

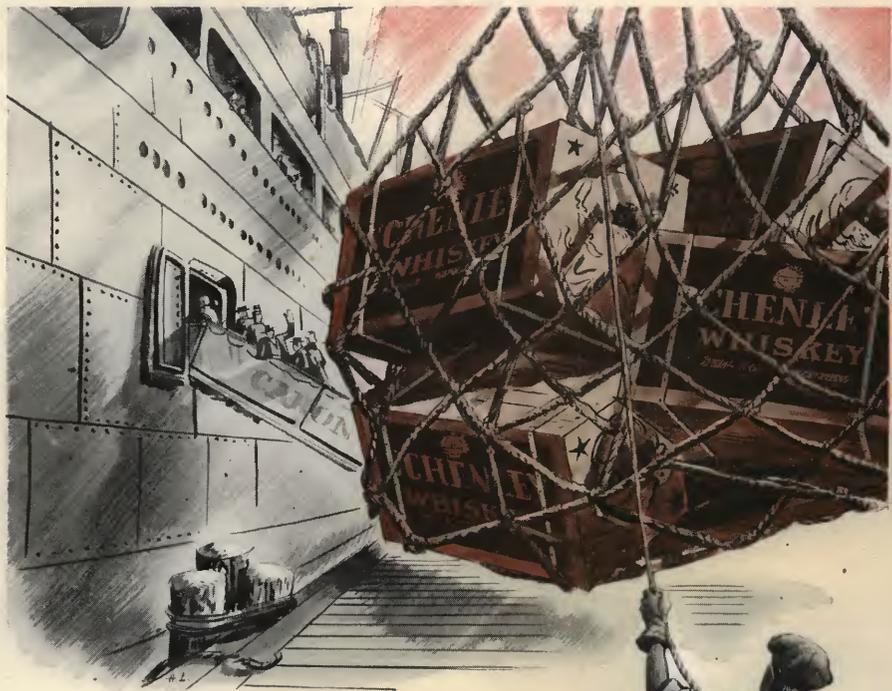
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**JOURNAL**

VOL. 23, NO. 1

JANUARY, 1946

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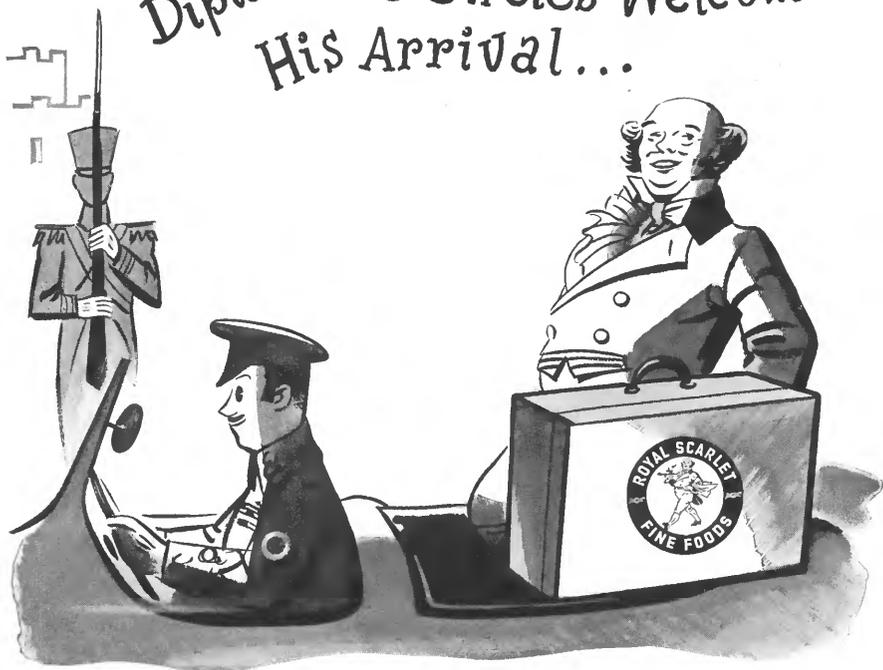
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## LETTERS TO THE EDITORS

### PERSONALITY JUDGMENTS OF CANDIDATES

State Department  
November 4, 1945

To the Editors

#### THE AMERICAN FOREIGN SERVICE JOURNAL

It has long been clear, I believe, to every one who has considered the problem that the present method of judging the personalities of applicants for the Foreign Service is quite unsatisfactory. You cannot possibly make a fair appraisal of a man's character in a twenty-minute interview. In my own case, for instance, I was so successful in concealing one of my chief faults, a dogmatic manner of speech, that Mr. Shaw called me in after the examination to tell me that the board felt that I was too vague and indefinite. Other examples are numerous. In any case, a man's behavior before a board of officials will give no clue as to his behavior towards his subordinates, visa applicants, foreign officials, visiting Congressmen and all the other varieties of humanity which are the daily lot of the Foreign Service Officer abroad.

Yet apparently no adequate alternative to the oral examination was available. To weed out a greater proportion of the men during the probationary period would place too much reliance on the variable judgments of individual chiefs of mission. A common standard is necessary and might be found in a Foreign Service Academy such as has often been proposed. But such an academy would tend to turn out officers all cut in the same pattern and unable to cope perhaps with novel or unusual situations.

A new solution to the problem of personality judgments has recently been developed, however. It is as yet little known to the general public, since it was worked out during the war by the British and German intelligence services and by the Office of Strategic Services. All three of these agencies, stimulated by the need of making sure how men would react in difficult and dangerous situations, took their problem to trained psychologists and worked out what might be called the "country-house" method. I was fortunate enough during my brief and recent military career to pass through the country-house maintained by the Office of Strategic Services and can testify to its remarkable efficiency in revealing character traits.

The house was situated on a large private estate in the green rolling country about twenty miles from Washington. There were eleven men in my

*(Continued on page 25)*

JANUARY, 1946



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# THE AMERICAN FOREIGN SERVICE JOURNAL

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## Proposed Policy Making Facilities for the Department of State

By MILTON PATTERSON THOMPSON\*

The Department of State has undergone a tremendous expansion in its duties and activities since the start of World War II. Many of its wartime accretions were superimposed upon an organization which was reasonably adequate for the restricted demands of former days. But the advent of the post-war era, with its ever greater requirements, raises the question as to the sufficiency of the existing Departmental machinery.

A new era in foreign relations has arrived and there is the accompanying need for facilities to cope with new problems and conditions. The time was when Thomas Jefferson personally formulated and executed our foreign policy with the aid of a handful of clerks. It therefore is no disparagement of the pre-World War II Department of State to say that changed circumstances might call for structural and functional modifications in it. It is the considered

judgment of some persons that the crux of the Department's ability to meet satisfactorily the new and heavier exactions, imposed by both the American people and the international community, is the perfection of a mechanism to provide overall policy-making, advance planning, analysis, research, and liaison. Some persons hold that previous reorganizations have failed to come to grips with the heart of the problem.

This blueprint envisions a staff to define true objectives and to insure uniform, deliberative, and expert direction of the line, as well as to make a logical division, with attendant advantages, between planning and execution. It would be a staff of four echelons headed by a career assistant secretary, or better yet under secretary, whose status should be permanent and not subject to frequent change in order to insure continuity of policy and the effectuation of a program of long-range planning. The head of the staff would report directly to the Secretary of State. The staff would be di-



Milton Patterson Thompson

\*Mr. Thompson was formerly a Foreign Service officer and is now a personnel assistant with the Federal Home Loan Bank Administration.

vided into these major units, called offices, each having sub-units:

Intelligence .....	(S-1)
Formulation of policy .....	(S-2)
Execution of policy .....	(S-3)
Management planning .....	(S-4)

The symbols following the titles may be used for convenient reference, the letter "S" standing for staff.

Such centralized, policy-making functions would have to be based on accurate knowledge, hence it would require the establishment of an intelligence unit. The formulation of policy should be a deliberate, thoughtful process, and it is recommended that a second office be established for this purpose. Policies merely adopted but not applied are ineffective and valueless. There consequently would be needed a unit to initiate action and supervise the adoption and implementation of the decisions reached. A fourth office would be desirable to facilitate the work of the first three and the Department; it would be concerned with management planning. This arrangement would appear to rest upon a logical sequence of activities.

This plan is calculated to enhance the effectiveness of the Department and the Foreign Service and to enable them the better to discharge their increasingly difficult responsibilities. It should permit them to cope more easily with emergencies and to anticipate future developments. New operational activities, on a large scale and global basis, accentuate the need for more effective policy-making. The Department is the senior in the Government and closest to the President, which, with its exclusive functions in the conduct of foreign relations, give it a rightful place as foremost among all other departments. Proper liaison, planning, and leadership can influence the other agencies tacitly to recognize that role. The State Department is the logical agency for the analysts of international political and economic matters. They should be centralized there and the Department should furnish appropriate reports, warnings, and indications of policy to other departments and agencies, some of which now maintain their own specialists and operate independently. The Department already has taken steps to create a more workable relationship between it and the American people. One goal of the suggested mechanism is the strengthening of that tie, which would minimize public criticism.

It is hoped that only profit would result from this plan and that the position of no one would suffer or be prejudiced. It would be of inestimable value to the Secretary of State. New Secretaries, who rarely can be as experienced in the foreign field as their office demands, would find in it a continuing

entity in policy-making and experience. No person or unit should be displaced, although transfers would be inherent in the re-grouping. The now overburdened geographic divisions would be relieved of having to determine policy under the present extremely difficult conditions. They would be given more freedom and time in which to conduct the vital relations and negotiations with other countries. The Foreign Service should benefit in having its field operations facilitated. Foreign Service Officers, moreover, would serve in the proposed new organization, and some of them might prefer careers in it. There would be the greatest demand for ability and the rewards should be satisfying.

The present staffless State Department is reminiscent of the War Department prior to the secretaryship of the far-seeing Elihu Root, who, at the turn of the century, inaugurated its first general staff.

The above concept of a staff for the Department of State is opposed to the present system in which the same officials both plan and execute policies. They are so burdened by administrative, routine duties and an unending flow of papers over their desks that they have little or no time for the detached study of policy and objectives. Inevitably the results sometimes are unsatisfactory. Some of the decisions so reached are major ones, of far-reaching consequence, which go to form that body of precedents which perforce must exercise tremendous influence in such an agency as the Department of State. There nevertheless at times have to be improvisations and temporizations, made on a day-to-day and *ad hoc* basis, under relentless pressure, and without due regard for precedent and the repercussions. A concomitant weakness is that there is insufficient coordination and correlation between units. An overall policy-making staff would be a safeguard against the course of action pursued in one line division being at variance with that in another division. Under reasonably optimum conditions, it would also place planning on a non-personalized basis, thereby removing, or reducing, the opportunity for the adoption of the personalized ideas, programs and even whims of individuals.

The necessity for more analysis, which essentially is a staff activity, is shown by its limited use now. I believe that only one office (American Republics) wisely has any formalized provision for political analysis, except for the particularized Office of Special Political Affairs. The latter is the nearest existing approximation to a staff, but neither it nor the Joint Secretariat wholly fill the void nor completely meet the challenge. There are also the Divisions of Foreign Service Planning and of Management Planning, which have very restricted scopes of activities. However, the Offices of International Trade Policy and Financial and Development Policy are believed

to operate along the lines of the proposed staff in the economic field.

With the foregoing not fully adequate exceptions, it is understood that the Department has no organized instrumentality to weigh new ideas, suggestions, and proposals. It has been charged that the Department is lacking in creative imagination and initiative. Those rare qualities can be expected to flourish in direct proportion to the facilities provided to produce and to nurture them.

The staff would offer the necessary instrumentality for the needed integration of all phases of our national policy in the international field, and especially as among the State, War, and Navy Departments for the national defense. This function would be simplified if the two fighting services were to be merged. It is patent that there must be closer correlation between our foreign policy and our national defense policy. It is convincingly stated in these words, addressed to the writer, by a brilliant professor at West Point and authority on geopolitics:

“. . . from now on, the sphere of statesmanship and generalship are inseparably linked. We return them to their separate pigeonholes after the war only at a very real peril.”

A staff in the Department of State is indicated to correlate and integrate the multifarious activities abroad of numerous Federal agencies, now only too often working uneconomically, and in competition with and duplicating each other.

The broadened scope of the interests of the Department call for such a facility as a staff. The Department undoubtedly must play a more assertive, active, and diversified part henceforth than it has in the past. Examples of this increase in the range of its responsibilities are found in the anticipated early cessation of such agencies as the FEA, OWI, and OSS, some of whose activities can be expected to devolve upon the Department of State.

The staff would be in addition to the Department's mechanical organization as presently constituted, for this study proceeds on the assumption that that organization will continue to perform line functions. The geographic divisions would remain as the nucleus of the line. Some functional divisions would be integrated into the recommended staff. Doubtless all of the terminated units in the existing organization would be re-created in the staff, so it would amount to a transfer, or, better said, regrouping, for more efficacious operation. This charter, it may be added, does not attempt to go so far as to specify the detailed organization of the components of each of the constituent units of the staff. Such amplification would follow the adoption of this overall plan.

This staff would not interfere with most of the

existing activities of the nuclear geographic divisions. It would not emasculate them nor usurp their true functions; much less would it supersede them.

The closest and most cooperative relations between the staff and the line would be necessary for success. Teamwork could be attained only by mutual efforts. Frequent meetings and discussions between the line and staff are contemplated. The staff must command the respect of the line because of demonstrated merit and usefulness and not only because it has the support of the Secretary of State, which it, of course, must enjoy. The members of the staff could not function in the rarefied atmosphere of theory and the academic world. They, on the contrary, should be practical and realistic persons, a reasonable number of whom would have firsthand knowledge of other countries.

Members of the staff should be sent abroad, at Government expense, to acquire information in person. This is essential, as there are imponderables about countries which cannot be learned vicariously or from books. A parsimonious financial policy with respect to expenditures for the staff and the level of salaries paid to its members obviously would impair its value. It is imperative that Foreign Service Officers be detailed to the staff. Members of the staff would call upon qualified persons outside the Government as consultants and advisers to supplement themselves.

The proper operation of a staff is believed to offer more promise in the adequate meeting of our weighty postwar obligations, with their truly awesome implications, which are already offering tests, than any other solution. It unfortunately is questionable whether the majority of the American people are prepared for this country to assume the world leadership expected of it by the remainder of the world. Hence there is the greater need for the foresight which it is proposed a staff would help to supply. "Where there is no vision the people perish." Let American ingenuity devote itself to international affairs. A staff would correspond to a research laboratory, but influence the entire body politic. It would be a safeguard against that state of bankrupt diplomatic relations called war, which von Clausewitz has rightly defined as the continuation of policy by other means. We, as a people, must recognize that there are inescapable requisites of a dawning world society, calling for the breaking with many time-honored traditions which now are obsolete and whose discontinuance would be no real loss to our fundamental, cherished ideals.

### The Office of Intelligence (S-1)

The suggested activities of this office would be as follows:

Collects, catalogs, analyzes, and speedily

distributes appropriate information received from the Foreign Service and other sources, including the submission of proposals for the public dissemination by the line, of information regarding foreign policy and relations consistent with security and obligations to other countries. Cooperates closely with G-2, ONI, and the FBI. Plans security measures in the field of intelligence to protect the United States, with emphasis on the foreign aspect. Maintains liaison and (assisted by S-2 and S-3) exchanges with the War and Navy Departments full information for the defense and welfare of the United States at all times. Cryptography.

It would be the counterpart of, and exchange material with, G-2 of the Army General Staff and the Office of Naval Intelligence. It should be concerned with improved and expanded sources of information, such as American travelers abroad and Americans resident in other countries. While it would be concerned primarily with the foreign field, it would be in possession of pertinent information touching the domestic scene, which latter would be received from the FBI, among other sources. Subversive ideologies and activities in the United States, particularly those having foreign ramifications, are embraced in this category. This twofold interest would be necessary to enable it adequately to furnish complete, timely intelligence to the appropriate Departmental units, especially S-2 (Formulation of Policy).

This office should undertake without delay a comprehensive survey of the organization and operation of the espionage and counterespionage systems of the leading foreign powers, especially the excellent ones of Great Britain. Our past efforts in this highly technical field have been too characterized by dilettantism. The writer makes that assertion on the basis of intimate knowledge of both peace and wartime activities abroad of the Military and Naval Intelligences Services and the FBI, and also as a Foreign Service Officer, before and during World War II, who had practical foreign experience in this work. The United States has placed itself at an immeasurable disadvantage in its failure to operate in this field under conditions of at least equal advantages with other countries in gaining intelligence and, on the other hand, of coping defensively with the international practice of other powers in the premises. It is a recognized and universal medium of obtaining information and our authorities should be in possession of all possible information to enable them to plan intelligently. Not only would the United States be acting for itself, but for international peace. In appropriate cases, information of

contemplated breaches of the international peace would be made available to the United Nations Organization. The atomic bomb and jet propulsion place a premium upon time and the element of surprise in initiating war. Once the formula is known, that obliterative bomb doubtless will be within the financial ability of many of the smaller countries. These new circumstances revolutionize the functions of the services of security and self-defense. The present offers an unsurpassed opportunity to initiate such a long-needed change, before the experiences of World War II are dimmed, organizations disintegrate, and personnel is lost. It is a matter that calls for the most serious study. The most outstanding personnel of Military and Naval Intelligence and the Office of Strategic Services should be obtained for this office.

It would cooperate with the Office of Formulation of Policy in the determination of policy as to the public dissemination of information regarding foreign policy and relations, being guided by the principle that, in a democracy, the people, who constitute the mainspring of authority, should be taken into the confidence of the Department to the fullest possible extent. An effort might be made to present factually to the American public the position of other governments, the delicacy of which task is appreciated, yet it is not insuperable. A broad policy would be in the interest of keeping the people informed, and of stimulating public interest in world affairs. It is the plan most tenable in the democratic process. How otherwise can the people fulfill their function of sustaining the Department? There also is the necessity for additional action to bridge the gap between the Department and the people it serves under the President and the Congress. More satisfactory public relations should be established.

The division of activities in the drafting of material for the Department, public statements, press releases, and news digests, could be reached subsequently between the Office of Intelligence and the line.

It should be charged with the most essential duty of maintaining liaison with the War and Navy Departments for the complete interchange of intelligence and knowledge of plans to insure the full defense of the United States at all times. The antecedents of the attack on Pearl Harbor testify to this need.

#### **The Office of Formulation of Policy (S-2)**

This office formulates national policies, present and future, in the field of foreign relations and affairs, and makes recommendations thereon to the Secretary of State, both on its own initiative and in response to directives, being duly governed

*(Continued on page 58)*

## British Civil Service Selection Board

The fundamental idea of the "residential" system of personnel selection, as embodied in the Civil Service Selection Board ("C.I.S.S.B."), is to bring together a fairly large number of candidates in a residential centre, where they spend several days under constant observation, both as individuals and in groups, by a team of trained observers, representing both the "employer" interest and expert psychological opinion. During their stay they are put through a series of carefully devised and harmonized tests; and at the end their personality and fitness for the appointments which they are seeking are assessed in a balanced judgment towards which each member of the team of observers contributes his considered opinion. The simple argument in favour of this system is that three days' observation of a candidate under these conditions is likely to afford a prospective employer a better idea of a candidate's fitness for any given job than a half-hour's interview, in which he can be judged only as an individual, and not as a member of a group.

The procedure at the C.I.S.S.B. is based on the methods that have been developed by the Army and to some extent by the Navy during the last few years, suitably modified to meet the very different problems with which a Selection Board for the Civil Services of the Crown (Home and Foreign) is faced.

In the Army the main task of the War Office Selection Boards (W.O.S.B.s) has been the selection of poten-

tial officers, though they have also had to carry out selection in various other fields. The W.O.S.B. must consider how a potential Army officer will behave in a great variety of circumstances, calling for immediate practical decisions under extreme conditions of physical and moral stress; it is necessary therefore that physical and practical tests should play a leading part in the selection of personnel. Candidates may come from almost any class of the population, and may vary widely in ability, personality, education and upbringing.

The W.O.S.B. is the deciding authority and is required to assess the candidates on a pass or fail standard.

