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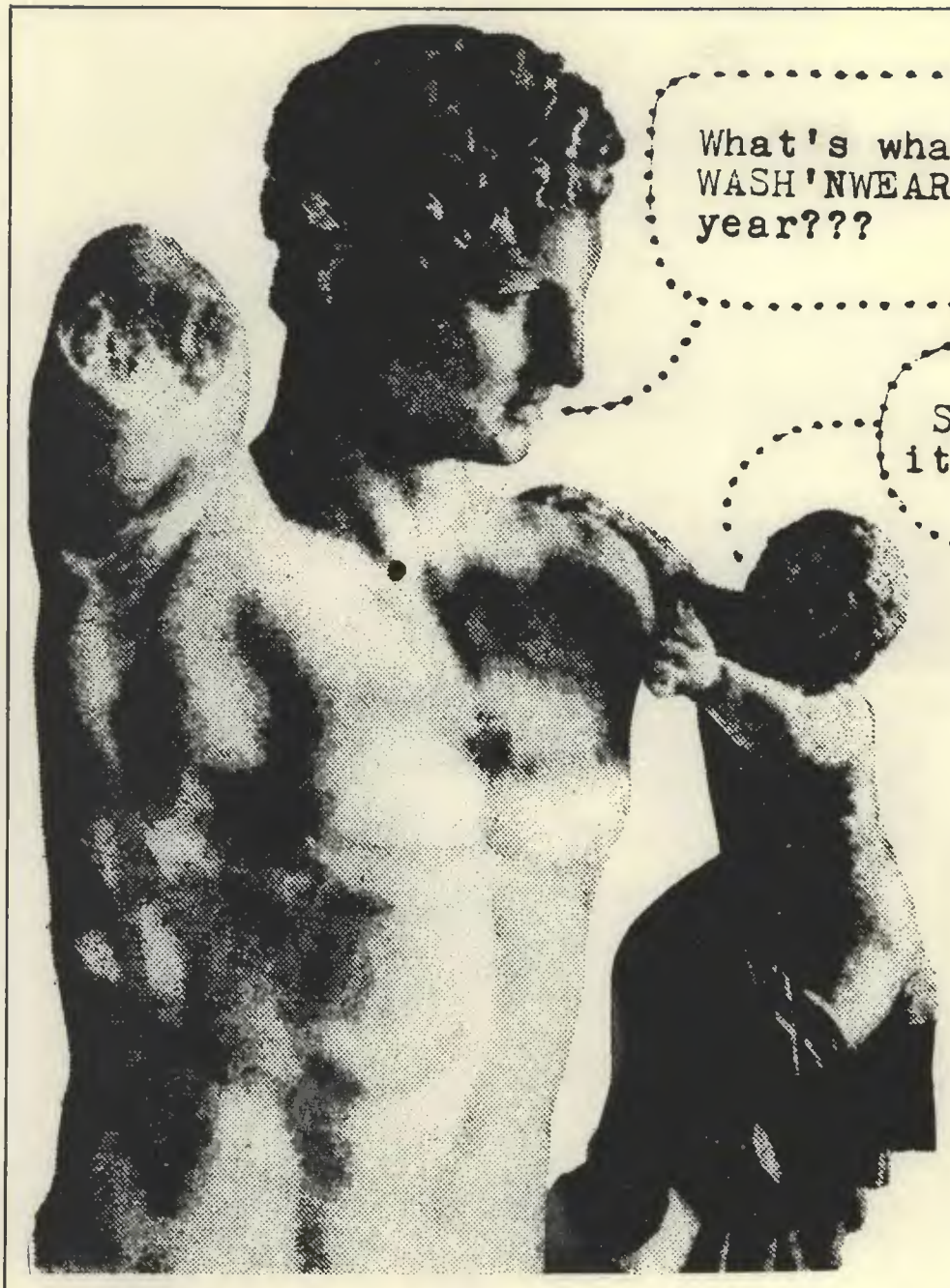

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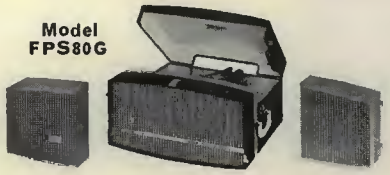
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The Editorial Board of the FOREIGN SERVICE JOURNAL considers all articles submitted. If accepted, the author will be paid one cent a word at time of publication. Photographs accompanying articles will, if accepted, be purchased at one dollar each. Negatives and color transparencies are not acceptable. Photos should be black and white glossies, measuring approximately 7 x 9 inches, and should be mailed between extra heavy cardboard. Photos are not returned, and the Journal is not responsible for items sent in.

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COVER PHOTO

by Paul Child

Paul Child, cultural attaché at Oslo, discovered this stave-church (about 1100 A.D.) near Bergen. He was interested, he said, to see the Christian cross and the pre-Christian dragon-symbols, left over from Viking times, visually joined.

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CLUES TO WATER QUIZ

(page 16)

1. Called "channel"; off northern Europe
2. Bay; east of Asia
3. Lake; western North America
4. Gulf; northeast Africa
5. Ocean; off South America
6. Strait; southeast of Australia

BIRTHS

BIRD. A daughter, Shelly Maureen, born to Mr. and Mrs. Eugene H. Bird, September 23, in Washington.

BLAIN. A son, James Takis, born to Mr. and Mrs. Lee Blain, September 21, in Salvador, Brazil.

DRAPER. A son, Jonathan Morris, born to Mr. and Mrs. Morris Draper, June 24, in Beirut, Lebanon.

FISHER. A daughter, Viviane, born to Mr. and Mrs. Wayne W. Fisher, September 18, in Brussels.

FUNSETH. A son, Eric Christian, born to Mr. and Mrs. Robert L. Funseth, September 21, in Washington.

MILLER. A daughter, Mary Jane, born to Mr. and Mrs. Paul M. Miller, in Hong Kong.

SNIDER. A daughter, Margaret Jane, born to Mr. and Mrs. Clyde William Snider, August 30, in Bucharest.

WACHOB. A son, Richard James, born to Mr. and Mrs. James R. Wachob, September 30, in Washington.

MARRIAGES

ROSE-RUBENSTEIN. Estelle Rose, daughter of Mr. and Mrs. Joseph Rose of Durham, North Carolina, and A. Irwin Rubenstein, son of Mr. Charles Rubenstein of Miami, Florida, were married at Beth El Synagogue in Durham on July 17. Mr. Rubenstein is at present assigned to Guayaquil, Ecuador, with ICA.

DEATHS

BUZOLICH. Frances A. Buzolich, FSS, died on October 15, in South Bend, Indiana. Miss Buzolich entered the Foreign Service in 1949, and served at Moscow, Lisbon, Bonn, and Santiago. At the time of her death she was assigned to the Department in the Executive Director's Office of American Republic Affairs.

CARLSON. Harry E. Carlson, FSO-retired, died on October 11, in Sheffield, Mass. Mr. Carlson entered the Foreign Service in 1916, and served at Frankfort, Christiania, Kovno, Tallinn, London, Vienna, Helsinki, Stockholm, Reykjavik, and Budapest, where he was Consul General and First Secretary at the time of his retirement in 1948.

DOUGHERTY. Hazel C. Dougherty, FSO, died on October 2, in Rome, where she was assigned as Second Secretary, Economic Officer. Miss Dougherty was in the Department of State from 1947 until 1955 when she entered the Foreign Service. She served in Paris and Vienna before being transferred to Rome last July.

MACMURRAY. The Honorable John Van Antwerp MacMurray, FSO-retired, died September 25, at Norfolk, Conn. Mr. MacMurray entered the Service in 1907, was Ambassador to Turkey from 1936 to 1942, and retired in 1944 as Special Assistant to the Secretary of State.

TORRES. Rafael F. Torres, FSO, died on October 14, in Panama. Mr. Torres entered the Foreign Service in 1946, and served at Chihuahua, Buenos Aires, and Habana. At Panama he was Second Secretary, Vice Consul and Commercial Officer.

WIGGLESWORTH. The Honorable Richard Bowditch Wigglesworth, Ambassador to Canada, died on October 22, in Boston. Mr. Wigglesworth had been appointed Ambassador in 1958, on his retirement from the United States House of Representatives, where he had served since 1928.

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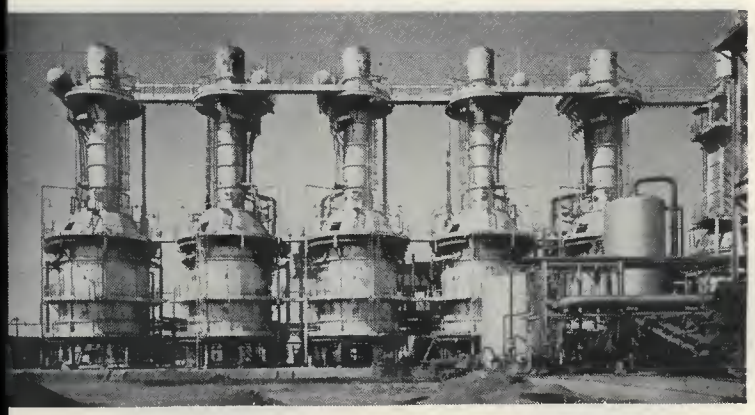
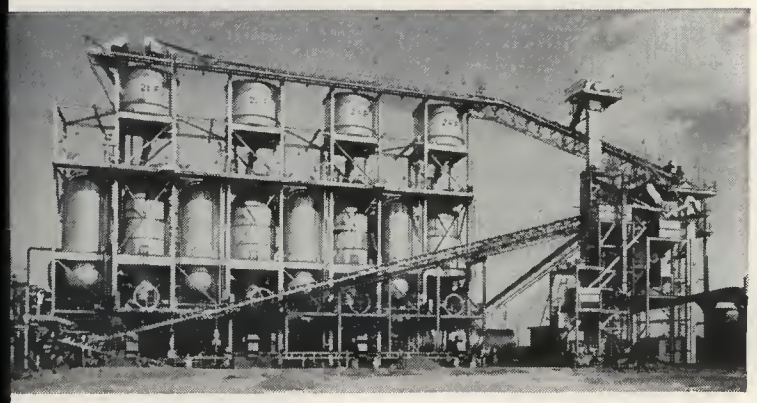
STEEL WITHOUT COAL



Above: Kellogg-designed Steam Reforming Furnaces. Below: Iron Ore Reactors.



Below: Hojalata y Lamina steel works; Direct Reduction Plant outlined in white.

Kellogg Engineering Puts World's Largest Direct Reduction Plant into Operation in Mexico

Now in operation at Monterrey, Mexico, the 500 ton/day plant shown in two views at left was designed by The M. W. Kellogg Company—who also provided procurement, plant construction, and start-up services for Hojalata y Lamina, S.A. This plant is based upon the HyL Direct Reduction Process—an original development of Hojalata y Lamina, and uses reformed natural gas to produce high quality melting stock directly from iron ore.

Largest direct reduction plant in the world, the Monterrey project supplies melting stock for the electric furnaces of Hojalata y Lamina's adjacent 300,000 ton/year steel works. Completion of this plant makes the Mexican firm the first modern integrated steel company to base its operations on direct reduction, independent of imported scrap.

For more information, ask for Kellogg's 12-page brochure, "Steelmaking by the HyL Direct Reduction Process." Also inquire about Kellogg's 17-min. color-sound film on Monterrey.

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FSJ-61

25 years ago

by JAMES B. STEWART

Ambassador Joseph H. Choate

"I never understood him in the least but I am sure he is one of the greatest men I ever met." Thus declares Emily Bax in her article in the December, 1935, JOURNAL about her hero, Ambassador Choate. The author continues: "Mr. Choate was a robust, sarcastic, salty, mellow individual about whom many stories are told. When he grew stout, as he did in his later years, he said that it was so that he could meet the English half-way.

"Mr. Choate never tired of teasing the English people who thoroughly enjoyed it. 'How do we know that George Washington could throw a dollar across the Potomac?' he would ask, and then, after a brief pause, 'Because he chucked a sovereign across the Atlantic.' And when on one occasion he stood up to address a large assemblage at the annual Fourth of July banquet given by the American Society in London and saw not only Americans in front of him but also a great array of Englishmen, he leaned forward and asked incredulously: 'Can this be the Fourth of July? Is *this* the spirit of 1776?'

"And surely the most charming of all compliments was the one he paid to his wife when, asked whom he would like to be if he wasn't himself, he replied instantly, 'Mrs. Choate's second husband.'

"The time came when Mr. Choate was to leave the Embassy and return to America. . . . Then came the World War. I lunched with him and Mrs. Choate in New York early in 1915, and was telling them some of the Embassy changes due to war conditions. 'Instead of only me there are about twenty girls there now' I said. He smiled at me and then over at Mrs. Choate. 'Caroline, we must go back. I feel as though I had missed something.' "

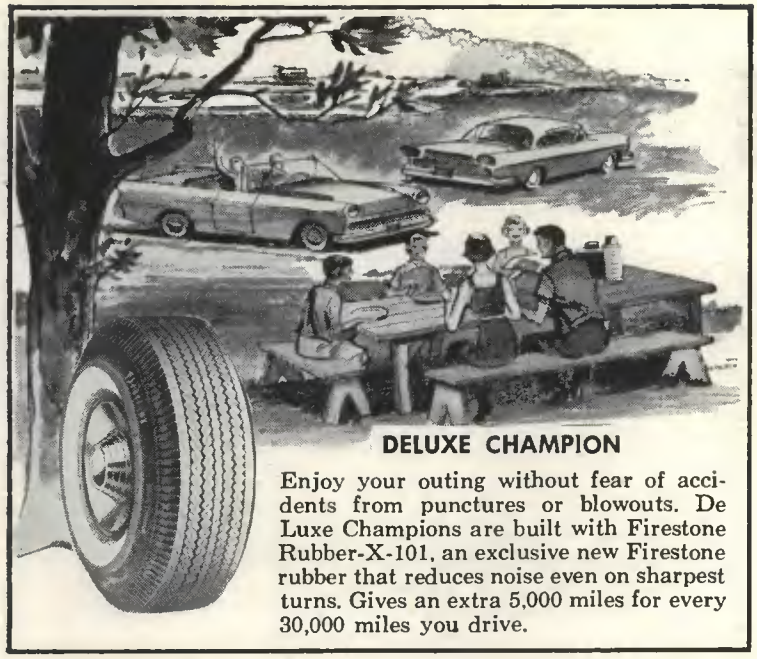
1935 Journal Briefs

▲ September 17, 1935, marked the beginning of a new era in diplomatic representation between the United States and China. On that date the status of our diplomatic mission to China was changed from that of Legation to Embassy. The preceding era began in 1859 when the first American Minister to China, Mr. Everett, arrived. The newly appointed Ambassador is Mr. Nelson Trusler Johnson.

▲ Mr. Laurence Duggan, Assistant Chief of the Division of Latin American Affairs, has been designated Chief of that Division.

A daughter, Cynthia, was born November 1, 1935, to Mr. and Mrs. W. Walton Butterworth, in London.

Comment, 1960: Cynthia, having traipsed around the world with her parents, went to and graduated from Bryn Mawr. She is now employed in a Wall Street bank. Her brother Blair is a senior at Princeton. Ambassador Butterworth heads the U.S. Mission to the European Communities.



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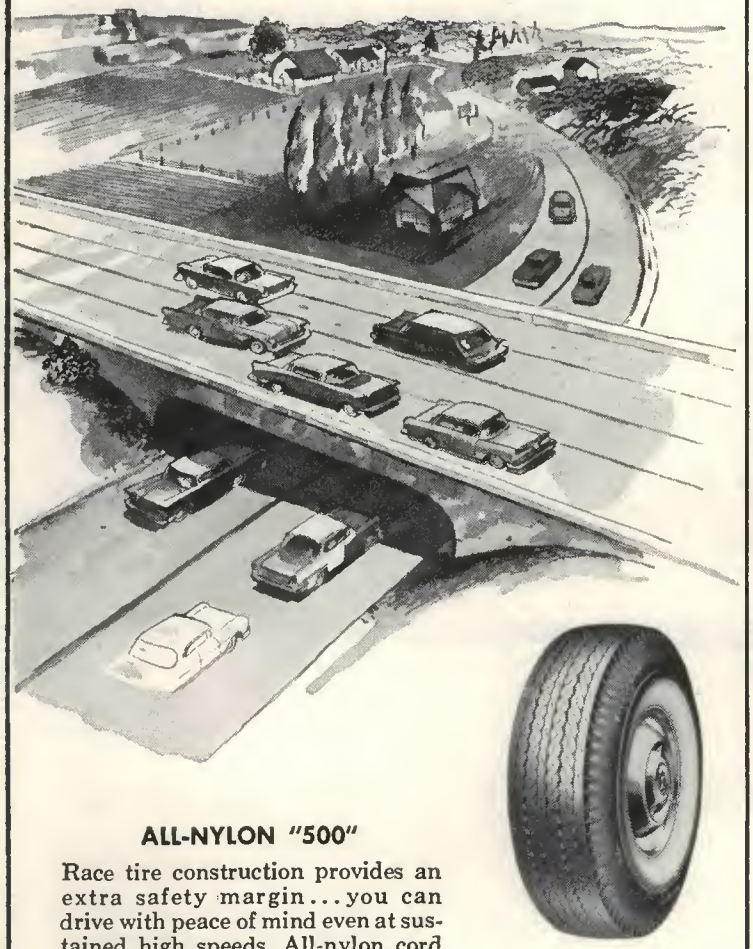

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Wherever you live . . . wherever you drive, there's a Firestone tire especially designed for your driving needs. See your Firestone distributor. He'll show you how little it costs to equip your car with either tubeless or tubed-type extra-safe Firestone tires.

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Born to Assistant Chief, Division of Protocol and Conferences, and Mrs. Julius C. Holmes on October 22, 1935, a daughter, Elsie Jane.

