



# *Foreign Service Journal*

▲ In This Issue: The Modernization Process and Insurgency, by Henry C. Ramsey

JUNE 1962

50c

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The AMERICAN FOREIGN SERVICE ASSOCIATION is an unofficial and voluntary association of the members, active and retired, of the Foreign Service of the United States and the Department of State. The Association was formed in order to foster an *esprit de corps* among members of the Foreign Service and to establish a center around which might be grouped the united efforts of its members for the improvement of the Service.

Chiefs of Mission, FSO's, FSR's and FSS's are eligible for active membership. American employees of other Departments or Agencies such as USIA and AID, who hold career status and who are on foreign service, are eligible for associate membership. Annual dues for both categories are \$10.00 which includes a subscription to the JOURNAL. Those interested in membership should write to the General Manager, AFSA, Suite 301, 1742 "G" St., N.W., Washington 6, D. C.

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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 10 inches, and should be mailed between extra heavy cardboard. Photos are not returned, and the Journal is not responsible for the return of unsolicited material. Please include full name and address on all editorial material and a stamped, self-addressed envelope if return is desired.

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COVER PHOTO



Fisherman by Paul Child

Marseille, France's oldest port, has many small harbors and inlets not used by freighters and passenger vessels. Our cover photograph was taken in one of these harbors called Le Vallon des Suffes, used by fishermen for the most part. Up until the 1840's the magnificent natural harbor, now called the Old Port, was the only safe haven for large vessels, and in fact it was that harbor that made the fortune of the antique city called by the Romans, the Greeks and the Phoenicians who used it, Massalia. The small inlets and basins like Le Vallon des Suffes have preserved a flavorful simplicity where life continues today much as it did

a hundred years ago. On the top of the cliffs in the background are the remains of a series of forts used to protect the city in the days before modern armament was invented. The fisherman in the chair is mending his nets.

PHOTOS AND ART FOR JUNE

- Paul Child, FSR-retired, photos, cover and page 20
- Earl Wilson, USIA, painting, page 2
- Howard Simpson, USIA, drawings, page 22
- Edward L. Fischer, illustrations, pages 24, 25, 30, 31
- Marie Skora, wife of FSO George W. Skora, woodcut, "In a Hurry," page 26
- John Singleton Copley, "The Copley Family," page 28. Photo National Gallery of Art. This newly acquired painting is considered "the most important group portrait by an American artist."
- Robert W. Rinden, FSO, "Life and Love in the Foreign Service," page 29
- Sheila Isham, wife of FSO Heyward Isham, drawing, page 34. Mrs. Isham will be exhibiting later this month at Bader's Gallery, 17th & G Sts., N.W.
- Japan Tourist Association, photo, "Shrines of Japan," page 35
- Vincent Van Gogh, "Roses," Harriman Collection, page 37
- American Automobile Association, photos, page 38, 40 and 42
- D. L. Hopwood, photo, page 44
- State of Colorado, photo, page 45
- Redwood Empire Association, photo, page 45
- John M. Cates, Jr., FSO, photo, page 53
- Smithsonian Institution, Rumanian Folk Art, page 54
- State Department, photos, page 55 and 56



Hong Kong

Earl J. Wilson

AFSA : Scholarship Funds

Benton Challenge Being Met

THE ASSOCIATION takes the greatest pleasure in announcing the receipt of an additional \$25,000 in endowment funds for scholarships as the result of an ingenious offer made to us by the Honorable William Benton, former Assistant Secretary of State, a true friend of the Foreign Service for many years.

The Association's good fortune commenced last fall when we wrote to Mr. Benton in connection with naming one of the three \$500 scholarships which he has presented annually for a number of years. Mr. Benton once again provided evidence of his continuing interest in our scholarship activities by tempting the Association to meet a formidable challenge: he informed us that he would donate \$5,000 to the scholarship fund if we could find two other donors willing to subscribe a similar amount.

A letter to some proven friends brought an amazing and heartening response: four commitments of \$5,000 each to match Mr. Benton's offer. We are particularly pleased that our four benefactors are willing to be identified since all are or have been associated with the Career Service for many years. The four are:

- The Honorable Jefferson Patterson, formerly Ambassador to Uruguay
- The Honorable Edward T. Wailes, Ambassador to Czechoslovakia
- The Honorable Selden Chapin, formerly Minister to Hungary, Ambassador to the Netherlands, Panamá, Iran and Perú
- The Honorable Theodore C. Achilles, formerly Ambassador to Perú and presently on duty in the Department as a Special Assistant

The Association once again expresses its deep appreciation to these generous donors.

The need for interesting outside donors in our scholarship program is a continuing one. An impressive way to interest them is to prove, as these colleagues have, that Service objectives have overwhelming support from within our own ranks.

Mr. Benton, it should be further noted, was thoughtful and interested enough to put forward two challenges. His second one—an offer to put up another \$5,000 if we could raise a similar amount over and above the Association's normal fund-raising activities—was intended to stimulate interest on the part of those who stand to benefit most from this offer. Mr. Boswell's special letter of last month to all Association members has brought a warm response on which a more detailed report will be made later. Particularly noteworthy is the response from retired officers. To meet Mr. Benton's second offer, however, we do need a wide response from the field and it would be a favorable omen indeed if we could come up to the standard set by the colleagues mentioned above who helped us to meet one of Mr. Benton's generous offers twice over.

# Potomac Portrait

The abandoned lighthouse on Blackstone's Island, near the mouth of the river. Giant cross in background commemorates the landing of first Maryland settlers in 1634.

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# New Members of Journal Editorial Board

## Gordon Ewing

**G**ORDON EWING, recently assigned as director of the Information Center Service of USIA, was born on a farm in western New York State, next door to the Tuscarora Indians, before progress

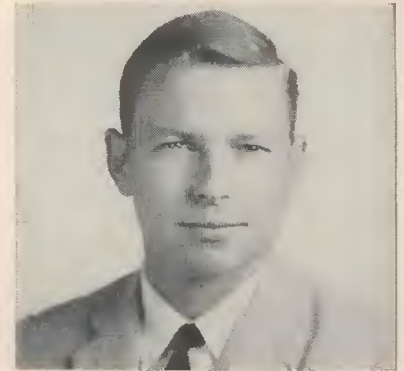


and Robert Moses invaded their reservation. Gordon studied successively at Stanford University, Kiel University in Germany, Wayne State University (B.A., M.A.) and the University of Southern California. Still restless, he worked as college instructor,

actor, book salesman and writer-researcher. After five years in the Army and a year as news editor on *BUSINESS WEEK*, he joined the Information program and served nearly eight years in Berlin, mostly at RIAS. Other assignments were as deputy director of the Voice of America and Public Affairs Officer for Austria. The Ewings and their ten-year-old son live in Georgetown. Apart from reading, Gordon likes to grow flowers, listen to music, and look at architecture.

## Samuel B. Thomsen

**SAMUEL B. THOMSEN** was born in St. Paul, Minnesota, on July 10, 1931. He graduated from the University of California at Los Angeles with a B.A. in Political Science in 1957. Before entering UCLA he served



three years in the Army, two years of it overseas in Japan and Korea. After graduation he spent three years working as the coordinator of student religious affairs at the University of California, Santa Barbara. During his tenure there

he led two student groups to India and thereby developed an interest in Southeast Asia. Santa Barbara also supplied him with his wife, Judy. He has been in the Foreign Service since October 1960 and is at present serving on the Management staff, Office of Management. His hobbies are tennis, reading and watching his wife cook.

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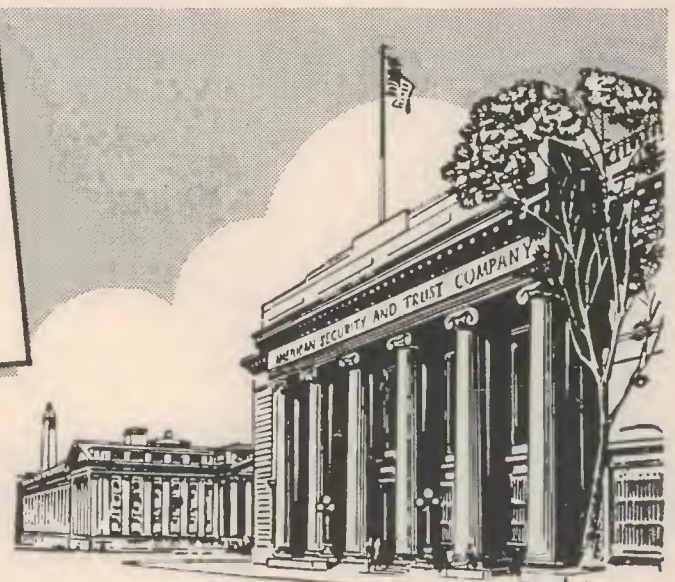
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## BIRTHS

- ANDREWS. A son, Gregory Rollin, born to Mr. and Mrs. Nicholas G. Andrews, on March 20, in Washington.
- CIZAUSKAS. A daughter, Carol Anne, born to Mr. and Mrs. Albert C. Cizauskas, on March 28, in Bonn.
- TUCKER. A son, Jonathan Sands, born to Mr. and Mrs. Richard D. Tucker, on December 19, 1961, in Montevideo.
- WEAST. A daughter, Antonie Elaine, born to Mr. and Mrs. Herbert S. Weast on February 12, in San Salvador.
- WILLIAMS. A son, Philip Patrick, born to Lt. and Mrs. Philip D. Williams, on March 23, at Fort Bragg, N. C. Philip Patrick is the grandson of Mr. and Mrs. Philip P. Williams of the American Embassy, Port-au-Prince.

## MARRIAGES

- COOK-MEARS. Frances Cook, AID, and Dr. Leon A. Mears, University of California, were married on March 9, at Singapore.
- LYNN-DUKE. Robin Chandler Lynn of New York married Angier Biddle Duke, Chief of Protocol, State Department, on May 12, in McLean, Virginia.
- STEVES-WARD. FSO Joan L. Steves, daughter of Mr. and Mrs. Richard Warren Steves, and FSO Barclay Ward were married on April 14 in All Souls Unitarian Church, Washington.

## DEATHS

- BLISS. Robert Woods Bliss, former Ambassador to Sweden and Argentina, died April 19, in Washington. Mr. Bliss joined the Foreign Service in 1900, serving in Puerto Rico, Venice, St. Petersburg, Brussels and Paris, and as 3rd Assistant Secretary of State, before his ambassadorial appointments. He retired in 1933 but returned briefly during World War II to serve as liaison officer between the Secretary of State and the Office of Strategic Services.

Baron Silvercruchs, a former Belgian Ambassador, wrote of Ambassador Bliss:

The Nation is indebted to Robert Woods Bliss for many years of service. . . . Those who have known him abroad since the turn of the century can think of very few, whether of the old or new frontiers, that have offered the world as good a projection of this country. The firmness of his convictions and restraint of his tolerance, the pride of his bearing and grace of his modesty, the warmth of his human touch whether in public office or in private life are but a few of the traits that form the composite image he leaves behind, as a trust embodying the expression of what is best among his people.

- CONDON. Waide Moore Condon, former FSO, died on May 7, in Salt Lake City, Utah. Mr. Condon served in Greece, Yugoslavia, India and Pakistan.
- HARTEL. Alex Hartel, Acting Chief of the European Branch, Research and Reference Service, USIA, died on May 11, in Washington. Mr. Hartel joined the Foreign Service after World War II and served in Germany, Austria, Uruguay and Korea.
- HEWES. Clarence Hewes, former FSO, died on April 22, in Washington. Mr. Hewes entered the Foreign Service in 1918 and resigned in 1933. He served in Panama, The Hague, Costa Rica, San Salvador, Guatemala, Peking, Berlin and Latvia.
- REED. Edward L. Reed, FSO-retired, died on April 22, in Philadelphia. Mr. Reed entered the Foreign Service in 1920, and served at Panama, Madrid, Berlin, Brussels, Habana, Rome and Buenos Aires before retiring in 1947.
- ROBERTSON. William Platt Robertson, FSO-retired, died on April 13, in Jackson, Tennessee. Mr. Robertson entered the Foreign Service in 1925, serving 31 years in France, the Azores, Portugal, Cuba, the West Indies, Panama, Colombia, and Uruguay, before retiring in 1957.



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**F**ORMATION of a Speaker's Bureau of the American Association of Foreign Service Women should appeal to all Foreign Service women with a penchant for public speaking. Organized at the suggestion of the Department, the Bureau is currently comprised of ten wives whose task will be to alleviate some of the speaking demands made on State officials in the Washington area. It represents an opportunity for distaff members of the Foreign Service to give the general public an intimate picture of the aims and purposes, as well as the day-to-day experiences, of diplomatic life abroad. In time, it is believed that Bureau members will be able to travel far afield to help dispel the image of the Foreign Service wife as a tea-drinking, servant-coddled party-goer.

"We hope to explain ourselves more fully to the American people," states Chairman Mrs. Peter Rutter, "and rather hope to prove that we're just like everyone else; our homes and families come first, though sometimes under most unusual circumstances."

In the past few months members of the Wives' Bureau have been practicing on one another, and at the same time sharing their varied Foreign Service experiences. The initial assignment of the Bureau was to provide three speakers for the Panel Discussion of AAFSW's Briefing Session in March.

The Bureau was set up with the assistance of Temple Wanamaker and Katherine Mayberry of the Office of Public Services, and had the Department's approval. Interested Foreign Service women should get in touch with Mrs. Rutter, OLiver 4-5981, as the Bureau needs to expand beyond its present membership to meet the growing demands for speakers.

**T**WO VITAL and topical subjects, Disarmament and the Common Market, were discussed by Department experts before AAFSW on April 26. Those speaking to the group were William C. Foster, Director of the Arms Control and Disarmament Agency, Betty Getz, also of ACDA, Stanley Cleveland, Director of the Office of Atlantic Politico-Economic Affairs, and

Herman Barger, Director of the Office of International Trade and Finance.

**T**HE JUNIOR WIVES of AAFSW had Dr. Seving Carlson as guest speaker at their April 25 meeting at the International Student's House on "R" Street. A former member of the UN Commission on the Status of Women, and holder of degrees from the American College for Girls in Istanbul, Harvard and Istanbul universities, Dr. Carlson embodies the emergent status and capabilities of women in Turkey today—a status made possible, she stated, by the progressive ideas of Turkey's national hero, Kemal Ataturk, some forty years ago.

Dr. Carlson's slide lecture briefly outlined the history of the country through its architecture, Byzantine churches, Greek and Roman ruins, early Christian dwellings carved from solid stone and Ottoman mosques. Both traditional and modern Turkish costumes were modeled by young embassy wives, who sponsored the evening in conjunction with AAFSW's Junior Wives Committee.

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# The AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION

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## ANNUAL REPORT FOR THE INSURANCE YEAR ENDED FEBRUARY 28, 1962

### I. OPERATIONS

As of March 1, 1962:

Members carrying Group Life	2584
Members of Foreign Service Benefit Plan	6817
Total Group Life in force	\$42,978,450.00

Claims paid during year:

10 Group Life	\$ 160,500.00
10 Family Group Life	6,200.00
1 Accidental Death	17,500.00
Hospital-Surgical under old plan (final settlement of continuation claims)	28,773.82
Foreign Service Benefit Plan	386,304.20

The net assets of the Association were maintained at an approved level with increased benefits to members as noted below.

### II. NEW BENEFITS NOW IN FORCE

1. An increase in the benefits payable under the Family Coverage for all members having Group Life up to a maximum of \$1,000 for each dependent, effective March 1, 1962.
2. Extension of benefits under the Foreign Service Benefit Plan as approved by the Civil Service Commission, effective November 1, 1961.

The Board is keeping under constant review the position of the Association with a view to extension of further benefits to members who hold either the Group Life Policies or the Foreign Service Benefit Plan or both. These two programs are administered entirely independently and increases in benefits under either plan are dependent only on the experience table and financial position, including reserves, of each separately.

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DeBardeleben, Daniel  
Engle, Paul H.  
Lapham, Lewis J.  
Noel, James A.  
Rositzke, Harry A.  
Tragen, Irving

To FSR-3

Blee, David H.  
Brown, Robert Livingston  
Burke, Willard F.  
Danielson, J. Deering  
Gomez, Rudolph E.  
Jackson, J. David  
Jones, Frank W., Jr.  
Kenner, Rodham W.  
Linthicum, Richard  
McLaughlin, Martin M.  
Ober, Richard  
Rastetter, Richard W.  
Smith, Joseph W.  
Troy, John F.

To FSR-4

Albert, Francis L., Jr.  
Apple, Charles E.  
Bakey, Charles R., Jr.  
Beckman, Charles J.  
Blair, William D., Jr.  
Bonner, Douglas G., Jr.  
Burns, Brendan A., Jr.  
Champeau, Harold G.  
Chase, Ernest F.  
Chin, Robert  
Cooper, Charles I.  
Disciullo, John  
Donnelly, William F.  
Duffin, C. Harlow  
Flynn, John T.  
Hubbard, Fred E.  
Kuhlman, Thane A.  
Leader, John L.  
Miller, William F.  
Minott, Joseph A., Jr.  
Redford, Ralph H.  
Sanchez, Nestor D.  
Smith, Harlie L., Jr.  
Stolz, Richard F., Jr.  
Swedenburg, Wayne A.  
Taylor, Rawleigh W. D., Jr.  
Tucker, James L.  
Vallieres, Armand I.  
Walker, John D.  
Waltz, John W.  
Williamson, Earl J.

To FSR-5

Allner, Frederick A., Jr.  
Atkins, Edwin F.  
Baker, Charles J.  
Bancroft, Howland, Jr.  
Boner, William C., Jr.  
Bouchard, Robert P.  
Bovce, Howard W.  
Brown, Paul R.

Burton, Stewart D.  
Byers, Wheaton B.  
Carey, William D.  
Carr, Paul E.  
Cleveland, Richard A.  
Close, Arthur C.  
Curtis, Darwin O.  
Emmons, Virginia H.  
Ferguson, Herbert A.  
Flores, Paul S.  
Grimsley, William C., Jr.  
Hale, Richard W.  
Jensen, Hans J.  
Jeton, Francis J.  
Kashe, Richard H.  
Kennedy, John P.  
Mahon, Robert G.  
Montague, Marion M.  
Murnane, John P.  
Noland, James B.  
Ostlund, William C.  
Owen, Robert E.  
Pierre, Roger L.  
Rames, Duane A.  
Rankin, Edward  
Reagan, John J.  
Renner, Graham D.  
Sherman, Joseph P.  
Smith, R. Harden  
Stotts, Ben L.  
Swain, Ernie A.  
Then, Joseph L.  
Thrall, Homer, Jr.  
Unumb, John A.  
Van Buskirk, William R.  
Walsh, George T.  
Wolfe, Alan D.  
Zimmerman, David M., Jr.

