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PUBLISHED MONTHLY BY THE AMERICAN FOREIGN SERVICE ASSOCIATION



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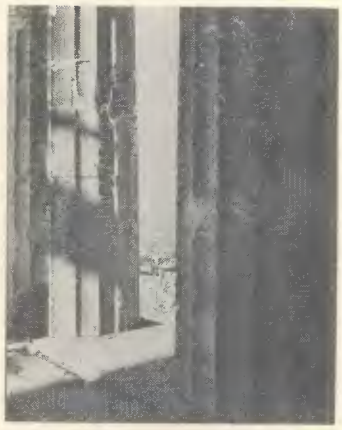

The Acropolis
*by Paul Child*

## Photos and Art for August

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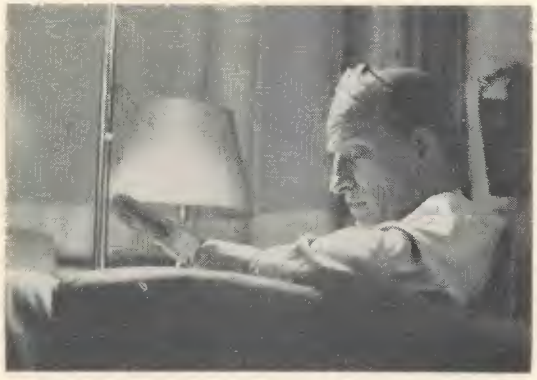

Paul Child, our cover artist and author this month, p. 30, is shown in a rare moment of relaxation. Mr. Child, former Cultural Attaché at Oslo, resigned from USIA last year so that he could pursue his writing, painting, photography and music.

## Appointments

JAMES LOEB, *Ambassador to Guinea*

HENRY CABOT LODGE, *Ambassador to Viet-Nam*

## Marriages

BIONDO-JONES. Miss Carmen Biondo and 2nd Lieut. Peter E. Jones, USMC, were married on June 18, in the Cathedral of the Holy Name, Benghazi, Libya. Miss Biondo is the daughter of Italian Consul General Gaspare Biondo and Mrs. Biondo. Lieutenant Jones is the son of Ambassador J. Wesley Jones and Mrs. Jones.

DRISCOLL-DREW. Miss Rita Aloyse Driscoll and FSO William John Drew were married on June 15, in St. Joan of Arc Church, Worcester, Massachusetts.

EMMONS-CASS. Miss Louise Hickok Emmons and Albert Hudson Cass, Jr., were married on June 15, in the Riverdale Presbyterian Church, Riverdale, New York. Miss Emmons is the daughter of Mrs. Arthur B. Emmons, III, and the late Mr. Emmons.

ROUZEE-CLAREY. Miss Roberta Anne Rouzee and Ensign Stephen Scott Clarey, USNR, were married on June 15, at St. Mary's Roman Catholic Church, New York. Miss Rouzee is the granddaughter of Homer Brett, former American Consul General.

TRAVERS-SMITH. Miss Renny Travers and FSO R. Grant Smith, son of Mr. and Mrs. Rufus Burr Smith, were married on June 22, in Trinity Episcopal Church, Princeton, New Jersey.

## Births

BUSHNELL. A son, John Morel, born to Mr. and Mrs. John A. Bushnell, on May 18, in Bogotá.

COHEN. A son, Marc Andrew, born to Mr. and Mrs. Herman J. Cohen, on June 8, in Kampala.

HOLMES. A son, Gerald Allen, born to Mr. and Mrs. Henry Allen Holmes, on June 26, in Washington. A daughter, Katherine Anne, was born to Mr. and Mrs. Holmes, on August 28, 1960, at Kenitra, Morocco.

## Deaths

CAREY. Mrs. Clotilde B. Carey, mother of Mrs. C. Carey White, FSO-retired, died on May 22, in Nogales, Arizona.

DOTY. William F. Doty, FSO-retired, died on April 9, in Southport, England. Mr. Doty entered the Foreign Service in 1900 and retired in 1932. He served at Tahiti, Tabriz, Riga, Nassau, Cardiff, Stoke-on-Trent, St. Michaels and Newcastle-on-Tyne, where he was Consul at the time of his retirement.

FLANAGAN. Thomas E. Flanagan, Foreign Service Career Reserve officer, USIA, died on June 8, in New Brunswick, New Jersey. Mr. Flanagan entered the Foreign Service in 1949 with ECA, then transferred to USIA. His posts were Paris, Ankara, New Delhi and Djakarta.

LINDVALL. Robert W. Lindvall, chief, Book Development Section, USIA, died June 5, in Washington. Mr. Lindvall had been with USIA since 1955 with assignments to Copenhagen, Meshed and Stockholm.

ROWE. William D. Rowe, FSR-retired, died on June 3, in Bethesda, Maryland. Mr. Rowe entered Government service in 1935. After working for several agencies he transferred to the Department of State in 1959 and then to AID. His posts were Tehran, Athens and Salishury.

ROYALL. Penelope Royall, FSS-retired, died on June 12, in Washington. Miss Royall was the librarian at the Paris Embassy from 1946 until her retirement in 1962.

WALLNER. Louis W. Wallner, father of Woodruff Wallner (chairman of the Journal Editorial Board), died on June 16, in Huntington, Long Island.

# *In Tokyo—the right bank in the right place*

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# The Foreign Service Today

WHEN I first left the lush pastures of private life two and one-half years ago to join you as an under-paid and over-worked member of the bureaucracy, I brought with me to the State Department a whole baggage-train of prejudices. Some of these prejudices—both good and bad—concerned the Foreign Service.

For example, I was convinced from my own observations that the Foreign Service was, in the best sense of the term, an elite corps. It had established an unparalleled record as a highly trained, professional and industrious body of men and women deeply dedicated to the interests of the United States.

Another of my prejudices—of a quite different kind—was directed against those high officials, who, in the past—during the dark days of McCarthyism—had permitted the Corps to be vilified and denigrated.

Those were prejudices that I brought with me. Those are prejudices I still hold—and, if anything, they have been strengthened by my deepening acquaintance with the Foreign Service and with you men and women who constitute that Service.

During the last two years and a half, I have felt an obligation therefore, whenever an appropriate occasion was presented, to affirm publicly my respect for the Corps and for those other public servants who labor alongside the Corps in trampling the grapes of foreign policy. I have made this clear as a witness before Congressional Committees, as a perpetrator of after-dinner speeches, and as a participant in that most banal of modern art forms—the television interview. I know of no other institution, public or private, no other body of men and women anywhere, capable of managing as intricate a day-and-night business as the conduct of the foreign relations of the United States with anything approaching the skill and effectiveness of the State Department and the Foreign Service.

I have recited all this to you not to curry your favor but to establish my credentials, if not as a blood-brother of the Foreign Service, then at least as an elderly and benign relative by recent marriage. And I intend to exploit this family relationship to speak to you on a basis of candor and privilege, knowing that you will understand what I say and not misunderstand me.

Let me first give you some impressions of the Service, as I see it from the limited vantage point of that lamasery on the Seventh Floor in which, for my sins, I am confined.

At the risk of belaboring the obvious—it seems to me that the Service has for some time been in a process of swift and comprehensive transition. This transition has not been a matter of choice; it has been brought about by the rapidly-changing requirements that have characterized the whole business of creating and administering foreign policy.

You know the reasons for these changes as well as I. In little more than a decade and a half the whole world, in fact, has changed almost beyond recognition.

First, the United States has acquired a position of world leadership and pre-eminence—with all that that involves. We represent substantial power and influence extending to the remote areas of the globe. Whatever we do or say, therefore, has a special resonance and a very high decibel count. Our voice is multiplied ten times by the very fact of our authority and leadership. Such strength is, as you well know, both an advantage and a disability. It is an advantage in that we possess the resources that, wisely employed, can benefit the whole world—resources not merely of money but of military competence; it is a disability because we cannot even for a moment enjoy the freedom of diplomatic maneuver that derives from a willingness to act irresponsibly—a willingness that other nations sometimes exploit to the fullest.

A second great change has occurred, because during this short post-war period of a decade and a half, the great colonial structures of the world have been largely dismantled. This has meant the passage of a billion people from a status of dependence to a status of, at least, juridical independence. I need hardly tell you that the problems of carrying on day-to-day relationships with nations that are born weak—and, perhaps in some cases, prematurely—require not merely patience, but a high measure of understanding. What is involved is not merely a negotiation between sovereign states, in the tradition of the classic diplomacy, but economic and political tutelage. Under these circumstances the diplomat must of necessity serve not merely as a negotiator but as a guide, philosopher and friend.

As a result of these—and other vast changes, we have had to develop whole new techniques of diplomacy. For example, we have had to equip ourselves for conducting a special kind of alliance diplomacy, since today we are a party to alliances with more than forty nations around the world. Moreover, we are a member of innumerable international organizations, which again requires an assortment of special techniques. And not least among our diplomatic problems is the conduct of parliamentary diplomacy in the United Nations.

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Based on remarks by Acting Secretary George W. Ball, before the American Foreign Service Association luncheon, June 27, 1963.

## SERVICE TODAY

All this, of course, makes life more complicated for all of us, especially because the expectations from—and the limitations on—the diplomat are in many ways greater than ever before. In times past, issues that could not be resolved by diplomacy were in fact resolved by war. But today the glib aphorism of General von Clausewitz that war is the extension of diplomacy by other means has lost most of its relevance. War between great powers is no longer available as an arbiter. It can solve nothing. All it can do is destroy everything.

Yet we cannot avoid a realistic recognition of the pervasive threat that faces us. It is a threat on a scale and intensity unknown in world experience—a threat that stems from an aggressive system that has mobilized a billion people behind an Iron Curtain, under a leadership bent on destroying the values to which we are attached.

It is clear, it seems to me, that in this world I have described, under the conditions of today, the diplomat—or, in fact, anyone who plays a role in shaping or administering our foreign policy—can no longer be a narrowly-based professional. He needs the universal curiosity and the broad competence of the Renaissance Man. He has to deal continually with problems, many of which were not even in the vocabulary of the Foreign Service officer before the Second World War—problems of foreign aid, of military assistance, of counter-insurgency, of United Nations parliamentary tactics, problems that have to do with subversive movements in remote areas and with intricate commercial or financial relations in a world that is growing daily more interdependent.

For my own edification, I have tried from time to time during the past months to define the difference between the old diplomacy and the new—between the practice of foreign policy as it was known as recently as 1940 and its practice under the confusing world conditions in which we live today. It seems to me in essence that such a definition comes down to something like this: That the skilled diplomat—as recently as a generation ago—was primarily an observer and a negotiator, taking the environment of international relations as he found it and attempting to find accommodations between our interests and the interests of other sovereign states; whereas the diplomatic tasks that you ladies and gentlemen face today are of a far more intricate kind. Given our position of world responsibility, we can no longer accept the international environment as we find it. We must constantly work at shaping and redesigning it. And this imposes on our foreign policy a burden of planning and operating, of persuading and influencing not merely governments but peoples, in a world suddenly become far more complex and dangerous.

The diplomat today, the Foreign Service officer, no matter where he may be posted, must, above all, think of himself as bearing a responsibility for innovation and leadership. He can no longer be content merely to make sure that cables are promptly drafted in the traditional diplomatic argot; he must see to it that the full weight of American resources and leadership is brought to bear on the creation of those world conditions under which we can live and prosper.

Unquestionably, the Foreign Service is in transition from an old concept to a new. It has not yet fully evolved in line with today's requirements, but it is well on its way. And it will be the task, especially for you younger Foreign Service Officers who are here today, to influence and change and adapt the Service to the new needs of this new world.

Because I am so persuaded of this element of change, this element of growth and expansion, in the scope and vision of the Foreign Service, I have not been much impressed by the lamentations of some of your retired colleagues, who look back

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**winter:**

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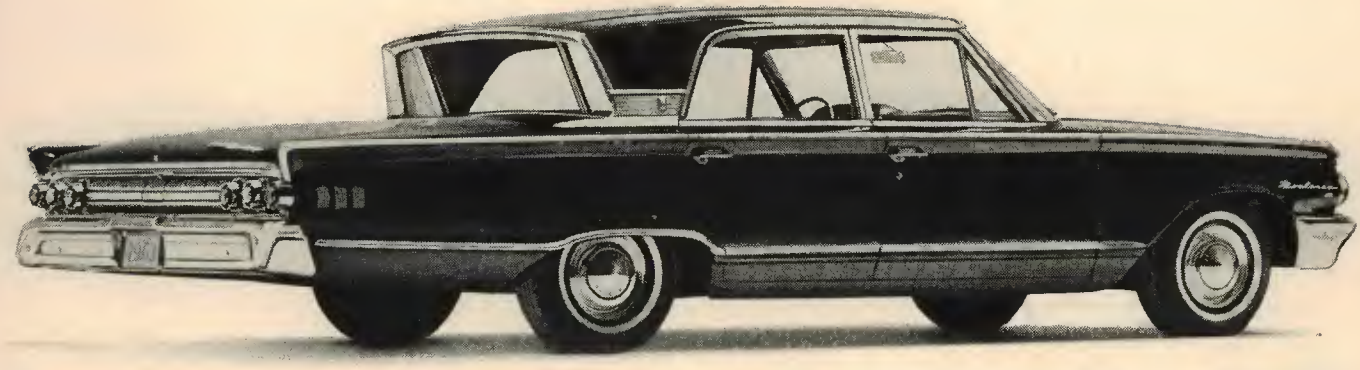

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nostalgically at an earlier and more leisurely time. They could be proud of the Foreign Service as it existed in prewar days. It was then, as now, a first-rate corps, an elite disciplined, professional corps. But the concept of the service to which some of them seem so strongly attached, the concept of a small band of brothers secretly performing the esoteric tasks of a more limited diplomacy, reminds me a little of those retired British Colonels from Indian regiments who used to fill the correspondence page of the TIMES with letters asserting the superiority of the camel over the tank.

The Service *is* an elite corps—of this I have no doubt. You should think of it in those terms; I would not have you do otherwise. But it is not a club, and it should not become ingrown. In fact, it is essential in this mid-Twentieth Century that it achieve a high degree of heterogeneity. Its membership should, I feel, reflect the society in which we live: it should reflect all elements in that society, white and Negro, Catholic, Protestant, and Jew. For after all, what makes a corps elite is not conformity to a narrow pattern, not fidelity to a stereotype, not homogeneity or the adherence to a single set of ideas. It is, rather, a pride in performance, the insistence upon high standards of ethics and professional achievement, and the kind of camaraderie that springs from a special bond of association with a group of men and women who have, by their merit and exertions, earned te gratitude of their country and the esteem of the world.

I recognize that there are subtle and intricate problems of relationship necessarily implicit in any situation where an elite corps works and lives within the framework of a larger institution. The State Department is, after all, composed not merely of Foreign Service officers—although you are its central nerve system—but also of highly professional civil servants. In addition there are a few stray characters, stabled principally on the Seventh Floor, who have intruded from the outer world. For you, this creates complexity. You have an obvious and quite proper loyalty to the Foreign Service as an institution, to the State Department as an institution, to the Government as an institution, and you have an ultimate loyalty to the President of the United States and to the Nation itself.

The nourishing element of an elite corps—what keeps it elite—is its ability to attract a constantly replenishing stream of young women and young men into its membership. In this respect I think the Foreign Service has done, and is doing, very well. I am impressed particularly with the quality of each new class of Foreign Service officers. Nothing could speak better for the future.

And let me assure you—in case you have any doubt about it—that those of us who have responsibility for the total work of the State Department are, without exception, persuaded that an effective foreign policy depends ultimately upon the existence of an effective career service. You represent the professional ideal—expertise, continuity, devotion and discipline, the accumulated wisdom of the past and an informed vision of the future.

This, I know, you understand. In fact, I have been deeply gratified, during the time I have been in the Department, to observe what seems to me to he an increasing perception all through the Foreign Service of the vital process of growth and improvement—a widening of horizons, a broadening of vision. I was especially pleased to read an editorial that appeared in the FOREIGN SERVICE JOURNAL a little earlier this year which made it clear that this Association is supporting—in principle—the Herter Recommendations in respect to lateral entry to meet the requirements of the Service. You who are career Foreign

Service officers have nothing to fear from lateral entry judiciously administered, and you do have a great deal to gain; for nothing keeps an elite corps healthier than the systematic infusion of a certain amount of new blood.

I was pleased also to note your recognition of the talents available among the ranks of officers in AID and USIA, and your endorsement of the idea that they should be available for top jobs in the foreign affairs career ladder—in many cases through lateral entry into the Foreign Service itself. You have endorsed also the principle and practice of cross-fertilization in recognizing the usefulness of temporary interchanges of officers with other agencies. And finally, I was delighted that this Association has admitted the officers of USIA and AID to full membership.

