the upshot was that they were married. Their good old friend, Consul General Hosmer, gave the bride away.

Ruth and Ken are now living in the Rockies, a couple of miles from Boulder, Colorado. Consul General Years retired in 1957 and is now Associate Director of the University of Colorado's Placement Bureau. As for Ruth, she is as attractive as ever and has found an active place in a picturesque college town nestled at the foot of the Rockies.

I met Ken and Ruth for the first time in many years last May when we listened, with Edward Groth, FSO-Retired (Colorado Springs), to an address by our old friend, George Allen, Director, USIA. George was an honor guest at an anniversary dinner of the Institute of International Education. The head of the Institute's Denver office, incidentally, is Ben Cherrington, who was the first chief of the Department's Division of Cultural Relations from 1938 to 1940.

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Congress Ponders a Foreign Service Academy

by HENRY C. RAMSEY

FOR THE past several sessions bills have been introduced in Congress to establish some form of United States Foreign Service Academy which would provide for the training of diplomatic cadets along lines similar to the Military, Naval and Air Academies or which would provide instruction additional to that now offered by the Department through the Foreign Service Institute and other institutions of higher learning.

Interest in the recruiting and training of future diplomats appears to have reached an all-time high in the Congress. Eleven bills have been introduced on the subject in this session as this JOURNAL goes to press. In recognition of the interest which the subject obviously holds for the Service, the JOURNAL has prepared the following summary of the bills now pending before the Congress for the benefit of its readers.

Of the eleven bills analyzed herein, three pending in the Senate and eight pending in the House, those of Senator Symington (S. 15) and of Senators Wiley, Mansfield, Neuberger, Yarborough and Engle (S. 730) represent the extremes between which the others fall and constellate. Senator Symington would establish a West Point of diplomacy in every sense of the word whereas Senator Wiley's bill would in effect establish only a postgraduate course in diplomacy equivalent to that required for obtaining a master's degree.

The salient features of the Symington bill are these:

The Secretary would be vested with authority to establish and maintain a United States Foreign Service Academy "in the mid-western region." Supervision of the Academy would be with the Department but the Department "shall work in conjunction with" a Board of Trustees to consist of the Secretary, two prominent educators, two Senators and two Representatives appointed for fixed terms. The institution would be co-educational and nominees would be appointed by competitive examination, presumably of the type required by West Point. Membership of diplomatic cadets would consist of four from each state nominated by the

Senators thereof, two from each Congressional district nominated by the Representative thereof, two from the Territory of Hawaii nominated by the Delegate in Congress, two from Puerto Rico nominated by the Resident Commissioner, three from the District of Columbia nominated by the Commissioners, and 107 from the United States at large as follows: one from each state nominated by the Governor thereof, 75 nominated by the President, and three nominated by the Vice President.

Cadets would receive the "same pay and allowances as at West Point" and would pursue a curriculum, prescribed by the Secretary, equivalent to that required for a bachelor of arts degree. Cadets could be assigned to the Air, Military and Naval Academies for military observation. In shaping the curriculum, "special emphasis shall be placed on the study of the history, culture, customs, folklore and language or languages of the nations in which the cadets may serve." July and August of each year would be devoted to "practical field training."

Each cadet would be required to sign an agreement to complete his studies at the Academy and to accept service thereafter with the Government for at least three years. The priorities for appointment following graduation are fixed in this order: Departments of State, Commerce, Agriculture, Treasury, Health, Education and Welfare or "any other department, agency or instrumentality of the United States."

At the other pole is Senator Wiley's bill, to which that of Senator Smathers (S. 109) corresponds. Under these bills, the Secretary would establish and maintain a post-graduate institution, in or near the District of Columbia, where "diplomatic cadets in preparation for service as officers in the Foreign Service of the United States" would study and, upon graduation, receive a master's degree. The institution would be known as the United States Foreign Service Academy and would be under the immediate supervision of the Director General of the Foreign Service Institute. Cadets would be selected on the basis of "competitive entrance examinations as prescribed by the Secretary of State" and would "be entitled to quarters and subsistence." Upon entering the Academy, cadets would sign agreements to complete their courses and to serve a minimum of three years in the Service thereafter. Presumably, selection and mem-

FSO Henry Ramsey is a member of the Journal Editorial Board. He recently served as Consul General at Madras and is now on the Department's Policy Planning Staff.

bership, together with the period of study, would rest in the Secretary's discretion. It will be noted that these bills provide for appointment only to the FSO corps.

H.R. 171, introduced by Representative Lane, H.R. 417, introduced by Representative Rodino, and H.R. 2395, introduced by Representative Donohue, are parallel bills and constellate toward the Wiley-Smathers bills except in respect of the degree to be granted upon graduation. These bills provide for the conferring of bachelor of arts degrees but do not specify the length of the course of instruction: presumably this would rest in the discretion of the Secretary. The bills require that special emphasis in the curriculum shall be placed on "history, culture, customs, folklore, and language or languages" of the area or country where the cadet may serve. In other respects, the bills parallel provisions of the Wiley bill and the Smathers bill.

The remaining House bills (H.R. 991, Representative Younger; H.R. 992, Representative Zablocki; H.R. 1232, Representative Bosch; and H.R. 1299, Representative McDonough) are quite similar in detail and constellate toward the Symington bill.

All provide for four-year courses of instruction, except that H.R. 991 leaves the length of the course in the discretion of the Board of Trustees; all vest supervisory authority in a Board of Trustees which would include the Secretary and appointed Senators and Representatives, except H.R. 1232 which vests supervision in the Department through a

superintendent appointed by the President; all, except H.R. 1232 (which is silent on the subject), provide that cadets shall receive pay and allowances equivalent to those at West Point; and all, except H.R. 1232, specify nominations similar to those provided for in the Symington bill, require that cadets shall be between 20 and 25 years of age (H.R. 992 requires that the cadet shall have had two years of college or its equivalent), and that appointments shall be made after graduation on the same general priorities as provided by the Symington bill. H.R. 991 provides also that the Academy shall train students for service in the "Foreign Operations Administration."

Each of these bills prescribes that enumerated subjects, including languages, be emphasized in the curriculum and each, aside from H.R. 1232, requires the cadet to study or serve abroad at least one year following graduation and before appointment on a permanent basis.

All these bills also differ from the Symington bill as to location of the Academy. H.R. 1232 is silent on this subject but the other three bills require that the Academy be located outside the District of Columbia but "at not more than a distance of 100 miles." Finally, H.R. 1232—the shortest of this group of bills—contains two provisions unique to itself in providing that there shall be no instruction on Sundays and that instructors retiring from the Academy shall retire on the same basis as officers retired from service in the Army or Navy.



Sam Fischer's "Road to Viterbo," on display with "Fulbright Painters" at Smithsonian Institution last month.

To Be "E" or Not to Be

by C. FOULKE-HALL WITHERSPOON, III

AS AN American deeply interested in the successful conduct of our foreign affairs, I feel it is imperative to protest a most disturbing phylogenesis in the State Department. It is the creeping westernization of the Foreign Service.

Most thinking men will grant that our greatest national reservoir of historical heritage, cultured environment and educational facility lies within the area bounded by the Hudson River, the Canadian frontier and the Atlantic Ocean. As a man of broad and generous outlook I will also include parts of New Jersey—of course, Princeton University—and the Main Line ganglia of Philadelphia. The true Easterner is born, bred and educated in this rich environment; and, though my definition may seem uncompromising, rigid standards are required for the improvement of any species.

The Republic has always drawn upon this reservoir of character and talent to take the leadership in national affairs. The spread of popular representation has tended to corrupt the splendid purity of this concept and to blunt the natural force of natal impulse. Even under the severest pressures of regional politics, until recently, only the cruder aspects of affairs were surrendered to the boisterous sons of the frontier. It was widely recognized that dis-easternization could not be indiscriminately applied without disastrous consequences. Thus, the demanding diplomatic field was left largely to those most naturally endowed—the Easterners—with the occasional acceptance of those few southerners who had had the fortune to receive an Eastern education.

This happy situation now seems doomed to pass. Statistics have revealed that the dis-easternization of the Foreign Service has now reached proportions which I may justifiably compare in menacing portent to the breaching of the Roman Empire by other barbarians. A cursory glance at the recent promotion list shows ululating waves of westerners crushing in upon the refined few who still uphold antique traditions. Is it possible to contemplate with equanimity the dreadful fact that of the eighty Chiefs of Mission in our diplomatic service, only twenty-five were born and educated in the enlightened East? To make this statistic even more appalling—only twelve of these twenty-five are officers *de carrière*. Fortunately, a wise President draws upon the finer elements of private life to improve the social standing of our diplomatic corps.

A condoling acquaintance suggested that I take heart from the position in western Europe where eight Easterners hold strategic Embassies. Furthermore, a majority of our representatives at the European courts are, of course, Easterners—from Monaco to St. James. However, this is sadly counterbalanced by the fact that eleven of our nineteen Embassies in that area lack the Eastern direction that America deserves and has been accustomed to expect.

It might be said that an Ambassador may often be a figurehead and that it is to the ranks of DCM that one should look to discern the foci of power. Here the facts are even more heart-rending. In western Europe, the very citadel where Easterners traditionally held sway, what do we find? Of fifteen DCM's, only four are Easterners. There are, of course, the masqueraders who may clamor to be included in this count. Born outside the confines of the East, they managed to insert themselves in Eastern universities and to take on the appearance of an Easterner. They have shown the quality of good judgment; but they do not meet my severe standards. In the good old days, entry into diplomatic life depended largely on one's Eastern credits; though it was better not to have attended Harvard than to have been in the wrong club there.

Observe the statistics on the composition of the once-proud group of Foreign Service officers; as many men from Illinois as from Massachusetts—California supplies a twentieth of the total Corps—nearly a hundred Texans have pushed their way into the ranks. It is true that New York leads with 15% of total manpower; but it is, after all, a State which stretches far beyond the reaches of true Easternism.

