

The Association for Diplomatic Studies and Training  
Foreign Affairs Oral History Project  
Ralph J. Bunch Legacy: Minority Officers

**PAUL WASHINGTON**

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## INTERVIEW

*Q: I am at the residence of Mr. Paul Washington. We are doing an interview for the Bunche Legacy Project. Mr. Washington, I would like to talk to you about your background. Let's get started with your early life, starting with your parents. Where were your parents born, a little bit about their life?*

WASHINGTON: Both my mother and father were born in St Mary's County, Maryland. They grew up in St Mary's County. After marriage they came to Washington D.C. and we settled here. They were of the Catholic faith as you know. As you know St. Mary's County was the first Catholic county in America. I guess I am still trying to trace the roots.

*Q: What were their names?*

WASHINGTON: My mothers' name was Josephine Young. My fathers' name was John Henry Washington.

*Q: What was their background as far as profession, as far as work was concerned?*

WASHINGTON: In terms of work, my mother was in the business of sewing, making clothes until moving up to Washington, D.C. She then went to work on the night shift as one of the maids at the local hotel. And my father was in the fishing and oystering business and at one point he worked on the farms.

*Q: So when they moved to Washington, of course in those days, that was quite a move from St. Mary's County although now it is fairly close because of the highway systems. But what was the attraction as far as you know of them coming to Washington?*

WASHINGTON: The best that I can recall was the attraction of coming up the river, was one of the goals that you looked forward to when you were in the Negro race rather than being sold down the river although they were never slaves or came from a slave background as far as I know. I can research they came up to go to work in Washington, D.C. because the jobs were more plentiful and apparently they could make more money and adjust to the city life and that is what transpired.

*Q: How large was the family, were you the only child? Were their others?*

WASHINGTON: I am one of twelve, five girls and seven boys. I am number eight in the chronological line.

*Q: And did all of the siblings stay here in the Washington area?*

WASHINGTON: Mostly through the early childhood up until adulthood. Four moved to other cities, three primarily to Chicago. For the same reasons, things were much better and life improved. One sister worked for the Internal Revenue Service (IRS). Took a weekend trip to Chicago, loved it. Sent her resignation back and stayed. Got married and settled down. Went to work for the city hospital as one of its administrators, never turned back. The other went out to go to Northwestern University, fell in love got married bought homes decided to stay, still loves it. And the third was married here but her husband worked in Chicago so she sold her home here and moved out there.

*Q: How about you, when were your born?*

WASHINGTON: I was born in Washington, D.C. July 1934. So I am considered a Washingtonian.

*Q: Were you born in the northeast section where you're presently residing?*

WASHINGTON: No. I was born, as they call, below the tracks in northwest Washington near First and L Streets. A block or so around the corner from St. Aloysius Catholic Church, the church, we had to sit in the back row of at that time. The church had not fully integrated. I went to school in the same area to Douglass Simmons up on New Jersey Avenue and Pierce Street and on to Terrier Junior High School. And from there I went to the Armstrong Senior High School at First and O Street N.W. In the early days of the 40's you must remember the city was segregated. We had two segregated school systems and most folks at my age will tell you they could all be found in the same location either at Dunbar High School across the street from Armstrong High School and not too far from Phelps, that came a little later as a vocational educational school, the white schools in the so called first divisions. There was division one and division two. There were two superintendents of schools. There was a black superintendent and a white superintendent. Two separate systems, two separate budgets. The white schools which were much better facilities, better equipped, you couldn't attend if you were the wrong color. So that was why it was in one central location and that is why I call it below the tracks. Those of a high socio- economic status couldn't move above the tracks although they would still be in the segregated Washington, D.C. That was up to above what we called Florida Avenue, somewhat a dividing line. You had LeDroit Park in that area up around Howard University area and on up to Petworth. As you made more money and moved up you could eventually buy yourself a home up on the gold coast, further up 16<sup>th</sup> Street. But all that came after just about the mid-50's.

*Q: Now when you first started school did you go to kindergarten here?*

WASHINGTON: I skipped kindergarten. Ha! Ha! I went directly to the first grade at Logan down near the Union Station I think near Third and G Street N.E.

