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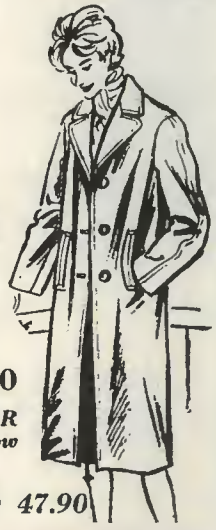

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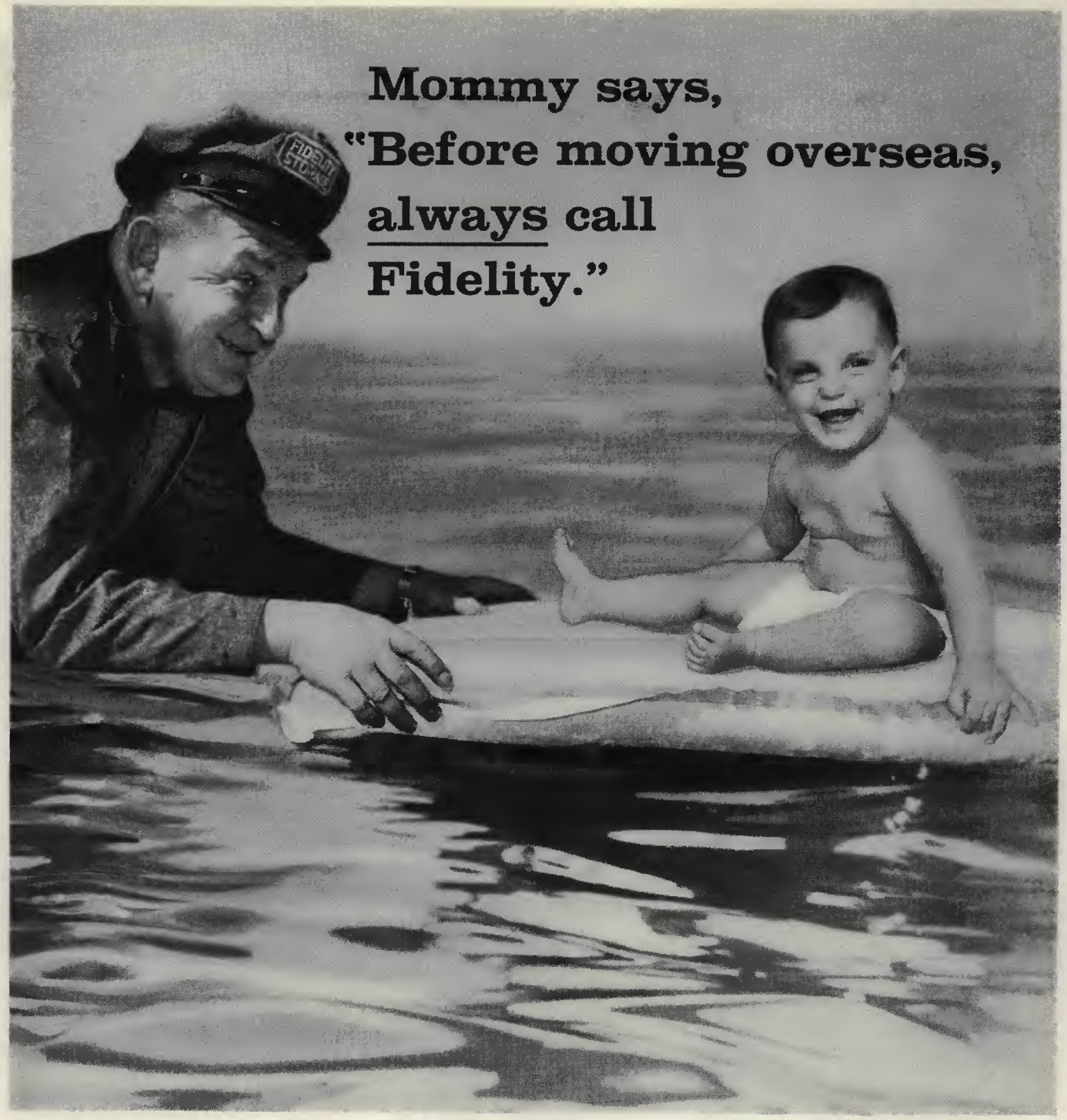

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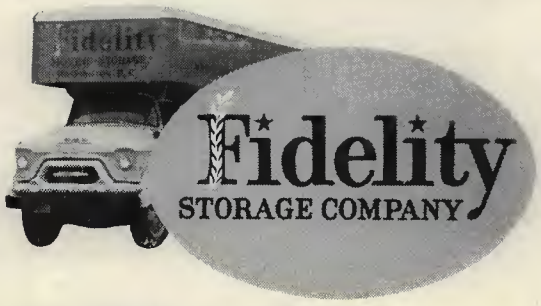

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The Editorial Board of the FOREIGN SERVICE JOURNAL will consider all articles submitted. If accepted, the author will be paid one cent a word at time of publication. Photographs accompanying articles will, if accepted, be purchased at one dollar each. Five dollars is paid for cover and full page pictures. Negatives and color transparencies are not acceptable. Photos should be black and white glossies, measuring approximately 7 x 9 inches, and should be mailed between extra heavy cardboard. No photos are returned.

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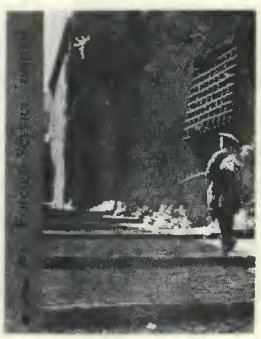

COVER PHOTO

by Lynn Millar

Sun and Shadow in Spain

Gerona, Catalonia

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Georgian State Dance Co. in Washington last month, photo courtesy S. Hurok, p. 39

Greek Costumes and Embroideries, circulated by the Smithsonian Institution, p. 48

Roland C. Paul, Hindu Temple, p. 55

Paul Child, photos, p. 56

BIRTHS

CRAMER. A son, Steven Campbell, born to Mr. and Mrs. Dwight M. Cramer, April 11, in Vienna.

GATCH. A daughter, Dorothy Jean, born to Mr. and Mrs. John N. Gatch, Jr., April 6, in Washington.

HARRIS. A daughter, Liane Sian, born to Mr. and Mrs. Stanley P. Harris, April 20, in Cardiff, Wales.

KRYZA. A son, Christopher Daniau, born to Mr. and Mrs. Elmer G. Kryza, March 15, in Washington.

LOWEN. A daughter. Karen Ann, born to Mr. and Mrs. Roger S. Lowen, September 13, in Washington.

PICARD. A daughter, Alison Jean, born to Mr. and Mrs. Frederick Picard III, March 5, in Washington.

TEELE. A daughter, Stacia Lindsay, born to Mr. and Mrs. Thurston F. Teele, February 13, in Athens.

MARRIAGE

HOBBS-KLABER. Daphne Joan Hobbs, daughter of the late Mr. William Beresford Hobbs and Mrs. Hobbs of London, and FSO Robert Klaber, son of Mr. and Mrs. Leonard Klaber of White Plains, New York, were married in London on March 12. Mr. Klaber is assigned as First Secretary of Embassy in London.

DEATHS

EVANS. Ernest E. Evans, FSO retired, died on February 13, while on vacation in Menton, France. Mr. Evans entered the Foreign Service in 1917 and retired as Consul at Turin in 1951. Among the posts at which he served are Madrid, Tangier, Mexico City, Naples, Bradford, Milan, Nanking and Manila.

GAUSS. The Honorable Clarence E. Gauss, former Minister to Australia and Ambassador to China, died on April 8, in Los Angeles. Mr. Gauss entered the Department of State as a clerk in 1906. He was appointed Deputy Consul General at Shanghai in 1907 and spent most of his time thereafter in the Far East. He retired from the Service in 1944.

PATTEN. William S. Patten, former Foreign Service Staff officer, died on March 26, in Paris. Mr. Patten entered the Department of State in 1942. He served at the Embassy in Paris from 1945 until he resigned from the Service in 1955.

SMYTH. Robert Lacy Smyth. FSO retired, died in San Rafael, California, on April 24. Mr. Smyth was appointed student interpreter in China in 1920 and spent most of his career in that country, becoming Consul General in Tientsin in 1946. At the time of his retirement in 1955 he was serving as Consul General at Vancouver.

AWARD

THOMAS W. SIMONS, JR., son of Consul General Thomas W. Simons, has been awarded the Sheldon Traveling Fellowship of $3,000. Mr. Simons graduated from Yale in 1958 and received his M.A. from Harvard in 1959. After taking the orals for his doctorate degree in May, he plans to study for one year at Vienna and Paris, preparatory to writing his doctoral dissertation. Upon completion of his studies he plans to take the examinations for the Foreign Service.

Eleventh Staff Review Panels

Panel A

A. GUY HOPE, *Chairman*

FSO-2, Officer in Charge of Turkish Affairs, Bureau of Near Eastern and South Asian Affairs.

CLARENCE S. GUNTHER

GS-13, Program Officer, Economic Defense Controls Section, Office of Export Supply, Bureau of Foreign Commerce, Department of Commerce.

NEIL M. RUGE

FSO-3, Supervisory Security Officer, Bureau of Security and Consular Affairs.

STEVEN D. ZAGORSKI

FSS-1, Chief, CIA Liaison Branch, Bureau of Intelligence and Research

Panel B

JOHN S. BARRY, *Chairman*

FSO-3, Foreign Affairs Officer, Bureau of International Organization Affairs.

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STAFF REVIEW PANELS (continued)

DOROTHY M. BARKER
FSO-6, International Relations Officer, Bureau of European Affairs.

WILDA MITCHELL
FSO-6, Clerk of Supreme Court of Restitution, Nuremberg

NORMAN L. SMITH
FSO-4, Intelligence Research Specialist, Bureau of Intelligence and Research.

Panel C

SAMUEL W. LEWIS, JR., *Chairman*
FSO-4, International Relations Officer, Bureau of European Affairs.

THADDEUS J. FIGURA
FSO-6, Post Management Officer, Bureau of European Affairs.

INEZ LARSON PULVER
FSO-5, Intelligence Research Specialist, Bureau of Intelligence and Research.

PATRICIA A. SAUNDERS
FSS-9, Secretary, Mexico City

Panel D

EDWARD E. MASTERS, *Chairman*
FSO-4, Intelligence Research Specialist, Bureau of Intelligence and Research.

EDWARD H. BROWN
FSO-5, Budget Officer, Bureau of Administration

HELEN L. CORNELIUS
FSS-9, Secretary, Bureau of Inter-American Affairs

JANE McNAIR
FSS-10, Secretary, Montevideo

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JUNE, 1935

IN THE JOURNAL

by JAMES B. STEWART

Greenland—Short on Crime

The leading article in the June, 1935, JOURNAL, titled "Glimpses of Greenland," is by Ruth Bryan Owen, Minister to Denmark:

When I asked one of the officials about the crime statistics in Greenland, writes Mrs. Owen, he replied that there were none. I suggested that there must at least be theft, and he answered that in North Greenland during the past year there had only been three cases of theft. When I inquired about murder he informed me that he had not known, in all the time of his service, a single instance of deliberate murder. He told me of one case, in which an Eskimo husband had become annoyed with his wife and put her out of the house. She had caught cold as a result of the exposure and had later died. This, which was certainly involuntary manslaughter, was the only recorded killing for several years.

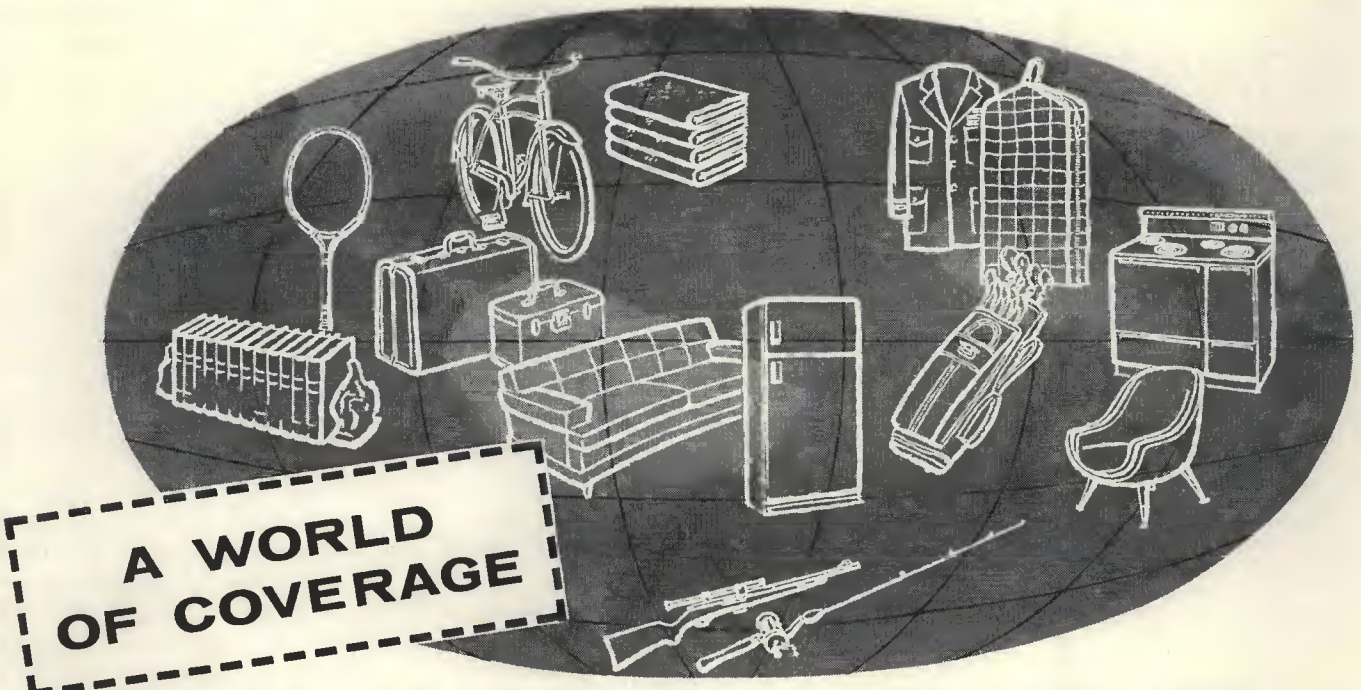
When I asked about divorce, the official replied: "We have no divorce provisions in Greenland but we almost had a divorce last year. A young couple had about decided to separate in spite of the efforts of their friends to keep them together. Finally, one neighbor as a last and most telling argument, said to the Eskimo husband, 'What if the King of Denmark should hear of this?' and the young Greenlander replied, 'We will not embarrass the King,' and the matter was dropped."

Captain Hull's Mascot

Secretary of State Cordell Hull went to Cuba in the Spanish-American War. The mascot of Captain Hull's Company was his small black dog named Nig. According to a letter in the June, 1935, JOURNAL from Judge C. B. Smith, one of the Secretary's war comrades, "Nig was in great demand in all regimental draw poker games, as he was supposed to bring good luck to the player whom he favored by lying under his chair. To touch his head with your cards before you looked at them would insure you at least two pair, but there were very few to whom Nig would accord this latter privilege . . .

"Nig saved me from an extremely embarrassing position while in Cuba. The Colonel believed Cuba would become a part of the United States and thought we should teach the natives English. He ordered me to organize a school. I tried to get out of it, as I knew no Spanish, but he insisted. My first class consisted of about a hundred boys and young men. I secured a Spanish-English dictionary and had a plan of procedure worked out, but I was only a kid and when I looked at that crowd I forgot my speech. The silence became almost unbearable when Nig, who was with me and could sense your moods better than any human,

Continued on page 12



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25 Years Ago

By JAMES B. STEWART

feeling my embarrassment, began to whine and stood up, putting his front paws on my leg. I let my hand drop on his head and, having an inspiration, said 'dog.' A boy in the front row said 'perro,' which is the Spanish for dog, and I immediately wrote 'dog' on the blackboard and had the boy write 'perro.' It was in this way that Nig sponsored and gave a fine start to the Trinidad High School."