Yet, having uttered these words of praise and provided all this free advice, I would not have you think that I find the Service wholly without fault. In fact, I shall offer a few items of criticism that reflect some frustrations of my own position of responsibility in the State Department.

A principal source of my personal anguish consists of the documents that you ladies and gentlemen draft and which, after eighty-seven clearances, find their way to my desk. I was taught to believe that the simple declarative sentence is one of the noblest architectural achievements of man. But I have found in the State Department little sympathy for that particular article of faith. Sometimes I suspect that the elementary conception that a sentence should have a subject, a verb, and predicate—and in that order—is regarded in these parts, if not as subversive, then, at least, as outmoded. And, while I have unlimited admiration for the linguistic achievements of the Foreign Service, I do wish you wouldn't constantly send me memoranda that appear to have been literally translated from one of the more obscure vernaculars you have mastered.

I had always supposed that the function of language is to express ideas—not conceal them. Yet I often wonder, when I am called upon to plow through great black dunes of type, whether this idea is really shared by the author.

And in this connection, let me make one further suggestion—that communications should be written with some reference to the sophistication, prejudices or simple comprehension of the persons to whom they are addressed. There is a kind of stylistic sameness—monotony, if you will—about many of the communications that cross my desk. They echo the same bland cadence, repeat the same jargon, and reiterate the same cliches, no matter whether they are addressed to Congressmen, to foreign governments, to presidents of learned societies, or to outraged and embattled taxpayers from Texas. That, I submit, is just plain bad advocacy!

Finally, let me say a word about a problem that is constantly with us—that of carrying on the business of foreign policy in an open society. The days are long past when diplomacy could be confined to the exchange of private communications between skilled diplomats. We live in an age when there is intense public interest in what we are doing or even thinking about doing, when even the slightest comment emanating from somewhere in the viscera of the State Department may well make frontpage headlines tomorrow—and indignant editorials the next day. This phenomenon is something with which we must learn to live, and, while we often find it irksome, we should be wise enough to take into account the public nature of our diplomacy rather than merely deplore it. It does, of course, place a special obligation for discretion on all of us, since many a high and serious enterprise has been undone by a foolish leak.

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But, at the same time, the press is a necessary part of our business, and I would not suggest that you avoid its diligent practitioners. On the contrary. On several occasions I have observed successful negotiations lose a large measure of their success because they have been misunderstood or misrepresented in the press. As a consequence, they have not received the support needed from Congress, and they have lost the impact which they might otherwise have had on the world scene.

In more cases than not, this failure has resulted from the fact that our diplomats charged with the responsibility for these negotiations have performed splendidly by all the standards of classical diplomacy, but—for one reason or another—have neglected to give sufficient attention to a key element of the new. They have neither availed themselves of the professional help which the Department provides through the Bureau of Public Affairs—and which is capable of deploying a high degree of competence—nor have they themselves taken the time to inform the press adequately, yielding that particular field of battle to the adversary.

Canning said early in the 19th Century that "Opinions are stronger than armies," and I was struck not long ago, in reading an article by that urbane and highly literate "diplomatist," Sir Harold Nicolson, to find him urging the younger foreign service officer not to "confine himself lazily to the easy circle of his own Embassy, but cultivate the society of journalists both foreign and native." Sir Harold, in fact, recalled with gratitude the hours he had spent talking with newspapermen in the Adlon Bar, when he was posted at the British Embassy in Berlin during the years before Hitler. And, he says, "I learned more from them than I did from any other form of social relations."

While I'm not suggesting that you spend all your time drinking with Scotty Reston in the Metropolitan Club, I do commend a discreet but serious relation with the press—no matter in what remote post you may find yourself.

I have tried, no doubt unsuccessfully, in my remarks this noon to avoid the homiletic note. I don't very much like sermons. I don't care very much to hear them, and even less for delivering them—and, after all, you have more to tell me than I have to tell you.

But what I can say to you with all candor is that I have been deeply gratified by the high level of *esprit* and competence I have found in the Foreign Service, as well as the fortitude with which you have endured the slings and arrows that have been your lot. I am under no illusion that the fire-power of those slings and arrows is likely to diminish, for there are, I think, two realities to which we must of necessity adjust ourselves in this ungrateful world. The first is that—in the nature of things—no Foreign Office is ever popular. The second is that every American citizen is his own expert on foreign policy.

We have very big chores to do together, you and I, and no one, looking through the mists that enshroud the months ahead can foretell with any precision what course events may take. We went through one crisis last October—during which, I can say with pride, our Foreign Service the world around performed magnificently—and there will assuredly be other tests ahead. But I should like to end these brief comments with a note of assurance and gratitude, to emphasize to you what I hope you already know: That Secretary Rusk, Averell Harriman and I—in fact, all of the lonely denizens of the Seventh Floor—are proud to be associated with an institution of the quality and dedication of the Department of State, and with a Service so highly trained, so disciplined, so brilliantly professional, and so completely dedicated to the interests of our country as the United States Foreign Service.

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# Service Items

*by James B. Stewart*

MASKAT: Bill Cochran, in his article in the March JOURNAL, mentioned Foreign Service wives in connection with the heat at some posts in the Middle East. His reference brought to mind the story that Consul William Coffin once told Mr. H. M. Juddson (now a retired FSO) about an experience at his first post, Maskat, Oman: "One day from the balcony of the Consulate I watched one of the very occasional departing freighters. Too distant to be recognized, a lady at the ship's rail was energetically waving a large kerchief. On reaching home that afternoon, I found a note from my wife informing me that her limit of physical endurance had been reached, that she was leaving by the freighter and would be happy to rejoin me as a loving and dutiful wife as soon as I succeeded in being transferred to a livable post."

**Comment,** 1963: Bill Coffin was a popular and efficient officer and his sudden death in Algiers in 1927, at the early age of fifty was a great shock to all his colleagues.

SEVILLE, BARBER OF: Roger Tyler is our Consul General in Seville. Regarding the report that the Governor built a barbershop to satisfy the demands of the tourists, our old friend says: "I don't know whether the Governor finally built a barber shop which could be shown to the tourists, but several months ago one was opened on the outskirts of the Barrio Santa Cruz (the Georgetown of Seville). Previous to that it was a bar, and at the moment it still is, but it is equipped with a barber shop chair.

"Three years ago an Italian television company came to Seville and found a barber who could sing 'Flamenco,' the local Andalusian music, but could not sing opera. Nonetheless they took him back to Italy because he was a 'Barber from Seville.' "

**Comment,** 1963: More on opera: A soprano, seeking an engagement, was finding the booking agent a trifle dubious.

"How many years in grand opera did you say?" he asked.

"Forty."

"My, my! You must have known Madam Butterfly when she was a caterpillar."

DEERFIELD: Two Foreign Service neophytes were in the same 1930 class of the Foreign Service Officers' Training School and now, in this year of 1963, their sons, Dick Allen and Bob Acly, graduated from Deerfield. "Like father, like son," as the old saying goes.

MOSCOW: Our busy Ambassador, Foy D. Kohler: "I continue to hear from you regularly since I am one of your many fans who enjoy your column."

WASHINGTON: Senator Beall has a definition of diplomacy: "It's the art of saying 'nice doggy' while you have time to pick up a rock."

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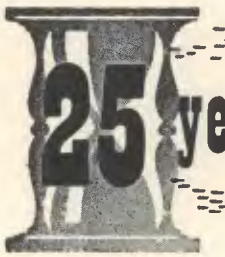


in the Journal

August, 1938

*by* JAMES B. STEWART

### A Pickpocket Meets His Mateh

"MR. HOMER BRETT, U. S. Consul General in Lima, recently complained that, in spite of some thirty-odd years of foreign service in various parts of the world, he had rarely, if ever, encountered adventure. Adventure came to the Consul General on May 23rd. . . Pushing into an omnibus, he felt a suspicious sensation in the vicinity of his watch pocket and promptly seized the nearest wrist in that vicinity. The Consul General knew he had made a lucky strike when the owner of the wrist made a wild lunge for the door and the street. The Consul General went with him and landed on top. Two nearby policemen came up to referee the affray, and in due course took into custody one Antonio Medina Matos, 'el Chinito,' Lima pickpocket with a long record."

### Startling Preponderance of Girls

Sheldon T. Mills, Bucharest, has the following homey notes in the August, 1938 JOURNAL:

"Rumania is beginning to come into its own as a vacation ground for Service families in neighboring countries of Europe. The style was first set by the Frederick Latimers, who came up from Istanbul for a month at Timis in the Carpathian mountains during the summer of 1937. . . Minister and Mrs. Ray Atherton, from Sofia, headed the 1938 list of vacationers in Rumania. . . Robert Coe saved Bucharest for the last in his rapid air survey of Czechoslovakia, Yugoslavia, Bulgaria and Rumania early in June. . . Before he flew to Rome to visit his sister, Julius Holmes arrived in the interests of the New York World's Fair. Bucharest was Holmes' last post in the field before his resignation from the Service and he was deluged with hospitality from his many friends. . . The latest visitors were First Secretary and Mrs. Earl Packer who, after a long winter in Riga, flew down to spend a week in the sun at Mamaia on the Black Sea Coast.

"A year or two ago the JOURNAL advised Service families wishing to have sons to seek assignment to Naples where something about the air guaranteed male offspring. Something about Bucharest appears to produce daughters, the latest proof being the arrival on May 23, 1938, of Anne Weeks . . . in the Cloyce Huston home. The only Service children at Bucharest are the three daughters of the Mills, the twins having been born in Bucharest. Until last autumn Minister and Mrs. Leland Harrison were in Bucharest with their two daughters, Anne and Helen. The preponderance of girls among the children born to American and English families in Bucharest during the past three years has been


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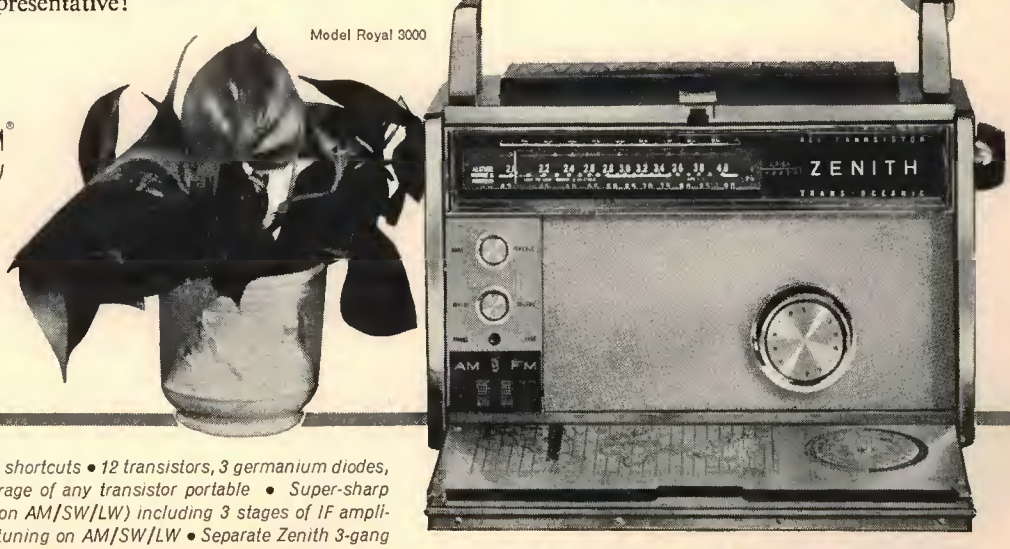


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# 25 Years Ago

startling. Excellent doctors, whose fees are reasonable, and a large supply of fairly cheap nursemaids recommend Bucharest as a post at which to start or increase one's family —if daughters are desired."

**Comment,** 1963: Among the old timers who will enjoy Shelly's notes is Ambassador Frederick Reinhardt, Rome, who recently reminisced about the smaller and more compact Service we used to know."

Wentzel-Galbraith. Miss Gladys M. Wentzel of Ellendale, N. D., and Mr. Willard Galbraith were married on March 16, 1938, in Mexico City, where Mr. Galbraith is American Consul.

**Comment,** 1963: Willard and Gladys were married in California and not in Mexico City as stated in the JOURNAL. Willard says this fact caused raised eyebrows in Mexico City as they did not reveal their marriage until several days after their return there. "We waited until April 1, to give a party and had a hard time convincing the guests it wasn't an April Fool joke." (The Galbraiths are building a house in Los Angeles—a do-it-yourself job.)

**Briefs** from the 1938 JOURNAL: Miss Cornelia B. Bassel, Assistant to the Director of the FSO's Training School, went to London to attend the wedding of Elbridge Durbrow, Consul at Naples, and then to visit Second Secretary and Mrs. Edward T. Wailes at their post in Brussels. • A picture shows Harry A. Havens, Assistant Chief of FSA surrounded by flowers presented to him by his colleagues on the occasion of his thirtieth anniversary in the Department on June 20, 1938. • Through the untiring efforts of George W. Renchard on behalf of the Foreign Service Association, FSO's have been given the privileges of non-resident membership at the University Club. The Army and Navy Club extended the eligibility for associate membership to officers of the Foreign Service.

A son, John Martin Allen, was born on June 19, 1938, in Washington, to Mr. and Mrs. George V. Allen. Mr. Allen is now assigned to the Department.

**Comment,** 1963: John finished Yale Law School in June and will practice in Washington where his older brother, George, is already practicing. John was All American lacrosse at Yale, a pilot and a parachuter. A third son, Dick, graduated from Deerfield in June and enters Harvard in September.

A daughter, Harriette Mary Wharton, was born on May 25, 1938, to Mr. and Mrs. Clifton R. Wharton in Las Palmas, where Mr. Wharton is Consul.

**Comment,** 1963: Since receiving her BA degree from Suffolk University, Harriette has been teaching in Boston. For the past two years she has been teaching English in the East Boston High School. Mr. Wharton is Ambassador to Norway.

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DEPARTMENT OF STATE

# AIRGRAM

FOR RM USE ONLY

CONFIDENTIAL

NO. HANDLING INDICATOR

TO : Secstate, PHILADELPHIA

FROM : PARIS DATE: June 21, 1789

SUBJECT :

REF :

Left-wing elements met yesterday in unused tennis court protest King's dissolution States General now claiming to be "National Assembly" (Sic). Group, including turncoats from nobility, Lafayette, Mirabeau and others, now carrying out long debate with upshot unclear although it increasingly apparent they not supported by church, top nobility, and without peasant representation.

It is clear King's authority has been undergoing apparent deterioration since States General convoked despite fact all observers agree King could and can now clear out left influences. Although royalist guilty of tactical errors it doubtful that discontent few bourgeois and left intellectuals can do more than stir up usual street mobs cause trouble and embarrass King. Presence strong points (e.g., Bastille) should make disturbances difficult. Clerical, royalist, workmen assns. continue demonstrate loyalty to monarchy.

Key question is position Army. Despite some disaffection in lower ranks top commanders remain firmly attached King, Swiss Guards reliable to a man. Emb learned from source close to King (Valet to Antoinette) that palace morale high. Finance Minister Necker told Emboff financial situation improving.

In sum, despite fact that King has shown notable tolerance in dealing with leftists, it seems clear to Emb that régime in

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☐ In ☐ Out

FORM 4-62 DS-323

Drafted by:

Contents and Classification Approved by:

Clearances:

Secretary of State Jefferson

*Dept. of State photo*

Minister Franklin

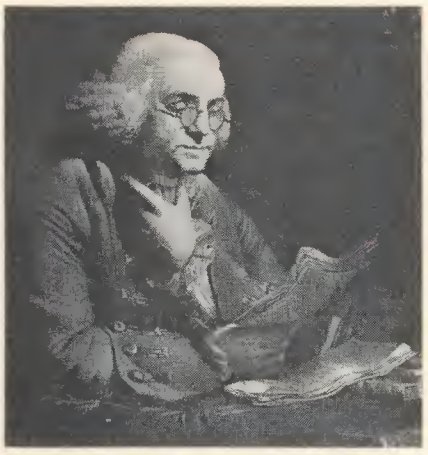

*Photo received by Telstar*

no real danger. Good crops later in year should put end to disturbances.

*Drafted and Authenticated by:*
MIN/BFRANKLIN 6/21/89

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OUTGOING TELEGRAM

JUL 15, 1789

DEPARTMENT OF STATE

RESTRICTED

SENT TO: AmEmbassy, PARIS

Your June 21 reassuring. Department especially encouraged by Necker assurances re financial situation. View balance payments problem here and President's firm posture against entanglements US not in position undertake any financial assistance. Should Necker or FONMIN Montmorin-Saint-Herem, therefore, suggest US undertake reimburse support costs for troops at Yorktown, you should avoid giving any encouragement we willing conclude these negotiations on terms favorable to France.