*Q: What were some of the things that - were there any early motivations - do you remember any of your teachers, any of your classmates, any subjects that particularly*

*interested you at that early stage of your life? Let me ask it this way, what were some of the more indelible experiences at that early age?*

WASHINGTON: Well I enjoyed taking math and physics. In high school after I was required to take a foreign language I became very, very interested in foreign affairs and what was going on in Europe at the time. As you may not know, when I was in high school it was in the late 40's and, of course, we were into WW II. I had been impressed somewhat with WW II earlier and, of course, with the influence of the German nation and, of course, I guess the old Nazi empire building that was going on. That is when I took an interest in what was going on outside of America.

*Q: Now when you took that interest in what was going on outside of America did you through your inquiry in your studies, seek out any particular courses of study, any additional readings, did you find yourself more inclined to talk to any special set of teachers in the school?*

WASHINGTON: Oh yes! Of course, my German teacher he was very interesting. He was a military person. I think his name was Lieutenant Heir Brown and several of the English teachers which I took an interest in reading a lot of material on the rise and development of the German empire. It was exciting because most of the information coming across from the media was about the war in Europe and the creators of the war in Europe. And I had a great deal of interest in that and, of course, and when Asia, the Japanese coming into the war that sparked my interest again. So I did a lot of reading and I did a lot of work in the libraries and I wrote my term papers mostly on those subjects.

*Q: Now was your school academically oriented or vocationally oriented?*

WASHINGTON: My high school was both. At Armstrong High School we had what you call a college preparatory course or program and that was, of course, to get you ready to be able to pass any exam to get into most universities. And of course we had the vocational education which of course gave you the opportunity to practice your skills and trades so that in the eventuality you couldn't do any further academic work you couldn't go into a professional field of study you could always make a good living. Because, in those days the philosophy was to be able to make a living and so therefore we took, I took, for example, welding. I understood that welders made money and I think I got to be good at it. I could weld a bead on two seams on a sheet, two-place sheet and you would never know it was there. Of course, we spent our time also in the welding shop making jewelry. In those high school days you got great sales outside with the jewelry you made. Then, of course the woodwork shop. I did woodworking and I made a lot of at that time for the war effort we were making trays for the beds and cocktail tables and things like that. We got a great skill in that. I didn't care much for the electric shop and I did practice in the printing shop. That time when you said type, letter by letter on what they called a stick. And those letters you set were of hot metal or lead. That was interesting because you learned what they called the California job piece by being able to pick letters out of a bureau and put them on that stick at a certain speed. Interesting, I learned all those things but I didn't use them directly. I never went to work in any of those fields. I was able to

pass many of the exams in the Federal government at the time. At the time we had what we called the Civil Service Commission. And the teachers would send us in on Saturday mornings and tests were given and take the test and get a rating in advance of graduation. So at graduation time, I had letters of acceptance to come to work at every place from the Navy Yard Bases to Interior Department and places like that. Practicing those crafts and skills, please! Instead of that, I think what I did with a group of about twelve or thirteen of us, we went to the State Department and took AID examinations. At that time you couldn't enter the uniform system and I don't know if it was an actual rule or not, but it was a general practice without having a college degree.

*Q: Let me go back to something you said at the outset, you mentioned that St. Mary's county was heavily Catholic as far as religious preference was concerned and this was the cradle of significant black population that followed Catholicism. What role did that play in your life?*

WASHINGTON: Not much, except that the black population in my family line were free. Apparently they were free when they arrived there. You know, they did not put in segregation policies, I believe, until the late 1600's. Because at that time there was a great deal of respect even for interracial marriages which, during those years, were obviously unheard of in the South. Based on that philosophy that passed down from your parents about some little basic things about not letting that bother you, not being concerned about something you can't overturn until you get your point, you can conquer it and overturn it. Don't let it get in your way and hold you back. You keep on moving, do the best you can with what you have. Those kinds of life lessons you got and I think that helped over the long run.