Briefs

Born on May 30, 1935, at Valencia, Spain, to Mr. and Mrs. Milton K. Wells, a son, John Milton Wells.

Comment, 1960: John is with TWA in the New York executive offices. His younger brother Norman, born at Lima on September 28, 1939, is a sophomore at Tufts and aspires to the Foreign Service. Their Dad is counselor of Embassy, Bogotá.

"Vice Consul Garret G. Ackerson, Jr., splashed out of Copenhagen in his Chevrolet on March 28 [1935] for his new assignment at Budapest. He states that he is equipping his car with pontoons and sails for future spring voyages."

Comment, 1960: Garry left Budapest in 1940 and returned seventeen years later. He has been "holding down Budapest" since 1957.

And More Recently

"Everybody's doin' it!" That is to say, more and more Americans are going abroad, buying a car, and touring the Continent. Former Ambassador to Finland J. K. McFall and his wife expect to do just that. They will pick up a car in Genoa and motor through Italy, Corsica, Sardinia, France and the British Isles. They will then tour Norway, Sweden, Finland and Denmark and arrive in Germany for the Oberammergau Passion Play, and in Rome in time for the Olympics.

At the request of USIA, Mr. McFall has agreed to acquaint our Missions, if they so desire, with developments in the People to People program.

Where are they now? Henry S. Villard, head of the U.S. Resident Delegation, Geneva, suggests a "Where Are They Now" feature. He says it surely would be of interest to the old-timers and may attract the attention of potential retirees. To start the ball rolling, Harry brings us up-to-date on Don Bigelow, whom he sees frequently: "Having been assigned to Geneva in 1933-1936 and subsequently to Bern, Don and his wife, Honor, built a chalet in Gstaad in 1946. After posts in Budapest and Addis Ababa, he returned to Switzerland in 1951 and now spends most of his time in the mountains. He and his wife still ski and travel a good deal in Europe. Don returns to his home in St. Paul about every two years for a visit. The Bigelows are noted for their hospitality to all FSO's past and present, as well as to a host of other friends."

P.S. My apologies to George Abbott, Bob Acly, Bill Affeld and John Allison for not including their names in the March column with those of still active officers whose names begin with "A" and whose pictures appear in the "Photographic Register" of 1936.

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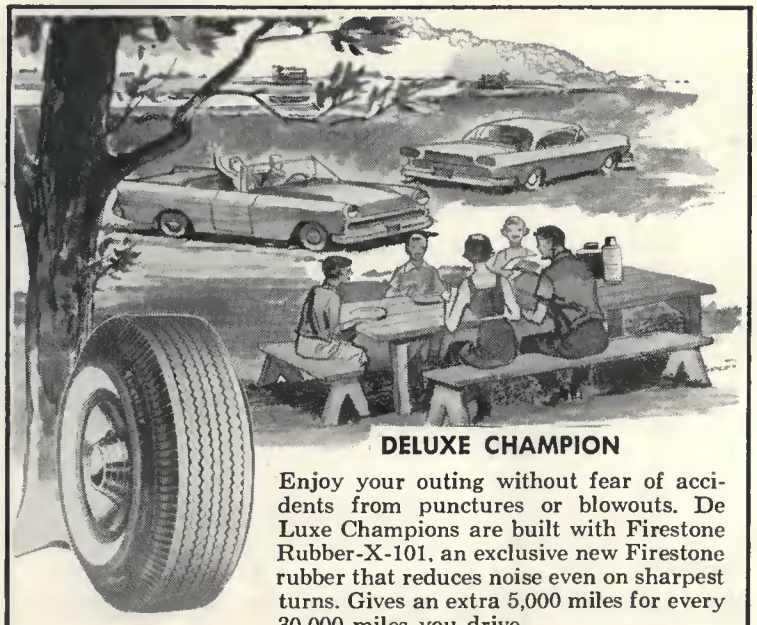

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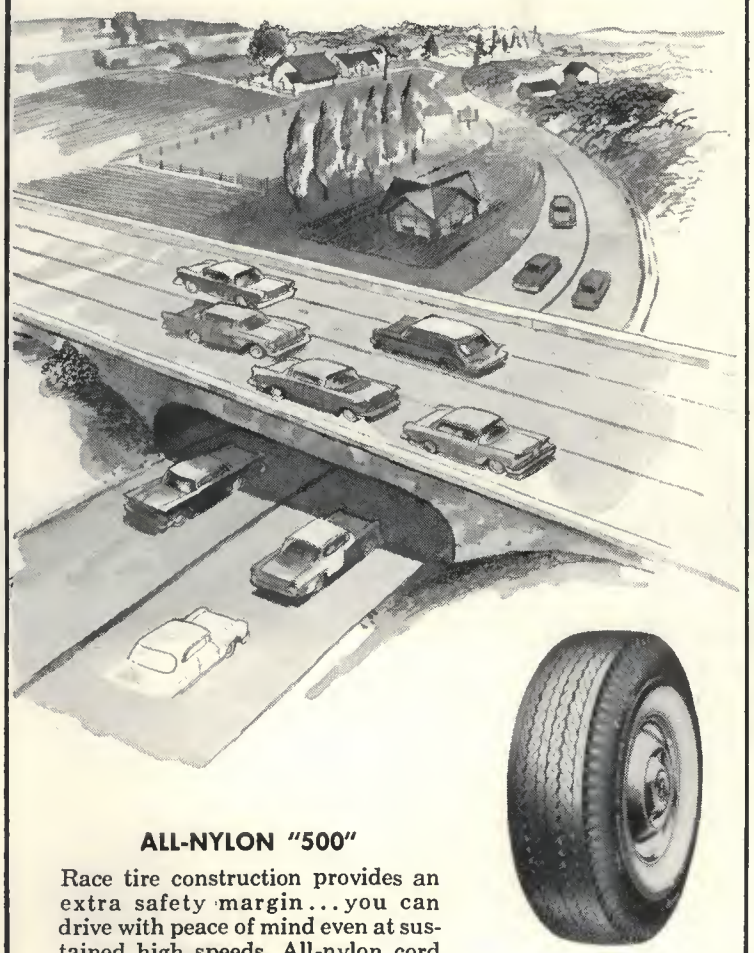

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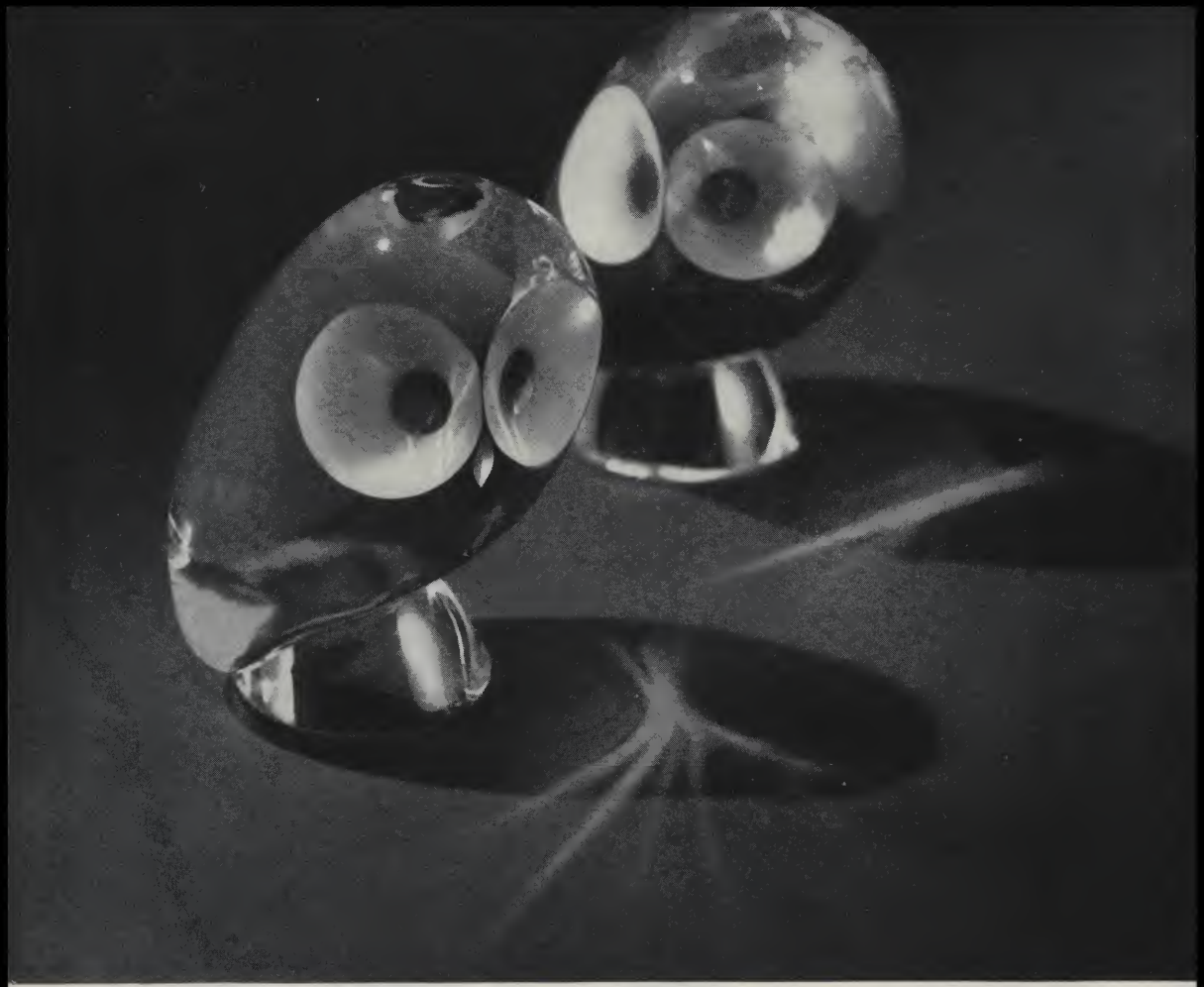

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Individuality in the Foreign Service

By Frank Snowden Hopkins

Not long ago, a Foreign Service colleague of mine who had some very lively assignments during the World War II period—dodging air raid bombs, burning codes ahead of in-marching enemy troops, and all that sort of thing—remarked plaintively that the Service just didn't seem to be much fun any more, that these days we are all too weighted down with Organization.

I have reflected carefully on this remark. I have also been reading the Journal with my most sensitive feelers out, and noting such things as the relatively light tone of James B. Stewart's "25 Years Ago" column and the difficulties of John H. Stutesman, Jr., in getting colleagues to appreciate his attempts to alleviate the Department's dreadful seriousness.

Certainly there does seem to have been a certain gaiety in the old pre-war Service, and I don't think we can attribute it all to Mr. Stewart's delightful touch. I say this because I have heard my share of good Service anecdotes, and they picture a group of people not completely weighed down with solemnity and with the problem of getting good efficiency reports.

At the risk of boring some of the old-timers who already know these yarns, I would like to refer to a few of them, and then wax philosophical on the problems of today. For it does seem to me, the more I think about the matter, that we are in real danger of becoming an assemblage of Organization Men, in which everybody is trying to be as much like everybody else as possible, and no one has the courage to develop his own personality.

Let me begin with the story of the officer in London who thought he would like to have some fun with his friends in Paris. He provided himself with a set of false whiskers, a pair of dark glasses, and a small cake of soap, and went and stood in the visa line at the Paris Embassy. At what he considered the psychological moment, at the height of the morning rush, he keeled over on the floor, soap-suds foaming from his mouth, in an excellent rendition of an epileptic seizure. For the next ten minutes all was confusion as flocks of vice consuls gathered him up and toted him into an inner office, to treat him with smelling salts, ice water, and other available remedies. The climax came when he sat up, ripped off his disguise, and shouted cheerily, "Hi, fellows! How are things in Paris?"

FSO Frank Hopkins has written many articles for the Foreign Service Journal, and has served on the Editorial Board of the Journal. Most recently he wrote of "Policy, Action and Personnel." He has just finished a tour of duty at Martinique and has been assigned as Consul General to Melbourne.

Now I am not advocating that we turn all visa offices into such vaudeville demonstrations, but I do say that here was an officer who dared to have some fun. And how many are there today?

And then there are scores of good yarns about the late John G. Erhardt, one-time Consul General in London and later Minister to Austria. From all accounts, he was a man who dared to be himself, and to say exactly what he thought —which far from disqualifying him for the Service, made him one of the most beloved officers we have ever had. He was the kind of man who would thumb his nose at the Foreign Service Regulations, remarking, "I'm surely not going to take *that* seriously. Hell, I wrote it myself!"

But my favorite Erhardt story—and I only tell these tales as they were told to me—has to do with the time he wished to inform a long list of visa applicants in London of a new ruling which would affect them. So he got out a mimeographed letter which—in admirable contrast to the long-winded effusions one sees today—said only, "I want to see you. John G. Erhardt, American Consul General."

I heard many more good Erhardt stories when I first began browsing around the Foreign Service fifteen years ago, for every one who knew him had an anecdote of some kind to pass on. The point is, he was admired for his openness, his directness, his great personal warmth and magnetism and utter naturalness and sincerity. Another man who dared to be himself, and had not the slightest interest in conforming to any Foreign Service pattern, was the late Hervé J. L'Heureux, the down-to-earth son of a New Hampshire postman, who was one of the most effective Visa Office chiefs we ever had. Why? Because he dealt with Congressmen direct from the shoulder, and they respected him for it and knew where they stood with him.

Some of the more colorful characters we have had have been Presidential appointees. Of these, surely none has been the source of as many good Foreign Service stories as the late John Gilbert Winant, our able wartime ambassador in London, a modest, inarticulate man, who loved every one but never could remember anyone's name. Winant was himself because he could not possibly have behaved otherwise or thought otherwise than he did. Complicated he undoubtedly was, but any form of pretense was utterly foreign to his nature.

He is mentioned here as introduction to my favorite Foreign Service story, which concerns an officer, long ago departed, whom I shall call Lee. Lee, who was on Winant's embassy staff, had a number of colorful peculiarities, and was truly a young man of great imagination. Unfortunately,

he could not stay sober long enough to get his work done, and there came a day when a telegram was placed before the Ambassador to sign, saying that Lee must be ordered back to Washington .

"But why?" the Ambassador wanted to know. "What is wrong with the man?"

It was explained that he was caving in to alcoholism, and could no longer do his work. Winant was instantly all sympathy and concern.

"But we mustn't send that poor fellow back to Washington," he objected. "We must keep him here and rehabilitate him. I will take him into my own office, and work with him personally."

So Lee was set up in an office in the Ambassador's suite, and given a pile of the Ambassador's fan mail to answer. He made several trips in and out, to get his possessions moved in, and then finally quiet settled over his office, broken only by the constant noise of shuffling papers which could be heard in the next room.

"Lee must really be working this morning," his colleagues kept commenting to each other. "Just listen to that paper being shuffled."

Finally someone had occasion to go into Lee's office—or perhaps it was just curiosity to see how the rehabilitation was progressing. There was Lee, a bottle on the floor by him, his chair tilted back against the wall. He was sound asleep. In his hand he held a string. And on the other end of the string was a young duck, who kept walking up and down over the piles of paper on Lee's desk, making a rustling sound like shuffling papers.

