Berlin, Germany, December 31, 1932.

Dear McKenna:

I certainly appreciate your letter of December 10th in which you give me the background on the Einstein case which I need not assure you is very helpful to me. Mrs. Shipley also wrote me the same day and I have also written her to-day at some length. I am particularly grateful to you for telling me about the way in which my personal telegrams to her and to Mr. Klots were routed. This of course was due to my lack of knowledge or rather my misunderstanding of the Department's procedure. I thought my coding the telegrams and marking them "Personal for Mrs. Shipley", etc., would not go anywhere in the Department except the code-room and then to the person for whom intended. I am so deeply chagrined that I may have caused Mrs. Shipley and Mr. Klots any inconvenience or annoyance that I do not know what to say, but on the other hand I am sure they have forgiven me or else they would not have taken the generous, immediate and complete action which they did. I cannot help but have the feeling that if it had not been for what they did the outcome of this case might not have been nearly so satisfactory although we all were entirely blameless in the matter. If we had not been hampered by this extraordinary and inept telegram of the Department practically all the publicity and certainly most of the criticism would have been avoided, but the very wording of the telegram and its
Its form prescriptions placed limitations upon us and made it necessary for us to do things which brought about practically all the complications. It is no use going into the matter further because the circumstances now seem to be well understood and the adverse effect of the publicity has been pretty well corrected, but of course I am not blind to the fact that first impressions stick and that corrections in the newspapers never have the same effect as the first article, and that in the minds of a good many people I shall always be synonymous with assiminity, Government red tape and bureaucracy. This just can't be helped and I am tremendously grateful for what Mrs. Shipley and Mr. Klots did and for the Secretary's most generous action, for that has saved the day and prevented at least one member of the Foreign Service being nailed to the cross of indifference. I have tried to make Mrs. Shipley understand how much I appreciate what she has done and have also written to Mr. Klots, but I shall never be able to make her really know how much I do appreciate it.

This incident has taught me something which I knew before, and that is that friends are the most precious thing we have in the world. I certainly appreciate your writing me more than I can say and it has given me the opportunity to at least express my regrets to Mrs. Shipley about the way the telegram went.

I am afraid that the same old procedure is going on in the Department that has been going on for years and that is that certain people on whom Mr. Carr has to depend and who are in responsible positions are constantly letting him down. I think this is one of the situations which has to be corrected before the good old Department will function just as it should. If we had Division Chiefs in every section as competent as Mrs. Shipley and with her strategic ability and tact and administrative sense, it would be wonderful, almost too good to be true. We shall never reach that ideal, but we ought at least in certain of the divisions to have better people than we now have.

I am convinced that there are many things which should be done particularly with regard to the Foreign Service if we are not going to have trouble, and I am confident that at least some of them will be done by the new administration. The way of Mr. Roosevelt and
his helpers will be hard but I cannot help but have the conviction that the new broom will reach some dusty corners and that we will on the whole be better off. There are too many entrenched interests and there are too many entrenched people with power beyond their capacity to carry out. Some of the things which are allowed to prevail in the Service can only be explained either on the ground of incompetence or indifference or of complete misunderstanding of their importance and import, and whether it is anyone of the three, the effect is just as bad.

We had a very quiet Christmas and shall spend the New Year quietly. I take this opportunity to wish you a very happy New Year filled with all manner of good things. I doubt whether I shall be home in the spring but a good deal depends on my mother's condition. There are reasons why I should be glad aside from seeing her to make a quick trip home. Again sincerely grateful for your letter and with every good wish from my wife and myself,

Cordially yours,