The C.I.S.S.B., on the other hand, is concerned with what is, by comparison, a more restricted field of ability and behaviour. We are not greatly concerned with the physical and practical ability of our candidates. On the other hand, in the fields which are of importance to us, those of mental ability and personal relations, there is a need for much finer discrimination. Our tests are part of a competitive examination, and our task is to recommend for appointment the best (probably not more than 20 per cent) out of a field already pre-selected by the choice of a certain career, a high educational standard and a qualifying examination. In the Home Civil Service, and particularly in the Special Departmental Class, we hope also to be able to suggest the Department or group of Departments for which the

(Continued on page 49)

In view of the fact that the Foreign Service may expect to induct through in-service and Armed Forces examinations some 600 people within two years, reconsideration of the type of oral examination to be given the candidates seems advisable. A thirty-minute interview, even with full documentation concerning the applicant in the hands of the examiners, leaves something to be desired in sorting out the best candidates from thousands of aspirants. No single Board; it seems to us, can be expected to talk to scores of candidates a day under conditions of some mutual tension without losing sharpness of perception and judgment. We understand that a number of refinements of the oral examination technique are under consideration. The British, faced with a similar problem in recruitment for their government services, have resorted to a novel procedure administered by a special "Civil Service Selection Board," operations of which are described in the following British paper which was transmitted to the Department from the Embassy at London. The British scheme has been evolved from the testing methods used by the British War Office to grade officer candidates for the army. A recent article in the *London Times* describes Foreign Office and other government officials as well satisfied with the results so far observed. Similar schemes have been used by other government agencies in this country, and Mr. Bagby's letter on page 5 in this issue describes his illuminating experience with one of them while a candidate for the Office of Strategic Services.

The editors would welcome any comments and suggestions from the field as to oral examination technique.

## The Bermuda Telecommunications Conference

By ROBERT E. READ, *Division of International Conferences*

At the invitation of the Government of the United Kingdom, the United States Government recently participated in an international Conference on telecommunications by sending an official Delegation to Bermuda to discuss, together with representatives of the British Commonwealth nations, international telecommunication questions affecting the several participating countries. The Bermuda Telecommunications Conference convened on November 21, 1945, at the Belmont Manor, Warwick East, Bermuda, midst a warm and friendly atmosphere. Delegates from the United Kingdom, Canada, Australia, New Zealand, the Union of South Africa, India, and the United States sat down to present their various views on these problems.

Upon the request of the British Government for a representative of the United States Government to preside at these meetings, the Chairman of the United States Delegation was named Chairman of the Conference. The United States Delegation was

headed by the Honorable James Clement Dunn, Assistant Secretary of State for European, Far Eastern, Near Eastern and African Affairs. The Honorable Paul A. Porter, Chairman of the Federal Communications Commission and Vice Chairman of the United States Delegation to this Conference, served as Acting Chairman of our Delegation at those meetings where Mr. Dunn presided in his capacity of Chairman of the Conference.

The Conference was opened by His Excellency the Honorable William Addis, the Acting Governor of Bermuda, who most cordially welcomed the delegates to the Islands on behalf of the Government of Bermuda. The Chairman of the Conference thereupon expressed the thanks of the delegates for the welcome accorded them. Opening statements were heard from the several delegations, all of which, by their tone, set the general pattern of friendliness and cooperation which prevailed throughout the entire period of the meetings. These opening statements were presented by the chairmen



Arrival of the American Delegation at 2:40 a.m. on November 21st at Darrell's Island, Bermuda.

Photo Richard Saunders

Conference Chairman James C. Dunn thanking the Governor of Bermuda for the welcome accorded the delegates.



of the delegations of the participating nations commencing with Sir Raymond Birchall, Deputy Director General of the British Post Office, and followed by Mr. F. W. Soward, Special Assistant of the Canadian Department of External Affairs; Mr. S. H. Witt, Chief of Research, Australian Postmaster General's Department; Mr. P. N. Cryer, Deputy Director General, New Zealand Post and Telegraphs; Mr. E. C. Smith, Under Secretary, South African Telecommunications; Sir Gurunath Bewoor, Secretary to Government of India, Posts and Air Department; and concluding with the opening statement of the United States Delegation as presented by Mr. Paul Porter, Vice Chairman of the American Delegation.

Four main committees were formed at the opening meeting. A Committee on Rates and Circuits was set up with Mr. F. H. Soward of Canada as Chairman; a Committee on Technical Developments with Maj. Gen. Frank E. Stoner, Chief, United States Army Communications Service, as Chairman; a Committee on Exclusive Arrangements with Mr. R. A. Gallop, Counsellor of the British Foreign Office, as Chairman; and a Committee on Cables with Rear Admiral Joseph R. Redman, Director of Naval Communications, United States Navy, as Chairman.

The United States Delegation was composed of members experienced and strongly grounded in telecommunications problems and practices. Mr.

George P. Baker, Director, Office of Transport and Communication Policy, Department of State, served as Deputy to Mr. Dunn, and Mr. Francis Colt de Wolf, Chief, Telecommunications Division, Department of State, figured prominently in the work of the Delegation. Maj. Gen. H. M. McClelland, Chief, Air Communications Officer, United States Army, and Commodore E. M. Webster, Chief, United States Coast Guard Communications, as delegates, also lent their unqualified support to the Delegation in bringing to it the benefit of their wide experience and knowledge of telecommunication matters. The Delegation was further strengthened in having not only other experts from the State, Treasury, War, Navy, Commerce Departments, the United States Coast Guard, and the Federal Communications Commission in its makeup, but also in having available to it the benefit of advice and consultation of many high-ranking officials of private American communication companies, including the presidents of two of these companies, Mr. Joseph L. Egan, president, Western Union Telegraph Company, and Mr. Warren Lee Pierson, president, American Cable and Radio Corporation. The Delegation was also fortunate in having as its press officer Mr. Lincoln White, Executive Assistant to the Press Relations Officer of the Department of State.

There were two Secretaries, Miss Helen G. Kelly of the Telecommunications Division and Mr. Robert  
*(Continued on page 57)*

## Foreign Service Ethics

*Lecture delivered to the Foreign Service Training Class by*

GEORGE V. ALLEN

WHEN the directors of the Foreign Service Training School requested me to talk on the subject of "Service Ethics," they asked me to undertake a task which is decidedly outside the normal field of a Foreign Service Officer's work. If I had been directed to speak to you about Near Eastern or African affairs, the assignment would have been in the regular line of duty; but foreign service ethics, or any other kind of ethics, is a subject which one who has no pretensions to the role of a teacher of moral principles must approach with very great hesitation and humility. Any officer who assumes the mantle of a preacher, suggesting to others how they should behave, is acting "above and beyond the call of duty" for which he can expect no medal, except perhaps a citation for rashness. I can only say that I did not volunteer for this hazardous sortie, into a field where one may expect to draw heavy fire.

I shall certainly not expect to say anything to you this morning which will fundamentally change your characters. Your basic personalities are already well formed. A few suggestions, based on Foreign Service and Departmental experience, are probably the most practical remarks one can make in a talk of this kind.

By way of introduction, I ask you to keep in mind that, in entering the branch of Government work which you have chosen, you are becoming a member of a well-established career service. Let us consider the criteria which determine whether a service deserves the title of "career." In the first place, such a service is free from political influence. Admission to it is not based on birth, wealth, or religion, but on open, competitive examination, without favor. Advancement is achieved by proved ability. Our Service is by no means as good or as fully entitled to be called "career" as it should be, but I believe it embodies the nearest approach to the genuine career principle that has been developed in this country (and perhaps in any other country) since Grover Cleveland began demanding civil service reform in New York more than a half century ago.

I may interpolate here that we should frankly recognize that the career principle, even at its highest development, has certain drawbacks and limitations. Those of us who claim the contrary do our Service harm. Human nature being as it is, any group of men who are members of a career service will almost inevitably tend to develop certain

so-called "trade-union" characteristics, closing their ranks against outsiders and becoming to some degree clanish. The result is that a career service has a tendency to become an end in itself, and the purpose of its establishment—to serve the Government and the people of the United States—to be obscured. Moreover, an assured tenure of office may encourage any tendency towards laziness or lack of initiative an officer may have. We should face these facts frankly and try to mitigate the evils. The fact that these or similar drawbacks also exist in business and professional life should not cause us to overlook them in our own. The career principle, on the positive side, has many, many good characteristics, and less bad ones than any alternative system of public service yet devised. On balance, it is without any doubt the principle on which good government must be based. The alternative of the spoils system is certainly not the answer.

Let us consider some of the duties and obligations of officers belonging to a service of this kind.

### LOYALTY TO THE UNITED STATES

All of you took an oath of allegiance to the United States when you accepted your appointments. But the loyalty that you owe to the United States, as its representative abroad, involves a great deal more than just the signing of an oath of office. There is no fear in my mind that any person in this room will become a traitor—a Benedict Arnold. But occasions will arise in which you may not realize that a question of loyalty to the United States is involved. I will suggest one or two examples from Foreign Service experience to illustrate what I have in mind.

Many Foreign Service Officers have had the unhappy experience in their homes, or somebody else's home, of hearing the United States discussed in a derogatory manner. In certain circles abroad it is sometimes fashionable to decry things American and, frequently for ulterior motives, to belittle American policies. When you are engaged in a conversation which takes such a turn, I hope you will never allow yourself to join in such deprecation of your country, for the purpose of being agreeable or for any other reason. You are doubtless saying to yourselves, "I would never do that." But it is easier to slip into this type of conversation than you might think. I have vividly in mind hearing a group of wives of our Foreign Service Officers a few years ago, talk with foreigners as if they were

ashamed of being Americans. It is difficult to understand this attitude, but it exists. Some officers are overly anxious to be agreeable to the people among whom they live abroad. Others are eager to demonstrate their own cultural attainments by agreeing with foreigners who describe most Americans as boors. Don't accept the responsibility of representing the American Government abroad if you are not able, conscientiously, to support and defend the American way of life.

It may be worth a moment to warn against the other side of the medal. One does not need to be a bantam cock, raising ones spurs at every critical remark against the United States, to show his patriotism. You can remain entirely loyal to your country in a dignified manner without challenging somebody to a duel in defense of every Hollywood movie. Nothing demonstrates American superiority so well as our ability to hear criticism without flying into a rage. But let there never be any doubt, from your words or your attitude, of your deep essential loyalty to your Government and your country.

Just yesterday I talked with an officer who had been for two years on a very difficult post. His experience had been very unfortunate, during wartime, at a tropical post far away from any contact with American life. He felt that the Department had lost sight of him. His attitude was one of extreme bitterness against the Foreign Service and everything connected with it, including even the United States in general. Perhaps he was justified in being angry, but he was contributing little towards improving the situation by his attitude. He had nothing to offer except destructive criticism. My own reaction to his remarks was that if he felt as he did towards the Foreign Service, he should get out and get out quickly. I will say with all sincerity to you in this room, you may have attributes that are much more useful in some other line of endeavor than the Foreign Service. If you find the service you have joined is one in which you cannot be happy, make your decision before it is too difficult. There may be a potential president of a great university or of General Motors Corporation in this room who would make a very poor vice consul. If you decide on a career of public service, you must be prepared to give it all your loyalty.

An acid test of loyalty is the ability to carry out honestly orders and instructions with which one does not agree. More often than not you will be given an opportunity to express your views on any policy just as strongly as you wish. There is a hierarchy in every organization, and policy is finally decided at the top. The decision may be one in which you do not concur. The acid test of your loyalty is the manner in which you carry out such a decision.

#### LOYALTY TO THE SERVICE

Membership in a well-developed career service conveys certain benefits on its personnel which they enjoy free gratis. Men who have gone before you have elevated the Foreign Service to a high plane. You are the heir of the labors of officers you never heard of—men like Charles Hosmer, to mention only one—who worked hard to establish the career principle under which any American, without wealth or influence, can achieve success. You benefit greatly, from the moment you enter the Service and before you have contributed anything to it yourself, from the respect and distinction which accrue to you from being a member.

Let us make the briefest reference here to financial responsibility and then dismiss the subject. As you know, our officers are called on to handle considerable sums of money, from time to time, and all officers must be bonded. I have been told that no bonding company has ever definitely lost money on a Foreign Service Officer's bond. I have no fear that any of you will mar this enviable record. My point is that if a Foreign Service Officer is ever tempted to do so, the fact that he is a member of a service with a great tradition makes it a bit more difficult for him to let it down.

A Chinese peasant is sustained and bolstered in his efforts to live honorably by the thought that his ancestors would be disturbed by his defalcation. The English gentleman is aided, when temptations arise, by a sense of "nobless oblige." The graduate of West Point or Annapolis finds it harder to do a dishonorable act because of the standards set by these two great institutions. Members of the American Foreign Service are likewise aided in their moral conduct through the realization that they are the inheritors of a great and growing tradition.

When you accept the benefits of such a service—benefits which have been won by hard and patient work over many years and against many discouragements—you incur a moral obligation, as an ethical person, to repay your debt through loyalty to the institution whose benefits you so richly enjoy. Your duty is to preserve the gains which have been won and to add to them in every way you can. Carry on the Service tradition—keep it fine and keep it high. Remember that the prestige of the American Foreign Service was not built up for you personally, to enjoy or squander as you wish, but for the American Government and people, in whose public service you have chosen to enter.

#### LOYALTY TO INDIVIDUALS

Aside from a general loyalty to the Service, you will owe an immediate loyalty to your chief and to the staff with whom you will work at the post

to which you are assigned. All too frequently, unfortunately, members of an office abroad will engage in amusing and rather light and gay conversation at the expense of the chief of the office or some other member of the staff. Sometimes this is difficult to avoid because the person derided has characteristics which lend themselves easily to banter. Please bear in mind, however, that a sense of loyalty should prevent your giving way to the temptation. I have seen officers join with other members of the staff, or with outsiders, in saying what a blankety blank the old man is. I shall be gratified if my remarks to you today are recalled when temptation to do this sort of thing arises. I hope you will resist this undignified and disloyal practice.

The obligation of loyalty to individuals does not rest alone on Junior members of the staff. I regret to say that at a post I visited some time ago, the officer in charge thoughtlessly made very uncomplimentary remarks about his second in command, in the hearing of other members of the staff including some of the local employees. Needless to say, such remarks did not improve the standing or effectiveness of the second officer. His usefulness was seriously impaired by the outburst.

Most instances of the kind I have mentioned are the result of thoughtlessness rather than viciousness. I shall feel rewarded if one of you here today recalls my admonition the next time you may have the urge, for the sake of a quip or in a moment of annoyance, to injure a colleague's reputation or position.

#### LOYALTY IN THE REVERSE DIRECTION

I have talked about the loyalty which you owe to your nation, to the Service, and to your colleagues. I should like to refer, now, to the loyalty which others will owe to you. Loyalty works both ways. Often, I regret to say, the second feature is lost sight of in the Department of State. Particularly in the war years, the Department, in the frenzy of trying its best to man posts, has shown insufficient consideration for the men in the field. I am most keenly conscious of the necessity for the Department to support its officers abroad if it is to obtain adequate accomplishment from them in return. An illustration of the type of case I have in mind occurred recently. A consular officer in charge of a post abroad lacked certain qualifications needed to make him the ideal man for that particular position, although in most respects he was a better than average officer. It was a post where the principal job was liaison with the U. S. Army, and while the officer had some strong qualifications, military liaison was not one of them. The Army did not like him. A curt telegram was sent to him,

ordering his transfer, while he was away from his post on leave. He was not even allowed to return to pack his clothes or say farewell to the many close friends at his post. The officer had every reason to be bitter. The Department had cut the ground from under his feet and had injured his standing irreparably. Rumors spread that he had become involved in some serious difficulty. These unfounded rumors preceded him at his new post. The Department was probably correct in deciding to transfer him, but grossly inconsiderate in the manner in which it was done. He has never been able to regain the position or do the job he is capable of since that time. The Department has a responsibility to build up its officers in the field and to aid them to do their jobs well. I hope you will keep in mind, whenever you may be drafting instructions on behalf of the Department, that loyalty works both ways.

I may add that the officer I have referred to stood up under the supreme test of loyalty. Swallowing his anger, he went to work at his new post with energy and determination. His usefulness has decreased, but I am confident that he will overcome the disability.

#### SERVICE TO THE PUBLIC

Unless we all realize fully, and think it over a great deal and let it sink into our minds that we are public servants, we are not going to accomplish the work that we are expected to do. There is a strong, human tendency, when a person achieves a position of some authority, to become autocratic. All too frequently officers, no matter whether they are issuing visas or are behind desks signing consular invoices, feel the rather smug attitude which comes with power. They seem to say: "I can sign the passport or not, and until you show that you realize this important fact, I will not sign the document. As soon as you realize that I'm the boss, we shall proceed." Such an attitude is fortunately not common in our Service, but it exists. I once heard a vice consul engaged in shipping work say, "I'm going to hold up that ship and tell the master that he can sail when I am willing to let him. I usually let him stew for a while before taking care of his documents, just to teach him how to treat an American vice consul." Bureaucratic officiousness is one of the worst characteristics an officer can have.

We should always remember that as a public servant, we are paid by the taxpayers of the United States. This fact is too often forgotten when American citizens come into our offices abroad, especially when they request extraordinary services. I don't suggest your being a Casper Milktoast when you are abused, but at the same time don't go over on

the other side and become a tin hat autocrat. It is too often done. Patience and forbearance are excellent qualities in anybody, but they are especially desirable in public servants.

Another important attribute of the true public servant is a refusal to use outside influence to obtain such things as promotions or transfers. I shall never forget the reply made by one of the ablest men in our Service a year or two ago when a very influential political figure offered to use his influence to obtain preferential treatment for the young man. The reply was simple, but fully effective: "Sir, I am a public servant." Cynics will laugh at this. Let them.

#### PERSONAL CONDUCT

Dignity is an important attribute of a Foreign Service Officer. Please don't become a stuffed shirt; on the other hand, don't become so thoroughly undignified that you have your feet on the desk when the mayor of the town walks in. There is a good middle ground of personal dignity without pomposity. Remember that you are not a stevedore; that you have a certain position which you must uphold if you are to command the respect of your clerks, of the public, of anybody with whom you come in contact. While you should be good mixers, I would suggest an avoidance of too much of the back-slapping "hail fellow, well met" attitude. We should always be friendly and warm in our relations with other people, but over-exuberance can reduce an officer's effectiveness to a marked degree. I remember a vice consul who came out to Shanghai a few years ago. One of the best-known characteristics of that city was the fact that the longest bar in the world was said to be located there. The vice consul was an extrovert with a vengeance. Before he had been there two weeks he seemed to know everybody in town. We thought he would be a most useful member of the staff. But by the third week he was sitting on the bar leading the singing. He continued to be sought out as a gay addition to any party, but his loss of dignity made him almost worthless to the office.

Another characteristic under the heading of conduct which should be mentioned is that of self-control. Irrascibility is a weakness of a few Foreign Service Officers which reduces their effectiveness. It lowers the respect in which an officer is held by his associates and his staff, and he is able neither to accomplish the things that he should nor get the best out of his colleagues. Lawyers and prize fighters know that the most effective way to win is to get their opponents angry. Even temper and self-control are important elements in the Foreign

Service, whether in conducting negotiations or administering an office.

Another characteristic which should be mentioned is tact. Some people have the idea that in order to show one's strength of character one should speak his mind boldly on every occasion. Men take pride in the reputation of being plain spoken. This characteristic has its advantages, but also great drawbacks. There are times to express one's mind and times when one should be reticent. As between the plain spoken officer and the tactful one, the latter will be the more valuable. I recall two colleagues in Shanghai. One always seemed to be able to pick up a rickshaw coolie around the Consulate General. The other would have to search hard to find a coolie willing to take him where he wanted to go. One had tact and the other didn't. The second fellow could not understand how the other seemed to manage. "How much do you pay?" he asked. "I pay twenty cents," said the first. "I can't understand that; I pay twenty-five cents, yet they will not take me." The man with tact let him in on the secret. "Usually there are a lot of other coolies standing around watching, and if you help a coolie make face, he is happy. Don't just pay him curtly and walk away without so much as looking at him. Give him a ten-cent piece and then smile as if to say, 'You gave me an extra good pull; by George, you deserve another ten cents.' He'll be happier than if you gave him twenty-five cents with a scowl."

Another characteristic which is of great importance in the Foreign Service is that of fairness. Make every effort to avoid favoritism in your relationship to the people on your staff, particularly the clerks under you. There are a few instances in the Service, unfortunately, in which chiefs of office, particularly at large posts, either play favorites or else allow the impression that they do so to arise. The practice always causes complications and should be avoided like the plague.

You will have to make out efficiency reports. One of the most difficult and unfortunate parts of any man's work is the necessity of passing judgment on a fellow human being and evaluate his work on an efficiency report. You will have friends in your office—persons to whom you are personally attracted, but whose efficiency in the office may not come up to standard. In writing the efficiency report on that person, remember that you are writing it on the contribution he has made to the office. You may not feel able to give the person a very good rating, yet you know that your report will affect his standing. He may be left off the next promotion list be-

*(Continued on page 46)*

## The Bonin Islands

By COMMANDER RICHARD C. DRUM HUNT, USN

IWO JIMA is a name which historians will remember as an important U. S. Naval Advanced Base in the conduct of war, and its capture will remain forever sacred to the memory of the United States Marines who fought to obtain this foothold in the Strategic Bonin Islands, five hundred miles from the Mainland of Japan.