It is not the purpose of this article to amuse, though I see no reason why a serious essay need necessarily be tedious. The point I want to make is that there was once in the Foreign Service a good sprinkling of gaiety and individualism and imagination, and that we were not always bowed down by the dull grey solemnity of the postwar period.

Obviously some one is going to say, "Oh, but in the old days we didn't have the grave responsibilities we have today. People could afford to horse around a bit and have some fun."

WELL, maybe so. But I agree with John Stutesman that in the Foreign Service of today, laughs are scarce, and mockery widely disapproved; people take everything too damned seriously, and there is not enough good, healthy fun-poking going on. And for that reason I welcome witty articles like those of Stutesman on status in State and the creeping westernization of the Service, and equally I welcome short stories like "Letter to the Editor" by Spencer Paul Miller, Jr., in the April JOURNAL.

But while John Stutesman pleads the case against heaviness, what really concerns me is something deeper. I am concerned lest Organization is stunting the personalities of all of us, and stifling our imaginations. We need more people who dare to be themselves, more people like John Erhardt and Hervé L'Heureux, and fewer people who worry about what others think of them and what is going to be written about their personalities in the next efficiency report.

In a sense, Organization makes cowards of us all. We are constantly being examined and measured and discussed, and all too often relegated to lower levels of status and consideration because someone has found a rough spot in our personality. True, the efficiency report forms mention forcefulness as a presumably desirable trait, and in the narrative section there is a place to list examples of physical or moral courage (all too often left blank, or filled with inanities). But the real emphasis is on industry, dependability, tactfulness, adaptability, cooperativeness, good manners and a host of other attributes of the good Organization Man.

And are we industrious, dependable, tactful, adaptable, cooperative, polite, patient, and so on? Why golly yes, we wouldn't dare be otherwise. The pattern calls for it. What place is there in the Organization for an officer who is brilliant but lazy, a genius at contacts but unable to get to work on time, stubborn enough to have ideas of his own, impatient at stupidity, and cantankerous enough to talk back occasionally when he feels that he is being pushed around? Why I even once had a chief who said to me, "I noticed the other day when I was talking with you that you had a tactless expression on your face." Saints preserve me: If I hadn't already been taught by the Organization to be dependable, polite, patient, etc., I should certainly have told him to go get a camera and see if he couldn't photograph it for my efficiency report.

AND what does it get the Foreign Service to be so tactful, polite and patient, so adaptable and cooperative? Nothing but our promotions and our salaries. As the color and forcefulness are drained out of the Foreign Service, as imaginations are packed away in mothballs, we slide steadily downhill into anonymity while the Armed Forces call the tune on diplomacy, Commerce tells us what to do on economic affairs, and the press chides us for our lack of ideas and over-all grasp of what we are doing. Almost the only aggressive people left in our Service are the senior officers who developed early enough to escape the stultifying effects of Organization, and the youngsters who have not yet been around long enough to be corrupted.

Does it have to be this way? Certainly not. In the business world, the Organization Man is making frightening inroads, too, but imagination and drive are still given top billing as the qualities sought for executives, for the simple reason that they are the qualities which bring in the money. Every great corporation looks above all for people with a creative capacity for producing new ideas. The idea was expressed in a cartoon I saw once in the WALL STREET JOURNAL, which showed an older executive wagging his finger at a younger one and saying, "Young man, quit working so damned hard, and start thinking of ways for this company to earn some money!"

Nor do the Armed Services, it seems to me, curb the personalities of their officers as much as we curb the personalities of ours. On the basis of a year at the Army War College, I would say that the tendency of a military man to

express himself belligerently and forcefully, providing he maintains respect for higher rank, hurts him not one whit in his personal advancement to positions of command. I remember one day one colonel telling another colonel, "John, you are fighting a losing battle. You are breaking your heart bucking for brigadier general, because you can never be a general—you are just too nice a guy. The SOB's are all ahead of you."

NO, COLLEAGUES, let us face it—we have an enemy in our midst. The enemy is a postwar monstrosity which has grown up like an inflated octopus and wrapped its tentacles around us all. Its name is Organization; and although in theory it exists to serve us, we do not control it or direct it—It directs Us. And it is trying to make us all conform to its patterns, and therefore to subvert our natural humanity. If the process is allowed to continue unchecked, there is grave danger that we shall end up as a Service of well-mannered automatons.

What to do about this? I don't really know, but I see a few glimmers of hope here and there. Fun-poking is one remedy, for there is no enemy so deadly to dullness as witty ridicule. This is a serious essay, and I am not advocating that the answer is to revive the old carefree days when one officer could throw a mock epileptic fit in another's visa line, or when an ingenius alcoholic could turn over his paper shuffling to a captive duck. I am just saying that we must dare to be ourselves and reassert our sense of the ridiculous and start whittling this monster down to size.

And I would also like to try to change some of our criteria for judging and promoting and assigning Foreign Service officers. I would start by trying to get more imagination into the Service. I would recruit for imagination, I would heavily weight imagination as a factor in promotion, and I would seek out officers with more than average imagination to see if they are being properly utilized.

Next, I would take a good hard look at all those qualities we ask rating officers to comment on in efficiency reports. Do we really want to put all that emphasis on docile and passive virtues? Do we want just to promote Nice Guys, who are so good at saying and doing the Right Thing, and who are equipped with radar ears to help them find out what their "peer group" expects of them? I want to put up an argument for the ornery curmudgeon who is a genius at economic reports; for the flip young pirate who somehow sees the political factors that others miss; for the introvert lover of the local culture who may be inarticulate, but sinks deep roots of friendship and understanding.

Most of all, it seems to me, the Service must learn to appreciate individuality, even eccentricity, and to recognize that rewards should not be for conformity, but for gumption and creativeness. If we are going to fight Organization, we must not penalize people for aberrations from approved organizational norms. We must encourage the human personality to flower, and then harvest the fruits of creativity.

For until we are fully developed human beings, with imaginations and ideals and courage to fight for our own personalities and what we believe is right, and until we have the gumption to express ourselves freely and say what we think, and if necessary lose our tempers and become aggressively assertive in the process, we aren't going to be fully effective in our chosen profession.

CONFORMITY makes for a smooth-running, easily administered Organization. But an Organization of unimaginative and unassertive conformists, with all their personality corners smoothly rounded off, will never produce the diplomacy that will guide our country through the perilous times ahead. Furthermore, it will not even be permitted to try; as the recent Brookings Institution report clearly foreshadows, more and more of the leadership in foreign affairs will be taken away from our Department and lodged elsewhere.

Let no one misinterpret the spirit in which this essay is written. I am in love with the Foreign Service; I always have been and always will be. It contains the finest body of men and women anywhere in the world—intelligent, high-minded, dedicated and extremely decent people. The things I write here I write in the spirit of an anxious and solicitous parent.

For I am worried about the future. And so I urge you, colleagues all, to take a good look at this Organization and what it is doing to us—and to the nation's destiny. And I urge you also, each of you, to take a courageous self-inventory and ask yourself whether you are becoming the fully developed individual you could be—or whether you are succumbing to the pressures to acquire the docile virtues of an Organization Man.

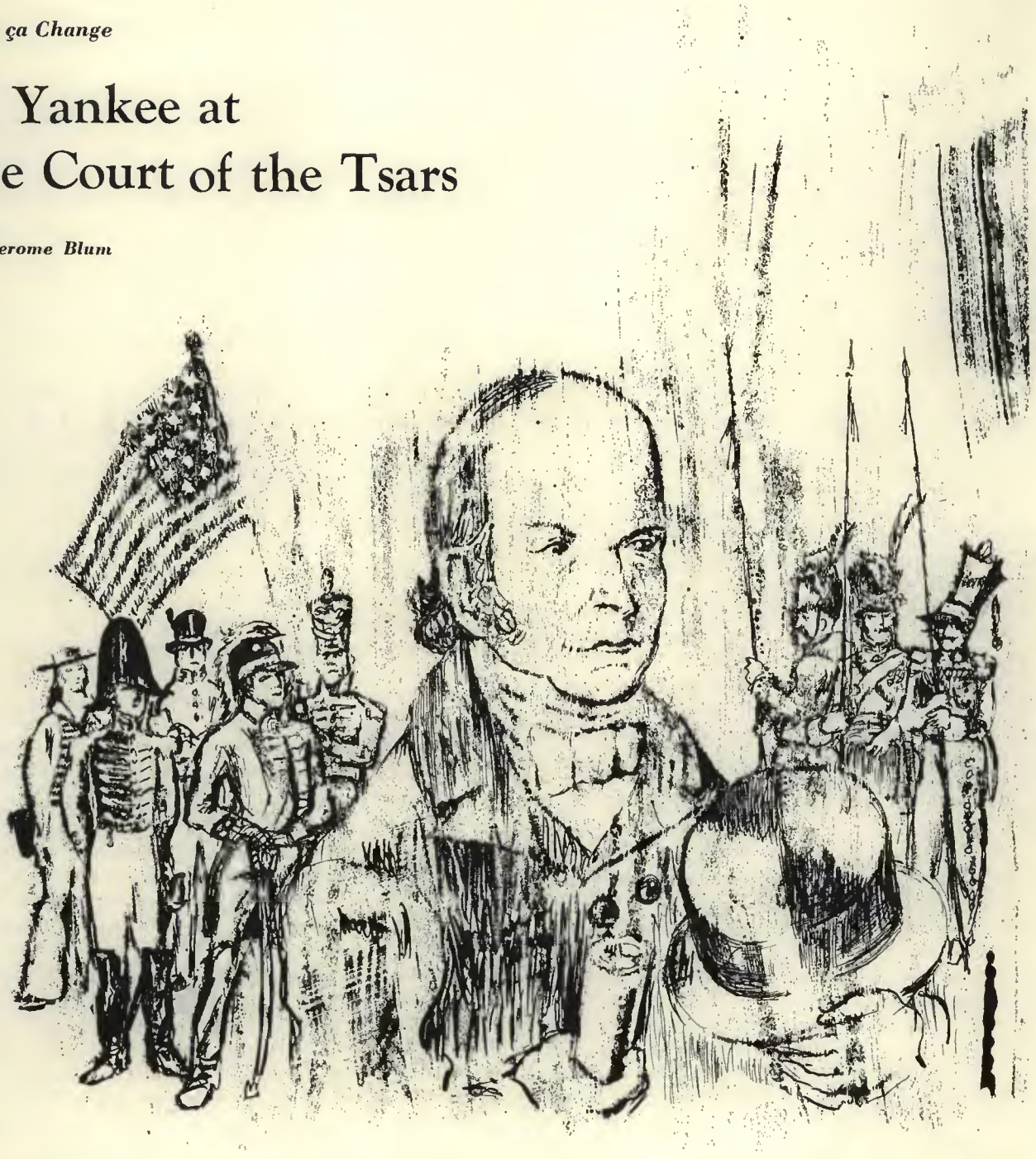
Cambodia

Photo by Kathleen H. C. Van Wyck

Plus ça Change

A Yankee at the Court of the Tsars

By Jerome Blum



In 1809 WHEN John Quincy Adams became our first minister to Russia his salary was second only to that of the President. The man in the White House received $25,000 a year. Ministers Plenipotentiary—there were only seven of them— were paid $9,000, and on appointment to a post were given an additional $9,000 to defray the costs of travel and of setting up their establishments. The Vice President, the Secretary of State, and the Secretary of the Treasury were paid only $5,000 each, the Secretary of War and the Secretary of Navy $4,500, the Chief Justice of the Supreme Court $4,000, and the Associate Justices $3,500. Members of Congress had to be satisfied with $6 for every day of session they attended; if they were absent without good reason they did not get paid.

Nine thousand dollars was a lot of money in the early days of the Republic. But Minister Adams quickly discovered that it was not anywhere near enough to maintain him in the style expected of an emissary to the Court of the Autocrat of All the Russias. At the rate of exchange then current, his $9,000 was worth about 33,000 rubles. It is easy to imagine his consternation when soon after his arrival the Dutch Minister told him that he had spent 55,000 rubles his first year in St. Petersburg, and 45,000 to 50,000 rubles every year thereafter. His curiosity aroused, he

Jerome Blum is Associate Professor of History and Master of the Graduate College at Princeton University.

boldly asked the Swedish Minister how much he was paid and learned that he received $15,000 a year, plus a military pension of $1,500. And he heard from a loose-mouthed secretary in the French Embassy that Napoleon's ambassador spent over a million rubles a year in his official capacity. He found that he could not rent a house for less than $1,500 to $2,000, that he had to spend at least five times that much to furnish it adequately, and that he needed thirteen servants, all of them living with him, and several with wives and children. None of the clothes he and his wife brought with them were suitable for wear at the innumerable appearances at Court that were expected of the American Minister and his lady. Often he had to attend twice a day, at a levee in the morning and a ball or supper in the evening. And, of course, he was expected to entertain.

Adams had only a small private fortune. He realized that he would have to spend some of it for, as he himself put it, "there are burthens from which no resolution can escape." But he felt that there was a moral limit beyond which he could not go. Early in his mission he complained in his diary that he and his wife were invited out every evening or had to entertain guests in their own home. He ended his parties at ten or eleven, but those given by other people seldom broke up until four or five in the morning. With almost visible indignation he wrote, "It is a life of such

irregularity and dissipation as I cannot and will not continue to lead."

So he cut back on his household expenses as much as he could, and he decided that he simply could not afford to repay all the official hospitality shown him. When he did entertain it was in a modest fashion. He knew that his behavior might gain for him the unenviable reputation of a skinflint and might do damage to his country's interests. But he felt that he had no choice.

Time proved that he had made the wisest decision. He kept the respect of the Tsar and his court and of his colleagues in the Diplomatic Corps, and his mission was a highly successful one. Which seems to bear out the dictum of a noted American historian that the Adamses have usually been in the right, but have been uncommonly disagreeable about it.

In his reports to Washington the Minister showed much forebearance about the expenses of his post. But in letters back home to Quincy he and his wife let down their hair. His mother Abigail, then in her mid-sixties, found her heart torn, and her New England conscience outraged, by the financial sacrifices her son was making in the nation's service. Finally, after a letter in which the Minister told his mother that he found his situation "irksome beyond expression," that he could only hope to come out of it still in possession of his purse and his reason, and that he never needed more the care of his guardian angel, she could restrain herself no longer. She decided to write a letter to James Madison, President of the United States. It was the kind of a letter that only a mother who wanted to help out "her boy" (Adams was then 43), and who also happened to be Abigail Adams, could write:

"I take the Liberty of addressing you in behalf of my son, now at St Petersburgh, and to ask of you permission for his return to his native Country. I hope you may have already received, through the Secretary of State, his own request to this effect.

From several Letters which I have received from Mrs. Adams, I have been led to think their situation very unpleasant, as it respected their domestic establishment, and I am now confirmed in the fact, by a Letter recently received . . .

The outfit and salary allowed by Congress, for a public minister, is altogether so inadequate to the Stile and manner of living required as indispensable at the Court of St Petersburgh that inevitable ruin must be the consequence to himself and his family.

To quote his own words—"you can judge how congenial it is to my habits and disposition to find extravagance and dissipation become a public duty. You will readily conceive the embarrassment in which I find myself and of the desire which I feel to get out of a situation irksome beyond expression"—

I will allow Sir that there are situations and circumstances in which a country may be placed, when it becomes the duty of a good citizen to hazard not only property, but even his Life, to serve and save it—

In that school I was trained, but those days I hope have passed. I have too much confidence in your wisdom and justice to imagine that you would require a sacrifice not only of the most valuable Season of Life for active pursuits, but subject a gentleman whom you have honored with your confidence to pecuniary embarrassments which would prevent his future usefullness.

In making this request, I am not insensible to the honor done Mr. Adams by your repeated nomination of him to this Embassy.[1] Whatever confidence you have been pleased to repose in him, I trust will never be forfeited by him.