The reason for this catastrophic situation is not hard to find. A deep and sinister conspiracy by non-easterners has been afoot for years. They have moved stealthily to infiltrate their young men into Eastern universities. They have orchestrated propaganda on the score of "regional" representation in order to intimidate the Examiners to admit the naturally inferior non-easterner. Their boldest stroke has been the capture of both Deputy Under Secretary jobs in the Department, with the four top levels of personnel direction firmly in non-eastern hands.

It is perhaps too late to plead for a return to sanity in the selection of our diplomatic officers or to ask for a strict purging of polluted waters. However, as a patriotic citizen, I cannot withhold the desperate warning to remember that roads to the west lead toward the setting sun.

Administration Is Substantive Work

by GLENN G. WOLFE

A BETTER understanding and appreciation of "Administration" by the Department and the Foreign Service "substantive" officers is long overdue. Mr. Charles W. Thomas' letter to the editor of the *FOREIGN SERVICE JOURNAL* (December 1958) brings into focus a more serious lack of understanding than I had thought existed and prompts the preparation of this article as a partial effort to remedy the problem.*

Administration, as such, is relatively new to the Foreign Service. In pre-World War II days Administration was very simple. A payroll was met, supplies were ordered from Washington after a local employee typed out the requisition list, after someone else had gone through the catalogue and said, "We need twenty of this, and four of that, and twelve of something else."

The fact that this procedure resulted in overstocking of some things and understocking of others was not then considered too serious. Someone met the courier, delivered the mail unopened to the respective offices and the number of pieces was small enough that this operation was not too time-consuming. Personnel management was a problem of minor dimensions handled by a few officers and clerks.

All this changed after World War II. The Department recognized that "managers" were needed and recruited several in 1947. As the missions were expanded to include new military and economic aid programs, an information service, wider political interests and diplomatic representation in a variety of international organizations, the Department continued to recruit administrative personnel. But these were recruited as FSS officers. The importance of professional management to the Service, and to the officer as well, was still not recognized.

To return to Mr. Thomas' letter: Thomas did not talk about a "plan"—he urged parallel careers: substantive and administrative. But what is the great difference between "substantive" and "administrative" work? Why is it that

our officers try to avoid administrative work? My contention is that administrative experience is essential to an officer who aspires to become a Principal Officer or a Deputy Chief of Mission, or for that matter, to attain a key position in any Embassy. Let us recognize at the outset that a man does not have to spend his entire career in Administration any more than he should spend it in CERP reporting, in issuing visas, in biographic reporting, or in any other specialty. But 25% of his career devoted to work in Administration would, I believe, make of him a better Counselor, a better Consul General, a better Deputy Chief of Mission, and a better Chief of Mission.

"Administration" is frequently taken too much for granted. Too few officers look behind the job to analyze the contacts that must be made, the negotiations that must be effected, the reporting that must be done, the planning that must be carried out, the knowledge of every program at a post that must be gained. All of this can certainly be classified in the "substantive" area.

Additionally, the officer gains experience in management of a large organization. He learns to develop workload analysis, as well as how to modernize, simplify and expedite Foreign Service operations. Even a brief review of the varied assignments in Administration demonstrates how such work cannot but help the future career of any officer.

Time in fiscal operations

Of necessity the officer must be in touch with banking circles of the city of his assignment, he must contact government finance officials, he must familiarize himself with tax liabilities—all of which will be of practical assistance to him when he is engaged later in economic reporting. Furthermore, fiscal work will teach him how accounts are maintained, how a budget is prepared, why X number of people are required to do specific jobs. At the same time his young mind is bound to compare some of the outmoded processes used in the Foreign Service today with those he learned in college or observed in business. This knowledge of accounts will assist him when he is Consul at a two- or three-man post and must supervise the preparation of accounts. He won't have to say "I know nothing about this and I must depend

*FSO Glenn G. Wolfe is Counselor of Embassy at Paris. This article was written before we published John Cunningham's "Are We Administering Away Our Effectiveness?" in the February *Journal*.

upon my local employees," and then be dismayed when he is criticized by the Inspectors or the Department for inadequate accounts.

Time in the General Services field

This is, of course, the area commonly referred to as "administrative." General Services is a housekeeping job, but only a segment of the over-all administrative job. Even here, if he is doing a good job, the General Services Officer establishes innumerable contacts with customs authorities, the housing ministry, the police, the city planning authorities and public utilities—to mention but a few. Informal negotiations are required daily. The job is not limited to despatching an automobile, fixing a leaky pipe or ensuring that there is an adequate supply of pencils.

A young officer after spending a year in General Services should have learned the rudiments of drafting, reporting, contacts, negotiations, and he should have learned to blend effectiveness with tact and patience. Some readers might argue at this point that all of these arrangements have been settled either by international law or customs or bilateral agreements. This is true fundamentally but interpretations vary and each new official has his own way of carrying out the basic agreement. Moreover, the young officer obtains invaluable experience in supervising and working with American and especially with local employees.

Personnel

What better way is there to understand the human side of our Foreign Service, both American and local, than to serve as a Personnel Officer for a year? Once again, contacts, negotiations and reporting are all essential parts of the job. He has regular contacts with employment offices and social insurance offices, he must gain a knowledge of the laws of the country and its wage surveys, and must carry on negotiations with the protocol office. But more important, the officer obtains a good education in "human relations." He learns the value of proper personnel planning. He learns, also, the weaknesses of personnel management programs of the Foreign Service, and one day may be able to help strengthen these programs. He has, in fact, been doing substantive work.

At a small post an Administration Officer will be doing all of the jobs outlined above.

Ambassador Joseph Grew, one of the Service's most revered "substantive" officers, has frequently and proudly referred to his achievement of installing a new filing system while he was Vice Consul at Cairo. I venture that Mr. Grew found this experience in a minor administrative area of considerable value in his long and successful career.

There are no mysteries about Administration. It does not take a lifetime to learn. We bring into the Foreign Service some of America's brightest young people, equipped, it is hoped, with good "common sense." Sound administration

is primarily good judgment, and a knowledge of the basic administrative policies laid down in the Foreign Service Manual. Since an Administrative Officer must make many decisions daily, experience in this function helps to develop decisiveness, an essential if an officer aspires to positions of high responsibility.

An Administrative Officer probably does more drafting of despatches, O.M.'s and other communications than most officers at the post. What better place to practice and perfect a drafting skill so necessary to his future? While there are no "end-user" evaluators of Administrative correspondence, any request to the Department has much better chances of success if facts are presented in a well organized and well written despatch.

To carry Mr. Thomas's proposal one step further, all segments of the administrative area of the Department would be staffed by "career administrative" personnel, and a "substantive" officer would never serve in any of these key administrative positions. But would we not thereby be turning the clock back?

Top positions in the Office of Personnel, for instance, under such an arrangement would never be filled by so-called "substantive" officers—yet the experience of such men is essential to an effective personnel program. Substantive experience, together with administrative experience gained while in the Department and overseas, rounds out a man's ability to serve as Director of Personnel. The same definition can be applied equally in the budget field or any other of the strictly administrative type functions.

During the past two years eight FSO's-8 have been assigned to the Paris Embassy and the U. S. Delegation to NATO and OEEC. Through normal rotation seven of the eight have now served several months in Administration. Without exception each has emerged from administrative work not only with a new concept of how experience in this field is of real interest but with an appreciation of the material assistance it will provide him in years to come. At the same time the Embassy gained considerably by the ideas and suggestions of these trainees for the further improvement of Administration and each, I am convinced, will do a better job in a substantive field because of his administrative experience, even though brief.

Too often one has heard a senior officer exclaim, "I don't know a thing about Administration," and either adding, or implying, "nor do I wish to learn." This attitude has been understandable in the past but is not a realistic approach to the complex problems which confront the Foreign Service today. Like it or not, the framework has changed and the things called administrative are part and parcel of the responsibilities of the Consul General, the Deputy Chief and the Chief of Mission. The aspiring officer is well advised not to ignore them.

Notes . . . from an

SKETCHING and painting in Russia offered fascinating glimpses of the country and its people, and frequently introduced the human comedy quite directly.

Moscow and its surrounding rolling countryside presented many odd contrasts to the painter. Though lacking Leningrad's eighteenth century grace and logic, the architecture and street scenes of Moscow were the more interesting to sketch. Crenelated skyscrapers with conical turrets thrust upward while at their feet weatherbeaten log houses clustered like supplicants. Yawning thoroughfares cutting through chasms of apartment blocks teemed with urban traffic, while a stone's throw away pastoral calm reigned in cobbled streets. The functional rectangle of the Lenin Library formed a severe backdrop for the frankly romantic cupolas of an Orthodox church, glinting gold in the sun. In the frozen resonance of winter, high clouds loosed shrouds of feathery snow to cover the grey streets, while keenly piercing winds seemed to have taken a route straight from Siberia.

The monasteries of Moscow and its environs possessed for me a special charm and mystery. Nestled behind fortified walls, thickset towers, and belfries, they seemed to have preserved a withdrawn secretive air—whatever the current use they might be serving. Sometimes they were deserted, dilapidated havens for beasts and children. Occasionally they turned out to be barracks or supply depots. A few were museums, attended by dedicated scholars anxious to initiate you into their treasures. The monastery at Zagorsk functions as such, and cowed monks hurry along the tree-lined paths oblivious of the material world.

Interesting as many of these scenes were, the attempt to record them on paper was sometimes misunderstood. One bitter cold day, while I was sketching an unusually picturesque old house, two formidably vigilant



Monastery

by Sheila Isham

Sheila Isham is the wife of FSO Heyward Isham and was posted to Moscow in 1955. Since her return her works have been exhibited and sold in New York and Washington.

ladies clearly believed that in me they had collared a security risk of the first order. Only after a militiaman at our Embassy had vouched for my innocence of purpose did they retreat, still darkly suspicious. On another occasion in Leningrad a militiaman quietly came up to look over my shoulder as I was working. Identifying various buildings on the drawing, he murmured, "Ah yes, that's the Bourse . . . and the Fortress of St. Peter and St. Paul . . . very nice . . . but what's this over in this corner? A bridge? My, my, we'll just have to

take that." And he reached over, neatly tore the entire page from the notebook and departed as suavely as he had come. As one of Leningrad's most prominent landmarks, the bridge was reproduced on almost every available postcard.