Department also interested in your assessment Army's attitude. There has been concern in Philadelphia over reports some younger officers who had been attached our units in liberation struggle had returned to France embued with revolutionary ideas. These officers reportedly actually studying President's collected speeches. Distressing actions of Lafayette would seem lend some weight these reports. Department however recognizes Legation in better position assess loyalty army as whole.

You should avoid all contacts with left-wing elements. French Legation here has protested activities Tom Paine in seeking out and corresponding with leftist groups. Department has responded Paine private citizen and there no constitutional means by which he can be prevented from seeing whom he pleases. Department has however agreed not (repeat not) to receive leftist elements within Department.

*Drafted by:*

TJEFFERSON:tj 7/15/89
*Telegraphic transmission and classification approved by:*
T. JEFFERSON

---

Treasury—MR. HAMILTON (substance)

We note with concern locus of protest meeting, which confirms belief long held here older European nations becoming degenerate through insufficient attention to sport. In younger more vigorous nation tennis courts would be used for tennis and would not of course become available for subversive purposes.

T.J.

---

EDITOR'S NOTE: Michael E. C. Ely authored Ben Franklin's airgram in 1960 while assigned to the Paris Embassy. He writes that he was of course aware that Franklin was not Minister to Paris as late as June 21, 1789 and it was in fact a Mission (or Legation) and not an Embassy. Philip H. Valdes, currently in SOV, has replied on behalf of Secretary of State Thomas Jefferson.

# America's Administrative Response

*by* GEORGE F. KENNAN

*Author's Note:* This article was written as a contribution to a scholarly discussion which took place in May 1957, at which time the author had been absent from governmental work for five years. It drew entirely on his experience in government from the years prior to 1953. He would like to make clear that a number of the unfavorable conditions mentioned in the article have now been alleviated in one degree or another; others still exist.

THE manner in which, in a complex modern society, the efforts of great numbers of people are harnessed to the performance of a single function is obviously something that reflects in the most intimate way the basic cultural and spiritual tenets of the people in question. Concepts of the proper mutual approach as between subordinate and superior and among colleagues, methods of selection and promotion, modalities of decision-taking and command, the manner in which the dignity and enthusiasm and initiative of the individual are to be treated within a complex disciplinary framework—all these flow, inevitably, from philosophic concepts, assumptions, habits, and traditions that strike to the heart of the entire personality of a people and run through every phase of its life where large-scale organization is practiced: governmental and nongovernmental alike.

To attempt to make an assessment of a nation's concepts and habits of administration generally would be to undertake a sociological study of vast dimensions, and would far surpass the possibilities of this paper. What can be done within this framework can be only suggestive and illustrative. It must be confined to limited examples; and it can serve, at best, to indicate on the basis of these examples the nature of a problem that assumes a host of other forms throughout the entire panorama of American life.

Confronted with this necessity, I have chosen to address this paper simply to problems of administration within government, rather than in our society at large; and only to that part of government which deals with the external relations of the country. The discussion relates, therefore, primarily to the Department of State and to the other civilian agencies that perform work generally concerned with external relations, as well as to those branches of the executive offices and of the Pentagon that deal primarily with problems of foreign affairs.

In the course of the past half century the portion of the United States government in question has grown to fifty to sixty times its original size. In the last twenty years alone, the growth has been somewhere upwards of 1,000 per cent. This expansion has occurred, for the most part, in a few great spurts, the two World Wars and the period of Cold War in the late forties being the principal occasions.

With this stormy growth, spelling as it did the transition from the small, intimate organization to the vast, impersonal one, there came all the normal concomitants of bigness and complexity: a greatly increased coefficient of internal friction within the governmental machinery; an elaborate cumbersomeness of the decision-taking process; a sacrifice of timeliness and incisiveness in the decisions taken; a ponderous inertia in the apparatus as a whole; a loss of flexibility; mechanical, impersonal personnel procedures, with attendant loss of efficiency in utilization of personnel.

It is not surprising that today, when a state of relative, if precarious, stabilization has been reached in the development of this particular segment of the governmental machinery, there should be questions in many minds about the reasons for and implications of this rapid growth. Does this enormity signify health or disease? Is it really all necessary, or could it have been avoided without damage to the national interest? Are its drawbacks trivial or are they seriously harmful?

In the entire realm of public affairs there are few other questions of such importance which have been subjected to so little systematic study, about which so little is scientifically known, and for which the statistical background is at once so vast, so unordered, and so inadequate. Judgments about it can be, in the face of this situation, only subjective and intuitive, based on personal experience rather than on scientific analysis.

Reactions to the questions just mentioned tend to polarize into two opposing views, the reassuring one and the anxious one. Let us glance at them in that order.

The great majority of senior officials and administrators in government probably would take substantially the following position: bigness is unavoidable and is here to

---

GEORGE F. KENNAN, Ambassador to Yugoslavia since 1961, was a career Foreign Service officer from 1926-1953 and more recently a professor at the Institute for Advanced Study in Princeton, New Jersey.

stay. It is a normal expression of the new role and the new responsibilities the United States has assumed in world affairs. It flows from the demands of the Cold War; from the increased number of clients of American policy; from the introduction of new devices of American diplomacy—alliances, propaganda, foreign aid. Neither size nor complexity of the present governmental apparatus could be appreciably reduced without real damage to the national interest. Those who yearn for the days of small staffs and intimate circles of participants in the policy making process are indulging a sentimental nostalgia for the horse-and-buggy days of American diplomacy. The only practical course open to us today is not to attempt to abolish bigness but to find ways of living successfully with it and of making it work.

IN support of this view, the following points would be made:

1. The growth in governmental machinery merely corresponds to the growth in function.

2. There has been comparable growth in other branches of government, in private activities affecting foreign affairs, and in the corresponding machinery of other governments. Not only does this prove that there is some overriding necessity involved in the phenomenon of rapid growth but also it creates a liaison and communication requirement which would compel the United States government to resort to something resembling the present large staffs, even though it were otherwise disinclined to do so.

3. Even with governmental employment at its present levels, almost all responsible officials in executive positions complain of overwork; the answer to present problems may thus turn out to be not less personnel but even more.

4. The problems with which American statesmanship has to deal in the foreign field have achieved a degree of complexity which renders them no longer fit subjects for individual judgment and insight, no matter how perceptive or otherwise qualified; these problems must, to be correctly solved, be subjected to highly organized collective study in which a variety of technical skills, funds of specialized knowledge, and governmental interests can be brought to bear on their solution. This necessitates large staffs and intricate organization. Concentration of authority in the hands of a single individual, to be exercised without full use of the established machinery for collective study and decision taking is, in fact, positively dangerous. Authority thus concentrated is apt to be exercised on inadequate information, to lack roundedness of judgment, and to ignore the interests of departments and agencies of the government other than just the one taking the action.

5. The yearning for the small organization, in the field of foreign relations, is usually connected with a nostalgia for the compact elite career group, self-perpetuating and self-administered, removed from the management of governmental personnel in general, and operating largely on its own standards and traditions. But this is undemocratic. It means the cultivation of a governmental entity alien to the spirit and background of the American people. It would be separated administratively from the remainder of the American governmental services, where popular tastes and interests find their normal expression. It tends toward snobbishness, arrogance, and a conspiratorial method of operation. It forfeits the resources of specialized knowledge and skill now essential to the formulation of an adequate judgment on policy matters, as also to the proper execution of programs and decisions.

6. The need for uniformity of administration and personnel management throughout the entire government leaves no room for the quaint, parochial administrative devices of the old State Department and Foreign Service. The administrative and managerial function must be laid out on a large scale; and the various departments and agencies operating in the foreign field must be required to adjust to the general governmental standards instead of developing methods of administration and personnel management geared merely to their own particular functions.

7. Such deficiencies as do exist in the large governmental entity can be ironed out by improvement of the machinery itself. What is needed is further study by experts professionally trained in problems of personnel management and administration and the devising of better systems of coordination, control, and utilization of human resources through the entire field of activity.

8. To the extent large-scale organization might have drawbacks that would not yield entirely to the correct human engineering approach, these are ones of secondary importance. Having a few people too many could not be a serious burden to an economy of the dimensions of that of the United States today; having many too few could easily cripple the programs to which the government is committed and on which the security of the nation depends.

OPPOSED to this school of thought is another which sees bigness as a dangerous evil in itself, is suspicious of the soundness of the causes that have produced it, and does not believe that adequate remedial measures could be found short of a basic change in the spirit of administration and a drastic reduction in the scale of the operation.

Addressing themselves to the first point cited above as substantiation for the reassuring view, namely, that growth in personnel has merely kept up with the growth of function, the adherents of this second school would deny that there is adequate proof of this assertion. They would cite numerous examples of instances in which the opposite would appear to be the case. The London ECONOMIST, in its witty and only semifacetious article (November 19, 1955) on "Parkinson's Law" drew attention to the fact that whereas the Royal Navy had 67 per cent less ships in commission in 1928 than in 1914, and 31.5 per cent less officers and men on its lists, the shore establishment used to support this was greater in all categories—78 per cent greater, in fact, when it came to admiralty officials. American critics would find similar illustrations. They might question—to take a random example—whether the functions of the American Foreign Service in Germany are really five to ten times greater today, as the personnel complement would seem to imply, than they were in the first years of the recent war, before Pearl Harbor, when the American official staff there handled not only American interests but also those of a number of belligerent countries, not just for the present reduced territory of Germany but for the entire united country, and not

Salt Kettle, Bermuda — *Winslow Homer*

even for this alone, but for a number of German-occupied territories as well. They might question why the Moscow Embassy, having substantially the same functions now as it had twenty years ago in a country where there are no American investments and no appreciable colony of American residents, should have in the bosom of its official family today more children alone than it had official staff and dependents together in 1937. Any number of other examples can be found.

THE ADHERENTS of this second school would not deny that both America and its world environment have become bigger and more complex in these twenty years, or that America's role in the world has grown. They would be prepared to admit that the Department of State has a great deal more to do than it had in those earlier years. But that the growth in the Department's functions has been upwards of 600 per cent they would greatly doubt. They would cite a number of indices—population, number of foreign governments, extent of commercial and financial exchanges, foreign investment, travel by Americans, rate of immigration—to show that in no instance does the rate of growth approach anything like this figure. They would argue that this means one of two things: either a great deal of machinery has been created needlessly or there is a law of diminishing returns in the efficiency of governmental organization as size increases. One would eventually reach a point (and some would say it had already been reached) where masses of new personnel could be added without any appreciable increases in the genuine work output of the organization. In either case, these people would point out, bigness is an evil.

As to the second point—that the growth in this sector of government only parallels similar growth elsewhere—the adherents of this second school would not deny this for a moment. Nor would they deny that this circumstance constitutes one of the few valid and unanswerable reasons for bigness, in that it raises liaison and communication requirements far greater than any that would otherwise exist. That the administration of foreign affairs proceeds today in a general climate of bigness, they would not dispute; and they would recognize that for this reason the chances of combating it successfully are poor unless the effort is made on a very wide scale indeed. They would point to the armed services as probably the main source of contagion. They would cheerfully concede the difficulty involved for other departments and agencies in attempting to exist even in proximity to the Pentagon without resorting to bigness in self-defense.

BUT ALL this, they would argue, only proves what everyone knows: that bigness is contagious and that the bad organization tends to drive out the good. And they would question whether the over-expansion in other places is not the product of precisely the same dangerous and unhealthy tendencies that have produced over-expansion in the State Department itself.

To the argument that people are overworked, the adherents of the second school would reply that this proves nothing: that it is precisely the inordinate internal friction of the great organization—its muscle-bound quality—which consumes the energies of its people in so appalling a proportion. If the organization is large enough it can be given only the most rudimentary function to perform and it will

still keep masses of people overworked in the performance of it.

As to the alleged superiority of the collective method of decision taking: representatives of the anxious school would—again—not deny that decision must be refined by expert advice or that the interests to be kept in mind today in most decisions of foreign affairs are complex in the extreme and not readily familiar to any single person. But they would argue that thought is, by its very nature, an individual process, not a collective one; that to be useful thought must be communicated; that to be communicated it must be filtered through the single mind that puts it into words; that it cannot, therefore, be greater than what a single mind can comprehend and state. There is thus no such thing as collective judgment; there is only individual judgment, enriched and refined by the advice of others and commanding, in certain cases, the approval of a wider body. This being the case, the pretense of a collective wisdom, underlying so much of the governmental committee system today, is simply a form of play-acting and self-deception—an elaborate exercise which fragmentizes responsibility without broadening thought. It leads—these people would argue—to a complete sacrifice of incisiveness and style. And this applies not only literally, in actual effectiveness of communication, but also in the broader sense of the style of statesmanship itself, which can never be expressive and convincing unless it is the product of a single human personality.

As for the criticism that the small, compact organization is snobbish and undemocratic: the adherents of this second school would maintain that this criticism was merely the reflection of a prevailing jealousy on the part of Congress, the press, and other branches of the government of any genuinely select service which insists on putting quality before quantity, which has its own administrative integrity, which is impervious to domestic political influence, which defies the leveling hand of the professional administrator, and which cannot be entered laterally at higher levels by people who would not be able to meet the normal requirements for entrance at the bottom. It would be denied that there is anything undemocratic about the cultivation of a tightly organized professional corps which could stand at the center of the government's foreign affairs work and which would be based on superiority of background, intelligence, education, and performance. They would not claim that the old Foreign Service had adequately met this requirement; but they would consider that it would be wholly possible, given observance of the correct principles, to create a service that did. They would hold that such a unit would—for reasons of discipline, personal excellence, and ease of internal communication—be a more effective aid to the President than what we have today; that the President has a right to the best he can get in the way of assistance; that the Executive Branch of the government is supposed to be a disciplined institution, not a debating society or a forum for the manifestations of the virtues of the average citizen; and that to fear excellence and exclusiveness in this form of work is to confuse democracy with doctrinaire social egalitarianism aimed at the suppression of talent and individuality rather than the achievement of maximum efficiency. They would claim that the tendency today is to achieve administrative arrangements geared completely to the workings of mediocrity—arrangements which, as the saying goes, "the least talented can operate, and the most intelligent cannot disturb."


*"I warned him not to use the word 'challenge' when speaking to experienced officers."*

Leaving the field of rebuttal, and turning to the attack, the members of the anxious school would point to the obviously unsound and, in some instances, disreputable causes that enter into the creation of the elephantiasis which now marks governmental machinery. They would call attention to the way in which government is geared to favor expansion rather than contraction, to the psychological and sometimes legal or procedural factors that make it so much easier to hire than to fire. They would point to the rampant empire building—to that inconquerable human tendency to feed the ego by cultivating the trappings of bureaucratic power even where the substance is lacking. They would point to the excessive paternalism—borrowed from the army, initially justified by wartime conditions, but preserved almost undiminished today. They would point to the insistence of the government on providing its charges with housing, transportation, education, medical service, parking places, stores, shopping discounts, recreational facilities, literature—practically everything but romantic love. All of this, again, is at the cost of more personnel, more machinery. In all such things, the skeptics would find justification for the suspicion that a great deal of governmental growth is the product of certain unhealthy immanent processes—involuntary and subconscious—that take hold of organizations once a certain border of intimacy and compactness has been left behind.

The author of this paper is, in general, himself a proponent of this second school of thought. This being so, he would like to state in his own words, in a subsequent issue of the Journal, where he believes the greatest dangers of the present administrative principles to lie.

Calcutta riverfront

*by Yoichi R. Okamoto*

# WASHINGTON LETTER

*by Gwen BARROWS*

Window Washer *by James Twitty*

## July 1963

"HADN'T known you were going to use *that* picture of me," E.B. growled. He was looking over our July issue—one humid dog day last month.

"But it's a fair likeness, even your wife agreed," we told the Exhausted Bureaucrat.

"Hrrmph . . .

"Quite a memorable month, July: Independence day, Bastille day, *and* the birthday of Cleopatra's Julius Caesar. But I wonder what will be said about July '63 in future years. Whether the Sino-Soviet rift really began to be felt then, with consequent adjustments of some of the long standing differences in the Moscow-Washington chess game.

"Hard to say how much is real, how much shadow play. There's so much jockeying into position just before these big conferences. . . Activity around New State? Well, yes, we are busy. People are beginning to pour in again, either on home leave or change of assignment. Liz has been busy entertaining every night, weekends too, and the guest room has been occupied since the Fourth.

