

The **AMERICAN
FOREIGN SERVICE
JOURNAL**

VOL. 27, NO. 6

JUNE, 1950



**AMERICAN
FOREIGN SERVICE
ASSOCIATION**

HONORARY PRESIDENT
DEAN ACHESON SECRETARY OF STATE
HONORARY VICE-PRESIDENTS
THE UNDER SECRETARY OF STATE
THE ASSISTANT SECRETARIES OF
STATE
THE COUNSELOR

GEORGE F. KENNAN PRESIDENT
W. WALTON BUTTERWORTH VICE PRESIDENT
ELBERT G. MATHEWS SECRETARY-TREASURER
JOHN M. MCSWEENEY ASSISTANT SECRETARY-TREASURER
BARBARA P. CHALMERS EXECUTIVE SECRETARY

EXECUTIVE COMMITTEE

HERVE J. L'HEUREUX CHAIRMAN
ELBRIDGE DURBROW VICE CHAIRMAN
ELBERT G. MATHEWS
JOHN M. MCSWEENEY
WILLIAM P. HUGHES
ALTERNATES
RAYMOND A. HARE
HAROLD N. WADDELL

JOURNAL EDITORIAL BOARD

JOHN M. ALLISON CHAIRMAN
FRANK S. HOPKINS
G. FREDERICK REINHARDT
EUGENE DESVERGINE
WILLIAM J. HANDLEY
CORNELIUS J. DWYER
JOAN DAVID MANAGING EDITOR
ALEXANDER PAUL ADVERTISING MANAGER

EDUCATION COMMITTEE

NILES W. BOND CHAIRMAN
BENJAMIN M. HULLEY
JOSEPH S. SPARKS
MRS. ELBRIDGE DURBROW
MRS. JOHN K. EMMERSON
ALTERNATES
MRS. WILLIAM L. KRIEG
EVAN M. WILSON

ENTERTAINMENT COMMITTEE

JACK D. NEAL CHAIRMAN
FULTON FREEMAN
G. FREDERICK REINHARDT
STUART W. ROCKWELL
DOUGLAS MACARTHUR, II
ALTERNATES
MISS G. EDITH BLAND
THOMAS S. ESTES

WELFARE COMMITTEE

WILLIAM O. BOSWELL
WILLIAM E. FLOURNOY, JR.
DAVID A. THOMASSON

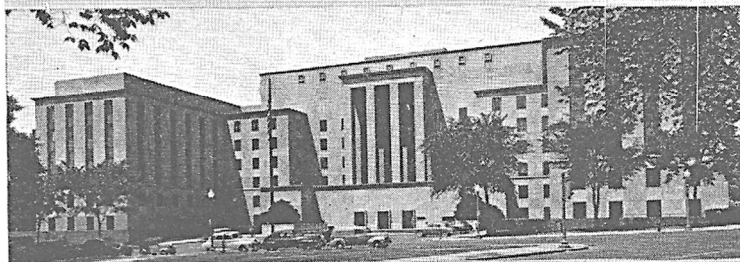
This publication is not official and material appearing herein represents only personal opinions, and is not intended in any way to indicate the official views of the Department of State or of the Foreign Service as a whole.

The Editors will consider all manuscripts submitted to the American Foreign Service Journal. If accepted, the author will be paid a minimum of one cent a word on publication. Photographs accompanying articles will, if accepted, be purchased at one dollar each. Five dollars is paid for cover pictures.

Copyright, 1950, by the American Foreign Service Association.

Issued monthly at the rate of \$4.00 a year, 40 cents a copy by the American Foreign Service Association, 1809 G Street, N. W., Washington 6, D. C. Entered as second-class matter at the Post Office in Washington, D. C., under the Act of March 3, 1879.

**AMERICAN
FOREIGN SERVICE
JOURNAL**



PUBLISHED MONTHLY BY
THE AMERICAN FOREIGN SERVICE ASSOCIATION

VOL. 27, NO. 6

JUNE 1950

COVER PICTURE: The harbor at Sitka, Alaska, former capital of the Russian colonies in North America. Color plates loaned by Amerika Magazine.