In Novgorod, where the Viking Rurik in 862 A.D. established the foundations of the Russian state, the foreign artist has a less complicated time. The museum curator is an enthusiastic guide to the many splendidly restored churches and monasteries. Novgorod's colors are the slate grey

Artist's Russian Sketchbook

by SHEILA ISHAM

of roofs and of the sinuous Volkhov river, the gold of cupolas and crosses, and the brilliant white of stone walls and towers. In the face of this evidence of a once-powerful city-state, one understands more easily the old saying, "Who can stand against God and Novgorod the Great?"

If Novgorod lives now chiefly on memories of past glory, Yalta on the Black Sea is very much in the present. Along its pebbly beaches and green-clad hills lie rest-homes for vacationing citizens, thousands of whom come each year to bathe in the gentle waters of the Black Sea and to promenade along the boulevards. The cypresses, palm trees, mountains and sea reminded me of familiar lands.

Progressing southeast by air from Sochi to Tbilisi in the Transcaucasus, I was forced to spend an unscheduled twenty-four hours at the airport in Sukhumi, in the company of ten swarthy Armenians. The Armenians, exhilarated with the prospect of returning home, could not have been

more gallant, and they regaled me with tall stories as the brandy, red caviar, and black bread made its rounds. When night came I was assigned a separate hut at the edge of the field while the Armenians were led to a village three kilometers away. At dawn the next day we were assembled for the last leg of the flight over the mountains, and as I attempted to revive on black coffee, my companions sustained a jovial mood with several bottles of wine and hefty chunks of cheese. In the aircraft the festivities were resumed, this time with brandy as its inspiration, and when the bottle was emptied, a spirited game of spin the bottle ensued.

Tbilisi, the capital of Georgia, is an ancient city, surrounded by arid plateaus, and cleft by the muddy Kura river. Although Tbilisi has been extensively rebuilt in modern times and offers the visitor one of the most pleasant prospects of any city in the Soviet Union, for me its most interesting part was the old section

of the city largely untouched for centuries. Climbing up its narrow, cobbled streets through court-yards and up stairways, I sketched as I went, and soon, Pied-Piper-like, I found a train of children following. They would shout word of my progress to the next courtyard, and thus the convoy grew until we reached a disused church at the summit, with a superb view of Tbilisi below. This was part of the Armenian quarter, and curiosity about the foreigner was at a fever pitch. Old and young eagerly posed for photographs, and the children gladly took bits of chewing gum. Eight months later I returned to the same place accompanied by my husband, and the same group instantly recognized me and welcomed us as old friends.

While sketching or painting in Russia had its moments of uncertainty and exasperation, these were far outweighed by the rewards and satisfactions of getting a different perspective on the country and its people.



Izbas

by Sheila Isham

Service Glimpses

1. Mexico City. Assistant Secretary of State for Inter-American Affairs Roy R. Rubottom (left) is being greeted by Minister Cecil W. Gray of the U. S. Embassy in Mexico.

2. Stockholm. James J. Rice, Director in Sweden for Pan American World Airways, is shown here presenting the Pan American Golf Trophy to the winner of the 1958 Embassy golf tournament in Stockholm. Pictured right to left in the Ambassador's office are: American Ambassador to Sweden Francis White, Mr. Rice, Air Force Sergeant Denver D. Parmenter, winner of the trophy, and Harald C. Larsen, Agricultural Attaché, who was runner-up.

3. Madison. FSO's (from left to right) David P. Mann, James C. Powell, Harold L. Davey and Mathias J. Ortwein are graders for the Visa Correspondence Course at the University of Wisconsin.

4. Burma. Ambassador Walter P. McCaughy attended a meeting of Elders and villagers in a small agricultural community in Lower Burma, near Maubin. The meeting was called by land reclamation officials to explain to the villagers the Government's plans for restoring to agricultural production land which was abandoned during the war.

5. Conakry. President Sekou Touré of the Republic of Guinea and Chargé d'affaires Robert W. Rinden on the occasion of the latter's presentation of his letter of credence. Just three hours earlier Mr. Rinden and Third Secretary of Embassy George B. Lambrakis had arrived in Conakry to establish the first U. S. Embassy to Guinea on February 13, 1959.

6. Belgrade. FBO's new apartment house under construction for Embassy employees is made ready for the traditional roof-raising ceremony. Note the two flags on either side at the top and the crossed shirts in the center. The custom of the shirts is an old one in Yugoslavia. When the basic structure is completed the clean shirts are placed atop, apparently to emphasize the difference between dirty shirts (while at work) and clean shirts (after the job is done). There will be 45 spacious apartments in this modern building.

7. Tokyo. At the annual Marine Birthday Ball Ambassador MacArthur delivers birthday greetings to the assembled Marines and ex-Marines in the Tokyo area. Later, 400 guests witnessed the traditional cake-cutting ceremony with Ambassador MacArthur wielding the sword.

8. Madrid. U. S. Ambassador John Davis Lodge (seated at left) and Spanish Foreign Minister Fernando Maria Castiella are shown in Santa Cruz Palace, the Spanish Foreign Office, signing an agricultural commodities agreement. Among those pictured (left to right behind Ambassador Lodge) are W. Park Armstrong, Jr., Deputy Chief of Mission; Richard S. Aldrich, Director of the Economic Mission; John S. Burgess, Agricultural Attaché, and José María Arellano, Spanish Ambassador to the U. S.



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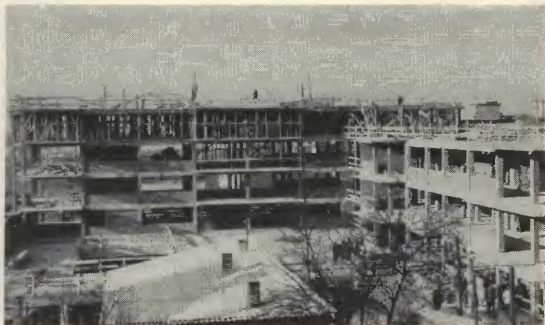
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EDITORIAL PAGES

The Youthful American

AN EDITORIAL in the December issue of the JOURNAL sifted the grain from the chaff of "The Ugly American" and pointed out that the Foreign Service could draw an important lesson from the book. Last month's JOURNAL contained a letter by a junior FSO who raises what we regard as three generally valid criticisms of the book. One of these, we believe, deserves some amplification here.

The authors of "The Ugly American" cannot have had much experience with the younger officers in the Service today or they would have had to acknowledge the fact that these young men and women are in their overwhelming majority able, intelligent, and dedicated to the service of their country abroad. In joining the Foreign Service, many of these junior officers have foregone opportunities to earn more money and lead more settled and comfortable lives at home. They have done this because they are fully aware of the vital importance of this country's foreign relations in the thermonuclear age. They have been drawn to the Service, not in the hope of reaping a rich material reward for their work—they know at the outset that no such prospect lies before them—but because they see clearly that our country's very survival depends upon its winning the struggle in which it is now engaged. There is no other way in which one can explain the readiness of so many young Americans to undertake onerous and unromantic assignments in strange countries. There is no other way to explain the willingness of their wives to bear and rear their children under unfamiliar and often difficult conditions.

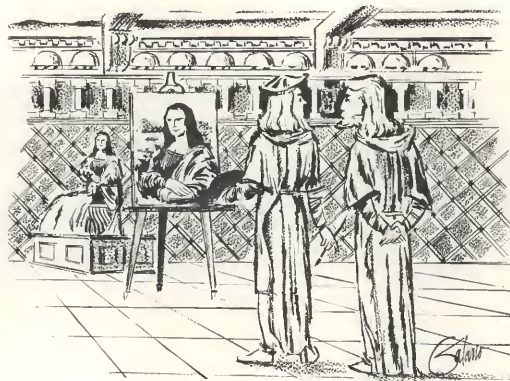
On one point, however, "The Ugly American" is quite correct. Eighty per cent of the new officers coming into the Service do *not* have a useful speaking level in any foreign language. Substantial progress has, however, been made by the Service in recent years towards remedying the lack of language ability. But is there not something wrong when extensive in-service language-training facilities must be provided for men with superior educational backgrounds? Twenty years ago, such men would as a matter of course have offered at least a good reading knowledge of French, German, or Spanish, when they presented themselves for their entrance examinations.

The fact of the matter is that, during this period of vital and growing American involvement with the rest of the world, American educational institutions are not turning

out enough graduates (even to meet the needs of the F.S.) who have mastered a foreign language.

Since we are on the subject of language ability, one other thing needs to be said. An individual who *has* mastered a foreign language, or a number of them, is not merely *ipso facto* a good diplomat or a good representative of America abroad. Language is only a tool and is no more effective than the thought it embodies. Messrs. Burdick and Lederer are right to set as the goal the requirement that personnel serving at a post know the local language. In the light of the practical possibilities, however, we can think of many instances in which we should prefer to have an intelligent monoglot on the job, rather than no one at all.

Messrs. Burdick and Lederer were presumably impelled to write "The Ugly American" by their deep-felt conviction that America must have the best Foreign Service possible if we are to win the present struggle. By failing to note that the Service contains a large number of intelligent, energetic, and hard-working young officers, who would have made their marks in any line of work, the two authors do not offer much encouragement to young people wondering whether they should choose a Foreign Service career. And by failing to point out that the Service is not solely to blame for the lack of language skills among its officers, they obscure the fact that this condition has its roots elsewhere, in our educational system and the negligent attitude of many Americans towards foreign languages.



"It'll never sell"

Pedestals and Performance

AS YOUNG FSO's, we got used to thinking of our British colleagues as models of what a diplomat should be.