Comment, 1960: Elsie graduated from Vassar in 1958 and had a year at the Sorbonne and the École du Louvre in Paris. When her father was assigned to Hong Kong as Minister-Consul General, Elsie went there to study Chinese arts and porcelains. She has completed a year's post-graduate work at Hong Kong University.

Blocker-Silliman. Married at San Salvador on October 6, 1935, Vice Consul V. Harwood Blocker and Miss Hazel Agnes Silliman of El Paso, Texas.

Comment, 1960: V. H. and Hazel, who was visiting her brother in San Salvador, were married in the hangar at the airport. How was it that the ceremony did not take place in the American Legation as planned? Well, unfavorable weather held the Vice Consul's plane in Guatemala over night so it arrived only an hour and a half before the take-off of the plane that was to carry the honeymooners home to Belize. To make a long story short—V. H. landed at 7:00, was married by 7:30 and took off with his bride at 8:45 a.m.—all of a pre-jet age morning!

The Blockers are now in Madrid, where V.H. is Counselor of Embassy for Consular Affairs. They have one son, who graduated from the Georgetown School of Foreign Service in 1958.

And More Recently

Gooseberries in Garden—Rosamunda in Snuggery: What does a retired officer, living in Bromma, Sweden, do on a summer's day? "I was up at five this morning," says Erik Magnuson, "picking gooseberries. We cleaned them and 'jammed' them, which took most of the day. Gooseberry jam is delicious with toast, pancakes and meats, and is easy to make. Recipe: Half-ripe gooseberries are topped and tailed, washed and ground. To each pound of pulp, ¾ pound of sugar—nothing else. Bring to boil and boil 10 minutes. Pour into jars. Will keep a long time."

Erik continues: "I like my garden, it's fine, open-air exercise, and fresh fruits from my 'toil,' but I often sneak upstairs to Rosamunda in my snuggery. Rosamunda is my much abused typewriter of undetermined age. Not much to look at but she does her stuff and minds her p's and q's. Only thing is she is getting old, liable to slip and to carelessly split an infinitive. Besides, she gets too exuberant at times so this time I'll let her kaffeeklatsch gossip pass by just to show what an old rattletrap I have to put up with in my retired days."

Christmas Cheer: From Walt Butterworth, Brussels: "Enjoy your column as do all of us who have been around a quarter of a century." From Julius Holmes, Hong Kong: "We old-timers read your column with great interest." From Ed Lawson, Department: "I would not miss it on a bet." Career Ambassador Jimmie Riddleberger reads this column without skipping a word and Consul General Frank Hopkins reads it avidly.

"Uppum uppum. Hot damn!" That's what the Embassy's excited Greek cook said when Mrs. Ellis (Lucy) Briggs asked him to bake a cake for his King's birthday. See Ambassador Briggs' article in last June's READER'S DIGEST.

Vodka 80 & 100 Proof. Dist. from 100% Grain. W. & A. Gilbey, Ltd., Cin. O. Gilbey's Dist. London Dry Gin. 90 Proof. 100% Grain Neutral Spirits. W. & A. Gilbey, Ltd., Cin. O. Dist. by Nat'l Dist. Prod. Co.

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Expect nothing short of perfection in a drink that's made with Gilbey's, the best name in gin and vodka. The dry, smooth, flavorful taste of Gilbey's Gin... the world's most popular gin... makes a world of difference in your enjoyment. Choose Gilbey's Vodka and you'll appreciate the way the clear, smooth "heart" of vodka blends so completely. In gin or vodka, the best name to name is Gilbey's.

GILBEY'S the best name in **GIN** and **VODKA**

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by LESLIE JONES

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For the answers see page 53

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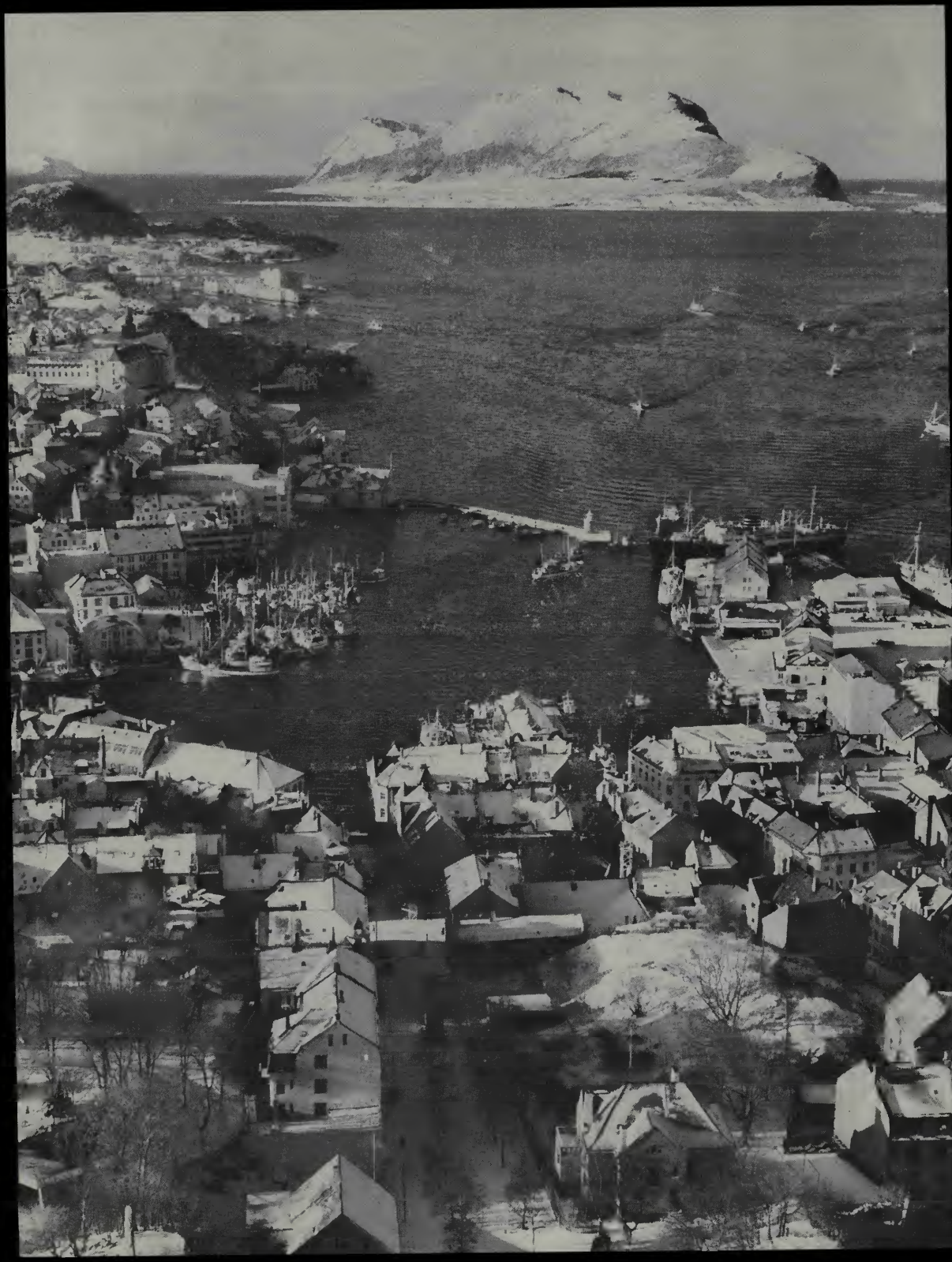

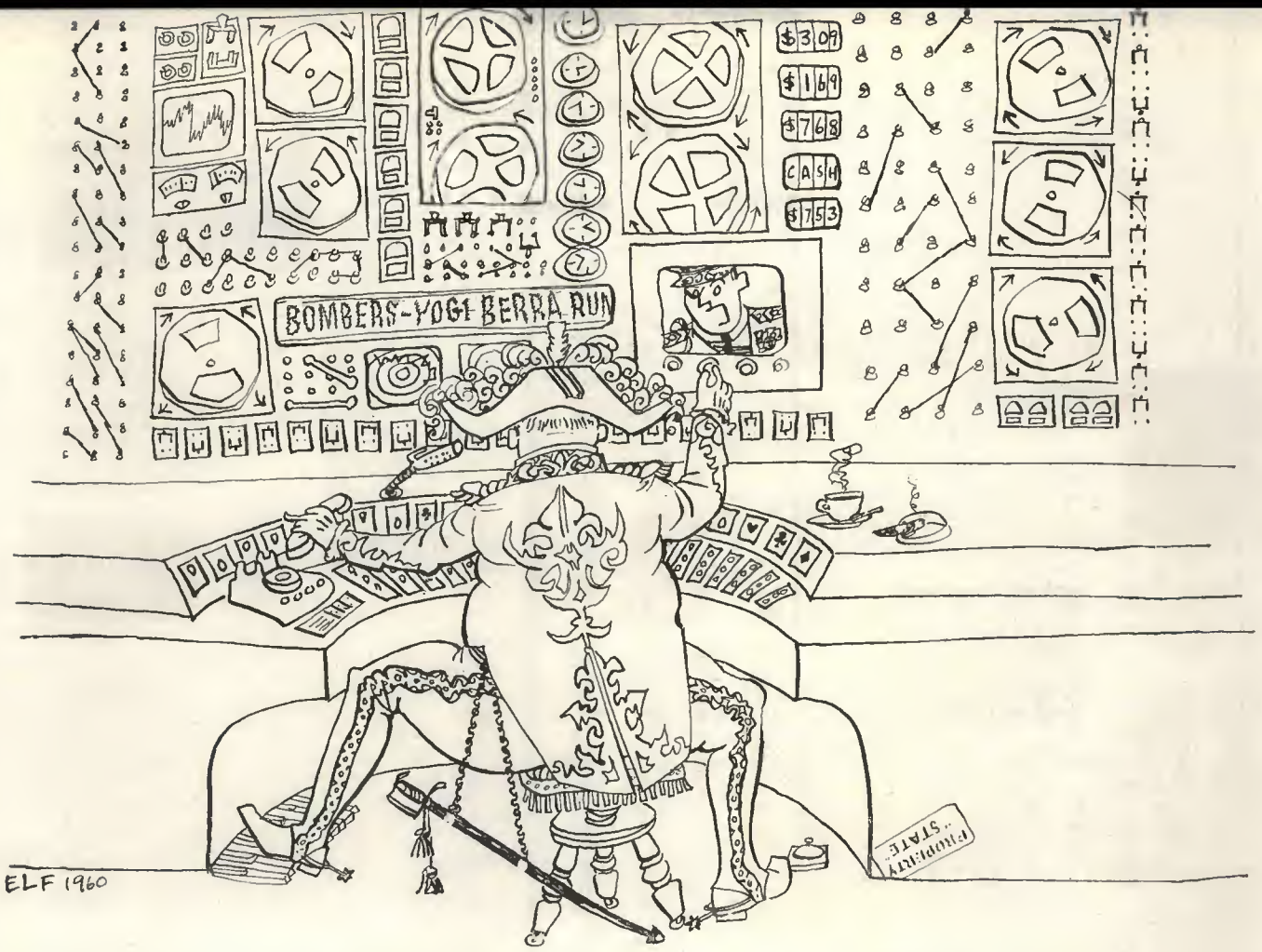

Decision Theory and the Department

By Oskar Morgenstern

I AM GRATEFUL for the opportunity given to me by the editor to elaborate some points I have made with regard to the operation and purpose of the State Department.

The first observation I want to make is that the State Department certainly does make foreign policy—although this has been denied in various conversations with me. Formally, the President of the United States, of course, determines foreign policy; but even though his influence in this field is immense, it is not the only one. The State Department, by laying facts before the President, by making and presenting alternative plans to him and in gathering, collecting, sifting, and analyzing the facts, clearly must exercise some influence on the foreign policy of the United States. Furthermore, the conduct of our foreign policy is carried out through the operations of the State Department. Thus, even if the State Department's foreign policy activities are carried out only at the functional level—which is doubtful—it has a material influence upon the formation of our foreign policy, the selection of the methods to implement it, and necessarily upon their execution.

The next point is that among the thousands of employees of the State Department there can be found every type of intelligence, talent, education, etc. This is so merely for statistical reasons, and certainly by way of selection. What has been said about the need for further training nevertheless still applies. There is no getting away from the fact that the State Department does not in any significant way support basic research and does not have the same type of academies and extensive and elaborate training courses for its higher employees as does the military and which it should have, no matter what the military does or does not do. There is no reason why this should not be changed, and there is equally no reason why such a change should not produce highly beneficial results. Take, for example, the case of foreign languages. I am told that sixty percent of our Foreign Service officers have a professional knowledge of at least one foreign language. The same fact can be stated thus: forty percent of these men have no such knowledge of any foreign language. If a fact is stated this way, it looks less pleasant. Furthermore, this type of information is entirely inadequate because it clearly depends on which language which particular officer knows in which country. If statistics are assembled according to this principle, the picture looks even worse. And, in addition, we must remember the striking fact that some of our ambassadors, including even some to countries in Western Europe, do not

Dr. Oskar Morgenstern, director of the Econometric Research program at Princeton University, is professor of political economy, consultant to the White House, to Sandia Corporation, and to Rand Corporation.

← **Snow Blanketing the Harbor, at Oslo**
by Paul Child

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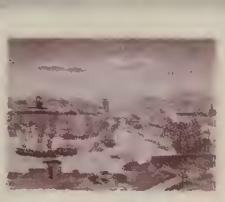

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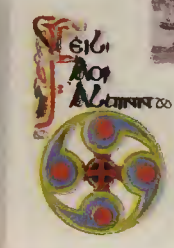

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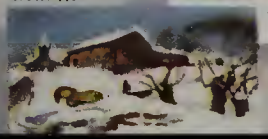

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Isaiah 7:14

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And the angel said unto her, Fear not Mary, for thou hast found favor with God. And behold thou shalt conceive in thy womb and bring forth a son, and shall call his name JESUS. He shall be great, and shall be called the Son of the Highest; and the Lord God shall give unto him the throne of his father David: and he shall reign over the house of Jacob for ever, and of his kingdom there shall be no end.

Luke 1: 26-27, 30-33

speak the language of the countries to which they are sent. There are, of course, wonderful exceptions. It suffices to mention our present ambassador to Moscow, who is one of the most eminent men in the Foreign Service, and who is well at home in several languages, including Russian.

The point is, of course, that language facility should be a matter of course and should need no discussion.

To indicate the manner in which our negotiations are conducted, it is sufficient to look at the disarmament discussions in Geneva. The chief negotiator we sent had neither experience in diplomacy nor experience in weaponry. Information published by the National Planning Association showed that every other participant in these discussions, on our side as well as on the Russian side, had ample acquaintance with both fields. I do not know whether the State Department selected our negotiator, Ambassador Eaton, or whether he was otherwise brought into the picture, but at any rate this is the way in which we function and it is not a good way. This statement does not in the least necessarily imply that Ambassador Eaton is not a very intelligent, highly educated man. It merely avers that he is an outsider and as such might not be capable of dealing with these questions in a manner best calculated to advance the interests of the country. The discussions on arms control which were conducted throughout the last year illustrate the haphazard way in which the business of the nation is sometimes conducted. It is less a matter of the individuals concerned than of the prevailing system; and it is a change in the system which is required—a very difficult thing to achieve. Clearly, the initiative for this must come from the top and it has not thus far.

I AM NOW GOING to make some remarks about the application of modern scientific methods, in particular of the theory of games and of decision making, to problems of the State Department. It is being said, "unfortunately relations between nations do not lend themselves to the neat solutions which can be obtained from the manipulation of finite quantities in predictable elements." This statement is typical and completely wrong. First of all, it is not clear what is meant by finite quantities in predictable elements. Second, but more important, the application of a theory is as a rule concomitant with its development, and decisions as to whether or not a theory is sound must come after one has made a serious effort to apply it. I am not aware that that has been done. The modern theory of decision-making is applicable to the most difficult and complicated situations. The applications are never trivial and may not always succeed, but they deserve to be studied with the utmost sincerity. To say that something is impossible goes against our knowledge of the history of science and technology. Men were told that there could be no flight into space, for one example. Yet man can fly; he will also do other "impossible" things. Is it impossible that human behavior may be predicted and may be planned? In fact, the State Department, as well as diplomats, always tries to influence human behavior in a predictable manner. Why should it be impossible to do this with the aid of more refined methods? And there is none more advanced and more thoroughly explored than the theory of games of strategy which has found so many significant applications to military strategy. But a great and systematic effort is necessary to develop applications to politics.

I believe that it is very unwise for the State Department to by-pass all modern efforts towards a better understanding of bargaining and negotiating. The discovery and the study of the applicability of new techniques in analyzing conflict situations and in formulating problems which until the present time had apparently defied any formulation has progressed to the point where they have become amenable to logical and mathematical analysis. Of course, one must not over-estimate the possibilities of using these techniques either. Results will not appear at once, but because of the study of the new techniques a new spirit of thinking may soon prevail and make itself felt in a favorable manner. It would not be enough merely to look around and attempt to use what is now available. The proper approach is to develop methods of particular interest in the field of foreign policy and then to use them. But this involves long, hard work and very tough thinking by many able people. The State Department ought to provide opportunities for such endeavors; it should stimulate and support basic research in these areas.