The Bonin Islands, called by the Japanese OGA-SAWARA-JIMA, stretches nearly due north and south, a little east of 142 degrees east longitude. They number twenty according to Japanese investigations, and have a coast-line of 175 miles. Only ten of these islands have any appreciable size. European geographers have been accustomed to divide the islands into three groups for purposes of nomenclature, calling the northern group the Parry Islands, the central group the Beechey Islands, and the southern the Coffin or Bailey Islands. The second largest of all, Chichi-jima in Japanese cartography was named Peel Island in 1827. Port

Lloyd, the chief anchorage, situated on Peel Island, was considered by Commodore Perry to be an excellent harbor created in the crater of a volcano from which the surrounding hills were thrown up, the entrance to the harbor being a fissure, through which lava used to flow into the sea. The islands are, indeed plainly volcanic in nature. Commodore Perry visited the islands in 1853 and strongly urged the establishment of a United States Coaling Station in the Bonins at that time.

The diversity of the nomenclature indicated above suggests that the ownership of these important islands was for some time doubtful. According to Japanese annals they were discovered towards the close of the sixteenth century, and added to the fief of a Daimyo, Ogasawa Sadayori, whence the name "Ogasawara". They were also called "Bunin" or "Bonin" by foreigners because of their being without (bu) inhabitants (nin). Effective occupa-

*(Continued on page 46)*

### IWO JIMA

This D-Plus Five Day aerial photograph graphically shows the immense power necessary to break the back of Jap resistance on Iwo Jima, indicating how desperately the enemy valued this strategic stepping-stone in Tokyo's back yard. The rugged LST's, the new LSM's, and the ubiquitous LCI's crowd the tiny beachhead to pour forth men and materials of war to strengthen the U. S. Marines' expanding toe-hold. Just off the beach, more landing craft await their chance at the unloading area, while small boats from the transports ply back and forth, bring assault troops and returning wounded for treatment. Further out, the transports themselves, APA's and AKA's, stand by to unload their cargoes into the small craft; and just over the hump of Mt. Suribachi, the famous landmark on Iwo's southern tip, may be seen a hospital ship. Faintly along the horizon, the protective screen of destroyers, destroyer escorts and cruisers can be discerned maintaining their vigilant watch for enemy attempts to interfere with the operations. On the island, Marine tanks can be spotted moving over the rough terrain toward the first airfield at left.

Official U. S. Navy Photo



# Press Comment

Editorial from LIFE, December 3, 1945

## OUR REPRESENTATIVES ABROAD

### What Is—and Is Not—Wrong with the U. S. Foreign Service, and How to Improve It

It would be nice to believe that when the President of the U. S. lays out 12 cardinal points of "foreign policy," as he did on Navy Day, the problem of foreign policy is thereby all taped, blue-printed and solved. But it isn't. For better or worse, U. S. foreign policy is made by the day-to-day acts of the men who have it in charge. These are some 10,000 people, from Jimmy Byrnes to the typists and doormen who work for the State Department, and especially those 785 Foreign Service officers who represent the U. S. in 250 cities all over the globe.

These Foreign Service officers are the eyes, ears, fingers and tongues of the U. S. government abroad. A blueprint becomes a foreign policy only after they have fingered it and put it in their own words. What kind of people are they. No more basic question about our foreign policy can be asked.

#### Cookie Pushers?

Popular opinion has it that our Foreign Service officers are recruited from rich eastern families, mostly Anglophile, and from the Ivy League—Yale, Harvard and Princeton. The statistics do not bear out this impression. The 785 present officers came from every state in approximate ratio to its population. Forty-six of them never went to college. The other 739 attended 301 different colleges. The Ivy League supplied 176, or 22 per cent.

Another popular impression is that all our diplomats are pink-tea hounds, cookie pushers, effeminate ineffectuals. This impression is not so much incorrect as misleading. Cookie pushing is an occupational hazard of diplomacy, but it does not necessarily involve empty-headedness. Diplomatic circles the world over have evolved certain accepted rules of protocol which all countries observe. This protocol is not silly. It is a formal medium which enables nations to communicate above the level of language, race and religious differences. When you see an American diplomat abroad drinking tea in striped pants, don't sneer; the poor devil is working. At that very moment he may be picking up an item of information useful to his country.

There is also a paradoxical impression that while the career men are cookie pushers, their work is frustrated by politically appointed Babbitts and

boors who get all the top ministerial jobs because of their campaign contributions. Not so. Of the 51 top embassies and ministries, 29 are now filled by trained Foreign Service officers. Of the 22 so-called political appointees, many have been in office so long that they are just as professional as the career men.

Thus the popular criticisms of our Foreign Service are mostly off the beam. Yet the Foreign Service as presently run has very serious faults. Indeed, the whole system is basically faulty. Last week the Service began to take in 650 new men, nearly doubling its size. At the same time both the Secretary of State and a lot of congressmen are trying to figure out just what is wrong with the present system. Bills have been introduced to establish a West Point for diplomats, as though the Foreign Service troubles could be cured by making it more like the Army. Actually the Foreign Service system is too Army-like already.

#### Heroism in Bahia

Just consider how great are the responsibilities of our representatives abroad. Their job calls for abilities which are usually found only in the best business executives. A vice consul in Chefoo or Bahia, for example, has to be a political expert, trade promoter, shipping commissioner, legal expert, immigration official and guardian of the varied interests of all the U. S. citizens who live there, all at the same time. One day he will return from a long political talk with the mayor to find a third-rate American band singer in his office needing funds to get home. It may take him hours to get the stranded American signed as a member of the crew of a homebound freighter. The next few days may be devoted to analyzing the latest financial statement of the public treasury and writing a 20-page report on its bearing on U. S. trade. Next, an investigation of the local cosmetics market for a traveling U. S. businessman, winding up with a lunch or tea at the consul's home for the businessman, a prospective distributor and a local banker. Then he has to write convincingly to a congressman, telling why he turned down a visa application from a relative of an important constituent, fill out tedious expense forms for the Treasury and catch up on other routine reports. By Sunday, when he

might get some rest, he probably has to put on his striped pants and be social.

The man who takes up this career has no private life to speak of. He has taken a pledge of anonymity and cannot speak or write without State Department censorship. He must be ready to be shipped without notice to any part of the world, however unhealthy. It is a heroic and not too rewarding life, and on the whole it is surprising what a high level of intelligence and character it has attracted. The trouble is that although plenty of good men enter our Foreign Service, passing stiff examination on a straight merit basis, the system beats them to a pulp.

The most successful foreign service in the world is probably Britain's. The British may have lost wars but they have seldom fluffed a negotiation. Their system differs from ours in one notable respect. Once they accept a man as a trained and trustworthy representative of Britain, they rely on him to make his own decisions. He doesn't have to check back with Whitehall every time he wants to change his tie. He is given leeway to decide even important matters on the spot and he knows that the Empire will back him in his decision. The British believe in men rather than blueprints.

Our system is more like the Russian: give a man very precise instructions and keep checking up on him all the time. The quantity of petty matters that our men in Aden or Adelaide have to refer to Washington is not only a burden on the cables but—what is far worse—on the spirit and enterprise of the men. With the years they acquire, instead of wisdom, a knowledge of precedents and a habit of playing it safe. "Mustn't stick our necks out" becomes their motto. The clubby, desiccated and timid character of our present Foreign Service is due to one fact more than any other: in their youth they weren't trusted with responsibility.

#### What to Do

Today the Foreign Service is faced with a vastly greater responsibility that it ever knew before. So, of course, is the whole State Department, and the reform of the Foreign Service is only part of the organizational house cleaning needed. But some obvious steps can be taken now. The State Department will soon ask for and should get a much bigger Foreign Service budget. Not only salaries but expense allowances should be raised so our agents will not need money of their own for official business and entertainment.

Instead of a diplomat's West Point, the Department needs closer contact with our established universities, plus a more effective in-service training program for all appointees, a program which should, incidentally, encourage specialists in this age of specialization. Badly needed, too, is a policy

of regular "re-Americanization" periods for all officers. At present they are sent away too young and kept away too long, so that they soon forget what little they ever knew about their native country. Every officer should spend at least six months out of every three years in the U. S., and not just in Washington. Another good suggestion is a Foreign Service Reserve Corps for men who want to quit and make some money or teach but who stand ready to go back when needed. Such a corps would be another bridge—there are too few—between the Foreign Service and the U. S. public.

It is absurd to say that Americans are incapable of learning the diplomatic art. We have produced some of the greatest when we had to, from Benjamin Franklin on down. We certainly need good men now, and in quantity.

#### CHEROKEE YELL

[From an editorial in the *Washington Post*, December 11, 1945]

General Hurley detracted from his reputation and added nothing to his charges in his appearance before the Senate Foreign Relations Committee. It was, of course, good theater. That we have come to expect of General Hurley. But the times are too serious to turn the Senate Foreign Relations Committee into a stage for an exhibition of showmanship and public time is too precious to waste. Two things were expected of General Hurley. One was a demonstration that the China policy he was called upon to execute was impeded by the Foreign Service Officers of his Embassy at Chungking and in the State Department. The other was some indication of the right course to proceed in our policy toward China. Little light and no leading, however, was forthcoming. From start to finish General Hurley's testimony constituted an elongated Cherokee yell in praise of General Hurley and in denunciation of his enemies, real and fancied. . . .

#### GEN. HURLEY PRODS A ROTTEN SPOT

[From an editorial in the *Baltimore Sun*, November 28, 1945]

. . . General Hurley's charges will have a familiar sound to anyone who has interested himself recently in the internal affairs of the State Department. From every quarter comes evidence of just such a condition of administrative anarchy as General Hurley describes.

In *The Sun's* opinion, any such state of affairs is intolerable. In so far as it has a rational basis it is a leftover from those relatively placid days when, for the United States, foreign policy was an agreeable luxury which might safely be left to the dilettantes, the intellectual playboys, and the political fat-cats . . .

## Vice Consul Barry Sets a Record

By JAMES M. MACFARLAND, *Vice Consul, Montreal*

"I NEVER requested a transfer, and I never received an order from the Department to be transferred."

That, briefly, is how Vice Consul John R. Barry explains why he has been stationed at the Montreal Consulate General ever since August 2, 1918, when he was appointed a clerk in the Foreign Service. His 27 years at Montreal are believed to be a record for the number of consecutive years spent at one post by a consular officer. If any other officer has been at any post for a longer period, Mr. Barry would like to know who he is.

Mr. Barry was a clerk in the War Department in Washington when he resigned to enter the Foreign Service. When he arrived in Montreal, he quite naturally anticipated that he would spend a few years there and then be transferred to another part of the world. But 1945 finds him still situated in the Canadian metropolis with only a few weeks temporary duty at the Campbellton, N.B., Consulate more than two decades ago to "mar" his record.

The late Consul General James Linn Rogers was in charge of the Montreal office when Mr. Barry launched his foreign service career in 1918. The Consulate General then occupied a four-room suite in a St. James Street building, and the staff included the Consul General, two vice consuls and four clerks. Mr. Barry watched the Consulate General expand from year to year and he grew up with it. In 1922 it moved to the Drummond Building but soon outgrew its headquarters and went into its present office in the Castle Building. Today Consul General North Winship's associates include two consuls, 13 vice consuls, a junior economic analyst, 20 clerks and two messengers—and it is still growing. As com-

pared to the four-room suite of Mr. Barry's early days, the office now has 26 rooms.

Mr. Barry, who was commissioned a Vice Consul at Montreal May 3, 1919, has filled every position possible there except that of Consul General—from his early efforts as No. 1 stamp-licker and waste basket emptier to that of administrative officer for five years under Consul General Wesley Frost. He has been in charge of immigration, citizenship, trade, accounts, shipping and invoices during his stay, and, as the result, he knows just about everybody of importance in the Province of Quebec. For the past decade, he has been in charge of accounts, shipping and invoices and performs several other administrative functions.

During World War I, his specialty was signing on entire crews on the new ships coming out of the Great Lakes.

When Mr. Barry went to Montreal, he was a bachelor, but five years after his arrival he married Miss Yvette Gauvreau of that city. They have one son, Rexford G. Barry, age 21.

Mr. Barry was born and raised in Boston. In his youth he had the ambition to be a physician and studied at the Tufts College Medical School. Being financially unable to continue these studies, he gave up medicine as his future profession. In November, 1917, the Department appointed him secretary to the Aberdeen Proving Grounds Land Commission and when that commission wound up its work, he was made a clerk in the War Department's Finance Division.

The veteran consular officer, who expects to retire in December, 1947, says he is quite satisfied with Montreal, commenting that "I've seen scores of officers leave here for a lot of worse places."



Vice Consul John R. Barry at work at the Montreal Consulate General where he has been stationed since 1918.

## Return to Tokyo

From letters of JOHN K. EMERSON, Foreign Service Officer, to his wife.

Pearl Harbor

Sept. 6, 1945.

WE arrived yesterday on the Clipper at 8:30 A.M. after a very smooth crossing. I went to bed in an upper berth and slept pretty well. I kept waking up throughout the night—not because I was uncomfortable but just because of the novelty of sleeping up in the air over the Pacific. The Clippers are nice ships—roomy and space to walk around in. We had a very good meal after we took off from San Francisco. A water take-off is quite a lot of fun. You ride around on the bay for a long time and you're never sure just what the pilot intends to do. Finally there is a lot of spray and tremendous roaring of motors and off you go.

It was strange coming into Hawaii by plane this time. We looked down on the Honolulu harbor, the Aloha tower, where we used to come in by ship and hear the music and get bedecked with leis.

Here at Pearl Harbor I got transportation to the CINCPAC headquarters and they had heard of me and took me in hand. Everyone was very nice; they said I should stay in No. 39 house. I took a shower, shaved, and got into my seersucker and felt much better.

My transportation is all arranged on the plane this afternoon for Guam. It is about a 24-hour trip, so I'll be there tomorrow.

Guam, Sept. 8, 1945.

Friday disappeared this week—just never occurred. Yesterday I was sunning and bathing on Waikiki Beach at the Royal Hawaiian Hotel; it was Thursday. Today I am far out in the Pacific on the island of Guam and suddenly it is Saturday! If you could find that wonderful exciting story called "Wednesday the Tenth" which tells about cannibals, missionaries and the International Date Line the children would love it.

Had a pleasant trip but plane riding does get a little tiring after hours and hours and hours of it. Left yesterday at 2 and got here today at 8 A.M. But of course all the changing of time, etc., makes it different in number of hours travelled. On a boat such things happen leisurely and you can think it all out, but on a plane there is no time for cogitation.

This morning the water was without a ripple—thousands of miles of pure dark blue. Clouds floating by. You constantly marvel how these pilots can find the little specks of land that lie out here in all this world of water. In spite of knowing about all the mechanical contrivances that do it, it still seems miraculous. Especially at night.

Well, to go on with the narrative—we arrived here this morning. I came to hq. and they informed me they had a message transferring me to—You Know Where. So, without further ado, they made arrangements and I leave this afternoon at 4:30 for points further west. Think of it—tomorrow I will be there.

"We left Guam yesterday about 9:30 and got to Iwo Jima about 1:30 A.M. The plane was a C-54 but bucket seats and cargo in the middle, just like CBI days. At Iwo we discovered the plane would wait until dawn. We were taken to a mess hall and had powdered eggs and stewed prunes at 2 in the morning. Then back to the plane and try to sleep!—until 6 A.M. We finally took off about 7—on the final lap to Tokyo, or I *thought* it was the final lap.

"We spotted those green islands that used to tell us we were near Japan when we came by boat. My first impression was—where are the fishing boats? Expanse of sea, unrippled, untouched. All humans had been lifted from the scene. Finally the main island was in sight—and we flew up the bay. Now American warships began to appear—silent grey sentinels in the water. We flew over a bit of China landscape and it was the same—green paddies, clusters of houses. And the bay was a parade of American warships.

"I discovered for the first time we would land at Kisarazu on the OTHER side of the bay. We fly over this airfield—and there are the two white surrender planes with green crosses, parked on the side in the grass, as if their usefulness were forever over. Other Japanese planes were scattered along the edges of the field; someone said ours was the sixth plane to land at this field; the Navy had operated the field only 4 or 5 days.

"The problem of getting across to Yokosuka, Yokohama or Tokyo was baffling! A light plane was going over but couldn't take baggage. I asked them if they could send a message to SCAP (Supreme Commander Allied Powers). The answer was negative. Finally an obliging commander who was evacuating U. S. POW's asked a destroyer, USS Waterman, if they could take me near SCAP. They replied by radio, "Send the State Dept. representative along." So my bags and I were taken by jeep to a dock and put aboard an LST boat. The crew said I'd better have the bags under a tarp. What a ride! If invasion troops have to go through a ride like that and *then* fight the enemy on the beaches, I wonder they don't crack. The sea was choppy and over and up and down and around we went, I hanging on for dear life, and getting soaked! Then

climb up to the destroyer. The commander met me and this was the pleasant interlude in the day. They dried my shirt and gave me ice water; and I sat in the officers' lounge and talked to several very pleasant fellows while we churned to—what I thought would be Yokohama.

"The destroyer received orders NOT to go to Yokohama after I came aboard. Instead we went to Yokosuka. Here we saw the old battered battleship Nagato with a big sign *No Visitors Allowed* and more American warships. So bags and I went off the Waterman on to a launch and out to see how I could get to the good Gen. MacArthur's hq. Ancon, the first ship we stopped at, suggested the shore hq. or at least the USS Piedmont anchored at the wharf. No one on the Piedmont had any suggestions until finally someone came out with the fact that a bus would go to hq. for shore activities. Of course by this time it is 4 P.M. and I have no lunch, nothing except the glass of ice water. We wait the bus—and I get aboard—an old brown coughing Japanese bus with blue velvet upholstery. At hq. I plead my story, dirty, tired, disgusted, frustrated. They suggest a night at the Officers' Club!

"We get a jeep and get my stuff here to the inn. I have a bath, a shave, and go to bed. By this time it is 6:30 and too late for chow! (No food this day.) It is now 7 the following morning and still no chow. I think I'll stop this writing and go forage. I hope today I make my objective—MacArthur's hq."

Yokohama, Japan, Sept. 10, 1945.

This is my first letter from Japan! Imagine that. Here I sit in a comfortable room in the New Grand Hotel in Yokohama looking out the window at the lights of American warships in the harbor. This is Monday, and a week ago Saturday afternoon I left Washington. To bring you up to date, suppose I copy this entry which I wrote in my diary this morning in the inn at Yokosuka.

"Yokosuka, Japan, Sept. 10, 1945. Lafcadio Hearn said you should write first impressions at once before they were lost. In coming back to Japan, I feel I need to record these first impressions.

"Here I sit in a yadoya (inn) that must have been for the high ranking Army and Navy officers coming to this base. Here is the little porch—with 2 chairs and a table of wicker. I'm looking out over a little street—typical Japanese houses beyond and a tree-covered hill. It is 6 A.M. but the *semi* have been singing themselves hoarse for hours. There are the sounds of birds—the natural atmosphere of Japan, but no Japanese. The houses and streets are vacant. It is as though from a moving picture all the characters had suddenly been lifted. There should be boys on bicycles, tofu vendors, women

sweeping, a whole world of sounds and people. Instead a couple of G.I.'s are laughing up there on the hill—a sentry is pacing back and forth beneath me. Bugles on ships are sounding. A few minutes ago a fleet of planes droned over us.

"I didn't get this strange feeling of a ghost town until I came into this 'Officers' Club' last night. They brought me up to Room No. 8—and it was tatami (mats) and I instinctively hesitated before walking in with my shoes on. A couple of iron beds were set up on the tatami. But here was the tokonoma, the kimono rack, the sliding doors, the alcove. I went into the ofuro (bath) and someone was there. I said, 'Is this a shower?' He said, 'No, but you can use this globe.' He was dipping water with a round white frosted globe taken from the light. There was hot water and I turned it on and of course there wasn't enough to fill the bath, but I got in and splashed and thought of all the times I had been in ofuros in Japanese inns."

Today has been a very full day. I did not make Tokyo, since in spite of all reports to the contrary, Gen. M's hq. are not in Tokyo but still in Yokohama. After breakfast—I did get it—I get an officer to give me a jeep and driver to Yokohama.

The ride was fascinating. I saw the people again. Every woman wears momepi or pants and they were out, doing their many chores. Long lines at the rice and seaweed ration stores. The people looked indifferent; a few smiled; a few looked glum and bitter. Children and a few grownups waved to us. Not much devastation until we got to Yokohama. Then blocks of rubble and rusted iron. Yokohama was destroyed in one raid of 2 hours, they tell us. A few patched up tin huts and people poking around the rubble.

