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November 7, 1939.

Dear Hugh:

I have your note of October 13 and I also received, in due course, your letter of October 3. I doubt whether I have even acknowledged your letter of August 13. I keep busy more hours a day than I should but in spite of that it seems impossible to get at any personal correspondence. I have very little family life left, for when I get home in the evening after seven it is usually necessary for me to have some people in from the Department whom I have not been able to see during the day and with whom it is necessary to discuss certain matters without interruption. If it is not this, I have papers which require my careful attention and which often I am not able to give them except at night. It is the same thing on Saturday and Sunday as any other day of the week. I do not mind either the long hours or the volume of the work or even its difficulty. The only thing which bothers me is being pressed and the feeling which we all have at times that we are not getting through with everything that we should do with proper expedition. The one thing I am not permitting myself to do is to do anything in a hurry, for I think these are days when we must all keep both feet on the ground and our heads clear. We must not permit ourselves to be hurried into decisions or to take any action precipitately. There is too much at stake. A decision hurriedly made and without adequate consideration can come back to haunt more than the one who made it. Of course, I find the long experience in the field and my own experience here very helpful because out of it it is possible for me to make decisions more rapidly than would otherwise be possible. My health is keeping up quite well but I have no relaxation and have had to give up practically all social life. It is naturally not a happy situation for my wife. These are difficult

Fullerton, Hugh S.

days,

Hugh S. Fullerton, Esquire,  
 American Consul,  
 Paris, France.

days, however, and great things are at stake, and I think all of us are willing to do our best without complaining. In any event, we should be willing to do so.

I think the Service has responded splendidly, on the whole. Your letters have been very helpful to me, and I am sure you have many difficult problems to handle and that it must be a satisfaction to the Ambassador to have Murphy and you to help him with so many of these things. Your letters have been very helpful to me and you will understand if I cannot write you as I have been glad to do in the past.

I quite understand that it is not possible for you to go forward with your consolidation plans as you had in mind. With the services of the Embassy in process of being decentralized for the time being it is, of course, quite impossible for us to carry through our plans in Paris and perhaps in London to the degree we had in mind. We will have to do the best we can. We have an emergency situation which we must meet. The thing we have to bear in mind is that State is now responsible for the information coming from abroad and we must be careful to see that there is an adequate flow of information for the other departments of our Government--Commerce, Treasury, Agriculture, et cetera. They are all, of course, interested not only in copies of decrees but in explanatory background. We are getting from most of the officers the decrees, et cetera, but explanatory background in some cases has been lacking, as well as adequate interpretation. I do not know whether this applies to Paris, but I merely mention it to you so that you may have it in mind and see that our people have it in mind.

You are quite right that the regular reporting section should do certain financial reporting. The reporting which Matthews would do and which is intended primarily for the Treasury is, of course, reporting of a different kind. The financial reporting which the regular reporting section would do is that which gives us information that can be distributed to all interested departments of our Government. The type of reporting which Matthews would do would be more specialized and get very restricted circulation in this Department as well as in the Treasury.

One of the things which bothers me and to which I am giving attention now is this question of what we can do

in places like London and Paris for our officers and personnel under the emergency conditions. We started out, I am afraid, on too liberal a scale and I don't think we can continue it. We have complete understanding, I think, of the problem, but after all in the last war nothing was done and our officers and clerks were not as well off in the way of salary and allowances. It is quite impossible for us to find adequate justification before the Congress and the people for the maintenance of two establishments even though the emergency situation does exist. The payment of per diem has been at too high a rate and we had to arbitrarily cut it if we want to maintain it at all. You know that we have no statutory basis in reality for some of these things we have done at certain posts like London and Paris in the way of evacuation, per diem, et cetera. We shall have to seek funds and we shall have to show that we are on a sound basis. What I am afraid of is that if some of our men may be too grasping and be trying to get too much or complaining about not getting enough--in general, by "bellyaching"--we may get a revision of our whole system of basic pay and allowances, which would be, of course, a most serious matter. It has taken us years to build this up and we cannot take any risks. You know how many years it took us to educate the members of Congress and the people interested in our foreign relations to the degree that we could get the relatively satisfactory state of salary and allowances that we now have. Keeping this in mind, you will appreciate what a problem we would have in getting a proper understanding of certain emergency allowances. By the foregoing I do not mean that we do not wish to do something very definite or that we are not giving this matter the most careful thought. We are doing so. But the important thing is that we have to keep in mind also the major problem which confronts us, that the money to do it has to come from one source, and that is the Congress. It is costing us far too much at Paris and at London and we shall have to get a drastic revision of the situation. We sent a telegram to the Ambassador the other day and I am sure that we will get some suggestions from him. I need not tell you that no matter how much we are interested in our alien clerks we can't possibly justify per diem and evacuation costs for the dependents of alien clerks, and I doubt whether we can justify per diem for such clerks themselves who are doing duty away from their regular stations. Even in case of American officers and their dependents the whole question will have to be gone into most carefully. After all, a war is on and it will carry burdens, inconveniences, and, to a degree, all sorts of difficulties for everyone, neutrals

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as well as belligerents.

This is already too long a letter, but I did want you to have some of these thoughts, and I need not tell you that I look forward to hearing from you from time to time.

With very good wishes to you and your mother, in which my wife joins,

Sincerely yours,

A-M:GSM:DMZ