AN ACT OF FAITH	11
<i>By Charles E. Hulick, FSO</i>	
A GLIMPSE OF THE FOREIGN SERVICE PROMOTION SYSTEM	15
<i>By Stanley H. Ruttenberg</i>	
REORGANIZATION—SENATE STYLE	18
<i>By Horace H. Smith, FSO</i>	
NEW METHODS OF RECRUITMENT AND TRAINING IN THE BRITISH FOREIGN SERVICE	21
<i>Reprinted from the London Times</i>	
GEORGE REMEY WADLEIGH	22
SPARKS ON FINLAND	23
<i>By Marshall W. S. Swan</i>	
THE BOOKSHELF—Francis C. deWolf, Review Editor	26
<i>Herbert Block Arthur W. Hummel James L. O'Sullivan</i>	
THE WELL-STUFFED SHIRT	30
<i>Anonymous</i>	
MARGARET M. HANNA	42
FOREIGN SERVICE WIVES' LUNCHEON	44
BRITANNICAS AWARDED	46
DISTINGUISHED SERVICE (G. Bie Ravndal)	46
DEPARTMENTS	
LETTERS TO THE EDITORS	3
Foreign Service Changes	9
Retirements and Resignations	17
Editors' Column	
The British Foreign Service	20
USIE Local Employees Visit the USA	20
News From the Department	24
Service Glimpses	28
News From the Field	32
In Memoriam	44
Births	48
Marriages	48
Twenty-Five Years Ago	48

The Well Stuffed Shirt

ANONYMOUS

It is a theory widely held by critics of the Foreign Service that as soon as a man enters on his career with the Department of State he becomes a Stuffed Shirt. It is also axiomatic that he acquires a pair of striped pants and a taste for pink tea. He is likely to be presented by public opinion in general with a degree from an Ivy League university and a private income, or perhaps the hand of a wealthy young woman in marriage.

Obviously it behooves us to do our best to live up to these generous expectations. We cannot alter the past, however, and if the lack of a private income forced us to graduate from some less exalted college, we are up against it. If we made the mistake of marrying some charming but penniless lady, we have simply deceived our public. Lastly, if we are unable to afford striped trousers because of our own lack of initiative in the matter of private income or advantageous marriage, we have only ourselves to blame. Let us search our souls, to discover where we are at fault.

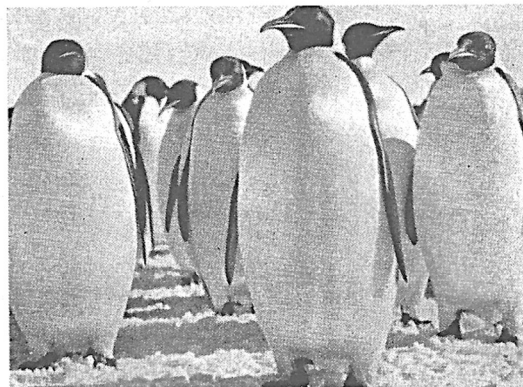
No matter what his family background, his education, or his present circumstances, any man with persistence and zeal can become a Stuffed Shirt. It is a career open to talent. But it takes hard work.

Official Guidance Lacking

It is quite misleading to claim that a man need only join the ranks of the Foreign Service to acquire automatically the characteristics of the Stuffed Shirt. Indeed one has but to look into the habits and customs of the Foreign Service and the Department in general to discover that there is a lamentable lack of training and even of interest in the whole matter of shirt stuffing. Young men and women just starting upon their careers are given no inkling by the Department of the way the public expects them to behave.

Although there are training programs for this, and orientation courses in that, there are no lectures, classes, or study groups whatsoever in the subtleties of the Stuffed Shirt, and the complexities of cookie-pushing. It is not too much to say that the overwhelming majority of the Foreign Service is confused, even, as to exactly what is meant by the term "Cookie Pusher." A frighteningly large percentage is ignorant of how to be a "Glamour Boy." Moreover, although most people may have a vague and ambiguous definition of the phrase "Stuffed Shirt," dangerously few are willing to give more thought to the matter than is required to laugh at it.