In Yokohama we find the hq. in the Customs House. I hear Hank Smith-Hutton (Capt., U.S.N.—formerly Naval attache, Tokyo) is here, so I find one familiar face and am mighty glad to see him again. He tells me Ural Johnson (consul, Yokohama) is in the next room. And you may be sure it was good to see Ural. After my struggles of yesterday it was so very, very good to meet somebody I knew. Ural has been here about a week. So I am the second FSO to return to Japan.

I can't write any more details tonight. I still haven't caught up on sleep. Last night I had no mosquito net and the mosquitoes buzzed and bit the entire night. Ural was swell, got it fixed up for me to room with him in the New Grand. We have a room with private bath; the meals are very good here; we had beer at dinner tonight (Japanese Kirin beer!) and a good G.I. orchestra playing. Apparently we move to Tokyo in about a week.

(Continued on page 41)

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**A GENERAL STAFF FOR THE  
DEPARTMENT?**

IN THE leading article of this issue of the JOURNAL Mr. Milton Thompson suggests the formation of a "General Staff" in the Department of State which would oversee the formation and execution of United States foreign policy. We are not now prepared to endorse this or any other particular outline of a staff organization, but we recognize the advantages of some such system and invite our readers to ponder its possibilities.

Within and without the Department students of foreign affairs have for a long time urged the vital importance of freeing our top officials from operational detail in order to plan policy from the strategic rather than the narrowly tactical point of view. Recently the concept of the responsibilities of our Department and Service has been expanded by the assumption of duties hitherto unusual to Foreign Offices. Our traditional highly-trained corps of diplomats is now outnumbered by the specialists engaged in informational, economic, and cultural activities. It is a fair question whether the policy making facilities which now exist in the Department are sufficient for an establishment which, as one publicist has suggested has come to resemble a "general store" rather than the shop built around a single craft.

When Mr. Stettinius set up the Secretary's Staff Committee and the Coordinating Committee, we made a long step forward; participation in the conduct of the war brought contact with the Joint Chiefs of Staff, the experience of the Combined Boards and a sense of integration in a great apparatus geared to the single goal of victory in war. The State, War and Navy Coordinating Committee emerged and became increasingly important as a fountainhead of policy. The contrast between American organization for war and peacetime organization for the conduct of foreign affairs has prompted observers to ask what use is being made of lessons learned in the war years.

Mr. Thompson's article deals with both the internal reorganization the Department might make in view of the war lessons, and the potentialities of a National Advisory Board on foreign policy. On the former plane his suggestion is essentially a translation of the War Department's general staff in terms of the Department of State. He does not dispose of the Department's present Committee structure, and the integration of his proposed staff with the existing Divisions and Offices of the Department would require further study.

The question arises as to whether the Department's Committees are adequate to insure coordination and central planning in view of the Department

*(Continued on page 33)*

## Letters to the Editors

(Continued from page 5)

group. We were all dressed exactly alike in army fatigue uniforms divested of all signs of rank and we had each been given nicknames with instructions not to divulge our true names or occupations. For three days we slept together, ate together, and took a vast variety of tests together under the observation of a group of expert psychologists drawn from the principal universities. We took the well-known intelligence and aptitude tests, tests for observation and memory, tests in analyzing information and in writing propaganda; we took outdoor tests, ran obstacle courses, swung from rings and scaled twelve-foot walls; we held debating contests and round table discussions; we were even allowed one wild party (at our own expense, of course, for government funds may not be used for spirituous refreshment).

Among the most interesting were the tests in leadership and cooperation where a small group of men, sometimes with a leader appointed and sometimes without, were given an almost impossible task, such as to build a bridge with inadequate materials across a raging torrent in six minutes flat. The test in which I was the appointed leader was relatively easy, I remember. I had to get my party of five, one of whom was a stretcher-case, across a road patrolled by a sentry without being seen.

Then there were the situation dramas, when two men were each confidentially told his part in a difficult situation and left to act it out before the assembled group. In my own case, I was approached by a man with whom I was supposed to be on outwardly friendly terms to ask why he had been turned down by a club of which I was a member. He didn't know that I was the only one who had blackballed him and I had to produce a bit of diplomatic double-talk such as I hope I shall never have to reproduce in real life.

Among the more amusing tests was a mock third-degree held before a spotlight in a darkened room in the basement. I shall remember the voice of the invisible interrogator to my dying day, how he threatened and wheedled and raved and shouted until my knees shook and my hair stood on end.

At another time we were taken individually behind the barn and shown a blueprint of a rather complicated gadget which we were to reproduce with some rods and blocks which were lying about on the ground. It had to be done in ten minutes and you were not allowed to touch the rods and blocks yourself but had to give directions to two rather seedy-looking individuals who suddenly appeared out of the barn. These gentlemen displayed

in an exaggerated form all the conceivable faults of a workman; they dawdled, they never put anything together right, they wandered off to smoke cigarettes, and finally when a small part of the gadget had at last been completed one of them tripped over it and it all came tumbling down. It was the rare taskmaster who at the end of ten minutes was not shaking with either rage or laughter.

Throughout all these tests we were of course accompanied and observed by the psychologists. The whole series was completed by a long talk with one of the psychologists and the writing of character-analyses of our fellow guinea pigs.

All this may sound a bit silly and certainly that was my opinion when I first heard of the program, but my initial misgivings were soon transformed into intense enjoyment and approval. For one thing I was astounded at how much I came to know in three days about the characters of men whose names I did not even know. It was as if I had worked beside them in an office for three years and those that I liked I still count among my best friends. And then my own character was revealed to me in a way I had never thought possible. Apparently the intense pressure under which we worked (from eight in the morning until midnight with rarely a break) destroyed the usual defenses and inhibitions with which we guard ourselves and the true man came out. Although I was not altogether pleased with what I saw in myself, I was very happy to have the opportunity of seeing it.

It would be a pity if this remarkable new technique were not put to further uses and if the experience of the men who developed it were lost. And where could it be used better than in choosing men for the Foreign Service? The representation of our country abroad demands men of the highest ability and character and no pains should be spared in finding them. I see from the JOURNAL for October (page 43) that our British cousins have already adopted a similar program for their Foreign Service. We certainly should not be any less up-to-date than they.

PHILIP H. BAGBY,  
*Foreign Service Officer.*

### DIPLOMAT BITES CRITIC

American Embassy  
La Paz, Bolivia  
August 22, 1945.

TO THE EDITORS,

THE AMERICAN FOREIGN SERVICE JOURNAL:

I feel that some rejoinder should be made to the persistent and mischievous attacks by columnists

and others having access to the public press upon the Department of State and the Foreign Service. Therefore, and unless there are sound reasons against such a course, I request that the accompanying article be published in an early issue of THE FOREIGN SERVICE JOURNAL under my name.

IT IS high time that it announced: that the Department of State and the Foreign Service are manned by normal American citizens; that these men and women from all the States of the Union have the usual American family and educational background—some are wealthy (but most are not); most are products of colleges and universities (but a few, including the writer of this protest, are not); that they have been selected because in competitive examinations or on the basis of demonstrated ability, they were considered worthy and able to represent or serve the Government of the United States of America; and that through their academic and practical knowledge of international politics and economics they constitute a highly skilled professional group—whose incidental accomplishments and tools include good manners, a knowledge of languages, and general “know how.”

And let it also be pointed out: that our foreign relations are not—as the limited horizons of our irresponsible detractors evidently cause them to imagine—comparable to the casual encounters of a pair of alley cats. Neither are they the Graustarkian monopoly of a group of “Harvards and Yales” dabbling in diplomacy; but that they constitute a vast and complex accumulation of treaties, commitments, policies, and planning, developed over a century and a half of our national existence.

One swallow does not make a Spring. Nor does one snobbish diplomat warrant condemnation of the entire Foreign Service. I take it that little surprise is occasioned in Washington by the fact that foreign diplomats are more likely to be found at the Metropolitan Club than at Kelly's Pool Parlor, or entertaining a Senator rather than a sandwich board stroller. That they are does not mean they are undemocratic or that the advertiser or the gentlemen addicted to table polo are not fine, self-respecting citizens. It means (and I press the point only for the apparently obtuse critics whom this may answer) simply that the world is as it is—and that if the foreign diplomats wish to obtain information useful to their governments or to impart unofficially the views and hopes of those governments they must deal with the people who are capable of furnishing authoritative information or of influencing official policy. That is not snobbery—it is common sense.

Nonetheless, the contacts of members of our Foreign Service are by no means limited to the gilded few—who disturb our class—warfare-minded critics as much as do our striped trousers. The Embassy at which the writer of these poor lines now serves has a Labor Reporting Officer who maintains close relations with laborers and miners, and a Commercial Attaché who maintains wide contacts with businessmen and small tradesmen; and all of us have personal friends in and out of government and in and out of “society.”

A word or two about the sartorial offenses of the Foreign Service: It may easily be verified that most people don bathing suits when attending a swimming party; that soldiers frequently wear uniforms; that charming ladies display evening gowns at formal dinners—et cetera. It is not necessary to describe the consequences that would attend failure to conform to the usages that have evolved these practices.

Comparably, certain attire has come to be prescribed for diplomats in connection with their official activities. They have no say in the matter. Yesterday, the writer was invited to attend a session of the local legislative body. The invitation stated that the costume to be worn was “Jaquet”—which is the term employed at this post for “cutaway, striped trousers, silk hat.” Without this costume—which diplomats as well as others consider to have been designed by the Devil, shortly after he had somewhat dulled his inventiveness by creating the stiff-bosomed, tail-coated contraption worn at night—he would have been denied admittance.

The majority of diplomats have no higher regard for these absurd and uncomfortable—and expensive—pieces of apparel than anyone else, and they shed them the moment the need for them has passed. Most diplomats, in fact, are a rather elbow-knee-and butt-sprung set—as a result of spending long hours, days, weeks, and years, at their desks.

Our organization, it can be asserted with confidence, is as efficient as any comparable organization—whether it be another foreign service or a private business (and it is believed that in few other Government Departments does personnel work with such intensity and are closing hours so widely violated as in the Foreign Service and the Department of State). It is, moreover, unusually introspective. The pages of our FOREIGN SERVICE JOURNAL for years back bear testimony to the constant preoccupation with improvement. Beginning with the first genuine planning in 1906, solidified by the great reorganization of 1924, and accelerated by drastic purges since, our organization has a record

of self-improvement second to that of no other Governmental agency.

Furthermore, and startling as this will be to the critics, far from it being incumbent upon us to follow the lead of other foreign services, others have long sought to adapt their practices to ours. At any foreign capital, it is the American mission that occupies the lead in sustained industry, efficiency, scope of its interests and coverage, and general soundness of information.

Honest criticism—however painful to pride—is acceptable to any person of adult mentality. We have in our organization of many hundreds men who should not be in it. They are weeded out when discovered and found to be not susceptible to improvement. Our mechanical organization has at times been unequal to the volume of work imposed upon it. In the past, we have been overly modest in seeking from the Congress the funds required to enable us to meet the growing demands made upon us, and which Congress, as has recently been demonstrated, would have given. We can improve in many ways, we are endeavoring to improve, we will improve.

Nonetheless, let there be fair play. When a specific policy, or an individual, merits public condemnation, the freedom of the press and our democratic way of life concede that there shall be criticism. But may we not hope for an end to the present indiscriminate attack upon our whole Service?

WALTER THURSTON, *Ambassador*

### The Clerical Caste System

November 25, 1945.

TO THE EDITORS,

THE AMERICAN FOREIGN SERVICE JOURNAL:

I have but recently read the July 1945 edition of THE FOREIGN SERVICE JOURNAL, and I would like to express my complete agreement with the article which appeared in the Editors' Column of that issue.

I am glad that someone has at last realized the unfortunate situation that exists today in the American Foreign Service. When I joined the Service about a year ago, I joined with every intention of making it my career. The lack of opportunity for advancement did not bother me greatly because I had not joined to become wealthy. Since coming out to the field, however, I have been constantly humiliated and depressed by the terrible "caste" system that prevails here. At times I have been almost ashamed that I was an American. Upon my arrival here it somewhat amazed me to find that besides a complete disregard by the officers for the welfare and morale of the clerks, there

also existed a caste system among the clerks themselves. I have seen this little extra-curricular activity in operation many times. Consequently any newcomer to the post is completely ignored by the rest of the personnel.

Since this is a post that is noted all over South America for its complete and utter boredom and its lack of social life, it is very easily understood why most of the newly arrived clerks spend most of their time crying themselves to sleep.

Let us take for example this past Thanksgiving Day. Three of the newest clerks to my knowledge spent the day sitting in a cheerless hotel room while the rest of the American Colony ate turkey. I can well imagine their thoughts, as I do not believe that any of them has ever been away from home on a holiday before. I shudder to think of them at Christmas.

I do not think it too much to ask that the clerks be granted a little social life, no matter where they are posted. We are, after all, human beings, although I will grant you that most of the time we gravely doubt it. I was told a great deal about loyalty when I entered the Service, but I find that our officers ask not for loyalty but for servitude of a type commonly attributed to an upstairs maid.

This situation has reached such an appalling extreme that most of the clerks presently at this post are awaiting only an improvement in transportation before making their reservations home. To people that once cherished the idea of making a career in the Foreign Service, the words "State Department" and "Foreign Service" are now intolerable.

I frankly confess that I am one of those in the above category, but I wish it known that it is not the lack of luxuries, the bugs, and the heat of South America that is driving me out of the Service, but the need I feel to return to where I may regain my confidence in the fact that I was brought up "on the right side of the tracks."

Respectfully yours,

A HUMBLE FOREIGN SERVICE CLERK,

### IN MEMORIAM

NELSON. Mrs. Walter G. Nelson, wife of Dr. Walter G. Nelson, died on November 10, 1945. Dr. and Mrs. Nelson were well known to many members of the Foreign Service during Dr. Nelson's long tour of duty in Europe in a number of countries where he was attached to various Consulates and Embassies.

McGOODWIN. Preston Buford McGoodwin, former Minister to Venezuela, died on September 26, 1945, in Lynchburg, Va.

## News From the Field

### FIELD CORRESPONDENTS

*Australia*—John R. Minter  
*Bolivia*—Hector C. Adam, Jr.  
*Brazil*—Walter P. McConaughy  
*Central Canada*—Eric W. Magnuson  
*China*—James O'Sullivan  
*Colombia*—James S. Triolo  
*Costa Rica*—J. Ramon Solana  
*Dutch West Indies*—Lynn W. Franklin  
*Ecuador*—George P. Shaw  
*Ethiopia, Eritrea, British and Italian Somaliland*—William E. Cole, Jr.  
*El Salvador*—Robert E. Wilson  
*French West Indies*—William H. Christensen  
*Greece*—William Witman, 2d  
*Guatemala*—Robert F. Woodward

*Ireland*—Thomas McEnelly  
*Jamaica*—John H. Lord  
*London*—Dorsey G. Fisher  
*Mexico*—Robert F. Hale  
*Morocco*—Charles W. Lewis, Jr.  
*Nassau*—John H. E. McAndrews  
*Nicaragua*—James M. Gilchrist  
*New Zealand*—John Fuess  
*Panama*—Arthur R. Williams  
*Peru*—Edward G. Trueblood  
*Southampton*—William H. Beck  
*Spain*—John N. Hamlin  
*Tangier*—Paul H. Alling  
*U. S. S. R.*—Edward Page, Jr.  
*Union of South Africa*—Robert A. Acly, Edward Groth  
*Venezuela*—Carl Buever

### PEKING

October 26 (delayed).

United States Marines today hoisted over the Embassy compound here the Stars and Stripes which they were forced to haul down December 8, 1941.

The ceremony occurred at 1:30 p.m., the same hour that they lowered the flag in 1941. Richard P. Butrick, the same Foreign Service officer who received orders from the Japanese to have the flag lowered witnessed today's event.

Butrick, who was counselor in charge of the embassy in 1941, kept the flag, and took it to the United States when he was repatriated in June 1942. As special representative of the State Department to set up consulates in the Far East he returned with it four and one half years later.

"Ever since 1941 I have been looking forward to this day," Butrick declared. "The sight of Old Glory flying over the gate of the Embassy compound is one that I shall cherish forever."

"My only regret is that the Marine corporal who took the flag down in 1941 was not here to hoist it today," Butrick continued. "After lowering it the corporal told me, 'I hope that I did it well, sir. You see, it's the first time that I ever had to lower the Stars and Stripes.'"

The unique ceremony today started when a company of Fifth Marine veterans of the First Division smartly marched into the compound, which the Leathernecks had guarded from 1905 to 1941.

The Marines, clad in green battle dress, halted and smartly snapped to attention. Butrick walked forward with the flag from the nearby chancery building and presented it to Brigadier General

Louis R. Jones, commander of the Peking Marine ground forces.

As a crowd of American civilians and foreign and Chinese dignitaries watched, General Jones gave the flag to Corporal Brady. While the color guard hoisted the flag over the compound's massive stone gate, a 42-piece Marine band played "to the colors."

The troops then marched out to the adjoining Marine barracks, finishing the ceremony. Once again Marine sentries guard the Embassy compound, and Old China Hands concur that "It seems like the good old days."

The flag, which a breeze unfurled a moment after it was raised, will be replaced tomorrow with a new one. The historic flag will be sent to the United States to be displayed at a place as yet undetermined.

Also witnessing the raising of the flag was a second Foreign Service officer who was here with the embassy when it was lowered in 1941, Beppo R. Johansen. Third Secretary in Peking before, Johansen has come again to China to be stationed with the consulate in Tientsin.

On his return to Peking, Butrick found the embassy premises in perfect order, untouched by the Japanese. In the ambassador's residence he found the rugs rolled and furniture covered, in the same condition as when he left in 1942.

The plot on which the ambassador's residence and chancery front had changed, however, for a vegetable patch was growing in the old tennis court. This change in scenery has given rise to the following local legend.

The Japanese wished to play tennis on the court, and asked permission of the Swiss consulate, which was charged with protecting American interests during hostilities. The clever Swiss stalled them for weeks.

Meanwhile, unidentified parties tore up the court and planted vegetables on the plot. When at length the Japanese firmly demanded to play on the court, the Swiss are said to have replied, "So sorry, see for yourself—there is no tennis court."

SERGEANT THOMAS MOORE,  
*A Marine Corps Correspondent.*

## NUEVO LAREDO

November 28, 1945.

On November 14 and 15 representatives of the press from Mexico City and elsewhere arrived in Nuevo Laredo in preparation for the return of the 201st Squadron to their native Mexico. On the night of the 14th the Mexican representatives of the press and radio were entertained at a dinner by the publisher of the *TIMES* of Laredo, Texas. This was followed by an entertainment in Nuevo Laredo by Frederick D. Hunt, who is in charge of our Consulate there.

On November 15 a group of representative people gathered at the American Consulate in order to accompany Mr. Hunt when he went to make an official call on General Urquizo, Minister of National Defense, who had taken up residence on his official railway car. Mr. Hunt went aboard the car and welcomed the Minister to Laredo in the name of the United States Government and then introduced the representatives of the City of Laredo, of Webb County, Texas, and others.

On the morning of November 16 at about 8:30 the special train bearing the "Fighting Eagles" from San Pedro, California, arrived at the station in Laredo, Texas. Meeting the train were several U. S. Army dignitaries, Mr. Hunt, and also the Mexican Consul. Following informal greetings, the men disembarked from the train and formed a line which fell in behind a band and honor guard provided by the Laredo Army Airfield. This parade marched from the station past the Laredo City Hall, where it was joined by various American civic officials. The parade then continued to the International Bridge. As it reached the bridge, the guns of Fort McIntosh fired a 19-gun salute to General Urquizo, who approached from the Mexican side to welcome the fliers to Mexico. As the battle flag of the squadron reached the boundary line in the middle of the bridge, the Mexican Army garrison fired a 21-gun salute to the returning flag. Formal

*(Continued on page 38)*

JANUARY, 1946



## FLAG RETURNS TO PEKING CHANCERY

*Above:* Richard P. Butrick, special representative of the State Department, who was Counselor of Embassy when the flag was lowered on December 8, 1941, comes down the steps of the chancery with the same flag that was lowered at the time. Later the flag was raised over the main gate.

## RETURNING TO PEKING CHANCERY

*Below:* Foreign Service Officer Beppo R. Johansen is saluted by Marine Private First Class Roy Schomburg as he enters the Chancery of the American Embassy in Peking. Johansen was a secretary of Embassy there at the time the Japs took over on December 8, 1941.

## The Bookshelf

FRANCIS C. DE WOLF, *Review Editor*

*THE CHALLENGE OF RED CHINA*, by Gunther Stein. Whittlesey House: McGraw-Hill Book Company, Inc. New York, 1945. \$3.50.