We must form better ideas about strategies in the diplomatic field. For example, do we have actual plans on how to deal with the fact that more and more Russian submarines appear in the Mediterranean? At which point will we act? What will be our action? Will we allow them to follow our carrier fleets? How many may follow? At what distances? Are we supposed to sink these submarines? Are we going to exert pressure on the countries which supply bases for these submarines? In short, how many different plans for action are at this moment actually in existence? Have these plans been worked out in advance by theories of strategy? This is one illustration. There are many others. For example, what is to be the attitude in regard to the three-mile limit. Are we sticking to this limit? Are we going to extend it? What is to be done if more and more Russian submarines appear in the open oceans? And so on. These are not military questions at all. Our foreign policy has to provide the framework for decisions to deal with any possible or conceivable military action. And this framework is lacking. It should be provided. Or is it symbolic that the Secretary of State indicated in a press conference last April that we were going to the disarmament talks in Geneva and to the Summit virtually without plans. What can we say to such attitudes?

TO MAKE THE State Department the whipping boy of the administration would be foolish and unjust, but it is a different matter to ask why this is being done time and again. There must be a deep reason for the fact that it is possible to approach a very big department of the government in this manner, as too often is the case. I would suspect that there must be some foundation in fact of the various criticisms of the State Department which have been made. I think that the time has come when the State Department must make a systematic search of its own organization and its adequacy, and to propose plans for reform and to initiate them, in order to make a change. I am convinced that a fresh look will have to be taken to see if the social sciences—in particular the theories of decision-making, modern psychology, etc.—cannot make a very much greater contribution to the making of our nation's foreign policy.

Letters to the Editor

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"Brass Hats and Striped Pants"

APPLAUSE for the better-than-ever JOURNAL and thanks for the nudge toward self-examination in the Service.

Having been led to read Professor Morgenstern's "The Question of National Defense" by the review in the February 1960 JOURNAL, your July excerpts of his chapter on "Brass Hats and Striped Pants" recall my disappointment with that chapter of a generally helpful book. I hesitate to treat of a subject in *ad hominem* form but I must express my regret that Professor Morgenstern, in the chapter mentioned, sheds more emotion than light and reason on a subject of great interest to the readers of the JOURNAL.

I shall not cite the adjectives and allegations of the author which reflect an agitated frame of mind when he wrote Chapter 10 but shall limit my words to a few facts and observations other than the apt ones noted in your editorial. He implores the diplomats to have a thorough acquaintance with military problems and with existing weapons systems. He deplores that the "'brass hats' are scorned" and doubts that, in a comparison between military officers and members of the Foreign Service, "the latter would come off as well. There are far too few specialists among them, while the military have many." I confess to failure to understand what he means by "specialists." Are these area specialists or in some field common to the two Departments? Or is a specialist, say, in magnetohydrodynamics or ballistics or how to meet a military payroll, included in the comparison? Is he charging that senior military service personnel, our colleagues in so many joint and common efforts here and abroad, are scorned by the Department? If so, the statement that requires the putting of the question merits nothing less than scorn.

He judges that one would find few men in "somewhat important" positions in the Department who have a reasonably good acquaintance with modern science, mathematics, logic, techniques of decision making, programming, and game and probability theory, and he concludes that "they would have no influence." A solecism? "There is no trace of a record that the State Department is interested in these developments... There is, therefore, no understanding of the fact that mathematics, logic and perhaps the natural sciences can contribute significantly to the problems the State Department faces." A more serious solecism? Or, more egregiously, a failure to seek the facts lest the major premise be found false?

Not in the interest of leaving a "trace of a record," but only as a partial reflection of the interest of the Department having its officers stay current with the latest scientific and military developments, it should be noted that hundreds of officers of the Department, including the Secretary, have within the recent past travelled to excellent and valuable briefings and inspections.

Our attitude toward the disciplines of mathematics, logic and natural science is said to be quite different from that of the military services. Diplomatic academies do not exist; no summer study groups are formed. Professor Morgenstern also seems to say that our efforts at post-baccalaureate education are inferior to those of the military services and that it is only in institutions of learning that the theory of games of strategy has been applied to foreign affairs.

We who have "prejudices" are said to have the quick answers to world problems. The need, says he, is for answers that result from "deep thinking."

Having been privileged to observe in the Department and the Foreign Service some fine minds and dogged "tough thinking" seekers of fact at work under the pressure of time and events, I regret that the facts of international life often dictate that there be a reserve and even silence concerning all of the desiderata fed into the decision-making machine. Professor Morgenstern says "there is no trace of a record" and "the country needs evidence." Undouhtedly, there can be better communication between the Department and the citizenry for whom it works. Department speakers and publications, within the limits of Congressional legislation and availahle time, seek to inform the nation in international affairs and, in turn, to be informed of the thinking and temper of the nation. In the field of foreign affairs, though, where formulae are few and slide rules and micrometers not in great demand, we welcome the views of scientists, natural, political and military. In the pursuit of excellence, dialogue is welcome even when it centers on a single emotion-filled chapter of a book.

JEREMIAH J. O'CONNOR

Washington

IF THE following comment on Dr. Morgenstern's views (F.S. JOURNAL, July 1960) seems intemperate. it is because I would have expected better of him when he addressed himself to the question of the attributes and ahilitics of the Foreign Service.

Dr. Morgenstern suggests that there is, unfortunately, an abysmal lack of understanding and appreciation of mathematics, game theory, probability theory, etc., in the Forcign Scrvice. He implies that we, and the country generally, would be hetter off if these tools were known and utilized in some "tough thinking" about a difficult "scientific problem."

Presumably Dr. Morgenstern refers to the, as yet, non-existent discipline of international relations when he speaks of "scientific prohlems." If this were indeed the character of international relations, I think we would all be a great deal more confident and perhaps even eager in drawing up our omnipotent IBM machine, punching out a variable or two, and in a twinkle receiving the "right" answer to all of those "scientific problems" that seem to keep arising in the conduct of our relations with friend and foe.

Unfortunately, I do not believe that the present state of our knowledge permits us to share Dr. Morgenstern's view that international relations are fraught with essentially "scientific problems." Irresponsible promotion of this approach, which sometimes verges on being representative of a great deal of pseudo-scientific hogwash that has recently swept over the country bearing extravagant promise of solution to any and all problems, could actually do

Letters to the Editor

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more harm than good. It may come as something of a shock to the good Doctor that in a quiet way many sincere and devoted people, both inside and outside the Foreign Service, are continually exploring the possibilities of using such techniques as game theory in the analysis of foreign affairs. To the best of my knowledge, however, it has been concluded regretfully that in their present stage of development they have been found too inaccurate or unreliable to chance using as faithful guides to foreign policy decisions. I should also point out that Dr. Morgenstern must certainly be aware of the fact that this same conclusion has also been reached by a great many of his eminent academic colleagues. Indeed, one of the most respected had the following to say on the subject:

"International relations is a field extraordinarily difficult for science to enter. If sovereign states are considered the units of study, it deals with the relations of a small number of large entities, each of which seems to be independent and unique. Neither the statistical stability of large numbers nor the organizational stability of complex equilibria are therefore to be expected. If the world as a whole is taken as the unit, there is no other world with which it can be easily compared." (Quincy Wright: The Study of International Relations)

JACK C. MIKLOS

Washington

For a Reading Sabbatical

THERE WERE NO losers in the Morgenstern and Barzun exchange, as arranged in the July JOURNAL and refereed by an editorial writer who seemed to find more shells (egg and others) than nourishment in what he referred to as Morgenstern's "verbal omelet." The winners in the bout were the JOURNAL's readers who were given the opportunity to read and ponder those stimulating articles and who were called upon to break their long silence on the subject of training.

My thoughts on this subject tend naturally toward what might be called the middle-age course or a four-month sabbatical for reading. Two of these reading periods during the last ten years of an officer's service would be extremely valuable. The course would start with one month of general reading interspersed with a few consultations or discussions at the FSI. The remaining three months would largely be devoted to reading the best books available about the country of his next assignment, including those written by that country's authors. Although politics, economics and cultural life would be encompassed, the officer would naturally select more books related to his forthcoming functional assignment. He might also wish to spend some time on language study, to make a beginning which could be followed up at the post. Travel, lectures and togetherness would be at a minimum; this is a sabbatical. Perhaps, one short visit to the UN and one or two calls on university professors may be in order, but these would be the only breaks away from good hooks (and, possibly, language tapes). Yes, there would be a paper to write.

The course would normally be taken at the end of an officer's Washington assignment and after he has been informed of his next post. For awhile chiefs of missions might suffer mild strokes on receiving correspondence to the effect that their deputies would arrive as soon as they had caught up with their reading.

Having made a plea for a reading sabbatical as pertinent and economical training, it seems only right to take a whack at a rather expensive practice

Zermatt, at foot of the Matterhorn

—travel overseas by officers assigned to the Department. No one quarrels with the obvious need for travel to international conferences or occasionally for other reasons, but a good deal of the other round trips come mighty close to being junkets. Some minor benefits, yes, but these rarely match the expense. It might be well to scrutinize travel requests more carefully and subject them to these criteria: 1) Have the posts on the visitor's itinerary adequate funds for the necessary travel within their respective countries, and 2) are the offices from which the travelers are departing adequately staffed? These are secondary but relevant questions; the main one—is the trip necessary?

More reading in and less travel from Washington are desirable, and cutting down on the latter may help pay for the former. The harassed ambassador who has had to wait for his well-read deputy may find that by having fewer visitors to brief and feed, he has more time to visit the country of his assignment and to talk with its people, and maybe even have enough time to read a few books himself. If not, he may be a candidate for the reading sabbatical at the close of his next Washington tour.

ARTHUR S. ABBOTT

Washington

"Brass Hats and Striped Pants"

DR. MORGENSTERN is to be commended for pointing out the potential value of the Operations Research approach as one tool in tackling problems in foreign affairs. He is also right in emphasizing that at a time when scientific and military strength are extremely important determinants of a country's position in world affairs, our foreign affairs officials must have access to more detailed knowledge of U.S. efforts in science, particularly as related to the country's military capacity, than that resulting from assignment of some senior officials to military staff courses. Scientifically trained foreign affairs officials are necessary as an integral part of the Department, not just as "advisors."

But it does not follow, as Dr. Morgenstern implies, that because many military leaders have accepted the applicability of these techniques they are far

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More on "Brass Hats and Striped Pants"

more progressive and competent than their opposite numbers among our foreign policy leaders. (Certainly there is no evidence that the military men have applied their Operations Research experience to the problems in their own involvement in political and economic affairs.) In fact, no matter how enthusiastic we may be about these techniques, the benefits possible in foreign affairs cannot be of the same magnitude as those currently accruing in the military field. For while Dr. Morgenstern has made a good case for their application to foreign affairs problems, the benefit of experience with other approaches *is* available to the practitioner in foreign affairs whereas acceptable alternative techniques are much less likely to be available to the scientists.

An additional practical consideration in comparing military and State Department readiness to use Operations Research techniques is that the military's effort is an integral part of overall Research and Development programs which run into billions of dollars. While this does not imply that OR cannot operate outside of great engineering efforts, its funding is obviously easier in that context than as a supplement to the small Office of Intelligence Research budget.

Discussion of the location of the proposed Operations Research effort, incidentally, brings us to the weakness of Dr. Morgenstern's argument that the military services' use of RAND, Operations Research Office, Office of Naval Research and the Weapons Systems Evaluation Group for the performance of these research functions constitutes a reason for the Department to carry out such efforts *in* its Office of Intelligence Research. In fact, the research agencies mentioned represent a wide organizational spectrum. There are actual military units (such as ONR) at one end and at the other the RAND Corporation, which prides itself that because 1) part of its original financing was from non-military sources and 2) its physical location is 3,000 miles from Washington, it has a considerable degree of freedom to itself decide the type of military problems on which it will work.

More important, the work of all the research organizations listed by Dr. Morgenstern constitutes but a fraction of the total amount of Operations Research being done by the defense industries not to mention the work of the universities and private research institutes.

In any event, there seems to be good evidence that the Department's best chance of success in undertaking an Operations Research effort would be to start by giving some FSO's and other officials assignments at a "going OR concern," rather than trying to set up a new group of its own, either in OIR or FSI. Not only would this be less difficult and time-consuming than to get such a group funded within the Department, but there is great competition for the type of men who would be needed to direct the work. Another advantage of outside assignments is that it would take advantage of Congressional interest in expanded training programs for State Department personnel, although the men on this assignment would be "producing" more than "training."

I would further suggest that for these assignments the OR section of a large industrial corporation would be preferable to a university or research institute, since this would enable better contact with designers and experience with the interrelationship of OR and "hardware" in systems analysis. It would also provide wider contact with development and production problems.

STEVEN KLINE

San Diego, Calif.

WHEN WE SCRATCH through the heavy overlay of sweeping assertions in an attempt to discover what Dr. Morgenstern really proposes, we find, in the main, little more impressive than that hardy perennial—the wish for certainty in an uncertain world. He yearns for, "a systematic body of rules applicable to present circumstances," "firm guidance from scientific techniques and explorations," and, "a consistent system of rules of behavior." He cites as examples apparently to be emulated in diplomacy the ordered approach to their own problems of economists and the military. He says, "There is no understanding (in the State Department and Foreign Service) of the fact that mathematics, logic and perhaps the natural sciences can contribute significantly to the problems the State Department faces."

Doctor Morgenstern is not alleging that the Service ignore hard data such as calculations of political economic and military strength, past. present and future. He knows that such considerations go into the very heart of policy planning as presently carried out.

He is referring rather to the analysis and forecasting of human behavior. In effect, he is asserting that the immeasurable can be subjected to the same disciplines, the same measurement and the same predictions as the measurable. In this the burden of proof is on him. When a military staff examines logistics, studies economic growth, they are dealing to a large degree with countable things. When they proceed beyond the countable they are in much the same realm of uncertainty as the diplomat.

How *does* one reduce to formulae the national feelings associated with such factors as zenophobia, fear, pride, unity or division, envy, self-interest, religion, race, and class? These are the elements which in endless variation compose the fabric and are the source of the unpredictability of difficult diplomatic questions, including those related to survival itself.

The attempt to reduce human behavior to simple rules and patterns has been the province not of science (and much less of the research areas of government bureaus) but of political philosophy. The results have not been reassuring. The Communists have made the attempt, and in so doing have come to suffer from a form of political blindness which may yet one day destroy the world. Are we now to do likewise?

By all means let the JOURNAL give Dr. Morgenstern every opportunity to support his generalizations, to describe how a consistent system of rules of behavior could be arrived at, and to explain how the various fields of mathematics, logic, and the natural sciences and the techniques of decision making, programming, game theory and probability theory can contribute the precise guidance to the diplomat that he invokes.

WILLIAM E. KNIGHT

Canberra

EDITORIAL PAGE

To Strengthen the Foreign Service

THE SCOPE and responsibilities of the Secretary of State, the role of the Service, and the relation of the Department to the rest of the Executive Branch have recently received a great deal of consideration in a variety of forums. The organization for determining and implementing foreign policy have recently come to the fore in national discussion of governmental problems along with such issues as the agricultural surplus problem (domestic aspects), the size of the defense budget, and civil rights. In one sense, however, the problem of organizing for U. S. foreign affairs has received more attention than these other predominantly domestic issues in that the number of people suggesting concrete proposals is larger than the number concerned in the other issues.

The centers of focus have included, in the past two years, the Draper Committee, the Senate Foreign Relations Committee (with its series of specially-prepared reports), the Executive Branch study under way pursuant to the "Fulbright Amendment" (Section 604 of the Mutual Security Act): the Jackson Subcommittee, the President's Advisory Committee on Government Organization, and the regular work conducted as part of the organizational responsibilities of the Bureau of the Budget, the Department of State, the Department of Defense and ICA. The Presidential candidates also addressed themselves to this and related subjects.

At issue are not only the Executive Branch role and the role of Congress in foreign affairs, but the very character and purposes of multitudinous foreign activities.

One of the recent groups to announce its opinion on this engaging topic is the Eighteenth American Assembly, whose President is Henry M. Wriston. The Assembly issued a report entitled "Memorandum to the Next President of the United States" on the organization of the Department of State and foreign policy. This report discusses its view that "more than ever the rôle of the Secretary of State is central." It also discusses its related views on policy planning, the Secretary's principal associates, ambassadors, the career Service, the economic, information, and cultural programs, the coordination of policy, Congressional consideration of foreign affairs and public information to the American people.

Of particular interest to the Foreign Service is the proposal to strengthen greatly the Service in the following ways:

"(a) The admission of Foreign Service officers should be expanded, with regular and prompt induction after selection, in order to attract the most competent individuals to man effectively the increasing number of missions. This expansion should make it possible to give full effect to the process of weeding out the least capable, and to make available adequate time for advanced education.

"(b) The allowances of Foreign Service officers should be high enough to permit them to serve at home and abroad without drawing on private means, in order to allow selection of the best officer for each post without regard to wealth.

"(c) Officers should continue to be recruited from many educational institutions, with emphasis on a broad liberal education. . . .

"(d) Special efforts should be made to recruit and to develop in the Foreign Service a larger proportion of officers qualified to serve as economists, administrators, and other specialists, especially those who can understand and help implement the relationship of policies to programs. The interchange of personnel among departments and agencies involved in foreign affairs should be further developed. . . .

"(e) Administration of the Department and the Foreign Service should be assigned to an Under Secretary for Administration. This position should be filled by a career officer or a highly qualified individual prepared to serve for an extended period of time."

In its next issue the JOURNAL anticipates including an article on the American Assembly's proposals.

Striped Pants and Brass Buttons

THE DUAL COMMISSION problem—the holding by an officer of both Foreign Service and Reserve Military commissions—is an important one to which we should all be devoting more thought. It is important because the decisions made on the issues involved could fundamentally affect the role and function of the Service in time of national emergency. These decisions could also materially affect the role of the armed services, or at least the effectiveness with which that role is played. The problem is thus one in which all of us should have an interest, not just the one in ten of us who happens to be a military reservist.