"While they're glad to get home for a bit they say the changes since their earlier tour here are unbelievable. Just to mention one small aspect of it: Who would have realized that by 1963 we would already be well on the road to becoming a digital society. Take this letter—" and he whipped out a clipping from his pocket. "This appeared in Denver's ROCKY MOUNTAIN HERALD earlier this month and was addressed to the HERALD, P.O. BOX 1047:

> Dear Helen:
> Enclosed find notice to creditors in Estate No. P-30762, which I ask that you publish in your esteemed journal.
>
> I include the following information for either your edification or consternation:
>
> My office zip number is 80202
> My home zip number is 80207
> My Army serial number is 37707752
> My Social Security number is 521-18-3607
> My office phone number is 244-4554
> My home phone number is 377-6556
> My savings account number is 91-03663
> My checking account number is 1020-60-10-12812
> My gasoline credit number is 615 774 765 7
> My Carte Blanche number is 947 733 118 6
> My Blue Cross number is 2198-0160
> My fishing license number is 339353
>
> You appreciate of course that included above are only those items of digital importance generally required for admission to, say, a doctor's office. If required, I could also furnish additional oil company numbers, department store account numbers, air travel card number, rail travel card number, etc.
>
> Arthur Cassidy
>
> P.S. My telephone area code number is 303.

We hadn't yet received word as to our zip numbers at home and at the office, we replied; Denver is always a bit ahead in feeling the pulse of the people, perhaps due to the clarity of atmosphere.

"But, E.B., there may be some advantages to a machine society. If one should be overlooked by the Machine, for instance. We had a letter from one of our overseas posts that indicated the writer had settled into a life he enjoyed. The natives were friendly, he wrote, and vodka, vermouth, gin and scotch all plentiful:

> 'I still hear no word from the Department about an assignment. I remain as quiet as a clam, with nary a murmur of protest. I LOVE this neglect, as long as the checks continue to arrive. Maybe the IBM machine will forget all about me and I can continue indefinitely my life of studious retirement in my little Eden. Stranger things have happened in this world of the Calculating Machines.'

### Bill Crockett

"Must be a host of new appointments coming up now?"

"It's still a bit early; most of them are still in the rumor stage. But that was an interesting appointment having Bill Crockett, a very able administrator, appointed Deputy Under Secretary for Administration, in the old Loy Henderson tradition.

"Yes; on the JOURNAL we'll greatly miss PER's Herman Pollack, one of our most helpful Board members in recent years. And Hank Ramsey, our stalwart vice chairman who has served valiantly for a record five years. Herman is off to the National War College and Hank is at FSI, brushing up on his French. Jim Ramsey has left and Arthur Woodruff will be leaving this month. It's the usual seasonal turnover on the Board."

### Craft of Intelligence

"Wonder if you saw a copy of Allen Dulles' talk before the American Booksellers Association here last month? He had an idea which could well be incorporated into the new look of Washington. We now have about a dozen outdoor cafés for lunching and dining and watching the crowds go by. Dulles suggested Paris' Left Bank's books-by-the-mile might profitably be set up for the benefit of browsers and booksellers alike."

"Sounds a practical idea, E.B. You've noticed the way people stand around reading during the lunch hour in the second-hand book stall near the eateries in our neighborhood. In the drug stores, too. Curious they've never put in a book shop at New State!"

"They've talked of it several times. And AAFSW will have its annual sale of secondhand books once again this fall, at New State, for the benefit of AFSA scholarships for Foreign Service youngsters."

"But back to Allen Dulles—he told the booksellers meeting at the Shera-

ton that it was unlikely he would become the author of an interesting book since in his three earlier careers (diplomat, lawyer, intelligence officer) he'd built up a sturdy set of inhibitions. As a diplomat he'd learned discretion, as a lawyer, legal jargon, and as an intelligence officer he'd learned to keep his mouth shut and his diaries blank."

"Parts of his book 'Craft of Intelligence' have already been published which disputes his thesis, and the book itself will be out soon," we remarked.

"He also had a word to say about the current U.K. security scandal. The British are very good at intelligence work, 'Their security services are among the best and don't deserve the present scandal.' But with a budget of only about one-fiftieth of what we spend on CIA and the FBI—"

### AFSA Luncheon

"Didn't I see you at the last luncheon of the season, E.B.?"

"Yes, wanted to see some friends, and to hear Undersecretary Ball's speech. Had a word with George Allen, former head of USIA, too. Asked him what he saw as the job ahead for USIA which is some 20 years old this year, and as a separate agency is celebrating its tenth anniversary this year."

"I remember George V's remarks at an AFSA luncheon some five years ago at Fort Lesley McNair, when he indicated that working with other countries at the people-to-people level would no doubt become one of the most important elements in the diplomacy of the future. What does he feel about the difference between our use of propaganda vs. truth?"

"Just what I asked him. His feeling is that we should avoid even the apearance of propaganda if we want to establish and maintain credibility overseas. The USIS libraries round the world are probably doing the single most effective long-range job for us, he said."

"Understand they're backstopping the program of American studies at the universities overseas effectively these days with a bibliography and syllabus including an outline of literary and historical background. But I'm interested in what you say about propaganda. We have Gep Evans writing on the subject in this issue, and will have more on the same subject in a later issue.

### Cultural Center

"Did you read of the government worker who sent in a check of $1,000 from his annual salary of $7,500, for the new Cultural Center?"

"No, but I saw a poster 'round New State I liked:

CULTURE

YOU DON'T NEED IT
BUT YOUR FRIEND PROBABLY DOES.
SUPPORT THE NATIONAL CULTURAL CENTER.

". . . and the display windows at Woodie's this past month must have helped many people to get a more vivid idea as to what the Center will actually look like, as well as the great variety of activities that can go on under (and even over) the one roof; ranging from receptions to carnivals, and including stages for large and small performances, rehearsal rooms, etc. E. Durrell Stone's designs are imaginative and beautiful, and the location by the Potomac is a good one. In terms of the international cultural activities its location couldn't be better for New State.

### "Dear Sir:"

"Many have read the solemn political, pseudo-religious sentiments expressed publicly in connection with the School Prayer case", E. B. resumed, "but I wonder if they happened to see the fine letter in the Washington POST from one of the attorneys on the case. I must be going but here's the clipping:

> I am Madalyn Murray's attorney. Since nearly all of the persons who have recently troubled to write to me on the subject of the School Prayer Case have done so anonymously, I would appreciate the opportunity to reply through your letters column:
>
> Those whose penmanship made their letters undecipherable: Thank you for what I know were your good wishes.
>
> Those whose letters contained threats of physical violence: Please contact my secretary for an appointment. There is a considerable waiting list.
>
> Those who called me a Communist: It must have been someone who looks like me, whom you met at a cell meeting.
>
> Those whose letters consisted principally of obscenity: I am all innnocence and did not get your message.
>
> Those whose letters mixed obscenity with Biblical quotations: Are you all right?
>
> Those who expressed fear for my immortal soul: Don't worry yourselves. I have been a lawyer too long to be eligible for salvation anyway, though when I arrive at the celestial conference on the matter, I think I may be able to talk myself out of whatever difficultics I am in at the time. . . .
>
> LEONARD J. KERPELMAN
> Baltimore

### Signs Around Town

On a trash company truck:

"OUR BUSINESS IS PICKING UP."

On a flower truck:

"OUR BUSINESS IS BLOOMING."

*—de Profumis*

**"LIFE AND LOVE IN THE FOREIGN SERVICE"** *by* ROBERT W. RINDEN


**"However debilitating financially, a Washington assignment does leave one lean, lank and rarin' to go."**

# Behind the Shutter

by PAUL CHILD

*Editor's note: With foreign affairs personnel a part of more than three hundred and twenty communities overseas, and with life even at the village level becoming a subject matter for their photographic files, we asked a great photographer to give our readers some hints about the elements that go into the making of a fine photograph. In subsequent issues we plan to publish photos illustrating various aspects of this discussion.*

THE eye, the heart and the mind are what make photography, rather than the camera—just as the eye, the heart and the mind are what make music, painting and literature. What is a violin, a tubeful of paint, or even a pen in the hand, but an extension of the drives of some human being? Any apparatus, be it brush or bandsaw, weapon or word, is nothing by itself. Each is a means to some end.

Photography is subjective expression, a reflection of the interests—but also the limitations—of the man behind the camera. If he is a professional then his photographs are influenced by the desires, the imagination, the concepts—and again the limitations—of whoever hires him. Photographs are always crystallizations of the human spirit.

The difference between amateur and professional photography is great. It lies in two realms: technique and outlook. The technical requirements of photography, although demanding, are no more complicated than those required to master a musical instrument, but neither a musical nor a photographic instrument can be mastered between breakfast and dinner. The ease with which photographs can be taken, plus uncritical evaluation of the results, sometimes leads to a difference in attitude toward what is required to take photographs and what is required to play music. Anyone can point the box, push the button, and get results, just as anyone can make sounds with a musical instrument, and run-of-the-mill snapshots are equivalent to tunes picked out on the piano with the index finger; yet, while almost everyone is satisfied with snapshots, few are satisfied with an index finger sonata. It is unfortunate that so many are pleased with so little. Most people know that it requires long and serious practice to master the piano, but few recognize that mastery of the camera also takes long and serious practice, and that the best photographers have subjected themselves to it.

There are no secrets about photography, any more than there are about music or writing. The only hidden areas lie in the human being behind the camera. Too often, beginners hope for a short cut which will save them from practice. There is none. It is hard work which leads to skill. Isaac Stern, in speaking about Pablo Casals, said, "Casals is stubbornly disciplined. He has worked painstakingly through the most minute details of technique and conception . . . and it is because he has done so that in the end the details become less important than the grand design. His is a discipline in the service of liberation."

There are three requirements for producing good photographs. The first is learning what can be done with a camera. The second is learning what can be done in the darkroom. The third is uniting eye with mind, emotion, memory and creativity to use the skills mastered in the first two categories to achieve the results one wants.

Practice discloses what can be produced with various developers, light meters and lenses; with reflex, miniature and view cameras; with glossy prints and bromoil prints, with flash and available light, with color or black and white. Such things are part of the knowledge one must accumulate in learning to become a good photographer. One also learns that no camera will do everything; that just as ultra-high-speed demons and micro-photo fiends are worlds apart subjectively, so their physical equipment will reflect their differences in outlook; that a passionate portraitist will not use the same camera as the recorder of sporting events, and that the astronomer's camera will be useless to all others.

No one can claim to he a complete photographer without darkroom experience; the darkroom involves critical steps in the total process of making the print. It would be as though when one played the piano someone else always had to play the bass. The camera is the treble, the darkroom the bass, of photographic music.

Apart from the camera and the darkroom, the third and most important category in photography is personal style. Photographs by Cecil Beaton, Henri Cartier-Bresson, and Karsh have as clear a signature as Braque or Van Gogh do in painting. In this third category comes the series of visual relationships clustered under the heading "composition." These include balance, rhythmic repeats, architechtonic structure, textures, pattern, the psychological effect of dark and light areas, of diagonal stresses, of soft versus critical focus, of realistic reporting versus abstraction, and so on. This is the personal, subjective realm.

The bass and treble are only means to an end, as they are in music, the variations and combinations of the three elements are infinite in numher, and it is their disciplined use which enables one to be self-expressive and to communicate with one's fellow man through photography.

**Parisian Courtyard** *by Paul Child*

## No Yelling at the Umpire, Please!

*by* ROBERT E. FUERST

IT WAS a muggy weekend for baseball but fans were unmindful of heat as they plodded to Shimpo Park for the Series. Not many Americans were among the crowd; Shimpo Park is in Japan. The few Americans who did straggle in found a strange sight at this particular baseball diamond.

No peanuts were being sold among onlookers, for the shell-cracking would be too noisy. The sharp staccato of handclaps after the game started was not applause, but a sort of human radar for players. And during exciting innings, instead of wild shouts or full-mouthed Bronx cheers, there was silence.

If the stillness in the stadium seemed unusual to the visiting Americans, the players themselves were even more unusual. The Japanese people are generally conceded to be among the world's most avid baseball fans, out-rooting Brooklynites at times in their enthusiasm, but few outsiders realize to what extremes the Japanese go. They are so baseball-happy that even blind men get into the act! And at these baseball contests in Japan, the players were blind!

Blind-baseball is a unique modification of standard baseball that has been growing in popularity in Japan for the past several years and has reached the point where the top eight teams assemble at the height of each summer for a fight to the finish. The winner is then crowned number one team of the Empire.

Blind-baseball both resembles and differs from the normal game. For one thing there are ten players instead of nine. "The extra slot is filled by an outfielder," explains Ike Taira, Japanese newsman working with the Air Force in Japan. "And four of the players must be totally blind. The others may be partially blind or they can wear an official blindfold and play."

One of the four totally blind players is used in the important pitcher's spot where he also functions as first baseman.

"Any infielder who catches a batted ball throws it to the pitcher who must be standing inside a marked circle," said Taira. "This completes the out."

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ROBERT FUERST's experience with Japanese baseball came during his Air Force service. Currently he is a doctoral student in education at the University of Florida.

If the pitcher himself catches a grounder, he must step outside the circle and then walk back inside to make the out. Or he can throw the ball outside the circle to an infielder who throws it back for the out.

Pitching is a cross between the ball-throwing of two sports, baseball and bowling. The ball, about as large as a volleyball, is pitched in low bounces that approach a roll when the sphere nears the plate, and as it passes the plate, it must not be more than a few inches above the ground.

"The pitcher, the batter, and all other players depend on sounds," said Taira. "The players are completely in the dark, whether blind by nature or artificially blinded by a mask. They rely on their keenly developed sense of hearing."

The batter times his swing by listening to the sound of the approaching ball. Using a standard bat, he crouches at the plate, straining to hear, and then at the crucial instant, reacts.

If he connects, he runs the same bases that are covered in the standard game. The base line however is a base *lane*. A pair of white stripes marks a path about as wide as a sidewalk and the unseeing player races silently between these stripes toward the base. A coach is stationed at each base, clapping his hands, guiding the batter to his target.

Fielders too rely on sounds. They must locate the ball and ground it by ear, and then toss it to the infield or pitcher by long-conditioned reflex.

"The pitcher," said Taira, "stands about thirty feet from the batter. Each base is about fifty feet away from the next base."

Partially blind outfielders are not required to wear a mask and may at times actually catch a fly-ball for an out. Ground rules call for certain "reward zones," areas that mean a sure hit to the blind batter who manages to clout one into that area.

"A totally blind player," said Taira, "is automatically credited with a triple if he hits the ball into the triple-zone, even if the fielder catches it or throws him out. But these triple-, double-, and single-zones apply only for the totally blind players."

Three strikes make an out, four balls earn a walk. The game is a seven-inning affair although two or two-and-a-half hours are usually required to complete the contest.

Teams are composed of schoolboys for the most part. "It is very difficult to become a team member," said Taira. "The boys must be trained for a long time and must work diligently." As a rule, it requires six years of intensive training before the students are ready for the team.

Turn off the volume of your TV set as you watch the Indians meet the Red Sox and you can get an inkling of what blind-baseball is like to the spectator. The most remarkable thing to an American is the overwhelming silence. No yelling at the umpire (much less questioning his eyesight), no friendly chatter to favorite players, no blaring band. As soon as the pitcher begins his wind-up, cheerleaders become mute, crinkling of rice-candy bags ceases, the shuffling of geta-clad feet stops, and nothing is heard but the humming of an insect in the heavy heat of Japanese summer.

## BLIND BASEBALL

"It is quite an honor for a blind boy to make one of these teams," said Taira. "And it's certainly a morale booster for other blind students to know that some of their kind are capable of learning to play baseball."

The sport started as a sort of sandlot game that gradually gained in popularity as blind boys discovered they could play skillfully in a modified version of the regular game.

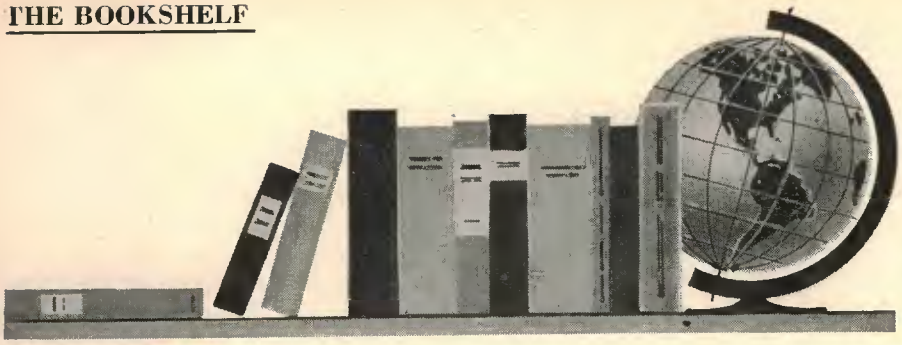
It has not had a meteoric rise by any means, for the game is a rather slow affair compared to orthodox baseball, and spectators do not always come back. But it is such a wonderful competitive game for blind students that schools have included it as an important part of their regular sports program, and as the game improved, interest rose among spectators.