An initial receptivity to this view had been formed, we suppose, by a number of influences, among them Sir Robert Bruce Lockhart's "Memoirs of a British Agent," Sir Ernest Satow's "Guide to Diplomatic Practice," and Sir Harold Nicolson's "Diplomacy." More important than these, however, was the popular myth in the United States during our youth, which held that, despite their alleged perfidiousness and overweening predilection for pink gins, British diplomats were consummate masters of their art, who, by the subtle application of arcane techniques, could shape and influence events as bluff and blustering Americans never could hope to do. This view was expressed in one way in the accusation that the British propaganda machine in London and the British Embassy at Washington had single-handedly maneuvered this country into the First World War, and, in another, through Big Bill Thompson's defiant warning that, if King George should ever come to Chicago, he would punch him in the nose.

"Why can't our diplomats do half as good a job as the British (while remaining, of course, good, clean, red-blooded, 100% All-American boys)?" How many times have we listened to questions like that, a slight flush empurpling our cheeks and our upper lip freezing as we prepared to mumm-

ble, "Well, you know, they've been at it longer; they're the boys who wrote the book."

It therefore came as a considerable shock when we read in the *ECONOMIST* that British diplomats had recently been caught short in Iraq, Cuba and Algiers. We had long since become inured to reading and hearing comments critical of our own Service, but the discovery that some of H. B. M.'s diplomatic representatives have feet of clay is too disillusioning.

It's a temptation, under the circumstances, to give way to an unbecoming *Schadenfreude*. Having pondered the matter, however, we've come to the conclusion that the only thing we can do about it is to take to heart those of its specifics against myopia that apply to us as well as to members of the British Foreign Service.

At the same time, we, and our many friends in H.B.M.'s Service whose upper lips never have been frozen, may find some solace in the fact that following publication of the *ECONOMIST*'s article (which we have reprinted below) the character and performance of H. M. diplomats were roundly defended on the floor of the House of Lords by the Marquess of Lansdowne. One can dream perhaps of the day when PRAVDA will be able to publish a critical evaluation of the Soviet Foreign Service under the title "How Red Are Our Diplomats?" (We can dream, can't we?)

"How Green Are Our Diplomats?" *

THE Fleet may be shrinking, but Nelson could still take pride in the doughty defense of his tradition by Britain's Foreign Service. It has formed a habit of clapping the glass to its sightless eye right up to the moment when some new catastrophe hits it, custard pie like, slap in the other one. Last year Her Majesty's envoys were taken completely by surprise by the military eruptions in both Baghdad and Algiers. More recently—if ministers are to be believed, and Commander Noble is, after all, an honourable as well as a gallant member—our men in Havana failed to notice that a civil war was going on until the fighting was pretty well all over bar the shooting of the losers.

In each case—and there have been others—advance warning could have been got without any need to coax cloaks and daggers from Ministry of Works storekeepers. Our diplomats did not have to slink in Haroun al Rashid's tracks through the bazaars, or steal the saddlebags containing The Papers, or snuggle beautiful temptresses, disguised as bagwash, into the bedrooms of the chief conspira-

tors. They had only to read reports published in papers as reliable as (and including) the *NEW YORK TIMES*, and to keep in touch with equally respectable, though admittedly unofficial, persons who were fully alive to the way things were going. In the three cases cited they could have got their information without even having to wrestle with such notoriously exotic languages as French, Spanish or Arabic.

The indictment must be tempered. Its purpose is certainly not to torment a diplomatic service which cannot itself answer back (though it has some formidable champions who are free to joust on its behalf). It is rather to initiate a search for remedies. To begin with, one knows no more than Edmund Burke the method of drawing up an indictment against a whole service. Exceptions abound, many of them admirable ones. There is brilliance as well as ballast among British diplomats; and there is a wealth of solid ability. Diplomatic readers of the *ECONOMIST* may recall that it has on various occasions—notably, perhaps, in the issue of August 3rd, 1957—taken their part against their sillier critics. And the service has a proud record of loyalty—loyalty both to fellow officials and to even the dimmest of

*Reprinted from the *London Economist*.

"How Green Are Our Diplomats?"

its ministerial masters. This seals its lips when it is unjustly blamed for what is really a politician's bloomer. It is a valuable quality; the example set by American and French (pre-de Gaulle) officials in vocally canvassing umpteen different policies at the same time is not an encouraging one.

Yet that same loyalty may contribute to the present alarming epidemic of myopia. This is not to accuse the Foreign Service of being exceptionally prone to "cover up" for its less competent members; nor is it to suggest that British diplomats are deferentially apt to report only what they think their superiors want to hear. (This last night-mareishly dangerous failing certainly besets the Soviet and other fear-ridden systems, and after McCarthy's evil hour it has had some noticeable effects on American diplomacy too.) But the corporate sense of the Foreign Service embodies some of the vices as well as the virtues of the British "public" school system. Conformity in thinking may not be as over-stressed as critics sometimes suspect; but conformity in conduct is. And some of the things which are "simply not done" need to be done.

Is it over-fanciful to detect in this at least one root of the trouble? Good manners are admittedly one of civilization's essentials, but too much anxiety about them can have an inhibiting effect. Many British diplomats have the art of mixing easily in any society; but many others, either because of their training or in an attempt to conceal awkwardness, leave a questionable impression both on foreigners and on their fellow countrymen. Some scarcely bother to conceal their boredom or unease in the company with which it is their duty to mix. Far from complaining about the over-frequent and often fantastic transfers that keep them scudding about the globe, they seem quite content with the excuse this system provides for their not troubling to master languages or probe beneath local superficialities. They may not be instinctively either snobbish or race prejudiced; but they are apt to arouse suspicions that they are, because they conform to a pattern of reserve, muscular Trappism, and revulsion from the least hint of alien fulsomeness, that was laid down by Dr. Arnold at Rugby a century ago. And while their colleagues and superiors doubtless criticize frankly enough any technical inefficiency they show, even their best friends may well hesitate to tell them that this impeccable Rugby form is out of date and liable to keep them sadly out of touch.

Example from above is the only means of curing this malady. Happy is the junior diplomat who works under a master of the art of making contact (which does not call for a more than Rotarian heartiness, but for an approachable warmth and a genuine interest in other people's affairs). Unfortunately there are still to be found among the top ranks of the Foreign Service some practitioners of the lack of personality cult, some west-of-Suez, suburbia-minded innocents whose attitude towards non-pinko-grey people combines courtesy with total inability to regard such people as real, and some embusqué survivals who seem to feel that prewar Geneva was really quite as far as one could decently go in mixing with the mass of mankind.

The public has no chance to judge these men until, safely retired, they ventilate their terrifying ignorance of our changing world in memoirs, the posh papers, or Another Place; but their subordinates know their deep-frozen preconceptions all too well. Malleable subordinates may know better than to keep drawing H.E.'s attention to discrepant facts which disturb his liver as well as his Panglossian conviction that everything is under control. Less malleable diplomats may, like honest doctors, speak as they find—and later learn with horror that somewhere along the proper channels their timely warnings had been pigeonholed by an official determined not to let the Foreign Secretary be bothered by panicky nonsense. And, of course, the minister himself (and even his prime minister, as has been known) may suddenly embark on an adventurous policy against which the diplomats deployed in the area affected would have warned him practically with one voice—if only they had been given some inkling of what he was about to do.

Either way, British diplomacy is liable to end up looking myopic rather than Machiavellian, and its best men get tarred with the same brush as its boobies. One cannot hope for a clean sweep of its defects; but a start might be made by unfreezing some upper lips, taking the plums out of some mouths, and adopting the friendly grin commonly found on the faces of, say, the Canadians upon whom British diplomacy now often depends to help it to its feet after its pratfalls. To be warm and approachable does not, admittedly, ensure that one will always win friends and influence people; but when combined with a shrewd good sense, it does make it really easier to find out what is going on in the world.

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The AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION

The new rider for the hospital surgical major medical expense insurance policy, Mutual of Omaha GMG-1728, effective March 1, 1959, will be mailed to members as soon as it is received from the printer. It applies only for members in active service who carry the hospital surgical coverage for their eligible dependents.

Members are urged to read this rider carefully. Their attention is called particularly to the provision that no claims under the policy can be accepted unless the member first has complied with the procedures established for the administration of the health and medical program of the Department of State. Members should protect themselves by observing the requirements set forth in FOREIGN SERVICE MANUAL, VOL. 1 ADMINISTRATION, Subchapter 680, Medical and Health Program.

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WASHINGTON LETTER

by Gwen BARROWS

"Im Springe"

After several false starts, Washington settled into that freshness and expectancy called spring. Crocuses and daffodils showed first, then came the slow greening on the boughs, flowering forsythia and azaleas, and around the Tidal Basin the cherry trees began to bud, later to blossom and fall like powder on the grass.

People home from Kabul and Moscow said there had never been such a lovely spring; staid Washingtonians admitted it had been a mild winter. Grackles, who had performed like clowns on the roof outside our office window all winter did ever more daring feats, cardinals came less to the window, were heard whistling more frequently, mocking birds were more articulate and from the eaves overhead the squirrels leaped down the fire-escape ladder to streak through the maze of branches in nearby backyards.

The European thrush (*turdus musicus*), which this spring made its first visit to the U.S. and stopped off in Long Island, hasn't presented his credentials in the capital city as yet, but the officer on the Greek desk tells us that he has seen flocks of bluebirds and robins, and geese and swans have honked overhead as they flew north to their nesting haunts.

Flowers may not be in the profusion they once were in Washington's many circles and parks, but during the past month one could almost see the town shedding its winter chrysalis for bright-hued wings.

NIX on Dull Pix

We had been sitting 'round at the Journal Editorial Board meeting discussing varied items on the Agenda from Adams. C. C. and his "New Wine in Old Bottles" to Zambesi and current happenings, when someone mentioned photographs.

"Let's not have any more awards for years of service pictures" one member said.

"... and those presentations of credentials, do we have to have them?" another added.