*Q: Were the priests in St. Mary's county predominately white or were there any black priest?*

WASHINGTON: I don't think there were any black priests during my parents time. That came much later after they had moved to Washington, D.C. As I said earlier, I recall as a kid making my first visit to the church was all white at that time. But later, Holy Redeemer Church was built on New Jersey Avenue, near New Jersey and M and that is where I attended to begin to go to Sunday school, make first Holy Communion, this sort of thing. So I went back, that was a black church. I don't know if it was the first or second. I think St. Augustine's may have been first primarily for blacks.

*Q: So you mentioned in school that you had an early interest in foreign affairs through your study of German and Lieutenant Heir Brown who was your German teacher. Was he active duty?*

WASHINGTON: I think by that time he was in the reserves.

*Q: But he still carried his rank?*

WASHINGTON: He carried his rank. He made sure you understood it? Ha! Ha!

*Q: Did you have an active Junior ROTC Program at your high school?*

WASHINGTON: No! We just had a cadet corps.

*Q: Were you active in the cadet corps?*

WASHINGTON: Yes, I was an active member of the cadet corps up to graduation. I went up and down. By that I mean I was able to study what they called the Manual of Arms. Passed the examination and become a cadet officer as a 1<sup>st</sup> lieutenant. And I rose through the ranks to major and after we did the competitive drill I had a battalion to drill. My patience on the rifle range was not as you would have been. At that time, the officers would make you lie prone to fire your rifle at targets and he would take their sabers and whack you on the butt or kick you, or so forth and what not, and I rebelled against that, unfortunately or fortunately. I have been rebelling most of my life from that point. And therefore, they said great we will reduce you in rank because of your misbehavior and that was alright with me. But I enjoyed the competitive drill. Each year our competition was always among the three black schools. At that time we had in D.C. the Griffith Stadium, it was the ball stadium for the Senators. And we would meet there in the Spring to compete.

*Q: The "Senators" being the Washington baseball team.*

WASHINGTON: The baseball team at the time, but they allowed the high school black division to use it once a year to perform their competitive drill competitions. Our competition was always Cardozo High and Dunbar High. There was always great motivation to compete between those two schools which were very competitive as well.

*Q: So the cadet corps played a prominent role both academically and socially I would imagine?*

WASHINGTON: Well, academically yes, socially I wouldn't say that much. Socially being in the segregated system, we organized our own social clubs at school. On the weekends we gave our own social events. As a young group we organized our own business arrangements, we gave dinner dances and cabarets, hired our own bands, hired the host who would sign contracts with us. We had a place down at 13<sup>th</sup> and G the Presidential Arms. During the days of the segregation down on F Street and G Street downtown D.C., we were allowed to rent that hall and put on our Friday night and Saturday night cabarets. The music hall up at 8<sup>th</sup> and V Street N.W. and that was called the WOL, I think. The first hall up there, many other places and in the meantime we were working at places having a big dance and dinner and so forth. We moved from house to house, whosever mother would allow us to use the house, particularly their basements. So that was a day and age when we would have our own social clubs, our own social events. We would prepare our own food and beverages. For \$1.25 you could come in and have yourself a nice meal and you could dance under the blue light.

*Q: Were there any classmates that you came to be close and later in your professional life that you were close to during school?*

WASHINGTON: Yes we are still pretty close, in fact, I just came off a Fiftieth Anniversary Class Reunion this weekend. That is how far back it was in my day. We had the fiftieth anniversary and we had over 150 of our class members to show up. They came in from Seattle, Washington, Houston, Texas, Pittsburgh, North Carolina and you name it. Yes, we still pretty well stick together. Some of my classmates still live in Washington. You find some of us down at the jazz program at Westminster Church. It's Friday nights. So we stay in touch. The high school, of course, that we attended closed back in 57'. After integration a lot of things took place in the school system that I know you don't want the history of at the moment but so we stayed together to organize funds for scholarships and so forth. Try to keep the name perpetual, if nothing more. We have had the site designated for historical preservation. At the moment we don't know what they are going to do with it. We still advocate putting back in some forms of vocational education because nothing worked better than the auto shop there. Given, of course you would have to improve the school to add some of the new modern technology, particularly in automotive mechanics. I guess all buildings, because of the new math needed for the use of the computer systems. I don't see that being forthcoming at the moment. Not in my generation.