The excuse may be given that personnel of the Department in all its branches have been too much occupied with the various aspects of our foreign affairs to pay the proper meticulous attention to how their shirts are stuffed, or the correct procedure in cookie pushing, or even the fascinating business of acquiring and displaying glamour. Nonetheless, some action should be taken quickly lest we be accused of deliberately ignoring our critics.



This appeal is being made to arouse the dormant interest of the Department in all these vital branches of knowledge. We must instruct the new and refresh the old in those things expected of them. Unfortunately, there is not space here to do more than suggest material which might be taught in Indoctrination Programs, and presented briefly in refresher courses, on Stuffed Shirts. It is not possible to give any picture at all of the allied arts of Cookie Pushing and Glamour. It is to be hoped that others will interest themselves in these problems, and in the meantime, perhaps the following brief hints will offer a modicum of guidance to the bewildered.

Self Discipline Essential

There follow a few of the salient points:

To reach success in this, as in any science, the aspiring Stuffed Shirt must be willing to devote his entire faculties, indeed his entire life, to his ambition. There are basic principles to be followed steadfastly, and many small but important details to which he must pay strict attention. He should beware of forming too many friendships which may later prove profitless or even embarrassing. He must watch himself constantly for signs of such petty human failings as sentimentality, pointless good-fellowship, and anything which savors of iconoclasm where Tradition is concerned. He must guard against having too many and too strong thoughts on matters of importance, so that he will be able to side with the Powers that Be on every issue. He should pay the utmost attention to the Book of Rules, and must instill in his own breast a passion for protocol which shall be an example to all and a source of delight and amusement to a democratic public.

Once he has mastered these few matters of principle, anyone with perseverance and finesse can work out a program of daily details for himself. If he is married, he and his wife can collaborate most effectively on joint enterprises and policies of an everyday nature which will lead to ultimate success.

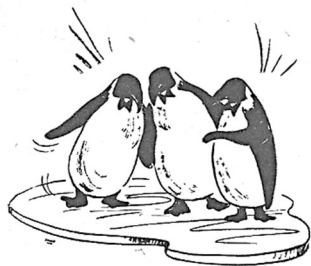
Anyone, regardless of rank and salary, may become a Stuffed Shirt. Above all, he should never allow himself to be troubled by doubts as to his own importance. If he has a consular post, for example, he should rejoice and be glad rather than yearn for a diplomatic one. The opportunities for a Stuffed Shirt in a consulate are endless and delightful. He has the entire public to admire him, and the entire public is at his mercy.

On the other hand, a diplomatic officer must make a real effort to have contact with and be appreciated by a wider public. If he is devoted to his avocation, however, the lack of public homage will be more than compensated for by the inner contentment derived from the rarefied

elegance of his contacts. His shirt will be partially stuffed with smug satisfaction that his mode of life would be caviar to the lowly public.

Any truly Alert Shirt will never be at a loss for ways of demonstrating his talents. If he is in charge of an office, he should tolerate no informalities or familiarities on the part of his subordinates and those fortunate few to whom he grants audience. Neither should he yield to the temptation of gaining the cheap favor of the multitude by rendering services not specifically required by the Regulations. He will, of course, know when to stretch a point here and say a word there, should his good offices be requested by persons whose wealth, breeding, or place in the world of affairs separate them from the diurnal stream of petitioners.

At all times the Stuffed Shirt must guard against infringements of rank on the part of his peers as well as his juniors, and he should be so familiar with the rules of protocol that he will always be able to detect and denounce those little slights and slurs that so often pass unnoticed by less perceptive souls. Likewise he should beware of the subtle peril to his prestige inherent in the egalitarian or leveling tendencies which must inevitably lead to a loss of respect for authority. The wise Stuffed Shirt will realize that it is his duty to deplore any informality that may lead to familiarity, for it is right and proper that enormous distances should separate the Stuffed Shirts from his subordinates. His wife will be even more zealous than he regarding the place of honor at table and returning rather than making calls.