"And how about those pin-head parades—collections of little heads, stiffly in line?"

So we discussed for a bit about what makes a good photograph for the JOURNAL, for the Service Glances feature. The staff was too polite to mention how often pictures

come in unprotected by cardboard, marked with creases and unusable. But we did mention some of the characteristics of the pix we'd liked best in the past few months—pictures showing the Foreign Service in its leisure-time activities, and perhaps the accent should be on activities. The photographs least usable are those with daguerreotype, firm glance forward. These went out—or should have—with the Rogers Act and long white beards on Consuls.

What we do like to have is a family album '59 approach so that in darkest Conakry the officers can shiver and say, "Golly it must have been cold when 'X' went through the snow in Belgrade."

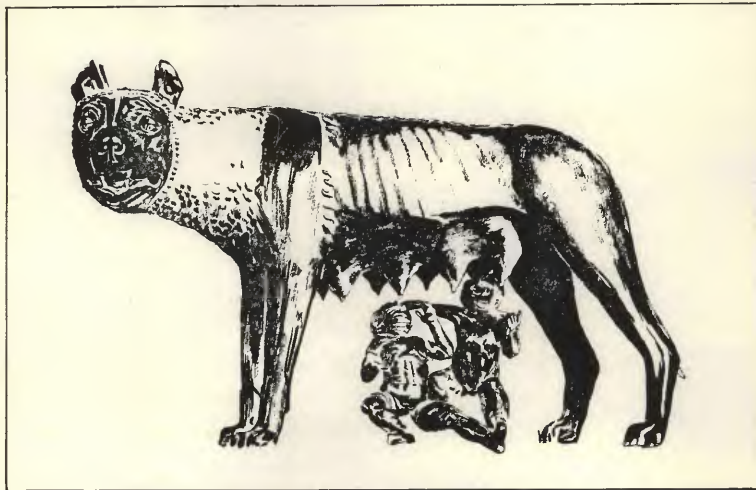
Personally, we like to see the presentations pictures if they're colorful. Negatives we can't use, color transparencies we can't use. Black and white glossy prints, at least five by eight, and sharp—not fuzzy, are what we like best, sent protected by cardboard fore and aft.

Mountain climbing pictures, junior league baseball—even snoozing under a tree are all good. And we'd be glad to have more of the Foreign Service at Home pix—doing over a homestead, family camping trips, tennis champions of today—but action pictures.

Perhaps we should mention, before we leave this subject—timing is important. If, for instance, the photo is of a Fourth of July party, sent in to us in September or later (this is not a fictitious instance) and if it were then sent to

"New Wine in Old Bottles"

By Charles C. Adams



"... Limited Distribution"

the engraver (two months before the magazine is to come out) one would have Fourth of July parties in a Christmas issue.

"Tongue-Tied Foreign Service"

In the Congressional Record this past month, on March 5, to be exact, the JOURNAL was twice quoted in full. Senator Saltonstall (R.-Mass.) included in his testimony both Leon and Leila Poullada's "Our Tongue-Tied Foreign Service" (June, 1957) and Jacob Ornstein's "Foreign Language: Chink in America's Armor?" (February, 1959), as well as John Martin's article in the recent READER'S DIGEST and the SATURDAY EVENING POST article on the FSI.

The senior Senator from Massachusetts rightly estimates the burden of preparation for American participation overseas should lie in the American school system. For some time to come, however, the orientation and language training of Government overseas employees will have to continue as a responsibility of the Government. He has co-sponsored a bill (S. 1243) with Senator Mansfield which would establish standards of foreign language proficiency for the Foreign Service and would assure full use of the FSI facilities.

Senator Saltonstall noted also that S. 1243 would provide a statement of policy to govern the appointment of chiefs of mission and FSO's, and stated that Department officials have been working hard to improve the proficiency of FSO's but limited funds for salaries as well as administrative and training expenses leave much to be desired. His bill, he said, would help correct some of these deficiencies.

The much-discussed subject of Americans overseas was

responsible for some lively committee hearings in March, and we hope to publish substantial excerpts in an early issue of the JOURNAL. Harlan Cleveland, director of the Maxwell Graduate School of Citizenship and Public Affairs at Syracuse University, was testifying before the Senate Relations Committee and Senators Fulbright and Humphrey were both articulate.

In the March HARPER'S Magazine, Mr. Cleveland has an article on "The Pretty Americans—how Wives behave Overseas" based on a study of some 250,000 American women now stationed abroad.

On the Hill

Of particular interest to JOURNAL readers, our researchist J. D. Fishburne says, were several bills last month. From the CONGRESSIONAL RECORD she culled these:

S.1008: to promote the foreign policy of the U.S. by strengthening and improving the Foreign Service personnel system of USIA through the establishment of a public affairs corps.

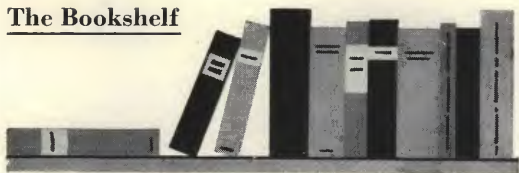
H.Res.167 (Rep. Teller), changing the name of the Foreign Affairs committee to the Committee on International Affairs.

S.1205 (Senator Fulbright), to amend the National Defense Education Act of 1958 in order to provide advanced training for teachers of foreign languages in the areas in which such languages are used. Senator Fulbright said that his bill would allow foreign language teachers to go abroad during the summer to study the language, culture and history of a country under natural surroundings.

Washington
in
Spring

Photo
by
Jim McNamara





Russian Power—Then And Now

by DAVID HENRY

TWO RECENT books provide valuable additions to the literature of Soviet studies. The first* offers a fresh look at what the next century's historians may consider this century's most important event—Russia's Revolution. It gives a highly readable and delightfully lucid presentation of a complex subject. It contains relatively little new information, although the author mentions his use of post-war research on the "secret records of the German Foreign Office." It would be an ideal book for one unfamiliar with the subject but might be skipped or scanned by one who has read other histories of the revolution, for example William Henry Chamberlain's "The Russian Revolution."

The second work** contrasts sharply with the first. Instead of a broad-brush description of a historically significant event, this book gives us a thorough treatment of a comparatively limited topic. It offers a detailed analysis of a subject hitherto largely unknown or ignored: Soviet military doctrine in the age of nuclear war. The author concludes that "the Soviets continue, in the thermonuclear era, to adhere essentially to the classical military strategic concept that the path to victory lies in the decisive defeat of the enemy's armed forces."

To one who has read them together, these books suggest a second, more significant contrast. They dramatize how hugely the power of U.S.S.R. has grown in the forty years between the subject matter of the two works, and how much its relative power position has increased with respect to the United States. Although Russia was a great nation centuries before the 1917 crisis, it had been on the downgrade in comparison with the U. S. ever since the founding of our republic and had reached a nadir in the throes of war, defeat, and revolution. How significantly this picture has changed! It is we who have been going downhill relatively despite the growth of our power position with respect to the rest of the world. The change has been especially and shockingly swift in the historically brief period since the end of World War II. The Garthoff book unintentionally dramatizes this fact by its description of Soviet strategy for defeat of the U.S. in a nuclear war. No other nation could seriously make

such plans to overcome America. Why is Russia, only forty years after the depths of defeat and revolution, able to do so?

A cardinal point, it seems to me, is that Russia's power has grown primarily for internal rather than external reasons. Contrary to the belief of many, the U.S.S.R.'s diplomatic and propaganda victories have resulted from, rather than produced, her national power position. The Soviet leaders themselves have always recognized this fact and based their policies upon it. It remains an axiom among Soviet specialists that domestic considerations dominate foreign in the formulation of Soviet policy. The U.S.S.R.'s vast power today stems essentially from the national strength of the Russian people and the success of Soviet internal policies. Painful as it is to our belief in the democratic process, we should be dangerously unrealistic if we refused to recognize that totalitarianism has not failed in Russia. We may hope for changes in the future, but thus far dictatorship based on atheistic ideology has organized and developed the native qualities of the Russian people, led them to previously unattained power and prestige in the world, and to a large degree gained their allegiance.

Does the future offer any better prospect? In addition to the infinite possibilities for change inherent in the unknown, at least two courses of development could alter Russia's attitude toward the U.S. One is the already evident waning of the Russian revolutionary *élan*, characterized by such factors as the tightening crystallization of the new class structure and the rise of bourgeois attitudes in that cornerstone of communism, the urban proletariat. As the U.S.S.R. gains an increasing stake in the *status quo* we can hope that Soviet foreign policy will show further effects of that basic law of human nature—that he who has is more conservative than he who hasn't. Second is the spreading shadow of China. The realities of power suggest that Russia may someday again need an American ally, this time against pressure from the east. It may be more than coincidence that essential elements of Soviet military strategy as outlined in the Garthoff book are better designed to deal with the land power of a contiguous China than with the sea and air power of a distant America.

FSO David Henry has specialized in Soviet affairs, served several years in Moscow, and is currently assigned to RSB (formerly DRS).

*THE RUSSIAN REVOLUTION, By Alan Moorehead, Harper & Brothers, New York, 301 pages, \$5.00.

**SOVIET STRATEGY IN THE NUCLEAR AGE. By Raymond L. Garthoff, Frederick A. Praeger, New York, 283 pages, \$4.50.



NATO family picture, taken at December 1958 meeting in Paris

NATO and the Future of Europe, by Ben T. Moore. Published for the Council on Foreign Relations by Harper & Brothers, New York, 258 pages, \$4.50.

Reviewed by WOLFGANG LEHMANN

MR. MOORE has produced a compact, readable and extremely useful book. In fact, the title "NATO and the Future of Europe" may be somewhat misleading, at least to the layman, for the author addresses himself not only to the North Atlantic Treaty Organization but also, and of course quite rightly so, to the entire interrelated complex of existing and attempted Atlantic and European organizations and institutions which have come into being (or, as in the case of the European Defense Community, have failed to

materialize) since the end of the second World War. The account of the creation of NATO, the Organization for European Economic Cooperation, the Western European Union, the Council of Europe, the European Coal and Steel Community, the Common Market, EURATOM and of the motivations, circumstances and considerations giving rise to these efforts and shaping their development is a provocative analysis of a process of great significance to the Free World.