With formal adoption ten years ago of official rules and with inauguration at the same time of an annual play-off, blind-baseball became a respectable sport in Japan. Yearly tournaments now are backed solidly by civic organizations. The Series I visited was sponsored by the All-Japan Blind School Association, the local board of education, the Education Ministry, the Helen Keller Association, and the Mainichi Press.

"The sport is still a young one," said Taira. "If it ever grows to the point where it is played in some of the larger stadiums, I believe that the people who see it there will be impressed and that the game will be on its way to acceptance as a spectator sport."

Meanwhile the boys go on playing. Since they cannot see, they do not miss a large crowd. They are more interested in making sure that their team is one of the top eight, one that will compete in the annual summer tournament. To slap out a home run as did one totally blind boy on the Hiroshima team in a recent Series would be a dream come true. The future of blind-baseball may not be one that includes teeming multitudes in the bleachers, but the blind players themselves do not worry about that. They know their favorite sport is here to stay.

Edward R. Murrow returned to England for the commemoration of the 20th birthday of the American Library. Shown at Ditchley Park are Alistair Buchan, director, Institute for Strategic Studies, Harry Hodson, provost of Ditchley Foundation, Walt W. Rostow, chairman, Policy Planning Staff, State, and Sir William Hayter, Warden of New College, Oxford.



# Some Views of the Cold War

THE WEST has been slow to see that the nuclear standoff—the "balance of terror," in Churchill's phrase—has augmented, rather than lessened, the importance of the less violent methods of waging war.

This is because each side, aware that there will be no victor in an all-out nuclear war, consciously or unconsciously avoids actions likely to escalate into that war. Instead, both resort increasingly to short-of-war methods. In this struggle which we call the "cold war" and the Communists the "conflict of systems," the democracies are considerably disadvantaged. This, as Col. William R. Kintner and Joseph Z. Kornfeder tell us in "The New Frontier of War," is partly because many Americans "lack a categorical belief that the Cold War is a part of a long life-or-death conflict." It is also partly because the democracies have been dilatory about working out rationale, strategy, and tactics for this kind of warfare: we have until lately had no body of doctrine such as Communist leaders (e.g., Lenin, Mao, Ho, Guevara) have provided.

Col. Kintner and his associates of the Foreign Policy Research Institute at the University of Pennsylvania have set out to supply that deficiency. Their "Protracted Conflict" and "Forward Strategy for America" are already required reading for all U. S. cold warriors. "New Frontier" belongs on the same shelf. One may not agree entirely with the authors' view of the future (they discount, for instance, the possibility of "evolution" in the U.S.S.R.). But their analysis is well documented and eloquently argued.

One major battlefield of the cold war is the propaganda field.

Arthur Goodfriend's latest book (his ninth) considers the role of the United States Information Agency, his employer, on the new frontier of war.

A highly professional writer (whose smooth prose is sometimes marred by annoying mannerisms fashionable in the slicks), Mr. Goodfriend deals chiefly with his two years as Branch Public Affairs Officer in Delhi. He comes to grips with the troublesome problem that has long plagued the Agency—whether to concentrate its few resources on an elite leadership, in the hope that there will be "trickle-down" to the masses, or whether to try to reach some part of the people directly. And he calls loudly for USIA (in the phrase of the *guru* Vinoba Bhave) to "come down on the dusty soil." This approach, the author tells us, evoked so little enthusiasm among his USIS superiors in India that ultimately "it became clear that the incompatibilities . . . were beyond bridging," and he was brought home to other duties.

Several of Mr. Goodfriend's erstwhile colleagues in India, who had an advance look at his manuscript, feel that, in his apologia, he has taken some liberties with the facts. I myself was somewhat put off by his evident conviction that he was the only one in step, the "Ugly American" of USIS-India. Yet when he is not querulous about personal frustration, he can be most enlightening about the new India. And his deeply felt convictions about the proper nature of USIS operations abroad deserve study.

The cold war is also being fought, of course, in the dank and silent sloughs of espionage and counter-espionage. "I Was Cicero" is the first-person account of a grubby little Turkish *kavass* who, as the valet of Great Britain's World War II ambassador to Turkey, filched secret documents, photographed them, sold the film to the Germans, and went for an incredible period of time unsuspected and undetected. It is a tribute to the skills of his collaborator that the affair is strung out to book length and kept reasonably interesting.

—JOHN P. MCKNIGHT

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THE NEW FRONTIER OF WAR, *by William R. Kintner and Joseph Z. Kornfeder. Henry Regnery,* $7.50.

THE TWISTED IMAGE, *by Arthur Goodfriend. St. Martin's Press,* $5.95.

I WAS CICERO, *by Elyesa Bazna. Harper and Row,* $3.95.

## O.H.M.S.

IT IS well known that the British Foreign Service has had, and no doubt still has, much more success than our own Service in persuading bright young men with literary inclinations to start out adult life as Third Secretaries in the diplomatic service. To be sure, some of the best of these agreeable and intelligent young Britons later decided they would lead more stimulating and interesting lives outside the diplomatic career than within. And who would say that Norman Douglas, Harold Nicolson, Robert Bruce Lockhart and FitzRoy Maclean were wrong? Certainly not Valentine Lawford, whose first book, "Bound for Diplomacy," an autobiography describing his youth, his beginnings in the Foreign Office in the mid-1930's, and his experiences as Third Secretary in the British Embassy in Paris from 1937 to 1939, is now being praised in England.

American readers will find much of interest and value in the book, even though Lawford, who stayed on in the career until 1950, when he was Counselor of the British Embassy in Tehran, ends his book on the eve of the outbreak of World War II. Staff Aides will find his account of his own strenuous flunkydom in the Foreign Office most amusing. His description of the occupational grievances of Commercial Officers at the "traditionally assumed superiority, intellectual as well as social" of political officers is entirely convincing.

Lawford now lives and writes in the United States.

—THOMAS A. DONOVAN

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BOUND FOR DIPLOMACY, *by Valentine Lawford. Atlantic, Little, Brown,* $6.50.

## Search for a Formula for Survival

THE GREAT question of our time, implicit if not explicitly stated in every discussion of world affairs, is: Can mankind survive now that our incorrigible inventiveness has given us the means of exterminating our species? Max Lerner thinks we can. His "Yes" is not exactly a resounding one. His view of the future is neither pessimism nor optimism but "a stoic and tragic possibilism." But he thinks the odds are just a shade in favor of Jung's "instinct to survive" over Freud's death urge.

Nuclear weapons, Lerner believes, require a new brand of world politics. The classical variety was based on the premise of "power scarcity." Alliances were constructed and wars were fought in the effort to appropriate a temporary surplus of that limited commodity. Now there is more power than we know how or dare to use—"overkill," in the chillingly clinical vocabulary of the theorists of modern warfare. The classic maneuvers have become meaningless. though we solemnly continue the empty ritual.

"If there is one clear fact in the contemporary world," Lerner writes, "it is the powerlessness of power when charged with overkill. and the failure of viability of a world of nation-states."

What, then, should we substitute? Lerner's answer, like nearly everybody else's, is some kind of world order. The "what" is obvious, but the "how," as he admits, is much more difficult, and like everybody else, he gets a little fuzzy when he turns from diagnosis to prescription. We must work toward a "transnational" order, he believes. We have already made a beginning. "Power clusters" have replaced individual nations as the significant units in world politics. The collective will is finding expression in many ways: the UN action in the Congo would have been inconceivable a decade ago. If we can only win time, the "transnational" institutions and "transnational man" will evolve.

Do we have time? Perhaps. Lerner believes that, if we continue to negotiate, with no illusions, with infinite patience, and at first for limited objectives, something may be accomplished: nuclear—not total—disarmament, disengagement in areas where the vital interests of both antagonists are not committed. (Cuba showed what can be done.) If we buy time thus and use it wisely, the head-on collision may never take place. And time, he thinks, is on the side of the open society rather than the closed one.

In developing his thesis Lerner examines many aspects of the contemporary dilemma. His analysis of the strengths and weaknesses of Communism and his discussion of the emergent nations are excellent. He disposes neatly of Kissinger's concept of limited nuclear warfare. His rebuttal of the "better Red than dead" school is the best I have seen. For the conservatives, in Congress and elsewhere, who do not want a penny of American aid spent on public projects he suggests shrewdly that in undeveloped countries the road to capitalism may lead through state socialism. This is a stimulating and eloquent book.

—TED OLSON

THE AGE OF OVERKILL: *A Preface to World Politics, by Max Lerner. Simon and Schuster,* $5.95

### British Colonial Service

THE author, now a Ford Foundation executive, started his study of the British Colonial Service and the able individuals who influenced its growth when he went to Oxford as a Fulbright scholar in 1959. Many readers will approach this book with preconceived notions and prejudices but they will put it down with greater understanding, particularly since many aspects of the subject are apropos as the Foreign Service is experiencing another potentially major change in its own system.

The author epitomizes the Colonial Service ethos as that of an elite: "*noblesse oblige*, service, duty to the governed." The principle involved was the platonic one of bestowal of power on those best qualified by intellect and morality to support the rule of law, an independent judiciary and a civil service based on merit. Such individuals were most easily found in the English Public Schools and at Oxford and Cambridge. It was from this milieu that the backbone of the Colonial Service came, and it was to these men the system owed its relative success.

The aspects of recruitment and training are of considerable interest to the Foreign Service as we view the "fallout" of the Wriston program and commence a new era in training with a Foreign Service Academy in the wings.

There is much to learn from this excellent study of a little understood and much maligned system which has a remarkable history of achievement to its credit.

—TAYLOR G. BELCHER

YESTERDAY'S RULERS—*The Making of the British Colonial Service, by Robert Heussler. Syracuse University Press,* $5.75.

### "Come to the Bower"

TEXAS is the great canvas on which J. Y. Bryan, USIS Cultural Affairs officer in Karachi, has painted a picture of courage and violence in his recently published book, "Come to the Bower."

This novel sweeps the reader through the intrigues and blood, the cupidity and heroism, of the Texas Revolt from Mexico in 1836. It follows the adventures of a restless young Marylander who is seeking to find his purpose in life. He becomes passionately involved with the new frontier in Texas and makes its revolt his own. He joins the conglomerate Texas army, fights in the battle of San Antonio, suffers the tragic news of the Alamo, and is one of the officers at San Jacinto when the army of Santa Ana is finally crushed and the Mexican grip on Texas is broken.

Between these military exploits, he establishes a home on the Texas prairie, captures and tames wild horses to found a herd, and draws up plans for the economic development of the frontier. After many reversals and misunderstandings, he wins a young widow and they face the limitless prospects and dangers of the new land together.

Mr. Bryan's action and battle scenes have genuine power. Where he may be lacking is in his characterizations. His people are the types of their time, typical adventurers, typical villains, typical southern belles. They are plausible, they are well conceived, but the cruel never have their moments of tenderness, the gentle their flashes of spite.

—OLGA ARNOLD

COME TO THE BOWER, *by J. Y. Bryan. Viking,* $6.95.

# Service Glimpses

1.

**1. Tananarive.** Ambassador C. Vaughan Ferguson, Jr. holds a young contestant during the annual Children's Day Ceremonies. The Indian Ambassador, on the left, appears less relaxed, perhaps because, as our correspondent writes, "Some were wet."

**2. Washington.** Admiral and Mrs. Jerauld Wright bid farewell to the ladies of Washington's press corps at the American Newspaper Women's Club party before Ambassador and Mrs. Wright left for Taiwan. Genevieve Reynolds of the American Red Cross is on the right.

2.

**3. Khartoum.** Among the American children who visited the Omdurman Intermediate School this year were Sandra Meyer, daughter of Dean R. Meyer, Byron Kelly, son of Giles M. Kelly, and Mary J. Glim (partly hidden), daughter of Robert J. Glim. The children exchanged information about their countries and look forward to another visit next year.

**4. Kashmir.** Basil W. Brown, Jr., Consul, Lahore; Howard B. Schaffer, Second Secretary, New Delhi; and John Gilray Christy of AID, New Delhi, are shown "on the rocks" at Kolahai Glacier, in Kashmir.

**5. Athens.** Ambassador Henry R. Labouisse has just congratulated Buddy Edelen (left), who won the Athens International Marathon with a new record, and USIS Press Officer Allan Nelson, who also took part in the race. Mr. Nelson, 46, is a veteran participant in distance runs and was known as the "running diplomat" when he served in Helsinki and Johannesburg. He trained for the Marathon by daily runs up and down Mt. Penteli, famed for its marble quarries.

3.

**6. Calcutta.** A striking poster welcomes the new Ambassador to India, Chester Bowles, on Calcutta's busiest thoroughfare, Chowringhee Road.

**7. Honolulu.** Gillespie Evans, former deputy director, Office of Public Information, USIA, composes his open letter to Edward R. Murrow. The letter appears in Department of Dissent, page 53.

**8. Salisbury.** Consul General Paul F. Geren competed in the 110-mile march sponsored by the Sunday MAIL. Mr. Geren dropped out at the halfway mark, still exceeding New Frontier recommendations, having completed 55 miles in 16 hours, 25 minutes. Mr. Geren (No. 14) is shown at the beginning of the march with Dr. Hugh S. Deale (No. 92) and Harvey Ward (No. 98).

**9. Saigon.** The American Community School held a fathers and sons softball game in which Ambassador Frederick V. Nolting (center) joined. Other team members in the photo are William Benson, Fred Bonner, Harvey Brown, Brig. Gen. Milton Adams, Dr. Harold Lerch, and Major Francis Bonner.

# Tout pour le Sport:

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*"Those who cannot stand the heat should get out of the kitchen."*
*—President Kennedy, quoting President Truman*

# Diplomacy and the Budget (Part II)

*by* LEON B. POULLADA

THE PROBLEM WHICH the Foreign Service has been facing for years is not whether it wants to be in the kitchen where things are hot but rather whether its role there is to be that of cook or Cinderella. It is not the heat which bothers most American diplomats but the fact that they are expected to prepare savory meals for the American appetite on a drafty old stove and without enough pots, pans or essential utensils. Foreign Service officers observe with growing dismay that although foreign affairs news, crises and problems vital to American interests around the world, have practically crowded other news off the front page, our foreign affairs establishment which is somehow expected to cope with all these problems, remains a neglected step-child starved for funds.

Here are a few examples of how this false economy has diminished the effectiveness of our diplomacy:

1. The State Department has been hamstrung by budgetary restrictions when faced with critical political emergencies. Contingency funds are provided for unexpected demands in economic assistance, for disaster relief and help to stranded Americans, etc., but no provision is made for extraordinary expenses in crisis situations such as Berlin, the Congo and Cuba. To meet situations of this kind, which have become more the norm than the exception, the State Department has to borrow from other programs. The most frequent victim is the travel fund, which results nearly every year in a freeze of official and leave travel, hampering essential operations, lowering morale and playing havoc with forward personnel assignments. Of course the Department, caught between the relentless demands of a chaotic world and its inability to finance suitable responses, has no choice but to manipulate its funds in order to deal with the emergency. This increases Congressional criticism and suspicion and disrupts the Department's normal work. When, for example, a whole constellation of new African countries burst over the horizon the Department had no choice but to rob other important programs in order to staff and equip the new African Bureau and to establish many new posts. Such a situation should not arise. A strong foreign affairs establishment should have a "strategic reserve" of funds, personnel, supplies and equipment. Being an essential part of our security system it should not have all its forces fully committed without any standby strength to insure maximum flexibility of strategy and tactics.

2. Many of the most progressive features of the Foreign Service Act of 1946, a law designed to give the Foreign Service a new post-war lease on life, could not be put into effect. For example in the 1950's lack of funds resulted in severe curtailment of recruitment of new Foreign Service officers. This deprivation of young talent at the very roots of the Foreign Service in an era of rapidly expanding international activity can only be compared to closing down West Point and Annapolis in the first stages of a long and bitter war. This led to a number of personnel distortions such as utilizing Staff Corps personnel in Foreign Service officer positions and created irresistible pressures for expanded lateral entry which resulted in Wristonization and in a whole series of patchwork efforts to repair the damage to the personnel structure and morale of the Foreign Service.

3. The Foreign Service Institute could not be developed into the kind of intergovernmental graduate foreign affairs academy contemplated in the Act. Now seventeen years later new legislation seeks to revive the concept which was in the original Act but died for lack of funds. Another casualty was the foreign language program which withered on the vine until stories of the "*Ugly American*" variety aroused public and Congressional indignation against the State Department which year after year had been pleading for more funds for this very program.