Not a great deal of thinking has been done on the subject until recently. So far as our not infallible memory goes, it had not been discussed in the JOURNAL's pages until the publication last month of Dirck Keyser's thoughtful and reasoned analysis, "Soldiering in State." Many, perhaps most, officers will no doubt share his view, but there are also other factors which need to be considered. For instance, it is certainly not logical for an officer to hold simultaneously two commissions under each of which the President charges him with important responsibilities at a time when his country is in peril. Much broader and deeper considerations are, of course, involved, the answers to many of which depend on such imponderables as the circumstances under which military reservists might be called to active duty and what use might be made of them under these hypothetical circumstances.

We believe, quite frankly, that this question is one of those which might be usefully clarified by informed unofficial discussion, and that the results of such discussion might be of real assistance to those called upon to make decisions. We therefore hope that Mr. Keyser's article is but the first salvo. In particular, we would welcome an equally cogent presentation of the argument for the opposition.

WASHINGTON LETTER

by Gwen BARROWS

Election Day, 1960

Cortina d'Ampezzo, by Lynn Moffly

To those who sat up all that Tuesday night watching the election returns come in, and there were many, this year's election will not soon be forgotten.

It had all begun easily, with as sunny and mild an Election Day as one could imagine. The voting turnout accordingly was what even seasoned political reporters called fantastically high. In the evening, after dinner and conversation, everyone, it seemed, had settled down to the serious business of playing captive audience to the two-by-one-and-one-half feet of flickering screen. The three mammoth machines used by the major networks clicked and wheezed with regularity, and they showed little of the fatigue felt by both the correspondents reporting on them, and by the viewers. Towards dawn some less hardy souls had quit the hypnotic little screen for an hour or two of sleep, but so close was the election and so slow the returns that even dawn brought no sure reply to the national query: Who won? Not until 1 p.m. Wednesday was it announced officially that Senator John F. Kennedy had been elected America's 35th president.

That Wednesday there was a completely exhausted look around town which one sees but rarely.

In more than three-score Embassies throughout the world the election returns had been as closely attended as at home, and one can only wonder if it seemed as long there before the final announcement.

Viewers being mere humans were glad, too, to see the tallying machines making errors. Not one of the machines, moreover, showed the prescience of 1952's UNIVAC, which (or who?), contrary to all pundits and polls, predicted a landslide for Eisenhower.

In New State and in CU-USIA's "Palace of Culture," little work of a substantial nature seemed to be going on that Election Day. How could it, given the importance of the elections? Even the following day the counts were still being checked, and coffee klatches discussing the election were more usual, it seemed to us, than committee discussions. Succeeding editions of the newspapers were quickly swallowed up. Wives at home did special duty for more than one office we know of by phoning in the returns at half-hour intervals.

With one of the closest elections in our history there was much to discuss. Presidents Lincoln and Wilson had both been elected with a minority of the votes, and a plurality of the electoral votes, some argued. Of immediate interest, of course, once the election was determined, was in what direction the "New Frontiers" would be pushed? To what extent would the theology of the new prophets be followed? (The JOURNAL has carried some of their views in recent months, including W. W. Rostow and Galbraith.) How many replacements would be taking place, and when? Would "Schedule C" appointments in the Department be filled by political appointees? The so-called "Schedule C" appointments cover some 1200 jobs in Government, and were set up in 1952 so that a political appointee could have people working under him who would be sympathetic and would carry forward his work.

Not long after the election results were firm the President-elect in press conference allayed some apprehensions by stating that ambassadorial posts would not necessarily be filled by political appointees, and that provision might be made so that Foreign Service career officers without private means could afford to accept ambassadorial appointments to the large posts.

And Mort Sahl, satirist of the American political scene, served notice that he would continue to be heard. The debates between Nixon and Kennedy, he said, got the biggest rating in television history — though "they were dropped after four performances." . . . "What we really need is a man who can stand up to Khrushchev and sit down to Susskind." And it appears that is what we will have in the very active days ahead.

Nobel Prize Winner

Last month for the first time in history a Washington resident and diplomat won the Nobel prize for letters. St.-John Perse's poetry was honored by the Swedish Academy in Stockholm as "merely a confirmation of his international status as one of the greatest pioneers of modern poetry."

St.-John Perse, Alexis Léger in private life, had had a brilliant career in diplomacy at home and abroad by the time he was forced to flee the Nazis in 1940. And years earlier, even before passing with high honors the examinations and entering the Services Etrangers, he had had his first book of poetry published.

The French, it seems, have more often been successful in marrying literature with a career in the Foreign Service than have their American counterparts. One thinks immediately of Paul Claudel in recent times and Romain Gary ("Roots of Heaven"), but the historical examples are numerous and include Chateaubriand and Giraudoux. Stendhal was in the consular service. One wonders why—is it

because literature has been less valued here? Perhaps this pattern will be changing—in this changing country and changing Foreign Service. Certainly, from where we sit, it would appear that during these past few years more men of recognized stature have come up through the ranks of the Foreign Service than in any one period before.

Alexis Léger had, of course, always kept his poetry quite apart from the diplomatic career, always using the pseudonym, and even disclaiming his poetic alter ego on occasion. A poet's poet he has been called, and his works have both power and brilliance. For imagery they lean heavily on childhood days spent by the sea in the West Indies, and his Foreign Service years in China, as can be seen in even a brief quotation:

> Lovers, we are not men of the plough nor harvest hands.
> For us the high free wave that no one harnesses or compels. And for us, on the new water, all the novelty
> of living, and all the freshness of being. . .
> (from "Seamarks," Pantheon's bi-lingual edition)

F. S. Exams

On the second Saturday of this month over 8,100 candidates will take the written examinations being held at overseas posts and in 65 cities in the USA for entrance into the Foreign Service.

At the same time an unprecedented number (over 1,900 candidates) will take examinations to enter USIA. The State and USIA examinations will be the same except for one section where for USIA the accent will be more cultural than political.

The interval between examination and appointment can be a difficult time, especially if the young candidate has a wife and family. Many FSO's-8 have used the interim period with imagination and intelligence to fill out their background or experience—some to study overseas, others in work as varied as journalism and soda jerking. It is nevertheless good news to hear that since the backlog of previous candidates seems to have been exhausted, those who are successful in the written exams this month, and the orals in the spring, (and for USIA in the psychiatric tests as well), will have less of a waiting period than in other years.

Minimum Accommodations

Overlooked by many last summer was a rider to a bill which is changing the traveling habits of many, and making for little happiness in any quarter. In an attempt to try to limit luxurious junketing at government expense Congress passed the Williams Amendment to Section III of public law #86-607, which stipulated that "no common carriers by water shall directly or indirectly issue any ticket or pass for free or reduced rate transportation to any official or employee of the United States Government (military or civilian) or to any member of their immediate families, traveling as a passenger on any ship sailing under the American flag."

This has made no one happy. Not the Congressmen, nor the FSO who now must stay with the minimum accommodations regardless of whatever better accommodations might be available, nor the steamship companies who cannot now exchange the minimum accommodations for better and resell the left-over minimum accommodations, as had been their practice.

"Advise and Consent"

The opening night of "Advise and Consent" at the National Theatre this fall was so close to the final days of the election campaign that a few political figures were out of town, traveling. As we looked around that evening we couldn't help wondering how many potential Secretaries of State were watching from in front of the footlights.

As scene followed scene, in cinematic style, showing the involvements of both the Senate and the White House after the fateful nomination of a Secretary of State, we were able to discover in the audience only one man who has been mentioned as a potential Secretary, the Chairman of the Foreign Relations Committee, Senator Fulbright from Arkansas. Washingtonians found the play less dramatic and less satisfying than Allen Drury's book, but apart from potential Secretaries there was present as splendid a collection of notables as one could hope to see before the Inauguration festivities.

AFSA and FSWA

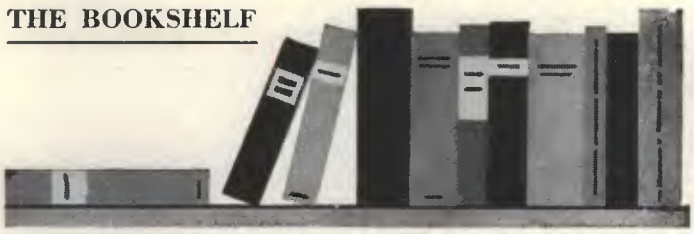
Frances Willis, Ambassador to Norway, and the first and only woman FSO to serve as ambassador, spoke on the role of the United Nations in her talk before the Foreign Service Wives Association the day after Election Day, at the Shoreham Hotel.

The Department's new Science adviser, Dr. Walter J. Whitman, spoke before AFSA's luncheon at the Shoreham at the end of October and we are sorry our reporters have not given us coverage on these two events.

Christmas Card

To all our readers
our appreciation,
To each of our writers
our warm thanks,
And to friends near
and far
a joyous Christmas-
tide
And a very happy
New Year.

THE BOOKSHELF



National Policy Machinery

by HERMAN POLLACK

THE BULK OF THIS BOOK is devoted to a fast moving and remarkably accurate and perceptive description of the manner in which the policy activities of the Department are carried on or affected by the Regional Bureaus, the Intelligence Area, the Policy Planning Staff, the Congressional Relations Staff and the Public Affairs Area. These descriptions are by far the best of their kind. They should serve to give the general college public and, indeed, many members of the Department and the Foreign Service, a broad comprehension of *how* the Department operates that is not now available in any other published form.

Dr. Elder's examination of the policy machine leads him to the conclusion that "what is now missing . . . is an appendage which could provide seminal ideas and a continuing challenge to the basic assumptions, goals, and implementations of American foreign policy." This he describes as the "missing fourth dimension," that which is needed to provide the "survival factor." Dr. Elder would remedy this by establishing a Social Research Board within the National Security Council structure, a Special Assistant to the President for Social and Behavioral Research and Social Research Planning Staffs in the major Departments having international responsibilities. These units would be staffed with men capable of integrating social and behavioral research materials and interjecting their consideration at each level of policy making. In essence, it is Dr. Elder's contention that there is a considerable body of knowledge being acquired in the social sciences which is not now being synthesized in a form helpful to the making of policy and which is not now being related in any meaningful way to the policy process. Although few will accept at face value the assumptions made by Dr. Elder on the potential contribution to foreign policy development of the social and behavioral sciences, and even fewer will accept his organizational suggestions, there will be general agreement that Professor Elder has identified a subject very much in need of understanding and attention.

This is a worthwhile book which will take a respected place in the small but rapidly growing bookshelf of materials on the national policy machinery.

THE POLICY MACHINE, The Department of State and American Foreign Policy, by Dr. Robert Elder. Syracuse University Press. 238 *pp.* $4.50.

"Rise and Fall of Kings"

by STEPHEN J. CAMPBELL

THE DISTINGUISHED "History of Syria including Lebanon and Palestine," by Philip K. Hitti, Professor Emeritus of Semitic Literature at Princeton, which was warmly acclaimed when it first appeared in 1951 has now been condensed into an easily read 258 pages entitled "Syria, A Short History."

Too many people were apt to neglect the original version of Professor Hitti's history simply because they were unable to spare the time to read it. The condensation should take care of the needs of such readers; it is so interesting it may even send some of them back to the original for fuller details.

It is difficult to think of any country which has known more than Syria of the rise and fall of kings, of the appearance of saints and prophets, of the ebb and flow of peoples and cultures down through the ages. Professor Hitti in remarkably few words has been able, while sketching in the details only briefly, to catch something of the sweep and color of the whole grand pageant.

It seems both unfortunate and unnecessary, however, that the author attempted to bring this history, which begins fifty centuries ago, up to the year 1958. He obviously could not, to say the least, view events of the past several years with the same perspective which he achieves in contemplating earlier Syrian history. In any event, whereas it may be possible without distortion to sum up in less than twenty pages the 200-year history of the Crusades, it is not possible to give a fair picture of the events of August, 1957, in one brief paragraph. To attempt it is to write history as a newspaper editor composes headlines.

SYRIA, A SHORT HISTORY, by Philip K. Hitti, The Macmillan Company, 258 *pp.* $4.50.

"Neither War Nor Peace"

LESLIE L. ROOD

"Neither War Nor Peace" is both a survey and an analysis of the struggle for power in the postwar world. As the author acknowledges, this double-barreled approach is not usual in a book on world affairs. Parts One and Five are descriptive, taking up each of the critical countries and areas in turn. The middle parts are analytical. Part One considers the forces of revolution under such titles as "Land and Peasants" and "The Seizure of Power." Parts Two and Four are studies of totalitarianism and imperialism, the latter including, interestingly enough, a section on the Negro in America.

The author believes that the two main themes in the story of the last fourteen years are the expansion of totalitarianism and the growth of anti-European nationalism, and it is these themes which constitute the unifying structure of the book.

Because it contains a little bit of everything and because it is solid without being heavy, this is an excellent book for the general reader or for the foreign affairs professional who feels the need for a general refresher on the world situation. Though Seton-Watson ranges over the whole globe he has command of his facts in even the obscure situations. Though he makes no pretense of being objective, the opinions he expresses are those of a reasonable man.

Probably the best pages of the book are those in which the author is not sticking to his subject. His detours reflect a wise mind which has digested the facts.

The sweep of the author's knowledge of history and of recent events is impressive, and as one of the world's foremost historians of Russia his analysis of totalitarianism is worthy of particular attention. Nevertheless, the attempt to give detailed information about scores of specific situations in a book devoted primarily to functional analysis is, in the opinion of this reviewer, a questionable way of constructing a book. However, for those who are looking for a concise summary of recent events as well as an analysis in depth this may make the book even more useful.

NEITHER WAR NOR PEACE, by Hugh Seton-Watson. Praeger, New York. 504 *pp.* $7.50.

← **Monastery outside Moscow**
by Lynn Millar

Will It Happen Again in Germany?

GERMANY AND FREEDOM, by James Bryant Conant. Harvard University Press, Cambridge. 113 *pp.*, $3.00.

DEMOCRACY IN WESTERN GERMANY, by Richard Hiscocks. Oxford University Press, London. 298 *pp.*

GERMANY REJOINS THE POWERS, by Karl Deutsch and Lewis Edinger. Stanford University Press. 247 *pp.*, $6.50.

Reviewed by JOHN H. BURNS

THE EXTENT to which Germany—the Federal Republic that is—has sincerely committed itself to democratic processes of Government, and of living, is a subject which exerts a continuing fascination on writers and readers alike in the field of politics. That some question might exist has been openly acknowledged in recent foreign policy debates in the Bundestag by the Federal Minister of Defense, Franz Josef Strauss, who observed that "the social and political course of the German people has been so erratic that Germany's allies, in view of Germany's past, have not been altogether sure what to expect."

These three books, no one of which is recent, address themselves to this question, simply phrased by Ambassador Conant as "Will it happen again?", each from a different point of view and each with results of varying optimism. Probably the most sanguine of the three is Ambassador Conant writing from the intimate knowledge acquired as High Commissioner and Ambassador during four crucial years of post-war development in Germany. Using words sparingly he points up salient political, economical and psychological considerations and ends with the heartening observation: "We in the United States have found in our new ally a powerful and reliable partner for the trying days that lie ahead."

Professor Hiscocks has provided a scholarly, thoughtful study devoted exclusively to political problems with particular emphasis, as the title indicates, on the acceptance of democratic ideas in Germany. He finds that "the attitude of German people toward democracy is reminiscent of many Hindu marriages, where the couples are hardly acquainted before the marriage. The courtship takes place after the wedding." He traces the "courtship" thus far with perception, objectivity and sparks of humor rarely encountered in a study of this nature. Although he notes: "Those who paint too favourable a picture and over-emphasize what has been achieved may do as much or more harm than others who from time to time have exaggerated Communist or neo-Nazi dangers," his final prognosis is guardedly favorable.

The Deutsch-Edinger volume is sub-titled "Mass Opinion, Interest Groups, and Elites in Contemporary German Foreign Policy" and represents, as the authors frankly acknowledge, an "exploration." On the basis of data provided by public opinion pools intensely interesting analyses are presented of patterns of thought and performance among varying influential groups, i.e., "the formal political elite," "the administrative elite," "the diplomats," "the press," "the military," etc. There is no attempt to reach conclusions but Messrs. Deutsch and Edinger have attained most successfully their announced purpose of "bringing to attention some of the information available on postwar German foreign policy and ordering it for thoughtful exploration."

All three of these books are excellent additions to the source material available to students of contemporary Germany.

CORRECTION: The price of Lincoln Bloomfields's "The United Nations and U. S. Foreign Policy," mentioned recently in this column, is $4.75.

Potsdam

by MARTIN J. HILLENBRAND

THIS INTENSIVE STUDY of the period in 1945 between the German collapse in April-May and the Potsdam Conference of late July is the fourth of a series of books in which the author has portrayed American involvement in the diplomatic history of World War II. Carefully documented and vigorously written, it provides an authoritative account of crucial events which decisively influenced the course of postwar history in Central Europe. At a time when the Soviets are capitalizing on their geographic advantages to bring pressure on the Western position in Berlin, the chapters headed "The Western Allies Prove Their Good Faith" and "Clearing the Way to Potsdam" are of particular interest. Hindsight cannot undo the past, but a careful reading of Mr. Feis' book will bring heightened understanding of some of the basic historical causes of continued German division and East-West tension over Berlin.

BETWEEN WAR AND PEACE—THE POTSDAM CONFERENCE, by Herbert Feis. Princeton University Press, 367 *pp.,* $6.50.

Law and the Profits

by JERRY P. BAUGH

IT SHOULD come as a surprise to absolutely no one that after attaining the best seller lists two years ago with "Parkinson's Law," Professor Parkinson should wish to repeat the performance with the announcement of his second law. What may come as a surprise is that Parkinson's Third Law which is everywhere implicit in his newest work is nowhere stated. Briefly summarized it probably would be, "The length of an author's second book is directly proportional to the number of favorable reviews given the first."