NATO, Mr. Moore says, "has been forged into the most powerful and closely knit peacetime alliance the world has ever known." Having said this and much else, the author

Mr. Lehmann is Public Affairs Adviser in the Office of European Regional Affairs.

NATO—Ten Years Later

poses and deals with a series of challenging and provocative questions. With respect to the organization of the Western defense effort, Mr. Moore raises the question whether it might not have been more advantageous to the West had the United States chosen in the late 40's to build a Western defense organization on a European rather than on an Atlantic basis. Mr. Moore says no serious thought was really given to such an alternative and the possibility of a looser association by the United States with a European defense union. In justice to the author, it should be said that Mr. Moore bases the line of thought he develops from this premise not on any archaic idea of isolationism but entirely on the contention that such a pattern might, in the long run, be more effective from the standpoint of the security of the Free World. Although he supports this contention with a number of apparently plausible arguments, many will question the validity of the theory that such a choice did really constitute a viable alternative to the constructive step taken by the United States when it signed the North Atlantic Treaty on April 4, 1949.

Mr. Moore's premise does not appear to be a realistic one. In fact, it is highly questionable, not only on the ground that the manifest intentions of the Soviet Union were, in 1948 and for that matter are today, of such a nature as to rule out the alternative of a looser defense association between Europe and North America, but also for reasons deeply rooted in the historical experiences of the United States and of Europe. With regard to the question raised by Mr. Moore concerning the willingness of those members of

the alliance possessing nuclear retaliatory forces to use these weapons in the event of aggression against a member country, it should be noted that the communique issued at the conclusion of the December 1958 Ministerial meeting of the North Atlantic Council specifically stated that "NATO defensive strategy continues to be based on the existence of effective shield forces and on the *manifest will to use nuclear retaliatory forces to repel aggression*." Surely this is a clear statement.

"NATO and the Future of Europe" is a provocative study although many of the suggestions and proposals put forward by the author are wide open to question and debate. The student of foreign affairs and those active in the implementation of our foreign policy will find Mr. Moore's book a useful one.

Living in State by Beatrice Russell, David McKay Company, New York, 272 pages, \$3.95.

Reviewed by J. D. FISHBURNE

IN THIS delightfully written book Mrs. Russell, wife of FSO Earle Russell, takes the reader into her young family and shares some of their experiences during eight years in the Foreign Service, with assignments in Addis Ababa, Tunis and Beirut. For the layman she has included chapters describing what the Foreign Service is and how it works, but she also describes episodes which will certainly be appreciated by Foreign Service readers. The Fourth of July reception at Beirut and their first home leave in the States are amusing examples.

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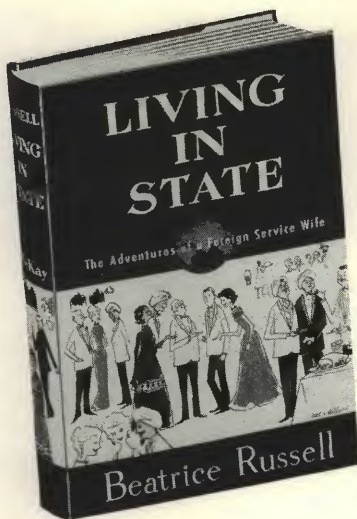
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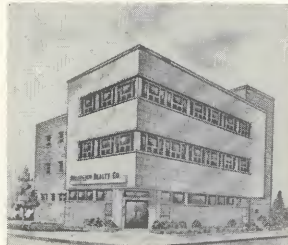
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The Bookshelf

*THE STATE DEPARTMENT AND THE FOREIGN SERVICE—
“The Wriston Report—Four Years Later.”* By Zara S. Steiner. Published by Center of International Studies, Woodrow Wilson Hall, Princeton University.

Reviewed by JAMES F. TAYLOR

IN HER backward look at the four years that followed the Wriston Committee, Miss Steiner indicates that, for better or worse, the Wriston Committee brought about basic and permanent changes. With exceptional insight and balance, her study reviews and evaluates the traumatic revamping of Foreign Service administration which was triggered by the “Secretary’s Public Committee on Personnel” under the Chairmanship of Dr. Henry M. Wriston. In 57 readable pages she manages to telescope and put into perspective: the historical background leading up to the Wriston Committee; the complex problems the Committee endeavors to solve; the solutions blueprinted by the Committee; and the manner in which these solutions have been put into effect. Most important, she gives an informed evaluation and a series of specific recommendations for additional steps necessary to strengthen and improve the Foreign Service.

Because this reviewer has, for a decade, been closely associated with the task of strengthening the Foreign Service’s programs in one specialized field—labor—he read with particular interest her comments relating to the “generalist” vs. “specialist” question.

The Wriston Committee said the Foreign Service must “also open its ranks to a large number of people with a high degree of specialization in other than the general practice of diplomacy.” About this Miss Steiner said: “the integration program has increased the need for specialists without increasing the supply”; “if the present system of creating separate overseas services is to be discontinued, the Foreign Service must include in its ranks specialists trained in specific areas and skills”; and “the lateral entry provisions have proved the least successful part of the program.” Consequently, she says, “Foreign Service officers are doing jobs for which they have inadequate training” and “the result has been a general decrease in the efficiency of offices most dependent on highly trained personnel.” She develops with skill the tough question of how to develop, in an integrated Foreign Service, the highest caliber specialists.

While recommended solutions fall somewhat short of her exposition of the problem, she does make some useful suggestions. She says, for example, that the specialized positions “must first be designated and future requirements predicted”; more “selective recruitment at the most junior level” should be tried; “the Reserve category should be more adequately used”; “the need for specialists cannot be filled through the training of generalists at mid-career”; and in the functional fields “outside recruitment and lateral entry provisions are most needed.”

This is “must” reading for a Foreign Service officer who wants to understand better the personnel system that controls his professional destiny. For those, like the reviewer, who are in the “outside” agencies which rely so heavily on the Foreign Service “product,” the study will give a new appreciation of the staggering administrative problems with which the Foreign Service must contend. As a case study of a tremendously difficult problem, it should be useful to any student of public or personnel administration.

The Bookshelf

THE ZIMMERMAN TELEGRAM. By Barbara W. Tuchman. New York. The Viking Press. 244 pp. \$3.95.

On March 17th, 1917, under the heading "How Zimmerman United the United States," the LITERARY DIGEST published a summary of nation-wide editorial comment on a message dated January 16, from the German Foreign Secretary to his representative in Mexico. The Foreign Secretary was offering, in the event of America's joining in the European war, an alliance to Mexico and Japan, whereby Mexico could reconquer her lost territory in Texas, New Mexico and Arizona. The wireless was picked out of the air by British Naval Intelligence, decoded by the famous "Room 40" in London and passed along to our Ambassador Page on February 28, at a time when President Wilson, who wanted to mediate between the European powers but did not want to be forced to intervene, was angered by a pacifist group in Congress which was starting a filibuster on the Armed Ship bill. The telegram, as the author says, was "not the only deciding factor upon the President" but was rather "the last drop that emptied his cup of neutrality." An extra session of Congress was called for April 2, at which time the President read a war message and asked for an Army of 500,000 men. On April 6, a resolution declaring a state of war was passed by the House and signed by the President. This is a highly exciting bit of diplomatic intrigue written in a most interesting style with ample citations from the original sources. (F. G. B.)

Choice for Survival

Reviewed by G. EDWARD CLARK

"MY SUBJECT," says the author of "Choice for Survival," "is the implications of the nuclear revolution (in wartime) for international politics. It has seemed to me that this revolution has, on the one hand, increased the possibilities and the likelihood of averting unlimited war; on the other, it has increased the penalty for failure to avert it."

Louis J. Halle writes with authority and conviction based on an impressive career, including service on the Policy Planning Staff of the Department of State and, incidentally, as a member of the Board of the FOREIGN SERVICE JOURNAL. From this perspective Mr. Halle is able, without underestimating the dangers ahead, to see possibilities of hope that have not yet been impressed on the consciousness of the non-professional public. With military and political conflict between the great powers approaching various degrees of stalemate, the author believes that the survival and ultimate victory of either side will "depend primarily on the inner health of the national societies, their integrity, their ability to cope with their own problems, their cultural strength and attractiveness, the promise of their ideals and achievements."

"Choice for Survival" does not, perhaps for the Foreign Service reader, present a startlingly new or radical thesis. However, based as it is on sound historical fact, logical deductive processes, reasoned and tempered judgment, this book offers encouragement to any person dealing in or concerned with the international relations of this nuclear age.

"CHOICE FOR SURVIVAL" by Louis J. Halle. Harper & Brothers, New York, 147 pages, \$2.75.

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The Bookshelf

What We Are For, by Arthur Larson. Harper & Brothers; 173 pages. \$2.95.

Reviewed by G. EDWARD CLARK

AMERICANS, according to Arthur Larson, seem to know what they are against, but can't agree on what they are for.

"Capitalism," says the businessman.

"Rule of law," says the lawyer.

"Primacy of the individual," says the philosopher.

Actually, says Mr. Larson, we have an ideology—"which we have not articulated. The Soviets have articulated an ideology—which does not in fact exist."

Mr. Larson then proceeds systematically and lucidly to identify a broad spectrum of political, economic and social values which comprise the fabric of our ideology. He relates these values to our foreign policy objectives and suggests, from his own background as a former director of USIA, ways in which this country can project a more accurate image of itself abroad. Even if one does not accept all the definitions or techniques suggested by the author, his redefinition of "Americanism" should provide stimulating reading for anyone interested in international relations.