To FSR-6

Anderson, William, Jr.  
Bent, Robert G.  
Blackshear, Thomas R.  
Brown, Allan W.  
Close, Raymond H.  
Coles, Lemuel D.  
Corydon, Jeff, III  
Creane, Stephen F.  
Daw, Allan P.  
Fulton, Robert M.  
Goslin, Jerald E.  
Haight, Hugh G.  
Hewitt, Lyle R.  
Iacono, George  
Jazyuka, Alfred L.  
Kane, Edward R. M.  
Karpovich, Serge  
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Rice, Robert E.  
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Slifer, Harry S., Jr.  
Solitario, Thomas  
Sommers, Frank F.  
Stern, Michael F.  
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Wilson, Dorwin M.

To FSR-7

Hawthorne, Mary A.

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June, 1937

by JAMES B. STEWART

### Bold Action by the Maidens

**B**ECAUSE all the bachelors were being captured by widows, the maidens decided to take action, according to an article in the June JOURNAL by Esther Humphrey Scott, a Foreign Service wife.

The action consisted of a petition addressed to the King of England which appeared in the South Carolina Gazette of March 2, 1734. The petition was discovered by a writer for the Southern Carolina state guide being prepared by the Federal Writers' Project under the Program of the Works Progress Administration. The young ladies wrote:

The humble petition of all the maids whose names are underwritten. Whereas we, the humble petitioners, are at present in a very melancholy disposition of mind, considering how all the bachelors are blindly captivated by widows, and our more youthful charms thereby neglected, the consequence of this our request is that your excellency will for the future order:

That no widow shall presume to marry any young man till the maids are all provided for, or else to pay each of them a fine for satisfaction for invading our liberties and likewise a fine to be laid on all such bachelors as shall be married to widows. The great disadvantage it is to us maids is that the widows with their forward carriage, do snap up the young men, and have the vanity to think their merits beyond ours, which is a great imposition upon us, who ought to have preference.

This is humbly recommended to your excellency's consideration and hope you will prevent any further insults.

The petition was signed by fifteen maidens.

### Briefs

► In the June, 1937 JOURNAL there is a group picture of the training school class of April, 1932. The following members of the class are still active: Woodruff Wallner, Elbert G. Mathews, Richard D. Gatewood, William P. Snow, E. Tomlin Bailey, John Ordway, Douglas MacArthur.

**Comment 1962:** There was not a bow tie in the group, collars were high, and everyone wore a vest.

► Included in the June "Service Glimpses" are the Minister to Norway and Mrs. Tony Biddle shown skiing in Norway; FSO's Dick Boyce and Joe McGurk at a costume party in Tokyo; FSO John Minter showing Norvelle Sanneback (Department) how to open a Chincoteague; and FSO Harry Norweb embarking on the South American Clipper.



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## 25 Years Ago



A son, Robert Edward, was born to Mr. and Mrs. John S. Service, at Peiping, on February 16, 1937. Mr. Service is a language officer.

**Comment** 1962: Consul John Service is stationed at Liverpool.

**It Pays To Bypass the Underlings:** When Alexander P. Moore and his wife, Lillian Russell, the famous actress, arrived in Madrid in 1923, the Ambassador wanted a house at Santander. Arthur Frost, retired C.G., takes the ball from there: "Mr. Moore told the Secretary of Embassy to get the King (Alfonso XIII) on the phone at Santander. The flabbergasted Secretary did and Alex did the talking. After passing the time of day, and telling a little joke, he broached the subject of a house and asked the King if he would please look around for one that he could rent. Alfonso, being a good sport, gleefully complied and he and Alex and Lillian were fast friends from then on out."

### Larz Anderson, American Diplomat

The June JOURNAL notes the death of Larz Anderson in 1937. The funeral services were held in the Washington Cathedral in the Chapel of St. Mary, which was a gift of Mr. Anderson.

Larz Anderson resigned as Ambassador to Japan in 1913. He held several diplomatic posts before and after the turn of the century.

**Comment** 1962: The Ambassador and his wife Isabel were among the leaders in Washington's social life for many years. Mrs. Anderson was the author of numerous books and plays.

That the Larz Andersons belonged to another era, is shown by the following:

#### Washington, 1929

As we wished to give a dinner for the Ambassadors of the countries from which Isabel and I had received decorations, we asked the French and the Japanese together for one party, and the Italians and Belgians for another date.

Our dinners proved successful. The house was full of flowers—azaleas, orchids, lilies and tulips. We remained, I believe, the only house in Washington, except the Embassies, which turned out the servants in full-dress livery, shorts and stockings, buckled shoes, and braided coats. These dinners were swan songs to the old order.

#### Washington, 1930

We came back to Washington to find a real change in the social structure. Old Washington society had finally passed with its style and fashion; it was a city of Babbitts. Only the foreign embassies remained as a bulwark against sordidness. And even there, although the importance of the posts was greater than ever before, the representatives were less distinguished than of old.

### And More Recently

► The name of "Byington" has been associated with Naples for many years and now another name, that of James E. Henderson, claims attention because of length of service at that post. Mr. Henderson has been Consul General there for almost seven years. However, neither he nor Chief Homer M. Byington can compete with the record of Alexander Hammett who served as American Consul at Naples from 1809 to 1863.



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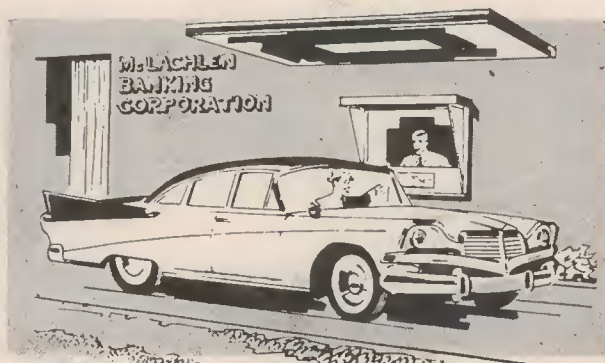
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**25 Years Ago**

► Retired FSO Ed Montgomery and Natalie are not in Colonel John Glenn's class. They circled the globe only once! In so doing they met Ambassadors Frances Willis and Galbraith and Consul General Mattison. Before returning to Washington, the Montgomerys spent some time in their new home in Santa Barbara, California.

► Last summer former Ambassador Robert Coe was painting a picture of his lodge at Cody, Wyoming when suddenly there was a thunderstorm. "I threw everything and myself into a canoe to cross the lake," said Bob. "The canoe cap-sized and I fell in, clothes, shoes and all, thus showing my superior knowledge of woodcraft and Western skills."

**Where Are They Now Dept.:** Francis L. Spalding, who retired recently, lives with his family on Reservoir Road, Washington, D. C., across the street from Miss Cornelia Bassel who for many years was assistant to the Director of the Foreign Service Officers Training School.

Fran is with the firm of Burton, Dana and Company, stock brokers.

► Ambassador and Mrs. Drumright had an exciting year in Taipei. They had forty-eight hours to prepare for the visit of the Vice President and Mrs. Johnson. So warm were the greetings of "the lanky, hearty Texan," and of "Lady Bird so cheerful and interested," to farmers, villagers, to mothers and students, that Drum and Florence wondered, as the guests flew away, if the Veep might have political ambitions in Taiwan.

**Sarasota**—Warren Kelschner, an FSO (1929-31) and then for many years a high official in the Department of State, and Herbert Hengstler, one-time chief of Foreign Administration, drove to Miami Beach last summer from Sarasota. Their stay was interrupted by a hussy named Esther. It was she who was responsible for Herbert not meeting his old friend Sr. Quesada in Miami. When Sr. Quesada was a member of the staff of the Cuban Embassy, about thirty-five years ago, he and Herbert, both bachelors, were in on most of the debutante balls and other doings in those gay days.



**Atlantic College**

The Atlantic College, housed in St. Donat's Castle on the coast of South Wales, will open in September with 60 boys, reaching a total of 450 boys by 1965. Thirty boys from the United States will be in the first group. The Headmaster is Rear Admiral D. J. Hoare. This is the first of a group of all sixth form international colleges planned by Dr. Kurt Hahn, founder of Gordonstoun School.

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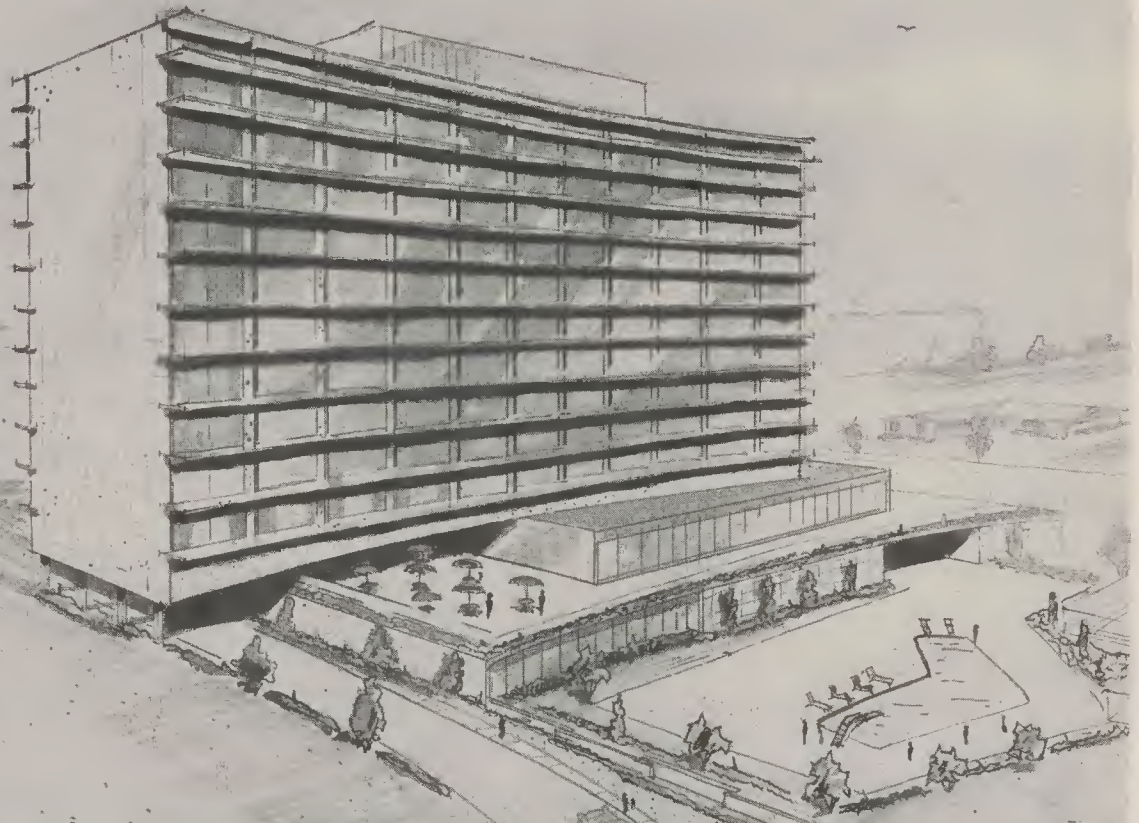


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Benvenuto Cellini's statue of Perseus  
*Loggia dei Lanzi, Florence*

by Paul Child

## The Modernization Process and Insurgency

by HENRY C. RAMSEY

“COUNTERINSURGENCY” is one of the newer and more fashionable usages of the New Frontier and we shall hear much more of it in the months ahead as new Government emphasis is placed on studying its intricacies.

The word is now accepted Washingtonese to connote, roughly, the totality of tactical responses (American and indigenous) to all forms of Communist-inspired or -directed subversion and insurgency, including guerrilla warfare, which attack the modernization process at work in the less developed world. It is perhaps not as broad or as palatable a term as “internal defense,” which is the preferred usage in the Department of State, because there is some question whether it embraces the totality of interacting political and security capabilities involved in safeguarding the modernization process against the domestic tensions and upheavals normally unleashed in this process. But it is intended to cover the spectrum of challenge and response—political, military, economic, psychological; and it relates to removing the causes of dissidence as well as to defending insurgency of nationalistic origin from Communist capture and exploitation.

Stewart Alsop's article on President Kennedy's Grand Strategy in the March 31 SATURDAY EVENING POST puts this concept of counterinsurgency in public focus and makes explicit what many of us have known for some time: That the Administration is deeply concerned with all forms of insurgency susceptible of Communist manipulation, and that it believes Khrushchev's “wave of the future” strategy is largely based on Communist intentions of escalating dissidence into “wars of national liberation” in the modernizing societies. Mr. Alsop reports the President as realizing that providing military expertise to deal with Communist-directed guerrilla warfare is only an essential first step; he quotes the President as stating that “In the final analysis what is needed is a *political* effort.”

The implications of the italics in this direct quote are clear: One of the great creative foreign policy tasks of the United States in the Sixties is to bring more sophisticated capabilities and insights to bear on assisting vulnerable societies to safeguard their modernization against Communist inroads and takeovers; and, because this is primarily a *political* task, though one to which all operational arms of US policy represented abroad can make unique and indispensable contributions, the Department and the Service

HENRY C. RAMSEY is vice-chairman of the JOURNAL Editorial Board, and is currently assigned to the Policy Planning Council.

must move with the currents of history in preparing further to play the central, demanding and expanding roles expected of them in the years ahead.

We have of course long known that Communism can threaten internally as well as externally. But we have perhaps only fairly recently achieved a Governmental consensus that in the less developed world the more serious Communist threat is internal, i.e., political subversion, urban insurgency, and guerrilla warfare based on a dissident or terrorized peasantry in a society wherein government has never gripped the countryside.

We are likewise generally agreed that our main business with modernizing societies which welcome our assistance and counsel should center on safeguarding their modernization rather than on preparing them for defense against an external enemy who, as events have proven, really prefers to scavenge on the internal weaknesses of the society under attack. And we have learned that in the new states, the modernization process involves the entire range of governmental and public activity; that it is the *purpose* of government; that it ubiquitously affects the external as well as internal affairs of the country; and that insurgency at some level of violence is its normal concomitant.

IT FOLLOWS that the Department and the Service must further perfect what Eugene Black and others call “development diplomacy”—like traditional diplomacy, an art, but nevertheless a different form of diplomacy from that historically practiced among the Great Powers of yesteryear or of today. What are some of the perspectives and problems involved in improving the present state-of-the-art?

We are caught in problems of insurgency—active, incipient or latent—throughout a wide range of modernizing countries. Countering each of these forms of insurgency imposes both immediate and longrange tasks.

The urgent task is to assist in countering and defeating Communist-directed insurgency where it is active, notably in Southeast Asia. This, we have learned, requires a subtle admixture of politics and force, and an orchestration of U.S. resources in support of local capabilities, which must always carry the major burden of defeating, pacifying and regaining the loyalty of indigenous rebels. For we must remember that we are dealing with sovereign countries, whose independence we respect, and whose nationalistic appeals to their own people must not be diluted by too obvious a foreign presence.



Putting down guerrilla insurrection is as much a political as a military task for the reason that the greatest strength of an effective irregular force lies in its inner political structure and its identification with a popular cause. Just as dissidence is a political and psychological phenomenon, armed dissidents of the Mao-Tse Tung and General Giap school place politics coequal with arms in exploiting dissidence, at least through the guerrilla stage of operations.

Where the critical field of battle is not territorial but political and social—where the motivations, resources and targets are found and disputed within the allegiances of people and the internal structure of the society, Draconian repression cannot be accepted as an enduring response; rather, the response must be directed at first causes as well as at resultant symptoms. The inner political structure of the insurgency must be attacked simultaneously with its hardcore exterior manifestations. It is for this reason that politics and arms interact at all levels of insurgency.

The late President Magsaysay understood these matters as his brilliant campaign against the Filipino Huks attests—a model which students of counterinsurgency should master and seek to transplant, with appropriate adjustments to the local context, in other countries where armed insurgency is a reality or an imminent threat. For Magsaysay combined the essentials of successful counterinsurgency operations: the clenched fist of force (active or potential) and the extended open palm of conciliation and reform. And he effected what governments confronted with insurgency must achieve: the removal of the popular base of Communist support, and the strengthening of the cohesion of the local society, by reforms which permit the society again to point toward two of the principle goals of modernization—national unity and a wider popular consensus in support of the purposes and direction of the central government.

The lessons to be emphasized are that suppressing insurgency is a way station toward modernization and that reform must accompany repression rather than await the outcome of battles which may otherwise be lost. Thus politics and arms must interact across the whole of the active counterinsurgency spectrum to achieve a central objective of establishing the acceptability of the central government to the popular base of the insurgency.

Our long-range task is to combine U.S. resources more effectively to assist the local government in preventing incipient and latent insurgency from degrading into active insurgency. This is the great positive and essentially

political task of safeguarding the modernization process. It involves assisting the process while simultaneously improving local capabilities of internal defense; it combines forward movement with objective assessments of the probable effects of action or inaction on the dissidence which is just beneath the surface.

Encouraging the forward thrust of societies, and preparing them against the tensions and resistance thereby generated, are two sides of the same coin for the reason that dissidence, dissatisfaction and disequilibrium normally accompany the upward thrust of a modernizing society.

As a matter of national policy, we prefer that societies modernize through controlled rather than violent revolution. But even controlled revolutions move forward irregularly, unevenly and often inequitably. They can get out of hand. Some persons and classes are hurt, others will believe the revolution has violated its promises, others will seek to capture or divert its momentum. By their very nature, revolutions—even if non-violent—seldom please all members of a society in flux, and dissidence is especially characteristic of a loosely structured society where class distinctions are sharp and the classic cleavages between city and countryside have not been closed.

The Communists understand these matters and study the structures, cleavages, and tensions of the new states with great care and considerable objectivity. These studies form the basis for their strategy in setting the stage for “wars of national liberation” and for their tactical manipulation of dissidence.