It has become customary both in and outside of China to refer to the people of Kuomintang China as "Chinese" and those of Communist China as "reds." In *The Challenge of Red China*, Gunther Stein, China correspondent of the *Christian Science Monitor* and the London *News-Chronicle*, establishes convincingly that the people of Red China are as "Chinese" as their compatriots under the Chungking government. Red China has not been beyond the pale of Chinese nationalism. Mr. Stein reports, nevertheless, that in his visit to Yen-an, capital of Red China, he found vast differences from Kuomintang China. He contends that the Chinese of Red China are improving their lot with initiative, enthusiasm, and encouraging results which foreign observers, including himself, have seldom associated with Kuomintang China.

The author apparently undertook the trip to Yen-an with a good idea of what his readers wanted to know. For example, does Red China really have Communism; do the Chinese Communists have popular support; are the Chinese Communists merely agents of Moscow; and what do the Chinese Communists think about the outside world. Mr. Stein obtained answers to these questions, and to plenty more as well. He learned that the "New Democracy" of Communist leader Mao Tse-tung, the basic thesis of the Chinese Communists, means more for the development of democracy in China than it does for Communism. He found that the Chinese of Red China follow and participate in the leadership of the Chinese Communists in their own interest and at their own will. He became thoroughly convinced that the Chinese Communists are Chinese patriots. He rather neatly sums up the Chinese Communist attitude on foreign policy with the following paragraph: "The leaders in Yen-an are far too realistic and much too keen on close Sino-American relations and Sino-British cooperation to demand for China a policy of exclusive or even predominant reliance upon the USSR."

Before departing for Yen-an, Mr. Stein was advised to guard against Communist deceptions. Despite his initial skepticism of Communist claims, of which he had learned long before this trip, he discovered much on his own scouting around to support the contentions of the Chinese Communists concerning Red China. In the course of the book, Mr. Stein discusses the government, Communist Party, "New Democracy," education, position of women, industrial and agricultural production, and the war effort against Japan. For his information, he has depended upon first-hand observation and interviews with government, party, and army leaders, a landlord and peasant, foreigners in Red China, including American airmen and the American Observer Mission. There appears such a high degree of consistency in these interviews that Mr. Stein feels that he has acquired an accurate picture of Red China.

In the few instances in which it is mentioned, the Kuomintang doesn't fare very well. Mr. Stein injects into his work certain contrasts between the Kuomintang and Communist governments which are as black and white as the excellent woodcuts reproduced in the book. Although his score adds up by far in favor of the Communists, it cannot be said that Mr. Stein has written from the communist point of view. Comparison of this book with the existing Marxist literature on China reveals that Mr. Stein has an independent point of view.

A noticeable weakness in the book is the conclusion: "To help China become *one* is the collective task of American, British, and Russian statesmanship." This emphasis on foreign responsibility seems hardly consistent with Mr. Stein's emphasis on the indigenous character of the Communist movement and Kuomintang-Communist crisis. If his substantive analysis of the problem is correct, then the solution rests in China, not in Moscow, London, or Washington. He has failed to produce sufficient evidence to support any other sources for the solution of China's domestic difficulties.

JULIAN R. FRIEDMAN.

*COLOR AND DEMOCRACY*, by W. E. Burghardt De Bois. Harcourt Brace and Co., New York, 1945. 143 pages. \$2.00.

This book reveals the author's plan for a permanent peace involving the joint facilities of organized religion and scientific knowledge, based on the premise that Western Europe and North America can no longer be regarded as the world for which civilization exists. The majority of the earth's inhabitants, who happen to be for the most part colored, must be regarded as having the right and capacity to share in human progress, and become co-partners in the democracy to insure peace by abolishing poverty, educating the masses, preventing disease and treating crime scientifically.

Mr. Du Bois, who is the Director of Special Research for the National Association for the Advancement of Colored People discusses the Dumbarton Oaks Conference with a keen insight but with the declaration that the weak point in the outline is that between one-fourth and one-half the inhabitants of the world will have no part in the government—no power of democratic control and scarcely an organized right of petition. He stated his depression at the consistency in which the matter of colonies has been passed over, and follows this unhappy realization with a discussion of the colonies as the "slums of the world," pointing out that until we realize that colonial organization is primarily economic, that the colonial system is a part of the battle between capital and labor in the modern economy, there is no hope. Such a method of carrying on industry and commerce and of distributing wealth confines colonial peoples to a low standard of living and encourages a belief in the inferiority of certain races which also affects the situation of the working classes and minorities in civilized countries.

In his chapter entitled "Peace and Colonies," the author concludes that it does not seem possible or probable that a union of nations to keep the world's peace is going to succeed so long as these nations are divided in interest over the control and possession of colonies, since colonial imperialism has caused wars for a century and a half. Taking the position that the paradox of the present war is Russia, the author exalts the Soviet Union for being the first of modern nations to face the problem of poverty and to place on the uncurbed power of concentrated wealth the blame of widespread and piteous penury. Even should the experiment of Communism fail, Russia deserves credit for having tried to solve the problem, which for the preservation of civilization, will have to be faced by all nations.

The solution of the entire problem of colonization advanced by Mr. Du Bois is a new Mandates

Commissoin firmly establishing its place in international law with full recognition by the United Nations. This new Mandates Commission would include representation of colonial peoples in the Assembly with power to investigate complaints and conditions in colonies, make public their findings through oral petitions, and raise these peoples to a condition of complete political and economic equality with the peoples of master nations allowing them to become independent free peoples. "We can have democracy and peace, only if the menace of poverty, ignorance and crime are met by positive and organized human action," the author asserts, and poverty should be abolished by attacking the economic illiteracy through government and social action.

To the question of how, with international control, this can be done with the image of totalitarianism before us added to our experience of war bureaucracy, making us fearful of national much more of international action, the author's answer lies in organized religion as a sufficient motive for the uplift of backward peoples with the great task before us of joining this belief and the consequent action with the scientific knowledge and efficient techniques of economic reform. This would involve on the part of the Church, a surrender of dogma to the extent of being willing to work for human salvation this side of eternity and to admit the possibility of vast betterment here and now—a realistic program combining the efforts of Church and Science, of missionary effort and social reform—of human betterment which seeks by means of known and tested knowledge, the ideal ends of faith.

CAROL RYAN.

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### MARRIAGES

TEWELL-WELLMAN. Miss Helen Louise Tewell and Foreign Service Officer Harvey Russell Wellman were married on October 9 in Washington, D. C. Miss Tewell is the daughter of Mr. Harold S. Tewell, Assistant Chief of the Division of Foreign Service Personnel.

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### BIRTHS

WARNER. A daughter, Deborah, was born to Mr. and Mrs. Gerald Warner on November 11, 1945, in Buenos Aires, where Mr. Warner is Second Secretary.

LAMM. A daughter, Judith Chamberlayne, was born to Mr. and Mrs. Donald W. Lamm on November 26, 1945, in Pernambuco, where Mr. Lamm is Vice Consul.

VAN ZILE. A son, Donald Van Zile II, was born to Mr. and Mrs. John G. Van Zile in Matamoros, Mexico, where Mr. Van Zile is assigned as an Auxiliary Foreign Service Officer.

## Dogs Perform Valuable Service in Swiss Army

THE value of dogs on the battlefield has been recognized long ago. War stories dating back to the earliest periods and to the Middle Ages frequently refer to the use made of these animals. Even under the ruins of Babylon a relief was found depicting warriors with their canine auxiliaries. Dogs played an important role in World War No. 1 and were considered of still greater importance in World War II. Their particular qualities which include a fine sense of smell, a rare gift of orientation, intelligence and considerable physical resistance, lend themselves admirably for military purposes. Thus, in spite of the modern motorizations of armies, war dogs are still of vital use.

In Switzerland the dispatch dog continues to be a most valuable assistant, for a dog of this type will carry out the task assigned to him regardless of any obstacles and heavy enemy firing. Dispatch dogs do not work alone but invariably with one and sometimes two companions.



There are two methods by which dispatch dogs perform their duty. The first takes advantage of the animal's memory of locations. To begin with, the trainer accompanies the team of dogs over the stipulated terrain which they later have to cover by themselves. The dogs automatically memorize the peculiarities of the road which may be from one-half to two miles long. Upon receiving their orders they are perfectly able to find their way alone.

The second method takes advantage of the dogs keen sense of smell. This time the trainer proceeds alone from one dispatch point to the other. He does not take the dogs along but carries with him a sprinkling can from which he lets a strong-smelling and only slowly evaporating liquid drip on the ground he covers. The trace he leaves behind guides the dogs over the respective course. The animals carry the dispatch entrusted to them in a metal capsule fastened around their necks. After a dispatch assignment has been correctly carried out the trainer awards the carrier with a morsel of meat.

Avalanche dogs have lately come to the fore with wonderful rescues to their credits. These capable assistants of the avalanche detachment of Swiss alpine troops are of the police dog breed and are trained to find in a few minutes the location of a person buried by an avalanche. As soon as an animal has determined the location he will start to scratch the snow under which the victim actually lies. Even dog-beginners in avalanche rescue work have been found to do an excellent job. If an avalanche dog is set to his task at the proper moment he can save many lives and will facilitate tremendously the work of the Army avalanche detachment. Duty of the same is to detect beforehand the danger of a possible avalanche descent and to prevent accidents by precipitating such a descent by means of explosives.

Breeds preferred for service in the Swiss Army are the German Shepherds, Dobermans, "Oppenzell-Sennen" dogs and Newfoundlands. All these breeds are appreciated for their intelligence, resistance, courage and speed. Polar dogs which have since

Dogs have long ago been pressed into service by the well-organized Swiss Army. This photograph shows one of these auxiliaries undergoing training in climbing a fence over seven feet high.

1912 been successfully used and bred by the Jungfrau railway are proving useful for transporting food supplies, etc., to soldiers stationed in high alpine regions.

The first camp for the training of Army dogs was established near St. Maurice in the Rhone Valley in 1924. Results were most satisfactory from the beginning so that the work has been continued and expanded ever since. The introductory course lasts four weeks and is at the same time a test for the suitability of the officers and soldiers volunteering as dog leaders. Upon completion of the course each man assumes the responsibility to continue with the training of the dog or dogs in his care, also to provide their board.

So high is the value of dogs now rated in Switzerland, that upon the mobilization in 1939 each Swiss Army unit was given a so-called war dog detachment.



Dogs have long ago been pressed into service by the well-organized Swiss Army. This photograph shows a fine German shepherd auxiliary.

## EDITORS' COLUMN

(Continued from page 24)

ment's expanded responsibilities. The continuity of their deliberations must necessarily be interrupted from time to time not only by changes in personnel, but by the absence of key men on official business, such as attendance at international conferences. There is also some doubt as to whether the Committee form of organization is detailed enough in structure, and of sufficiently long tenure to do basic research and to follow through on operations. The formation of a General Staff might provide more core and continuity.

There should be no reason why a Central Office of Intelligence, or other staff unit should diminish the functions and attributes of any of the operating divisions. The staff would set the general line and keep an eye on the main objectives. The line organizations and divisions should have on a more restricted scale their own intelligence, research and economic units which would be points of contact with the Staff. The latter would be a medium-sized steering and planning group rather than an extraneous organism duplicating or supplanting the line organization. Such a realignment might point the way to an end to the present incomprehensible cleavage between the so-called "geographic" and "functional" and economic divisions.

Mr. Thompson's suggestion as to the formation of a national consultative body on foreign affairs, probably reflects to some degree the point of view often expressed both here and in Great Britain\* that all Departments and agencies with a stake in foreign policy must have a leverage on that policy through an inter-Ministerial "general" staff. It would presumably be the duty of the Secretary of State for foreign affairs to preside over such a body, and to focus and give effect to decisions arrived at in common.

If such a body is to be more than merely consultative, a fundamental revision of our theory of the conduct of foreign relations would appear to be involved. The White House, the Senate, our long-term Cabinets, and, to a point, the State, War and Navy Coordinating Committee, already provide areas for consultation on foreign affairs which ought to be adequate if the Department is competent in gathering, interpreting and reporting the facts to these groups. It is at any rate a clear responsibility of the Department of State to know the elements of American public opinion and national interest which made up our foreign policy, and to be ready at any time to work its own transformation when necessary to administer our policy more effectively.

\*See "Mr. Bevin at the Foreign Office," *New Statesman and Nation*, reprinted in *FOREIGN SERVICE JOURNAL*, October, 1945.

## Retired Foreign Service Officers

NOVEMBER 26, 1945

- Adams, Philip, % Mr. George Penn, "The Montana," 1726 M Street, N. W., Washington, D. C.
- Adams, Walter A., Old Orchard, Pelham Road, Greenville, South Carolina.
- Arnold, Julean, 262 Arlington Avenue, Berkeley, California.
- Alexander, Knox, 2763 Prince Street, Berkeley, California.
- Atwood, Franklin B., 3454 Macomb Street, N. W., Washington, D. C.
- Balch, Henry H., 441 Eustis St., Huntsville, Alabama.
- Bickers, William A., 312 W. Asher St., Culpeper, Virginia.
- Biar, Herbert C., % State Hotel, Phoenix, Arizona.
- Blake, Maxwell, Locarn Apartments, 235 Ward Parkway, Kansas City, Missouri.
- Bliss, Robert Woods, 1537 28th Street, N. W., Washington, D. C.
- Bohr, Frank, 1028 Lincoln Avenue, Ann Arbor, Michigan.
- Bouchal, John L., 20 Metropolitan Oval, Apt. 10-C Parkchester, New York 62, N. Y.
- Boyle, Walter F., P. O. Box 287, McLean, Virginia.
- Bradford, Robert R., % Trust Dept., Omaha National Bank, Omaha, Nebraska.
- Brady, Austin C., Cathedral Apartments, 1201 California Street, San Francisco, California.
- Brand, Norton F., 38 Main Street, Potsdam, New York.
- Brett, Homer, Springhill, Mobile County, Alabama.
- Briggs, Lawrence P., % American Trust Company, Berkeley, California.
- Bucklin, George A., 230 North Barrington Avenue, Los Angeles, California.
- Busser, Ralph C., 42 Carpenter Lane, Germantown, Philadelphia, Pennsylvania.
- Byington, Homer M., Sr., % Fifth Ave. Bank of N. Y., 350 Fifth Avenue, New York City.
- Cameron, Charles R., P. O. Box 137, Tucson, Arizona.
- Carter, James G., % U. S. Despatch Agent, New York, New York.
- Chamberlin, George E., 2138 Rivermont Avenue, Lynchburg, Virginia.
- Chapman, William E., 528 Elm Avenue, Norman, Oklahoma.
- Clark, Reed Paige, % Manchester National Bank, Manchester, New Hampshire.
- Clum, Harold D., Hilltop P. O. Box 98, Malden-on-Hudson, New York.
- Cooke, Arthur B., 3111 First Avenue, Richmond, Va.
- Cookingham, Harris N., % Fitch C. Bryant, 290 Riverside Drive, New York, New York.
- Corrigan, John, % the American Consulate, Durban, Natal, Union of South Africa.
- Cruiger, Alexander P., 1823 Que St., N. W., Washington, D. C.
- Cunningham, Edwin S., 306 Cunningham St., Maryville, Tennessee.
- Davis, John K., 2635 Palmerston Avenue, West Vancouver, B. C., Canada.
- Davis, Leslie A., P. O. Box 266, Stockbridge, Massachusetts.
- Davis, Thomas D., 333 Franklin Street, Tupelo, Mississippi.
- Dawson, Claude I., 111 Cambridge Road, Asheville, North Carolina.
- Dearing, Fred M., Red Hook, Dutchess County, N. Y.
- DeVault, Charles L., Radio Station KDKA, Pittsburgh, Pa.
- Donegan, Alfred W., 4828 Roland Avenue, Baltimore, Maryland.
- Dooman, Eugene H., % Mrs. Thomas C. Campbell, 1541 Mount Eagle Place, Parkfairfax, Alexandria, Virginia.
- Dorsey, W. Roderick, 729 Euclid Avenue, Orlando, Florida.
- Doty, William F., 6 Church Road, Douglas, Isle of Man.
- Dow, Edward A., 32 Clifford Avenue, Pelham 65, New York.
- duBois, Coert, P. O. Box 104, Stonington, Connecticut.
- Dunlap, Maurice P., Hotel Bellevue, Beacon Hill, Boston, Massachusetts.
- Dye, Alexander V., 108 E. 38th St., New York, New York.
- Dye, John W., 11 La Vereda Road, Montecito, Santa Barbara, California.
- Eberhardt, Charles C., Metropolitan Club, Washington, D. C.
- Edwards, Clement S., No. 10 Bedford Street, Concord, Mass.
- Ferrin, Augustin W., Bowlers Wharf, Essen County, Va.
- Ferris, Cornelius, 6220 23rd Street, N., Arlington, Va.
- Fisher, Fred D., Marianne Apartments, 1422 Bellevue Avenue, Burlingame, California.
- Flood, Peter, 1918 North Stanton St., El Paso, Texas.
- Fox, Ray, Glenn, Glenn County, California.
- France, Leys A., 1506 Standard Oil Bldg., Baltimore, Md.
- Frazer, Robert, Calle Roma, 34, Mexico, D.F., Mexico.
- Frost, Wesley, University of Denver, Denver, Colorado.
- Gamon, John A., 927 Mendocino Avenue, Berkeley, Calif.
- Gauss, Clarence E., 17 Circle Drive, Balboa Bay Shores, Newport Beach, California.
- Gibson, Hugh S., University Club, 1 West 54th Street, New York City.
- Glover, Robert G., % Dept. of State, Washington, D. C.
- Goforth, Herndon W., P. O. Box 722, Lenoir, North Carolina.
- Goold, Herbert S., 4852 Indian Lane, Washington, D. C.
- Gordon, George A., 2507 Massachusetts Ave., Washington 8, D. C.
- Gourley, Louis H., Southwestern Presbyterian Sanatorium, Albuquerque, New Mexico.
- Grummon, Stuart E., RFD No. 2, Danbury, Connecticut.
- Halstead, Albert, Sugar Hill, New Hampshire.
- Hanna, Margaret M. (Miss), 1529 Varnum Street, N. W., Washington, D. C.
- Harris, Ernest L., Apt. 2-A, 19 Barrow Street, New York, New York.
- Hathaway, Charles M., P. O. Box 184, Summerland, Santa Barbara City, California.

(Continued on page 36)

# Service Glimpses

Signal Corps Photo



Foreign Service Officer Arthur B. Emmons, III, holding the flag which flew over the Consulate at Seoul, Korea, on December 7, 1941. He was present when the Jap troops lowered the American flag, trampled it into the mud and raised their own in its place. At that time he was able to secure the American flag and hide it in a closet wrapped in an old newspaper. Upon his return to Korea as a political advisor to Lt. Gen. Hodge, Mr. Emmons found the flag still hidden where he had placed it.

Ambassador and Mrs. Berle at a reception given for them by Mr. and Mrs. Randolph Kidder and by the Director of the Amazon Division of the Rubber Development Corp. on the occasion of the Berles' first official visit to Belem.



Presentation of a silver cigarette box to Mr. and Mrs. B. E. Kuniholm by Brigadier Edmond Blais, Commanding Officer of the Quebec area, on behalf of the friends of the Kuniholms in Quebec. The Citadel, November 7, 1945.



Mr. and Mrs. Hiram Bingham and family photographed while assigned to Buenos Aires.