*Q: Let's talk about the social life for blacks in particular in Washington at the time you were in school here? How were things here? You have already alluded to the fact that you could rent something?*

WASHINGTON: In general, what I know about what those had gone before me were doing, they had their own social clubs as well. In Washington, D.C. they had organized social clubs like the Plutocrats, the Aristocrats several other names that don't come to mind at the moment. These gentlemen all did the same things; they would rent the Lincoln Colonnade. The D.C. Armory would have their Easter Dawn Dance/Breakfast and that is when they put on all of their formal attire. That is when you needed your tuxedo. So social life in Washington was in close knit, close groups primarily and those that made a little more money could buy the beach sites, you know, down on the shores of Maryland. Between that and various homes, were the social activities took place. Otherwise, you only had about two locations you could go to. One location was the old "U" Street as we called it starting at 7<sup>th</sup> Street going to 15<sup>th</sup> Street along there you had all of your theaters, you had your big hotels at the end of the blocks and some of your eating places, like the Zanzibar. You had your drinking places on 9<sup>th</sup> Street just about so it was close. I know where I could find the people who looked like me every other weekend and from time to time we would go out as far Northeast began to develop. We could go out to the Silver Meter and they had this place on Benning Road but that was just in between. You had East Capital Street a place called the Cadillac, an all-night seafood place and so forth. Primarily in Washington D.C. you could find most of your social life in one location. The same as I could find all my high school friends at 1<sup>st</sup> and O Street until later they began to build the Spingarn and Brown high schools.

*Q: There was a distinct social infrastructure and as you have mentioned most of the social life on the U Street corridor between 7<sup>th</sup> and 15<sup>th</sup> Streets in those days. About that time in the 40's a Washingtonian was making a splash on the scene, his name was Duke Ellington, did you have the occasion to hear any of Duke Ellington's or any of the other Washingtonians that were coming up then?*

WASHINGTON: Oh yes, Duke Ellington attended Armstrong High School also and so therefore Duke Ellington was one of those people that we didn't just hear a great deal about, he went through Armstrong. The music director there was Mr. Branch and those interested in music always could recall Duke Ellington because of his association with the school. And, of course there was Count Basie, and Lionel Hampton. I would see all of these great musicians at the Howard Theater. See the Howard Theater was one of our social locations. The Howard was right at 7<sup>th</sup> and T one block below U Street. And of course you would get there in time to buy your tickets and line up around that building and wait to get in for the shows. So most of the musicians coming back and forth to Washington played at the Howard Theater. Only stage show we had in our neighborhood. It would be nice to see Howard University or some other organization restore the Howard Theater and start bringing musicians back but throughout the years that was one of my favorite places on the weekends. Not only did we have Duke Ellington but Dinah Washington was always a favorite there, Illinois Jacquet, the big bands would come and Louie Jordan. Most of your vocalists coming up through the ranks, I used to love. The first time I heard Gladys Knight was at the Howard Theater. Oh! The performers like Ella Fitzgerald, the first time I saw Redd Foxx and Nipsey Russell, most of the comedians also. Well listen, if you wanted to see any of the black entertainers, they came to Washington. That is where they participated at Howard University and of course they would retire across the street to the local cocktail lounge. There were three really, one across the street at 6<sup>th</sup> place, I think that was the name of it.. Of course, I was too young to go in there except I had older sisters as you know, they would take me over from time to time and I had older brothers so I got the most out at the speakeasies. They wanted you around and ended up with 13<sup>th</sup> & U and there was another location where you could meet and also see them after the show. So, I was very familiar with most of the black entertainers coming back and forth through town. Of course, you know in that segregated system, the segregated world there was a lot of good parts because you got to be and know and see and get close to people making the news making the entertainment scene and knowing how they had to come up the hard way. Like Ray Charles, you could go see him in person. My favorite group obviously was the Orioles and the Ravens but they came about roughly around 51' or 52ish.