We must therefore excel the Communists in their studies of the points of strength and vulnerability in the new societies. This must be one of the principal responsibilities of the Service in the Sixties. Our purpose must be to develop the ability of looking *through* a society, rather than *at* it; to see it in its totality as a living organism; and to suggest practicable remedies for its malfunctions. This is not beyond our ability for we and the Free World hold great advantages over the Communists if we will address ourselves systematically to the central problem of why modernization generates targets of exploitable Communist opportunity.

Since our purpose is to strengthen the independence of modernizing societies, we are more capable than the Communists of giving disinterested assistance and counsel in matters of development and internal defense; and because we stand for the proposition that each society should mold its own unique modernization system within the framework



of its individual culture and aspirations, we should be able to align ourselves more acceptably than the Communists with the major forces at work in the less developed world—nationalism, anticolonialism, and the revolution of rising expectations.

Our objective of assisting modernizing societies to remain independent of Communism, in order that they may assume roles of dignity and responsibility in an expanding community of free nations with pluralistic values, basically coincides with the local nationalistic interest. Furthermore, the task of safeguarding the modernization process is not ours alone; it will normally be shared with other nations and groupings (including the United Nations) which, when combined with ours, gives the Free World generally a very wide margin of influence and resources over what the Communists can bring to bear in arresting or subverting modernization.

We have, in short, an acceptable strategy if it can be effected. In terms of translating this strategy into actions which will assist an individual society to modernize with minimal risks of insurgency, we are also on our way with helpful new policy mechanisms and insights.

Among these are:

- Acceptance of the importance of long-range central planning. (A sophisticated development plan can become a modernization strategy for the individual country—a pooling of collective judgments on how the society, with our support and that of others, can move forward in the right general direction with minimum risks of insurgency getting out of hand.)

- Recognition that economic growth alone, unless accompanied by social progress and a progressively equitable distribution of the national income, can accentuate the imbalances of a society instead of ameliorating them. (This is one of the great insights of the Act of Bogota.)

- Realization that political development and social cohesion must accompany economic growth if a society is to be safeguarded against what Walt Rostow has called Communism—"a disease of the transition," and that our financial, military and training resources, together with our self-help criteria for aid, must promote more effectively than in the past a balance between political and economic development.

- Acknowledgement that all modernizing societies face internal threats in varying degrees; that, with few excep-

tions, the internal threat is greater than the external, and that national armed forces should increasingly be oriented toward internal defense and nation-building tasks which can add necessary economic and social infrastructure while fostering national unity and carrying the government's writ to the countryside, i.e., civic action, literacy campaigns, vocational training of conscripts, engineering and construction tasks, good works in the rural sector.

But, while on our way, we still have some way to go in applying development diplomacy in its broadest aspects to the problem of minimizing the risks of insurgency. From the standpoint of the Service, I offer the following as personal views on the main dimensions of the job ahead:

- ▲ We must become more generally knowledgeable of the mysteries of the modernization process and of how to employ the unique array of US resources at our disposal in assisting local governments to anticipate and prevent Communist attacks on the process through subversion and insurgency.

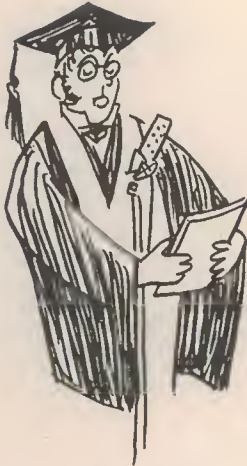
- ▲ We must take the lead in developing and encouraging a new type of representative abroad who understands and appreciates the new politics and economics of modernization and who, because of his competence, can constructively influence the leaders and innovators of the new countries to act in their country's best interests.

- ▲ The Service should pioneer in new ways of examining and reporting on the political and social developments and structures of modernizing societies; of evaluating their capacity to change at their particular point of development; of translating these insights into operational concepts; and of developing constructive proposals for modernization which will be welcomed because they are realizable and within the practicable capabilities of the local government.

- ▲ Finally, we must learn to examine the individual society in its distinctive context and within the frame of its unique set of problems, bearing in mind that in the interacting fields of modernization and counterinsurgency it is dangerous to generalize tactics. We should not remain imprisoned by the previous categories of traditional diplomacy but, rather, through a pragmatic search for new ways of assisting governments which are passing through a time of troubles, we must fashion a new art of development diplomacy commensurate to the challenges of the Sixties.

♦ ♦ ♦ **T**HE FUTURE ROLE of revolutionary guerrilla war in communist strategy is probably more dependent on local opportunity than on anything else. The politico-military premises of Communist—chiefly Chinese—thought on guerrilla warfare is basically sound, as is their general military tactical doctrine. The most vulnerable point, then, is in the local societies and polities which may be threatened."—*Raymond L. Garthoff in an address before the Council on Foreign Relations*

# The Bar-Nes Corollary to



Barnes, Parkinson Disciple

Parkinson's Law is so widely known by now, and the profound truth it expresses so universally acknowledged, as to require neither explanation nor argumentation. Suffice it to say that Parkinson was first to describe as law the principle of organic growth inherent in bureaucracy in accordance with which expansion is a function of inner forces rather than a reaction of external stimuli.

This law is basic. It is the key to the cornerstone that unlocks the hidden mysteries of bureaucracy. With all due respect, however, to the towering genius who translated isolated facts into compre-

hensive theory, there remained one small area in the bureaucratic process which Mr. Parkinson did not treat in detail. This area was output.

True, the matter of output is of no great consequence to the practical bureaucrat. Input, not output, the number of bodies in slots, the investment of man-hours, the things Mr. Parkinson deals with so brilliantly, all these are the vital elements in any working bureaucracy. But a few restless minds began to speculate on whether there was not some secondary and subordinate principle, which could explain output in a hureaucracy; which could roughly forecast the amount of useful work produced as compared to the input of time and energy. And thus was evolved the principle which we call the Corollary.

It is a truism that where several persons work in any one unit within a bureaucracy—and Parkinson has shown that there will never be less than several for long, due to the primordial urge for multiplication—each one must have some notion of what the others are doing. Otherwise there would develop a confused cacophony of crossed wires, which would not only inhibit accomplishment of any kind, but would also produce schizophrenic effects in the bureaucrats themselves, lead to self-doubts, and hamper the orderly growth of the bureaucratic organism.

For trial purposes the hypothesis was adopted that for "A" to keep track of what "B" is doing, by reading what he may write, by talking with him, by exchange of views on

N. SPENCER BARNES has served in Eastern Europe, on the Policy Planning Staff and in the Middle East. He is currently Deputy Chief of Mission, Tel Aviv.

common problems, will occupy about ten percent of "A"'s working day. By extension, if "A" is to keep abreast of the activities of "B" and "C," it should require the utilization of some twenty percent of his time, and so on. On this basis, then, a formula was worked out to express the Corollary. The initial steps were as follows:

If "A" works alone, his output in terms of useful work may be expressed by "X."

If "A" and "B" work together, each will spend ten percent of his time following the activities of the other. The output of each may then be expressed by ninety percent of "X," and total output by 180% of "X."

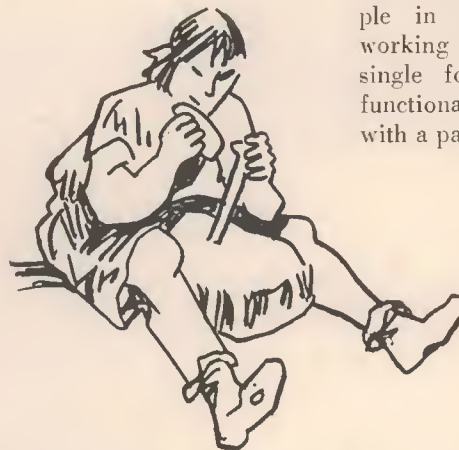
Continuing the sequence with added employees, the following table was developed on the basis of a single employee's output being 100.

Persons	Calculation	Output
1	1 × 100	100
2	2 × 90	180
3	3 × 80	240
4	4 × 70	280
5	5 × 60	300
6	6 × 50	300
7	7 × 40	280
8	8 × 30	240
9	9 × 20	180
10	10 × 10	100
11	11 × 0	0

This formula was then tested against observation. It was soon discovered that while actual output in a bureaucracy tended to follow the pattern indicated, it nevertheless did not fall away quite so sharply at the end of the series. Even

in units employing more than ten persons—for example in geographical units working on relations with a single foreign country, or functional units concerned with a particular area in eco-

nomics or administration—a certain residue of output still remained; minimal perhaps, far less than that achieved by fewer employees, but still perceptible.



Early demonstration of maximum efficiency under Parkinson's Law

\*In ancient (and for that matter, modern) Hebrew, "Bar" means "Son of" and "Nes" means "miracle."

# Parkinson's Law

by N. SPENCER BARNES

It was clear that some adjustments should be made. It was first suggested that, possibly, as the output of each employee decreased it might require progressively less time on the part of his co-workers to keep track of what he was



Testing Parkinson's Law

doing. A formula was proposed to allow for this factor. It was based on the theory that the ten percent of "A" 's time required to follow "B" 's activities be applied, not to the total theoretical output of "B," but to the output of useful work actually produced after deducting the time required to keep track of "A" 's activities. Thus two persons would produce, not 180% of "X," but approximately 182%. ( $x =$  output per man;  $x = 100 - 10\%x$ ;  $x = 100 - 10x/100$ ;  $100x = 10,000 - 10x$ ;  $110x = 10,000$ ;  $x = 90.9$ ;  $2x = 181.8$ .)

This formula, however, was also found wanting. As applied to expanding staffs it showed that, while output per individual decreased indefinitely, total output of a unit would always increase (though by progressively smaller increments) through the addition of more personnel.

This was manifestly in contrast to experience. And it also overlooked the fact that to keep track of someone keeping track of someone else might easily require almost as much time as keeping track of that someone else's productive activity.

Consideration was then given to combining the two formulae in some way, to more accurately reflect reality. At about this time, it was suggested that a correction should be made for the length of time an employee had served in his area, on the theory it would take a smaller proportion of an experienced man's time than that of a novice to keep abreast of his surroundings. It was further suggested that some allowance should be made for the degree of homo-



Parkinson giving out the Law

geneity in the work; *i.e.*, that if all employees in a unit did precisely the same thing it would be less difficult for them to keep track of each other. Geographical proximity, even arrangement of desks, might also affect the equation.

These complexities, however, do not detract from the principle herein enunciated as the Bar-Nes Corollary. In its most concise form the Corollary reads: In any bureaucracy, or in any unit thereof, the amount of useful work performed per individual employed will continuously decrease; whereas the total amount of useful work performed by the unit as a whole will increase for a time, then level off, and then decrease, gradually approaching zero.

It is hoped that further refinements to the Corollary may in time be evolved and become widely accepted.



In a Hurry

by Marie Skora

## Retirements vs. Rumors

THE QUESTION of retirement of Foreign Service officers has received inordinate attention this spring. Rumors and press stories have suggested that something like an exodus of our respected senior officers is under way, amid vague hints of dissatisfaction among the old-timers at the way they have been treated.

The facts in the matter are on the whole reassuring. The latest figures on FSO retirements from July 1, 1961 to April 20, 1962 show that just under two hundred applications were received or in process, less than half from officers above Class 3. This is almost exactly twice the average annual rate, and is attributable largely to the effect of the twelve percent additional benefit upon the decisions of many officers who would have had to retire in any case within the next year or two. It is understandable that they should wish to take advantage of this increment, which represents a substantial increase over the annuity they would normally have received.

There are other factors affecting a higher retirement figure this year. The selection-out program this year was more vigorous than ever before. Many of those who entered

laterally under the Wriston program seven years ago have now had time to complete five years of overseas service and are in a position to elect voluntary retirement. And the growth of the Service itself—from 1,400 in 1954 to almost 4,000 today—will produce a higher retirement rate.

Thus the Service is not on the verge of being crippled by retirements. Even though many senior officers leaving this year are among the most respected practitioners of the art of diplomacy and will be acutely missed, the figures show there is no retirement rush from the upper ranks.

Rumors have been current that the retirement of senior officers has been motivated by their feeling "unwanted" by the New Frontier, that they would have preferred to stay on but felt that they had been ruled out of Presidential appointments by an imputed lack of affinity for the style, the manner, or the accent on youth of New Frontier diplomacy. Without pretending to assess the prevailing mood among the respected senior officers retiring this year, or to analyze their individual motivations, we doubt that such a feeling was a major factor in the decision of any appreciable number of senior officers.

## Promotions, Panels and Precepts

TO THOSE who were on the Foreign Service Promotion List this spring: congratulations. To those who should have been but were not: our sympathies and hopes for next year.

We have only two thoughts on this year's list. We are surprised that, despite the stated need for more officers in the upper grades, the number of officers promoted to the top three classes was cut over 15% below last year's list. These cuts ranged from 26% in the numbers promoted from Class 2 to 10% in those promoted from Class 4. Secondly, and despite the precepts, the average age of those promoted from these two classes actually rose in 1962 as compared with 1961 (from 48 to 49 for Class 2 and from 42 to 43 for Class 4).

Now is the time to prepare for next year's selection. The questions for decision are: Who is to select and by what standard?

The promotion process will not solve all the present problems of the Foreign Service. But until some more comprehensive effort is made, it is the best and quickest means to work within the established system for the improvement of the Foreign Service. Selection-out is essentially a negative corrective; recruiting has a longer-term payoff; promotion is the way to push ahead people who can be of help to this and future administrations. The promotion process may not be fast enough to keep up with requirements, but failure to make use of it is clearly a waste of opportunity.

The Promotion Panels should be composed of the outstanding officers in the Service. Such officers should be able to recognize the type of person needed in higher positions. Incidentally, if outstanding quality were the criterion for membership on a Promotion Panel, for the first time the Service would have the opportunity to find out what the

ideal Foreign Service officer is like. Nomination of the best-qualified officers for the Panels would also provide the Department leadership an opportunity to prove the degree of its interest in improving the Service. The proof would be in the caliber of the people chosen and in the Department's resistance to conflicting calls for their services.

Short, unambiguous instructions to the Panels would have much appeal. Suppose, for example, the Panels were told to select the officers who would be most useful to the Secretary and the President, in conducting American foreign relations. Each panel would then have to invent more specific criteria for itself. Obviously, it is preferable that the Secretary provide detailed guidance which is generally applicable.

We hope, however, that the detailed instructions will not cancel themselves out, leaving the Panels in the same position as if they had received no detailed precepts. Last year's precepts encouraged promotion of officers capable "of independent judgment, creative work, self-reliance and the acceptance of unusual responsibility." "Mediocrity and hesitation to take initiative" were castigated. To these admirable standards, a number of other factors were added such as greater weight to recent performance, but not too much emphasis on a single new report; enrollment in the study of a "hard language"; having studied a language at one's own expense; and finally, protection of specialists such as "Commercial Officers, Consular Officers, Deputy Examiners of the Board of Examiners, regional security officers, financial economists, petroleum officers, and budget and fiscal officers."

The judgment as to whether the Promotion Precepts were sufficiently discerning and clear is to be made by the Panel members who used them, by the Foreign Service as a whole in estimating the fruits of the process, and by the Administration, which lives with the results.

# WASHINGTON LETTER

by Gwen BARROWS



The Copley Family John Singleton Copley

When that the mouth of May  
Is comen, and that I here the foules syng.  
And that the floures gynnen for to springen.  
Farewel my bok, and my devocioun!  
—Chaucer

IT HAD BEEN weeks since E. B. had stopped round to give us his dour reflections on the shape of things present and to come. So we were more than glad to say farewell to our hook and devotion when he came knocking on the door of our tiny office late one afternoon last month.

"It's been a highly social time," he said, "that's one of the reasons I've not been knocking on your door recently. Days and nights, too—what with dinner at the White House for the Nobel Prize winners and later the dinner celebrating the arts and in honor of André Malraux, as well as the dinner in honor of Titov and Glenn—"

"Is it true that Titov isn't really Titov the Orbiter?" we interrupted. "A White Russian told us the other evening that Titov hadn't answered the questions put to him with as much comprehension as Glenn."

"Our recent visitor was certainly the hammer-and-sickle stamped orbiter of the world. We asked him questions, too, and there's no doubt about it."

Rumors die hard and we wanted to check on a few more we'd heard racing around:

"We heard that the FOREIGN SERVICE LIST isn't going to be published

again. With the Biographic REGISTER for the first time in history not including the names of FSO's-7 and -8, anything is possible!"

"Yes, that certainly was a great mistake, made in an attempt to save a little money, but the LIST hasn't been suppressed. The October and January editions were not published but one is due out shortly."

"We heard that several top-flight officers eligible for retirement now are not retiring and that the Secretary may be enabled to keep them on without their suffering financially."

"Right," E. B. replied "there's a bill before Congress now that would make it possible for the Secretary to retain the service of a few men of the stature of Charles Bohlen and George Kennan, with the assurance that they will eventually receive the 12 percent retirement bonus they sacrificed by not retiring last month."

"One further query, E. B.: In reading the Congressional RECORD the other evening, we came across that old *canard* of 'the Foreign Service living in an extravagant scale overseas.' You made an inspection tour covering a great deal of territory not too long ago—did you see much evidence of this?"

"FRANKLY, no. Obviously a Foreign Service officer cannot live overseas as quietly and modestly as he can at home. He's a public figure, must entertain and give receptions; few of his social activities are purely personal and his responsibilities . . . But that should be obvious, in a country so used to expense accounts and doing business while golfing. What seems even more difficult to understand overseas is the high-handed way in which many an American citizen walks into an American Embassy and acts as though the officers there owed him an individual reckoning. Can't imagine John Q. Citizen having the same attitude regarding an overseas installation of Pepsi-Cola or some other institution in which he held stock."

"By the way," we interrupted,

"how much does John Q. pay out of his income for the running of the State Department each year?"

"WELL, we were working with some of the figures of the Bureau of the Budget on that subject recently. I haven't been able to check out my estimates. Perhaps your readers can do this for you. But I can give you an approximation: A man earning \$15,000 a year and supporting a wife and two children spends less than 4 percent of his total taxes on International Affairs; over 56% on Major National Security, over 6% on Agriculture and Agricultural Resources and over 10% on (government) Interest payments. International Affairs includes everything from development grants and loans to Alliance for Progress and Other Economic Assistance. One element of International Affairs, amounting to less than ten percent of the total program, is represented by the conduct of Foreign Affairs.

"But back to John Q. again—with an income of \$15,000 he is paying a little more than \$14.00 per annum for the conduct of Foreign Affairs. Considerably less than he pays for his weekly trip to the supermarket. Which makes him a shareholder but by no means a director of the corporation. His interest is greatly valued but he can't be considered an Instant Authority just because he's spent three days in a foreign capital."