“... a small well-chosen coterie.”

barely audible!

The matter of who shall and who shan't be their friends must give considerable pause to the Stuffed Shirt and his wife. They should never rush into friendship with newly arrived colleagues, unless the colleagues are above them in the hierarchy. With all others, they should display the utmost caution until it has been generally established in the community that the new arrivals are worthy of attention.

He who aspires to wear a Stuffed Shirt with grace and delicacy must always be fair and fulsome where his colleagues are concerned. Though his wife might permit herself a witticism or two among her intimates, he himself must always preserve measure when called upon to evaluate his fellow workers. It is not from him that you will hear ill spoken of anyone—only praise, even when it becomes so faint as to be

The Stuffed Shirt will have a small and well-chosen coterie, and outside of that group he must be careful to be only formally polite for fear of encouraging the wrong sort.

Such matters as precedence in calling should be given much earnest and exhaustive study, and should form the basis of the whole future relationship. The Stuffed Shirt's wife will expect a call immediately upon arrival from the wives of her husband's subordinates and any others who owe her homage. She will allow no circumstance save contagious disease to sway her toward leniency should they fail to do so at once. She should be careful always to be bored by those who are reported to be boring, and delighted with those whose husbands are said to be coming men.

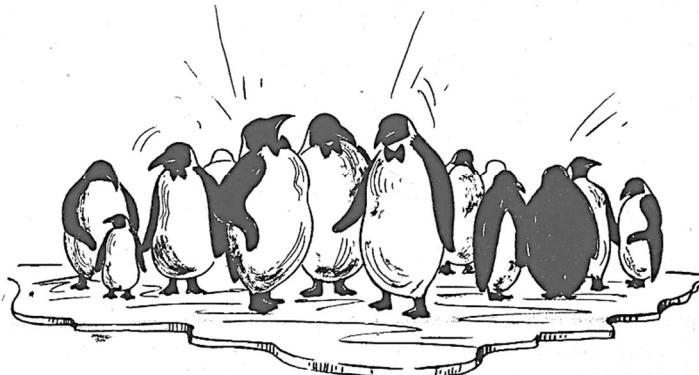
In a few cases she may legitimately feel that her help is both called for and deserved, and then she is at liberty to loan her car, her house, her servants, and her personal assistance to the distinguished newcomer. This should not, however, lead the Stuffed Shirt or his wife to follow the same course with anybody and everybody who happens to arrive at a post where they are stationed. Discrimination of a high order is called for, and it is only the exceptional Stuffed Shirt and his wife who are always correct in judging between those who *should* be helped and those who merely *need* help.

Enjoyment of Success

The life of a Stuffed Shirt offers many little pleasures not enjoyed by the general run. He may delight in the delicate balance of good manners and chilliness with which he greets unimportant people. He will extract the last drop of enjoyment out of being invited to join gatherings from which most people are excluded. He will find pleasure in commanding the intricacies of protocol, and observing the uninitiate as they stumble ludicrously about in ignorance of esoteric niceties. A great deal of exhilarating fun can be had simply by not telling recent arrivals about the differing customs of the new post until after humorous mistakes have been made!

These frivolous pastimes are as nothing, however, compared to the deep joy of the Well Stuffed Shirt when he feels he is achieving his goal, and can contemplate a life blamelessly devoted to protocol and the pursuit of pomposity. He can take pride in the assurance that he has not betrayed the public. He may well feel, then, that as the laborer is worthy of his hire, so also the diplomat is deserving of his pink tea!

Before concluding this introduction to our subject, one is forced to add a final and admittedly disconcerting note: The Stuffed Shirt will probably have to sip his brew in splendid solitude! For the plain truth is that very few people in the Foreign Service have learned to master a sensation of acute nausea at the prospect of Pink Tea with a Stuffed Shirt.



“He should never allow himself to be troubled by doubts as to his importance.”