The expence attendent upon this mission was I presume as unknown to you, as to him. However readily you might be disposed to consider his situation, I presume there is no way to extricate him, but by allowing him as speedily as possible to return to America.

I should not so earnestly make this request if the circumstances of his Father would enable him to aid in supporting him there. But after near fifty years devoted to public service a rigid economy is necessary for us to preserve that independence; which asks no favors; and solicits no recompence.

As this is the only opportunity I have ever had of addressing you, sir, permit me to say that I entertain a high respect for your person and Character, and to add my best wishes for the success and prosperity of your administration."

The letter was forwarded from the White House to the Department and is carefully preserved now in the National Archives among the Diplomatic Reports of her son. It bears an endorsement summarizing the President's reply that says, "The answer has intimated to Mrs. A. that the Sec. of State will let her son know that as it was not intended to subject him to the sacrifices he finds unavoidable, his retiring from them will not impair the sentiments which led to his appointment."

The President lived up punctiliously to the "intimation" he made in his reply to Abigail. He wrote Adams that he had ordered the Secretary of State to send him a letter of leave to use whenever he saw fit, and a "blank commission, providing for the care of our affairs till a successor may be appointed." But then the wily President proceeded in carefully chosen words to weave a net around the hapless Minister. After telling him he was free to resign he said, "As no communication of your wishes, however, has yet been received from yourself, I cannot but hope that the peculiar urgency manifested in the letter of Mrs. Adams was rather hers than yours, or that you have found the means of reconciling yourself to a continuance in your station." He pointed out that the Minister's sudden departure so soon after his arrival might affect adversely our friendly relations with Russia, for it could well raise unfavorable conjectures in the mind of the Tsar, and worse still, leave the post vacant for a long time and possibly even permanently. The President concluded his letter with an elegant passage that summed up his view on Adams' predicament. He wrote: "I will add, that whilst I do not disguise my wish that the continuance of your valuable services may be found not inconsistent with your other and undeniable duties, I cannot, on the other hand, wish that the latter should be sacrificed beyond a reasonable measure, and within that measure I am entirely persuaded that your patriotism will cheerfully make the sacrifice."

Here was a call to duty—a bit obfuscated perhaps by rhetoric—but nonetheless a call that a John Quincy Adams could not fail to answer. He gritted his teeth, kept an even closer eye on income and outgo, and stayed at his post until 1814. He left it then only because the President appointed him chairman of the Peace Commission that met at Ghent to end the war that had broken out in 1812 between the United States and Great Britain.

[1]By a vote of 17 to 15 the Senate refused to confirm Adams when President Madison first nominated him to the St. Petersburg post. Less than four months later, however, on June 27, 1809, it confirmed him by a vote of 19 to 7.

Efficiency Reports

by RIDGWAY B. KNIGHT

NOW THAT SEVERAL years have elapsed since the adoption of the present system of preparing efficiency ratings, the time may have come for reviewing its provisions which, for all intents and purposes, assure to the rated officer access to the entire report. In so suggesting I am uncomfortably aware of taking a position lending itself, superficially at least, to the accusation of "being in favor of sin." I believe, however, that such a charge could not resist scrutiny.

What is the true purpose of an efficiency report? I believe that its basic role in a merit system is to insure, insofar as it may be possible to do so, a rate of advancement for an individual officer which shall equitably reflect his performance, qualities and characteristics within the framework of all pertaining rules and regulations. To achieve this end the efficiency report must be frank, explicit and objective on all counts including those characteristics which are innate and immutable. These are just as important to the Service and to placement officers as those other qualities and defects subject to improvement by will-power, study and application.

I do not know the reasons which led to the adoption of the present system but am sure that they were carefully thought out. One of the governing considerations must have been a desire for fairness related to our generally accepted concept that "an accused should have the right to confront his accuser." Another motivation may have been managerial so as to insure the proper discharge of supervisory responsibilities of guidance, criticism and comment at least once a year.

While the purpose was undoubtedly laudable and "democratic," has practice not erred toward demagogic extremes most certainly unwanted by the initiators of the present system? The first practical problem which all rating officers must contend with is the maintenance of adequate harmony in his or her shop to encourage efficiency of performance. In this connection and while all supervisors worthy of the name do not hesitate to discuss performance with their charges (throughout the year rather than merely at efficiency report time) this is usually and understandably done in terms of improvements which can be achieved. Indeed what possible good can be served by bringing up built-in traits of character which an individual is powerless to amend such as intelligence, courage in all its forms, or personality. Yet, what attributes are more important?

I cannot escape the uncomfortable impression that rating officers are losing sight of the above and instead coming to view efficiency reports in the light of annual confrontations between themselves and their charges, confrontations which must be just as pleasant as possible. Thus the avoidance of merited criticism, intentional omissions, the columns of straight "5's," the plentiful "6's"—with the corollary that a "3" has become synonymous with total failure. Thus the abundance of praise expressed in unhelpful generalities. The above, when complicated by the present large size of our post-Wriston classes, creates quasi-insuperable problems for our Selection Boards.

Now when it is increasingly difficult to assess fully and correctly individual officers, we should facilitate full, detailed, as well as honest and individualistic, appraisals. In view of the commanding importance in a quality service of individual characteristics, it is illogical to follow procedures which in fact lead to conformity and colorlessness in efficiency reports. It is inevitable as a result that promotions will become increasingly dependent on seniority in the Service and on the age of the individual. While adequate and largely unavoidable in mass services, and while these elements of age and seniority are important elements to be considered in all services, they cannot be accepted as dominant if our Foreign Service is to be a quality group able to discharge its responsibilities which should increase rather than decrease in both our ever more complex world and U. S. governmental structures.

In making the recommendation that efficiency reports be kept confidential, I do not intend to foster arbitrariness and unfairness. As a matter of fact the present system already provides protection through the increasing thoroughness of the inspection procedure. However, some additional safeguards could be instituted. All supervisors might be required to prepare individual reports setting forth the substance of the comments and guidance given to their subordinates over the course of the year. By comparing this report with the efficiency report, PER could determine when additional guidance or information should be communicated to the rated officer. This procedure would also give an interesting clue to the manner in which supervisors discharge themselves of their responsibilities. The earlier system might be reinstituted under which an officer could request an abstract of his file.

Much is heard about the possibility of "spite ratings." I believe this concern to be unjustified. A report based on animus is more often than not readily identified. Furthermore, partiality can usually be detected in the context of the several efficiency reports and other appreciations which accumulate in an officer's file before he has been many years in the Service.

Of course, no system is perfect and I am sure that criticism can justifiably he leveled at my suggestions. I believe however that their net over-all effect would make for less rather than more injustice in our Service and that they should foster recognition of merit rather than of seniority.

Ridgway Knight is himself a lateral entrant who went to North Africa with Robert D. Murphy in 1941 on a six-month's leave of absence from his Board of Directors. Now on loan from the Department to the Operations Coordinating Board as its Deputy Executive Officer, Mr. Knight's last post in the field was DCM at Karachi.

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Below is the new electrolytic copper refinery of Kennecott Refining Corporation (a subsidiary of Kennecott Copper Corporation) in Anne Arundel County, Maryland. Engineered and built by The M. W. Kellogg Company, this plant is expected to have a monthly capacity of 16,500 tons of 99.95% purity copper by mid-July.

WASHINGTON LETTER

by Gwen BARROWS

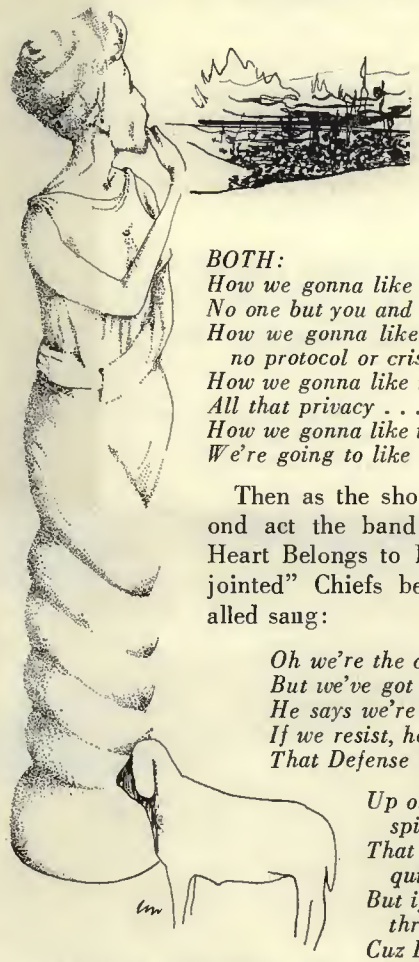
May in Washington

It would be hard to recall a less merrie month than this past May in Washington. It wasn't just the weather, though that echoed the dark, unsettled atmosphere that hung over the town. Sunny days were scarce, and even though people in Washington seem congenitally conditioned to living with and on their political nerves the past month was a trying one.

One of the few bright spots was provided at the Women's National Press Club party where the political scene was roundly lampooned. The wit seemed all the more pungent, and all the more of a relief, perhaps, because it was confined to stateside politics in an election year. In "Politics is Poppin" nothing was sacred. Early in Act I the scene was a domestic one with Mamie and Ike singing:

IKE:
How'm I gonna stand it down on the farm
So far from Burning Tree
How'm I gonna get on without the White House
Chauffeurs and yachts and all those what nots
How'm I gonna stand that rocking chair
Sounds like misery
I thought it would be kind of good at first
But coming closer it looks worse and worse
How'm I gonna stand it down on the farm
How are you gonna stand me?

NEW WINE IN OLD BOTTLES
by Charles C. Adams



. . . "Taking a Hard Look at."

BOTH:
How we gonna like it down on the farm
No one but you and me
How we gonna like it without the fanfare, no protocol or crisis at all
How we gonna like it—Gettysburg
All that privacy . . .
How we gonna like it down on the farm
We're going to like it just fine.

Then as the show moved into the second act the band struck up with "My Heart Belongs to Daddy" and five "disjointed" Chiefs beribboned and bemedalled sang:

Oh we're the chiefs
But we've got griefs
He says we're parochial laddies
If we resist, he's sure to insist
That Defense belongs to Daddy.
Up on the Hill sometimes we spill
That programs are going quite badly
But if we do, we don't follow through
Cuz Defense belongs to Daddy . . .
Though we ought to warn you, laddie
That Defense is going to Hell
We wind up loyal to Daddy
Oh, Daddy, we're under your spell.

and a soft-shoe team to the tune of Gallagher and Sheen brought down the house when as Herb Klein and Jim Hagerty they sang:

Oh, Mr. Hagerty, Oh, Mr. Hagerty
What about it when you're heckled all the time?
When they're hot upon your trail and the boss is shooting quail
What's the secret Mr. Hagerty—to keep them all in line?
Why Mr. Klein, Why Mr. Klein
That's the time you have to really rise and shine
Never let your temper go
Why I never let mine show . . .
Don't you panic, don't go into a decline
Just turn up something new, launch an astronaut or two
Change the subject, Mr. Hagerty?
Do a snow job, Mr. Klein
Absolutely Mr. Hagerty
Positively Mr. Klein.

The final scene presaged next month's convention in Los Angeles with songs from each of the Democratic candidates, and a torchlight parade left the rafters ringing.

"Art for Embassies"

In the days of the Renaissance it was not unusual for men of wealth to take with them some of their favorite paintings when they traveled to distant parts. Today our foremost American museums have on loan and traveling more and more of their important works. We were reminded of this when we talked with Mrs. John Farr Simmons recently, and she brought us up to date on what had been happening on the "Art for Embassies" project started a few years ago and recently organized by the International Council of the Modern Museum in New York City.

Last month as a result of the work of the International Council the first shipment of paintings borrowed from several American museums and collections arrived in Germany and will be enjoyed by all who visit the official residence at Bonn.

Many will remember that Mrs. Corrin Strong first gave impetus to such a project when her husband was ambassador to Norway some seven years ago. David E. Finley of the President's Fine Arts Committee described the extent of the "Art in Embassies" project in our May 1959 issue.

We understand that embassies in Brazil, Egypt, Iceland, Peru, Portugal and Spain are currently interested in similar loans, and that these loans can be arranged through Porter McCray at the Museum of Modern Art in New York.

Why a Foreign Service Career?

June is the traditional month for oratory to fill the air while youth is admonished and exhorted to great deeds by their less-than-omniscient elders, so we found it refreshing

"Machine, 1958" *by Zoran Petrovic*

recently to read a paper on the Foreign Service which shows from the other end of the telescope what youth sees today in a Foreign Service career. We would like, therefore, to quote three brief sections from the paper:

Qualifications

To become a successful Foreign Service officer, a man or woman requires a fair number of qualifications, personal as well as educational.

Educational: Although a college degree is not required, it is almost essential. The chances of an officer being accepted and becoming successful are far greater with a college degree.

Most Foreign Service college programs advise a liberal arts course. This course should include with emphasis, history, science, economics, literature of all nations, public and business administration, and languages. Legal training or a law degree is also often helpful for a career in the Foreign Service.

Personal: An officer should have the following personal qualifications for a successful career in the Foreign Service:

1. complete integrity
2. a pleasant, outgoing personality
3. sensitivity in dealing with persons of another race, creed and culture
4. an open curious mind
5. quick thinking and good judgment, especially in time of crisis
6. a real, deeply rooted concern with international affairs.

These are the qualifications that go to make up a good Foreign Service officer.

Women in the Foreign Service

The opportunities in the Foreign Service are exactly the same for women as for men. A woman must be equally qualified and she must be willing to serve in any part of the world.

A number of women who have made a career of the Foreign Service have risen to high rank. One of the most outstanding is Frances Willis, an officer who came up through the ranks to become an Ambassador, first to Switzerland and then to Norway.

Actually, only a small portion of the Foreign Service is made up of women. Out of the large number that start each year many resign to marry. It is anticipated, however, that in the future more women will stay with the Service.

Satisfactions

There are strong disadvantages to a career in the Foreign Service. It offers little opportunity for fame, for good diplomats do their best work away from the public eye.

The Foreign Service is no place for people who want a soft easy existence. It is a career exclusively for young men and women who are willing to toil endlessly and undergo hardships, inconveniences, and if need be, danger for their country's sake. . . . It can be very hard on a man's family—I know.

What is it then that makes thousands of men and women every year turn toward the Foreign Service?

You travel the world, you meet many kinds of fascinating people, you constantly broaden yourself and your interests. You see history in the making and you often have a chance to help shape that history.

The greatest satisfaction of all, of course is the realization that you are helping your country by promoting goodwill and friendship throughout the world.

As the reader will have observed this was not written by one inexperienced in the ways and customs of the Foreign Service, nor by one inexpert in self-expression. It was written by the daughter of Avery Peterson (long a member of the Journal Editorial Board) who was sixteen at the time, who is herself planning a Foreign Service Career.

Au Travail

Goaded by lengthening days and summer's warmth, columnists, like tourists at this time of year, wander off the highways, and this one in June will be traveling. For that reason the "Washington Letter" will be missing from the next issue of the JOURNAL while the Managing Editor emulates the gentle philosophy of Daumier's "Paysagistes au Travail," and permits our readers a similar respite.

"Paysagistes au Travail" *by Honoré Daumier*

Daniel Webster visits his friend James Crow

Senator Webster, he of the golden tongue and the good life, thought Old Crow such a work of art, he visited Dr. Crow at the distillery. The great orator ringingly pronounced Crow's whiskey "the finest in the world"— according to historical archives.

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EDITORIAL PAGE

Efficiency Ratings

ELSEWHERE in this issue the question has been posed whether it might not be in order to consider a revision of the present practice providing that current Foreign Service efficiency ratings are available for inspection by those rated. The writer suggests the present system of full disclosure inevitably tends to deny to the Selection Boards that degree of the unvarnished truth which would permit more equitable appraisals in an increasingly competitive review.