"Math has never been my strong point, E. B., but I get the picture."

IT WAS E. B.'s turn to put a question:

"Wonder if you saw the free publicity the JOURNAL had recently?"

"Yes, it managed to mix up the facts badly in commenting on two of our editorials on travel and travel funds but as you say it gave us some free publicity in a reputable paper."

"Free publicity and free criticism of the Department, too, seem easy. George Ball, you may have noticed, made some interesting remarks about this. He was talking before the North-

western Law Alumni Association last month and told them he was speaking sixteen months after he had 'deserted the abundant life of the private lawyer for the hardships of the New Frontier.

"My greatest regret when I joined the bureaucracy was that I could no longer participate in the exhilarating ritual practiced by all right-thinking Americans when they mull over the morning newspaper—the ritual of denouncing the incompetents in the State Department and lamenting the fact that they have sold us out once more. But now that I have foresworn this daily catharsis and have myself become one of the "incompetents in the State Department." I have begun to wonder just how this ritual came to be so deeply entrenched in the folkways of America . . .

"There have been several attempts recently in magazines and newspaper columns to explain what is wrong with the State Department. Most of these explanations seem to me to rest on too simple an analysis. The allegation is made, for example, that the Department is so preoccupied with crises that it is unable to focus on day-to-day problems. Yet the work of the Department is in many ways like an iceberg—only a fraction of its activities is visible to the public eye. The great bulk of the Department's activities consists in the quiet conduct of the day-to-day business among nations. By and large much of our effort is spent in trying to prevent situations from developing to the point where they reach the public domain. The events recorded in newspapers reflect situations where ways and means have not been found through routine channels of diplomacy to solve conflicts or controversies that are the elements of a good newspaper copy."

#### Counterinsurgency

"ONE THING I did want to ask you about, though, was a word on the new school being set up at the FSI to study current problems of insurgency. Our lead article is on this very subject this month. Sounds like the timeliest project being discussed."

"Quite. The new interdepartmental school will open June 11th at the In-

stitute. Problems of insurgency in the context of the individual areas and the stage of modernization of the areas will be studied.

"The first two weeks of the six weeks course will be conducted by a team of sociologists and development economists from MIT, headed by Max F. Milliken.

"Actually, this will be the first time a study in depth has been undertaken at an interdepartmental level."

"Hope you'll let us audit some sessions. Several of our friends have already been assigned to the course."

#### Dulles Memorial Library

"SPEAKING of trips and travels, I wonder if you saw what the Secretary wrote when he was unable to attend the opening of the Dulles Memorial Library at Princeton last month. He sent a message saying that he was very sorry not to be able to be present at such an important ceremony but that his excuse was one his distinguished predecessor could well appreciate—it was necessary for him to be in crisis-ridden parts of the world, in conference."

"Bravo. We had an article on the

Dulles Memorial Library a few years ago and are planning to have an updated one in our next issue."

We were just readying some further queries for E. B. but observed he'd picked up his briefcase and that further queries would have to wait until our next meeting.

#### Paraphrases

"Care must be exercised to assure proper context and perspective fully accorded when quoting from recent statement of . . ."

*(Boys will be boys.)*

"With a genuine sense of loss and the certainty that his services will sorely be missed, the President has accepted the resignation of . . ."

*(Fine 17th Century mind.)*

"Though items (6) and (7) on agenda 1965 session of interest primarily only to USG, posts should utilize all opportunities encourage understanding and support our presentation . . ."

*(Sell refrigerator to Eskimo.)*

#### "LIFE AND LOVE IN THE FOREIGN SERVICE"

by ROBERT W. RINDEN



"We're all mighty sorry, ma'am, about how little you get for representation—but we just can't celebrate the Fourth with tomato juice."

# July no More

*or The Story Behind the Decline and Fall of Fourth of July Receptions*

by CONSTANCE V. STUCK

SHORTLY AFTER the economy-minded Democrats took office, the White House announced that our chiefs of mission would no longer be expected to give (yea, would be discouraged from giving) July Fourth receptions for the American community at large at overseas posts. Since over one-fourth of a chief of mission's annual representation allowance was often used to pay for this blast, the White House said that, henceforth, Americans abroad on the Fourth of July would have to frontier-it and buy their own drinks.

In actual fact, the White House was pressured into this decision by a well-organized, vocal and sneaky Department of State lobby, the nucleus of which was centered in the General Services Division where I contribute my small part by sending 4" x 6" envelopes to posts rather than the 9" x 12" size which they requisition.

As is well known, General Services personnel are the most ulcerated, disgruntled group of malcontents in the Foreign Service. They always want to transfer to political or economic reporting "so that all I'll have to do all day is just sit and write." None are happy in their work, none even try to see the big image, none feel loved or wanted. The turn-over is high. If a man does last, he quickly gets a reputation and no administrative officer will have him on his staff. G.S. personnel are very difficult to place. The Medical Branch uses the main part of its budget to fly them periodically to military hospitals, but there's no cure. They remain irascible.

A few of us were considering this unfortunate situation, and came to the conclusion that the two unfailing causes of any GSO's frustration were the procuring, placing and decorating of the Christmas tree in the residence, and working out the logistics of a July Fourth reception. We agreed that there was nothing we could do to eliminate the Christmas bit, but with the new frontier looking for soft spots in the economy, why not lobby to eradicate the July Fourth rumble? And thus the "no reception" order was issued.

It was with the greatest satisfaction and a lovely sense of revenge that I worked for and witnessed the demise of July Fourth receptions. It was because of a July Fourth recep-

tion that I was transferred in mid-tour, a GSO holding a very respectable S-7 job, to a two-man post in the mid-Pacific where I held the position of chauffeur and house boy for the consul general. His name wasn't Queeg, but he did carry three ball bearings in the palm of his hand and was subject to the most amazing variety of temper fits.

I hesitate to bore people with my troubles, but my psychiatrist tells me that the more I talk about that July Fourth reception, the quicker I'll be able to accept reality again, so here goes.

Our Ambassador was waiting out retirement. He was rather a skulking type, and was soured on the Department for never supporting him on any of the really important things, such as reimbursing him for tips or for taxis from hotel to New State, and for disallowing storage charges on his six and one-half tons of effects. After thirty-eight years of paying personally to entertain visiting American folk singers, rice breeders and cornet players, the old man was fed up. Not one cent more was he forking out of his own pocket for representation. So he decided that for this July Fourth reception, the only hard liquor he would serve would be the Old Horseshoe bourbon he had picked up for fifty cents a bottle at a customs house auction. The Embassy wives could contribute the little dainties.

THINGS GOT off to a bad start when I forgot to order the invitations, having written a note to myself about it on the back of a Sears' order I'd placed. The printers worked overtime to get them finished. They read "Amdassabor and Msr.," but never mind. The secretaries stayed until midnight addressing the envelopes. A few telephone calls were made to high government officials to apologize for the delay in issuing the invitations, to make assurances of highest esteem, and to try desperately to pinpoint acceptances.

The Ambassador's wife instructed me to hire a small orchestra to play during the reception, which, as always, was to be held in the garden at the residence. She also asked me to set up the huge red, white and blue canopy that was used every year to house the bar.

It was a simple matter to hire the orchestra. I ran into difficulties with the canopy.

The last GSO had stored it somewhere after the last July Fourth reception. No one had a clue where. The storerooms at the Embassy were combed, revealing only wooden crates

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of 1939 pay records, a boxful of "please hold" letters from the summer of 1945 sent to tourists in care of the consulate, three broken costumers and a rusty set of golf clubs. The attic and cellar at the residence protected several cuspidors, two exhausted steamer trunks with *S. S. Normandie* labels on them, and a crate of pots and pans with unidentifiable crusty substances covering the insides. (The former Ambassador's fourteen-year-old son was an amateur chemist.)

The Ambassador's wife telephoned me daily.

"Have you found the canopy yet," she'd ask.

"No, ma'am. I haven't. But I'm still looking," I'd report cheerily.

"Where do you suppose he put it?" she'd bark.

"I just don't know, Mrs. Anderson. I just simply don't know."

"Never trusted that man. Low forehead. Beady eyes. Never trusted him a minute," she'd say. "He was a divorcé, you know. Drank QUITE heavily."

Since I, too, was a divorcé and at TIMES, drank quite heavily, these words seemed just a wee bit ominous. As it developed, they were.

Three days before the reception, I gave the order to an awning firm to make a new one, after assuring the budget and fiscal officer that I would requisition two less typewriters this year so there would be money to pay for the awning. He wasn't happy, but he'd had his own problems with Mrs. Anderson so he "understood." Two days before the reception, the old one turned up. It was in the Embassy-leased warehouse, right next to an abandoned English pram and a box of tarnished Christmas tinsel.

An ugly scene occurred at the residence the afternoon before the reception. One of the workmen, obviously a Communist, smashed his thumb in the process of putting up the canopy. The head butler, who said he saw the whole thing,

swore that the injury was unquestionably self-inflicted. The workman stormed into the kitchen demanding medical attention and an apology. The cook and the laundress gave him a Band-Aid and commiseration, respectively. He still demanded the apology. The cook raised a meat ax, later claiming self-defense, and the laundress went into hysterics. The butler rushed in and fisticuffs ensued, a work table filled with highball glasses being overturned in the melee. Mrs. Anderson, an absolutely tree-trunk-shaped individual, appeared on the scene radiating disapproval. The workman took one look, dashed out the door and hasn't been seen since. She had this effect on many people, particularly new Foreign Service officers. She telephoned me and asked that I go to the police station right away to report this unseemly conduct and demand that the workman be "brought to the bar of justice." I went right down, took the police chief to the Bar Paradise across the street, and he promised to keel-haul him. We then settled down to talking about serious things—women, whiskey, women, women.

I was out early the next morning, shakily helping the gardeners tie the flowers on the trees and bushes. During the morning, the wives arrived with their sandwiches, prettily arranged on platters and trays and decorated with sprigs of rapidly withering parsley and water cress.

The Embassy personnel began arriving at ten minutes before the appointed hour, as custom demands. The ladies looked charming and feminine in their laces, piqués and crepes. The men looked sincere and scrubbed in their seersuckers. The orchestra was playing Jerome Kern numbers, the breeze was soft, the waiters were starting around with trays of drinks and sandwiches.

The Ambassador was relaxed and effusing *joie de vivre*. He'd slept late that morning, had a hearty breakfast, put on his jeans and gone to the front yard with a bottle of beer to



# Where Diplomats Dine

**AVIGNONE FRERES**, 1777 Columbia Road, N.W., CO 5-7273. Restaurant: Specializing in continental cuisine and foreign foods, offering the most varied assortment of imported wines and liquors. Catering department: For private homes, embassies, offices. Best in food with complete service.

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★ ★

**AT THE ROYALE ANGUS**, Jim and Medea Comings continue to feature prime beef, steaks and seafood. In addition to their famous Greek salad with feta cheese, they have now added a number of authentic Greek dishes. 1836 Columbia Road, N.W., NO 7-2900. Valet parking at dinner.

★ ★

**RUE ROYALE**, 2913 M Street, N.W., FE 3-8880. Mansion-like, with lights glittering at its entrance is Jean Moran's Rue Royale . . . a monument to a romantic and historic yesteryear . . . a haven for today's discriminating epicure who is seeking the unusual. Open Sunday.

★ ★

**THE SKY ROOM** . . . Hotel Washington, Penn. Ave. & 15th . . . A panoramic view of the Washington scene is a breath-taking backdrop to sophisticated atmosphere here . . . International menu, with a French accent, includes flaming sword medallions of beef tenderloin bourguignonne.

★ ★

**WATER GATE INN** . . . On-the-Potomac-at-F St., N.W. Quaint and picturesque spot overlooking the historic Potomac has a homey atmosphere with its old time fireplaces and gracious service . . . Delicious traditional Pennsylvania Dutch cuisine. Open every day of the year.

## JULY FOUR

trim a monster evergreen. Five beers later, lunch was ready and the evergreen looked like an umbrella pine. He'd had a long siesta. He felt wonderful. Mrs. Anderson stood in her sensible shoes and her "good" Lane Bryant dress, busily blinking at the wives as they formed the customary chirping circle around her. She was utterly myopic and was learning to wear contact lenses.

The protocol officer, a nervous man given to bursts of forced laughter and hand-washing motions, stood beside the Ambassador and his wife at the head of the receiving line. He flubbed the first three names, mispronouncing the first two and drawing a blank on the third. Mrs. Anderson trained steely, blinking eyes on him. He reddened, quoted a laugh, mopped his brow and fell into a fit of coughing. He excused himself and headed for the bar.

**T**HE PARTY was in full swing. Louise McGill, one of the Embassy wives, was continually on the move, as was her wont, hissing "circulate" at any Embassy employee not in animated conversation with one of the guests. A hiss never changed her party face—eyebrows held high, wide smile revealing clenched teeth. Her husband bounded from group to group, draping his arms around male and female shoulders, poking his head into the circle to sing out "stay loose," "is everybody happy," "look for the silver lining," or some other equally appropriate contribution. His specialty was interrupting conversational groups to introduce someone, then dashing away to look for more strays. The only way to hold an uninterrupted conversation with him around was to climb a tree. A really tall tree.

A Hollywood movie company was in town making a film, and the cameraman, who looked for all the world like Bugs Bunny, was positively mesmerized by the administrative officer's secretary, a lithe, Nordic type who stood a good six inches taller than he did. She escaped to the kitchen but he was waiting for her when she came out. She eyed him carefully, then courteously said:

"Turn blue."

He shrieked with laughter and began the chase in earnest.

The receiving line had broken up and Mrs. Anderson stopped to talk to a group of local employees from the Embassy. One of the girls in the group carried the conversational ball and Mrs. Anderson complimented her on her English.

"Where did you learn it, my dear?" she asked, rapidly blinking her eyes.

"In California, Mrs. Anderson. I'm the personnel officer at the Embassy."

Mrs. Anderson said not a word. She flicked each eye quickly, the contact lenses falling into her cupped hand.

"Can't see or hear anything with these wretched things on," she muttered, folding them into a hankie and stuffing it in her bosom.

The sky was beginning to cloud over, but no one paid any attention. It never rained during the dry season.

I wandered through the crowd, relaxed and mellow, picking up snatches of conversation.

In one group, the British Ambassador's wife was saying:

"Yes, it's simply shocking the way Harrod's has dropped off. Just the other day I stopped in for tea, and do you know my dear, they served it in PLASTIC cups?"

An American gaily called out to a friend across the way:

"One drink for each of the forty-nine stars, boy, one drink

for each of the forty-nine!"

The Canadian First Secretary was saying:

"No, haven't been out to the golf club lately, actually. Sprained my thumb, don't you know. Slipped and fell on it doing an eightsome reel. Blasted inconvenient, actually."

"But we'll HAVE to ask Grace to show her slides on Greece at the next meeting. If we don't, she won't be chairman for the bridge-canasta benefit and there isn't ANYONE else who would POSSIBLY agree to do it," moaned the president of the American Women's Club.

"I told the so-and-so that American business wasn't here for its GD health," growled an American businessman, chomping down on his cigar. The manager of Acme Motors nodded approval, tossed an equanil in his mouth and washed it down with heavily slugged bourbon-Coke.

A female secretary said:

"From now on, I'm not drinking martinis unless I absolutely have to."

An Embassy wife was talking to the Foreign Minister:

"And you actually visited nineteen insane asylums when you were in the United States! How absolutely fascinating!"

I tried edging past the DCM, which of course, isn't possible with a DCM. They have become DCM's because they have successfully passed a series of esoteric examinations which include being able to know where the six most important guests are located at every moment of a cocktail party, to whom they're talking and what they're talking about. Another of the exams they must pass falls in the gymnastic field; being able to snake an arm over shoulders, through bended elbows and trays of drinks to land like a dead weight on the shoulder of an Embassy staff member. The staff member get the word: "Get the Minister of Culture away from that bore from the Academy Française"; "Get that woman away from the Papal Nuncio. She's telling dirty stories."

It was too good to last and it didn't.

There was a hair-raising crash of shattering glass. The orchestra straggled to a stop. All eyes swept to the bar, in time to see the canopy sink to the ground. The outlines of waiters caught under the canopy resembled a red, white and blue Loch Ness monster.

The American secretary had temporarily escaped from Bugs Bunny, making a quick end-run around the bar. He started out in hot pursuit, rounded the corner with a full head of steam and ran smack into the guy wires holding up the canopy. He caromed from the guy wire to the canopy pole and the canopy collapsed. Poles, canopy and waiters fell on glasses and bottles.

"Damn," demanded the Ambassador.

And the heavens opened up. There wasn't even the warning of half-dollar-sized rain drops. Suddenly, it seemed as though the world was standing in an enormous shower bath. There was a panicky race for cover, the residence veranda being the only cover in sight.

The Acme Motors manager and I were the only ones who kept our heads. An unopened fifth stuck out from the flattened canopy. I picked it up, opened it, filled our glasses. He threw an equanil in his mouth, offered me one, and we rinsed them down with the bourbon. Humming softly to ourselves, we slowly strolled toward the veranda, barely visible through the torrents of rain.

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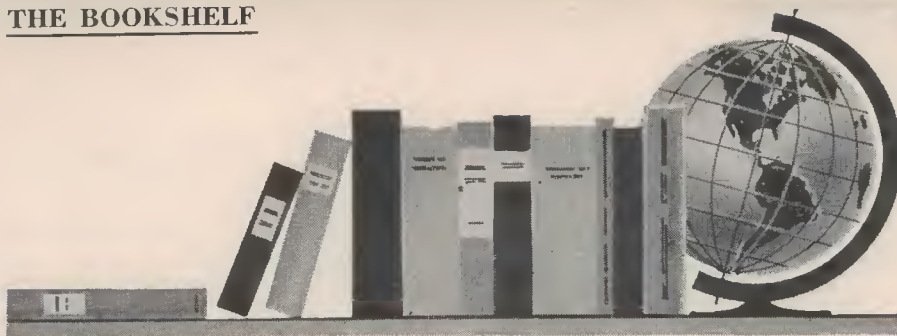


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## The Art of Soviet Politics

TWO INTERESTING WORKS on the dynamics of Communist rule in the USSR have now been added to the growing list of literature on that subject. The more substantial of the pair, Robert Daniel's "The Conscience of the Revolution," is a good historical survey of the opposition movements in the Soviet Communist Party from the Revolution to the purge years of the mid-1930's. It traces in skillful fashion the flowering of Stalinist pragmatic totalitarianism through the pitiless struggles the late unlamented dictator conducted with the more visionary exponents of a Marxism rooted in European socialist traditions. The outcome could only be, as the author aptly describes it, "The betrayal and perversion of great ideals."