4. In the 1950's, one of the most challenging decades to our diplomacy, the Foreign Service was cut to ribbons by a drastic Reduction in Force (RIF) program which wantonly wasted money and talent. (See "Economy—True and False," Foreign Service JOURNAL, May 1954). The RIF, which used budgetary and mechanical criteria as a basis for separation, undermined the merit system and left a lingering bad taste in the mouth of the career service.

5. Lack of funds has prevented the adoption of a rational recruitment and assignment policy, inhibited rapid promotion of young talent to the top and made it more difficult to weed out mediocrity. The State Department has never had sufficient funds to recruit enough top talent or to make full use of its fine personnel resources. Widespread operations, hazardous health conditions and special training requirements result in a very high proportion of "men in motion" who are not available for immediate assignment. Without enough money to hire these "extra" people the pressing

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LEON B. POULLADA is now Ambassador to Togo. After a stint at law, and a wartime hitch in the Army, he entered the Foreign Service and has done administrative, consular, information, political and economic work in Ceylon, India, Pakistan, Afghanistan and the Department.

need to fill vacancies is in constant conflict with the essential long-range goals of adequate training and rational forward career planning. The situation boils down to too few bodies juggled to fill too many vacancies. Square pegs in round holes are inevitable casualties of this system and our diplomacy suffers since the quality of an employee's performance is intimately related to the appropriateness of his assignment. Pressure to fill vacancies makes it difficult to release personnel for training and encourages the retention of mediocre personnel. Only with a broader and more generous financial policy can the full potential of the Department's personnel resources be developed.

6. As a result of failure to invest capital prudently for suitable housing and offices, American employees abroad often have to work in dingy, crowded and unprofessional surroundings which no private employer or labor union in the United States would countenance. Obstructive legislation has also made it difficult to use local currencies generated through sales of surplus agricultural products. These currencies, which already belong to the American taxpayer, are often allowed to lie fallow, subject to loss of value through depreciation, devaluation or inflation, instead of being prudently invested in good real estate with a potential for appreciation which could at the same time provide adequate housing and office space for American employees.

7. To function at top effectiveness our missions abroad must have adequate logistic support. But financial restraints have compelled the State Department to maintain a fragile supply line to its world-wide chain of outposts, many in remote and inhospitable areas. Only recently has it been possible to install an experimental supply center in Nigeria to support isolated posts dispersed over a vast region of the African continent. Forward supply depots have of course been commonplace since the earliest days of military history. Yet so unusual was this idea for the support of our cold war soldiers that it required months of administrative and legislative effort to bring the project to fruition.

8. Shortage of funds has retarded the installation of a modern diplomatic communications network. In a world as precariously poised as ours, this deficiency could easily be fatal. It is ironic that the country which is in the forefront in automation and electronics should be so laggard in equipping its diplomatic establishments with the most up to date communications facilities. As a result our diplomacy often appears ponderous, hesitant and clumsy. Every diplomat knows too well the frustration of being just one message behind when critical events outrun the slow cables. Recently active steps have been taken to improve the situation but too much reliance is still placed on the elegant but archaic sailing ship tradition of the diplomatic pouch. It is more realistic to recognize that most diplomatic traffic should be transmitted by electrical means since in this fast-moving era most of what is worth communicating becomes stale in a matter of hours. Ours is no longer a "reporting" but an operational diplomacy which requires speedy information and fast action. The Secretary of State should be able to communicate with his Ambassadors at least as swiftly and efficiently as a SAC commander with his far-flung base commanders. In many countries the Chief of Mission, as the

personal representative of the President, should have a government aircraft at his disposal and not have to scrounge rides on the military attaché plane to permit him and his staff to cover swiftly his area of responsibility. Such use of government aircraft would be routine for a military field commander.

9. Our deficiencies in communications facilities are nowhere more evident and more damaging than in the field of propaganda. We are in the curious position of being able to achieve exciting technological triumphs in space but not having in our diplomatic establishment the technological facilities for exploiting the informational value of such achievements. For example, the USSR in a matter of hours blanketed Africa with news, films and picture coverage of the twin Vostok flight. The United States could not begin to match this propaganda coup simply because we do not command the communications facilities.

10. Chronic underfinancing accounted for the curtailment or elimination of many other essential programs and activities during the critical post-war era. For example, the Science Adviser's Office and the Science attaché program were emasculated at the very time when science began to play a vital role in foreign affairs. The Language and Area training program had to be confined to a mere handful of officers (only two to four officers per year for specialization in South Asia, an area containing more than a quarter of the population of the free world). Plans to tap the vast resources of scholarly research in foreign affairs by means of University contracts, a well-established practice in the Defense Department, had to be abandoned. Foreign Service officers were subjected to public criticism for not knowing enough about the countries and people outside the capitals at the same time that travel funds were cut back or altogether eliminated. Funds for entertainment directly occasioned by government business were reduced so that most Foreign Service officers (not just Ambassadors as the public has been led to believe) had to pay a large share of these expenses out of their own pockets.

The above examples illustrate only some of the ways in which budgetary restrictions have hampered our foreign operations. Lack of funds has been largely responsible for poor personnel practices, inadequate logistics, unwise fiscal management, wastage of resources and has undermined the prestige of the Foreign Service and the State Department in foreign affairs. Within our own Government the State Department finds it difficult to establish its primacy over the foreign relations process because it is the poor relation among other agencies involved in foreign affairs. Surrounded by well-heeled giants like AID, Defense, CIA, Treasury, Peace Corps, Agriculture and Commerce, its voice is weak in the daily give and take of policy formulation and execution. It is very difficult indeed for the minority stockholder to be Chairman of the Board or for the poor relation to be head of the household. To be strong the State Department must be adequately financed. It is dangerous to assume, as we have in the past, that our diplomacy can continue to be starved for funds and yet function effectively in this perilous era.

*Today's Foreign Service and . . .*

# The Ambassador's Wife

*by* ANNE PENFIELD

While comfortably reading an article the other day on the duties of an Ambassador in our hectic, modern world, I was astonished to discover that this marvel of the twentieth century was supposed to be an expert economist, a masterful administrator, a public relations expert of the highest caliber, a competent linguist, a polished speaker, an observer and reporter of the local scene of truly Lippmann-like authority and prescience, and last, and apparently least, a diplomat of positively Machiavellian astuteness. An infallible ability to predict the course of events in the near and not too near future was also considered an indispensable quality. While ruminating on this amazing phenomenon, I gazed with awe on my ambassador husband and wondered how I had ever managed to latch onto such a wonder boy in the years before I had ever dreamed that he would have to balance so many hats upon his broad brow.

It was only after some moments of contemplation that a horrible thought suddenly smote me: What about the better, or worse, half of this prodigy? What was I, as his wife, supposed to be and do?

Having for some months paddled most happily in the tiny puddle of our small Embassy, I began to wonder just what our duties were. Of course I realized that the life and operation of a very small and a very large Embassy are about as different as a family steak fry and an Inaugural Ball. Each Embassy, furthermore, has its own quirks and characteristics which distinguish it from all others. But perhaps there are certain fundamental principles basic to all Embassies, from Ottawa to Ouagadougou.

In considering these general principles, we might list them from the inside out. First, what is one's duty towards the staff? I have always assumed that the morale and efficiency of the distaff side of the Embassy is largely the responsibility of the Ambassador's wife. What should she do about it, and what can she do about it? Paradoxically, my own answer to the first part of this question is, "A great deal," and to the second, "Not too much." In my experience, the Ambassador's wife who busies herself over every minor personal problem in the Embassy and takes sides in intramural feuds is as unsuccessful as the one who lives completely in her own world, paying no attention to the other Embassy wives except to make social or personal demands on them.

In small Embassies one can bring the senior wives in for the monthly coffee or lunch and discuss the general prob-

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ANNE PENFIELD was a cultural officer with OWI in London and Belgrade during World War II and has since served with her Foreign Service husband in Prague, London, Vienna, Athens and now Reykjavik.

*After the Garden Party:*

"You're new at this post so there's one thing I must tell you. Read the FOREIGN SERVICE JOURNAL. It will do wonders for your conversation—and for your husband's career."

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***Where in the World?***

**F.S.-Retired Addresses**

THE list of retired Foreign Service personnel together with their addresses which in recent years has accompanied the September JOURNAL will again be prepared this year, but will be distributed to JOURNAL readers only upon request. Those wishing to receive this year's list should so inform the Association. The list will be furnished without charge to those who ask for it and will be mailed in September to each applicant. Please let us have your request by August 10.

Yes, I would like to receive the list of retired F.S. personnel

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to: AFSA, Suite 301, 1742 G Street, N.W., Washington 6, D. C.

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lems of the local scene. Informal talks about how the different wives are getting on, whether there are any problem children and what can be done about them, enable the Ambassador's wife to keep her finger on the pulse of things without becoming unnecessarily involved in individual problems. In a large Embassy, of course, this is more difficult, but it is usually possible for even the busiest Ambassador's wife to set aside one morning every four or six weeks to talk with the senior wives, who should be prepared to talk briefly and knowledgeably about the junior wives in their sections of the Embassy and whether the general morale is good or bad. This interest should give each wife a feeling of belonging to the Embassy family, regardless of rank, and of having a real job to do in backing up her own husband's work.

Not to be neglected, too, are the women who work in the Embassy (usually of the non-officer staff corps). Poor morale can spread from the lower ranking levels as easily as from the higher, and sometimes an Ambassador's wife who is known to be sympathetic and accessible can be of help in matters which get bogged down in official channels.

The ambassador's wife can also see to it that the families of the other agencies attached to the mission are made to feel a part of the team and to realize they have duties and responsibilities as such. Many of them have never served in an Embassy before and may need the help and guidance of an experienced Foreign Service wife. This is particularly important in hardship posts where conditions are often difficult, the differences in social customs and contacts marked, and the problems of adjustment often trying.

It seems to me, too, that the Ambassador's wife must also be a teacher. As in other professions, success in the conduct of foreign relations, even from a wife's point of view, depends on learning and practicing the tricks of one's trade, whether one is serving in Vienna or Fort Lamy. From the wife's standpoint many of these tricks have to do with the art of making an Embassy operate effectively in the social field. Training junior wives in the mechanics of this art is of great importance, hut here again, the size of the Emhassy will dictate how much the Ambassadress can do herself and how much she must delegate to others. She can, however, show that she is interested in a professional performance and see to it that high standards are adhered to. In a small Embassy, the Ambassador's wife can take the matter personally in hand. The young wife who has a veteran to guide her in all the small but important operational details which make Embassy functions really tick is indeed fortunate. I, for one, feel an eternal debt of gratitude to Lucy Briggs, the wife of our chief in my first post in the field, who gave all her staff the benefit of her great experience and knowledge.

Running the social side of an Ambassador's life is, or logically should he, largely the job of his wife. One's evenings tend to be taken up by official functions, but a discriminating wife can be of great help in trying to make even the most routine functions at the Embassy rewarding by bringing in people of varying backgrounds and interests. Often diplomats are criticized for moving in too restricted a

*by Anne Penfield*

circle—and it is something we all have to watch. It is only too easy to get absorbed in the highly social circles which often do not include many of the most representative or most useful people for an Embassy official to know. Keeping tabs on one's social life is done by a competent secretary in the large Embassies, but most of us in the smaller posts have to do it ourselves. A card file, with a thumbnail sketch of the person being documented, his language abilities and general interests on one side, and on the other side, the dates and functions at the Embassy to which he has been invited, as well as the invitations accepted from him, has been of the greatest use to me. Naturally this file is given to one's successor, with the firm proviso that she return it as soon as she has taken off the information she wants. While on this subject, this leaving of information for one's successor is seldom given the attention it deserves. As ours is a profession where continuity is of the greatest importance and, because of our frequent moves, particularly difficult to achieve, every member of the Service, from the third secretary's wife up, should leave copious notes and files for her successor. Information of this kind saves much time and can make a considerable difference when one is taking up duties at a new post.

Successful diplomacy, it seems to me, rests more than anything else on confidence, and that is just as true of the women as of the men in the Foreign Service. A natural, interested, well-informed American woman, eager and curious to know all about the country in which she is stationed, frank in her discussion of American problems yet clear in her explanations of them, can do by far the best job of representation abroad. But no matter how interested she may be in the country to which her husband is assigned, she must act and look like an American. There seems to be a view extant that in "getting down to the grass roots" and "knowing the people of the country," one should wear their clothes, dance their dances, take part in their tribal rituals and even try to imitate their forms of decoration. Most of us look ridiculous in their costumes, can't do their dances and appear awkward or out of place trying to imitate their social customs. It therefore seems to me we should stick to being ourselves. One shouldn't hesitate to do the local equivalent of putting on a ten-gallon hat when visiting Texas. But in trying too hard to get down to the grass roots one can easily lose sight of the fact that an Embassy is assigned to a government, and not to a people. While we should know as much about the country to which we are assigned as possible, and as many of its people from as many walks of life as we can, we should never lose sight of our main task. That, after all, is to know the people at all levels who make the decisions, and to be always in a position to present to them the American viewpoint and policy. We do, of course, have to combine the disciplines of the discreet diplomatic negotiator with the imaginative flamboyance of the Madison Avenue man, but to confuse their roles and purposes does a disservice to both professions.

A well-run Embassy can assign its people, both from official and social points of view, to cover the spectrum of

the local scene and to work with as many facets of it as possible. Here again the distaff side can hc very effcctive. The Communists have in some cases done a spectacular job of working with the women in some of the younger countries —usually urging them to exert their rights but to ignore their responsihilities. They have been adept at encouraging virulent anti-Americanism. Here the Ambassador's wife can play a most important part. She can see to it that a careful check is made of the local organizations, discuss with the wives which of them are likely to be the most useful and appropriate, and then lead the way to meaningful participation in the organization activities. By joining local groups and working with them, we can counter many destructive influences as well as give the local women the benefit of our different community and organizational experience. We can also avoid the ever dangerous temptation to act as a purely American group which may well antagonize the local people and too often leads, particularly in charitable endeavors, to acting like a Lady Bountiful, a most unpopular role.

Out-of-town visits are another important factor to be reckoned with. Accompanying one's husband on these trips is usually of the greatest interest, but they require a lot of preparation. One needs to be briefed on the interests and needs of the place to he visited, the activities and organizations in which one should, as the Ambassador's wife, take an interest, what women of importance and influence one should make an effort to meet. It is also helpful to have one of the younger wives along on these trips. It is good training for them, and they can keep tabs on and follow up any requests for help or information which one may receive enroute. Going afield can be very rigorous and often uncomfortable, but it is usually the best way to learn to know a country, and it does help counter some of the anti-American propaganda so prevalent these days.

While on the subject of being gracious, I wish the Foreign Service Institute could give us a course of lectures on the art of saying "no" gracefully. Unless one is very careful, one can be run off one's feet, for even a chief of mission needs his slcep and there may be children who need to see their parents occasionally. Each one of us has to work this out as best she can, but there seems to be too great a tendency to go too hard and to feel that one isn't doing one's job unless one is spinning like a top.

Today's ideal ambassadorial wife must wear as many hats as her august spouse. The challenge of the sixties is as real to her as to him. But despite the hard work and long hours she puts in, in what other position can one combine so much of interest and fun with a feeling of doing one's duty? There is, of course, the bump at the end when one descends with precipitous speed from the top of whatever pyramid one has been sitting on—for no matter how small the post, it is still a pyramid. Then one begins to think that perhaps all those difficult duties weren't so bad, and that being a Foreign Service wife, and even an Ambassador's wife, is just about the most rewarding career one can have.

# "Torrent of Unintelligibility"

*by* LINCOLN BARNETT

VERBICIDE (as the murder of a word was termed by C. S. Lewis) is only one of the many methods by which politics mounts an assault on language. In addition to their small-scale guerrilla operations against individual words, politicians and their accessories, the bureaucrats, wage a kind of slow-poison war against the whole corpus of the language by stuffing it full of indigestible, fatty, polysyllabic verbiage. Although defenders of literary style in England complain of the Officialese dispensed from Whitehall*, the British product seldom compares with the suety offerings exuded from our political steam tables in Washington, as well as from the various state capitals and municipal council chambers throughout the nation. "The grossest thing in our gross national product today is our language," James Reston, chief Washington correspondent of the New York TIMES wrote recently, "it is suffering from inflation."

Reston's criticism applied to the language in both its spoken and written forms. For samples of the former, one need look no farther than the transcripts of any of the new-style Washington press conferences (dating from 1952) in which touchy questions, formerly quashed with a curt and presumably undemocratic "No comment" are now met squarely with a torrent of unintelligibility. The strategy, of course, was not invented in 1952. (As Oscar Wilde once wrote, "Nowadays to be intelligible is to be found out.") The written variety of Officialese is equally distended, but usually for another purpose: the wish of the author to magnify or escalate (favorite new word in Washington) the importance of a trivial utterance by grandiloquent terminology.