The present system has many critics. Certainly something is wrong when a Foreign Service officer can be selected out with a recently consistent record of performance which "clearly meets basic requirements." But is the solution to be found in what many would regard as a regressive step? A recent JOURNAL article suggested that the necessity to face up to the problem of "professionalism" is now clear and immediate. Is this perhaps a good place to start? Is the Foreign Service less "professional" than, for example, the military services where the system of full disclosure seems to operate reasonably well and where, indeed, the competition for promotion is more rigorous than in our own? Is is possible that we fail to recognize our own individual, very private, and very personal responsibility, not only to the individual being rated, but also to the very future of the Foreign Service itself? And, if so, what kind of mark could we give ourselves individually and collectively for "Courage?"

Since no other single subject so touches the vital interests of every member of the Foreign Service, the JOURNAL poses these questions in the confident expectation that its readers will use its "Letters to the Editor" columns to assist in seeking at least a partial answer to a complex and difficult problem.

—While the Alarm Bell Rings

THE ANNIVERSARY of the accession of Mr. Herter as Secretary of State slipped by quietly late in April. It was a business-as-usual day for the Secretary, caught as he was in preparations for the visit of President de Gaulle and his own forthcoming visits to Tehran, Istanbul and Paris on matters affecting CENTO, NATO and Summitry. But we are happy that the anniversary did not go unnoticed by a judicious sprinkling of columnists and editors who acknowledged admiration for Mr. Herter's manner and style and appreciation for a job well done. The general import of the remarks: A calm and unostentatiously competent man has quietly wrought substantial change in the methods of the Department and in the tone of American diplomacy. The broad consensus, as expressed by Marquis Childs: ". . . the alarm bell is constantly ringing. And patient Christian Herter is trying with quiet courage and determination to damp down the fires."

We are gratified that Governor Herter's distinctive manner and style have the respect outside that they have gained within the Department. For a quiet revolution has been wrought by the Secretary and the admirable team he has put together.

The same inherent reasonableness and courtesy with which Mr. Herter deals with his staff are observable in his tone abroad, yet without sacrifice of determination or principle. His patient steadfastness on Berlin, his search for improved relations with the Soviet Union, his forbearance on Cuba, his support of the democratic aspirations of the people of Korea, his prosecution of principle in the nuclear test ban controversy, his increased attention and trips to Latin America, and his clearly announced understanding of the mainsprings of neutralism and of the less developed world all highlight a manner and style of statecraft in which we can each take justifiable pride.

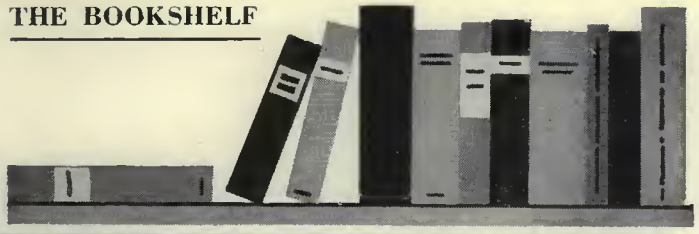
Private Income and the FSO

DOES A YOUNG MAN entering the Foreign Service need a private income? That is not to ask "Would he be better off with money than without it?" since—to fly in the face of the popular equation: wealth and sadness, poverty and gladness—we incline toward the view it is better to have some than none, more rather than less. The question is: Does our aspiring FSO *need* that private income? The JOURNAL thinks the answer is no, but in the bureaucratic tradition wants to qualify its answer.

We believe FSO's can live on their salaries and, with modest success, can provide increasingly comfortable lives for their families. We also admit belief in the romantic notion that whatever it lacks in monetary reward the Foreign Service provides rich compensation in experiences. But, excluding an incredibly acute investment program or a degree of parsimony that is likely to arouse resentment at home, our young FSO will find that living on his salary is a painful but simple equation: outgo equals income.

What will separate him from his more or less equally successful brethren who go to private industry is that the FSO's estate will grow slowly indeed. That stock dividend, that surprising Christmas bonus will never be his; educating his children will be a baffling financial nightmare; his retirement nest egg will be classified grade B, small. If somehow lucky enough to accumulate modest savings, our FSO may find them wiped out by sudden and unavoidable representational responsibilities or by that unexpected transfer for which compensation cannot be fully made. If he chances to encounter an old school friend on business in New York, he may have difficulty explaining that he is organizing his life around $12 per diem. Expenses considered essential in industry he will find challenged each year as spendthrift and wasteful.

Oddly enough, unless he inclines to over-worry, our impecunious FSO will survive all this in reasonable mental and physical health. He will share a peculiar camaraderie with his colleagues in similar straits. In the leisure of retirement, he may well find himself reflecting on a lifetime that wealth could never have brought him, and after all, an adequite income has been accurately defined as one-third more than one is receiving.



A Call to Action—and a Program of Action

by HENRY C. RAMSEY

CERTAINLY no postwar book has received wider publicity on its doctrinal breakthroughs or sparked more serious international debate before publication than this remarkable volume. The publication of "The Stages of Economic Growth" in April was somewhat anticlimactic, since the main lines of the Rostow Doctrine had appeared last August in two lengthy analyses by the London ECONOMIST, together with an editorial (reprinted in the October JOURNAL) which outlined the Doctrine and discussed its implications. THE ECONOMIST's appraisal of the book as "the most stimulating contribution to political and economic discussion made by any academic economist since the war" stands.

Noting that the December FORTUNE, the December and January ENCOUNTER, PRAVDA, and academicians from Japan to Argentina had joined the fray, the February 6 issue of THE ECONOMIST observes that Rostow's "empirical wildcat" has been loosed among the cherished pigeons of communism and capitalism alike but that "When the flutter in the sacred dovecots has died down, we may find that this new international debate has cleared the air of a number of aging birds whose hovering served only to darken counsel."

And well we may! Toward that end, we in the Service should join the debate for the minimal purpose at least of clearing our own minds of shadowy inhibitions which may impede our addressing ourselves more positively to what Dr. Rostow considers the most important single item on the Western agenda: the demonstration on a wide front that underdeveloped societies can move successfully through the preconditions of economic growth into well established take-offs toward self-generating economies within the democratic orbit. For the Rostow Doctrine is more than an academic contribution; it is also a call to action and a program of action for all concerned with assisting societies over the threshold of modernization.

The book should therefore be required reading for the Service. In approaching it, more should not be attributed to the Doctrine than the author intends to convey. Rostow points out that economic forces and motives are not, as Marx claimed, the unique and overriding determinant of history. What he demonstrates is that the choices of men—not determinism—prepare the preconditions of modernization; that modernization must proceed on the political, social and cultural fronts as well as the economic; that communism is by no means the only form of effective state organization that can consolidate the preconditions, launch a take-off, and drive a society to technological maturity; but that societies in the transition from traditional to modern status are peculiarly vulnerable to authoritarian seizures of power, as occurred in Russia in 1917.

What Dr. Rostow has done brilliantly is to project a badly needed body of theory—a concept, an hypothesis—under which underdeveloped countries can modernize without resort to communism or similar authoritarian political disciplines. His critics assert his theory is not supported by sufficient empirical data. But there is always a lag between the breakthroughs of insight—whether in the physical or the social sciences—and the supporting train of data and proof. Meanwhile, let us be appreciative of the Rostowian insights and urge that scholars and men of action—including those in the Service—move forward pragmatically in an attempt to prove him right or wrong.

THE STAGES OF ECONOMIC GROWTH: A Non-Communist Manifesto, by W. W. Rostow. Cambridge Press. London, New York: 179 *pp.* $3.75 *(Paperback,* $1.45).

No Recipes for Creative Diplomacy

by HOWARD TRIVERS

THE ALL-ENCOMPASSING nature of the diplomatist's problems today is a part of the fascination and burden of our work. It is true, albeit pathetic sounding, that the life and death of the human race is involved. Because of the earnestness of the problems, the diplomat must seek enlightenment from all sides. The dean of American philosophers, Harvard Professor Emeritus W. E. Hocking, at the mature age of 86, has addressed himself to our problems, the basic foreign affairs issues of the United States, in a book which should be read by every serious-minded Foreign Service officer.

What Professor Hocking sets forth is a framework of general considerations illuminating the current world political situation of the USA, particularly vis-à-vis the USSR. Among these considerations are the following:

1. There are vicious circles of mutual fear, to wit, communism *delenda est,* because for communism, capitalism *delenda est,* and capitalism *delenda est,* because for capitalism, communism *delenda est.* These circles must be broken.

2. World control is an illusion, either as hope or dread. While world destruction is quite possible, there is no possibility of world administration.

STRENGTH OF MEN AND NATIONS: A Message to the USA vis-à-vis the USSR by William Ernest Hocking. Harper and Brothers, New York, 248 *pp.,* $3.50.

3. Instead of the "inevitable" collapse of the USSR, there is taking place its "inevitable self-revision."
4. Neither the U.S. nor the Soviet Union has the will either to suicide or to vast human destruction—this is the minimal fraternity.
5. Coexistence is a realizable stage in which competition and persuasion—free of compromise—relieve disastrous pressure toward an unattainable military security.

Professor Hocking pleads for a third type of diplomacy, a type which is neither rigidity of principle nor appeasement. This third type presupposes a search for fundamental identities, common goals and aims between the USA and the USSR and urges an effort to break through the vicious circles of mutual fear and mistrust by creative risk. This creative risk the U.S. is called upon to take as a final test of its national strength. Professor Hocking is confident that there is an evocable will in Soviet Russia which would respond to the U.S. step.

Wisely, Professor Hocking has not sought to define too closely the act of deliberate risk, though he does say that the initial stages would involve the abandonment of the pursuit of an infinitely retreating security. He would also open wide channels of travel, trade, exchange of techniques and science, and proposes a willingness on our part to accept the offices of the UN, or some *ad hoc* tribunal, "or still better a direct confrontation of the principals, with some new vista of a world order that could be tolerable to both." However, Professor Hocking does not offer a blueprint; indeed, with a philosopher's restraint, he leaves off where the labor of diplomacy begins. In his own words, "There are no recipes for a creative diplomacy; if there were, it would not be creative."

The Battle of France, 1940, *by Colonel A. Goutard. Ives Washburn, New York,* 266 *pages, bibliography, index, maps.* $4.00.

Reviewed by E. J. BEIGEL

THIS TRANSLATION of a best-seller published several years ago in France, about "the most lamentable campaign" in French military history, has the great merit of selecting the most telling points from the respective memoirs published by the military leaders on both sides, and of piecing them together to provide a concise explanation of how the battle developed and the military fall of France came about. It is a most painful account and leads one to wonder whether accounts of the campaigns in Indochina, or Algeria, will ever reveal the over-all military history of those events as this, however belated, account by a French author. The French defeat in 1940 was not due to any German superiority in men or equipment, or refugees clogging the roads, or air superiority, but to the French insistence on fighting a war along outmoded lines of strategy and tactics. Once the campaign began it was too late to improvise on the French side, since military doctrine and organization accepted for a generation cannot be altered overnight. As Colonel Goutard puts it: "Our defeat was due more to our conservatism of outlook and our unrealistic and preconceived ideas than to any military weakness inherent in our nation. It is when strategy parts company with common sense that we can expect disasters like Sedan and even Dien Bien Phu."

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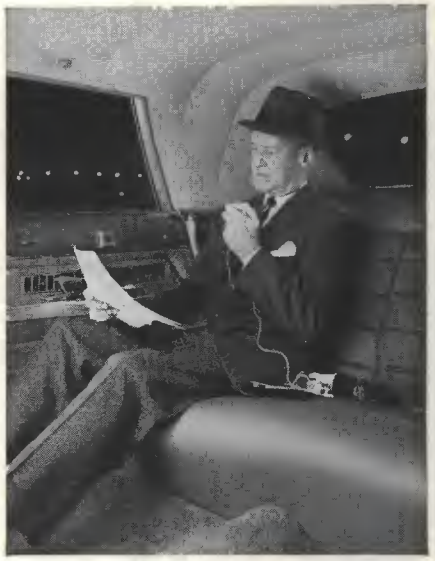

Imperial thoughtfulness: wide doors, deep carpeting, doe-soft upholstery, foam seat cushioning six inches thick.

Climbing the Promotion Ladder

in the Ch'ing Dynasty

Any parallels between the Ch'ing (Manchu) imperial bureaucracy (1644-1911) and other bureaucracies are drawn strictly at the risk of the reader.

by ROBERT M. MARSH

WHAT WERE the determinants of official advancement in the Ch'ing bureaucracy?

Max Weber pointed out that employment in a bureaucracy takes the form of a career, organized in "a system of 'promotions' according to seniority or to achievement or both." I shall treat these two factors, seniority and achievement, as the major bureaucratic determinants of advancement. It is important to realize that seniority and achievement are often in conflict. If promotions are based mainly on achievement, many officials would fail to advance very far during their careers, and outstanding young officials would assume posts above officials who were their elders. On the other hand, if seniority is more emphasized than achievement, the system of promotions would fail to motivate officials to excel in their tasks, and the bureaucracy might become a mediocre gerontocracy, with old men holding all the strategic posts. Most bureaucracies, including the Ch'ing, resort to some combination of achievement and seniority in the formal determination of advancement.

How were achievement and seniority defined in the Ch'ing bureaucracy, and what role did they play in promotion? Terms of office were normally three years for all posts. At the triennial assizes, merit ratings were drawn up for all metropolitan and provincial officials. The Bureau of Records in the Board of Civil Office kept a record of each official's seniority—his length of service in a particular bureau or organization as well as his length of service in the government as a whole. The operation of seniority is seen in the fact that the "Nomination for Promotion" list—those eligible for promotion to a given rank—usually included the names of officials whose rank during their previous term of office had been one-half rank lower. Only the officials who emerged from the assizes with a first-class recommendation, not those with a second- or third-class recommendation, were eligible for a one-half rank promotion. A first-class recommendation meant that the official had a high rating on personal conduct, ability, service record and was not over-age or infirm. In short, one's promotion depended formally upon achievement (conduct, ability, and service record) and upon seniority.

The following offices participated in checking and cross-checking each official's record during the triennial assizes: the chief official of every civil *yamen* secretly submitted comments on all his subordinates to the Board of Civil Office and to the Censorate. Similar assessments of officials in the Imperial Household and of military officials were made by

Excerpts from "Bureaucratic Constraints on Nepotism" by Robert M. Marsh, Instructor in Sociology at the University of Michigan, in the February 1960 JOURNAL OF ASIAN STUDIES. Reprinted with permission.

the Imperial Clan Court and the Censorate. After these offices had made minute inspections of the lists of nominations for promotion, the actual appointments for promotion were made centrally by the Emperor, on the basis of these lists. In practice, this was too arduous a task and only the high metropolitan and provincial officials were appointed by the Emperor himself. Officials between ranks four and seven were promoted on the recommendation of the Board of Civil Office, and those below the seventh rank were promoted directly by the departments concerned and by the Provincial authorities.

In a hypothetical case, an official who began his career as a District Magistrate, 7a rank, and who received the normal promotion of one-half rank every three years, could reach posts of the first rank—the highest in the Empire—some thirty-three years later. Advancement could occur more rapidly, or, as was more likely, much more slowly or not at all, and relatively few officials could rise into the highest ranks where the bureaucratic pyramid tapered off.

To the extent, then, that Ch'ing officials' advancement was determined by (a) their achievement in office and (b) their seniority, I shall refer to their advancement as bureaucratically determined. Conversely, advancement was extra-bureaucratically determined insofar as some specific attribute of the official or some special relationship he had to others gave him preferment over other qualified officials. Among these factors were: the official's family background, his relationship to special cliques and factions from the same native place, the same class in the examination system, etc., the use of wealth for gifts, bribes, and so forth. It was said of Governor-General Huang T'ing-kuei (1691-1759), for example, that he deliberately courted unpopularity so that the Emperor would say, "This man has no friends, he belongs to no party; all he thinks of is his duty to me." In fact, of course, it was difficult for an official not to form a series of particularistic relationships, the consequences of which encouraged the operation of extra-bureaucratic determinants of advancement.