Robert Conquest's contribution, "Power and Policy in the USSR," although less reliable in a documentary sense, is the more timely of the two books in that it deals with the struggles among the Soviet ruling group in recent years. Conquest offers a good circumstantial analysis of the devious twists in the leadership pattern, which correctly emphasizes the importance of such factors

as shifting allegiances, the widespread ramifications of political rivalries in other spheres of Soviet life, the unreliability of published information in the USSR, and the bitter quarreling behind a facade of unity presented to the public.

On the less positive side, Conquest occasionally overtaxes the imagination of the reader by his hypothetical elaborations of inexplicable situations. The work, being based almost exclusively on published sources, fails to assess in fully adequate fashion the relation between the realities of Kremlin politics and their outward manifestations. The timing of publication was also, through no fault of the author's, unfortunate, in that the book appeared before the fascinating revelations of the recent 22nd Party Congress. Conquest has nevertheless performed a useful service by making available to the public his methodology and extensive research into the mists surrounding an important but inscrutable group of people.

—JAMES A. RAMSEY

*THE CONSCIENCE OF THE REVOLUTION*, by Robert Vincent Daniels. Harvard University Press, \$10.00.

*POWER AND POLICY IN THE USSR*, by Robert Conquest. St. Martin's Press, \$7.95.

## Soviet Philosophy

THIS PROFOUND and abstruse study of one aspect of Soviet philosophy may well be the best general work on the subject, but the casual reader or even the Soviet specialist will find it extremely hard going. The Jesuit father who authored the volume has apparently devoted much of his life to this recondite subject and has produced a volume which only another philosopher-specialist could adequately evaluate. His sources are Soviet and his approach is expository rather than critical. Most libraries but few individuals will find a need for this reference work.

—DAVID HENRY

*DIALECTICAL MATERIALISM, A Historical and Systematic Survey of Philosophy in the Soviet Union* by Gustav A. Wetter. Translated from the German by Peter Heath. Praeger, \$10.00.

## Soviet Man

WE HAVE NOW been provided with a revised American edition of Klaus Mehnert's 1958 work "Der Sowjetmensch," one of the best of those books dealing with the progress of the Communist experiment to transform the Russian nature. Mehnert, a German born in Russia and speaking the language as a native, writes on the basis of twelve journeys in the USSR from 1929 to 1957. He finds that the average Russian of today has not assumed the characteristics preached by Communist ideology but neither has he remained unaffected by over 40 years of rigidly authoritarian, often tyrannical, rule. Mehnert combines in his work the skill of an experienced observer with a sympathetic approach to the failings of a genuinely human people. He is able to draw on a wealth of personal contacts with Soviet citizens and presents, despite overemphasis of certain points, a coherent and accurate picture of Soviet realities.

—JAMES A. RAMSEY

*SOVIET MAN AND HIS WORLD*, by Klaus Mehnert. Praeger, \$5.95.

## A Novel Approach

SINCE THE Soviet Union has begun to threaten American national security, academic and popular interest in Marxism (Soviet version) has greatly increased in this country, and there has been a corresponding increase in writing on the subject. In Ulam's volume the reader will find a novel approach and conclusions. It is essentially a work built around a central thesis: that Marxism is a natural (by implication perhaps even a logical) ideology for a society passing through a pre- or early-industrialization stage of development under certain conditions. He devotes much of his volume to tracing the development of Marxism from theory to practice in various areas and societies in an attempt to document his point. For example, Ulam sees Marxism as the natural ideology for the underdeveloped nations of today. However, the author also sees successful industrialization and modernization as leading to the downfall of Marxism as outmoded and unsuitable for this later stage of social and economic development. I found this thesis interesting and provocative but not fully convincing. Every reader willing to take the trouble to go through the complexities of this volume will reach his own evaluation of the validity of Ulam's approach and conclusions.

—DAVID HENRY

*THE UNFINISHED REVOLUTION, An Essay on the Sources of Influence of Marxism and Communism*, by Adam B. Ulam. Random House, \$5.00.



Rostovian Monastery

Sheila Isham

## Dr. Rivero on Cuba

**C**ASTRO'S CUBA: An American Dilemma" is a general survey of the many faceted and very complex Cuban problem. Writing in journalistic style, the author makes no pretense at a carefully researched, scholarly treatment of the subject. Within these limitations the book gives a good bird's-eye view of the Cuban revolution, how it developed and the issues it presents for the U.S. and the Hemisphere as a whole.

The aspects of the Cuban problem in which the author, as a former Cuban diplomat and journalist, had direct, personal experience are well handled. His analysis of the political and social forces at work in Cuba which brought about the downfall of Batista is fundamentally accurate. He makes clear that, regardless of the ultimate course which Fidel Castro and his close associates may have been pursuing, the great majority of the Cuban people who supported the revolution were thinking not in terms of radical economic and social reform but a return to constitutionality, honesty in governmental administration and the breaking of the vicious circle of terror and counter-terror. Dr. Rivero's treatment of the process of deception by which the Castro regime led the Cuban people down the path to communism is also well described. The sections dealing with United States relations with the Castro regime show sympathetic understanding of the problems which United States policy makers had to face, although he is critical of the Cuban invasion attempt. In the final chapter he outlines five courses of possible action for dealing with the Cuban problem. By implication he appears to advocate direct military intervention through the OAS, or failing in that, by the U.S. alone.

—W. G. B.

*CASTRO'S CUBA: An American Dilemma*, by Nicholas Rivero. David McKay Co., \$4.50.

## East vs. West

**H**ERE IS a thin volume, revised from a series of lectures in Canada. Deutscher is a British subject of Eastern European birth who writes voluminously on Soviet affairs but whose work has been more successful in England than the United States. The present volume presents some of his prolific personal opinions on the East-West conflict. As a reviewer's personal opinion, I find many of these ideas more controversial than stimulating and disagree with many of the author's judgments.

—DAVID HENRY

*THE GREAT CONTEST, Russia and the West*, by Isaac Deutscher. Oxford University Press, New York. \$2.75.

## Universities and Diplomacy

**T**HE ROLE of the universities in international affairs and their contribution to private diplomacy has so greatly increased since World War II as to render particularly significant a study of their international exchange program. Eleven social scientists have participated in this study and various of their findings have already appeared in monographs as well as in a general study, "The International Programs of American Universities," which was an inventory of programs. Now an appraisal of these programs has been published. We in public diplomacy are sometimes inclined to exaggerate the importance of government effort, whereas one of the distinguishing characteristics of our present era is the importance of private diplomacy and private

effort. The problems and challenges of the universities are very much like ours and comments pertinent to theirs are equally relevant to our diplomatic effort.

If universities have to keep this in mind to achieve their most effective contribution so do we in the public arena. In university diplomacy, as in ours, "some traits of personality make a better impression abroad than others" (p. 226). This is a book both stimulating and relevant to our governmental effort. Indeed, the reader will find some constructive suggestions for more effective collaboration between our Government and the universities.

—R. S. S.

*THE WORLD ROLE OF UNIVERSITIES*, by Edward W. Weidner. McGraw-Hill, \$6.95.

## Fodor's Jet-Age Planning for '62

**C**ONCISE yet detailed, this comprehensive guidebook to Europe provides an impressive amount of general background data, as well as practical information, on 34 European countries—from Portugal to the Soviet Union and from Iceland to Cyprus.

The first section, "Jet Age Planning," supplies the information needed to plan your trip: travel agents, travel documents, tours, how to go to Europe, special events, touring by car, bus, boat or train. The second section, "Europe in the Jet Age," vividly describes the people, sights, hotels, restaurants, night life and shopping opportunities in 34 countries of Europe.

The 1962 edition represents the accumulated experience of the past twelve years and the contributions of some 140 American and British travel writers. It is both highly readable and authoritative. Despite its 869 pages and 44 maps, it can handily be carried around and should pretty well eliminate the need for other portable reference material.

Each country has a section, "The Country and the People," which is a rich summary of history and characterization. Advice to the traveler is practical and good-humored. For example:

"If you run into an occasional surly waiter or a maître d'hôtel who assigns you to less than the best table in the place, if you see a crude Go Home sign scrawled by some unhappy hooligan on the men's room wall, don't leap to the conclusion that this indicates a vast international plot against your country."

Besides the all-Europe guidebook, there are other Fodor handbooks on various European countries, as well as a new one on Japan and East Asia,

India and Nepal. These are complete, reliable and entertainingly instructive. The 1962 edition on France runs to almost 500 pages, is replete with maps and illustrations and deals perceptively with varied phases of the French scene. The serious-minded student of historic monuments and the no-less-earnest seeker of "Paris by Night—Girls, Champagne and Wit" will alike find wise and worldly counsel.

In supplying travelers of all conditions with such "infinite riches in a little room," Mr. Fodor deserves special congratulation for his astuteness in knowing what to leave out. In his works there are no lists of "practical, simple phrases," resort to which can cause the unwary tourist to lose time, money and face.

—R. W. RINDEN

*FODOR'S JET AGE GUIDE TO EUROPE*. David McKay Company, \$5.95. *FRANCE 1962 (Fodor's Modern Guides)*. David McKay Company, \$4.95.

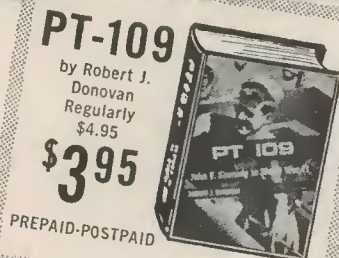
## Shrines of Japan



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## THE BOOKSHELF

### Franco-German Rapprochement

HISTORY is full of irony, says Reinhold Niebuhr. The irony of history has its tragic aspect, but it saves humanity from the worst consequences of man's designs. Professor Willis shows how the French in 1945, frankly intent on recouping their material losses and on securing military guaranties for the future at the risk of perpetuating the hereditary feud between Gauls and Goths, planted instead the seed of Franco-German understanding on which the security of Europe now rests. It is well to follow, step by step, in this well-documented account of policy and practice in the French Zone of Occupation, the process through which the Germans came to be "treated as welcome partners in a common cultural inheritance." It is significant that men like Konrad Adenauer and Carlo Schmid found their first post-war employment in the French Zone, and that in the short period of the occupation ten million textbooks were printed for a school population of less than one million. Today the Franco-German *rapprochement* is taken for granted. The more important, therefore, to retrace the circumstances and the climate of its birth pangs.

While the preceding German occupation of France was quite a different affair, there again, oppressive designs did not prevent but rather created the occasion for an osmosis of feelings between enemies; indeed prepared the path of future tolerance. During the liberation of Paris the young resistance fighters learned to know their opponents: they ceased to fear him. The oppressor himself, conquered by his surroundings, helped save Paris threatened by the apparent trend of history. Mr. Thornton has written a fair and absorbing narrative of this confused episode.

—CHARLES TAQUEY

*THE FRENCH IN GERMANY 1945-1949*, by F. Roy Willis. Stanford University Press, \$6.00.

*THE LIBERATION OF PARIS*, by Willis Thornton. Harcourt, Brace and World, Inc., \$5.95.

### Cybernetics Dissected

THOSE MEMBERS of the Foreign Service still smarting under the "scientific" attack of Oscar Morgenstern carried in the JOURNAL last year should enjoy this systematic and effective demolition of the foundations of the new science of cybernetics. The author describes himself as a critic of science, a critic in the same sense as critics of literature, music or painting. Cybernetics, he argues, is to a large extent no more valid or realistic than astrology.

Taube indicates that there are inherent limits in formalizing other than a small part of what we call the thinking process. He defines the concept of "meaning" as a non-ordered continuum, a dense, non-denumerable class. The application of these and other concepts to many commonly-accepted ideas of the potentialities of digital computers results in what can be compared to a bull in a vulnerable china shop. The pretensions of mechanical translation, in particular, are dissected in a kind of unholy glee.

This is a valuable work, not the vaporings of a crank. It is therefore disheartening to find, peeping from behind the skirts of a set of formidable logical arguments, evasive but omnipresent hints of a wholly unscientific anger at even the suggestion that the human mind could possibly be duplicated by human hands.

—JOHN W. BOWLING

*COMPUTERS AND COMMON SENSE: The Myth of Thinking Machines* by Mortimer Taube. Columbia University Press, \$3.75.

## Colombia Today

COLOMBIA, which is today very much in the forefront of the Alliance for progress, stood only five years ago at the end of what was probably the most anguished decade in her history. This disastrous decade began when Communists and other extremists wrecked Bogota in 1948 in an abortive attempt to seize control of the country. After having narrowly prevented Communist control, the traditional Liberal and Conservative parties turned viciously on each other and groups of their supporters fought a series of small scale but nonetheless savage battles in rural areas. By 1953 the country was very close to full scale civil war, and, acting with rather broad popular support, an army officer took over the Presidency.

After covering this period briefly, Mr. Martz' book traces the increasing ineptitude and corruption of the military regime, which was deposed in 1957. By this time the leaders of the traditional parties recognized that their country could never hope to meet its pressing economic and social needs if they continued to carry partisanship and individualism in politics to extremes. The result was a unique constitutional amendment, which provides for alternation in the Presidency between the Liberals and Conservatives for sixteen years, with parity of representation in all legislative bodies during the same period.

Colombia is about to complete its first four years under this parity system, and its voters have just given resounding support in congressional elections to its continuation. Results of these elections make it clear that Colombians are in no mood for radical political solutions—very possibly because they have had so much recent experience within their own borders with the disastrous fruits of extremism of both the right and left. Indeed, Colombian leaders appear confident that the relative political stability they now enjoy may well give them an opportunity to advance faster than most other Latin Republics during President Kennedy's "Decade of Development."

Mr. Martz' book, although limited largely to a careful re-examination of recent material in the NEW YORK TIMES and periodicals, provides a review of a crucial period in the history of Latin America's fourth most populous country. It adds to the efforts of a growing group of political scientists who have begun increasingly detailed studies of an area which previously was largely ignored.

—BRUCE M. LANCASTER

COLOMBIA, A CONTEMPORARY POLITICAL SURVEY, by John D. Martz. University of North Carolina Press, \$7.50.



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# Home Leave Under Canvas—in the East

by MARY and JIM MAYS

**A** LONG home leave. A large family. No home into which we could move. No relative on whom we would dare land the family for the entire leave period. And—a limited pocketbook.

These were the problems which faced our family last summer and caused us to consider camping as a solution. But we had never camped as a family unit. Nor did we own the first piece of camping equipment. Dare we make the effort?

We did. So successful was the venture that now we unconditionally recommend it to families with children who take summer-time home leave.

Our experience was limited to the Eastern seaboard but we are sure that other regions would be found equally delightful. Since the inevitable consultation demands that the male “sponsor” of the family spend a specified time in Washington, it is perhaps appropriate to assume that any potential Foreign Service camper will spend at least a part of his home leave on the Eastern seaboard.

Planning, as in everything else, turned out to be all-important. First of all, there must be a car—one’s own, one borrowed or one rented. By storing excess luggage with friends at some appropriate point and taking along the bare minimum of outdoor clothing, the baggage space of the average car can easily accommodate a family’s camping kit without the addition of a trailer or overhead rack.

What are the minimum camping needs? What is their cost?

We had consulted, long before, various catalogues as well as friends as to what represented the best buys. As a result we came up with a minimum list of essentials:

One tent. Self-floor and nylon windows and zipper-door are a must to keep out insects, small, and even not-so-small animals (see *The Morning the Bear Came*, below). We chose the American one-room variety instead of the compartmentalized European type; this allowed greater space for games, reading, and receiving friends—especially on rainy days. Cost: \$90—or as much as you want to pay.

Sleeping mattresses and bags. We found air-filled mattresses to be more comfortable than kapok ones. Additionally, they are collapsible; kapok ones are not. Sleeping bags are a must for the damp or cold nights (the weather is not always perfect!). For increased cleanliness, we also used sleeping sacks (ordinary sheets sewed lengthwise and at the bottom) for hot nights. Minimum costs: Bags \$5, air mattresses \$8, sheets \$2 each.

(Cots, tables, and chairs are not absolutely essential. Most

American campsites have built-in tables and seats. Cots admittedly provide an additional dimension of comfort.)

Camp stove and utensils. A two-burner stove is best for a family. Stoves use white gas or propane; each has its adherents. White gas stoves sometime “act up” and the gas may be difficult to find in remote areas; this involves carrying about a small fuel can. Propane comes in convenient refills, usually gives a smoother flame. Utensil sets come in various sizes to suit the number in the family. Cost of a two-burner stove (either fuel type): \$20. Cost of a utensil set for four: \$6; for six: \$8.

A camp lamp. A “double mantle” (instead of a single) is better, as fuel costs are almost the same and greater brilliance is achieved. Most lamps run from eight to ten hours without refueling. Cost: about \$12.

A “fly” to spread above the camp table. This may be plastic or duck. Plastic is lighter, easier to fold, takes up less room, but is less durable than duck. Cost: plastic, \$3; duck, \$7.

**O** THER ESSENTIALS include a good hatchet, a trowel, a flashlight, a clothesline, and small duffelhags. The hatchet is for chopping up firewood for campfires. The trowel is needed for digging small trenches around the base of the tent, to route rainwater away. The flashlight is indispensable for inevitable middle-of-the-night visits to the john (comfort stations, in camp lingo). The clothesline, in addition to serving its normal purpose, is needed for regular airing of sleeping gear, drying swimsuits, etc. Small duffelhags should be allotted each camper; in them they carry both clean clothing and soiled. The bags are easy to carry, and help divide up family clothing responsibilities. Bulky suitcases can be eliminated by using duffelbags. A quantity of old newspapers should always be kept handy for lining the earth plot where the tent is to be pitched; this paper covering keeps the self-floor of the tent free from mud and dried earth when the tent is packed later. Cost of the miscellaneous items above: about \$5, plus duffelbags for each camper.

Thus, a family of five to six persons can be equipped for camping for \$200-225, according to the comfort desired. Cost for a family of four can run as low as \$130 with a little bargain hunting.

We saw many campers who might just as well have never left home. They were equipped not only with the essentials mentioned above, but with complete trailerloads of gadgets and conveniences. One even had a portable refrigerator filled to the brim with frozen shrimp, steaks, vegetables, and fruit juices!