*Q: So your interests developed an appreciation for jazz and for related forms of music about that time by having this exposure to named performers, particularly those who would come regularly to the Mecca, Howard Theater.*

WASHINGTON: True. That was my initiation of my interest. I guess I capped it off at much later about 77. I guess when I was up at MIT for the month of January when you had independent activity month and you could select participation in any course of study you liked. I guess I took that appreciation for music there in the lab and got to understand



the basic makeup of the different jazz versions and the symphonic classical versions. We would sit in the closed laboratory and listen to music and try to think how you would computerize it. And how you would appreciate how this matter of appreciation came to be and one of the themes taught was you appreciate what you could predict coming next in terms of a rhythm or a beat or a tone change or an inflexible qualities of tones and it was very nice. I could get most of them except one I could not get, it was Miles Davis. He came along a little later but you could never, could predict what would come out next. He never kept a basic rhythm theme, melody, harmony but he would always come back to unlike many of the other musicians. So that was interesting. I think that may have been the capstone of any appreciation for music I had. I still attend most of the jazz programs that I can. During the years, I guess during the late 60's or even up to now I have been to the Hampton Jazz Festivals in some time but I would drive down there for the weekend jazz festivals. I never went to those up in Rhode Island for some reason. Maybe they were too noisy or got rowdy. Ha!

*Q: The bottom line is that you attribute this early appreciation to this experience at the Howard Theater and during that period.*

WASHINGTON: In all fairness, early appreciation I didn't get started at Armstrong, although I could never make the band I did try. I tried to blow a saxophone; I bought my own because obviously the school instruments were nothing you would write home to mom about. Let's face it, at that time, the school second division cared less about equipping our music program well. Some of us bought our own instruments. That didn't work. I tried the flute, that didn't work. I worked part-time to make money to buy my instruments in high school, like everything else, your cadet uniforms and everything else. Nothing was given. I know every time I hear today they talk about cutting school budgets and all the same things are going on I get a little concerned. We never have anything that we didn't buy, produce or pay for. Guitar, I tried that, I thought I was going to be a great guitar player. I failed that, too. So I gave it away. I bought two of them by the way. You see also off of 7<sup>th</sup> Street N.W. Washington there was a series of pawn shops and people pawned their instruments and if you could bargain well you could pick it up with what little money that you had. I guess finally I decided to get a set of drums. I bought them one at a time. After the third drum, it didn't work. In the neighborhood I lived over when we moved over off G Street N. E. we organized a little music group and we would go to someone's home and the parents weren't there late and tried practicing our musical instruments. But it started in Armstrong and I did not make the music class and I did not play in the band. We did have a band. You must remember it was still a competition. Although it was in segregated schools the competition was tight because it was so little for so many.

*Q: The competition was essentially black schools with other black schools. Not black schools with the white schools.*

WASHINGTON: That is true. No interracial competition. But what the black schools had was not first class, put it that way.

*Q: How was the band at Armstrong?*

WASHINGTON: Oh! It was a great band. They played at all of our ceremonies, graduation ceremonies, competitions for all of the athletic events and they put on regular programs, spring festivals, music and so forth. They were good. Mr. Branch was a great director and they all did well. Some of the musicians you see, came through like George Watts, Peter Betts, Buck Hill was Armstrong. As you can see some of those out there still playing today doing quite well like Nat Turner. That is where they started. It was an intense program.

I moved over to concentrate the time into the academic program. We had as I said an engineering college prep program and I focused my attention there because I thought I would be a civil engineer. So I just participated in the shops and the physics lab, the chemistry lab. I enjoyed the sciences more so than the arts.

*Q: You mentioned that, of course, the school systems didn't provide all of the amenities that are provided now, uniforms, instruments and etc. You must have done some part-time work since you were buying these instruments and you were buying your uniforms. Were you doing this or were your parents?*

WASHINGTON: No. As I said I had twelve sisters and brothers among them. I delivered, I worked doing something as far back in my memory as I can think of. And that was probably back as far as seven or nine years old.