Finally, official advancement can also be influenced by factors which, strictly speaking, are neither bureaucratic nor extra-bureaucratic *per se*. One of these in the Ch'ing period was the influence on advancement of the "dynastic cycle" or the "fiscal cycle" through which the dynasty and the society passed; another was the expansion and contraction of the size of the bureaucracy, i.e., the number and type of official openings.

The Khorumi, performed by the Georgian State Dance Company

Service Glimpses

1. Monterrey. FSO and Mrs. Albert N. Williams participate in the festivities of their wedding reception, held at the official residence of Consul General and Mrs. John F. Killea. The former Carmen Cunningham and Mr. Williams were married on February 4, in Monterrey, where Mr. Williams is stationed on his first Foreign Service assignment.

2. New Delhi. Coming down the stairs to join their wedding party are Major and Mrs. Roland Claudius, followed by maid of honor Miss Mary Keim and best man Mr. Ray Laugel. The bride, formerly Miss Anne Meriam, FSO-4, was married last November.

3. Casablanca. Consulate General and Air Force wives sort clothing for the victims of the Agadir earthquake. (L. to R.): Mrs. H. H. Ford, Mrs. W. E. Schaufele, Jr., Mrs. R. Jeansonne, Mrs. R. K. Sherwood, Mrs. F. P. Castiglione, and Mrs. H. M. Wade.

4. Tel Aviv. Congressman Rooney pays a visit to the Embassy on arrival at Tel Aviv. Pictured with him are Counselor of Embassy Murat W. Williams (left) and Gideon Saguy (right) of the Israel Ministry for Foreign Affairs.

5. Seoul. Mr. and Mrs. Marshall Green and their two sons, Teddy and Brampton, at the airport in Seoul, where Mr. Green is Deputy Chief of Mission. Mrs. Robert W. Tucker is pictured at extreme left.

6. Oslo. Ambassador Frances E. Willis, acting as "godmother," cuts the ribbon to launch the ship "Siranger," built by Bergens Mekaniske Verksted. At the Ambassador's suggestion the ship-building firm made available three AFSA scholarships for 1960-1961 in lieu of the usual gift to the sponsor.

7. Phnom Penh. Deputy Under Secretaries Loy W. Henderson and Raymond L. Hare posed with a group from the Embassy when they stopped over at Phnom Penh following the Chiefs of Mission Conference at Baguio. From L. to R.: Jack B. Minor, Mr. Hare, Martin G. Ryerson, Ambassador Trimble, William Thomas, Mr. Henderson, John Monjo, John D. Spangler, Archie Bolster, Cherry Stubbs, Jean L. Farr, and Daniel Arzac.

8. Washington. At a Far East luncheon, one of a series being held on the second Monday of each month, Foreign Service personnel proceeding to and from the Far East meet informally with Department and USIA colleagues. Among those present at this luncheon were: (Head table, L. to R.) Arthur Emmons, Bryan Battey, Donald S. Macdonald, James R. Johnstone, Frank Welsh, (Left table, clockwise beginning left) Lyle Lane, Shirley Green, Denman Stanfield, Cass Kendzie, William Kelley, Robert Bushner, Robert Wenzel, Gladys Knutzen, Evelyn Blue, Margaret Hays, Robert Brand, Anthony Quainton, (Right table, clockwise beginning left) Mana Morales, John A. Linehan, Jr., Harry Thayer, Helen Webb, Amos Yoder, Robert Moore, Hyman Bloom, Helen Wilson, Charles Tanguy, Robert Clark.

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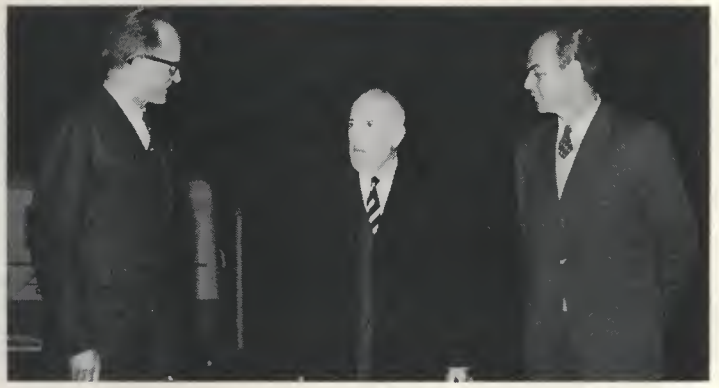

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Organizing for National Security

by Robert A. Lovett

Editor's note: *Readers who incline to the view that organizational changes in the Departments of State and Defense are essential to national security should not overlook the attached statement by Robert A. Lovett, former Under Secretary of State and Secretary of Defense. To those readers who might agree that "two heads are not always better than one, particularly if they are growing on the same body," i.e., the Committee, the following wise words are highly recommended.*

THE OPERATION of our governmental machinery today is complicated by a number of factors which we must not only comprehend but to which we must also readjust. We see in the world today a rate and variety of change which in our history has never been equaled. We not only have to face the challenge of bold, new scientific and technological advances, but also to adjust to changing conditions created by the emergence of new and independent countries and a growing sense of nationalism in many parts of the world.

This would be difficult if Government machinery were perfect and decisions on policy could be promptly translated into action. But our problem is magnified manyfold by the fact that our system of government and our way of life have come under direct and deadly challenge by an implacable, crafty and, of late, openly contemptuous enemy of both.

One of the questions most frequently asked, either profanely or with a sad whimper, is "Why does it take the Government so long to make up its mind?" or, in the more restrained language of this committee's questionnaire, "Can anything be done to speed up our Government's policymaking machinery?"

I am not suggesting that a major cure in policymaking delay is in sight or that any real progress will come from something as appealing as "simplifying" or "streamlining." It is wholly unrealistic to talk of making government simple. We can aspire to make it manageable, and effective, but its characteristics make simplicity of machinery impossible.

This is the result of its vast size, of its complexity, of its multitude of activities, and particularly on the wide divergence of interests it represents and the different needs of the various groups of citizens which it must reconcile.

It is this last mentioned requirement, I think, that we must focus on if we are to recognize one of the main reasons for the great amount of time consumed in the making and execution of national policy. The often forgotten fact is that our form of government, and its machinery, has had built into it a series of clashes of group needs. They appear to have been originally designed to protect the individual citizen and to keep any one group or department of Government from getting too dominant.

This device of inviting argument between conflicting interests—which we can call the "foulup factor" in our equation of performance—was obviously the result of a deliberate decision to give up the doubtful efficiency of a dictatorship in return for a method of protection of individual freedom, rights, privileges, and immunities.

When Government was small, the "foulup" system must have worked very well; when Government became large, it probably worked fairly well. But Government has now become gigantic at the very moment in history when time itself is not merely a measure, or a dimension, but perhaps the difference between life and death.

The Federal Government is by far the largest and most complicated operation in this country. This huge organization would be hard enough to run if authority were given where responsibility was placed. Yet, that frequently is not the case.

Whether or not this itch to get in the act is a form of status seeking, the idea seems to have got around that just because some decision may affect your activities, you automatically have a right to take part in making it. In consequence, the general area of executive department checks and balances is the source of a broad stream of procedural complications that consume vast amounts of time and energy. It would be well to look into it, I believe, because there is some reason to feel that the doctrine may be getting out of hand and that what was designed to act as a policeman may, in fact, become a jailor.

May I now turn from the point just discussed as part of the general subject to "problem areas requiring possible remedial action" and try to respond to the questions asked in relation to the narrower limits of the Department of Defense and the Department of State.

Excerpts from Mr. Lovett's testimony before Senator Jackson's committee. Mr. Lovett is currently partner, Brown Brothers, Harriman & Co., Chairman, executive committee, Union Pacific Railroad Co. He has served as Under Secretary of State, as Deputy Secretary and Secretary of Defense.

As I understand them, the questions here asked fall into two rough categories:

(1) Does the Government machinery, as presently provided, give us adequate means for determining national security policy; and

(2) Can you identify "problem areas" and suggest "any constructive and practical reform?"

Taking the Department of Defense first—since it is freshest in my mind—I believe that adequate policymaking machinery in its special field is currently available; that proven operations machinery is in being; that it has, furthermore, the essential military attribute of close relationship between planning and operational responsibility; that it enjoys through the military services a fair amount of stability and continuity—though still inadequate, in my opinion—and that it can be staffed by specially trained personnel, giving whatever balance or mix is desired between military, civilian, scientific, and professional skills.

The military portion of the national policymaking machinery will, I believe, function with least difficulties and with the highest quality of output under certain conditions which are conducive to its best performance. These include the following:

Military policy and strategic planning require a prior step—the determination of a national political policy: The military professionals should be contributors to and not makers of national political policies. They are trained to carry out such policy, not to originate it. They clearly cannot do their planning job until a higher level fixes national goals.

Need for constant, close, and sympathetic cooperation with the Department of State: National political policy includes foreign policy and defense policy—among others—and simply cannot be fragmentized. It should, of course, be integrated. Military power is today so intertwined with our national foreign policy that the Department of State must be a full partner—and, above all, a welcome one—in all major decisions of planning and policy. While lateral liaison should be insisted upon and must take place at the lower levels that work on planning and policy papers at the first stages, the tone of the cooperation must be set by the two Secretaries.

Now we come to the Department of State. Because policymaking has historically been its main function, it is more difficult to isolate those elements of its machinery which have special importance to national security or which serve to complicate it.

The Secretary has, therefore, to rely less on the broad powers of his Department and more on integrated planning with other members of the executive branch. As the interim report of this subcommittee correctly says:

"He needs a wide-ranging knowledge of the relations between military and foreign policies, of the uses and limitations of economic and military aid, of information, propaganda, and related programs, of the strengths and weaknesses of our adversaries, of the dangers and opportunities in countries around the world, and of the working of international institutions and of regional organizations."

This is enough responsibility to keep anyone fully occupied and the workload, not counting the necessary formal social functions of the office, is in my opinion already at

the dangerous level. This feeling colors the answers I attempt to give below to certain of the specific questions asked.

(A) "Is the Department's organization adequate for policymaking?"

The policymaking machinery and procedures in the Department seem to me, in general terms, to be adequate. Adjustments designed to accelerate decisions and provide guidelines for other departments would seem possible with certain changes in method of operation covered briefly below.

(B) "Should the Secretary be given a more dominant role in overall national security planning?"

I think not. He already has more than he can do properly and his opinion can now carry whatever weight the President feels it deserves. Increasing the Secretary's role will not relieve the President from making the ultimate decision on foreign affairs which, as is pointed out earlier, is a necessary first step in national security planning.

(C) "Are the responsibilities of the State and Defense Departments in national security policymaking now correctly defined and divided?"

I think they are adequately defined at present. The effectiveness of any such allocation depends on the intent and cooperation of the parties at interest. No organization chart is a substitute for a sense of common goals. Such charts are, I think, generally, proof that a picture of a lot of oblong boxes—especially when colored—can be more deceiving than a thousand words.

(D) "Should some of State's functions in national security policymaking be shifted to a sizable planning staff at White House level?"

I believe this would solve nothing, would increase organizational layering and promote overstaffing, and would prove wasteful in time, money, and manpower. It seems to me that if planning is removed too far from operating responsibility, a misleading lack of realism results. The President ought to be provided, I think, with the full flavor of the operational department's planning.

(E) "In view of his formidable burdens of office, can the negotiating responsibilities of the Secretary of State be lightened?"

My answer is an emphatic "yes."

As indicated in an earlier paragraph, the Secretary's duties are extremely heavy. His voice in council is of cardinal importance if delay and vacillation in policy and performance are to be avoided or substantially reduced. To have him dashing about, all over the world, to an increasing variety of meetings or negotiations, makes very little sense to me.

Our system of government, with its checks and balances and other essential procedures, differs so materially from most of the others in the world that the argument that "They can do it, why not we?" rings hollow and false. Actually, the ability to yank our Secretary out of his chair for some foreign ministers' meeting—and keep him out of the country for days or weeks—is a rather neat way to throw a monkey wrench in our policymaking machinery and in our method of consulting the Congress.

Among the most important attributes a Secretary of State must possess are, in my opinion, trustworthiness, reliability,

and availability in Washington. One hears much of the first two virtues but little of the almost equally important third. The travel burden placed on the Secretary in the last ten years has steadily increased. If the trend keeps up, he will soon find that such time as is not spent in overseas meetings is barely enough to devote to the enforced neglect of his other duties.

A possible solution—and the only one with much appeal that I have heard of—is to continue to regard the Secretary of State as the first-ranking Cabinet member and Presidential adviser with responsibility for the conduct of the State Department. Then create a new Cabinet position, responsible to the Secretary of State and, through him, to the President, and have him devote full time to meetings and negotiations. He could be given such title as is needed to do the job—perhaps Minister of Foreign Affairs. The skills and special gifts needed for this work may prove more easily developed when not burdened with other executive responsibility.

(F) On the budgetary process, "Should State and Defense (and perhaps other agencies concerned with national security) participate fully in the initial establishment of 'budgetary guidelines' for national security programs?"

I believe they should, since a sound budget can only be developed if both State and Defense—the latter in particular—go painfully through the steps of determining—

(*a*) What is necessary (and not merely desirable) for national security;

(*b*) Whether it is feasible from the point of view of national resources and production machinery; and

(*c*) Whether it is socially or politically acceptable to the people.

An added reason lies in the importance of having the budgetary goals determined from the outset by a great concern for a system of priority of national need and not have them too greatly influenced by the officials of the Bureau of the Budget itself.

Finally, national security depends, I believe, on something far more important than the machinery which is supposed to serve it. It depends on many things. Some of them, to be sure, are material things. But the more important ones are matters of the national spirit. It depends on our belief in the future; it depends greatly on our sense of values; and it depends on our willingness to give up a little of today in order to have a tomorrow.

While the challenges of the moment are most serious in a policy-making sense, I see no reason for black despair or for defeatist doubts as to what our system of government or this country can do. We can do whatever we have to do in order to survive and to meet any form of economic or political competition we are likely to face. All this we can do with one proviso: we must be willing to do our best.

In brief summary, therefore, I suppose the net of my answers to the questions dealt with above is that there is nothing wrong with the machinery that cannot be corrected by the removal of some excess parts, the replacement of some wornout ones, by lubricating generously with an understanding approach to the personnel problem involved, and by having a destination clearly in mind before we start out.

A Cypriot Village Wedding

By Edith Belcher

A WEDDING anywhere is usually a wonderful, memorable event, but a Greek Cypriot village wedding is all this with a strain of gay madness throughout.

Maroulla, our maid, was to be married in her village and the entire Consulate General staff was invited. The more members of a wedding party the better, since the service is financed by those chosen as best men and women. The more who participate, the less each individual has to pay.

Toby was asked to bring the American flag with him. He was mystified as to its intended use, knowing only that an important man in the village had asked the Mr. Consul General to please agree to this small favor.

A few miles outside the village a figure held his ground in the middle of the road and flayed the air with a cane—our important villager, Mr. Yergoulas. We piled out of our caravan of cars and into a maze of gesticulating villagers. Events in Cyprus are seldom without confusion, histrionics and the participation of everybody.

We explained to Mr. Yergoulas that we must go right to the village and see Maroulla. No! We would go first to his house for a sweet and a coffee and to see his beautiful garden. . . . No, thank you, we would go right to the village, all kindnesses taken into consideration. . . . No! The priest was attending a memorial service, and since he was the only priest for all the villages in that area, the bride and the groom *and* the wedding must wait his arrival.