Obviously, one may spend a small fortune on camping gear

JIM MAYS is an Information Officer with USIS Paris; previously he was Information Officer, USIS Tel Aviv.

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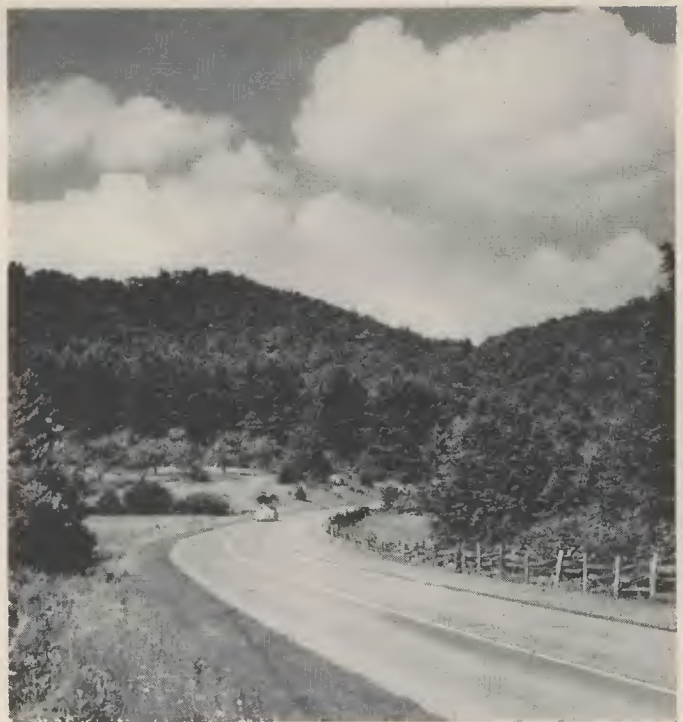
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... "South through the Blue Ridge"

if he is so inclined and has the means. Frankly, we felt that the use of so many luxury items took much of the joy from camping.

In fact, some of the best toast we've tasted was prepared on an old coffee can, the bottom of which had been knocked out, and the top of which had been criss-crossed with coat-hanger wire.

So much for camp equipment. Once our decision was made as to the size or quality of gear needed, our next concern was where we intended to camp.

We found that virtually every state in the Union has excellent campsites. They fall into two basic categories: public and private. On any extended trip one must make use of both types. However, because so many of our national parks and forests are located along the Atlantic seaboard, we decided to lean more on public campsites. (The "public" definition means located on federal or state land, even though sometimes the camp is operated by a concessionaire; the "private camp" is one completely privately owned.)

From Washington we had the choice of travelling either north through the Shenandoah or south through the Blue Ridge. We elected the southern direction, partly because of the "bear reputation" of the Great Smokies.

Within an easy day's drive from the national capital are several campsites in the Parkway system. We selected a site that looked most attractive, Sherando Lake, a few miles off the Parkway. Seldom has pure chance paid greater dividends!

There we found a concessionaire-operated public site, complete with lake, hiking trails, and even a camp store with basic food items. The first night we were forced to pitch our tent in an overflow field. But on succeeding nights we stayed for a week on a normal site equipped with level floor space, camp table and benches, fireplace and grill, garbage can, convenient water taps and johns, and carport.

We discovered many families come here for their entire summer vacation. Shenandoah, like others in its vicinity, is beautifully located for side trips to Jefferson's Monticello home, to the beautiful University of Virginia campus, and to other historic and scenic sites nearby.

The drive south on the Blue Ridge Parkway literally leaves one in the clouds. A reduced speed limit and the absence of commercial activities give the impression of a continuous drive through a plush, green park. Filling stations are conveniently located and constructed so as to blend with architecture of the area. Museums along the way evidence the mineral wealth of the region, recount the glory of Appalachian folklore, or picture the colorfulness of an old logging camp.

Southward, other campsites are located at Otter Creek, Cave Mountain Lake, Peaks of Otter, Rocky Knob, Doughton Park, Cone Memorial Park, Crabtree Meadows, and Balsam Mountain. We tried several of these, found them uniformly of high standard. An attractive feature of most of these sites is the thrice-weekly lecture given by National Park Rangers—on mountain flora, on the history and customs of the mountain people, on the animals of the area. Still vivid in our memory is the evening campfire session led by a young Ranger. He thrilled the younger folk by leading them in rounds and ballads. Then he held them spellbound with mountain stories recalled from his own boyhood.

From the standpoint of convenience, Balsam Mountain campground is beautifully situated just seven miles off the Parkway. It was here that The Bear Incident occurred. Along about five one morning the eldest male member of the family was startled by a gentle pat on his head. Awakening, he shouted out, "There's a mouse in the tent!" The other four



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## HOME LEAVE

immediately sat up in their sleeping bags, only to point in silence to a shadow hovering over the head of the eldest male. He turned slowly around, registered a double take when he saw the outline of a bear cub stretched full length as he tried to get under the tent! After a few more inquisitive probes, the bear went away, to the relief of the eldest male. It turned out that the bear was one of a pair of cubs accompanying their mother on a regular round of garbage-bin inspection.

As we stayed longer at Balsam, we came to know the bears better and could even recognize the "visitors." The Rangers warned us never to keep food in tents, and never to let children venture too near bears. Occasionally, the Rangers had to chase the more parasitic animals from the sites by means of the sirens on their pick-up trucks. But, if it is bear you want to see on your camping vacation, Balsam Mountain guarantees plenty of appearances every twenty-four hours!

Balsam Mountain is ideal for side trips into nearby Cherokee, N. C., site of the Cherokee Indian Reservation. Here our children were held spellbound by the acting in "Unto These Hills," a pageant depicting the treatment of the Cherokees by white men. In Cherokee there is also an authentic Indian village, as well as a cooperative crafts center.

Other campgrounds are ideally suited for visits to Tennessee Valley dams, lakes, and centers.

Our second stage camping vacation took place along the beautiful Taconic Parkway in New York State. Here we found the same high standard in campsites, the same advantages of making interesting sidetrips. More can be seen from the Taconic campsites, too, because distances are not as great as they are in the southern Appalachians. While there we went one day to show our oldest daughter the campus of Vassar College. Another day we visited the Hyde Park home of the late President Roosevelt. Our son wanted to see West Point, also close by. The whole family also made several trips to New York City.

Before we made our first side trip we were worried about leaving our gear behind.

"Do you think we can leave all this stuff unattended?" we asked a neighbor.



Grandfather Mountain near Linville, N. C.

He looked us up and down as if we had uttered the insult of insults.

"Have you never heard of the camper's code?" was all he answered.

We had not.

"My family and I have been camping over the length and breadth of the land for nigh on to twenty years," he expounded, "and we haven't lost the first thing yet!"

I must have appeared unimpressed.

"You see," he said, lowering his voice and measuring each word, "only the nicest people go camping."

He was right. During our entire home leave, involving dozens of side trips and nights away from camp with friends, the most we lost were a few crumbs to the chipmunks.

Our informant was also right about campers being the nicest people.

Once, for instance, we arrived near dusk (a wise camper always gets in around five or six in the afternoon). Instantly, a neighbor came over to help us get the tent set up before nightfall. We learned he was minister of a Presbyterian Church in a large city of the East.

Another time we had as a neighbor the Boy Scout executive from a large city. He was a great hit with the children, what with his rich store of Americana. And then there was the family whose daughter was at that moment making a trip through Central and South America by jeep! Her adventures, as passed on by sporadic letters to her family, were more fabulous than fiction.

Each day brought the arrival of new families. With the arrivals came the intriguing questions: How many children are there? What ages are they? Can they sing? Does their Daddy like fishing? Who plays a musical instrument? Can we have a campfire together tonight?

Where else can a Foreign Service family hope to meet such a wonderful cross-section of Americans—and under such totally happy circumstances! Moreover, where can one combine wholesome fellowship, recreation, and getting acquainted with the lore of one's country better than during a camping vacation?

As thrilling as it was to see a new family arriving, so was it heart-breaking to see a family depart whom we had come to know and love. There were tearful goodbyes, exchanges of addresses, and the inevitable last gesture of the camper's code—handing over of food remainders and unused firewood. A half-empty can of chocolate syrup, a copy of a battered community song book, a snapshot of the family—all small items of little material value. Yet, to us, they spelled out clearly the American spirit of fellowship and generosity which is so dear to our hearts.

**Sources of Information on Camping in the U.S.A.:** Currently available from the Superintendent of Documents, Government Printing Office, Washington 25, D. C. are more than eighty publications on our national parks, historical sites, and national forests. Prices vary on these books and pamphlets (from 15¢ up) but all are listed in the free leaflet, "Planning Your Vacation?"



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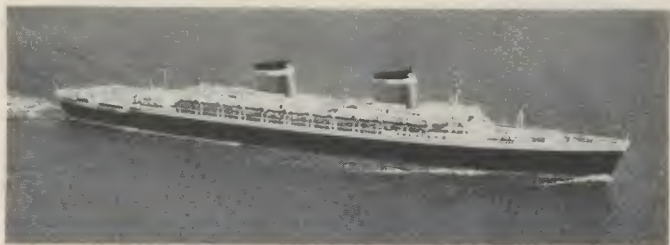
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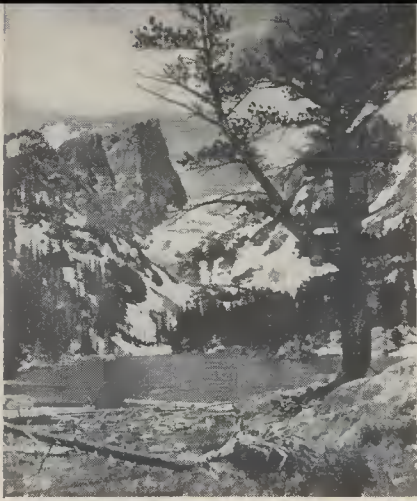
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WHEN finally we came to consider our approaching home leave, we realized there was no place "back home" for us to stay during the six or eight weeks of early fall at our disposal. There were four of us—two children entering their teens—and such a stay seemed too much of a burden to impose on relatives.

Inexpensive travel seemed to us to be the solution. "Inexpensive" we translated as camping, for we had done a little and had enjoyed it. "Travel" meant a cross-country trip, a dream we had been saving for the time when the children would be old enough to enjoy traveling. Furthermore, for the first time in our Foreign Service life we had round-trip orders and the prospect of enjoying a home leave uncomplicated by preparations for a new post. Once the decision was made, we began to accumulate equipment. We soon had quite a pile: a two-room tent, with the children well schooled in setting it up; sleeping bags with air mattresses and a step-on gadget to inflate them; a two-burner gas stove and a good gas lantern; plus road maps, kitchen utensils, flashlights, cans of beans and Spam and peaches, assorted tools and nylon rope. Warm clothes, too, for we thought the weather might get cool. With some difficulty, we stowed this in, and on, a borrowed Chevrolet sedan, and started off that first day before dawn—a never-to-be-repeated achievement.

We learned rapidly about family-style camping, and after a few nights

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JULIE PRINGLE, wife of FSO Sandy MacGregor Pringle, has served with her husband at Managua, Lima, Tegucigalpa and is currently at The Hague.

## Home Leave Under Canvas—in the West

by JULIE PRINGLE

evolved some semblance of a routine. The first problem in camping is WHERE; one soon finds that there is not always a camp site available when needed. We stayed in state or national parks. Campground directories and road maps showing park facilities were useful, though facilities change, we found. Our aim, often expressed and occasionally realized, was to select a place and set up our tent before dark.

We eventually learned about choosing the right spot and a level one for the tent, once arrived at the campground. Our first camp night in Ohio was so hot we slept on top of, not in, the sleeping bags, but that was the only time during our trip. The following night was cold enough. It did not seem uncomfortable when we were cooking hamburgers and instant mashed potatoes. But after we settled down for the night the temperature fell away, and the cold crept up and down the length of us with icy fingers. We were not quite cold enough to get out and hunt warmer garments, that prospect seeming worse than lying still, but somehow, finally, sleep did come.

Occasionally while camping we heard fascinating night sounds: the scratches the bear made against the wall of the tent, the drumming on the ground as he lumbered around—these turned out to be my own eyelashes brushing against the sleeping bag cover (which came well up over my nose), and my own pounding heart. There was no doubt, however, about the owl that perched on our tent pole and roared, in the utter stillness of a frosty night: "I COOK FOR LOU; WHO COOKS FOR YOU?"

The snakes I was always looking for never appeared. Rangers in Missouri, or New Mexico, or Utah, told us there probably were some around, but none had been seen recently. Not even harmless ones. My brother-in-law, a geologist who knows the Rocky Mountains, said he had yet to see a poisonous one, after years of camping. My sister, also camp-wise, reported having seen only one, a baby rattler, and this on the well-trodden tourist trail down into the Grand Canyon. However, at dusk and at dawn we frequently saw deer.

The coldest night of all was in Colorado, at over 7,000 feet, in a wild little valley with a tumbling stream, beautiful evergreens, and golden yellow aspen. It was a mild sunny afternoon when we set up camp (with some difficulty, for the Rocky Mountains are really rocky and it was not easy to sink the tent stakes), but soon after dark it became obvious that we were in for it. Great gusts of wind and lashes of rain roared down the valley, through the trees, sounding like an on-rushing freight train, setting the tent to shuddering and flapping and whipping. Repeated onslaughts beat at us, as we huddled there, but the tent stakes held! The seconds of the wild night ticked on, each colder than the last. Along towards morning I discovered the wisdom of pulling the covers over my head, which thawed out my face so I could breathe. Eventually, just before dawn, the weather cleared so we were able to get a nap before sunrise. We awakened to find the thermometer read a frigid 21°F. How good the hot chocolate tasted! How

beautiful the valley was in the early sun, the startling yellow of the autumn leaves against the dark green of the spruce, the incredible blue of the sky, and—the glistening white of the snow on nearby peaks!

It was an experience we all loved, once it was over; it taught us a lot, and made us proud of how tough we were, but we chose a motel the following night.

About motels: we found them plentiful and good, and we usually could find a room with two double beds and a bath for about eight dollars a night. Divided by four persons, it seemed very reasonable. Sometimes a kitchenette was available. We bought almost no meals in restaurants; do-it-yourself meals are much cheaper and are easy with today's foods. Sometimes a good mattress is a fine thing, especially after several nights in a tent. But perhaps one needs the nights in the tent to appreciate the mattress.

This is a camping story, not a travelogue, so I will not try to describe the Grand Canyon, nor Bryce Canyon at sunset. This last was our favorite, by the way. I will add only that it was below freezing when we camped there, with patches of snow on the ground. But we had learned a little, and while we may have looked strange sleeping with red knit caps, two sweaters over plenty of other warm clothes, and as many socks as each could grab before someone else did (Sandy's old Army socks fit everybody), we slept soundly through the night.

Whenever possible we stayed in the National Parks, basically because we felt they were the safest place possible for families in tents,

but also because they offer such a wealth of information in pamphlet form, and lectures, movies, excellent permanent displays, as well as various kinds of guided outdoor activities, which one may partake of or not, according to one's appetite. Uncle Sam's wild gardens are remarkable, and we were grateful for the friendliness and competence of the Park Service.

A system of travel we came to admire was the trailer way. Folks with a trailer had a distinct advantage. We were still boiling water for coffee when our neighbors in the trailers would pull out and off, waving goodbye. It would be another hour before we had finished scrubbing the frying pan, packed it away, shaken the dew off the tent and stowed it on top of the car—and more time still would be spent hunting lost tent stakes and such before we could leave. Packing and unpacking took a lot of time, and occasionally, temper. Our only consolation as we thought about the trailers was that they might be very cramped for four. Also, Foreign Service folks can hardly pack a trailer away in a closet back home until the next vacation.

Speed was not one of our objectives, in any case. We allowed plenty of time for our rock-hound to go out hunting new specimens, and for our naturalist to stop and admire a wild flower. We made long detours to visit places of historical interest—if it can be called a detour when there was no real itinerary. Frequently we delayed decisions as to which road to follow until we came to the turn-off, and then tossed a coin. It was a good feeling, being free of schedules, and where better to be free of re-

straints than on the Great Plains, or the vast Arizona deserts? We were free to relax and enjoy San Antonio with its old Spanish missions, or stay an extra day in New Orleans. We could take two extra days in the sun on the Gulf Coast.

Perhaps the nicest night of all was on Santa Maria Island, off Pensacola, Florida. The weather was ideal, with full moon and soft surf on the clean beach; we were by now seasoned campers who gave no thought at all to the clouds of mosquitoes, though we quickly used up a bottle of repellent. The skunks, however, did make us a little nervous. They were nearly tame, and very much interested in what we were cooking for supper. A skunk is a beautiful animal, shaggy white with a black stripe, or else black with white, a little like a long-nosed Persian cat, but in the end a skunk is a skunk. However, they took no offense at our intrusion and wandered off, looking for grubs in the ground, or whatever skunks look for.

What are our conclusions, now that the trip is over and we are back at everyday work? That togetherness, all day in the car, all night in a tent or motel, has its limitations, although we certainly came to know our children better. That camping requires some experience to be thoroughly enjoyable. That camping is not conducive to studying, on the part of children. And that the United States is a huge, fabulous, infinitely varied and usually wonderful country which is best appreciated when traveling leisurely. Camping makes a memorable vacation, and can be surprisingly inexpensive. We recommend it.



*Colorado's Dinosaur National Monument*



*Clear Lake, California, with Mount Konocti in the background*

# Service Glimpses

1. **Baguio.** Robert N. Barkman, Security Engineer at the American Embassy, Manila, recently made a hole in one at the Camp John Hay golf course. Mr. Barkman, center, is presented with a trophy honoring the occasion by Seaborn Foster, Counselor of Embassy for Administration, while Frederick B. Cook, First Secretary of Embassy, looks on.

2. **Aharnai.** Trampling out the vintage during the annual grape-stomping celebration in this Attica village are FSO Richard Barham, Mrs. Barham and Mrs. Hawthorne Mills, from the American Embassy, Athens. FSO Mills took the photo. Six weeks later the families were invited back to sample the results of their footwork.