- Heard, William W., 3940 Lowndes Avenue, Baltimore, Maryland.
- Heingartner, Robert W., 143 Forrest Street, Oberlein, Ohio.
- Heizer, Oscar S., Palma Sola Park, Bradentown, Florida.
- Hengstler, Herbert C., 2816 27th Street, N. W., Washington, D. C.
- Holland, Phillip, 2014 General Pershing St., New Orleans, Louisiana.
- Honaker, Samuel W., Belvedere, Marin County, California.
- Hoover, Charles L., 1200 Firth Avenue, New York City, N. Y.
- Hunt, William H., 1115 New Hampshire Avenue, N. W., Washington, D. C.
- Hurley, John P., 67 Riverside Drive, New York, N. Y.
- Ifft, George W., % The Tribune, Pocatello, Idaho.
- Ives, Ernest L., The Holland, Apt. 7, Norfolk, Virginia.
- Jackson, Jesse B., 2120 Sixteenth St., N. W., Washington, D. C.
- Jarvis, Theodore C., % Central Hanover Bank & Trust Co., 35 East 72nd Street, New York, New York.
- Jenkins, Douglas, 2257 Oglethorpe Avenue, Augusta, Georgia.
- Keblinger, Wilbur, 410 E. 57th Street, New York City.
- Keena, Leo J., % American Consulate General, Capetown, Union of South Africa.
- Kemper, Graham H., Orange, Virginia.
- Kendrick, Stephen E. C., % Foreign Service Mail Room, Department of State.
- Lee, Samuel T., P. O. Box 366, Fort Myers, Florida.
- Leonard, Walter A., University Club, Washington, D. C.
- Letcher, Marion, Chatham, New Jersey.
- Linnell, Irving N., P. O. Box 95, Medina, Washington.
- Luedtke, Charles L., % Div. of Economics & Statistics, U. S. Maritime Commission, Washington 25, D. C.
- MacEachran, Clinton E., 4502 Cheltenham Drive, Bethesda, Maryland.
- Macgowan, David B., 106 Madison Street, Lynchburg, Virginia.
- MacMurray, John Van A., Norfolk, Connecticut.
- MacVeagh, John H., % Fiduciary Trust Co., 1 Wall Street, New York, New York.
- MacVitty, Karl De G., % W. M. Parrish, Howell Place, Belle Meade, Nashville 5, Tennessee.
- Magruder, Alexander R., University Club, 1 West 54th Street, New York, New York.
- Makinson, George A., % Rosemary Snoden Makinson, Elizabeth Waters Hall, University of Wisconsin, Madison, Wisconsin.
- Marsh, O. Gaylord, 112 Clark Street, Buchanan, Michigan.
- Masuret, Eugene A., P. O. Box 451, Brewton, Alabama.
- Mayer, Ferdinand L., 2446 Kalorama Road, Washington, D. C.
- Maynard, Lester, Villa Mont Agel, 29 Blvd. d'Italic, Monte Carlo, Monaco.
- McCafferty, William J., 711 Leavenworth St., San Francisco, California.
- McConnico, Andrew J., RFD No. 4, Old Marshall Road, Asheville, North Carolina.
- Meinhardt, Carl D., Middleburgh, New York.
- Memminger, Lucien, 227 Victoria Road, Asheville, North Carolina.
- Moorhead, Maxwell K., Lee Highway, P. O. Box 600, Warrenton, Virginia.
- Myers, David J. D., Stoneleigh Court No. 604, 1025 Connecticut Avenue, Washington, D. C.
- Nathan, Edward L., Bruselas 902, Colonia el Mirador, Monterrey, Mexico.
- Osborne, John Ball, Westchester Apt., No. 507B, 4000 Cathedral Avenue, N. W., Washington, D. C.
- Philip, Hoffman, 2228 Massachusetts Avenue, Washington, D. C.
- Phillips, William, "Highover," North Beverly, Massachusetts.
- Pinkerton, Julian L., 542 South Forty-fifth St., Philadelphia, Pennsylvania.
- Pisar, Charles J., 142 Morris Avenue, Mountain Lakes, New Jersey.
- Playter, Harold, 2360 Catherine Road, Altadena, California.
- Putnam, John R., P. O. Box 718, Cobourg, Ontario, Canada.
- Ramsay, Hugh S., 1835 17th St. S., St. Petersburg, Florida.
- Ravndal, Gabriel Bie, Highland Lake Apartments, Orlando, Florida.
- Remillard, Horace, 1409 E. Broadway, Tucson, Arizona.
- Robertson, William H., Miramont Apartments, University of Virginia 39 University Circle, Charlottesville, Virginia.
- Salisbury, Laurence E., RFD, Higganum, Connecticut.
- Sauer, Emil, 5649 Western Avenue, Chevy Chase, D. C.
- Schoellkopf, Walter H., 2339 Massachusetts Avenue, Washington, D. C.
- Seltzer, George E., 1535 Ocean Avenue, Brooklyn 30, New York.
- Shaw, G. Howland, 2723 N Street, N. W., Washington, D. C.
- Skinner, Robert Peet, 2 Congress Street, Belfast, Maine.
- Slater, Fred C., 435 Kansas Avenue, Topeka, Kansas.
- Southard, Addison E., 241 Montalvo Avenue, San Francisco 16, California.
- Spamer, Carl O., 1914 Connecticut Avenue, Washington, D. C.
- Sterling, Frederick A., Ocean Drive, Newport, Rhode Island.
- Stewart, Francis R., 140 Woodlyn Avenue, Glenside, Pennsylvania.
- Stewart, James B., The Farm, Charlottesville, Va.
- Swenson, Laurits S., Landfair, Avenue, Westwood Village, Los Angeles, California.
- Swift, Merritt, % Riggs National Bank, du Pont Circle Branch, Washington, D. C.
- Talbot, Sheridan, Washington Hotel, Washington, D. C.
- Totten, Ralph J., 2800 Ontario Road, N. W., Apt. No. 103, Washington, D. C.
- Tredwell, Roger Culver, RFD 3, Ridgefield, Connecticut.
- von Treskow, Egmont C., Greene Street, Camden, South Carolina.
- Wadsworth, Craig W., Geneseo, New York.
- Wakefield, Ernest A., Route 6, Box 144A1, Tacoma, Washington.
- Weddell, Alexander W., Virginia House, Richmond, Va.
- Wheeler, Post, Century Club, 7 West 43rd Street, New York, New York.
- White, John Campbell, 1410 Thirty-fourth St., N. W., Washington, D. C.
- Wiley, Samuel H., % Maritime Commission, Washington, D. C.
- Williamson, Harold, Meadow Brook Farm, Mount Kisco, New York, New York.
- Wilson, Charles S., Hotel Ritz, Boston, Massachusetts.
- Wilson, Hugh R., 2839 Woodland Drive, Washington, D. C.
- Wilson, Thomas M., 3326 Reservoir Road, Washington, D. C.
- Wilson, Warden McK., 2101 Connecticut Avenue, Apt. 41, Washington, D. C.
- Williams, Frank S., % Keith Williams, Vicksburg, Mississippi.
- Winslow, Rollin R., 2000 Niles Avenue, St. Joseph, Michigan.
- Wolcott, Henry M., Flagler Apartments, West Palm Beach, Florida.
- Woodward, G. Carleton, 5200 11th Avenue, N. E., Seattle, Washington.
- Wormuth, Romeyn, P. O. Box 1223, Sweetwater, Texas.
- Yerby, William J., 4756 Champlain Avenue, Chicago, Illinois.
- Yost, Bartley F., 1633 E. Washington St., Pasadena, California.
- Young, James Barclay, Church Street, Stonington, Connecticut.

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## NEWS FROM THE FIELD

(Continued from page 29)

greetings and short speeches were made in the middle of the bridge, after which the parade, now including General Urquizo and his Staff, continued on to the principal plaza in Nuevo Laredo. The American Consulate faces on this plaza. A platform had been constructed in front of the Palacio Federal, and here stood the officials. The squadron lined up in front between this platform and a huge Mexican flag which was held by young ladies. There were speeches, and an appropriate welcome was given during which the Mayor presented the Commander of the squadron with a scroll and a medal. Meanwhile planes of the Mexican Airforce flew low overhead and dipped their wings in salute to the huge flag.

When all these ceremonies were finished at about 11:30, the parade reformed, but without the American soldiers, and proceeded to the railway station in Nuevo Laredo. There another 21-gun salute was fired. The men boarded the train and so did General Urquizo and his staff, who were accompanied by Brigadier General Vincent, representing General Arnold, and by Lieut. Danniell, representing the U. S. Chief of Staff. The train went to Mexico City, making brief stops for celebrations at Monterrey, Saltillo, and San Luis Potosi.

General Urquizo bid Mr. Hunt farewell and stated that he thought that Laredo had given the men a wonderful reception. There is no doubt but that there was considerable good will on this occasion. The members of the 201st have returned with a very pro-American feeling, and all spoke very well of the fine comradeship they enjoyed in the 5th Airforce. These men will form a nucleus in Mexico for a greater airforce of the future which will surely use American equipment and follow the American pattern.

(NOTE: Mr. Hunt was very tired after having walked so much in the parades.)

### SAN SALVADOR

October 26, 1945.

#### *"Motor Trips on Inter-American Highways"*

Miss Mary Louise Ver Koulen, from the Embassy at Managua, motored to San Salvador and visited friends in the Embassy here. She drove with friends over the Nicaraguan, Honduran, and Salvadoran sections of the Inter-American highway, making the trip in two days and overnighting at the U. S. Public Roads Administration Camp at Comalí, Honduras. Miss Ver Koulen returned to Managua alone, traveling by train as far as La Unión (El Salvador) and thence to Nicaragua by launch via Amapala, Honduras.

Mr. and Mrs. Robert E. Wilson of this Embassy drove their car to Guatemala, where they were guests of Mr. and Mrs. Robert F. Woodward. They also motored to Chichiasenango, Lake Atitlán, and Antigua. Mr. Norman Stines, of the staff of the Embassy in Guatemala, accompanied them on their seven-hour return trip.

A few days later, Mr. Woodward returned their visit in his automobile. He was accompanied by Lieutenant Colonel Rudolph Morgan and Mrs. Morgan, who were the house guests of Major and Mrs. George Massey. Although this group spent less than 24 hours in El Salvador they found time to climb to the crater of the San Salvador Volcano and to visit Lake Coatepeque.

Mr. Ramsey Moore, legal Attaché of this Embassy, has made frequent motor trips to Guatemala during the past few months, to visit Miss Sarita Alfaro, whom he married on October 26, 1945, in Guatemala. Mr. and Mrs. Moore expect to make their future home in Dallas, Texas.

### *Weekly Community Singing*

October 27, 1942.

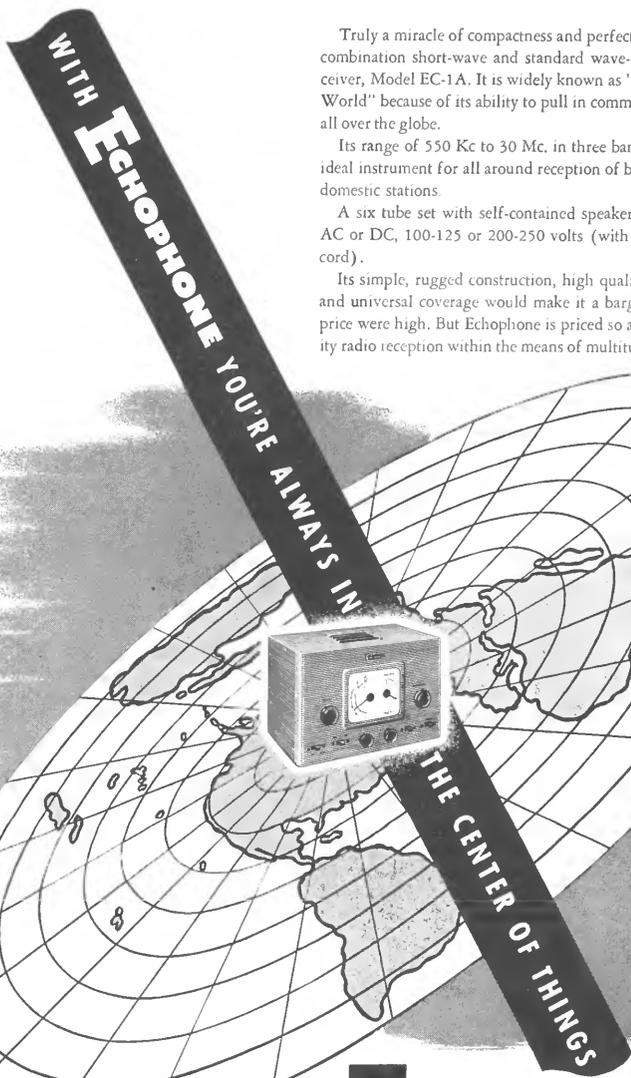
At the initiative of several members of the staff of the Embassy and other United States Government agencies here, a series of Friday night community "sings" has been organized and is now entering on its third month of activity with increasing popularity.

Informality is the keynote of success of these weekly meetings, which are held in American and British homes having pianos and which are large enough to accommodate the requisite number of singers. Expenses of furnishing light refreshments are normally shared by co-hosts, whose homes are not large enough or which lack a piano. There are no invitations and no members, and all members of the communities who enjoy old-fashioned group singing are welcomed.

Among the soloists who have received the greatest acclaim are Ambassador John Simmons, at the piano, Clarence Iverson, Edward Castelman, Jack Johnstone, Mrs. Hester Williams, and George Massey, as vocalists, and Winona Winters, with her original, grass-skirt Hawaiian hulu dance.

The popularity of these musical evenings is attested by the spontaneous increase in attendance, which has gradually risen from fourteen to fifty. Not only have they brought much pleasure to the participants, but they have been a valuable means of bringing members of the British and American communities together in a spirit of pleasant and inexpensive fellowship.

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## RETURN TO TOKYO

(Continued from page 23)

Yokohama, Sept. 13, 1945.

Dick and Kay Boyce would be interested in seeing the Consulate. It is undamaged, but the grounds, which used to be so beautiful, are unkempt and grown up. The Swiss have taken good care of things, however.

Yokohama, Sept. 14.

I have seen Tokyo and I am very depressed. I suppose you can imagine what it is like if you can think of a city of rubble with a few buildings standing, a few walls, twisted scrap metal, rusted skeletons of automobiles, buses, streetcars. You can see for great distances in Tokyo now because the buildings are burned. The grass is growing over the ruins. Fire has destroyed everything but stone and metal. Once in a while in the midst of a great devastated area you will see a building standing, lone, almost untouched. It looks miraculous. Then the kura, the stone or concrete storehouses, seem to have survived in many cases. Over a great field you will see only here and there a kura still standing.

Max and I (Max Bishop arrived last night) drove up with a group of Navy officers. It was a sightseeing trip and of course they had never been in Japan before. I found myself in complete gloom the whole trip; however the Japanese may have deserved retribution for their sins—and I doubt if the common people have sinned particularly—anyone with a feeling for humanity is stunned and struck solemn before this tragic desolation.

Much of the drive from Yokohama to Tokyo is through open country since the fire has removed all human habitations. Smoke stacks still stand but the factories are in many cases only shells. It is the little shops and houses along the side of the road that are gone.

People are coming back. You see them leading animals with carts piled high with Furoshiki and Kori. The kids are grinning and apparently still fascinated by the constant parade of American jeeps, trucks, motor craft of all kinds. The kids salute you or wave or give the "V" sign. I'm sure that the common people of Japan are relieved that this horror is over.

A few houses are being built in the midst of the ruins, many lean-tos have been put up with sheets of rusted metal. People are going about their daily living in the midst of it all. Now you see long lines waiting for streetcars and in the stations. The electric trains are running, many of them crowded.

You could recognize landmarks, of course—Shinagawa station, Shimbashi. Tokyo station is gutted;

just the old red brick walls standing. Of course no one has taken care of grass or parks; it is shocking to see the grass uncut in front of the Imperial Palace; no trimming has been done to the trees; everything is grown up in weeds.

We drove into an empty street and Max and I suddenly gasped, "Why, this is the Ginza!" Here we were at the corner of Matsuya Department Store—but there was little else and very few people—like a country lane, almost. Remember the crowds of people at almost any hour of the day or night? Only a few now. No stores, no shops, nothing but rubble, rubble, rubble. The Ginza is gone. We drove up to the Imperial Palace where some G.I.'s were sitting in the shade of the trees, looking around. Several Japanese policemen and one American sentry with fixed bayonet guarded the entrance.

Then we drove up toward the Embassy, passed a completely gutted Navy Ministry, a vacant lot where the Foreign Office used to be, and burned out Home and Education Ministries, and the South Manchurian Railway building, just a block from the Embassy, remember? It was painted black for camouflage but that didn't prevent its gutting by fire.

You can see the Embassy now for blocks and blocks around. It stands out on a hill; all the maze of paper and wooden houses surrounding it is gone. No more American bakery, no more post-office across the street. The compound of houses where Smith-Hutton, Max and others lived just over the wall from the Embassy—all gone. The roof of the Chancery is burned away. We drove around and it all looked very familiar. It did seem strange that the hall downstairs in the Chancery was full of G.I.'s eating lunch out of messkits. The stone floors were covered with mud, and in the basement about an inch of water is standing over the floors. Rain, of course, comes in freely through the open roof. The upstairs is pretty much of a shambles; the big bronze chandelier crashed to the floor; metal desks are scorched. The perfect touch, though, was this one: On the bannister upstairs, in the midst of all this ruin, was carefully perched: one silk hat! The symbol of diplomacy!

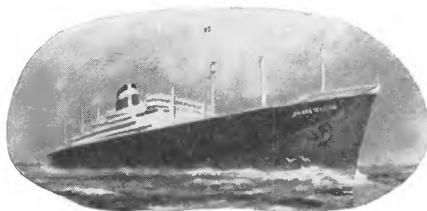
We met Ito-san. He looked ghastly, thin, emaciated. One of the other Embassy employes was there too.

The residence and apartments are intact and are being readied for Gen. MacArthur and his immediate staff.

We had lunch at the Imperial Hotel, in the grill. One of the waiters recognized Max. Max and I kept saying to ourselves, "This is not real. We are not really in Tokyo, at the Imperial Hotel at all." This whole trip still seems out of some book. I cannot realize this minute that I am in Yokohama—

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42

"Yoka-homa" as many of the Americans here call it! Everything seems like a dream—you feel you have been this way before but still everything is vague and without substance.

Roppongi you only know by reading the sign. There is nothing in any direction. The Sanno Hotel is gone and everything on that street.

It isn't a matter of being sympathetic to the Japanese and it has nothing to do with a hard or a soft peace. This destruction makes me sick all over.

Tokyo, Japan, Sept. 18, 1945.

Max and I are sitting in our "office" in the Dai-Ichi Building here in Tokyo! The office is a big space with nothing in it but some little tables and some boys have just produced 4 odd chairs. As yet we have no telephone, no desks, no equipment.

The old doorman at the Embassy arrived this morning with three bunches of flowers—one for Max, one for Freddie Munson, one for me. So we have flowers—and nothing else.

Sunday we came up to Tokyo for the day. The trip was in the nature of a pilgrimage to old familiar spots in Tokyo. We spent some time at the Embassy where they were busy preparing for Gen. MacArthur's arrival the next day. Water has soaked through all the floors of the Chancery and it is a mess. Furniture is ruined, walls blackened; one fire bomb came through into the code room. Max took some pictures. I hope they are good. We thought we might send them to the Foreign Service Journal "Foreign Service Officers Return to Tokyo!" The Ambassador's residence is in fine condition. Several of the old Embassy staff were there and greeted us with much cordiality.

We drove out to Hiro-cho 5 banchi and surprise of surprises, the house is absolutely intact. The big place next door was destroyed completely, but ours was untouched. Mr. Ishimaru, the owner, is living there and I talked to him. I didn't go through the house but I saw the blue porcelain screen in the living room.

We drove out to the Countess' house and it is gone—nothing but a few broken stones and twisted metal. You can see the steps leading up to her front porch; needless to say, the Neville house is completely destroyed. Not even a chimney stands.

Fortunately Kanda is not completely gone. Many of the book stores are intact. You may remember Isseido. They are closed to rearrange their stock.

Tokyo, Sept. 22, 1945.

This morning Herb Norman and I went out to Imperial University. It is untouched fortunately. We went into the library and looked at some books. Many of their rarest volumes were sent away to the country and of course have not yet been returned.

Tokyo, Sept. 30, 1945.

We are moving our offices tomorrow—out of the



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Tokyo, Oct. 6, 1945.

Today has been tiring but very interesting. I have been interrogating political prisoners who are being released as a result of Gen. MacArthur's order of a few days ago. We went for them at 9:30 this morning and talked steadily until 4 this afternoon. Several have been in prison for 18 or 19 years!! Men who went in at 25 and are now 44 years old! You can imagine their reactions when freedom is finally at hand.

Oct. 18, 1945.

We noticed the numbers of people on the Ginza today. It is amazing how the population has increased in the time I have been here. You remember I described our first walk on the Ginza, how it was a dead and deserted street—not a soul, not even a stray cat or dog. Now the old crowds are back—not so big as pre-war days—but jostling and pushing as always. The vendors have spread their wares out on the sidewalk—and they squat among the rubble and sell dolls, wooden trinkets, bright baubles of all sorts to the G.I.'s.

At the hotel today they announced samurai swords would be given away from 1 to 3. At 1 there was a line running clear through the lobby. I didn't get in it, so you'll have no samurai sword, I fear.

Tokyo, Oct. 24, 1945.

I saw in the paper that a party will be given on Sunday at Doshisha in honor of Miss Florence Denton. She is 88 years old. There will be a reception at her house. Kyoto is headquarters for the 6th Army—and a very nice place to be I should think. I am going to try to go down one week end. Trains are running on schedule and it is easy to travel, I understand.

Yesterday I talked with a group of progressive historians (who want to write the real history of Japan—especially the early part—from a scientific viewpoint to do away with all the sun goddess myths, etc.), the other day we talked to a group of writers, this morning I have an appointment with an actor (who has been in prison for 8 years), have had a number of talks with politicians, professors, editors, etc. It was impossible to meet any of these people before the war, of course, but now they are eager to meet us and talk to us. For the first time I believe we have the opportunity to study Japan and the Japanese at first hand.