In "The Law and the Profits" Professor Parkinson states his theme (expenditure rises to meet income), repeats it, and then wanders far afield with a series of sometimes amusing essays on such disconnected subjects as tax avoidance, juvenile delinquency, military hands, and the welfare state. It is interesting that after Professor Parkinson's successful "Parkinson's Law" placed him in a higher income tax bracket his next work should have as its theme the abolition of the surtax.

His satire lacks the trenchancy of his earlier work. The latest digressions of Professor Parkinson, however, in spite of their shortcomings should be of at least sentimental interest to the inhabitants of Parkinson's Annex. Others could do worse in their search for light reading, particularly if they ignore the author's facile analysis of foreign aid as an attempt to buy friends.

THE LAW AND THE PROFITS, by C. Northcote Parkinson. Boston. Houghton Mifflin Company. 246 *pp.* $3.50.

Foreign Aid

by C. A. BISCHOFF, JR.

CHARLES WOLF, JR., a former ICA official doing research under sponsorship of the RAND Corporation, has written a book of interest to many in government whose work is concerned with foreign aid. An unusual feature of the presentation is that it consists of two components which might be read separately, in that each is an entity capable of standing alone.

Mr. Wolf concentrates on the reasoning behind executive and legislative decisions, and largely ignores the institutional arrangements for implementing our aid programs. This should be an advantage rather than a drawback to readers within government who are already thoroughly familiar with the various aid instrumentalities. The historical treatment is well written, and is comprehensive. More of a distraction than an absolute defect is the fact that the account stops at the end of 1957, which may seem somewhat premature to readers dealing with aid matters on a day-to-day basis.

Mr. Wolf's interesting and thought-provoking book may well be unique in its endeavor to combine history and theory of development assistance from the U. S. side in a single volume.

FOREIGN AID: THEORY AND PRACTICE IN SOUTHERN ASIA, by Charles Wolf, Jr., Princeton University Press, 442 *pp.,* $7.50.

India at the UN

by BENJAMIN A. FLECK

THE title of this volume is pretentious and misleading in that the book discusses Indian foreign policy and its implementation solely in the context of the United Nations. Within the limits which the authors have set for themselves, it is an interesting examination of the voting record of the Indian delegations to the first twelve sessions of the General Assembly.

In spite of its narrow scope and the somewhat self-conscious style in which it is written, this is a handy reference volume on the recent positions taken by India in the U.N.

THE DIPLOMACY OF INDIA, by Ross N. Berkes and Mohinder S. Bedi, Stanford University Press, Stanford, 221 *pp.* $5.00.

From "The Vulgarians"

"and a culture of foaming nonsense"

"The Vulgarians," *by Robert Osborn. New York Graphic Society, Greenwich, Conn.* $3.95.

"THE VULGARIANS" is a satire in picture and word on the decline of greatness and the rise of mediocrity in America.

From our pioneer days of "enormous will and belief in ourselves and courage," Osborn sees us now wallowing in "median, massive mediocrity"—as our national purpose ebbs away.

"We sit like well-bred toads, dumbly complacent. Our great public needs go unattended. . . Our heavy trinkets weigh us down."

Sickened with our "culture of foaming nonsense," which engulfs us with its "banal, vitiated, cute, odorless, dainty, syrupy-voiced, breathy, bloodless, sudsy message," Osborn calls for vigorous leadership, audacious ideas, regard for excellence—and an end to infantilism, apathetic materialism, pandering to the lowest taste and anything-for-a-fast-buck philosophy.

Only by acting as "a great people intent on greatness" can Americans ensure survival as a strong, developing nation and regain "the brilliant and revolutionary hold we once held on the hearts and minds of all men."

No less serious than LIFE magazine about our National Purpose, Osborn expresses his concern in mordant satire and humorous sketches. (D.N.)

Rome, A Studio Book, *by William Klein. Viking Press, New York.* 189 *pp.* $8.95.

MR. KLEIN disarms us by announcing at once ". . . all Romes exist, even mine." His is a medley, too jumbled to touch one who knows Rome fairly well or to be helpful to one who does not, while most of the text and the superb photographs lead one to ask why the book was not titled ROMANS. (I.A.M.)

Basic Questions on the Writing of

Efficiency Reports

by ARTHUR A. AGETON

IN THE COURSE OF TWO years and ten months as a make-you-learn Chief of Mission with our Foreign Service, I formed some positive opinions about efficiency reports. Some time ago, I read a published letter on the subject complaining that now, with all and sundry employees having access to their efficiency reports, reporting seniors will be extremely reluctant to express themselves fully and frankly, because their subordinates could find out what the Boss really thought of them, and pleasant relations in the office would be shattered. Because of this regulation, the letter writer said, the Department in the future would receive less valid and useful efficiency reports than before.

It seems to me that the said letter writer, and others I have heard carry on in the same vein, seem to have forgotten three things:

1. The responsible senior was always *supposed* to show his subordinates Parts I through V of their efficiency reports and discuss the results with them, a fine opportunity to exercise corrective leadership. (I have never understood why the Department exempted Parts VI and VII, really the distilled essence and most important elements of an efficiency report.)

2. He has a continuing responsibility to point out to younger officers where they are strong and where they are weak and to help them to increase their effectiveness and their value to the Service.

3. The Department needs, and has a right to expect, honest, thoughtful, and effective evaluation of individuals reported on.

Naturally, we must be concerned about those "for whom the bell tolls," but we must also have the good of the Service in mind. The latest revision of the Efficiency Report form is an improvement over earlier versions, particularly in respect to the narrative section in Part VI and the addition of Part VII. What I want to consider here is how a reporting officer can better employ this improved instrument to carry out his responsibility to prepare and submit meaningful reports.

Properly prepared by senior officers at home and overseas, the Efficiency Report gives an impersonal evaluation of the subject officer. Basically, it should represent the well-considered opinion of one senior (or more) as to the performance of duty during a specific period of one of his subordinates. With the years, such reports accumulate in

The author, a career naval officer, retired in 1947 in the rank of rear admiral; served 1954-57 as Ambassador to Paraguay; wrote "The Jungle Seas," "Admiral Ambassador to Russia" (with Admiral Standley), "The Naval Officer's Guide," has a forthcoming novel, and is a business executive in Washington.

by EVERETT K. MELBY

A RECENT ARTICLE in the JOURNAL proposes that, in the interest of obtaining more informative, more productive, and more honest efficiency reports, the practice of disclosing the contents of reports to rated officers be discontinued.

This suggestion is a very understandable response to that dissatisfied feeling which is only too common in the spring, when efficiency reports are written: common to the rating officer, who may work long and conscientiously on a report and still find that he has failed to put on paper what he had in mind; and common (with greater dismay) to the rated officer, who, on reading the report, may be left with the feeling that many earnest words add up to very little. There is little doubt that a critic who knows that his criticism is going to be made public may think twice before criticising, or will fuzz it over so that no one can really take offense at it. This is not in itself reprehensible. Peace, after all, is wonderful.

But I do not think that the writing of efficiency reports in secret (which can never equal the virtue of praying in secret) is the answer to the problem of getting better efficiency reports. A report written for the very few, and which specifically excludes the person rated, will undoubtedly be more fun to read and thus will brighten the task of the Selection Boards, but I seriously question whether in the long run it will be of material help to the Boards in picking those officers best qualified for increasing responsibilities in the Service.

It occurs to me that the matter of disclosure or non-disclosure of efficiency reports is part of a larger issue, on which there may be some confusion: the issue of what constitutes the proper material for inclusion in an efficiency report. Once this confusion has been dispelled, the disclosure problem will largely disappear. My observations are based in part on the experience most officers acquire after a number of years in the Service, both in writing reports and in being the subject of reports; and to a greater extent on my experience some time ago in serving as chairman of a Review Panel. This experience may not supply a ready, packaged answer, but I think it will furnish some suggestions worth considering.

The real meat and potatoes of an efficiency report are found, or should be found, under the Performance heading of the narrative section. It is here that the rating officer describes, or should describe—in sufficient and understand-

Everett K. Melby, Consul at Georgetown, British Guiana, entered the Service in 1947 and has served at Bern, Athens, Bonn and in the Department.

the officer's personnel file. They are made by senior officers who may be presumed to be impersonal in their actions and to have the best interests of the Service at heart. Taken together, the reports should give a running record of an officer's performance of duty under varying conditions and should make possible an accurate estimate of the individual's capabilities by a Selection Panel. They also should be helpful in assigning the officer to duty which he can best perform.

The officer who is called upon to rate the performance of his juniors bears a heavy responsibility. The regulations of "another service" have this to say: "Reports of fitness are decisive in the career of the individual officer and have an important influence on the efficiency of the entire service. The preparation of these reports is, therefore, one of the most important and responsible duties of superior officers."

Careful consideration should be given to each officer by the rating officer and by all other officers who submit preliminary reports to a chief of mission for consideration. A rating officer should have complete knowledge of the standards currently in use; otherwise, he may, unwittingly, do serious damage to an officer he really admires.

The rating officer must keep before him constantly the necessity for presenting an accurate and concise picture of the officer reported upon. As one experienced officer expressed it:

"When you are making out Efficiency Reports, you are alone with a piece of paper, God, and your own conscience. I make it a practice to throw out all partisanship, insofar as is humanly possible, and try to evaluate the officer concerned as accurately as I can, keeping in mind the standard of marks and remarks that prevail in the Service today. I consider making out these reports the most important single duty that I perform. If I allow myself to be influenced by friendship, because an ineffective young lad has a likeable personality, I do the Service an injustice. If I allow my personal antipathy for some officer to influence me against him, when he is doing a superior job, I am doing that officer an injustice. I honestly attempt to be impartial. On how well the reporting officers and I succeed depends, in a large measure, how effective our Service will be. It is our duty to do this job well."

It is in filling out the Comprehensive Comments and Recommendations section that the reporting officer must do his soul searching. When completed, this section should constitute a thorough, but brief estimate of the character and abilities of the officer (and his family). Comments under Summary are especially important.

Unfortunately, a reporting senior is required to show the officer reported upon only Parts I-V. Since the meat of the report is in Parts VI and VII, these also should be included. I recognize that this is an extremely sensitive part of the report and one which is most apt "to lead to scenes and perhaps to lasting grudges," but it is for this reason that, for younger officers particularly, a frank discussion of weak points and faults, done with "humility, objectivity, perception, and kindness and human sympathy," can be most helpful.

Preliminary discussions should take place well before the deadline for the report; we all have been guilty of presenting able detail—what the rated officer does and how well he does it in terms of his own capacities and of the particular situation in which he has worked during the rating period. This section of the report, properly prepared by the rating officer, should provide the answers, or the basis for the answers, to the basic questions with which efficiency reports are concerned, namely, the promotion of an officer, his most useful placement, and his general potential to the Service.

Efficiency reports sometimes fail to give adequate answers to these questions. This was one of the conclusions of the Review Panel on which I served. When the work of this Panel was completed, the members, in making their report to the responsible official in Personnel, stated with one voice that the Panel's task would have been greatly facilitated if many of the reports had been fuller and more detailed, and had illustrated general comments with specific instances of work performed. This comment provoked a sad little smile, and the somewhat unhappy reply that this was the classic observation of Selection Boards as well as of Review Panels.

If a complaint about efficiency reports has reached classic proportions, I believe it is ripe for remedial action. Or more accurately, ripe for a stronger dose of the remedial action which has been taken already.

The decision this year to drop Part V, Overall Rating, was very sound and hardly needs defense. An interesting exercise might be an examination of the reasons why it had become almost a point of honor to violate this poor device. Perhaps the fact that our educational system conditions us to think about food, landscapes, people, and the like in terms of words and combinations of words, and not as positions on a scale of numbers from one to six, had something to do with it. Whatever the reasons, I believe that eliminating the scramble for a 5 (hopefully a 6) is going to result in better reports.

Similar but rather less drastic surgery could well be applied to Parts II and III, Personal Qualities and Other Factors, of the report. Of course an officer's judgment, ability, effectiveness of expression, and so on, should be rated. But how is this to be done? Personal qualities of the kind intended here cannot be assessed by a numerical system (even when a set of definitions is provided) with the same finality as a man can be described as being six feet tall and weighing 180 pounds. Evaluating a person in a vacuum, which is the upshot of ticking off numbers under the present Parts II and III, does little more than record the fact that a supervisor thinks one officer is a nice man, and another is also a nice man, only a little less so. This kind of imprecision is essential in social intercourse, but it does not meet the purpose of an efficiency report.

Thus, ability is not a quantity that exists in isolation, but is the ability to do something (which must be defined). An officer displays judgment when he makes a decision to do something, or to refrain from some act, and he demonstrates resourcefulness in the manner in which he carries out a decision. And so on down the line of Personal Qualities, and Other Factors, all of which are obviously important in some degree to the complete Foreign Service Officer.

The conclusion of the above is that a rating officer should discuss a rated officer's Personal Qualities, and Other Factors which have a bearing in his case, *only* in clear relation to his performance of his work. And the effect of this

all our complaints and faultfindings at once on pouch day, with resultant resentment and shock. The strain upon personal relations thereupon becomes more severe than is necessary, if the rating officer *and* the reviewing officer will take corrective action periodically during the year as the need and the occasion may arise.

To promote complete freedom of expression, in some of our "other services," reporting seniors are not *required* to show a report to an officer, unless something in the report is unsatisfactory or unfavorable. However, most conscientious officers come to realize the value of a periodic airing of praise and blame and habitually make a practice of showing each of their officers his full report, feeling that, thereby, they promote the efficiency of their organization and of the individual.

Soon after arrival on post, I happened to ask one of my subordinates if he habitually showed his reports to each one of the employees upon whom he reported. "I always talk it over with them," was his reply.

"That's not the question. I want to know if *each* employee upon whom you report gets to see *his whole report.*"

"Including Part VI?"

I nodded.

"Oh, no, I wouldn't think of doing that. I tell him about the first five parts and discuss the marks with him—but Part VI, certainly not."

I pointed out his responsibility. Thereafter, I took occasion to call each employee into my office, show him or her the full report, including the reporting senior's and my remarks, and ask for comments.

When my subordinate section chief learned of this procedure, he protested vigorously. "Now they all know what I think of them, too."

Not long ago, a senior officer in the Foreign Service told me about one of his early reports. The Ambassador, a political appointee, was required to answer the question, "What are his habits?" His reply read, "The usual habits of any virile young American male."

Another senior officer told me that his complete report as Deputy at a small post was scrawled on the last page of the Efficiency Report Form in the Ambassador's handwriting, "Suits me fine or I'd have had him pulled out of here long ago."

These anecdotes illustrate some important points:

1. Where it is possible, an Efficiency Report must say something. The chief of mission may not know an officer well, but it is his responsibility to see that those officers who do know him submit advisory reports to his reporting senior. In this way, every officer can feel assured that his performance of duty has been carefully considered by at least two senior officers.

Certainly, some of us have failed to accept and exercise our responsibility with regard to efficiency reports. Deep-seated personality difficulties of an officer and faults of a wife or other member of the family are the most difficult to discuss. But a senior officer must have the moral courage to include such discussion in his remarks and to attempt to indicate to the officer where lies his trouble and what he can do to eliminate it. A political appointee, used to hiring and firing, is often most reluctant to become involved in such a discussion when he will probably be in the Service a short time. Live and let live! Sure, the officer has an offensive personality and might well have taken a course in "how to lose friends and offend people," but let the Counselor take care of him.

A sad day will come when such an officer who, despite a well-recognized cold and repellent personality, rises inevitably up the ladder of the Foreign Service to a position where he becomes Chargé d'Affaires of a small mission and disastrously damages the relations of our government with another nation.

Senior officers have a responsibility to eliminate as well as to promote. Political chiefs-of-mission as well as career officers must recognize and honor their responsibility to write well-considered, meaningful comments on reports they forward. The good of the Service must always come first.

2. A good check-off system, warning reporting officers and especially the chief of mission when reports will become due. This system should ensure that the responsible officer, the Counselor, and the reviewing officer are warned at least a month ahead of deadline and once a week regularly thereafter. This gives the rating officer and the reviewing officer an opportunity to solidify their opinions.

3. The chief of a diplomatic mission must carry out his responsibility to report on the Director of the Operations Mission; Army, Air Force and Navy Attachés; Chiefs of Military Missions; Public Affairs Officers and Agricultural and other Attachés. Instructions do not require him so to do, but only the chief of the diplomatic mission can submit meaningful reports as to their cooperation, loyalty, ability to get along with foreign nationals, gracious entertaining, effectiveness of members of their family, and other qualities which are so important to the accomplishment of the mission of the country team. It is also important to the individual and to our government that officials in Washington know how their representatives are performing in the eyes of the Ambassador.

If you are a young officer, you will be principally interested in receiving efficiency reports rather than making them. Just what do they mean to you? Properly prepared, they constitute an accurate and periodic evaluation of your merits and demerits.

It is unfortunate if your reporting senior does not believe in letting you see the whole of your report, but there is a way that you can find out how you are doing. The next time you are in Washington, present yourself to the Personnel Records Section and you will be granted permission to see all of your efficiency reports filed since November 1955.

Avoid an obvious pitfall—do not develop resentment against the reporting senior. Except in an unusual case, he is perfectly sincere. Remember, you can be wrong. You naturally want to improve your performance of duty. Learn about yourself by looking at you through his eyes. In very few professions is this opportunity of "seeing yourself as others see you" presented. If you take a constructive view of your reports, you can determine your own weaknesses and work to correct them.

But the best advice about Efficiency Reports is, "Do not worry about them." Do the jobs given you to the best of your ability. Do them even better than you know how. Go out and look for opportunities to help. In the words of a wise officer of the old school, "The Efficiency Reports will take care of themselves."

would be to transform the Performance section of Part VI into the main part of the efficiency report.