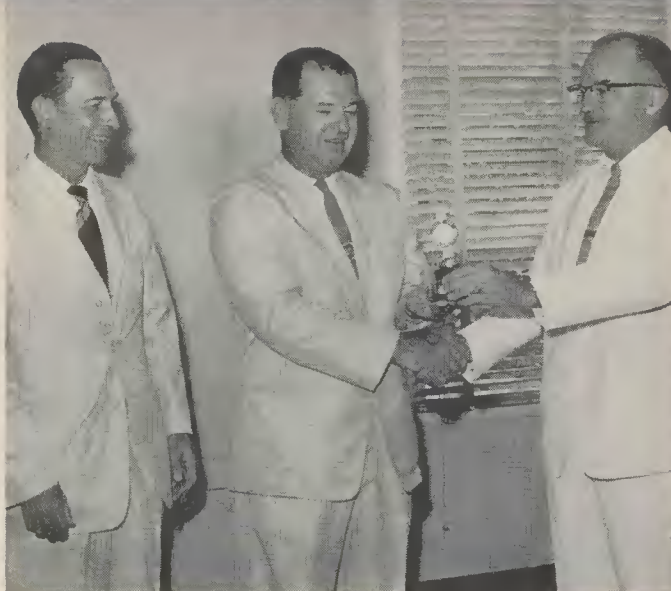
3. **Ankara.** The opening tea of the Turkish-American Women's Cultural Society at the U. S. Embassy residence featured several exhibits. Mrs. William N. Dale, wife of the Counselor of Mutual Security Affairs, third from right, guides two Turkish friends to one of the exhibits.

4. **Karachi.** Winners of the annual American Embassy Tennis Tournament are, l. to r., Dr. John C. Eddison, Harvard University group, Pakistan Planning Commission, Mr. "Lenny" Barretto, Embassy Budget-Fiscal Section, Mr. William O. Hall, Chargé d'Affaires *ad interim*, who presented the trophies, Mrs. Harold Margulies, whose husband is head of the Indiana University group at the Basic Medical Science Institute, Karachi, and Dr. Harry Case, Ford Foundation. Mr. Barretto won the singles title and teamed up with Dr. Eddison to win the doubles. Singles runner-up was Dr. Harry Case, who combined with Mrs. Margulies for second place in the doubles.

5. **Warsaw.** Lee T. Stull, First Secretary of the Embassy, and Mr. Edward M. Kennedy visited the site of the American Research Hospital for Children during Mr. Kennedy's recent visit to Poland. The hospital project is being financed by an appropriation under Public Law 480 and by private collections in the United States through a committee chaired by the Honorable Robert D. Murphy.

6. **Zagreb.** Ambassador George F. Kennan and Consul General Joseph Godson visited the studio of the well-known Yugoslav painter, Krsto Hegedusic, shown at right. The Ambassador and Mrs. Kennan were making an informal cultural visit to Zagreb, capitol of Croatia, at the time.

7. **Katmandu.** Celebrating the second anniversary of the first resident American Ambassador to Nepal (at a tea honoring Ambassador and Mrs. Henry E. Stebbins) are: *front row*, l. to r., CWO Cloyd Zeiders, Ronald Rosner, Robert Armstrong, Jean Holmes, Augustus Theodore, Vasia Gmirkin, Charles Sandman. *Second row*, J. Wesley Adams, Douglas Forman, Helen Larson, Mrs. Stebbins, Virginia Hightower, Melvin Fletcher, Mrs. Robert Jaffie, Lorane Schiff, Mrs. Douglas Forman. *Third row*, Ralph Redford, Mrs. Redford, Martin Armstrong, Ernestine McCasland, Ambassador Stebbins, Dr. Charles Klontz, Peg Morrison, Joyce Hidlebaugh, Mrs. Klontz. *Back row*, Gene Lorah, Lt. Col. Melvin Fletcher. Photo courtesy Communications Media Division, USOM/Nepal.



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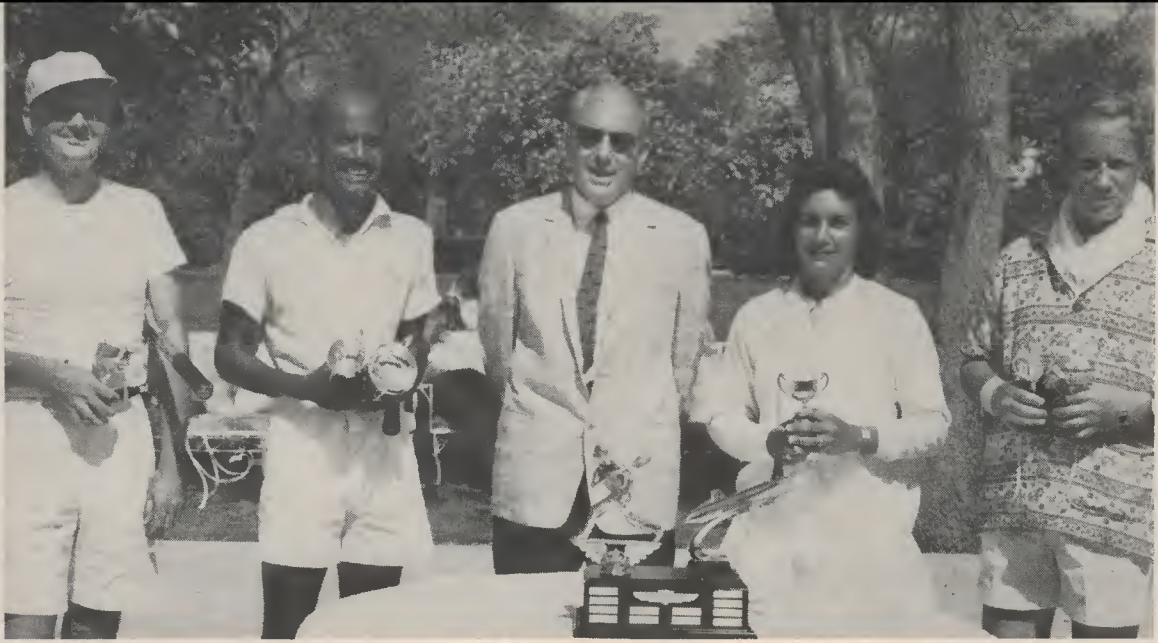


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# Service Glimpses

by James B. Stewart

► Tyler Thompson, referring to the speaker at the Foreign Service luncheon on March 29 said: "Ed Murrow gave a witty and impressive talk to a capacity audience. He began by confessing that his voice had been described as a combination of a whisky baritone and the voice of an unfrocked bishop."

► Former ambassador Carl W. Strom and Camilla, are moving from Washington to Luther College, Decorah, Iowa. Carl goes back to his first love, teaching math. Could the following happen to the newest member of the Luther faculty? "Where's my car?" asked the professor's wife.

"Dear me," said the husband. "Did I take the car out?"

"You certainly did, you drove it to town."

"How odd! I remember now that after I got out I turned around to thank the gentleman who gave me the lift and wondered where he'd gone."

There are also absent-minded ambassadors: "Paul Claudel, seeing his wife seated across from him at a Washington dinner party, forgot he wasn't at home. 'My dear,' he said in loud tones, 'we must get a new chef.'"

► Henry A. Hoyt, Minister Counselor with Ambassador Rob McClintock, at Buenos Aires, celebrated 25 years in the Foreign Service on April 1.

All of Hank's posts have been in the Western Hemisphere. The recent ousting of President Frondizi reminded him that he had witnessed over the years the downfall of eight presidents in various countries. Hank doesn't know whether this is a credit or a demerit but he does know that it was an education.

► **Their World Tour:** Retired FSO Ed Montgomery and Natalie ended a world tour this spring in Santa Barbara after having called on the following: Alexandria: Consul General Harlan B. Clark and Vice Consul and Mrs. Lundy; Cairo: Ambassador John S. Badeau and Messrs. Bghlen, Linn and Guttierrez; Bombay: Consul General and Mrs. Robert M. Carr; Delhi: Bensen E. L. Timmons, DCM; Calcutta: Consul General Gordon H. Mattison; Madras: Consul in Charge, Albert D. Mascotti and Consul George M. Bensusky. Colombo: Ambassador Francis E. Willis, Vice Consul Walter A. Lundy and former State Department economic adviser, Herbert Feis, and Mrs. Feis who were visiting Colombo; Singapore: Consul General Sam P. Gilstrap; Bangkok: Ambassador and Mrs. Kenneth T. Young; Hong Kong: Consul General and Mrs. Marshall Green and Vice Consul Herbert Levin; Tokyo: Consul General and Mrs. Ralph J. Blake and 3rd Secretary Gilbert H. Kinney; Yokohama: Vice Consul George C. Nettle.

# Australia's Unusual Americans

by RICHARD JOYCE

I RECENTLY RECEIVED a phone call from a town planner of a Sydney suburb:

"We want to name streets in our new suburb after Americans," he said. "Can you give us some suggestions?"

"Well," I began, "There's MacArthur and Halsey and . . ."

"No military figures, please. We've plenty of those."

So I said I'd do some research and call back.

And I did.

The test was to find an American who had left his mark on the Australian consciousness . . . A man like Freeman Cobb for instance, of Cape Cod, Massachusetts, who founded Cobb and Co.

With three cronies from Kansas, New Hampshire and New York, Cobb borrowed enough from an American merchant in Melbourne to buy two Concord New Hampshire coaches. They cost less than one Chevrolet today.

With their big wheels, leather-strap suspension and sturdy construction they managed to survive the first runs to Port Melbourne and Bendigo.

Later Cobb and his partners built coaches here and Aussie drivers quickly learned how to handle teams of twenty-two horses. The best of them were experts with the whip—could flick a lizard off the road and cut him in two in mid-air. They were also on time—more often than not.

Cobb and Co. expanded their service Australia-wide, even to New Zealand and Japan; helped finance the first iron works in Lithgow, then timber mills and sheep stations. They sold out to New Yorker James Rutherford and Freeman Cobb became a state senator in his native Massachusetts.

In his last venture, competitors in South Africa forced him out of business. An auction of his five-hundred mules and coaches was inadvertently advertised on a public holiday and he had to accept £700 for the lot—the price he had paid for the first Concord coach in 1854.

One of Cobb and Co.'s passengers might have been a young California mining engineer, Herbert Hoover, bound for the desert gold mines of Western Australia.

"Coolgardie had all the characteristics of a Western American mining camp with some special Australian attachments. Government was more rigid, violence was absent, but petty crime, immorality and good cheer were as generally abundant as in the California of '49. Everyone . . . drank champagne as a beverage," he wrote.

Moving on to Kalgoorlie, Hoover constructed a three hundred mile pipeline from the coast. "We calculated water consumption for household use upon statistics for the average civilized city," he recalls. "After the water arrived, however, we found the population so trained to economy that our figures were seventy-five per cent too high."

In order to use the water most efficiently for mining purposes, Hoover adapted a filter press based on the sugar

RICHARD JOYCE wrote the above story in Sydney while serving as Information Officer for Australia. He was recently assigned to Djakarta as Press Attaché.



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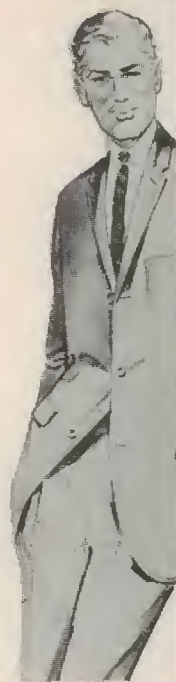
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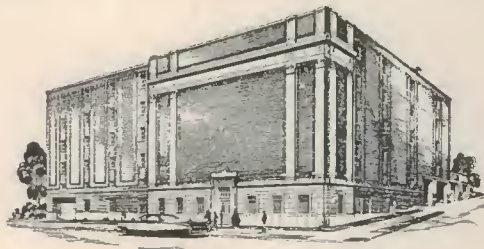
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## AUSTRALIA'S AMERICANS

refining process. It has been used by the mining industry ever since.

While Hoover was gold mining in Western Australia, a tall, lanky prohibitionist with a Virginia drawl was belaboring the South Australian Parliament because women were permitted to tend bar. His name was King O'Malley and, like most Irish-Americans, he believed he was descended from the kings of Ireland.

O'Malley's combination of religion with politics, and both with the selling of life insurance, was somewhat awe-inspiring in South Australia.

O'Malley arrived in Adelaide by a circuitous route. He had been the prophet of the Texas Waterlily Rock-bound Church of the Cayuse Nation, until his followers caught one of his chief angels drunk in a Denver bar. He fled Texas and began a banking career in New York. Tuberculosis drove him to seek the hot, dry climate of Queensland and thence, selling insurance, to South Australia, where he advocated a bill compelling citizens to buy life insurance.

Not everyone agreed with him in South Australia, so he decided to run for the newly-federated Australian Parliament, from a Tasmanian electorate.

An eyewitness describes the image he presented to the voters of his new constituency. "Tall, wearing a golden beard and moustache, an Abraham-Lincoln-like frock coat, three-decker tie with a large pin made of a big opal, surrounded by diamonds, very baggy but well cut trousers, spotless tan boots and above all a broad-brimmed tall hat (known as an outsize ten-gallon caboose) tied to his coat button with red ribbon . . . the "King" said to me, "Good day, brother; enjoying God's sunshine?"

When he was heckled in the rough and ready House of Representatives he would retort, "There's something that'd do this country more good than one Yankee—that's three Yankees!"

He claimed to be the Alexander Hamilton of Australia but the Commonwealth Bank he founded bore little resemblance to the Federal Bank, which Hamilton, first U.S. Secretary of the Treasury, tried to establish.

Among his other achievements was the establishment of Australia House, London, and the construction of the Trans-Australian Railway.

But even King O'Malley could not abolish the barmaid, tram and train fares, and the permanent army which he said "would be more profitably employed shooting Western Australian rabbits for sale in England."

He did accomplish something which, at the time and even today, seems unbelievable. He moved the seat of government from comfortable Melbourne to Canberra, an area which he described as an "arctic zone where man went to bed at night a flesh and blood human being and woke as a glistening iceberg."

O'Malley once suggested calling the national capital "Shakespeare" instead of Canberra.

O'Malley determined that Canberra would be well planned. He opened a world-wide competition and, although he named a review board of engineers and architects, he was the final arbiter.

by Richard B. Joyce

Winner of the competition was a Chicago architect and landscape designer, Walter Burley Griffin.

Griffin's plan for the new city bore certain similarities to Washington—a radial street plan, a Capitol Hill and a propensity for losing visitors from out of town. It has been said that the circles which interrupt Washington's boulevards were put there to slow down invading troops. Griffin's Canberra circles are planned to concentrate homes and buildings around urban "cells."

He proposed to decentralize the new city into a Federal Government center, a municipal government center and a commercial center. His second objective was to gain the maximum advantage from the topography of his site. Rounded hills encircling the site became the end points of vistas from within the city. Lower hills served Griffin as sites for public buildings and terminal points for major city roads.

Design according to the natural materials at hand is a philosophy Griffin may have learned from America's best-known architect, Frank Lloyd Wright. Both Griffin and his wife, an architectural graduate, worked with Wright.

Griffin left his mark on the Sydney suburb of Castlecrag, which he laid out. There he built a number of revolutionary flat-roofed houses, with big windows which faced the harbor view. He planned the towns of Leeton and Griffith, designed Melbourne's Capitol theater, and was one of Australia's most ardent advocates of Henry George's single tax theory.

Senator William Fulbright is one man who must be added, even though he was never in Australia. His bill made possible the £1,500,000 war surplus and lend lease credits used to send almost five hundred Australians to study and teach in the United States and about an equal number of Americans here. A favorite study of Americans in Australia is political science.

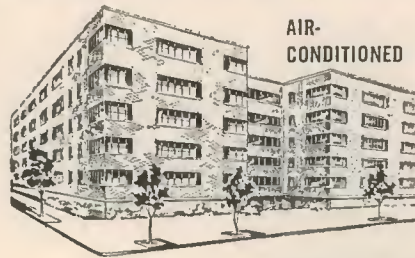
One American Fulbrighter became so fascinated with the intricacies of Tasmanian elections that he is still there, despite the fact that the Fulbright Foundation was forced to terminate his grant several years ago.

Dwight Davis is another familiar name. Governor of the Philippine Islands, and Secretary of War in the Coolidge administration, he is better known to Australians as the donor of the Davis Cup. He could not have known in 1900 that the United States and Australia would battle it out in the challenge round more often than any other entries. That we have not broken off diplomatic relations after the wear and tear of twenty-five challenge rounds is a tribute to Davis, who tried to encourage a sense of fair play among tennis players and nations.

Might we suggest that Davis street be one in which neighbors can meet for a friendly cup of tea while their youngsters are battling it out in the backyard. Fulbright street should be a two-way street and Hoover street straight and clean as befits a good engineer—and not so narrow as we used to think. Cobb's street should be the longest street in town, and Griffin street should be a winding street where losing one's way might even be a pleasure. A branch of the Commonwealth Bank should be on the corner of O'Malley street and if the tram goes by everyone should ride free—King would have liked it that way.

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## Mr. Shriver Addresses AFSA Luncheon

by M. J. BRODERICK

**G**UEST SPEAKER at the regular monthly luncheon meeting of the American Foreign Service Association on April 26 was Mr. R. Sargent Shriver, Director of the Peace Corps. In his talk Mr. Shriver stressed the point that the Peace Corps was not a policy-making organization nor any sort of brain trust, but rather that it took its guidance from the Secretary of State in policy matters; that its programs were developed in collaboration with the "country team" at each foreign post and that its projects were submitted to the Department, and when necessary to AID, for final clearance before being implemented.

He stated that the Peace Corps was not only a means whereby the peoples of foreign countries could learn more about the United States, but was also a means of supplying needed trained "middle-manpower" to the emerging nations in their social and economic development programs: It also constituted a means whereby its members, and through them the people of the United States, could learn more about foreign peoples and cultures and the problems of the United States in the field of foreign relations.

He mentioned that the number of volunteers applying for Peace Corps service at the present time was greater than at the inception of the program early last year. He added that the Peace Corps expected to have some 3,000 volunteers in training at some thirty campuses in the United States during the coming summer. He pointed with pride to the qualifications of the newly appointed Peace Corps Representatives at foreign posts through whom the Ambassadors were to be kept informed of Peace Corps activities and projects as they develop.

Regarding the measure of success of the program during its one year existence, Shriver stated that he felt there were two reliable barometers by which this could be assessed; the overwhelmingly favorable vote by the Congress in recently approving the Authorization Act for the fiscal 1963 Peace Corps program, which represented both legislative and popular approval in the United States; and the requests made by the authorities in foreign countries to double or even triple the number of Peace Corps Volunteers and projects already active in those countries.