*Q: What were some of the things that you did?*

WASHINGTON: I started off cleaning up people's yards so that I could collect the soft drink bottles, clean them up, turn them in. You got two cents I think on the small bottle and a large ginger ale bottle and what-not you could get five cents a bottle. That was pretty good. I would take case loads and turn them in at the local corner stores. You would get your change for that. Then I would pick up all the newspapers and magazines and bundle them and take them up to the junk shop off 1<sup>st</sup> Street. I think near first and M. You weighted up on the scale by the pound and you got so much for those. I tell you what, I may have lived in the ghetto but we had one of the cleanest ghettos around. You picked up all the tin cans and crushed them and bundled them.

Apparently during the war years for example after 42', 43', 44' all this scrap they would purchase and it was supposed to be to help the war effort. Scrap metal, iron, wood you could take it all weight it and you got so much per pound. And so that was almost the first work. From that I bought my red wagon. I did have a couple of red wagons. I would load them up and take them up there. And then of course for fun, we would take some of the wood and make our own skate boards. Much later on when I got to buy a bicycle and that came a little later after I was old enough to work for Western Union to deliver telegrams. That must have been around 44' or 45' by that time.

On Saturday mornings I worked for the Huckster Wagons, the horse drawn Huckster

Wagons selling vegetables, watermelons and fish. I would be picked up early in the morning, we go to the wharf to the boats and get the fish and ice them down. I could use an ice pick like an expert. I could take a 100 pound block of ice, zip it two or three times and crack it any size I wanted. They would go to the ice company and buy the ice by the big blocks. They made them in blocks. It was cheaper. Today you buy them in the bags already cubed, crushed or whatever. Back then, no, you had to do your own. So you strap on your belt with your ice picks hanging on the side like you were a western movie star. After that you learned how to play all kinds of games with your ice pick, like mumblety-peg, I guess they called it and you could do all kinds of things like flip it and move it. You could throw it and hit a target nine or ten yards off, if necessary. So that was all a part of the war effort and play effort, everything all balled into one which was interesting.

Then we would swing by the farmers market up where the trains would come in and they would buy all the vegetables, watermelons, sweet potatoes, greens and then we would ride through the streets. The people would yell out the windows and tell you how much of whatever they wanted. And so I had the job of putting them on the scale and weighting them and carrying them up to where they were going, collecting the money and so forth.

Then later on I started delivering newspapers. Some Washingtonians may not remember, those younger ones may not remember we had the Washington Daily News and I had delivered the Washington Daily News and then I developed the practice where I would take on additional routes as they called them. Then I would hire young guys to work for me. I had five or six paper routes. They delivered the papers and I wore my suit and collected the money. Pay off the bills and pay them off and keep my profit and bank it. At the same time they had the so-called war bond effort if you go off and write so many subscriptions, sign up new people you got so many war bonds as they call it now. I think they called them savings bonds. Or, you could turn them in for so many subscriptions you could get so many prizes like jackets, cakes and pies, you name it. I would do that that was one way of keeping the guys working for me very, very happy. I had the time to knock on doors and talk to people and sign them up. So many times you found yourself working after school as well. See with that you could do after school. The Daily News was an afternoon paper, we had two afternoon papers we had the Washington Star as well. I didn't want the Star because I didn't like the split. In the course of the paper and what the subscribers paid, I could make more by staying with the News. I tried the Star for just about a week. It was primarily to get the Star wagon and the Star had larger wagons. And we would just ride the wagons to as well after hours just in case. So, it was always nice. So that was how I made the money to be able to go to the pawn shop to buy what I wanted. It kept the weight off the family from spending money for little things like that. They had enough to do just to keep heat, light, roof and food on the table.

*Q: You are now at the point where you are getting ready to graduate from Armstrong. What were your aims? You said that you were academically oriented. Thought you wanted to be a civil engineer, what were your plans immediately before graduation and then how did they turn out?*

WASHINGTON: Well my plans were to attend either, I think I applied to George

Washington University, Howard University and one other, I can't recall.

*Q: What year are we talking about?*

WASHINGTON: I am talking about 52'. Then, it was how I was going to pay for it because I did not get a scholarship. I can't recall now why or whether any were offered or not. I took a lot of exams. I passed the tests. So great, I will do both I will work and pay for school myself. I was going to work at night, I think, at Howard. I am trying to recall. I was accepted at Howard. Started in the engineering program but at the same time I fell in love too. And I decided I could do all three things at the same time. So I got married, I started at Howard and I think I started working at the Three-A-Linoleum Company.