This is not a revolutionary suggestion. The instructions for completing Part VI state that this is the most important part of the report, and are quite specific as to the kind of information to be supplied. An eminently satisfactory efficiency report can of course be written with the present form; or, for that matter, with any other form, or with no form at all. But the purpose of a form (whatever the appearances) is not to test the mettle of the user; it is to help people do a job. Hence, if the results desired are not obtained with an existing form, experimentation is certainly in order.

The importance of the Performance heading is perhaps diminished by the fact that it is only one of seventeen subjects on which the rating officer is supposed to comment. Even though some of the headings are of secondary or marginal importance and can be disposed of, as they often are, with clichés ("dedicated officer," "charming family which is asset to Service," "would be pleased to serve with anywhere," etc.), I am convinced that the time and effort which a conscientious officer will spend going through this routine will divert his full attention from the genuinely significant parts of the report, particularly if he has a number of reports to write. The form of the efficiency report should be such that it will be easy for the rating officer to give primary attention to matters of real substance, treating lesser subjects with the lesser consideration they deserve.

The performance part of the narrative section would thus become the body of the efficiency report. As such, it would pull together the substance of various other parts of the existing efficiency report form. It should begin with what is covered by Part I, Description of Duties. This ought to be an integral part of the narrative, so that later in the narrative there can be no mistaking what performance is being discussed.

It is no longer sufficient for a supervisor to state that an officer does political or economic work, or is a reporting officer. The expanded Foreign Service of today embraces such a variety of jobs that almost any position warrants what present instructions call for in the case of less well-known functions, namely, description in considerable detail. In some of the larger, less conventional Foreign Service offices (and most offices today tend to become larger and less conventional), exact delineation by the supervisor of what his subordinates are doing could bring out ways in which capacities of different officers could be better utilized. In some instances, this may result in a frightening increase of efficiency, but the risk is worth taking.

Having thus fixed in his own mind what his subordinates are up to, the supervisor is then in a position to give his views, with concrete examples, as to how well the duties are carried out. He would be equipped to discuss the officer's performance without having to resort to generalizations such as "He carried out his assignments with ability and imagination," or "While he normally was competent in most respects, at times he was less thorough than could have been desired"; these carefully worded statements may be fraught with meaning for the person writing them, but to the uninitiated reader trying to get a picture of what a person is capable of doing, such phrases are as nourishing as chewing on a piece of Kleenex. Jobs in the Foreign Service are composed of separate functions and acts to be performed. It is the responsibility of the supervisor to state whether these have been performed, and how well.

This section of the report will likewise give the supervisor an opportunity to make some useful comments on the personal qualities listed in Parts II and III. It goes without saying that, as an officer does his work, he applies his ability and initiative, demonstrates his resourcefulness, good manners, and cost-consciousness, and in general exhibits the qualities listed in Parts II and III. The supervisor's evaluation of them should be related to the performance of the subordinate's duties as a Foreign Service Officer. Blending the two parts of the efficiency report should help to insure that this relationship is specifically established. Rating qualities in a context removed from a discussion of performance may lead a rating officer, quite unconsciously, to base his judgment on considerations not really relevant to the objective of the report. This, at worst, can inflict an injustice on the officer, and in any case will certainly reduce the value of the report.

Winding up his narrative, the rating officer could appropriately express his opinions—emerging from a discussion of the officer's performance—as to when and why the officer should be promoted, the most suitable assignments for him, and his general future usefulness to the Service. Following this pattern would make the report a coherent whole, rather than a series of paragraphs which may or may not have any inherent connection. Aristotle laid down the rule that to be complete and entire, a work should have a beginning, middle, and an end (he was speaking, of course, of tragedy, not of efficiency reports, but some bitter souls may find the analogy valid nevertheless). I do not think it is "reaching beyond its grasp" for an efficiency report to aspire to the completeness of an Aristotelian work of art; the closer it approaches it, the better a report it will be.

It may now be legitimately asked how the modifications in the report form proposed here are really going to bring an improvement, since it was suggested earlier (and with a perfectly straight face) that no form can be an end in itself, or the final answer to any problem. Even at the risk of being accused of being a paper-producer in disguise, I think the introduction of one further wrinkle into the bureaucratic process is perhaps necessary to stimulate the production of more useful efficiency reports.

It has often been said that when a rating officer prepares an efficiency report, he is at the same time writing one on himself. I am not suggesting that Personnel set up an Office of Do-it-yourself Psychiatry, but I believe that regular evaluation by Personnel of how officers prepare efficiency reports would have a salutary effect on their quality. Such an evaluation could determine how complete the reports were, whether really essential points had been covered, and whether the report was providing the kind of material required by the Selection Boards and other functions of personnel operations. Supervisors would be given a rating (other than numerical, naturally) on this aspect of their performance. Over a period of time such evaluations could give a valuable insight into the capacities of an officer as a supervisor. To be sure, much of this evaluation is now accomplished by the review section of the efficiency report, and by the review panels used in many posts and in many offices of the Department. But these evaluations are neces-

sarily limited in scope, and cannot provide so objective a picture of the rating officer's skill, either as a composer of reports or as a supervisor, as can a more detached review.

Setting up such an evaluation procedure may take a bit of doing. But as an immediate step it should be fairly easy to add to the present form a heading under which every supervisor is given a rating on the way he prepares his reports. This rating ought to be attached to all the reports he has written. The reports of a supervisor in a large office may—at the time that Selection Boards are meeting—be spread among the files of several Boards. I do not believe that this additional information would drastically change the results of the Boards from those which we now know; but in some instances it could provide a necessary corrective, and this alone would justify its inclusion.

These observations should conclude at the point where they began, and make a gesture toward answering the question which started it all: should efficiency reports be disclosed to the rated officer?

A report which conforms to the model suggested here will pretty well mind its business, and not wander far from the subject of the rated officer's work. What else besides their work brings rater and rated together? This is the first, and frequently the only, point they have in common. During a report period a conscientious supervisor is supposed to be informing his subordinate about the strengths and weaknesses of the subordinate's work and performance, encouraging the former and helping him to overcome the latter. When an efficiency report is written, it should be a crystallization of what is known or sensed by those concerned. Under these circumstances, it seems to me that the question about disclosure answers itself.

And, as a final blow for freedom, I would of course propose that evaluations of rating officers' ratings be disclosed to *them.*

Famous People I Have Not Known

by ANN MILLER MORIN

IT HAPPENS every home leave. We return from a foreign assignment bubbling over with stories of life abroad, naively expecting to be envied by our kinfolk. Alas, before the trunks are cleared through Customs we realize everyone feels sorry for us. In fact, we seem to be regarded as lovable but rather backward children.

"Poor dears," our relatives say. "You must be so glad to be back. Imagine having to cope with barbaric plumbing. And no hot water, no television, no frozen foods. How awful!"

Nobody believes us when we say we like living overseas. They shake their heads and ask: "But what's good about it? How do you stand it?" Then they brighten as the saving thought comes: "But of course you do get to know important people, don't you?"

There you have it. I know I could pull out of this bog of pity if I could sprinkle famous names into the conversation at this point, but unless something radical happens the next ten years will be like the last and I'll go on muffing every chance to be envied by my near-and-dear. Because the sad truth is that although I've been near some very

important people, nothing ever happens. They go their ways and I go mine, and if I've ever made a dent on any celebrity's consciousness, I haven't heard of it.

Once, in Washington, I shook hands with the King of Morocco. So did 2,999 other people. It took forty-five minutes to work up from the end of the line, and just as it was my turn to greet Mohammed V, the French Ambassador entered and all photographers, reporters, and members of the royal entourage pivoted away from me as I reached for His Majesty's outstretched palm. Although it was evening, I murmured *Bonjour*. The King smiled vaguely, looked over my shoulder at Ambassador Alphand, and my moment of glory was gone.

Once General Mark Clark spoke to me in a romantic setting. We were having cocktails on a flower-decked terrace in Algiers, and he said: "Lovely evening, isn't it?" I had just opened my mouth to answer when the hostess approached with half the population of Algiers in tow. Before I knew it, I was five people away from General Clark. The party was over before I got any closer, and to this day he doesn't know what I thought about the weather that evening.

Another time, in going up the slippery steps of the Episcopal Cathedral in Paris, I was so intent on keeping my balance I failed to notice the massive doors of the Cathedral swinging open, disgorging the crowd of Easter parishioners inside. Not until my nose was buried in the rough material of an army uniform did I stop. Looking up, I saw with horror that the bosom on which I was draped belonged to General Matthew B. Ridgway. He shied back, bumped into Mrs. Ridgway, who in turn bumped into the person behind her, and the chain reaction of bumping bodies reached such proportions that I, the cause of it all, crept away in silent disgrace.

Cornelia Otis Skinner made a two-week crossing on the same Pacific liner with me. It wasn't a very large ship, but we did not once speak, although we passed an entire morning together in the writing lounge, just the two of us. She wrote with a pen and I used a typewriter. It is doubtful that, even if pressed, Miss Skinner could recall the occasion.

I spent two weeks in the maternity wing of a private French clinic in Algeria, and shortly after I left, the Aly Khan was in an automobile accident and was brought to the same hospital. Every bed on every floor was filled, except the one I had occupied, so the Aly was put there, his head on the same pillow that had held mine.

The list could go on and on, but the point has been made. As I said, although I've been near many important people, nothing ever hap—oh, for heaven's sake! What's the matter with me? I've been throwing away golden opportunities. Let's see now—just a slight shift in emphasis—yes, that should work nicely.

Now then, the next time someone asks: "You do get to know important people, don't you?" I will not stammer: "Well, no. Of course, I see them, but I never really know them." From now on I shall declare boldly:

"Why, certainly. I have held hands with the King of Morocco, been consulted by General Mark Clark, and was very close to General Matthew Ridgway. Besides that, I've worked with Cornelia Otis Skinner."

If that doesn't produce the desired degree of envy, I'll come up with my trump: "And furthermore, I've shared a bed with Aly Khan."

That ought to hold them till the next home leave.

Service Glimpses

1. Calgary. Mr. and Mrs. Bernard Owen Ellingson were married in October at the Sacred Heart Church in Calgary. Mrs. Ellingson, the former Mary Paula Madill, is the daughter of Consul and Mrs. Edwin J. Madill. Mr. Ellingson is the son of Mr. and Mrs. Wilfred J. Ellingson of Leslieville, Alberta.

2. Birmingham. Ambassador and Mrs. John Hay Whitney visited the new offices of the American Consulate at Birmingham and also attended the annual Birmingham Consular Association luncheon. American Consul Kenneth B. Atkinson is the current President of the Association.

3. Lagos. A five-man delegation headed by Governor Nelson A. Rockefeller congratulating Prime Minister Sir Abubaker Tafewa Balewa of the Federation of Nigeria during the celebration of that country's independence. Present were, from left to right: John K. Emmerson, U. S. Consul General; James K. Penfield, U. S. Deputy Assistant Secretary of State and Chairman of the JOURNAL Editorial Board; the Prime Minister; Governor Rockefeller; Tom Chauncey, Arizona businessman; and Joseph Palmer II, the new U. S. Ambassador to Nigeria.

4. Paris. The combined World-Wide Golf Tournament and second annual Embassy/USRO, Paris, Golf Tournament was held in September. From l. to r.: Victor Keay, USRO, winner of fourth flight, Embassy/USRO Tournament; George Iacono, Embassy, winner of the World-Wide Low Gross Men's Championship and "A" Area special trophy; and Major Jack T. Pink, U.S.A., MAAG, winner of second flight, Embassy/USRO tournament.

5. Karachi. Ambassador and Mrs. William Rountree congratulated Sgt. and Mrs. Kenneth C. Ferrell after their wedding in Karachi. The bride, the former Lucille Ruth Salzaman, was secretary to the Administrative Officer of the Embassy, while Sgt. Ferrell was serving there as a Marine Security Guard. Shown at right is Miss Gertrude Chisholm, the Maid of Honor.

6. Madrid. Mrs. John Lodge, wife of the Ambassador to Spain, and Harold Wortham pose at the *vernissage* of Mr. Wortham's recent exhibition of paintings. The artist, who formerly served in the Department of State, now resides in Spain. In addition to his own work, he spends much time in the restoration of mediaeval paintings. He has been twice recognized by the Spanish Academy for his restoration of masterpieces from the museums and churches of Spain.

7. Jerusalem. Ambassador Ogden R. Reid delivered an address in Hebrew at the dedication of the Hadassah-Hebrew University Medical Center in Jerusalem. Prime Minister Ben-Gurion is shown listening at left. Others (l. to r.) are: Dr. Kalman Mann, President of Hadassah Services in Israel; Israel Barzilay, Irsaeli Minister of Health; Mrs. Ben-Gurion; Dr. Miriam Freund, President of Hadassah, USA.

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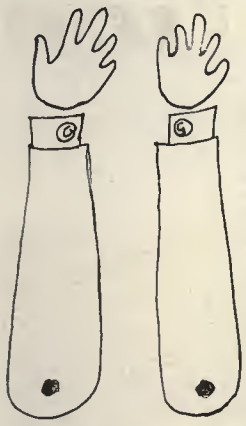
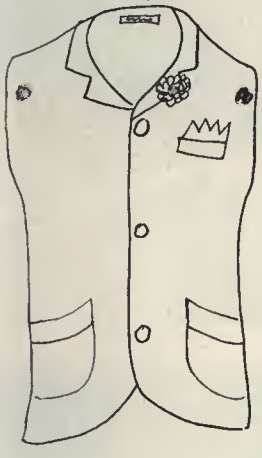
dear mother





It was good to hear from you and to know that you are well and content. I, too, am well, and finding my junior year here at the Academy of the Foreign Service as fascinating and informative as my Freshman and Sophomore years.

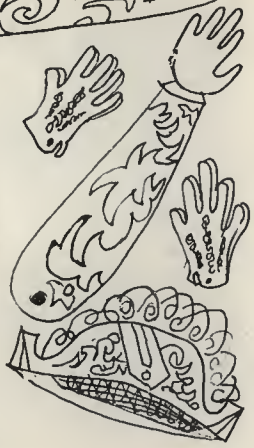
Since I wrote you last an exciting if disappointing football season has come and gone. While the season was nothing short of disastrous in the won-lost column, Coach Hunk Sprink (FSO Ret'd) and all the senior Academy officials felt much was accomplished in developing healthful concepts of teamwork, fair play, and esprit de corps among the Cadets. Everyone seemed content that we were superior in these regards, even if inferior in the harbaric science of "smashing the goal," as *they* say.

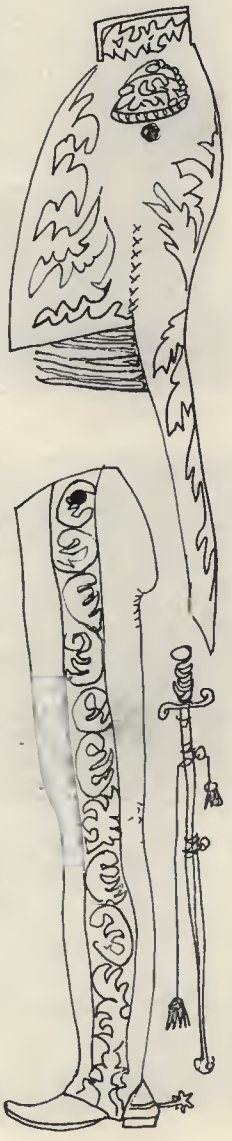
Father no doubt read news reports of the big game with Army. Our lads had hoped to confuse the West Pointers by shouting defensive and offensive signals in a variety of foreign languages. As it turned out, since the maneuvers were poorly executed in any case, our chaps only became confused themselves. We were definitely handicapped, however, by the absence of ace quarterback Ed Cahoots. Just before the game, poor Ed was caught in an examination using a pony (or aide memoire, as we say at AFS) and expelled under the Cadet honor system. He was sorely missed, but principle *is* principle.

The Homecoming Game against the Bureau of the Budget Academy was even worse than Army. Coach Sprink had worked our boys to fever pitch, and confidently thought we would be able to handle the Budgeteers this year. As usual, however, things seemed to go their way whenever the issue was in doubt and we ended up pretty well whittled down to size.

Homecoming itself, on the other hand, had its rewarding moments. G. Edward "Tuffy" Mountridge, valedictorian of the Academy's first graduating class, was among those "coming home," so to speak. He *has* done well. At 25, "Tuffy" is the Service's youngest ever FSO-2, fluent in seven languages, and (according to rumors) may soon be named Minister at an important Eastern European Legation. He spoke at the Homecoming Conference on "What the Service Has Meant to Me!" What an inspiration to us lowly Cadets he is!

My "Operation: Typical American" summer camp assignment for next year is in grave doubt at the moment. Through no fault of my own, other than a native deficiency in sales ability, I am not wanted back on the magazine subscription crew in Arkansas. One rumor is that I will be going to an Esso station in Dubuque to pump gas and, as always, "get to know the people." I would much prefer to spend the summer with you and Father in France as you so kindly suggest, but regret that I cannot.





Now for some smashing news! Next week I shall be named Cadet Deputy Assistant Secretary! I dislike, even dread, leaving the Cadet Embassy, where I was soon to become Cadet Political Counselor, but one must learn to live with these things at AFS if one is to face life squarely in the Foreign Service itself. Being CDAS will draw me into that inner circle in the Cadet Department where one's voice can be heard. I had long since given up any hope of being Cadet Secretary my senior year. Now, this is not entirely impossible. I know how pleased you will be with this news and can assure you that I will give all I can to being a top CDAS.

Although I have been reluctant to do so, Mother, I feel I must tell you that George Walsh, our house guest at Wickers last Christmas you'll recall, has left the Academy, and in some disgrace. Despite repeated warnings from Professor Harlman and Dean Husk (FSO's Ret'd), George would never have his hair cut in the approved Cadet style, and, worse, became surly and abusive when asked to do so. Also, he persisted in speaking in that mid-Western twang so abhorrent to us all. Finally, Dean Husk felt he could abide it no longer and asked George to leave. George, to everyone's surprise, readily agreed and left that night with some cryptic comment that his nose was as full of it as Dean Husk's. He was unusual and we miss him, but all agree that George's departure has restored to the Cadet Corps that unity in appearance, speech, and manner which seems so essential.