Mr. Shriver closed by observing that the Foreign Service sometimes encountered a lack of popular understanding and support of its activities on the part of the American public and its Representatives, due, perhaps, to the fact that the Foreign Service has no constituency in the United States. He expressed his belief that the members of the Peace Corps, when they returned from overseas duty to their communities and institutions in the United States, would help form such a constituency by their newly acquired knowledge and understanding of our problems abroad.

He appealed to members of the Foreign Service who are at present on duty in the United States to help in the orientation of the Peace Corps trainees studying in U. S. universities this summer by speaking before them, passing along to them some of the knowledge and experiences gained while serving in foreign countries.

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# Letters to the Editor

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## "What Can AFSA Do For You?"

**I**N ANSWER to your editorial "What Can AFSA Do For You" and the letter of Mr. Armitage the following comments are offered:

Executive Order 10988 on Employee-Management Cooperation in the Federal Service, dated January 17, 1962 states the President's policy that "participation of employees in the formulation and implementation of personnel policies affecting them contributes to effective conduct of public business"; that "the efficient administration of the government and the well-being of employees require that orderly and constructive relationships be maintained between employee organizations and management officials"; and that "employee-management relations within the federal service should be improved by providing employees an opportunity for greater participation in the formulation and implementation of policies and procedures affecting the conditions of their employment."

The Executive Order, in Sections 4 and 5, provides that an employee organization will, if it has less than 10% membership of the employees in a unit, be given informal recognition or permitted to present to appropriate officials its views on matters of concern to its members. If the employee organization has 10% membership or more it must be formally recognized and the agency "shall consult with such organization from time to time in the formulation and implementation of personnel policies and practices and matters affecting working conditions that are of concern to its members." Provision is also made for exclusive representation where the organization is chosen by a majority of the employees as its representative, and such exclusive recognition gives the organization

additional rights vis-à-vis the agency.

While this Executive Order is obviously designed to encourage government unions, and many members would be reluctant to convert AFSA into something akin to a union, others apparently feel that AFSA has been less vigorous in defending and advancing the interests of its members than have, in their own spheres, bar associations, medical associations, and other professional groups.

Whatever may be the opinion of the majority, it is clear that in the next few years governmental employee organizations are going to assume, under the encouragement of this new government policy, an increasing role in the formulation of personnel policy. Other employee organizations more general in scope than the AFSA are currently engaged in recruiting members within the Department and Foreign Service, already with some success in certain areas. How generally successful these other organizations will prove to be in recruiting members of the Foreign Service remains to be seen, however.

I believe two questions the officers and members of AFSA should ask themselves are: Now that the Service itself has changed so drastically since AFSA was founded, are the purposes and functions of AFSA still responsive to the needs of the Service? If not, should it grasp the opportunity offered by Executive Order 10988 to cooperate in the President's policy by participating more fully "in the formulation and implementation of policies and procedures affecting the conditions of their employment?"

NEIL M. RUGE

Chief, Employee Relations Branch  
Personnel Operations Division

Washington

## "The Other Side"

**T**HE OTHER side of Fragonard's charming "Young Girl Reading" was shown in the January JOURNAL so why not do the same with the equally charming young lady in Fragonard's painting, "The Love Letter," at the Metropolitan Museum? And, among others, how about "The Bathers"—the beautiful bathers—at the Louvre? Let us see both sides of all the lovely young ladies painted by the French artist who "presented the old game of love with gourmet elegance." JUSTICE  
Denver

## "War and the Making of Peace"

**P**LEASE allow me, in my forty-first year of FSJ reading, to submit my first letter to the editor. My views may be dated in general yet I have reason to believe that a respectable number of officers throughout the Foreign Service will find them valid in 1962 in regard to the Walter Lippmann speech of January tenth to the Women's National Press Club which was reprinted in your March issue. So, without presuming to analyze the whole thesis there outlined, I hope you will permit me to make a point or two.

It was laid down that nuclear weapons have made war an impossible action for a rational statesman to contemplate. We are on the horns of a dilemma between a war which cannot be fought and a peace which cannot be achieved. Hence, Mr. Lippmann says, there are masses of people who are "frightened, irritated, impatient, frustrated and in search of quick and easy solutions." They do not see that both warring states can lose all in an afternoon. He mentions the "poor dears among us" who would leave off negotiating and "drop the bomb" and he avers that "the nerves of a nation can stand only so much . . . humiliation"; that there is a line of intolerable provocation beyond which reactions become "uncontrollable." It is the business of governments to find out where that line is and stay well back of it." This is not softness, he says. It is sanity.

Thus both sides are adjured to put away the normal truculence of mankind. Though Communists have long flouted the rituals and forfeited the honors of polite diplomacy, our ever correct mentor pretends that it is our side that needs to be warned against belligerence — addressing American women in the knowledge that his words will reach dictators and the hope that they will be heeded. For it would be fantastic to look for bellicosity in a people whose nationals have long been languishing in Communist prisons.

Who, therefore, are the "poor dears" who now want to "drop the bomb?" The State Department, to my knowledge, has never harbored a jingo. So, I wonder if, after all, this is a serious reference to some other group in Washington. If there are individuals of appreciable influence who would lightly enter upon the murder-and-suicide of civilization by nuclear ex-



Rumanian Folk Art

by George Romney



*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.*

# Letters to the Editor

## War (Continued)

change, we ought to be told very explicitly about them. It is not clear who is being talked to or "at" by the dean of foreign affairs commentators.

Still puzzled, I tried to imagine the West's most conspicuous advocate of standing pat (a soldier-statesman whom Mr. Lippmann admires exceedingly) coming straight out for nuclear aggression. There would be an opponent worthy of the Lippmann steel. But I fear our lecturer, without realizing it, was setting up a poor dear of straw the better to point up his ancient penchant for negotiations of all sorts.

One thing is clear, however. Where he applauds the "careful attempts of statesmen not to carry provocations beyond the tolerable limit," there is no longer any doubt that he means Western statesmen. To that I submit that we are dealing with no volatile democracy but with despotic rulers, the product of tooth-and-claw intrigues where steely self-control and a thick epidermis were the best guarantees of personal survival.

If we were being badgered by Hitlerian psychopaths instead of cool manipulators (who could hardly be

provoked or even goaded into a war they had not already decided on) delaying tactics until a sane man came to power would be the only conceivable course.

The proposition that war cannot be fought is unintelligible unless the speaker means that conventional warfare doesn't count or that it must also be avoided at all costs for fear of escalation.

As it happens, we have just joined in a non-nuclear war, a thing which should prove a tonic for America's drooping morale and may not be too late to prevent the engulfment of South Viet-Nam. This, coupled with the Attorney General's assurance to the Thais that we would defend them even if we had to go it alone, was the most encouraging thing since the collapse of SEATO.

The West has retreated so long and so ignominiously that it can permit no more encroachments at the center or on the periphery. To do so now would tip the precarious balance of power against us quite unacceptably.

EDWARD CAFFERY

Aiken, S. C.

## "The FSO-8 and the 1960's"

IN HIS ARTICLE in the February 1962 JOURNAL, "The FSO-8 of the 1960's," Leon Crutcher touches on some of the most vexing management and personnel problems facing the Foreign Service Officer Corps today. Further, as Mr. Crutcher points out, if answers are not soon found, it does not bode well for the Service nor for the individual officers.

Although we must indeed face the "unfortunate fact that the worship of the political function continues to be a dominant feature of the psychological landscape in the Foreign Service," we must do more than guide "those rare, solid gold economists" into economic reporting. This will be difficult since, as Mr. Crutcher indicates, they, too, want to be political officers. This is probably also true of those who have received their graduate economic training at Departmental expense. In view of the increasing costs involved in university training, the Department may soon have to abandon the luxury of giving unofficial assurance to officers so selected that they will not thereby be condemned to economic specializa-

tion. In fact, it may be argued that the expense of this training could gradually be done away with if we were to make increasingly more efficient use of those trained economists we receive each year through the FSO-8 recruitment process. (I do not mean to imply here that I am not duly appreciative of training I am currently receiving.)

However, we must go considerably beyond diverting those who have had academic economic training into economic reporting. We must also consider the consular and administrative sections. This brings us face to face with the management problems described by Mr. Crutcher. Until such time as the four major areas of the Foreign Service begin to carry equal weight, prestige-wise, adequate management will be lacking. Since the way to the top now seems to be via political specialization, we are not developing what might be termed a proper management mentality. The Deputy Chief of Mission who has reached that position after years as a political officer is probably ill equipped to play the role of father-confessor to the Administra-

tive officer. His only real management and/or administrative experience may have been reluctantly required in an earlier part of his career while serving at a small post, and may have soon been forgotten.

We may also take the example of a rather rare, if existent at all, species of Foreign Service officer who enjoys Consular work and wants to specialize in it. Such a man, or woman, may be perfectly happy while serving as chief of a large visa section. His knowledge of immigration law and the Visa Handbook may be so good that his section earns the reputation of never having issued a visa that should have been withheld nor of having withheld a visa that should have been issued. This officer should, and undoubtedly would, be promoted.

But how good will he be on the management side? Will he operate his large visa section the way a factory foreman operates an assembly line? Will he be constantly on the alert for more efficient ways of allocating his personnel resources? Will his superiors have some "efficiency expert" or "time and motion study" traits in them? My personal conviction is that the answers to all these questions will have to be negative in most cases.

Although cost consciousness has long received a respectable amount of homage as a virtue appropriate to the Foreign Service, I am afraid that it has too often been thought of in terms of omitting superfluous (and sometimes necessary) words from telegrams and has yet to embrace the personnel re-



*Charles E. Bohlen, President of AFSA, R. Sargent Shriver, guest speaker at AFSA's April luncheon, and Theodore C. Achilles, just before the luncheon. (See page 52.)*

# 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.*

## The FSO-8 and the 1960's

source allocations mentioned above. I have never seen a post abroad nor an office or bureau in the Department being run in the manner of a firm in business to realize a profit. In the field, the most common method of handling so-called personnel problems is a request for more personnel.

Now, let us imagine a case involving one of Mr. Crutcher's potential young ambassadors who is serving at a post abroad where a lack of management mentality causes his superiors to attempt to solve their personnel problems by requesting more help from Washington. It is not unlikely that their requests will be turned down or, at best, rather long in fulfilling. In the meantime, the bright young FSO may be called on to perform routine clerical tasks. If he is really a potential ambassador, he may be bright enough to perceive that there is no personnel shortage at all, merely a mal-allocation of the help presently available. If he is endowed with a certain amount of initiative, he may call this to the attention of his superiors. If his superiors are in one of the three categories mentioned by Mr. Crutcher—"Petty tyrants, stupid, or bad managers"—they may misinterpret this as a reluctance on the part of the young FSO to perform tasks he considers beneath him.

This, in turn, could lead to a low rating for "cooperativeness" on the officer's next efficiency report. This is probably one of the most disastrous things that could happen to a junior FSO. Next to getting drunk at a



Edward R. Murrow, guest speaker at AFSA's luncheon in March

Fourth of July reception and/or tramping on the flag, being "uncooperative" is apparently the worst thing a young officer can do.

Since the promotion panels may not be in a position to determine the merits of the situation in which the officer is supposed to "cooperate," he will probably be ranked low in his class for a tendency toward non-conformity.

If our young officer decides to continue his Foreign Service career after surviving this situation, he may also decide that initiative is, at best, a mixed virtue. He need not become involved in a situation as drastic as the one described above in order to discover that there is a definite tendency toward conformity. He may discover it in the manner in which his drafts are edited. His sense of cost consciousness may be so outraged that he soon resorts to the standard clichés that he knows will escape his superior's red pencils. He thus moves one step further from initiative and one step closer to conformity. His rating officer will note his improvement in drafting and may give him a higher rating in "Effectiveness of Written Expression." This "progress" may, in turn, meet with the approval of the next promotion panel and the young officer may be rewarded with a promotion.

Mr. R. Smith Simpson, in a letter to the editor of the JOURNAL, quotes Ambassador Matthews as saying "The Foreign Service is recruited from the human race and has its share of human failings." However, as he "matures" in the Service, the young officer may have to learn the hard way that some failings are more tolerable than others.

The nub of the problem may be the difficulty of distinguishing real initiative from mere opportunism and encouraging and rewarding the former where it exists. I have nothing against the successful practitioners of the latter but firmly believe this virtue should only carry them so far.

Here at Yale I have been sought out by a number of graduate and undergraduate students seriously interested in the Foreign Service as a career. Some have already passed both the written and the oral examinations and have thus proved their entry qualifications. Their most recurrent question has to do with the manner in which

red tape and or bureaucracy may stifle initiative as they would attempt to advance in the Foreign Service. We seem to be getting a reputation whether we deserve it or not. Does anyone have suggestions as to what I should tell these serious young students?

WALTER F. KEVILLE, FSO  
Advanced Economic Training  
Yale University

New Haven, Conn.

## "Effective Diplomatic Style"

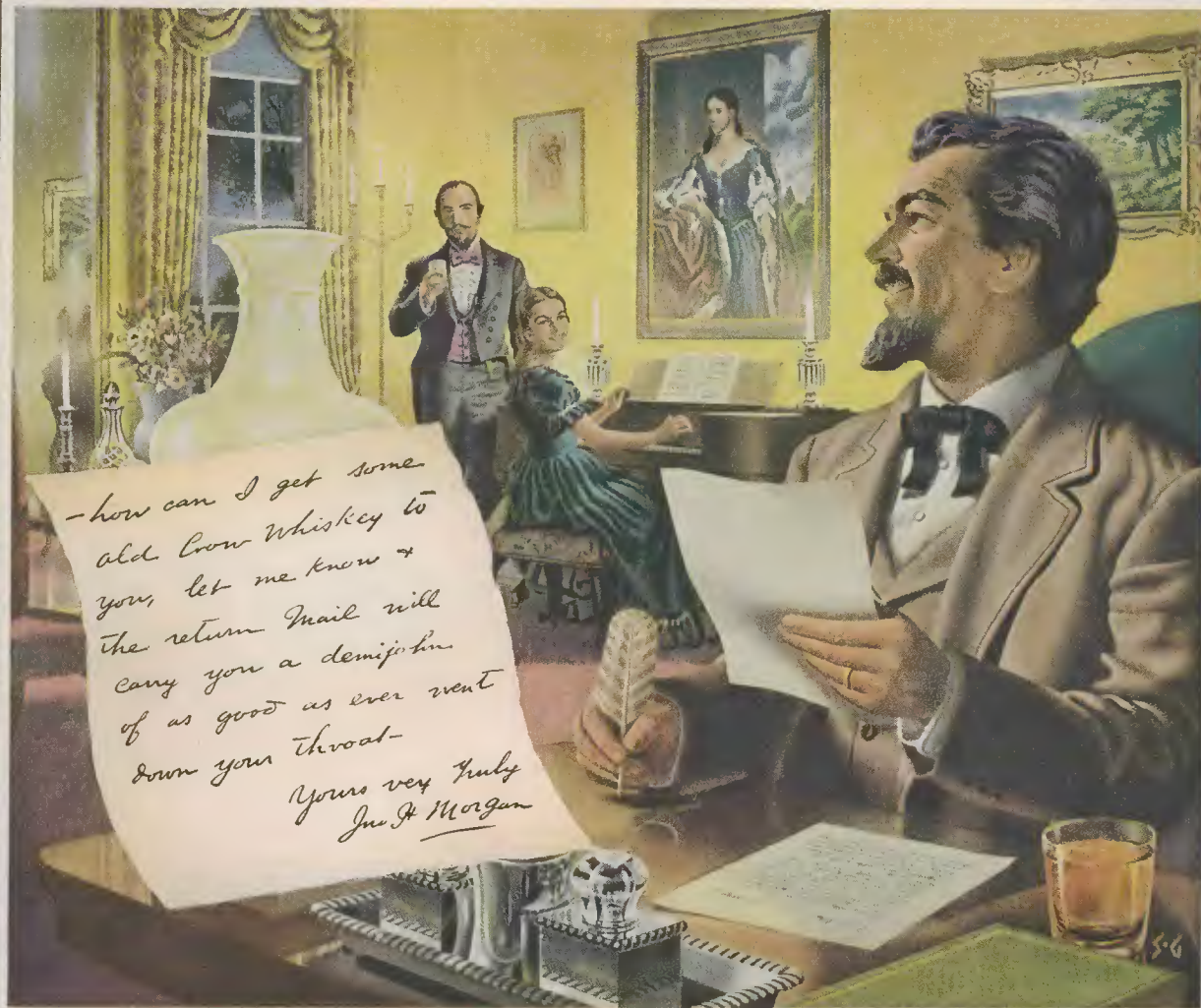
I WOULD LIKE to offer a few comments on Ambassador McClintock's excellent articles on "Effective Diplomatic Style" in the February and March issues of the JOURNAL.

The virtue of silence is a point well taken, but it is extremely difficult not to pass the sound barrier when there are so many people engaged in conducting the country's foreign relations. Proliferation of authority makes it hard to control the dissemination of restricted information to active news seekers and facilitates compromising disclosures by office holders not in agreement with established policy. Reconciling the need for an informed public with the importance of national discretion in dealing with other states would seem to require both more restraint on the part of the press and better discipline within the governmental apparatus.

The need for more literate correspondence between the Department and the field and vice versa is too obvious to require emphasis. The flow of communications has reached a quantitatively unmanageable and qualitatively sub-inferior stage. I have never understood, for example, why it is necessary to have practically verbatim accounts of negotiations and discussions with other countries transmitted by telegram. It is not always of consequence what each negotiator said, especially since he may not have meant it, nor is it essential to describe how successfully our side defended its position. Verbosity, self-justification, and unperceptive reporting seem to be diseases whose spread is encouraged by the spectres of end-user forms and other performance ratings. Nobody wants to be a victim of the IBM court which accuses: "This man has underfulfilled his paper quota."

JAMES A. RAMSEY

Washington



## The "Thunderbolt of the Confederacy" writes about Old Crow

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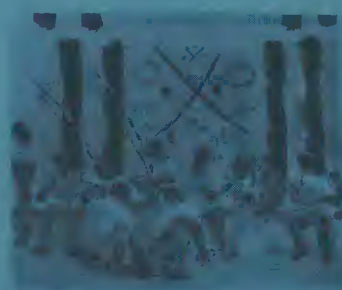
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