*Q: Let's talk about this falling in love. Was this a high school classmate?*

WASHINGTON: Yes, not a classmate, from a different high school. But we met on some of the high school picnics and in high school we dated. That was my first wife and only wife up to this point. She died about three years ago so we stayed together all the time. Forty some odd years I guess. Oh, I will just go to work and that is when I went to the State Department to go to work.

*Q: So now, you have fallen in love, you have gotten married and you are starting to matriculate at Howard University.*

WASHINGTON: I left Howard University because Howard University did not have a night school and so I was accepted at American University. That meant that I still could do three things at one time. See at the age of 18 or 19 you think you are the smartest person in the world and you think you can do everything and you think that there is more than 24 hours in a day and you don't listen to people older and wiser. Ha! Ha! Some of us, I was one of those. I started my academic training up at American University and that is where I graduated from. I was taking night classes and I was still interested in pursuing mathematics because eventually I thought I would go back to engineering and that would be very useful. I took physic classes at American University as well as math, primarily, for the first couple of years of so and then of course the counselor stopped me and asks me to come into the office to get an understanding that at the university one must be trained to be well rounded. Therefore, I would not be approved to take further math classes since I exhausted all of the undergrad math courses and then I was applying for graduate math courses. And I said, well I don't understand all that, but nevertheless, it is your university and whatever the rules and policy are, I have been instructed to always follow the rules. We had an old expression "that when in Rome do as the Romans do" unless you can conquer the place and set your own system in place, follow theirs.

*Q: Now tell me what happened here, there is a point where you had mentioned earlier that preparatory civil service exams were administered in high school. Were these exams passed on for evaluation for possible civil service employment or was that just preparatory test?*

WASHINGTON: In time we were taught to be prepared because you had no real prediction of the eventualities of life. So you took the exams because at that point in time you would go on a register at any agency seeking people for those positions. They could send you a letter or give you a call and go in for an interview and go to work. So you had them ready. In some case you went in for interviews. I went on several interviews at the Interior Department at the time and the Navy and places like that, just in case. You took these while you were in your senior year in high school. So I was on the register. I had also taken the clerks exams, what they called at that time the (CSC) Civil Service Commission. Today it is called the (OPM) Office of Personnel Management. So you go to the Civil Service Commission register and then you were qualified by the register to be interviewed and go to work by any of these agencies. We went over to take the examination for the clerk and it would be anywhere from, at that time a CPC-3 I guess that was below as GS-1, or up to a GS-3, 4, or 5 I think. That was at the State Department. We took those exams too. Now at that time you could not take the Foreign Service examination unless you had been to college and that was given only once a year in December. So, you took what they gave you. At that time State Department personnel office across the street from the Executive Office Building, OMB I guess they called it, next door to the White House. But that was impressive. Of course, they sent me a letter saying you passed the exam and we can take you on.

*Q: From the State Department?*

WASHINGTON: Yes. So that is when, however, you have to get pass a medical and a security clearance.

*Q: Now when was this?*

WASHINGTON: This was in 1951.

*Q: This was just before you were graduating from high school.*

WASHINGTON: So when I decided to get married and go to night school and go to work all day all I had to do is pick up one of these offers on the registry. I picked up the one for the diplomatic mail and pouch. I tell you, what there were four or five of us in my class, all went together to take the exam and we all were accepted and went to work at the State Department. I was there for the 1955, what they called was the first ten percent across the board cut under President Eisenhower. Eisenhower's first big cut. Well we all received RIF (reduction in force) letters. Me and most of my friends went there with 506. I had my RIF letter too, I was working in the mail room in the diplomatic pouch section at the time. Then I got another letter rescinding my first letter. My other friends had to go and apply for work at the AID. AID was a temporary agency and they could hire many of those being RIFed from the State Department. So many of my other friends went to work for AID except for me and Walter Bloss.