No less stupefying than this form of verbal dropsy is another, quite different malady of Officialese induced apparently by some notion of conserving the language through the use of abbreviations and acronyms. The practice began during the New Deal with the advent of NRA, AAA, FCC, NLRB, SEC, WPA, and the other so-called alphabetical agencies. They continued to proliferate in ensuing years—most exuberantly, perhaps, in the mazes of the Pentagon. Today most newspaper readers can translate SAC and NORAD, and perhaps even DEW Line (Distant Early Warning Line), SAGE (Semi-Automatic Ground Environment), and BMEWS (Ballistic Missile Early Warning System). But probably few outside the armed forces are aware that FACTRANS stands for "first available government transportation" or that SODTICIOAP means "special ordnance depot tool identification, classification, inventory, and obsolescence analysis program."

*—from "Who Is Behind the Assault on English?"* HORIZON, *July*

*In "The Reader Over Your Shoulder," the British authors Robert Graves and Alan Hodge characterize "Whitehallese" thus: "The official style is at once humble, polite, curt and disagreeable; it derives partly from that used in Byzantine times by the eunuch slave-secretariat, writing stiffly in the name of His Sacred Majesty."

# Pity the Poor Diplomates

*Modern "diplomates" might recognize some of the complaints discussed in the following article, which was originally published in the February 1, 1862, issue of* PUNCH, *or the London Charivari, and was sent to us by Consul Bruce A. Flatin, from Sydney:*

Those poor diplomatists! Theirs is really a case for the strongest appeal to the compassion of John Bull and his Parliament.

Just think of them, poor fellows; all,—from ambassadors and envoys extraordinary to ministers and *chargés d'affaires* —from secretaries of legation to *attachés*—going through their repulsive and Herculean toil for nothing—nay, for less than nothing—paying, in fact, for the privilege of filling the laborious posts which leave them out of pocket at the end of the year.

The top-sawyers of them are reduced to live in huge houses, splendidly furnished and warmed and lighted at the public expense; to give great dinners, and balls, and receptions, to keep carriages and horses; to dress, and dance, and go to the opera, and attend a treadmill round of ministerial parties and Royal or Imperial levées and drawing-rooms and hunting-parties, to say nothing of such minor duties as despatch-writing and interviews with ministers and the endless bother of getting troublesome English travellers out of scrapes, or into society.

The poor secretaries of legation have to follow their chief's example. They are compelled to live in expensive lodgings, and dine at the best restaurants, and keep their equipages, and make themselves agreeable in the *coulisses* (and we all know what that implies), and the still poorer *attachés* have to tread in the steps of the secretaries. The total of salaries paid by John Bull for these onerous and distasteful duties, amounts to a mere fleabite of £180,000 a-year—of which sum £50,000 goes in the salaries of the Ambassadors at the capitals of the Great Powers, and don't enable these poor men, with the strictest economy, to make both ends meet even then!

Sir H. Wootton defined an ambassador as "A man sent abroad to lie for the benefit of his country." It seems that we ought to define him nowadays as a man sent abroad to ruin himself for the same patriotic purpose. There was Sir G. Seymour spending his £10,000 at Vienna in nine months, and left to live as he could, on tick, or charity, or his own resources, if he have any (which we sincerely hope he has), for the other three; and Sir A. Buchanan spending £1,500 more than his salary at Copenhagen, and eating a

hole of £1,000 in his capital besides; and Mr. Sidney Lowcock (first *attaché* at St. Petersburg), with a salary of £380, and absolutely unable to find the bare means of shelter and locomotion for less than £640, viz., £420 for houserent, and £220 for his carriage!

It is evident that this sort of thing cannot, and ought not to go on. Either we must consent to see the Diplomatic Service shut against all but millionnaires, or double and treble the salaries of everybody connected with it—give Lord Cowley and Lord Napier, and Lord Blomfield, and Lord Loftus, and Sir H. Bulwer £20,000 apiece instead of £10,000; pay their secretaries, say £2,500 a-piece, and every *attaché* £1,000 at the very least.

Everybody of good breeding, and any knowledge of the world, must be perfectly aware that it is impossible for them to keep up a decent appearance for less. It is notorious that nobody of their rank, or rank corresponding to theirs, in Paris, in Vienna, in St. Petersburg, in Constantinople, *does* manage to pay his way under the higher figure. We all know the colossal scale of French and German and Russian fortunes and salaries, and the shameful contrast they present with the pittances we pay the unfortunate noblemen and gentlemen whom we have inveigled into our Diplomatic Service.

Can we wonder if, under these circumstances, the Service is generally shunned; that it is every day becoming more difficult to find people willing to accept embassies, or to tempt young men into attaché-ships? That the fact is so is hut too notorious. If some remedy is not applied, we shall soon have the upper classes withdrawing altogether from the service of the Foreign Office, and diplomacy ahandoned to the lower orders, such as now supply our consulates.

It is no use for the sufferers to shut up their grievances within the cover of a hlue book, or to ventilate their destitution to the unsympathetic ears of a House of Commons Committee. Let them come out boldly in an appeal to the public; let them line the *pavé* from Charing Cross to the door of the Foreign Office in Whitehall Gardens, every man in his official blue and gold uniform, with his ribbons and orders on, and with a placard before him—"I AM STARVING!" Perhaps it would be well to go further, and taking a hint from the practice of the Cattle Shows, for each to ticket himself with his place of service, his salary, and his hardships, as thus:—

"Ambassador at Paris. Scarcely a roof to cover me. A House *nominally* found me, but not more than £29,000 spent on it in the last ten years! Only £10,000 salary, and £1,000 for coals and candles!! Obliged to live five months every year at Chantilly, with large ornamental grounds and an expensive *chasse* to keep up!!! As much as I can do to get a decent dinner for myself and family, let alone entertaining my staff or English visitors!!!!"

We cannot think that this affecting spectacle could fail of its effect. John Bull's iron bowels would melt, and his rigid purse-strings would become supple, and he would hasten to do justice to the worst paid, hardest worked, least desirable service of all included in his insignificant Civil Service Estimates.

*Diplomatic competence is not necessarily reflected by garb*

# Comparative Recruitment

*by* HAROLD S. NELSON

PERSONS or organizations engaged in similar pursuits are likely to have similar problems. Nevertheless, the similarity in personnel problems and attempted solutions between two foreign services as seemingly disparate as those of the United States and the Roman Catholic Church is surprising.

At a small and informal gathering I heard a diplomatic representative of the Holy See discuss the basis, constitution, purpose and operation of the Foreign Service of the Church. While other aspects of his discussion were highly illuminating, his description of operations and problems of the career personnel system struck a reminiscent note to anyone familiar with the Foreign Service of the United States.

Since the Catholic Church uses only priests as foreign service officers, its base for recruitment is automatically narrowed. With a clergy drawn from countries throughout the world, the members of this base are more varied in culture and background than is perhaps the usual case in a foreign service.

Like many a recruitment program it has fallen short of using its full potential. It has developed in practice, presumably because of proximity to headquarters, the custom of selecting the greater number of its members from the Italian clergy.

The selection process is based on performance evaluation rather than written tests. Since every priest has had a minimum of four years of education in a seminary (after graduation from college, if we use the American educational system for comparison) and usually six beginning after completion of the second year of college, the recruitment officer has a complete report on the academic achievements of the candidates with appraisals as to outlook, attitudes, emotional stability and other personal attributes far more searching and probably more critical than would be available in the normal collegiate situation. At least it seems that several years of twenty-four hour a day supervision would provide a more valid appraisal than would arise out of American college campus professor-student relationships.

There is also involved an on-the-job evaluation. No priest is accepted directly from the seminary for appointment to the foreign service. Two formal minimum requirements exist—the candidate must have a Doctor of Canon Laws degree and he must have served for a reasonable period as an assistant in the performance of usual priestly duties, such as parish work. These stipulations of course provide an opportunity for additional "efficiency or fitness" reports by superiors to add to the original evaluation of his undergraduate years.

THUS far the system sounds like a recruiting officer's dream. Unfortunately the mere existence of a pre-tested group does not make them available to the recruiter. As many a U.S. college graduate has decided his future rests in private industry so many an outstanding priest has decided that his forte is in the parish. He is not personally available. Since there is no draft, the recruiter goes his way seeking a willing candidate. Again his efforts are not necessarily crowned with success. Given the qualified and willing candidate he may still run into the opposition of the candidate's bishop. Bishops, like many other supervisors, do not take kindly to being raided. The priest most desired by the Papal Secretary of State is likely to be the man marked by his bishop for early advancement and assignment of special responsibilities within the diocese. His loss may not in the bishop's opinion constitute the most effective use of the young man's abilities. Ironically, the pastor of the parish, the senior members of the clergy and the bishop himself have by their own appraisals created the possibility of losing the services of one of their outstanding subordinates.

Assuming all obstacles overcome, the selectee is off to school in Rome for two years. The problem of proper train-

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ing for diplomacy is obviously an old one. It became felt in the church at least as early as the late 1600's, because its academy for this purpose was established in 1701. A small school (the total personnel of the papal diplomatic service is between two and three hundred) the student body never numbers more than twenty. The demands for achievement and the character of the curriculum must be high. Fifty percent mortality is not unusual, although part of the losses are attributable to personal reasons rather than failure to meet requirements. Despite its years of experience the school has not solved the language problem. One of its graduates says that in Paris the comment, "He speaks French like a Nuncio," is a common and not complimentary expression.

GRADUATED and ready for the diplomatic world, the neophyte is given his first assignment on the staff of a Papal Nuncio, Internuncio, or Apostolic Delegate. His official title is attaché. The successful officer spends four years in this capacity, advances to secretary of the second class for eight years, serves another eight years as a secretary of the first class and is then elevated to the rank of counsellor. It is interesting to note that not all chiefs of mission are drawn from the ranks of the counsellors. As a member of the corps remarked a bit wryly, "We also have what I suppose you would call our political appointees."

Whether such appointments give rise to incipient ulcers among the career group is not demonstrable. Certain it is that they suffer from other pangs common to their lay counterparts. Unpleasant posts come their way and until they are chiefs of mission, they are not consulted as to their assignments. They struggle with strange languages, differences in culture, lack of familiar facilities, and homesickness. Since they are unmarried, they have not the solace of a wife and children at the post. Largely diverted from normal priestly duties, they find themselves engaged in activities which, important though they may be, are far removed from the simple and homely functions as leaders of their flocks which they had once envisaged.

Papal missions usually consist of only three or four officers. In consequence, they find themselves working and living, since all occupy the same residence, with an extremely small group. Such proximity may require the exercise of considerable charity and tolerance, to avoid the inevitable personal frictions which are so likely to afflict small communities. They admit to thinking from time to time of what might have been—as pastor of a parish—settled; moved only infrequently within restricted geographic areas; knowing everyone; known by all; and the "big" man in their special sphere.

Out of the common problems and certain similarity of procedures which have developed at different times, but obviously out of like circumstances, one is driven to speculate as to the possibility of adapting some of their practices to the Foreign Service of the United States.

An Open Letter to Edward R. Murrow

Dept. of Dissent

# What Makes A Man Believe?

*Can Megawatts, Media Saturation and "Objectivity" Substitute for "Message" in USIA's Program? An Unreconstructed Propagandist Says NO, and calls for Missionary Zeal.*

DEAR ERM:

A FUNNY thing happened to me on my way to the beach today. I thought of you.

This may not seem unusual to you, you being a public figure and all, but I assure you it came as a surprise to me. I hadn't really thought much about you, or about USIA, since that last *ave atque vale* drink we shared at the Newspaper Guild shindig in early 1961.

At this time you impressed me as a very nice guy walking with almost sublime confidence into a can of worms, while I, a very jaundiced and not really nice guy, was busily engaged in wriggling over the edge. Mine was a final wriggle after some nineteen years of round-the-world writhing, flexing and even genuflecting for good old Alma-USIS-Mater.

I know *why* I thought of you today, of course. It was because I had read through three current USIA press releases with my morning coffee and papaya.

I must confess that this careful reading was contrary to a two-year custom. You see, until recently USIS-grads Elizaheth and I, up to our necks in being editors, didn't really *read* these releases. We scanned them fast as they came in, with coffee or bourbon in hand. Most of them we sent on to the local papers; some were printed. But we didn't really READ them in the sense of allowing their content to sink into the headbone, deep and rich, like gravy seeps into dumplings.

Since our magazine is now *pau*—a good and expressive Hawaiian word—I have more time for reading and thinking, and even for letter-writing, these days. I gave the three releases full attention.

Suddenly it dawned on me that I had lost touch. I had forgotten the language and the frames of reference needed to let these communiqués convey any realistic messages.

Don't get me wrong. They were good, sound press releases. They were very much like, although perhaps more literate than, ones I had myself written for USIA's I/R two years back. Even some of the phrases were old friends. But today they failed to "communicate."

Time was when I might have read that "USIA utilizes daily all the information media at its disposal to counteract and defeat communist attempts" and would have felt I'd swallowed a hearty bolus. I could have read that the Agency was "using a positive and two-pronged approach against the destructive communist effort" without wondering where the prongs landed, or whether there had ever been a one-pronged approach.

I would, I think, have nodded silent approval over the report that USIA is clohbering the *baddies* today by "disseminating factual anti-communist material" which "seeks to unmask and expose the Red effort."

I would have felt warmly at home among all these assertions. The declaration that we "endeavor to unmask and counter hostile attempts on the part of communists and others to distort or frustrate American objectives and policies" might have elicited a "Bully for us."

I would have found the statistics reassuring too, telling me that USIA now has 239 offices in 105 countries; that VOA broadcasts 761 hours each week in 36 languages; that Radio Havana is adding a transmitter and has upped its broadcasts to 180 hours each week; that a thousand hours of weekly programing supplied by USIS now pours out of 150 Latin American radio stations, while taped USIA shows go out at a 9,000-hour-per-week level, and one Agency TV show now reaches ten million Latin viewers. I might have winced a little to learn that USIA's most popular and widespread TV show is a series called "Let's Learn English." But perhaps not.

Fully realizing that the change had been in me and not in either the dogma or the language of USIA, I set out to examine just what had happened to my thinking. Precepts that had been wholly acceptable to me in 1961, on the surface at least, had taken on a Through-the-Looking-Glass quality in 1963.

I found the reason among the axioms of America's William James, in his 1889 treatise on Belief.

James, writing nearly three-quarters of a century ago, reminded me in italics that:

> We need only in cold blood to ACT as if the thing in question were real, and keep acting as if it were real, and it will infallibly end by growing into such a connection with our life that it will become real.

Elizaheth Barrett Browning had said almost the same thing fifty years earlier, and more succinctly. Novelists have a way of getting the jump on psychologists, and women have a way of seeing things whole and wrapping them in neat packages.

In "Aurora Leigh" she wrote "Men get opinions as boys learn to spell. By reiteration chiefly." This was many years before Pavlov, before Behavior-

For nineteen years up until 1961, GILLESPIE EVANS headed up USIS programs in six countries and headed various State and USIA information activities in Washington and New York. Today he lives in Hawaii.

ism, and before brain-washing.

I realized that two years ago I was living and working within the framework of USIA dogma and had been doing so for some nineteen years. I had been reading the greater and lesser catechisms of USIA almost daily, quite frequently writing them myself, in paraphrase, for reports, and had been setting my life by them. In addressing a Congressional committee you had restated a number of these USIA precepts.

"Truth is the best propaganda," you said. "To be persuasive we must be believable: to be believable we must be credible; to be credible we must be truthful. It is as simple as that."

To communicate truth and engender belief, you reported, VOA broadcasts are "balanced and objective. They cover all the news, even when it hurts. We report events in context; we explain why things happen." You mentioned that USIA tries to present American policies and programs "in as understandable and palatable a form as possible."

You made reference to USIA efforts to "interpret, clarify, synthesize and project."

Suddenly I realized that a gulf wider than the distance between Hawaii and Pennsylvania Avenue lay between my honest thinking and the thinking implicit here. I frankly didn't believe propaganda to be "as simple as that."

The self-administered brain-washing I had achieved in two decades of work within USIA had been rinsed out and bleached by two years in the blue water and sun of Hawaii. Heretical questions, dormant for years, had reasserted themselves.

Was propaganda, the process of propagating a belief as opposed to the process of disseminating information, really capable of accomplishment by presenting truth in a balanced and objective fashion, by reporting events in context, by explaining why things happen, or by presenting policies and programs in a manner "as understandable and palatable as possible?" Were the ends of propaganda, still the mission of the Agency regardless of euphemism, as whopping Congressional budgets attest, served by efforts to "interpret, clarify, synthesize and project"—or by shaping newscasts to "cover all the news, even when it hurts"?