I don't wish to close on such a somber note, but I'm sure that George, the Academy and the Foreign Service, not to say our Nation itself, are the better for it.

Please give my best to Father if you see him.

Love, as ever,

G. Whitman Fulham

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Natives, believing these white-topped mountains took their light from the moon, called them the mountains of the moon.

Mountains of the Moon

by JACK GROVER

THE MOUNTAINS of the Moon lie in Central Africa between Lake Albert and Lake Edward on the Uganda-Congo border. The largest mountain is Stanley; its two highest peaks are Margherita, 16,763′, and Alexandra, 16,703′.

Surprisingly little has ever been known about them, though this range is easily the largest group of snow mountains in all of Africa.

Herodotus, about 450 B.C., wrote that the great Nile River came from a spring fed by the waters of a lake. This lake, he stated, was between two sharp-pointed peaks in deep Africa. A century later Aristotle surmised that the Nile flowed from a "silver mountain" in the central part of Africa. Claudius Ptolemy, circa A.D. 150, stated that he believed large lakes in Central Africa were the source of the Nile. These, he said, were fed by streams from snow-capped mountains that he called the "Mountains of the Moon." Ptolemy showed these mountains on a map.

The 12th-century Arab geographer Edrisi Abu' (Abdullah Muhammad) also placed them on a map, showing them as the beginning of the Nile.

Sir Henry Stanley was the first to inform the modern world generally of their existence. Previous to his discovery he had camped near them, and even on their slopes, but he had never seen them. The higher parts of the mountains are almost always hidden by clouds and mists.

In 1888 Stanley was in the area on an expedition of relief for Emin Pasha. He saw some gigantic, snow-capped mountains, and believed at first that he was looking at a peculiar cloud formation. Finally he realized that they were actually mountains. He asked natives their name and they replied, in their tongue, "the place whence the rain comes." Stanley transcribed the answer as Runzori, later spelled Ruwenzori, and this has remained the official name ever since.

In 1906 the Italian Prince Luigi Amadeo of Savoy, Duke of the Abruzzi, led an expedition there. This expedition remained for months in the area. It included a dozen European climbers and scientists, and some four hundred porters. On June 18 the Duke, with two Swiss guides and a Swiss porter, finally reached Margherita's summit. Clouds blanketed the peak, and the members of the party could see for only a few feet—nothing of the rest of the peak or the view. It was a most difficult climb.

FSS Jack Grover, author of "Defend Yourself," has climbed mountains in all six of the inhabited continents. In "Shark of the Alps," September 1958 JOURNAL, he described his ascent of the Matterhorn.

Since that time, the Ruwenzori Mountains have for the most part been left in their rainy and misty solitude.

A climb of Margherita is both difficult and dangerous. I reached the summit, but was fortunate to do so.

I flew from Frankfurt am Main to Cairo, then south through Addis Ababa to Nairobi. From there I flew to Entebbe, Uganda, on the northern shore of Lake Victoria.

At Entebbe I went to see David Pasteur, Secretary of the Mountain Club of Uganda. He gave me useful advice and helped me to obtain some mountaineering equipment.

From Entebbe I went by car the short distance to Kampala, then rented an auto, and drove west about two hundred miles, to Fort Portal where there is a charming little hotel, the Mountains of the Moon Hotel. Fort Portal lies just outside of Ruwenzori's eastern foothills.

After obtaining the necessary provisions for the trip I drove some forty miles south to Bugoye, where I established contact with the native Chief of the locality. Through him I engaged a Head Man and five porters, whom I met in the neighboring village of Ibanda.

The natives of this region are Bakonjo. They live off the land, are remarkable woodsmen, and are superb porters.

Their language, which is called Lukonjo, is one of the earliest and most archaic forms of Bantu. I don't speak even a smattering of it; however Sezi, one of the porters, spoke a fair amount of English, and I used him as interpreter. The porter who made the final ascent with me spoke no English, so we had to communicate by signs.

I had planned to make the climb in seven days. To accomplish this we would have to move rapidly, so we set off the same afternoon.

Kilimanjaro is the highest mountain in Africa. But climbing Kilimanjaro is a picnic compared to an ascent of the Mountains of the Moon.

The Ruwenzori range is a massif composed of six separate mountains, on all of which there are glaciers and permanent snows. The range is about sixty miles long, and is elliptic in shape; its general axis is north-south.

In the range there are deep, eroded valleys, many of which are separated by sharp ridges. These valleys and ridges for the most part radiate outward from the high central peaks.

The hut was small for six, but dry.

The valleys form series of terraces above transverse ridges of hard rock. There are numerous lakes in the area, and above the heavy jungle there are marshes—huge, very wet and muddy quagmires.

The author's Head Man (white shorts) and five porters.

The weather is unbelievably wet. Rains are frequent the year round, and the mountain peaks are constantly hidden in clouds and heavy mists. I was wet, cold, and miserable throughout the trip.

The path of the climb moves up through several distinct zones.

The first part was in the section where the natives for the most part live and work. High grasses abound.

We quickly moved from there into jungle country. There are many elephants in the low altitudes of these forests. The natives are afraid of these elephants—and with good reason; they chase and kill people without being provoked, and without warning. We had to travel very quietly and skirt certain areas.

Soon the jungle terrain gets considerably steeper. The paths are narrow and slippery; the vegetation is thick. Mountain rivers and streams must be forded; logs and innumerable other obstructions must be clambered over. Here and there we came across clusters of beautiful, colorful flowers.

Owing to the heavy rains and other moisture, the vegetation is extremely lush, and many of the plants are magnified to tremendous size. Trees, heavily festooned with moss and lichens, loom eerily.

The first night we spent in a deserted native thatched hut. It was small, too small for six, but it was a welcome haven; the roof shed rain.

The second day was much like the first. We continued up through the wet, slippery, lush forest. Evening saw us through the thickest of the jungle, and we spent the night at Nyamileju, in one of the huts of the Mountain Club of Uganda. The Mountain Club of Uganda has put up a number of huts in these mountains.

The Head Man and porters usually sleep out, under a rock overhang if possible. Each keeps warm by huddling in his blanket, close to the fire. These men are remarkable in the forest; they find wood to burn even under the wettest conditions.

They also have amazing stamina. I was in excellent shape, but on the trail they easily outdistanced me. Even though their loads ran about forty pounds each, they rarely stopped to rest. We moved so fast that by the end of the second day I was too exhausted to eat. I could hardly crawl into my sleeping bag.

During the night a hyrax was caught in a trap the natives had set. In the early morning they brought it to me, still squirming. They skinned and cooked it forthwith, and we ate it. It was tough, but palatable.

The third day we spent most of the day crossing marshy terrain. At 10,000 feet, and above, there were miles of semi-liquid soil. Progress was slow and difficult; the climber has to leap from one tussock of grass to another. If he slips, he may sink deep in the mud. These marshes are studded with lobelias and senecios and, in spite of the difficulties the marshes present, some of them have a strange, memorable beauty. It seemed for a while that this portion of the trip would never end. Finally, however, it did, and we spent the night at a place called Bujuku.

At Bujuku the natives caught a leopard. They had placed a simple wire noose in the path. The leopard, running along the path at night, was caught by the neck and, in its efforts to escape, was choked to death. The men smoked the meat to eat it later, and kept the skin to sell. They hoped to get the equivalent of about ten dollars for it.

The Bakonjo on a climb thrive on simple fare. The usual daily ration for each man is one and a half pounds of maize flour, five ounces of dried smoked fish, three ounces of beans or peanuts, two cigarettes, and a little salt, sugar, and tea.

At Bujuku I met Dr. Philip Heal, who was a part of a team of Kampala's Makerere College. His team was studying the glaciers of these mountains. Later at Elena I met two more of the team, Ted Phythian and Lewis Harrison, who were most friendly. Their advice, and a loan of some mountaineering gear, were of invaluable help to me in my climb.

They told me that part of their team on a glacier higher up had come across a circular crevasse. It was so deep they couldn't see to the bottom. When they arrived they noticed that there were footprints—apparently human—which led up to the edge of the crater, but none which led away from it! Quite a mystery.

In the Bujuku Hut I leafed through the visitors' book. One entry, by a geologist from Holland, said:

> SATURDAY, DEC. 22ND, '56. Arrived at 14:25 from Nyamaleju. But oh, the wind. Nothing but wind, rain and mist. This mountain seems to be one big heap of obscenity and unpleasantness. To top it all I had an attack of mountain sickness shortly after arrival.

The true Alpine zone begins at about 13,000 feet, and the fourth day's climb was through real mountain country. The Head Man and two porters accompanied me on it; the others remained in Bujuku. We passed timberline, and the latter part of the climb was on rock. At length we arrived at Elena. At this point there are two tiny bivouac huts right below the edge of the Elena Glacier.

Here the Head Man and one of the porters turned back; it is too cold for them to stay at Elena overnight without good sleeping bags. The name of the porter I kept with me to make the final ascent was Kule (Koó-lee).

The night was cold, the wind blew hard. We rose well before dawn and, when light came, set off. We both knew it would be a long, hard day.

The glacier snow, firm, began close to our hut. We roped up at once. We wore crampons, had ice axes, the usual climbing gear.

We crossed the Elena Glacier and continued onto the Stanley Glacier. The latter was relatively easy going, as it is almost flat. There were a few minor crevasses, but we passed over and around them with care, and had no mishap.

At the base of Alexandra we paused. One possible way to reach Margherita's summit is to skirt the east side of Alexandra and ascend Margherita by its east ridge. Another is to climb to the peak of Alexandra, and from there descend and then go up to Margherita's summit in a direct line. The east-ridge route is considerably easier and less dangerous; Alexandra is skirted, and the route up Margherita is less steep. But the climb up Alexandra, thence to Margherita's summit, is a more direct one. Time was highly important to us, for to be caught in these mountains by nightfall means almost certain freezing. I decided on the routing by Alexandra.

At the foot of Alexandra peak the climbing conditions changed abruptly, and for the first time we had to do advanced technical climbing. The section we climbed was extremely steep. In addition, it was ice covered only lightly with snow. We had to belay each other almost all of the way, and we also had to cut our steps in the ice as we made our way up. The mist was heavy; we could see only a few feet ahead of us. It was cold, and the wind was blowing.

When a climber is on an icy mountain peak a high wind can be, in every sense of the word, dreadful. It is dangerous, because it numbs the climber and at the same time buffets him. At the same time its wide range of sibilant, loud noises are demoralizing. At times the climber can think of nothing else.

At one point we took a wrong turn, and pulled up suddenly at the edge of a huge ice fall. It was a sheer drop of several hundred feet, with gigantic icicles. We retraced our steps, oriented ourselves with a compass and map, and then headed for the still-invisible peak of Alexandra.

The last few hundred feet of Alexandra's summit were rock instead of ice and snow. We covered the last stretch carefully, but without delay.

Cold and tired, we rested at the top for a few moments, and got our bearings. We could see only a few feet. Then suddenly, the winds cleared the clouds; across from us Margherita Peak loomed up in majestic splendor. The sight was an awesome one; the great peak looked remote, icy, and forbidding. Between it and Alexandra there was a deep col, a saddle of snow and ice. Then, just as suddenly, the clouds closed back, blanketing everything.

Guided by the compass, we made our way down the rock cliffs of Alexandra on a straight line for Margherita. Again we had to belay almost the whole way; the rocks were crumbly and steep, sometimes sheer. Also there was considerable *verglas* on them.

Suddenly, Kule slipped and fell, turning as he bounced on the rocks. I was about thirty feet below and was facing him, so was able to check his fall by blocking him with my arms and body. However the rocks had cut his legs and one arm. So we were delayed while I cleaned the cuts and taped them up.

The steep, icy side of Alexandra had been difficult and dangerous, but Margherita's southwest face was worse. It was so steep that at times it seemed almost vertical. The ice was so hard that steps had to be cut with care, and progress was very slow.

About halfway up on the southwest face of Margherita there are two small ice falls about twenty feet apart, and we climbed between them. I was leading, and belaying Kule as he came up. The belays were being made by driving the ice ax deep into the snow and ice, then hitching the rope around it close to the surface. At this point one of Kule's crampons slipped on the ice, and he fell. Fortunately the rope stopped him. Had it not, we both would have fallen over a thousand feet.

Finally we made it to the last part of the summit peak, which is rock. This rock was steep and slippery, but we climbed it carefully, and had no mishap on it. And then we were at the top, a great moment.

The actual highest point of the summit is a steep cap of ice and snow. Its northeast side is part of an ice fall which makes a straight drop of several hundred feet. I tested this cap; the winds had made it dry and crumbly. It seemed a shame to be so near the actual summit without reaching it, so I cautiously climbed to the top, and quickly returned.

At the summit we rested twenty to twenty-five minutes, eating a bit and taking a few pictures.

Most of this time we were engulfed in clouds and mist. The winds were blowing them constantly, and now and again they cleared around us briefly. Once they opened up between Alexandra and Margherita, and we photographed Alexandra. Almost immediately they drifted back over the peaks and us.

By now it was 1320 hours, which was much too late. We had to be back to our bivouac hut by nightfall, or suffer the consequences, and the way was long.

We retraced our steps, moving as steadily and quickly as safety would permit. On the way down it started to snow. We descended to the saddle and then climbed again to Alexandra's peak. Wasting no time there, we set out at once in what we thought was the direction of the Stanley Glacier.

It was snowing heavily, and we were unable to find our previous tracks. The snow and mist were so heavy that we could see for only a few feet. We were confused as to directions, and we had only one choice: travel by compass. We did this, and about 200 yards farther down, we found our tracks. The snow had not quite covered them, and to say that they were a welcome sight is an understatement of some magnitude.

Still another fording.

We belayed down the side of Alexandra, and then recrossed the Stanley and Elena Glaciers, arriving back at our bivouac hut just before nightfall—much too close for comfort. Thoroughly exhausted, wet and cold, we ate a little and crawled into our sleeping bags. I wrote a short account of the climb in the hut's visitors' book to record the climb and to advise climbers who later should come that way.

Early the next morning, tired and sore, we descended to Bujuku. There I picked up my waiting Head Man and porters, and continued on. We did double marches that day and the next, arriving back in Ibanda the evening of the seventh day.

Physically I was in a bad way; recovery was to take months.

When I returned to Entebbe, I was asked to write an account of the climb for the Mountain Club. I have done this, and have also sent photographs of these mountains to the Club and to Makerere College. Because so few have been so high there, and because the weather conditions are so bad so much of the time, a number of my pictures are unobtainable elsewhere. They may be of help to future climbers and students of the area: I hope so.

In retrospect, it was a most interesting climb, and I am glad I made it. But never again.

Education for the National Security

by JAMES J. BLAKE

ONE OF THE MOST important developments in foreign policy since World War II has been its general recasting into the mold of national security. Today few significant areas of America's foreign relations are without their national security aspects: regional alliances, foreign aid, the status of forces, trade policy, come most readily to mind, but there are others. The result is that the military, economic and political components of our foreign relations today are far more closely associated than was ever the case before World War II. Similarly, our own policies and actions in the fields of economics, science and civil defense —to name only a few—have come to have an important bearing on our international posture. In such changed circumstances the comprehensive study of national security problems by senior military educational institutions has become of increasing interest to the Department of State and the Foreign Service.

Industrial College of the Armed Forces, Fort McNair.

Evidence of this enhanced interest was the appointment for the first time in 1959 of a State Department Representative and Foreign Affairs Adviser to the Commandant of the Industrial College of the Armed Forces. The appointment was a recognition of the fact that the College had become, since its establishment in 1948 in Washington, D. C., one of the most important senior military educational institutions.

Book store at the Industrial College

Located at Fort Lesley J. McNair and now housed in a new and modern building which President Eisenhower, a distinguished alumnus, dedicated on September 6 "to the service of the United States," the College is recognized by the terms of its charter from the Joint Chiefs of Staff as standing at the highest educational level of the Department of Defense. Throughout the ten months of its resident course, a searching and critical analysis is made by its students, who are generally in the grade of Colonel or Navy Captain and are drawn from among the highest qualified officers of the four Services, of the overall readiness of the nation for international emergencies, as well as cold war situations.

This year 149 students, including twenty-seven civilians, of whom three are Foreign Service officers, are engaged in making this analysis. By June 1961, they will have heard some two hundred lectures on the national security, viewed in its military, diplomatic and economic aspects; each will have prepared a written thesis on a personally selected aspect of national security policy; and all will have worked together in small seminar groups to develop an agreed solution to a major "final problem" arising out of the major types of international conflict situations facing the United States.

In addition to the lectures and student research program, the course of studies at the College includes visits to military and industrial areas within the United States as well as a program of visits to selected foreign countries. In April 1961, the class will be divided into small groups for trips to Latin America, Europe, the Middle and Far East—all areas of the world having a major strategic or security significance to the United States.

These foreign tours, which emphasize the economic and social aspects, were begun in 1959 and reflect the increasing weight given in the curriculum of the College to the impact of foreign affairs and resources on American security.

An indication of the broad spectrum of problems now examined at the College is contained in the titles of the subjects around which much of the ten-months course is organized. These include, "The Organization of the Federal Government for National Security," "Sino-Soviet Strategic Concepts," "Military Assistance Programs," "Modern Warfare: Economic and Political Conflict," "International Economic Institutions," "Space Technology and Logistics," "Resources as an Element of National Power," and "Logistics and National Security."