JANUARY, 1946

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## THE BONIN ISLANDS

(Continued from page 18)

tion did not take place, however, and communications with the islands ceased altogether in 1635, as was a natural consequence of the Japanese government's veto against the construction of sea-going vessels. A small party consisting of two American Citizens, two British Subjects and a Dane sailed from the Hawaiian Islands for Port Lloyd in 1830, taking with them some Hawaiian natives. These colonists settled there. When Commodore Perry arrived in 1853, there were on Peel Island thirty-one inhabitants, four being American, four English, one Portuguese, and the others natives of the Hawaiian Islands, Ladrone, etc. In 1875 this colony had grown to sixty-nine, of whom only five were pure whites. English was the language of the settlers who were found to be without education, without religion, without laws and without any system of government, but living comfortably on clearings of cultivated land. In 1861 the British government renounced all claims to the Bonin Islands. In the latter half of the Nineteenth Century Japan assumed all rights of possession. Prior to the First World War regular steam communication was established and the affairs of these islands were duly administered by the Japanese Empire, with attendant increase in the Japanese population.

The climate of the Bonin Islands is healthful although tropical rather than temperate. There are no mountains of great height, but the scenery is hilly with occasional bold crags such as Mount Suribachi, now famous in the history and traditions of the Marine Corps. The vegetation is almost tropically luxuriant—palms, wild pineapples and ferns growing profusely, and the valleys being filled with wild beans and patches of taro. Valuable timbers are obtained in the Bonins, among them being rose-wood, cedar, tremana, iron-wood, sandal and white oak. The orange laurel, juniper, wild cactus, the curry plant, wild sage and celery flourish. Few minerals have been discovered. The shores are covered with coral. Earthquakes and tidal waves are frequent, the latter characterized by sudden steady rise and equally sudden fall in the level of the sea.

Lying athwart the air and sea routes to East Asia, the Bonin Islands are of interest to every American. Almost a hundred years ago Commodore Perry recognized their importance not only in the conduct of war, but also in the commerce of peace.

## FOREIGN SERVICE ETHICS

(Continued from page 17)

cause of what you write. However, you must avoid letting your efficiency reports become biased. Remember that you have a responsibility not only to the individual, but also to the American Government. However much you may be tempted to be kind to a friend or pay a grudge against someone who is personally incompatible, let your reports be honest representation of the work of the persons concerned.

The combination of fairness and tact make a well-balanced team. You may recall Kipling's Mulvaney, the Irish Top-Sgt. who had a reputation for turning the most ragamuffin group of limehouse boys from London into soldiers in a remarkably short time. When someone asked his formula for doing it so well, he answered, "Faith, and it's a little bit of blarney and the belt buckle." When it is time for praise, give it, and when it is time for blame, remember that the belt buckle has its place also.

I would like to refer now to the subject of faith. This may seem rather strange, as far as Foreign Service is concerned, but I think faith has an important place in our Service—faith in one's self. There will be many times during your long experience (I hope it will be long and very pleasant) in which there will be many discouragements. Perhaps a promotion list will come along on which your name does not appear, or the Chief of the office has an important job to do and gives it to the other fellow. You would have given your eyetooth to do it, but the Chief didn't think you were the one for it. Discouragement can have tragic consequences. You must reassure yourself by the realization that in the long run things will come out right if you can maintain faith in your ability. You may have to renew your self-confidence from time to time, when disappointments multiply, but your abilities will be recognized if you can retain your determination to persevere.

The real test will come, in this regard, after you have been in the Service for a number of years. Almost every young man who enters the Foreign Service aspires to end his career as an Ambassador or perhaps even as Undersecretary of State. The percentage of those who reach such goals is relatively small. At some point in the careers of most of you, the sad realization must be faced that you will not reach the ambitious heights you dreamed of as a young man. This important fact of life is pressed into the consciousness of most men between the ages of about forty-five to fifty. The manner in which you meet this point in your life will be of great significance. Weaklings go down hill rapidly. Those with character accept the realization and



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continue to serve as useful officers for the remainder of their careers.

Let us now consider the subject of truth. I do not imply by introducing this topic that I suspect you of being liars. There will be occasions, however, when you may be tempted to color the facts a trifle. Such occasions may arise when one is preparing a report to the Department. For instance, a Foreign Service Officer must go to the Chief of Police to try to get an American citizen out of jail. The officer subsequently prepares a report of the incident to the Department. It is a natural inclination to make oneself out a bit more of a hero than the facts support. Don't report that you went to the Chief and pounded the desk until he went trembling to the jail and let the sailor out—unless it happened that way. On another occasion you may be negotiating with a foreign government over, say, American airplane landing rights. Don't give in to the temptation of informing the Department that you have accomplished something very important or shade your report to look as if you have obtained a more binding commitment than you have. Be as honest as you possibly can in reporting to your government. Regardless of how the chips fall, the American Government can take bad news, and it prefers it to unjustified optimism. The difficulty with the foreign services of many governments is their failure to send back honest reports. Men are sometimes ashamed or afraid to admit they have been unsuccessful. Don't let the American Government down by shading your reports.

I should not wish to close without referring briefly to the subject of manners. I broach this subject with some hesitancy since the Foreign Service has been at times accused of subscribing to the false idea that manners make the man. The individual is shallow indeed who believes that being able to balance a tea cup on his knee in the drawing room makes him a superior type of being. That is not the kind of manners I have in mind. G. Stanley Hall expressed the thought I wish to convey when he wrote that "manners are minor morals." In this sense, manners are conceived as actions which are the result of thoughtfulness, kindness, reticence, good behavior, etc. Let us take one or two random illustrations. Thoughtfulness in attending to the physical comforts of others. On the lighter side, don't continually smoke cheap cigars in a close room with other people. A well-mannered person remembers to speak to his associates warmly, with a smile, when arriving at the office. I shall never forget two Consul Generals at neighboring posts. Each was entirely honest, I feel certain, but one was a cut above the other because he had good manners. He regarded every girl in his office as a lady, entitled to respect as such; every coolie was a human

being, responsive to praise and sensitive to a slight. The other gave the impression each morning that his wife had given him vinegar for breakfast and he was determined to pass it on to the staff. The accumulation of good manners adds up to the beginning of an ethical man. Responsiveness and warmth of feeling are all attributes of the well-mannered officer.

I will summarize briefly with this remark. We have considered a few of the factors involved in the ethical conduct of a Foreign Service Officer. What do these things add up to? In my mind, they add up to the fact that if the ideals and behavior of individual officers are honest, just, and fair, the conduct of the foreign relations of the United States will be just and honest and fair. This is the important goal for which we are all striving. We all contribute to the conduct of America's foreign relations. The United States will not perform its part in the betterment and improvement of the world unless its foreign policy is based on the same characteristics which I have suggested for each of you in your individual lives. The United States counted heavily on the support of the small nations of the world in the recent San Francisco Conference. We received this support because of the confidence of small nations that the United States will deal fairly and honestly with them. Their great confidence in the justice of the United States is our strongest weapon. We must guard that with all the jealousy that we have. We will best assure it through the character of the individuals who conduct our relations from day to day.

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## BRITISH CIVIL SERVICE SELECTION BOARD

*(Continued from page 11)*

candidate, if successful, appears to be most suitable. This is a task calling for nicety of judgment and an intimate knowledge of the requirements of the various Departments. Finally the C.I.S.S.B. is an advisory body only. We submit our recommendations to the Civil Service Commissioners, for the information and use of the Final Selection Board (F.S.B.), whose task it is to place the candidates in a final order of merit. The C.I.S.S.B.'s reports must therefore be carefully considered and accurately worded.

The senior staff of the Board comprise the Chairman, Vice-Chairman and Deputy-Chairman, three "Observers" and three Psychologists. The Chairman, Vice-Chairman and Deputy-Chairman, and the three "Observers" are laymen, representing the "employer" (i.e. Civil Service) interest. Three

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# Friendly Relations...

TO the men entrusted with the highly specialized and delicate task of maintaining friendly relations for our Government abroad we at home owe a special debt of gratitude. We well realize how important, exacting and difficult their work is, and if, during moments of relaxation, these traditionally fine liquors so well known to them at home evoke pleasant memories and thoughts, we feel justly proud.

We deeply appreciate our friendly relations with the members of Foreign Service Missions of our Government and shall, as always, serve them only the very finest.

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of them are established Civil Servants, and the Vice-Chairman, a senior civil servant whose 25 years' service includes experience as Principal Establishment Officer in one of the largest Government Departments, has been specially seconded to the Board, in agreement with the Treasury, to act as Chief Civil Service Adviser to the Board. The Chairman, besides wide experience of public affairs before the war, has been associated with the Army Personnel Selection experiment from the outset, and served for over three years as President of a W.O.S.B. All these officers have been specially trained for their work in the C.I.S.S.B. by close study of the duties performed by members of the classes for which they are to recruit. This study has included a series of personal visits to Government Departments at home, and (on the part of the Chairman, Deputy-Chairman, and one observer) visits to a number of H.M. Embassies and Consulates overseas; discussions with Establishment Officers and Assistant Secretaries; and inspection of the work done by officers in the cadet rank to which successful candidates will be appointed.

In addition to the regular members of the Board, a representative of the Foreign Office will also be asked to attend when candidates for the Foreign Service are being tested, and representatives of the Inland Revenue Department and the Ministry of Labour and National Service during the testing of candidates for the Special Departmental Class.

#### *Job Analysis*

The first step in selection for any appointment must be to obtain an accurate picture of the work entailed.

After consultation with the principal Government Departments a list of nine common headings has been prepared, with the addition of four mainly concerned with the Foreign Service. They are as follows:—

(a) Policy questions. Recognising the existence of a problem. Suggesting the solution, or advising generally on questions of policy.

(b) Critical analysis (on paper). This includes the analysis of reports, returns, facts or figures and the production of an accurate summary or conclusions.

(c) Persuasive exposition (on paper). This covers the writing of clear and acceptable minutes, reports and letters.

(d) Organising ability. In this are included staff management and the ability to delegate when necessary.

(e) Committee work, including oral exposition of complex subjects and the ability to carry some weight in any discussions.

(f) Negotiation. Either inside the service or

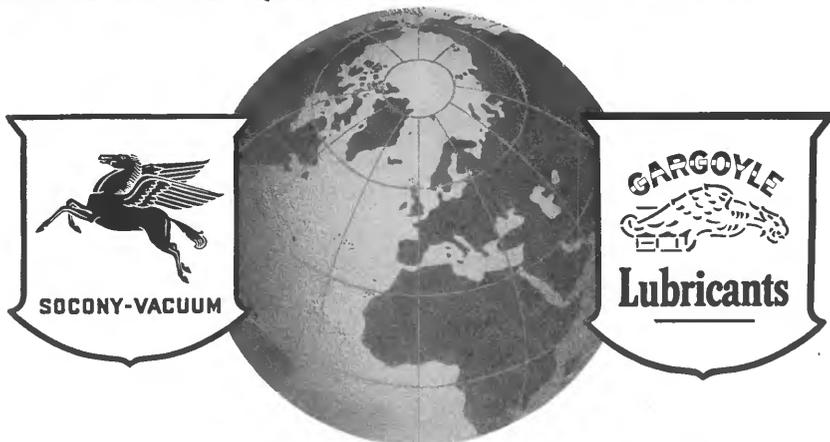


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with outside organizations, including for the Foreign Service organizations in foreign countries.

(g) Personal relations, long term. Acceptability to colleagues.

(h) Personal relations, first contact. This covers a wider range of short term contacts with outside officials, members of the general public and also, in the case of the Foreign Service, on the social side.

(i) Judgment of Character. Essentially the job of the establishment officer but part of the equipment of every successful Civil Servant.

*Additional headings (mainly for Foreign Service)*  
(j) Reaction to isolation. Self-control and self-sufficiency in lonely, dull or remote posts.

(k) Behaviour in a crisis. The ability to act with firmness, decision and resource in an isolated post in moments of political or social crisis.

Note—Both (j) and (k) demand physical and moral stamina.

(l) Public speaking (not to be regarded as essential but as an asset).

(m) Linguistic Facility.

*General Principles of the C.I.S.S.B.*

(a) The aims of the Board are:—

(i) To obtain as clear and accurate a picture as possible (a) of the candidate's whole personality and (b) in particular of his ability in those fields of activity for which he is being

selected, taking into account his previous training and experience, that is, a picture of the candidate at the time of testing.

(ii) By a study of the candidate's character and temperament and of the influences that have helped to mould them, and by taking into account his successes or failures in the past, in fact his whole past history, to attempt to forecast how he is likely to develop in the future.

(b) The general methods by which the Board attempts this task are:—

(i) *Practical tests*

The basic principle is to observe the candidate at work on a wide range of problems related as closely as possible to the work for which he is being selected. For obvious reasons it is impossible to reproduce either the same atmosphere or, owing to the candidate's lack of training or experience, the exact problems with which he will be faced.

Some persons are relatively stable in their make-up, and their reactions to a new environment can be predicted with reasonable success; others are far less stable and only an actual experiment can establish what their behaviour is likely to be under strange conditions. The more nearly our practical tests can approximate to the work of the Services for which they are competing, the more accurate will our selection become.



*Geographic* photograph by B. Anthony Stewart

## Share Your World Knowledge!

■ This photograph, showing bananas growing with fruity "fingers" curling up and tail-like "blossom" trailing below, was one of 27 illustrations in a recent *GEOGRAPHIC* article on the Dominican Republic. Foreign Service Officers are invited to participate in this Magazine's educational work by contributing narratives and pictures of travel observations. Liberal payment is made for all material accepted. Why not submit a brief outline, with photographs, for consideration?

*Gilbert Grosvenor, Litt.D., LL.D., Editor—Washington 6, D. C.*

**National Geographic Magazine**

The candidate's success or failure in the tasks or in the roles he is given must be carefully observed and recorded. In doing so it is inevitable that his behaviour should be analyzed in terms of qualities, but it would be a mistake to assume that because a candidate shows a particular quality, say self-confidence, in one role, he will of necessity do so in another. Our tests must therefore be designed to facilitate this kind of analysis in as wide a series of situations as possible.

The final process is then to attempt to see the candidate as a complete personality in relation to the various aspects of his prospective job, taking into account certain considerations—

- (a) the differences between the test situations and the actual job;
- (b) whether any observed shortcomings are due to fundamental weaknesses or to gaps in his training or experience that may still be made good;
- (c) how the candidate's "effective" intelligence as shown in the practical tests compares with the intelligence level indicated by the psychological tests discussed below.

#### (ii) Interviews

Each candidate is given two informal interviews, one by the Chairman or a deputy, the other by a Psychologist. Each interview may last as long as an hour. The object is first to obtain a clear picture of the candidate's background and experience so that the standard of his performance in the practical tests may be fairly judged; secondly, to form an opinion on the way in which he may be expected to react to the kind of life and the work for which he is being selected.

#### (iii) Psychological Tests

In the division of functions between members of the Board, the Psychologists are made especially responsible for two types of test, namely "intelligence tests" and "personality tests." The former are designed to measure various aspects of mental ability; while the main use of the latter is to suggest likely channels of enquiry in the interview. No test result can be regarded as significant without corroboration and illumination from other parts of the procedure, especially from the interview. The Board will in its final judgment only accept evidence which has such corroboration in full.

#### Organizations of Tests

Twenty-four candidates are tested at each intake, divided into three groups of eight. The staff are divided into three teams, each team (the Chairman or deputy, one observer and one Psychologist) being primarily responsible for judging one of the three groups.

Each group is given a series of problems and tasks, about 12 in all, based on the job headings

given in paragraph 3. Some of these tests may be termed individual tests, such as the solution of an analytical problem or a talk by the candidate to the rest of his group on a selected subject, others are "syndicate" problems which bring the candidate into contact with other members of his group, sometimes with conflicting interests.

The programme is so arranged that the group tests are observed by all three members of the team. The individual tests take place during the interview period and are assessed by the observer only.

#### Final conference

The candidates in each intake spend three days at the Board. On the fourth day a final conference is held at which all the accumulated knowledge about each candidate is pooled and the report and recommendation are drawn up. One of the Board's major problems will be, as far as is possible, to ensure a common standard not only between groups but between successive intakes. In order to facilitate this it is intended to vary the composition of the three teams from intake to intake and also to arrange for certain of the tests to be observed by all the members of the Board. In at least one of these tests the candidates of one group will be matched against those of another.

#### Final Report—general structure

Past experience suggests that it will be sound policy for the Board to base its general report on a few board aspects of a candidate's ability and character. It is proposed to consider the following aspects without necessarily treating them under separate headings:—

(a) *Ability and quality of mind.* This includes not only overall mental ability but the type of work to which, in the C.I.S.S.B.'s opinion, the candidate is best suited.

(b) *Personal relations.* This covers the whole range of his contacts with his fellow beings.

(c) *Natural drive.* This refers in the main to such qualities as energy, initiative and self-confidence in various fields of work.

(d) *Motives and interests.* His ambitions, sense of duty, the range and depth of his interests.

(e) *Health and stamina.* This is an important aspect of a candidate's suitability, particularly for the Foreign Service. The Board's report will be based partly on his record and partly on his performance during his three days' residence.

[N.B. The C.I.S.S.B.'s opinion on this point is of course entirely without prejudice to the obligation on every candidate to satisfy the Civil Service Commissioners "that he is free from any physical defect or disease that would be likely to interfere with the proper discharge of his duties."]



## CLIPPERS link the Capitals of these 23 NATIONS

Flying on regular schedule from New York, Miami, New Orleans, Brownsville, Nuevo Laredo and Los Angeles, Pan American World Airways links the United States of America with:

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Colombia	Honduras	Portugal
Costa Rica	Liberia	United Kingdom
Cuba	Mexico	Uruguay
Dominican Republic		Venezuela

In addition, flying from San Francisco, the Clippers are linking Hawaii with the United States; from Seattle they are linking Juneau, Alaska with the United States; and from Miami they are linking San Juan, Puerto Rico with the U. S. A. Other PAA routes connect with:

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Azores	Fiji Islands	New Caledonia
Bahamas	French Guiana	Newfoundland
Bermuda	French W. Africa	Portuguese Guinea
British Guiana	Guadeloupe, FWI	St. Lucia, BWI
Canada	Ireland	St. Thomas, V. I.
Canal Zone	Jamaica, BWI	Surinam
Canton Island		Trinidad, BWI

In the near future, over other routes already certificated by the C.A.B., Pan American will also link the capitals of these countries with Washington, D. C.:

Afghanistan	Czechoslovakia	New Zealand
Austria	Hungary	Philippine Islands
Belgian Congo	India	Rumania
Belgium	Iran	Straits Settlements
Bulgaria	Iraq	Turkey
China	Lebanon	Yugoslavia

**Pan American is certificated to fly to all six Continents** (As soon as conditions permit, Pan American World Airways will be flying to Asia and Australasia.)





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 In electronics and communications  
 Is helping men build  
 A neighborly peaceful  
 One world

## THE BERMUDA TELECOMMUNICATIONS CONFERENCE

(Continued from page 13)

E. Read of the Division of International Conferences, both of the State Department, designated to serve on this Delegation. Miss Kelly was charged with the responsibility of the technical and substantive portions of the secretariat duties, including Delegation documentation, and Mr. Read handled the administrative problems of arrangements, protocol, and financial matters. Mr. Norman Cansler, also of the Telecommunications Division, served as Assistant Secretary. In addition, the Delegation secretariat included several able and tireless clerical and stenographic personnel from the Department of State, whose devotion to their tasks was of untold benefit to the Delegation.

At the direction of Maj. Gen. Frank E. Stoner, who, as previously mentioned, served as one of the United States delegates, a direct radio-teletype circuit between the Conference headquarters and Washington, D.C., was established, thus enabling the Delegation to keep in constant touch with Washington and the State Department. This service proved invaluable and was also utilized on numerous occasions for two-way conversations on pressing questions between officials in Washington and Delegation members. The officers and enlisted men operating this facility must be commended for the service they rendered in maintaining 24-hour coverage. During the Conference General Stoner staged a most startling demonstration of the United States Army radio-teletype communication facilities in order to illustrate to the Conference as a whole the potentialities of direct radio-telegraph service to distant and far-removed corners of the globe. A teletype machine was set up in one of the conference rooms with an Army sergeant as operator. The General invited any of the delegates witnessing the demonstration to send messages or present questions to any of the world points with which communication would be established during the course of the exhibition. Within the space of one-half hour communication was established, messages sent, questions asked and answered with points around the world including Frankfurt, Manila, Tokyo, and Anchorage.