Most shocking of all, I realized that I simply do not believe that "truth is the best propaganda," at least not truth in the sense of bald and objective fact—or even that it IS propaganda. Truth, it seems to me, is an essential ingredient of *our* propaganda, like the chrome in sword steel that makes a blade tough and impervious to breaking, during in-fighting. But men aren't led to belief by a careful sifting of the true from the false in a set of facts, like IBM machines riffling punched cards.

To challenge the efficacy of truth as propaganda is like questioning the nobility of motherhood or the validity of religion. I am doing neither, but simply argue against acceptance of a conclusion, therefrom, that mothers and priests make the best shock troops. Virtue and effectiveness are not automatically synonymous.

Realizing that I was on the brink of a serious heresy I went back and took the hand of my friend James.

"Tell me," I asked James, "What makes a man believe?"

He referred me to his very first italicized Principle:

"In its inner nature belief . . . is a sort of feeling more allied to the emotions than anything else."

And what makes men believe; makes them get this feeling?

To engender belief, he said, an idea

or a fact must "have coerciveness over attention . . . liveliness, exciting pleasure or pain . . . stimulating effect on the will, the capacity to arouse active impulses, the more instinctive the better . . . emotional interest."

How about good old balanced and objective reporting, or careful documentation and proof? Explanation? Putting in context?

"The more a conceived object excites us," he said, "the more reality it has. Every exciting thought in the natural man carries credence with it. To conceive with passion is *eo ipso* to affirm."

James said it; I didn't. But I suspect he's got something there.

I suspect so, in part, on the basis of the pragmatic lessons we have been given during the past few decades, beginning with Hitler. I hope I will be spared the accusation of advocating Hitlerian methods if I suggest it is worthwhile to examine him as a very effective virus, however ugly, with relevance to a study of the etiology of belief.

Hitler disseminated *no* fact. He had *no* truth behind him. A shrill and illogical psychopath, screaming phrases half his audiences didn't understand and mouthing ideas most of them would have rejected, had they been weighing facts, he yet managed to set half of Europe on fire. At the least it behooves us to examine the chemistry of his effectiveness.

More recently we have been subjected to the wry lesson of Castro. Equally meretricious and illogical, he managed to create a sphere of belief and half-belief which for a time seemed even to have reached the shores of Britain, our staunchest ally.

Castro was a little man, on a small island, with very few kilowatts at his command. USIA poured at him the best of its documentation, its dissemination of factual material, using "all the information media at its disposal," and it built new facilities to bulwark them. It unmasked Fidel around the clock and "exposed the Red effort" persistently.

*Why, then, did most of Latin America and a good part of the rest of the world not believe Castro a Commie stooge until he himself stood up and boasted of the fact?* Where did he get his "credibility," and what happened to ours?

It seems clear to me that *belief* is only remotely, if at all, related to provable truth, to documentation, or to explanations. Dow-Jones averages can be established by feeding verified data into computers but the minds of men—and their hearts—don't work that way.

The most vital beliefs of all, those men live by and die for, are almost without exception immune to the scrutiny of logic, reason and documented data. The very fact that a dozen religions can co-exist side by side around the world, each with its own set of conflicting truths, makes this clear. The dogma of none can be established by recourse to objective facts yet most men place more faith in their religious beliefs than they do in the Dow-Jones charts.

In brief, the ability to set men on fire possessed by Castro and Hitler, by Brutus and Patrick Henry, had nothing to do with objective recitals of fact or with the dissemination of materials. For the most part they didn't even use a two-pronged approach: just a single point, driven hard and hard again into the heart of the matter.

That men took flame regardless of the truth or falsity of their messages makes it clear that the *method* of communication, rather than the message transmitted, contains the secret ingredient of belief-creation. To my undying shame, in this era of toujours la bloody politesse and well-modulated voices, transmitted by hypo-modulated megawatt facilities, I assert this ingredient to be fervent belief, communicated through fervor; intensity of conviction spawning conviction; frankly non-objective assertion, delivered with a sense of urgency.

We have a Truth on our side which I am convinced every Agency worker believes: that it will be a better world if our leadership is accepted, if the trail we opened is followed. We haven't forever to communicate the message and spark men's belief. One way or another One World is coming; its shape is vital to all.

I believe that the Agency has lost its way through preoccupation with "covering all the news, reporting events in context, being balanced and objective; explaining, interpreting, clarifying" and rationalizing every twist and turn of America's acts and policies. There simply isn't time these days to support the luxury of a program so diffuse.

Progressively from the end of World War II onward I developed an uncomfortable feeling that the Agency was haunted by a secret shame at being in the propaganda business; that it yearned to become a respectable news service and TV network linked to a sort of English Speaking Union operation, the latter dedicated to improving the lot of the world's masses through education, free postpaid mail loans of Dizzy Gillespie records, self-help movies and musicales. With a world-wide program of English teaching, utilizing "all media available to it" tacked on.

All these are noble aims, but Congress and the ordinary citizen look to USIA to make the idea of American world leadership exciting, electrifying, compelling, evocative of those responses first sparked at the Bastille and reignited on Boston Common.

Embarrassing as it may prove to frustrated AP men in the Agency's press section, or budding producers in the TV section, such a *mission* requires its personnel to be *missionaries:* to believe with fervor and to communicate a belief with conviction. USIA has a single simple and direct thesis, of maximum urgency. There is hardly time, working around the clock, to communicate it.

If this sounds like a call to mount the soap box, maybe it is. A lot of fine people have stood on high points and resorted to exhortation for worthwhile causes, from Galilee on. By and large they have accomplished more than the men with blackboards and chalk. If it sounds like unreconstructed nationalism in an era of more enlightened thinking, maybe it's that, too. I confess to finding the Agency mission mentioned in one of these three recent press releases pretty limited:

> . . . to encourage constructive public support for . . . a peaceful world community of free and independent states, free to choose their own futures and their own systems so long as they do not threaten the freedom of others.

I tend to believe the Agency should be communicating something closer to "Join forces with us—we have found the path."

Corny and unsophisticated, of course. But so are most of the world's people. Corny, unsophisticated, and calling for leadership—not explanations.

Aloha:

GILLESPIE EVANS

Hawaii

# Letters to the Editor

*Pseudonyms may be used only if the original letter includes the writer's full name. The Journal takes no responsibility for its writers' opinions. All letters are subject to condensation.*

## Two Weeks on the Hill

TODAY the Congressional internship program for junior FSO's is one of the ways in which the Department and Congress hope to improve their working relations with one another. In practical terms, this program consists primarily of gaining a clearer understanding of the attitudes and activities of Congress. My own experience of serving for a two-week period in the office of Senator Saltonstall (R., Mass.), leads me to believe that Congress is also interested in bettering the relationships between the Department and Congress.

Mr. William Saltonstall, administrative assistant for Senator Leverett Saltonstall, was quite favorably disposed to the program. He was particularly interested in assuring that I received maximum exposure as well as an appreciation of the widespread activity of that particular office and that I was fully utilized by the staff in connection with their own work. At the close of business each day, Mr. Saltonstall questioned me on what I had learned during the day and generally reviewed the lessons which could be derived from each particular assignment. It was obvious that he considered it to be his personal responsibility to guarantee that I learn as much as possible from my experience in his office. Without exception, all members of the staff were extraordinarily helpful and friendly. Upon numerous occasions, they interrupted their own routine to look up old files for me which provided interesting insights into the type of problems and activities handled by that office. It was this personal touch that made my experience so interesting, rewarding and enjoyable.

During the internship, I reviewed requests for private legislation, was given the opportunity to do research on legislation to be submitted during the present session, and reviewed and helped to revise legislation which the Senator had presented in past sessions of Congress. I also wrote to constituents on a variety of topics, helped to prepare a newsletter on the Congo, read the Herter Report and helped draft a public statement for the office.

I had lunch with several staff members from other offices, including a staff member for the committee which reviews the Department's appropriation request. I was able to tell him that several of the problems which had formerly plagued the training and recruitment of junior officers had been solved within the recent past.

Although I did gain an appreciation of the views of the Senator's constituents on foreign policy problems, the office was more interested in my getting a broad perspective of the work and tended to discourage a preoccupation with foreign affairs.

Though the internship program is now a part of each junior FSO's experience, the overall potential of this program has not yet been fully realized. This type of personal contact can, of course, be extremely effective in removing misconceptions as to the type of personnel in the Foreign Service. These misconceptions could be quickly dispelled, I believe, simply by giving Congress access to Foreign Service officers of varied backgrounds and experience.

I believe that increased personal relationships between FSO's and members of Congress would be favorably regarded by a large majority of Congressmen; far from resenting more State Department activities on the Hill, these Congressmen would prefer to have a better understanding of the activities and problems of the State Department.

The Department should not shy away, it seems to me, from its responsibilities of educating Congress in the tactics and strategy of our foreign policy. The few Congressmen who resent the "propagandizing efforts" of the Department would, in all probability, be in opposition to the broad foreign policy objectives of either Republican or Democratic administrations. On the other hand, the Department loses support from non-committed Congressmen who do not have a complete view of the subject. Misinformation and lack of knowledge, not opposition to a particular program because it lacks merit, are, in all probability, the Department's principal opponents in Congress.

*Senator Claiborne Pell greets Richard Melton, FSO, one of the Congressional interns, at AFSA's May luncheon.*

In the same sense, however, the Department must gain an understanding of the activities and problems of the Congressmen before there can be a a smoother working relationship with the Congress.

I discovered, too, that many Congressmen are practically immune to written material from the Department; that they are influenced more by one personal interview than a dozen briefing papers. Many Congressmen simply do not have either the time or the inclination to read and digest dozens of briefing papers on foreign policy, nor do they need the detailed analysis presented in these briefing papers. A well-presented, concise oral briefing would serve the dual purpose of keeping Congressmen well informed and of bringing them into contact with the FSO's directly concerned with the issues involved.

While State-Congressional relations have undoubtedly improved in recent years, much could still be done to provide for a smoother working relationship between the two groups and it is the Department's responsibility to discover new methods to this end and to take the initiative in furthering their implementation.

MARK EASTON

Washington

### Paging Thoreau

THE details of construction of a reproduction of the Thoreau bookcase given in the April issue of the JOURNAL are noted with interest. This is to inquire for reprints of this article. Better still would be a reproduction of the picture along with drawings of the principal specifications. Should such become available, I would like to obtain six copies.

This reproduction interests me not only from the standpoint of use by an officer in service abroad, but also its potential for up-country local officers in host countries who often do not have adequate office equipment including such a case that can be locked securely.

FLOYD E. DAVIS
Food & Agriculture Officer, AID

Kingston

# Letters to the Editor

*Pseudonyms may be used only if the original letter includes the writer's full name. The Journal takes no responsibility for its writers' opinions. All letters are subject to condensation.*

### Ode to a Lost Status Symbol

*On a recent occasion the locks on the Secretary's and Under Secretary's elevators were changed and keys issued only to Assistant Secretaries and above.*

**Hoi Polloi Revisited**

The fall from grace, the fall from power
Can take place at any hour.
The carpeted floor,
The name on the door,
The gold-plated sesame
For the gents' lavatory.
Sicut erat ab principio
All these the way of flesh must go.
But cruel indeed is the fate
Of him who tries to elevate
But finds his key is out of date
And thus must ride with the freight.

*L'envoi*
Oh, prince, let this message be
Sic transit gloria your key.

J. K. Holloway

Washington

### "Heavenly Guardians"

The photograph of unknown provenance* on page 30 of your May issue is neither of celestial dancers nor of Angkor Wat.

The deities shown therein are heavenly guardians, as is readily evident even to the untutored in Cambodian art from the fact that the figures are male, that they hold weapons, and that they are standing watch, not dancing.

The ornamental style of the carving, the quality of the figures, and the position of the feet show these statues to be of the period of Banteai Srei. They are probably located in that not easily accessible jewel of Cambodian architecture, the delightful temple called "the women's fortress," Banteai Srei.

Daniel N. Arzac, Jr.

Washington

*The photograph was taken by R. E. Macaulay of USIS, New Delhi.

Gobbi

## Improved Tour-of-Duty Policy

The announcement in April 1962 of the Department's new tour-of-duty policy, made possible by certain amendments to the Foreign Service Act, was recognized by myself, and I'm sure throughout the Service, as a welcome break-through toward improved personnel management. The removal of restrictive legislation that made home leave mandatory after a two year tour of continuous service abroad has enabled the Office of Personnel to engage in long range planning which provides for needed continuity at posts of assignment through longer tours of duty and at the same time provides the employee with advance information relative to the length of his assignment.

Although budget considerations and the needs of the service may dictate changes in individual cases, such changes under the new policy will be in the minority, and the employee may be reasonably sure of the length of his assignment and make his financial plans and arrangements for his children's education accordingly. The results of this new policy are now being manifested. All employees at this post have now been informed as to the length of their tour of duty. TMONE's are now being received as long as fourteen months in advance of actual departure dates on home leave or transfers. This will provide the Department with financial information for the obligation of travel funds on a timelier basis than in the past and make possible better financial planning. This should put an end to those announcements which have been coming out every year that travel funds are exhausted and home leave will have to be deferred until next fiscal year, which has been such an adverse factor with respect to employee morale.

I am sure that the Foreign Service joins me in expressing our gratitude to those individuals in the Department who have been responsible for these improvements.

Robert M. Balthaser
Regional Finance Center

Paris

### "The Good Old Days"—Forty Years Ago

After eighteen months of travel I return home to find an enormous collection of second class mail. Everything has been jettisoned, except the eighteen copies of the Foreign Service Journal, which I have always enjoyed reading, and which are now better than ever. I have usually turned first to "Twenty-Five Years Ago," and now these last copies of the Journal have recalled so many memories, that I must just this once raise the ante by another fifteen, to forty years ago.

In the Journal's account of Cavendish Cannon's death, his posts are listed as Zurich, Sophia and Athens. No mention of his first post at Vienna. As two non-career Vice Consuls we left Washington together in March 1920, for our first posts: Vienna and Basle. Traveling from Antwerp by the Orient Express, Cannon saw me off the train at 6 a.m. on a very cheerless March morning. After one look at that grim station, he climbed back onto the train.

That very interesting article on "Balestier of Singapore" by Mrs. Hackler, stirred other memories. Serving there from 1921 to 1925, I never knew, and I don't believe that any of my colleagues knew, that the road we traveled daily was named after a former American Consul, Balestier. Looking back, those were "the good old days," even on a salary of $1,400 a year, and no rent allowance! But home leave at one's own expense, from a post halfway around the world did present its problems. It was in Singapore that one of my colleagues announced to our Chief, Ernest L. Harris, after a ten-day inspection by Consul General Treadwell that "Company is grand, but home folks are best."

Reading of the death of George Riddiford gave my memory another jolt. From the time of my return from Singapore (at my own expense) in 1925 until my retirement in 1952, George Riddiford and Harry Havens were the two familiar faces in the Department. Secretaries of State, Under Secretaries, and Chiefs of Area came and went, but those two, whether in Old State or New State, made the Department the same State. Always a warm greeting and a genuine wish to be helpful.

With best wishes for the continuing success of the Journal.

John H. Lord

Buzzards Bay, Mass.

# A REMINDER

***The Foreign Service Benefit Plan does not cover children after their 19th birthdays (or marriages).***

Thirty-one days extension is automatic but after that period no benefits are payable even if the illness or accident occurred before age 19. (There are rare exceptions under CSC rules. For information see your Administrative Officer.)

This is true of all plans under the Federal Employees Health Benefit Act of 1959.

Therefore most members will want to arrange coverage for their aging children and there are these possibilities:

1. Mutual of Omaha offers a policy with limited benefits for full-time, unmarried students to age 23 at $40 per year. Information and enrollment cards available from the Association.

2. Conversion to a private policy with Mutual. For information write direct to Mutual of Omaha, 1666 Connecticut Avenue, N.W., Washington 9, D. C.

3. Policies offered by schools and universities or by the various insurance companies.

**American Foreign Service Protective Association**

**1908 G Street, N.W.**

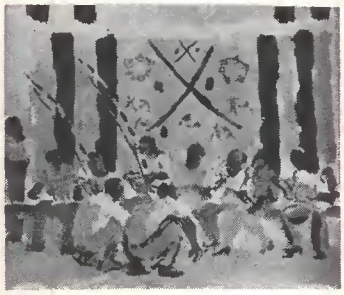
**Washington 6, D. C.**

***Telephone: NAtional 8-4104***

*Korea:*
MAY 1962
*by Wallace C. Marley*

*Germany:*
FEBRUARY 1963
*by Paul Child*

*Laos*
JULY 1962
*by Lilian Eisenberg*



*Brazil*
MARCH 1962
*by Lewis Rubenstein*

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