Many of the lectures are given by civilian personnel, including Cabinet Officers, from various departments of government and from educational institutions. More, however,

are given by Department of Defense speakers having policy or operating responsibilities in such areas as disarmament, logistical planning, intelligence and new weapons. Such lectures are usually highly classified, and students attending the College are therefore required to have the appropriate level of clearance.

For the civilian student taking the resident course, and particularly for the Foreign Service officer, the lectures by the Defense Department officials on international problems are often challenging and stimulating, representing as they sometimes do, a different but always thoughtful emphasis of the American military and diplomatic posture. One of the most impressive features of these presentations is that they rarely seem to represent the thinking of that stereotype, "the military mind." Instead, they are almost always characterized by an integrated view of all of the factors—military, economic, social and political—that constitute the equation of national security. The encouragement of this integrated approach to national policy is the most important objective of the College. In this sense, the Industrial College and the National War College, which is also located at Fort McNair, share a common purpose. The resemblances and differences between the two institutions and their missions are set forth in the Government Organization Manual, 1960-61, pages 204-205. Both Colleges stand at the highest educational level of the defense establishment and operate under the authority of the Joint Chiefs of Staff. Both are concerned with the study of factors which determine our national security posture. In general, however, the NWC concentrates on political elements, while the ICAF gives more detailed attention to economic and industrial aspects.

If the Industrial College's program and name during the past dozen years have remained obscure to agencies outside the Department of Defense, the same cannot be said of their impact on the wider American community as a result of its extensive non-resident programs. The Industrial College presents each year a series of National Security Seminars. To date, more than 52,000 individuals have completed the two-weeks seminar in 110 cities in 45 states. The seminar is jointly sponsored by the Armed Forces and local civic, business and educational groups and is given by two teams of officers from the College. Emphasizing the integrated character of the College's curriculum and approach to national problems, each team consists of six officers from the Army, the Navy and Marine Corps, and the Air Force.

L. to r.: General L. L. Lemnitzer, Chairman designate, Joint Chiefs of Staff; President Eisenhower; Lt. General George W. Mondy, USAF, Commandant of ICAF.

In addition, by 1960, nearly 9,300 students had completed the College's correspondence course which is available to officers of the regular and reserve forces, to civilian executives, members of professions and government officers having a rank equivalent to that of students in the resident course. The course is also available to selected nationals of friendly foreign countries, and 200 foreign participants are currently enrolled. The instructional material for this course consists of twenty-two volumes entitled "The Economics of National Security" and requires approximately a year to complete.

Through the non-resident and resident programs, the College is making a significant contribution to public and official opinion on the security aspects of American foreign policy.

Insofar as the Department of State is concerned, the greatest impact of the College on matters of immediate concern to the Department is, of course, through the regular ten-months course at Fort McNair. Here, in excellent surroundings that would be difficult to duplicate in the Washington area, senior military officers and selected civilian officials are given an opportunity to stand back and appraise the posture of the United States in the world today and particularly its ability to meet and overcome the many-pronged threat to its security.

During those ten months, every effort is made to stimulate creative thought and understanding on the part of students regarding the complex problems of national security without regard to service or departmental requirements or positions —only the national interest. President Eisenhower said in September 1960:

> "Our liberties rest with our people, upon the scope and depth of their understanding of the spiritual, political, and economic realities which underlie our national purpose and sustain our Nation's security. It is the high mission of the Industrial College of the Armed Forces to develop such understanding among our people and their military and civilian leaders. So doing, we will make the wisest use of our resources in promoting our common defense. The Industrial College has been a guidepost pointing to the greatly increased quality of our defense capacity; it must continue to point to an ever-ascending progress for the years ahead."

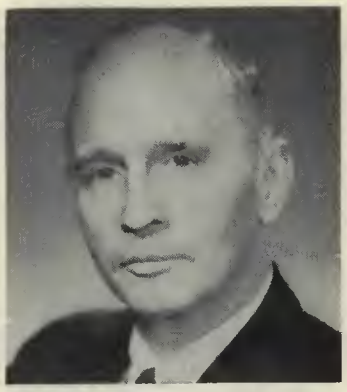
These dedication remarks perhaps best describe the position and mission of the College today.

ANSWERS TO WATER QUIZ (page 16)

1. Bristol Channel (Great Britain)
2. Manila Bay (Philippines)
3. Great Salt Lake (Utah)
4. Gulf of Suez (Egypt)
5. Pacific Ocean (Rio de Janeiro)
6. Cook Strait (New Zealand)

AFSA: New Officers for 1960-1961

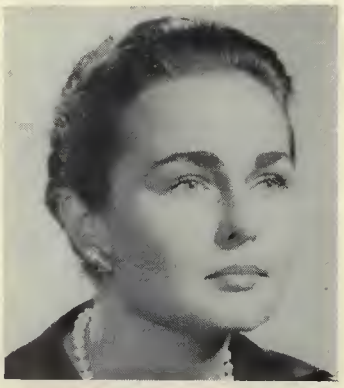
LIVINGSTON T. Merchant, President of AFSA, is Under Secretary of State for Political Affairs and was appointed Career Ambassador last June. He entered the Department in 1942, dealing with various economic problems during the war. In 1945 he went to Paris as Economic Counselor and thereafter served in Nanking, and as Ambassador with our NATO delegation. In 1953 he became Assistant Secretary of State, in 1956 Ambassador to Canada, and in 1959 Deputy Under Secretary of State for Political Affairs.



WALDEMAR J. Gallman, Vice President of AFSA, was born in New York state and was graduated by Cornell University in 1921. He entered the Foreign Service in 1922 and served at Habana, San José, Quito, Riga, Warsaw, Danzig, and London. In 1948 he was appointed Ambassador to Poland and in 1950 became Deputy Commandant of the National War College. In 1951 he was appointed Ambassador to the Union of South Africa and in 1954 Ambassador to Iraq. At present he is serving as Director General of the Foreign Service.

WILLIAM L. Blue, Chairman of the Board of Directors of AFSA, was born in Memphis, Tennessee. He received M.A. degrees from Vanderbilt University in 1937 and the Fletcher School of Law and Diplomacy in 1939. He entered the Foreign Service in 1941 and served at Niagara Falls, Ciudad Bolivar, Naples, Kuala Lumpur, and New Delhi. He served as Deputy Chief of Mission in Bern before his transfer to the Department in 1958. At present he is Deputy Director of Western European Affairs.

NORRIS S. Haselton, Vice Chairman of the Board of Directors of AFSA, was born in Cleveland and received his A.B. degree from Princeton in 1925. He entered the Service in 1935 and has served at Guadalajara, Manchester, Calcutta, New Delhi, Santiago, Rio de Janeiro, and Wellington. At National War College 1948-49. In the Department he has had tours in the bureaus of Economic and European Affairs and is currently Deputy Inspector General of the Foreign Service Inspection Corps.



MELISSA F. Wells, Secretary-Treasurer of AFSA, appeared in last year's Board list as Melissa E. Foelsch. Her marriage to FSO Alfred W. Wells was recorded in the August JOURNAL. Mrs. Wells was born in Tallinn, Estonia, and came with her family to the U. S. in 1936. She graduated from the School of Foreign Service of Georgetown University in 1956 and is now completing graduate studies there. She is currently assigned to INR/RAR.

JOAN M. Clark, Assistant Secretary-Treasurer of AFSA, attended schools in New York and in Sussex, England, and worked briefly for an airline in New York City. In 1945 she joined the Foreign Service and was posted to Berlin, Frankfurt, London, and Belgrade before coming to the Department as a Placement Officer in the Washington Foreign Service Placement Branch, Personnel Operations Division. Currently she is a Post Management Officer in the Bureau of European Affairs.

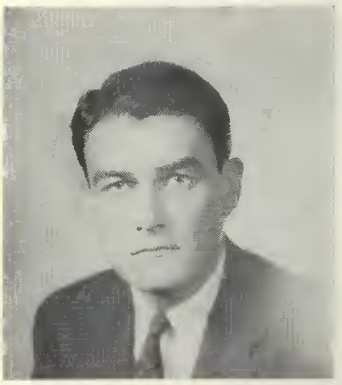
WILLIAM O. Boswell received his A.B. degree from Stanford University in 1936. Since entering the Foreign Service in 1939 he has held posts at Le Havre, British Guiana, Lisbon, Vienna, Paris, Rome, and Milan. He returned to the Department in 1958 to attend the first Senior Seminar in Foreign Affairs. He is at present the Director of the Office of Security. Mr. Boswell was Secretary-Treasurer of AFSA in 1950-51 and a Member of the Board in 1958-59.

SAMUEL R. Gammon entered the Foreign Service in May, 1954, after a brief teaching career while awaiting appointment. He served at Palermo in the RRP for one year and in Milan as Administrative Officer and Economic Officer for three years. He is now on duty as Deputy Branch Chief of POD/EUR. Mr. Gammon was appointed from Texas where he still maintains his home leave address, and is living in Georgetown, within walking distance of the office.

JOHN Harter was raised in Texas but later emigrated to California. During World War II he served as an Air Force musician. He attended the Universities of California and Southern California, and prior to entering the Foreign Service in 1954 he was a professional librarian. From overseas posts in Port Elizabeth and Santiago, Chile, Mr. Harter has come to the Department to work in the Office of International Economic and Social Affairs.

MARTIN F. Herz was drafted into the Army in 1941 and there, through his work in psychological warfare and political reporting, came into contact with the Foreign Service. He entered the Service in 1946, and served as Third Secretary in Vienna; as Second Secretary in Paris; as chief of political section in Phnom Penh; as First Secretary in Tokyo, and now as United Nations Adviser to the Assistant Secretary for African Affairs.

ROGERS Birnie Horgan has been a member of the Association since he joined the Foreign Service in 1947, and served on the board of directors in 1951-52. His current assignment is as India Desk Officer in the Bureau of Near Eastern and South Asian Affairs. During a previous Departmental tour he was in the Office of Foreign Service Personnel as placement officer for Greece, Turkey, Iran, and South Asia. He gives his hobbies as bridge and "Cookie Push."



THOMAS D. Quinn was born in 1927 at Beverly, Massachusetts. He is a graduate of Harvard College and studied also at the University of Florence. He spent five years in the Marine Corps. He has served at Rome, Trieste, and Sarajevo, and is now Staff Assistant to the Operations Coordinator in the Office of the Under Secretary for Political Affairs. He is married and has an eight-year-old son.

Clippings from the Press

Visiting Chiefs Worry U. N. Career Men

CAREER DIPLOMATS, the mainstay of the United Nations, have watched the antics of their superiors in recent weeks with a mixture of amusement and uneasiness. And now that the homeward trickle of chiefs of state is under way, they hope to get down to serious business soon.

Basically, they feel the presence of national leaders, whom they refer to in private as "the politicians," is an intrusion that detracts from the seriousness of the international organization's purpose: To arbitrate litigations between nations in the cause of world peace.

As the head of a Western European delegation said the other day: "One gets the impression now that the fate of the world hinges on the frequency of meetings between chiefs of state. After every chief of state has met every other chief of state, the round robin is over and they can all go home, secure that they have made the world a better place."

"There was a time," said another diplomat, "when affairs of state were negotiated without bluster and without shouts. Discretion was a virtue. As a young man leaving for my first post, I was told that a diplomat was someone who could remain silent in several languages. Times have changed, and we hear a daily deluge of words in four languages from our hearing sets." . . .

It was not always so. Ambassadors look back with longing to the Golden Age of Diplomacy, when brilliant diplomats controlled the fate of Europe and did not burden their royal superiors with details of their negotiations. The Congress of Vienna in 1814-15 marked a dangerous turning point, for Czar Alexander I insisted on coming himself to represent Russia. . .

It was this same Alexander who had initiated personal diplomacy seven years earlier by meeting Napoleon (then at the height of his power) at Tilsit in East Prussia and telling him: "What is Europe? Where is it, if it is not you and I?" Even then, the Russians were thinking in terms of blocs.

Since then, in the opinion of diplomats, conditions have steadily deteriorated, and have reached the point where chiefs of state would rather preen in the barnyard of public opinion than study the world's problems in privacy. . .

As a remedy, a person concerned by this trend has drafted a four-point resolution for the chiefs of state who attended the current assembly session to study and adopt. It sets diplomacy back 150 years, to a time when chiefs of state knew their place in the world. The resolution follows:

1. That heads of state be quarantined to their homelands at least nine months out of the year.

2. That those who attend the United Nations General Assembly be limited to no more than ten visits a day with their peers.

3. That these visits be of a purely social nature, with no discussion of policy matters. As an example, it is all right for Sukarno to ask Tito about his lumbago, but not about his positive neutralism. Nkrumah can inquire whether Nehru is still on a yogi kick, but not whether India is getting along with China.

4. That chiefs of state will communicate with one another by the same methods in use 150 years ago: Written message and courier over short distances; horseback for longer courses, and clipper for trans-ocean voyages.

These restrictions, it is felt, will slow down the workings of statesmanship in a world where many are convinced that peace depends on stalling for time.—*Sanche de Gramont in the New York* HERALD TRIBUNE.

Letters to the Editor

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

Machines and Foreign Relations

While it is true that American white collar workers, at least those employed by the more progressive private companies, have been relatively well mechanized, there has been almost no progress in the vast governmental bureaucracy in Washington and elsewhere, including the missions abroad.

Comparing work in the Foreign Service with office work in private companies, one cannot help but be struck by the lack of use of office machines in our foreign affairs apparatus. Dictaphones are rare, electric typewriters are resisted, and thermofax or similar reproduction machines are hoarded, hidden, and ham-strung so that great numbers of hard-to-get stenographers sit around waiting for dictation or painstakingly type out multiple copies of material which could be more cheaply reproduced by machine. Worse yet, highly paid officers write out drafts by hand—or wait for a stenographer to return from coffee-break, lunch, or Paris. Let such an officer ask for a dictaphone and he is made to feel that he has asked to be driven to lunch in a black limousine with two antennas. No one bats an eye if he asks for a stenographer whose first month's salary probably exceeds the cost of the dictaphone. Twenty years ago, a twenty-five-dollar-a-week trainee in a small company would find a dictaphone on his desk when he was hired. He was not asked if he wanted it. Someone had figured out what system was the most efficient and had put it into effect.

From dictating machines we can go on to the advantages of the small reproduction machines for making copies instead of typing them out. One officer in the Department, noting a need in his division, recently tried to get one. He was told that the one kept at the next higher echelon was not sufficiently used to justify giving another one to his division. Totally ignored was the fact that the machine referred to was a good half mile away from his division and required the assignment and training of one person in the division for its use. In other words, instead of anyone in the division running a piece of paper through a handy machine, it would be necessary to find the assigned "operator" and send him off on a one-mile trek. By the time he got back, the item could have been typed. Obviously that machine was not going to get much use, and if it got little use, nobody was going to get one.

Having merely scratched the surface with those machines which were in common use before World War II, one could eventually look into the modern data-processing machines or electronic computers. From Emile Delavenay's little book, "An Introduction to Machine Translation," (Frederick A. Praeger, New York, 144 pp, $4.75.) we learn that bilateral language translation is possible with today's computers and multilateral translation will be possible tomorrow. Furthermore, once the basic program is set up, the cost of such translation will be cheaper than is the present "hand" method. It also is alleged to be more accurate.

There is no reason why the present archaic filing system could not be replaced by a world-wide system with machine-printed cards for cross-referencing which could assure that any given instruction, despatch, or other permanent record would be filed under the same number whether it were filed in the Department, Paris, or Vientiane.

The above may shake the goose-quill-pen set but it is high time that machines were used to reduce manpower and to give foreign affairs officers time to think about foreign affairs.

Furthermore, anyone who has recently badgered his bureau EX office for a secretary to replace Miss Schluck, who just took a slow yak to Tihwa, realizes that the choice is rapidly narrowing anyway. If machines are not used in order to more efficiently utilize what secretaries we have, the alternative may be a spread of do-it-yourselfism to the office.

Albert W. Stoffel

Washington

Ritual of Saint Lucia

Guests at our small Washington apartment are always first announced. Always, that is, except on December thirteenth last year.

On that date, our callers would have none of such formality, and we were aroused from a deep Sunday-morning sleep by a persistent knocking at the door. Sleepily, my wife responded to the sound and opened to four solemn visitors: Madame Seppala, the wife of the Finnish Ambassador; her ten-year-old son, Robin, and five-year-old daughter, Raphael; and the children's governess. The ritual of Saint Lucia was about to be performed.

We should have remembered the day and the ritual from our stay in Finland. While at the Embassy in Helsinki we had learned that the observance of this festival was widespread in both Sweden and Finland and that nobody was quite sure of its origin. We learned that the Saint was, variously, the Holy Lucia of Syracuse and the gohlin-in-chief of northern Sweden and that on her day children had originally sung special songs in exchange for money to better their own Christmasses.

Today, however, both in Sweden and in the towns of Finland having sizeable Swedish populations a much wider significance is attached to December thirteenth. Even the smallest towns now have their own Saint Lucia, a beautiful young girl often chosen by popular vote, and families and businesses likewise have a Lucia who is charged with the "candle, coffee and cakes" ritual which we were about to receive.

From the living room into the bedroom came a solemn procession led by little Raphael looking for all the world like "The Littlest Angel." Dressed in a beautifully-starched white smock, she balanced in her hand a lighted candle in a round brass candleholder. On her shoulder-length hair there rested a garland of green leaves and boughs in which were spaced six lighted candles which made a halo in the still-dark morning. Behind her came Robin, Madame Seppala, and the governess, the last carrying a large basket from which were to emerge the coffee, "lussekatter," and semi-sweet rolls from the Embassy kitchen which were to be our breakfast.

The guests sat in bedside attendance while we opened our eyes and breakfasted and then, after an exchange of greetings, departed. Thus our friends portrayed the coming of light and purity into the dark and dolorous day; it was the beginning of Christmas.

Jack K. McFall

Washington

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