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COOPERATION BETWEEN THE DEPARTMENT AND ITS OFFICERS.

The immediate relation of the Department with its field officers in the Foreign Service is purely official and diplomatic and consular officers must first of all be good soldiers prepared to accept and carry out instructions without question. This military parallel however cannot be carried out too far for the very nature of the functions of Foreign Service officers implies that their opinion, advice, and sometimes their reactions on instructions must be carefully considered and weighed. Besides this official relationship there is a personal one which has an extraordinarily immediate and constant effect on the morale and work of the Service.

The great corporations which have developed in the United States, particularly those who have a world wide organization requiring the placing of men in various foreign countries, have long since learned the importance of tempering the purely business relations between them and their employees and representatives with a consideration of their personal problems and happiness. They have learned that the humblest part of their organization is a human being with a personality peculiar to himself, with his own aspirations, ideas and problems. While such corporations demand absolute loyalty, obedience, and the production of results, they have learned that these are secured more easily and in the largest measure by cultivating the mental and physical happiness of their staff.

All government service is apt to be impersonal. The Foreign Service of the Department now comprises some six hundred officers, all of whom are supposed to have been selected with peculiar care and with regard to their effectiveness. Assuming that they are men of the mental qualifications necessary to render successful service, this implies all the more that they are men who have to be handled with a view to their personal problems and happiness and that they cannot be considered merely as human pawns on the world's chess board or troopers blindly following the orders of a drill sergeant. It is an administrative problem which presents no little difficulties to conduct such a service in a manner to avoid the coldness, impersonality, and lack of consideration so apt to mark government service.

in the past. The experience of our great corporations shows however that this can be done effectively.

In any service where a central government authority is exercised, there is a tendency to develop at the seat of central government a bureaucracy which becomes highly sensitive and often impervious to outside influence and suggestion. Even though it may have, as in the case of the Department of State, a highly organized foreign service for the gathering of information on which decisions are eventually supposed to be based, there is a tendency for certain permanent officials to place their own opinions already formed, often on conditions which existed years before and which may have materially changed, and to proceed generally on preconceived notions and prejudices. There is a tendency of all bureaucracies to be too cold, and too uncommunicative, in their personal contact with their officers. Orders are issued in plain and unvarnished language and the officer too often is not informed of some of the circumstances surrounding the giving of these instructions which would make their carrying into effect more easy and more effective. In its conferences with its officers any bureaucracy tends to become impatient on listening to the opinions of its officers and to impress them with the feeling that these opinions are after all of but little value as they already have later, better, and more correct data. There is also an unfortunate tendency of bureaucracies in government to feel that officers must be cowed and kept in submission.

The tendency of the Department of State however has been to avoid as far as possible these mistakes which are often made in government organizations. It realizes that a Foreign Service officer to be of any use to our government must be a man who has confidence in himself and who feels that the Department has confidence in him. It realizes that its officers must have a keen sense of responsibility, an appreciation of the necessity for initiative, a belief in their own usefulness, and the confidence of the Department's support. It realizes that it must build up the self-respect of its officers rather than to destroy it by a too coldly official and military attitude.

Outside of these considerations the purely personal relationship of the officer with the Department must receive proper attention. The officer must feel that his personal problems are receiving the Department's sympathetic consideration even though its action may not always be such as to

solve these problems or to meet them adequately. Practically all Foreign Service officers are prepared to make sacrifices. If they are not they should never have entered the Service. But the officer has the right to feel that those sacrifices which are asked of him are necessary and that they are the least which may be asked of him. He must have an absolute sense of confidence that his own immediate problem is being considered with the same fairness and with the same attention as that of others and that there is no discrimination being exercised. The Department of State is keenly aware of this aspect of the personnel problem and in the administrative measures which it has been taking in recent years has been constantly and more adequately taking into consideration these factors.

The importance of the human element in such a branch of the government as the Foreign Service cannot be overestimated. As salaries are not the inducement which lead officers to enter this Service, and as the principal satisfaction there is in it is that which comes from the feeling of work well done and the sense of having done something useful for one's country, it is evident that the officer's reward must come from time to time through the recognition which he receives and the work which he has been trying to do. The principal method by which the Department can show its recognition of work well done is through promotion to higher grades and this is also one of the most effective methods as it carries with it slightly increased remuneration. Promotion however of necessity cannot come very frequently, and to most officers a word of encouragement from the Department now and then is worth as much as a promotion or as a raise in salary. When a piece of work has been particularly well done, when an officer has shown unusual initiative or discretion in the handling of a particular problem, when he has performed any work in such a manner as to indicate that it has not been done in merely a routine way, a brief word of encouragement from the Department is one of the greatest stimuli which it can use to further effort along such line. The most efficient ambassador as well as the neophyte vice consul is essential human in this respect. It is not meant to infer that an officer must be felicitated or commended for every piece of good work which he does, because the Department has the right to expect good work uniformly from all of its officers. Foreign Service officers are not and must not be children who must be continually coddled and told how nice and how good they are, but they are essentially

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essentially human and are as susceptible to encouragement
as men in other lines of work.