The cooperation of the American Consulate at Bermuda rendered invaluable assistance in ensuring the successful participation of the United States Delegation to the Conference. Mr. Clay Merrell, Vice Consul in charge at Bermuda, handled much of the preliminary groundwork in arrangements for the Delegation prior to its arrival at Bermuda. Mr. Merrell continued to hold himself and his staff in

readiness to perform whatever services were required of the Consulate during the period of the Conference and undertook to settle whatever details remained unfinished after the departure of the Delegation. Mr. Earl Richey, Auxiliary Vice Consul, aided immeasurably with fiscal matters which so often became troublesome items confronting the Secretary of a Delegation. It may be said that the stay of the Delegation at Bermuda was made that much more pleasant through the efforts of the officers and staff of the Consulate.

The United States Naval Operating Base at Bermuda through its Commandant, Rear Admiral Frank E. Braisted, generously furnished much material assistance to the Delegation, making it possible to establish and maintain Delegation offices within the Conference headquarters by the loan of office equipment, supplies, and a limited number of personnel.

The work of the Committee and of the Conference generally was greatly facilitated in being able to provide living quarters, office space and conference rooms all under one roof at the Belmont Manor. The delightful surroundings in which the Conference met, together with the invigorating climate of the Islands and the opportunities for diversion such as sailing, swimming, golf, cycling, and the ever-to-be remembered carriages now and again afforded the delegates the necessary escape from the intensity of Conference work, permitting them to return to their discussions refreshed and relaxed.

An unfortunate fire at Government House two days prior to the convening of the Conference severely damaged a section of this beautiful edifice set high above the sea. In spite of the difficulties thus imposed upon entertaining there, those at the Conference will never forget the cordiality of His Excellency the Acting Governor of Bermuda in extending the hospitality of Government House to the entire Conference, including not only the delegates, but also the staff of both the Conference and Delegation secretariats.

After ten days of exhaustive discussions interspersed with friendly get-togethers, the Conference came to a close on December 4, 1945. A great sense of accomplishment was felt by all of the participating delegations. In the words of Mr. Dunn, "In ten days the Bermuda Conference has come to grips with all the questions which have vexed us for ten years."

The long hoped-for establishment of direct radio-telegraph circuits between the United States and all principal points of the British Commonwealth of Nations was at last agreed. In addition, it was agreed that a ceiling of 30 cents per word shall apply to telegraph rates between the United States

and the countries of the British Commonwealth and further that the ceiling rate for press traffic between the United States and the countries of the British Commonwealth shall be 6½ cents per ordinary word.

To quote Mr. Porter:

"We have here agreed to these fundamental concepts:

(1) Communications should be cheap and efficient.

(2) Artificial barriers should be eliminated where there is justification for direct communications.

(3) Press intelligence should move rapidly and its widest dissemination should be encouraged by the greatest possible reduction in cost.

(4) Advances in science and new technics have been recognized and we have agreed to press for the widest possible utilization of these modern and miraculous developments."

### THE INDIAN PROBLEM, OR HAVE THE BRITISH A SENSE OF HUMOR

*The following Liturgy by an anonymous pen was recently posted in the Calcutta United Services Club:*

#### Form of Daily Service for Use in Government Departments

##### LET US PRAY

O Lord, grant that this day we come to no decisions,

Neither run into any kind of responsibility,  
But that all our doings may be ordered to establish

New and quite unwarranted departments.  
For ever and ever.

##### HYMN

O Thou, who seest all things below,  
Grant that thy servants may go slow,  
That they may study to comply  
With regulations till they die.

Teach us, Lord, to reverence  
Committees more than common sense.  
Impress our minds to make no plan,  
But pass the baby when we can.

And when the Tempter seems to give  
Us feelings of initiative,  
Or when alone we go too far,  
Chastise us with a circular.

Mid war and tumult, fire and storms,  
Strengthen us we pray with forms.  
Thus will Thy servants ever be  
A flock of perfect sheep for Thee.

*Courtesy Robert L. Buell.*

## PROPOSED POLICY MAKING FACILITIES FOR THE STATE DEPARTMENT

*(Continued from page 10)*

in this function by the principles of legitimate geopolitics, precedents, the interests, policies, traditions, public opinion, and political philosophy of the United States. Devises overall diplomatic strategy of an adequate and timely nature and coordinates the policies abroad of all Federal agencies. Considers all determinants (domestic, vis-a-vis other powers, and within other powers) and, as a result, defines those positive objectives essential to the welfare of the United States and its citizens. Plans so to stabilize relations with and among other countries as to make for equitable peace. Maintains close relations with the Army and Navy to the end that harmonious and sound national policies shall prevail at all times. Its scope embraces the political, economic, and social spheres. Periodically examines international agreements and commitments to determine their status. Devotes particular attention to national social psychology and the science of human relations in its understanding and appraisal of foreign peoples. Recommends the enactment of legislation. Prepares reports and studies, outlines trends, makes forecasts, and digests noteworthy publications. Keeps research facilities, including complete geopolitical files on all foreign countries, absorbing the archives of OSS. Draws freely upon the resources and services of all Federal agencies and reciprocates in appropriate cases. Maintains liaison with pertinent Governmental agencies.

Its discharge of the above heavy responsibilities would offer a supreme test for sound, creative imagination, evaluation of the lessons of history, apperception of the foundations of other powers, and sense of timing. It would bring to bear perspective in the study of historical diplomatic objectives, stressing the thread of continuity, of all powers. Historical precedents and courses likely to be followed by modern powers, including those of the late Axis, would be inherent in its task. The destiny of the Nation would rest appreciably in its hands. It would forcefully engage in efforts to preserve peace as the alternative to atomic warfare.

It would use the most modern tools and methods. This might require that the study of the principles of legitimate geopolitics be fundamental to its mis-

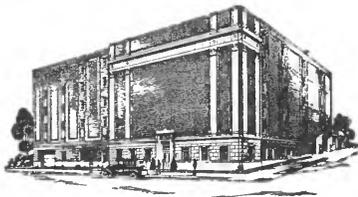


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sion. Note that "legitimate" geopolitics is specified, which is done to prevent confusion with the prostituted and egregious variety of the Nazis and the Japanese. Geopolitics is only a synonym for power, the possession of which by ourselves and other leading nations is plain and must be taken into consideration in foreign policy. This is not imperialistic nor is it deprecatory of the nascent United Nations Organization. The basic essentials of that science probably have been vindicated in World War II. Sir Halford Mackinder's theory of the command of the world being made possible by the rule of the World Island following the rule of the Heartland and Eastern Europe is of greater interest than ever incident to changed international positions after World War II. Some authorities are of the opinion that geopolitics holds the key to lasting peace. One quintessential task of this office, in collaboration with the Army and Navy, would be to ascertain the feasibility of a North American "heartland" as a defensive counterpoise. This is not an alarmist attitude; even less is it directed against any specific foreign power or powers. It is only that realistic forethought which must be given to the continued welfare of the United States.

Another branch of modern science which has a major contribution to make to equitable and amicable relations between nations is that of social science. President Roosevelt declared, just before his death, that ". . . if civilization is to survive, we must cultivate the science of human relationships . . ." The specific approach contemplated is what might be called national social psychology for want of a more explicit term. It offers a promising orientation to understanding, and hence coping with, such enigmas as Hitler's Germany, Japan, and Argentina. More fruitfully, it affords even greater hope in assuring a lasting peace. Miss Dorothy Thompson has mentioned a national psychoanalysis for Germany at this critical juncture of history. Dr. Richard M. Brickner has written a book, "Is Germany Incurable?" which, regardless of his own postulates, poses the absorbing question of the possession by the entire Germanic people of a psychosis,—paranoia. As Lange puts it with unassailable logic,

"Emotions are not only the most important forces in the life of the individual human being, but they are also the most powerful forces of nature known to us. Every page in the history of nations testifies to their invincible power."

Can a modern foreign policy afford to ignore such a field? Dr. Harold Lasswell, author of "World Politics and Personal Insecurity" and "The Psycho-

pathology of Political Behavior," is an authority in this unfolding field.

It is suggested that this office devise a formula of pertinent conditions and requirements which would be considered in connection with all questions and matters in the field of foreign relations and affairs. A formula of this type would preclude the probability of any errors or oversight, especially in cases of emergency when pressure might be severe. Another reason calling for such a safeguard is the increasing complexity and number of aspects of such matters, requiring consideration by various persons and organizations.

This office would have the necessary facilities and material for that intensive and extensive research precedent to the formulation of policy. This service likewise would be useful to other Governmental agencies and to private entities and individuals.

In the field of background intelligence, this office would serve as a depository of the most complete geopolitical information, indexed and evaluated, on all other countries. The absorption by it of the files of the Office of Strategic Services would be a good first step. This facility would serve a function similar to that of the famous Institut Fur Geopolitik at Munich of Dr. Karl Haushofer, which gave such a tremendous political and military advantage to the Third Reich. Such knowledge is required even more by a peace-loving democracy than by a predatory nation.

The office would supply background knowledge, cataloged, digested, and correlated, on all countries, for its own use in planning, for the remainder of the staff, and for the Department. It thus would analyze current developments in the framework of history and forecast future trends. Included in this function would be the study of contemporary printed material and literature in appropriate fields. The facilities of the Office of Intelligence would be freely utilized by it.

It would coordinate the policies in the foreign field of all Federal agencies and harmonize them with the overall policy of the Department of State.

It would function with the Office of Execution of Policy in taking the necessary preliminary action incident to international conferences and meetings.

While primarily concerned with the foreign field, the office also would be fully informed of conditions within the United States and the prevailing public opinion as determinants in the casting of foreign policy. This imposes on it the dual function of having accurate, full, and timely knowledge of (1) all interests, regions, and segments of the United States and (2) of all foreign powers, bringing to bear a global point of view and the realization that the welfare and security of all of the countries of



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the contemporary world and international peace are indivisible.

It should be consulted by the Legal Advisor in legal policy and cases to assure conformance with overall policy. The Legal Advisor should retain his present independent status and not be integrated into the staff.

This office should evaluate the conclusions submitted by the Advisory Council on Foreign Policy (hereafter described) and make recommendations based thereon.

It would advise with the Division of Intelligence on the democratization, as much as is expedient, of foreign policy and relations.

The duties to be performed by this office and that of Execution of Policy are so important that it might be advisable to have one person head both units. This would insure desirable integration in the closely related functions of policy-framing and its implementation. It would not overgrade the specifications and responsibilities of the position if it were given the rank of an Assistant Secretaryship. The incumbent, of course, would be subordinate to the Assistant Secretary or Under Secretary in charge of the entire staff.

**The Office of Execution of Policy (S-3)**

The description of the responsibilities of this office follows:

Develops specific methods and formula by means of which the line organization can implement the policies and recommendations decided upon by S-2 and approved by the Secretary of State. Its function relates to diplomatic tactics and embraces the actions abroad of all Federal agencies, exploring and deciding upon the most satisfactory methods and techniques of achieving objectives. Operates in the closest cooperation with S-2 and the line, particularly the geographic divisions in their relations and negotiations with other countries. Performs the supervisory functions of "follow-through" and "follow-up." Is concerned with relations (collaboration, reportorial, and communication in general) between the staff, and the line and the field. Cooperates with S-1 and S-2 in keeping the War and Navy Departments appropriately and currently informed as to the diplomatic relations with foreign powers.

This office would assume the staff function where the Office of Formulation of Policy (S-2) terminates its role. There otherwise would be a vacuum without provision for responsibility for developing the specific methods for the translating into action by

the line of the plans and decisions reached by S-2. It would insure overall uniformity and coordination in the execution of policies in all areas of the world.

A primary weakness in the administration of agencies of the Government and private business is the lack of "follow-through." Admirable conception may launch a program, but there are too many cases where inertia or other activities supervened slowly to strangle it to death. This office would supply the "follow-up" function and hence offer another point in favor of an overall staff.

There accordingly is no conflict between this office and the line and the former would not encroach upon the latter.

The relationship between this office and the line and the field make it the logical unit to be concerned with the relations, in the large sense, between the staff, and the line and the Foreign Service. This applies especially to collaboration, reportorial activities, and communication in general.

It would cooperate with the Office of Intelligence in liaison with the War and Navy Departments in assuring a full exchange of information regarding the status of diplomatic relations with foreign countries to insure the welfare of the United States at all times.

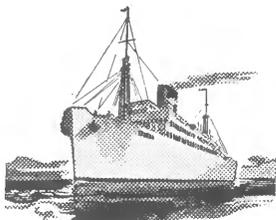
#### The Office of Management Planning (S-4)

This is a summation of the proposed jurisdiction of this office:

Plans in the sphere of management and administration to enhance the efficiency and effectiveness of the Department and Foreign Service. Performs broad personnel planning, including recruitment and training. Determines the proper salaries and allowances conducive to the most satisfactory functioning of personnel, particularly abroad. Makes studies and recommendations as to appropriations to be requested. Maintains current files of persons, Americans and aliens, in the United States and abroad, with such qualifications as might be useful, particularly in time of emergency. Cooperates with and advises institutions of higher learning in their curriculums and methods to prepare students for official and private activities in the foreign field in keeping with the new international orientation of the United States.

This office would apply the principles and findings of the science of management in an effort to increase the operating efficiency and effectiveness of the Department and the Foreign Service.

Its functions in the field of personnel would be



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on the top level. It would serve in an advisory role to the President and the Secretary of State in the selection of the increasing number of higher appointees in numerous capacities in the international field. It would maintain a current file on persons, Americans and aliens, in the United States and abroad, with such qualifications as might be useful, especially in time of emergency.

In the fulfillment of its functions with respect to the Foreign Service, it would not impinge upon the duties and powers of the Personnel Board of the Foreign Service. This office could perform investigations and make studies in the personnel field for the Secretary of State.

A prerequisite to the planned expansion of the Department and the Foreign Service is the obtaining of sufficient appropriations from the Congress. It is highly doubtful if the Congress will deny the necessary funds where convincing presentations are made to it. This office would perform that vital function and be staffed with competent personnel for that purpose.

**The Advisory Council on Foreign Policy**

The essential data concerning this new organization<sup>1</sup> may be summarized thus:

A nonpartisan body, of representative officials and citizens appointed by the President, to assemble in Washington at stated periods or in emergencies, on the call of the Secretary of State, to deliberate in executive session on questions of foreign policy, whose confidential, advisory conclusions and recommendations would be made to the Secretary of State for his discretionary guidance as a reflection of public opinion, as befits the operation of a democracy. Membership might consist of:

All living former Presidents of the United States;

<sup>1</sup>Since drafting this proposal for an Advisory Council, it has been discovered that Senator Wiley proposed a somewhat similar body in 1942 to be known as the Foreign Relations Advisory Council. But his idea called for its restriction to the Secretary and Under Secretary of State, technicians of the Department of State, the chairmen and ranking minority members, Senate and House Foreign Relations and Affairs Committees, and other Senators as designated by the President. The more representative character and broader base of the body now proposed are manifest. A precedent in the field of trade promotion work for the projected Advisory Council on Foreign Policy is the current establishment by the Department of an advisory committee of businessmen, which was announced after the completion of this memorandum. Also, the Business Advisory Council for the Department of Commerce, consisting of 60 active members and more graduates, founded over a decade ago, is reported to be very successful.

All living former Secretaries of State:  
A senior representative of each executive department of the Government, including State;

The Chairman and ranking minority Member, Senate Committee on Foreign Relations;

The Chairman and ranking minority Member, House Committee on Foreign Affairs;

A justice of the Supreme Court;

A representative each of industry, labor, agriculture, education, scientific research, social science, political science, political economy and finance;

And perhaps other citizens from strategic professions and vocations, and also citizens qualified to make suitable contributions;

This body well might mirror geographical and regional viewpoints, the alleged absence of which in foreign policy has been criticized. One course is to include the governors of strategic states and even the mayors of certain cities.

The Advisory Council would have an executive or interim committee, which would be available on shorter notice than the entire Council and whose conclusions would be more quickly reached because of its smaller size. It would convene on the call of the Secretary of State and be composed of the following ten persons:

The Secretary of State;

The Secretary of War;

The Secretary of the Navy;

The Chairman and ranking minority Member, Senate Foreign Relations Committee;

The Chairman and ranking minority Member, House Foreign Affairs Committee;

One representative each from scientific research, industry, and labor, appointed by the President.

It would be calculated to further the democratization of foreign policy by furnishing a group of responsible citizens to bridge the gap between the Department of State and the public. The people and the Congress, the fountainheads of power and on whose support and mandate the Department is dependent, thus would have as effective a consultative voice in the conduct of foreign relations as would be feasible, and within the framework of the Constitution.

President Truman has shown a marked policy of



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including Members of the Congress in the conduct of foreign policy, which is a statesmanlike recognition of contemporary realities and complexities. The Executive Branch would not relinquish any of its Constitutional power or prerogatives in the field of foreign relations by the operation of the Advisory Council. The fundamental idea underlying the inception of this Council is to make permanent and to formalize the salutary principle exemplified in the advisory and consultative roles played by Members of the Congress and public opinion in the vital Conferences of Chapultepec and San Francisco. The public criticizes the Department for being too removed from the people of the country and as being too inclined to confront the people with faits accomplis, at times to the surprise and disapproval of the public.

The composition of the Council should not exceed 35 persons, to prevent it from becoming unwieldy. As outlined above, a more compact group of 10 persons would be at the disposal of the Secretary of State in his discretion, as might be preferable in emergencies or in the consideration of certain subjects.

### Conclusion

This project has been in the mind of the writer for a long time, but it has been reduced to writing

within only the last few days. It is realized that there are imperfections in it and that refinements will result from more deliberative and prolonged consideration. No effort has been made to engage in research.

If this memorandum, by indirection, has seemed to place the major emphasis on the political aspect to the exclusion of the economic, it was unintentional and not meant to underestimate the essentiality of economic activities, — economics being politics in action. This applies especially to the wholesome expansion of our export trade and, as a condition precedent to a stabilized, international, economic structure, purchases from other countries. A staff would devote appropriate attention to this necessary phase and serve as liaison with other agencies of the Government, notably the Department of Commerce.

It might be that this concept of an initial staff is on too comprehensive a scale and that a smaller one of diminished functions would be preferable at this time. Be that as it may, it is submitted that an overall staff of some description appears to be indicated. While not a panacea, such a staff is thought to be the logical instrumentality to answer that at times perplexing Departmental question, "What is the policy?"

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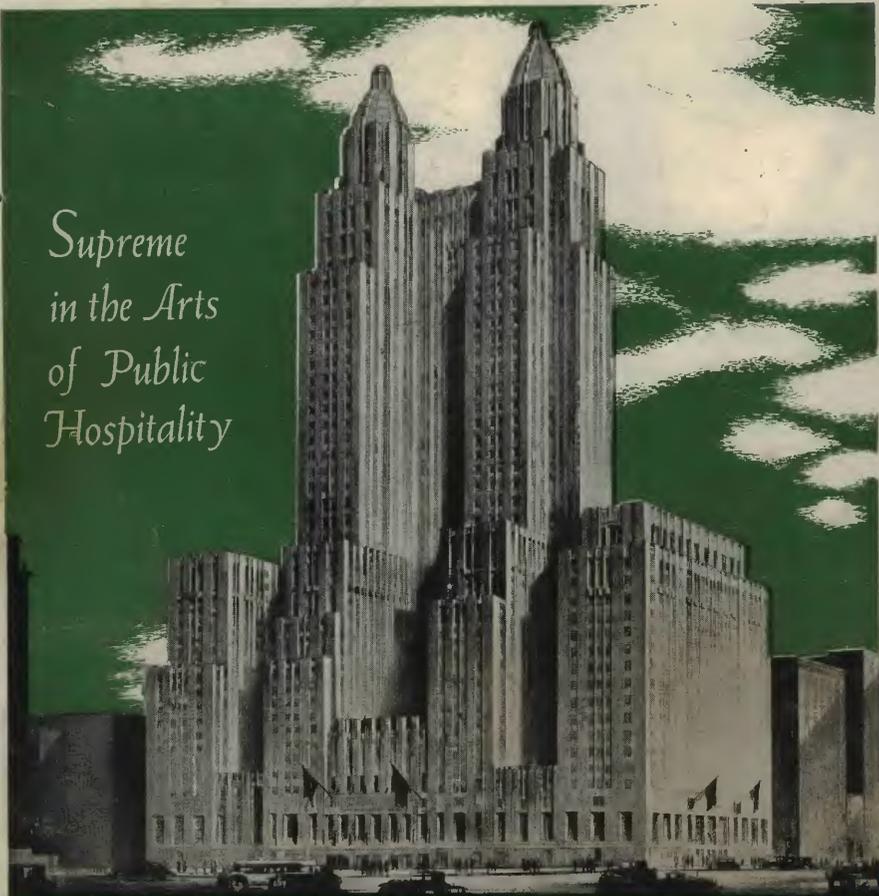


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