Mr. Yergoulas' family greeted us in front of their house and offered us delicious candied walnuts and coffee. In order that the Mr. Consul General would not miss a minute of the tour, we were raced up and down garden paths and in between a rich array of orange and lemon trees.

Meantime, the American flag was handed to a smiling gentleman who tucked it under his arm and roared off on a motorcycle. A half hour later we drove to the village and Maroulla.

A group of people stood at the foot of a narrow dirt lane which led to the house of Maroulla's sister. We were met by an anxious bride and her very nervous groom, Sotiris.

After greeting us, Maroulla went into the house and sat stiffly on the side of the one bed in the room while her women attendants arranged the wedding garments on a woven tray. A young boy prepared a tray of pussy willow buds and coins which were to be used later in the ceremony.

Outside, Sotiris waited for the barber to prepare the shaving equipment. Back and forth our groom wandered, absent-mindedly answering the questions and teasing of his friends. Just beyond the door two men played a mandolin and a violin. Sotiris seated himself and the barber began to shave and perfume him, while the musicians struck up a gayer tune. A plate was on the table in front of them to receive gratuities.

The villagers gossiped and the wives helped Maroulla's sister prepare the meal. The kitchen area was in the rear of the yard and a local macaroni dish simmered in the large brick and clay oven. The lamb and chicken were cooking in another oven at the side of the house.

No priest yet, but only the bride was tearful. The barber finished his task and Sotiris emerged clean-shaven and shining.

THE ACTIVITY inside the house increased as the women began to dress Maroulla's hair. One woman combed while the others stood in a circle and sang—a sad farewell song from the women to their friend who would now leave them. Tears flowed in profusion. As one woman broke down, another took up the refrain, and so on. Those not singing were chattering and those not chattering were weeping and singing in turn. In another corner a woman nursed her baby. Two men entered the house and led the singers in a more cheerful number. Finally the priest arrived.

The tray of wedding garments was placed on a table outside the door. The priest washed himself, donned his surplice and blessed the garments, performing each task with equal casualness. He returned to the church and the women began a dance with the tray. Each took her turn at circling the small enclosure and holding the tray above her head. This was an especially appealing part of the ceremony as it was performed naturally and gracefully.

The dancers finished and the bride and groom retired to the house to be dressed. At long last Sotiris with his Maroulla emerged self-consciously immaculate and we walked proudly down the lane to the village church.

Edith Belcher wrote last year on the return of Archbishop Makarios to Cyprus. The Belchers will soon be leaving Nicosia for his new assignment to the Canadian Defence College.

VILLAGE WEDDING

Greek Costumes and Embroideries *Benaki Museum, Athens*

Mr. Yergoulas, a delegation of village notables, and the Greek and American flags awaited us at the entrance. Mr. Yergoulas made a speech welcoming the Mr. American Consul General. The joyous occasion was made even more auspicious, he bellowed, because of this first visit ever made to "our humble village" by an American Consul General from the United States. Toby was then presented with a bouquet of flowers and the wedding began.

A Greek wedding in Cyprus is not only informal but talkative. The children talk and giggle constantly and the priest's chanting is accompanied by an enthusiastic babble from the adults.

Toby and I were the number one best man and woman and were assisted by nine or ten others.

The priest proceeds imperturbably through the ceremony, receiving attention from some and competition from others. This informality implies no disrespect; it is a natural, spontaneous and very Greek reaction to an important event. However, it is in sharp contrast to our formal and quiet marriages and a splendid release of tension.

During the service, two of the best women took down our names and collected the money needed to cover the cost of the ceremony. This involved a discussion, a fumbling for change and some confusion in writing our foreign names.

The priest took two rings tied with red ribbons. The ribbons signify the link between the couple and their attendants. He removed the ribbons and blessed the rings, then placed them on the fingers of bride and groom. The various

by Edith Belcher

attendants exchanged the rings, a man and woman together, removed them from the couple's fingers and transposed them —and so on down the line. It is this group participation that creates the charm of a Greek wedding.

Then, the priest, as with the rings, blessed the couple's wedding crowns three times, three being symbolic of the Father, the Son and the Holy Ghost. These crowns of waxen flowers are placed on the bride and groom and a roll of white satin is attached to the back of their veils. This ribbon is unrolled and each member of the wedding party signs his name. More confusion resulted while we borrowed one another's pen, checked on the spelling of Anglo-Saxon names in Greek . . . and the priest droned on, quite undisturbed.

As we reached the final phase of the ceremony the priest led the couple around the table three times, Toby and I holding onto the veils and the ribbons which had been rewound and pinned to the veils. The others threw handfuls of the coins and pussy willow buds at us, further hampering our progress. The coins are for good luck and the pussy willow buds promise fertility. It is at this point that the best man and woman must show their agility in keeping up with the circling couple, hanging onto the veils and avoiding the cluster of young bodies who are madly scrambling for the flying coins. Years ago *all* the attendants accompanied the couple around the table while the onlookers slapped them on the back. Whether this custom ceased due to complete bedlam and occasional violence, I do not know.

We returned to the sister's house where a table had been set up with food and wine. Most of the villagers sat in straight-backed chairs in the yard and enjoyed their feast with the musicians.

The dancing began almost immediately, done mainly by the men and occasionally by two women dancing together. The men of Cyprus dance as they speak, slapping their boots and clapping hands. At times they drop on their haunches and leap up again with a yell. We have seen political discussions in a coffee shop enlivened with almost identical movements. The women dance demurely and with quiet gestures.

When the group had mellowed with food and wine, the bride and groom performed their all-important dance. They circled around the floor while their friends stepped up and pinned money to their clothes, their gifts to the couple. The richer the village and the more popular the couple, the more paper notes are added to their dress. One of the foreigners placed a note in the groom's pocket. It was quickly removed and pinned on his suit. Everyone must know the luck of the couple and such modesty as the foreign friend showed is unthinkable at a village wedding.

A village wedding often goes on for three days. At the end of the first day the bride and groom retire to their house. The bridal bed has been prepared and a handsome baby boy rolled in the bed to ensure the first-born being a son. Years ago in the villages, this ceremony was further elaborated on the following morning when the blood of a dove was sprinkled on the sheets.

A Typing Pointer

by Ruth Stanley

Shortly after I graduated from business school, some years ago, I entered the U. S. Foreign Service as a secretary. I was stationed in Panama, Bolivia, Norway and Spain. I enthusiastically recommend the Foreign Service as a career for young secretaries. The only reason I came home was to learn English again.

During those years of foreign travel and work, I learned one typing "truth" which I would like to pass on to other secretaries at home or abroad.

In typing or copying foreign languages that were as familiar to me as the Martian tongue, I could not follow certain "quickies" like the "tion" and "ing" phrases.

It was absolutely necessary for me to follow one single letter at a time.

I soon became aware that I was typing the English language in the same way and that my speed was increasing to around one hundred words per minute.

After careful study of this phenomena over the years, I have reached the following conclusions:

First, looking at one single letter at a time eliminates thinking about the subject of the material you are typing. As any typist knows, as soon as she starts thinking about who said what or what said who, she will inevitably improvise words of her own, or, she will expect a word to have a certain ending. It often has another, but she has cast the die.

To digress a moment, this makes me think of the time over a year ago when I was working in Hollywood for Jack Chertok, producer of the old "Private Secretary" series. He gave me a script to type and it was a very special rush job. I broke my own speed records in typing the manuscript.

When I took it into this office, he asked me how I liked the idea.

"I don't know," I answered cheerfully, "I didn't read it."

He is still telling the story.

Now to get back to my purpose.

By having your attention so finely focused, you are not so easily distracted by noise and verbal conversations in the room where you are typing. Any time there is commotion in the office around you, just run one letter at a time through your mind like a ticker-tape arrangement. You will notice an improvement in your ability to concentrate.

The next time you are at your typewriter and the boss is at a Martini lunch, try typing one or more of the following languages, especially if they are not familiar to you. You will understand what I mean by focusing on one letter at a time.

Norwegian: Der er koffertene mine. Jeg har ikke noe som skal fortolles. Hvor kan jeg veksle penger?

German: Ist die Strasse nach Darmstadt gut? Können Sie mir eine kleine Zeichnung machen?

French: Comment vous appelez vous? Je suis heureux de faire votre connaissance, Monsieur Wood.

Spanish: Usted se equivoca. Ella no se llama Palma, ni su padre Navarro. Palma y Navarro son apellidos maternos, y no paternos.

Practicing with foreign languages like the above will make you welcome ye olde English with open arms because typing it will be a proverbial breeze.

Try it?

Press Clippings:

Foreign Service Training

ASSUMING THAT Congress will provide adequate funds for defense and enact a workable civil rights law, my choice then for a single Congressional enactment during 1960 would be a bill to modernize and expand our Foreign Service. We have waited too long and salved our misgivings by paying occasional lip service to the possibility that some day we will establish a "West Point" for diplomacy.

We should act now to:

Unfetter the selective authority of the State Department by permitting that department to hire annually a specified number of new Foreign Service personnel, with or without written examination, in the same way the General Electric Company or any other large concern recruits its personnel;

Authorize the department to grant the selected recruits Civil Service status after a period (perhaps two years) of on-the-job training and instruction;

Provide, as a substitute for the costly and, in my opinion, undesirable "West Point" for diplomacy, special Foreign Service graduate training for selected personnel at the University of Hawaii, the University of Puerto Rico, and at three or more selected universities on the United States mainland.

This method of freer selection would permit us to recruit our Foreign Service from a broader segment of our people. Selection of the Universities of Hawaii and Puerto Rico for graduate training would enable our Foreign Service people to soak up not only the languages but the cultures of Asian and Latin-American countries because they would live with and study with young people of different backgrounds.—Leo W. O'Brien, Member of Congress, (D., N. Y.) in the NEW YORK TIMES MAGAZINE.

National Days

IT IS NOT OFTEN that a diplomatic initiative comes out of Bonn, but under the enthusiastic leadership of the American Ambassador, Mr. Dowling, a movement is emerging that could bring about a profound change in diplomacy, with possible improvements in the international situation. It is his ambition to found a Society for the Suppression of National Days, an apparently modest objective which, nevertheless, the Ambassador believes would help to break up the present diplomatic log jam.

Little can be done before the arrival of the new Papal Nuncio, who like his predecessors is to be the *doyen* of the diplomatic corps, but Mr. Dowling's overtures do not appear to have received the serious consideration they deserve. . . .

The calls a new ambassador must make and receive devour enough time, but at least they are not annual events. National days are; and even in Bonn, where no eastern satellite is represented and the "Hallstein doctrine" threatens to reduce the number of diplomatic missions to those of the Federal Republic's most faithful allies, 69 national days have to be attended every year.

Allowing for holidays, consultations at home, and occasional attendance at international conferences in other capitals, this could average about two a week. There are, of

course, other diplomatic functions that must be attended and given. The conscientious ambassador also wants to see something of the unofficial life of the country to which he is accredited. Many would like to spend the occasional evening cogitating on problems to whose solution they are expected to contribute. Some presumably would like to see their families from time to time. . .

He should be assured of a good deal of support, especially in London, Washington, and Paris, where there are more national days to be celebrated. Support in Bonn should be no less. . .

Nevertheless a great deal of opposition is expected. An old country such as the United States can celebrate its independence quietly and without assertiveness, but for many nations it is still cause for celebration. Other people's national days may be tedious but not your own.

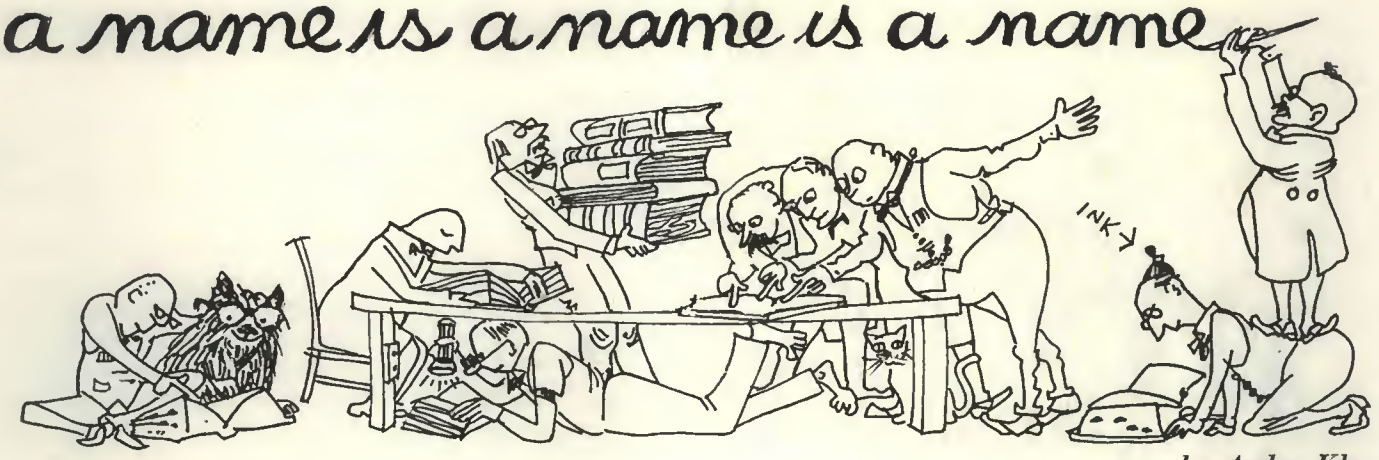
Nor are all diplomatists bound to their desks from 9.30 to 5.30 dealing with telegrams and parliamentary questions, writing reports on subjects as diverse as the local educational system and the health of Cabinet members, or apologizing for the high spirits of locally stationed troops. There are others who practice an ancient and more leisurely diplomacy for whom functions such as national days are most necessary. Without them they would work under great difficulties and would indeed be seriously under-employed.

Another clash of interests between the United States and the Soviet Union is also feared. While national days may be rejected by the organization and methods department of the American foreign service, the Soviet Government has elevated them to a new diplomatic form combining the functions once reserved for secret diplomacy and parliamentary question time. Without Ruritania's National Day, Mr. Khrushchev could not reveal the latest stage of disarmament negotiations, chastise Dr. Adenauer, or announce the more recent achievements in the virgin lands with the *élan* that has done so much to make diplomatic news as interesting as the sports pages.

A great deal of experience would be lost to the diplomatic corps. A capacity for vodka would no longer be a factor in determining promotions. The quick ambassadorial retort, made at dictation speed to ensure that reporters do not miss it, would no longer sway the fate of nations. The sixth sense of reporters, who play an important role in this new form of diplomacy, that tells them when to make the oblique approach to Mr. Khrushchev's table to record and even initiate these exchanges, would be wasted.

Mr. Dowling has privately confessed that the opposition to his proposal could be massive. An experienced diplomatist, believing in the art of the possible, he has already formulated a compromise plan without abandoning publicly the original proposal. The compromise has an appealing simplicity: all national days should be celebrated in rooms with convenient back doors, through which those ambassadors with problems to cogitate can disappear after a decent interval without offending national sensibilities. It has drawbacks like most compromises. Ambassadors will still have to change and make an appearance; but the busy ones will be able to maintain the diplomatic proprieties and get some work done.—THE (London) TIMES, The Times Publishing Company, Ltd. 1960 ©

a name is a name is a name



by Andor Klay

NO CONFIRMATION of this can be found in the Official Register of the United States, but internal evidence firmly indicates that there exists a Committee for Changing Geographic Names to Suit Bureaucratic Convenience.

Moreover, recent developments prove that there also exists a Committee for Re-Changing Geographic Names to Suit Bureaucratic Convenience.