Reporting and Intelligence

Reviewed by R. D. GATEWOOD

EVERY reporting officer in the Foreign Service should find this book* of more than passing interest. The author, using only unclassified materials, has performed a public service by providing a broad up-to-date picture of the cluster of Government agencies, led by CIA, known as the "intelligence community." The Foreign Service, of course, plays a vital role in the life of this community, as the Department is primarily responsible for collecting political, economic, sociological, and scientific data on foreign countries.

Mr. Ransom reminds us that 80 percent (and probably more in peace time) of the current and basic intelligence that is relevant to national policy is obtained from published data and overt contacts. Without dwelling at length on collection problems, the book describes the process of evaluating the mass of reports reaching Washington and of producing, by inter-agency committees, the "national estimates" used for policy decisions. A distinction is clearly drawn, however, between the importance of the foresight provided by accurate intelligence and the inescapable fact that policymakers must often make decisions in the absence of information that might suggest a definite course of action. The author is perhaps too much concerned with the possibility that CIA will become a "third force" between the Departments of State and Defense, but he is probably correct in anticipating that the public and Congress will in future display an increasing interest in the activities, methods, and products of intelligence agencies.

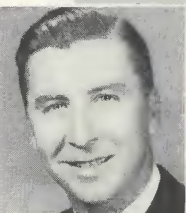
The book includes useful notes and an excellent bibliography.

*CENTRAL INTELLIGENCE AND NATIONAL SECURITY by Harry Howe Ransom, Harvard University Press, 287 pages, 1958, \$4.75.

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Fables for the Foreign Service

THERE WAS once an officer in our Embassy in Zambezi who stood high in the esteem of his Ambassador. After he was there a pair of years, a bell rang on the IBM machine in the Department and a card popped up, inscribed in words of one syllable—so they could be read in PER—SEND THIS MAN TO A NEW POST.

So his name was sent to a BOARD where it was Frontpaged, AAB'd and Panel A'd. Also they pulled names out of one hat and posts out of another. Our friend was assigned to Calcutta, and orders in that sense were telegraphed forthwith.

The Ambassador replied immediately, describing in most eloquent terms that our friend was INDISPENSABLE. Two bells rang on the IBM machine at home, and an amber light glowed ominously.

After a brief pause new orders were despatched, respectfully expressing gratitude for the Ambassador's helpful advice, and ordering our friend to Dacalogmagog.

Have you ever read the post report on Dacalogmagog? It is worth a moment's reading to make you feel more comfortable where you are.

The Ambassador replied in outrage. He reported that the officer in question was the main support of everything but the walls of the Embassy. He was implied to be the Ambassador's right arm.

Six bells rang on the IBM machine and a bright red light blinked rapidly. A button marked REVENGE was pressed by the SPECIAL EXECUTIONER and a name appeared on a small screen inside a lead-protected chamber—Chicamagagog.

No one in Zambezi had heard of Chicamagagog before. At last a post report was found describing it in terms which made our friend knock his head upon the floor. There was, however, one good thing about the post. On weekends one could have a pleasant change by driving up to Dacalogmagog.

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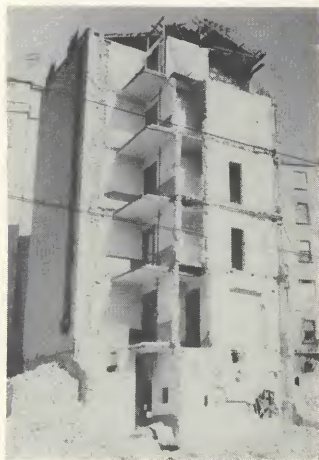
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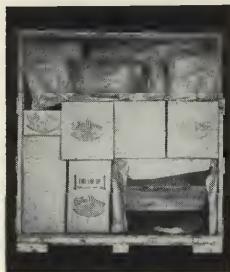
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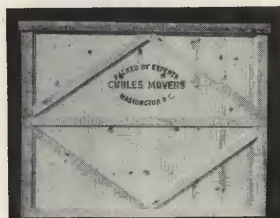
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Illustrated Post Report (con't.)

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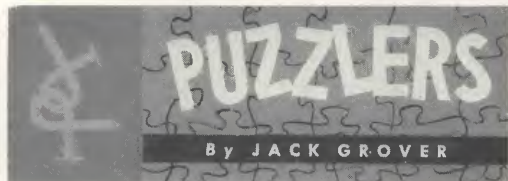
1217 G STREET : WASHINGTON, D. C.

Illustrated Post Report (con't.)

Good servants are scarce. For the most part, the
available maids and houseboys are untrained



... but willing.



A Ticklish Problem

IN the heart of the African jungles three missionaries were once faced with a ticklish problem. They were traveling with three cannibals, and had come to a wide river. The only means of transportation they had at their disposal was a small dugout canoe, which could hold at the most only two people at a time.

Now all of the missionaries knew how to paddle, but only one of the cannibals, the Chief, could. The white men after a colloquy decided it would be possible, by making several trips, for the six to get across safe and sound. At no time, of course, could the cannibals outnumber the missionaries, for as soon as this would happen the cannibals would be sure to forget their teachings and dine. With your help can they get across? Better use matches, cards or some such.

Connotation Catch

SOMETHING HAS BEEN described as an intrinsically rectangular and essentially heterogeneous concatenation of dissimilar verbal synonymic similitudes, replete with internal inhibitions, yet promulgating external ratiocination and meticulously designed to promote fulminatory vituperation and dispel hebetudinosity. Three guesses as to what it is.

(For answers see page 41)

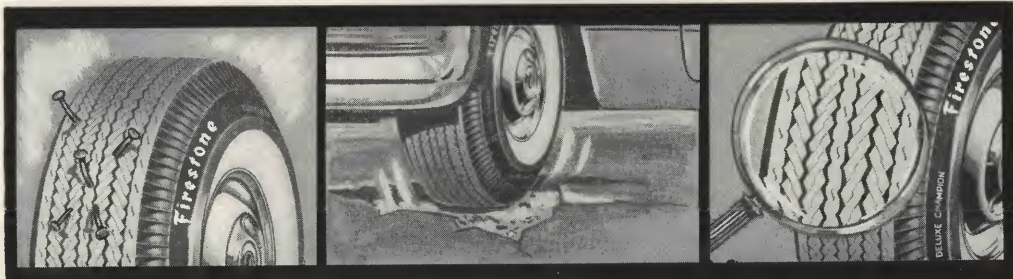
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Letters to the Editor

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.

On the Showing of Efficiency Reports

To the Editor,
FOREIGN SERVICE JOURNAL:

There is a kind of axiom about efficiency reports that some of us may have heard. It is that the best (most honest) reports on most officers are those that are written after such officers have left their posts on transfer. This may or may not be true but the implications of this saying are worth thinking about.

One could elaborate but what does this actually imply? It is that many if not most efficiency reports, and especially those at the smaller posts, are apt to gloss over personal deficiencies where it is felt that they should be pointed up at all, with a kind of artful ambiguity so as, if possible, to avoid leaving a wound but at the same time to convey enough that is unsaid to permit someone in the Department, and especially the Selection Board, to "read between the lines." It means that for wholly understandable reasons some reports are not truly accurate, and that the Selection Boards are to a large extent confronted with the problem of recommending promotions either on the basis of the number of nice things that can be said of the various eligibles or inversely in accordance with the faintness of the praise with which a subject is damned. The result is that some are promoted mainly because their records show little or nothing of an adverse nature even though they may be less deserving than others.

I have prepared scores of efficiency reports myself and I have served in a position that has led me to read hundreds of others. I know whereof I speak. I am all for such reasonable checks and balances as can practically be contrived but we already have one such check at most posts in the form of the Reviewing Officer.

This is enough. For the rare injustices that may be prevented by

having to show a particular report to the subject thereof there are usually many more injustices done others among that officer's competitors in class whose chiefs may not have been so much "on the spot" in making out their reports. Therefore to avoid any possible misunderstanding on the part of anyone it would be well to *prohibit* the showing of an efficiency report to the subject thereof except perhaps for the various numerical factor ratings given or except in special circumstances to be determined by the principal officer, as for example where the adverse might be serious. This would not prevent the holding, as is certainly desirable, of a frank discussion with the subject of his weaknesses, if any, nor affect his right to obtain the substance of such alleged weaknesses (as well as virtues) either in person from the performance measurement and evaluation people in the Department or by writing for it.

This would, however, constitute a return to the sensible procedure of years past by placing full reliance for the honesty of the report squarely where it belongs, that is, on the integrity of the reporting officer, and on him alone, and still ensure each officer the right to defend himself against real or imagined injustices.

F. S. O.



"We had four divisions on paper yesterday—Now the paper's gone."

Ideas for Improvements

To the Editor,
FOREIGN SERVICE JOURNAL:

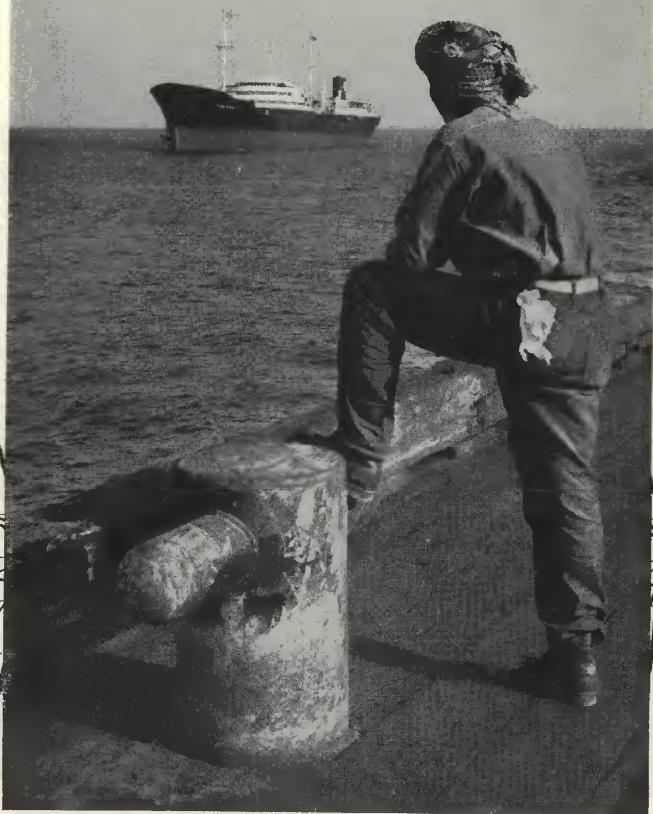
Recent issues of the Foreign Service NEWS LETTER (November and December 1958) announce the establishment of new committees on Foreign Service Administration and Training, and Improvement of Consular Activities, and suggest that anyone, officers and clerks, may send ideas for improvement directly to the Director General of the Foreign Service for consideration by these committees. Both the NEWS LETTER and the JOURNAL thus offer opportunities for discussion outside the usual official channels of individual's opinions and suggestions on matters affecting the Foreign Service. Perhaps this will turn up some constructive suggestions that would never otherwise "see the light of day." I would like to see an article in the JOURNAL, and maybe some letters to the Editor, on the aims and probable result of these newly established committees, which would seem to provide direct channels for constructive ideas.