(These Committees probably maintain close liaison with the Committee on Purchases of Blind-Made Products, an independent agency listed on p. 648 of the Register.)

The Committee named in the second place above has recently furnished proof of its existence in the form of an unattributed but Departmentally approved announcement to the effect that henceforth, in all official correspondence of the Department and the Foreign Service, the city of Frankfurt-am-Main, in the Federal Republic of Germany, shall no longer be referred to as Frankfort. From this late date onward, it is to be referred to as Frankfurt. Reason: its name happens to be Frankfurt.

That the announcement has not yet evoked tumultuous applause must not be allowed to obscure its importance as an act of bold, imaginative statesmanship. The initiative has been seized. In Frankfurt, the Bűrgermeister (not yet re-changed from Burgomaster) may not yet have received formal notice of the action restoring his city's good name. An official letter undoubtedly addressed to him by the Committee must be en route under a transmittal slip to the American Consulate General in the city which, even while Frankfort, has not ceased to be the birthplace of Goethe (not yet changed to Comethe).

One wonders if action by the Committee is now imminent to re-change Frankfort to Frankfurt in Illinois, Indiana, Kansas, Kentucky, Maine, Michigan, New York, Ohio, South Dakota and Tennessee—States of the Union with at least one Frankfort in each, not to mention innumerable frankfurters safely beyond the Committee's collective official reach. A fairly formidable States' Rights issue appears to be involved here, perhaps to be eventually decided by the Supreme Court (with probable abstention on the part of one of its members).

The time has come for a dramatic re-change in a case which has foreign policy ramifications concerning a Communist state. This writer has been designated, according to a diploma on display at his office, "Consul for the People's Republics of Servia and Macedonia." To re-change Servia to Serbia would be a public serbice. (Typesetter, please do not re-change serbice to service; I thank you.)

The Committee might, in the alleged words of Andrew Jackson at the Battle of New Orleans, "elevate them guns a little lower" and take action concerning the name of the House of Habsburg, long eclipsed but still well known. In official or scholarly references it should be spelled invariably as Habsburg, but very often is not. The final authority on the correct spelling of a name is, of course, the bearer of the name. All bearers of that name spell it "Habsburg." The family has so spelled it since at least the 16th century; prior to that time they did not spell it at all, either because of imperial and royal illiteracy or because of imperial and royal custom which required first-name signatures only. Habsburg is a contraction of Habichtsburg, name of the ancient seat of the family, while "Hapsburg" was probably invented by an English-speaking wearer of an ill-fitting upper plate.

Now, therefore, since no document showing the name as Hapsburg could be officially accepted as legally correct, appropriate action in the form of definite instructions to all Departmental editors and Foreign Service typists is long overdue and is respectfully urged, with copies to all writers, teachers and students of history throughout the English-speaking world. One copy should be sent to the Austrian Embassy at Washington for transmittal to Dr. Otto von Habsburg, current head of the family.

A re-change announcement similar to that affecting Frankfurt ought to be forthcoming concerning Nuremburg, correctly Nűrnberg. (Typesetter, "Nuernberg" may be used here if you have no "ű"—but if you have no "ü," I have

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FSO Andor Klay, in addition to watching over the changing of geographic names has zealously safeguarded the interests of JOURNAL readers in such articles this past year as "Who is Who and Who Isn't" and "Interpretive Diplomacy." He is currently Economic Officer at Belgrade.

no idea what you could do about setting up this parenthetical remark.) In view of the number of tortuous changes now awaiting re-changes, it is indeed curious that the name of Dnjeprodzherzhinsk (pop. 147,800 in 1957, last available figure) has never been changed by the first of the Committees mentioned. Here, help would certainly have been, and would still be, greatly welcomed by members of the Foreign Service.

It is suggested that a research project be undertaken to establish the identity of the mentally unbalanced veterinary who changed the name of Livorno to Leghorn and eventually cajoled the first Committee into adopting that semantic hippogryph. At the time of Allied operations in Italy during World War II, there appeared a certain lack of enthusiasm on the part of some segments of the population of Livorno toward the Allied military. This could well have been caused by their awareness that in America, they were considered to be living in Leghorn instead of their beloved Livorno, a fact Axis agents undoubtedly exploited to the hilt.

Now that Frankfort is going, is Leghorn here to stay—and is Hamborg coming?

For whatever consideration it may merit—concerning as it does non-geographic names as well, and thus being somewhat beyond the principal concern of the two Committees,—it is recommended that care be exercised in the following connections:

(a) Changes be made in the right places and to the right extent, with a view to what is left.

(b) National origins, irredentist pecularities and patriotic sensitivities be respected.

The following random examples may throw light on some of the pitfalls involved in matters affecting names.

Re (a): Themistokles Koulipapopopoulos, naturalized American citizen of Graeco-Macedonian birth, petitioned the Probate Court for a change of name. As reported in a brief newspaper item at the time, the petition was granted in compliance with the request that the name be changed to Jack Koulipapopopoulos.

Re (b): A Committee was established some years ago at an American university to prepare statistical tabulations on the national origin of members of the student body. A student named Herbert Foist was classified as of German origin. Eventually, however, it developed that his immigrant grandfather, before he had his name changed, bore the Italian family name Prima. This came to be translated into English in the town where he had settled. The town was Brooklyn, and Prima became Foist.

The writer hereby applies for a copy of the Report of the two Committees for the current fiscal year. (Typesetter, thanks and regards.)

Letters to the Editor

Pseudonyms may be used only if the original letter includes the writer's correct name. Anonymous letters are neither published nor read. All letters are subject to condensation. The opinions of the writers are not intended to indicate the official views of the Department of State, nor of the Foreign Service as a whole.

"Parking in State"

IN HIS LETTER in the April issue, Deputy Assistant Secretary Estes invited views on the "Parking in State" situation. In response, I should like to suggest that Mr. Estes may have overlooked the basic message in the JOURNAL's editorial on this subject. There is nothing wrong with the theories on which the Department's parking system is based; the difficulty is that they are departed from in practice. Section 274 of the Manual of Regulations and Procedures not only lists the criteria for allotment of permits, but also states that they should be observed, and goes on to deal with controls over the possession, use, and transfer of permits. It is the erosion of these controls during the five years since the present system was formalized in Section 274 that invites attention.

There is nothing abnormal in this situation. It would in fact have been unusual if it had not occurred, if the vesting of personal interests and the acceptance of the convenience of letting sleeping administrative headaches lie had not exercised their influence over the course of years of decentralized supervision and organization change. As a practical matter there is need for some decentralization, of course, but this places a premium on equality of application of the rules in a number of different areas of the Department, and a consistent standard does not seem to have been maintained. The crux of the JOURNAL's editorial message is that present arrangements are visibly imperfect, and that the near-completion of construction work offers a truly unique opportunity for a complete survey and reconstitution of the parking system, preferably on a somewhat tighter, more controlled, and more frequently-inspected basis.

Beyond amorphous Status, a parking sticker provides working convenience and a certain financial advantage as an alternative to paying commercial parking charges. As a highly practical emblem of administrative preferment, it is not something to be made available on a light or irregular basis. Mr. Estes' statement that the matter has been under study for some time is a welcome sign.

JAMES F. O'CONNOR, JR.

Washington

Robert J. Dorr Scholarship

I wish to express my deep appreciation to the American Foreign Service Association for the kindness and consideration shown me. The very thoughtful letter which I received from Mr. Estes means a great deal, not only to me, but to my son, John, who is seventeen, and will be kept for my younger son, Alan.

As Bob spent so many happy years in the Foreign Service, we are deeply touched by the decision to name a scholarship next year in his memory and by the thoughtfulness of those who sent contributions making a scholarship possihle. My family joins me in thanking you.

ANNE L. DORR

Washington

AFSA Luncheon

I SHOULD LIKE to say that I thought the April luncheon was one of the most enjoyable Foreign Service luncheons I have attended for a long time. Since no particular speaker was announced, those attending were among the members to whom the Association appeals for reasons of esprit de corps. Nearly everyone knew everyone else, the crowd was small enough so that a microphone for the speakers was not necessary, and nothing could have been better than John Steeves' impromptu talk which brought us up to date on Korea and provided excellent background information. I am one member who would like to see such luncheons continued through the summer.

FREDERICK D. HUNT

Washington

Hindu temple, Calcutta — *Roland C. Paul*

Furnishings

I SUGGEST that all FSO's bound for Washington for a tour of duty and intending to buy or rent an unfurnished home get rid of unsightly furniture and novelties before leaving their last posts. This suggestion is not made with a view to saving the Government money on transportation, but to help the transferee avoid the headache and financial loss of disposing of furnishings which are not up to Washington standards.

If you have scratched, broken or torn furniture which you cannot sell abroad at the price you would like to get, my advice is: sell it anyway. You cannot get furniture repaired or reupholstered in Washington for reasonable prices, and new furniture can be bought relatively cheap here. If you plan to do-it-yourself, give the following a second thought, too—you may not have the time, or it may still be substandard after repair, compared with new furniture in a modern décor especially if the house is new. Many souvenirs which look quite arty abroad may look quite shoddy next to a new piece of modernistic furniture. Solid but bright colors of modern interiors too often show up the defects of items accumulated overseas.

L.F.

Washington

Correction: In a recent issue of the JOURNAL some photos were published of the Consulate General at Hong Kong. We have since learned that the identification under the group around the board room table should have read:

Beginning with John M. Steeves, and ending with Thomas P. Dillon: Messrs. Jacobson, Callaway, Sichel, Clarke, Long, Major Lowe, Commander Nicodemus, Colonel Smee, Mr. Chappell, Dr. Colfer, Mr. Polk, Mr. Thain, Mr. Fried.

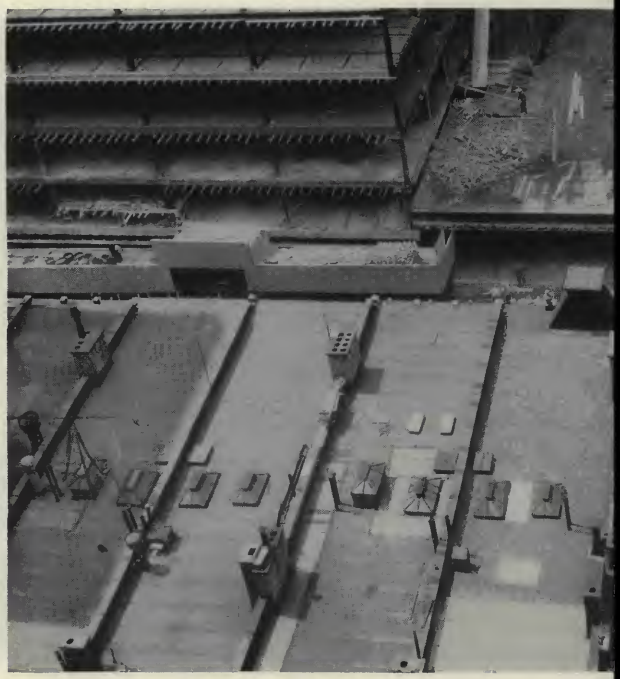
THE CITY

Across the land
from New York to Natchez
from Sandusky to Salem, Ca.
America is building
and rebuilding
tearing down, putting up.
New methods, new materials
fewer architects
shorter life-spans
for lightly hung boxes.
Older buildings
go down fast.
New ones quickly rise.
Few caring whether
these will last for
grandchildren to gape at.
By then
there'll be new ideas
new needs, perhaps even
Better urban planning.

G.T.B.

"...For We Must Build"

Photos by Paul Child



Letters to the Editor

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"Is the Foreign Service a Profession?"

I WAS QUITE disturbed at what I thought were unfair innuendoes about political ambassadors in "Is the Foreign Service a Profession" in a recent FOREIGN SERVICE JOURNAL.

We have had some very bad ones, and I could name some that you may have missed, but to generalize from this that most of them are bad and that they enter upon their duties from improper motives does injustice to some very fine characters, in my judgment.

I have in mind one man in particular who fought the appointment for two full years, fearing that someone would say about him just what you have said. He took the job only after the President had most earnestly besought him to undertake it.

I have had an opportunity to see a wide cross section of the Foreign Service. I have the deepest respect for career officers, and the deepest respect for many of the political appointees. There are bad ones in both categories, and I spring to the defense of either class when attacked by the other.

CLARENCE B. RANDALL
Special Assistant to the President
Washington

THE title of the article "Is the Foreign Service a Profession?" and the title of the letter to the editor "Generalist vs. Specialist, in the Foreign Service" in the March 1960 issue of the JOURNAL were rather thought provoking.

Those in the older professions may shudder somewhat when the word "profession" is used in our time. In Bush vs. United States, 267 F. 2d 483 (9th Cir. 1959) a federal judge referred seriously to the profession of prostitution. According to police officials those in criminal society consider a pickpocket as a bona fide professional. And any telephone book will recite a flock of "professions" of which the following seem to be typical: professional models, professional barbers, professional printers, etc. Then there are professional hall players, professional dance masters, and you just name it. Also there are in excess of two hundred occupations which are subject to federal, state or municipal certification, licensing or registration. Truly, asking the question what is a profession is like opening Pandora's box.

Our calling in the Foreign Service is quite unique for we must in the space age avail ourselves of many professions in order to operate the complicated machinery of that basket profession called diplomacy. In order to accomplish our mission we in the Foreign Service are all interdependent and as a consequence it does seem questionable to attempt to compare generalists with specialists and vice versa and thereby perhaps engender hard feelings. One wonders how many of us can get any Foreign Service job done by relying solely on our own individual backgrounds and without availing ourselves of the various professional attainments of our colleagues. I am afraid none can say that we can—be we generalists, specialists, or anything else.

Let us avoid arguing that something is or is not a profession, or that someone is or is not a generalist or specialist. Instead let us conserve our energy for extra attentiveness to the public interest and thereby enhance the Foreign Service puhlic image.

FRANCIS L. FOLEY, FSO
Washington

"No Friends in Alaska?"

IN RESPONSE TO your "No Friends in Alaska?" question in the "Washington Letter" of the January JOURNAL, please find enclosed a $4.00 check for a gift subscription for the Alaska World Affairs Council, c/o the "Anchorage Times," Anchorage, Alaska.

As the only Foreign Service Officer from Alaska, I do helieve the JOURNAL should be read in every State in the Union.

HARRY W. JACOBS
Second Secretary of Embassy
Kabul

"Kookamonga"

I DON'T know if Kookamonga (referred to in your "Life and Love in the Foreign Service" in the March issue) and Cucamanga are one and the same but thought you would be interested to see a copy of the CUCAMANGA TIMES, published in Cucamanga, San Bernardino County, Calif.

I was a member of the last Selection Board and so have become a subscriber to your JOURNAL and am hetter ahle to keep ahreast of current events and the creation of new Embassies such as Kookamonga.

STANLEY ALLEN
Alta Loma, Calif.

In's and Outs

TWO additional suggestions on identifying status seekers in State:

It is IN to keep up a list of bright young junior officers obviously of amhassadorial caliber from which one will choose his assistants at the earliest opportunity.

It is OUT to keep a list of those with whom one has worked or under whom one has suffered and over whom one would someday like to serve.

Puzzlers? Is it IN or OUT to send hrightly carping letters to the Editor of the JOURNAL signed with Latin names? Is it neither IN nor OUT to leave easily identifiable initials on such letters?

EUGENE BIRD
Washington

Editor's Note: It is IN to send letters to the Editor. Anonymous letters are OUT. Letters are occasionally published with pseudonyms, including Latin names, but letters signed by the individual are always preferred, and are always IN.

Iceland

I was sorry to see the JOURNAL helping to perpetuate the old myth about Iceland's being "cold as ice" as inscribed by Dong Kingman on his water color on the cover of the May JOURNAL. It isn't humorous and it isn't true.

NILS WILLIAM OLSSON
Washington