If an officer has made suggestions at his post which have either not been considered, or have been rejected, is he really advised to send his ideas direct to Washington through this new channel, if he is convinced they merit consideration? I believe the old employee suggestion system had forms which were to be initialed by one's supervisor. This new plan might well bring in ideas which would be valuable but, let's face it, might have jeopardized someone's efficiency report or caused unpleasant inter-office relations if submitted to or through his supervisor. Is one really expected to send in suggestions "while your blood is boiling" as stated in the December NEWS LETTER? This is a rather revolutionary idea. Let's have some comments on how it is expected to work out.

ELIZABETH B. JOHNSON
Vice Consul (FSO-6)

London

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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.

Language Training and "The Ugly American"

To the Editor,
FOREIGN SERVICE JOURNAL:

As a co-author of "The Ugly American," I have resisted the temptation to respond to reviews and comments on that book. However, Mrs. Kocher's comments are simultaneously so sincere and so confused that they deserve answering.

Mrs. Kocher states that the things we describe are all exceptions to the rule . . . and then goes on to argue that in any case the things are necessary and inevitable and widespread! Take language. Mrs. Kocher states that language is important, but it does not "automatically establish friendships either." This suggests that language is not so important. Also she goes on to say that there is a "language officer" in most Southeast Asia posts. This is simply not true. In the whole sweep of Southeast Asia we are not "covered" in even the major languages to say nothing of the dialects. This is a fact which Mrs. Kocher might not be aware of, but what disturbs me is that her words on language boil down to this: Language is important, but it's difficult and we're "covered" anyway.

Mrs. Kocher on American "Golden Ghetto" life is not much more reassuring. She states that most Americans do get out into the country . . . but a sentence later states that they *don't* and should not or the embassy could not function. On both counts she is wrong. Most embassy officials, not a minority, seldom sally forth into the country except in rare and aseptic situations. The embassy would function much better in its political and social reporting if its members got out in the country. Mrs. Kocher's vision of what is appropriate embassy work is 19th century, *pukka*, and precisely what is wrong with many of our people abroad.

We are aware that there are thousands of "little" Americans (her phrase, not ours) abroad doing a magnificent job. But we also know

that they need a more substantial budget, committed over a period of years and in a consistent manner.

I do not know what Mrs. Kocher means by exaggeration, but every episode in the book has happened—and many times. And is still happening. She must also have read the book badly not to perceive that over half of it is devoted to Americans overseas who do things well.

This letter has the sound of harshness to it and for that I apologize. But Mrs. Kocher's letter has all the elements of pomposity, half-thought out ideas, misperception of reality which we criticize in "The Ugly American." Her seeming incomprehension of what is happening in the world and her concern with American "reputation and morale" at a time when history is massively being reshaped depress me enormously.

EUGENE BURDICK
University of California
Berkeley

Editor's Comment:

Because of the interest in and importance of language training, mentioned in the letter above, we asked Personnel for current figures on our language officers in Southeast Asia. They wrote us:

There are thirteen U. S. Foreign Service posts in Southeast Asian countries at the present time. The following languages, other than English, are spoken at these posts: Burmese, Chinese (spoken by important population groups in all Southeast Asian countries), Cambodian, Indonesian, Malay, Thai, Laotian, Vietnamese and French. There are also a number of local dialects. At least one language officer, with competence in a pertinent Far Eastern language, is assigned to each of the posts listed, and at most posts there are two or more.

The total number of officers with pertinent Far Eastern language competence now assigned in the area is twenty-three (counting eight Chinese

language officers). There are also thirteen officers in training in languages relevant to the area, not counting Chinese language trainees, and fourteen more scheduled for training. Other Far Eastern language officers are working in the Department, or on rotational tours in other areas.

Twenty-five French-speaking officers are assigned to the four posts where French is a generally-understood medium of communication, in addition to Far Eastern language officers. (English is equally understood in other Southeast Asian posts.)

Not all of the language officers assigned to these posts have as yet developed full fluency, since up to thirty months of fulltime application are required for complete mastery of Far Eastern languages, but all are developing their proficiency. The Department of State has been training officers in Far Eastern languages in growing numbers since World War II, and has now established a five-year program for the training of officers in all difficult languages in quantities sufficient to meet all the needs of the posts involved, both in Southeast Asia and elsewhere.

Editor's Note: The Editorial Board has suggested that due to the limits of our space no further correspondence be addressed to our letter columns on "The Ugly American" at this time.

Kamakura Buddha

To the Editor,
FOREIGN SERVICE JOURNAL:

It was a delight to see the placid face of the Great Buddha of Kamakura in the January JOURNAL's Service Glimpses—but it was startling to me, as I presume it was also to the several other FSO's who while assigned to the Consulate General at Yokohama have lived in the shadow of this famous Japanese monument, to find it described under the heading "Seoul."

THOMAS H. MURFIN
Naples



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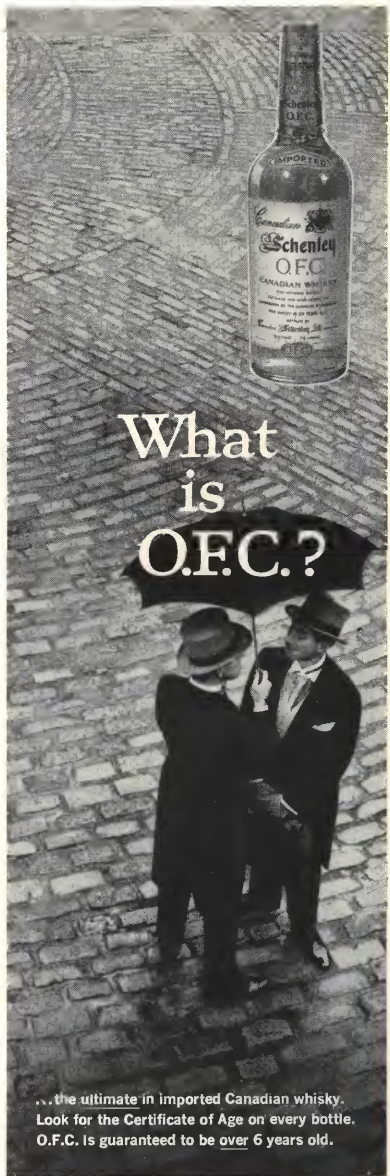
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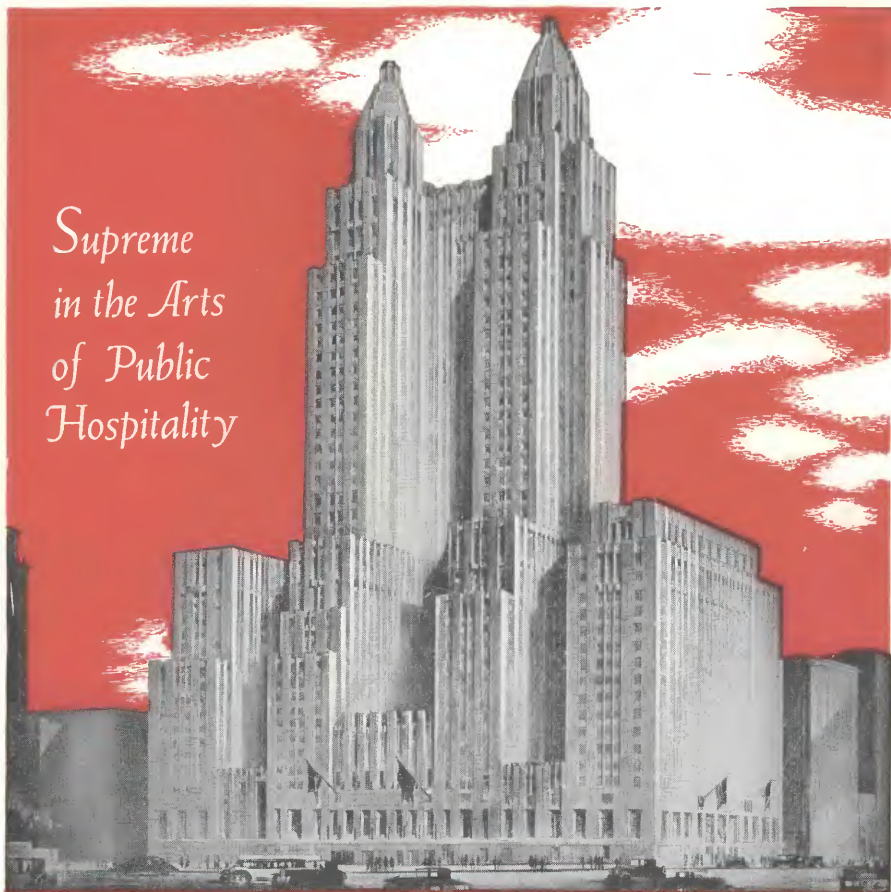
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