I did not know what had happened until much later when I went to work upstairs in the Executive Secretariat. All I know is the chief said well Washington we are having a

length of service award ceremony in the conference room and you are getting a length of service award, so be there at 3:30. Thank you very much. And I was totally puzzled up until that point. So they gave me this award and certificate and pin for ten or fifteen years of service. I thanked them very much and said it is very kind of you and it was a beautiful ceremony. I love the kind things you had to say but somebody may have made a mistake. I have not worked that long. I said I came directly from the mail room up to the secretariat and it was an interesting story of how that happened. I like this pin and everything but I am going to have to give it back. I got to be honest with a name like Washington you know, I can't tell a lie. I don't deserve it. Well, the Executive Director said, wait a minute now look, we are not taking anything back, this can't happen this way. Blah, blah, blah, blah! Whatever the circumstances but we are looking to what the question or issue may be but at the moment you keep it. I said, OK but being understood I don't deserve it. I don't have that much longevity, etc. Well the bottom line turned out we later learned that instead of the record showing that I came in at 52,' late 52' they had me listed as 42' so that gave me that ten years difference. They were not too sure again because personnel records were kept somewhere else. So the executive secretary asked me how could you be so clear about this because the records are showing 42'. I said, listen I came in Harry Truman was still President and I know very well that when Eisenhower came in it was in January so I had been in since November. I started in November. That is how I know. I got my first riff letter long before coming up here while I was downstairs in the diplomatic pouch room and after that letter, I stayed.

I started looking around for another clerical job in the department and I was offered a job in the news division and then I was offered a job in the visa office. And what they did in the diplomatic pouch section was run the old game at that time you are not aware because they did not want to lose me, I guess. Maybe somebody else would be alright because you see I was flexible. I made it very clear, that listen, as long as the paycheck was in the right amount on the corner of the desk on time, I do almost everything that you ask. So when I was asked to come upstairs and work from time to time to work in the Office of the Secretary, be it the guy who sits outside the door and run back and forth and do things like that I didn't mind. They asked me if I would mind coming to work and bring a suit and tie everyday. And if the pay is right and the check is on the corner of the desk, on time and the full server, that being the issue, sometimes paychecks were never on time. The State Department, they processed them somewhere else and time sheets didn't flow and sometimes you didn't get paid on time. Sometimes you got it the following week. So, the system is a hell of a lot better now. So that is why that statement was important. In today's world it would be meaningless. I was up working one weekend, I didn't mind weekends and one Sunday to work in the Office of the Secretary. At that time John Foster Dulles, Secretary of State, and John Foster Dulles would come in on Sunday morning and have all kinds of demands on the Executive Secretariat. So I found myself, chasing back and forth trying to find certain documents and trying to find a New York Times and all this sort of thing. The system was such that it was hard to get anything. Things were closed and shutdown. I would have to go over to the newsstand on 14<sup>th</sup> and F Street somewhere. So Scott McCloud, I remember his name, Scott McCloud was the Executive Director or the Executive Secretary come to think of it, that sits in the office just outside the Office of the Secretary on his right and on his left was the Office of the Under

Secretary. You know the role of the Executive Secretary was to coordinate the information between the people at the senior level and the Under Secretary level. You were running full time. So they said OK, I get it. So they went back and eventually adjusted it. I got into the Secretariat, primarily because Scott McCloud. I asked to see him one weekend when I went up there to work and I said, if you don't mind me bother you for a minute while things are slack here now, I have had offers to go to work in the visa office and public affairs news office, what not. At the moment, where I am they find some way to block it and I have been kept there for many, many months now. I forget the time span and I understand people in high places know how to pull strings if they so wish and can change this. Now, at that time I am as high as I have gotten in this building. You on the fifth floor and the fifth floor is supposed to be the top place in this building, where all the movers and shakers are. Now I am wondering if I can ask you to do me a favor. Get these people to release me so I can move on. Ha! Ha!

*Q: So you asked Scott McCloud who was Executive Secretary for a favor and what was that favor again?*

WASHINGTON: To make whatever calls he could to inquire why I cannot be released from my current job in one bureau to move on to another bureau. And he did. He thought that the system was designed to be fair and he could see a bit of unfairness in it, although he could understand why one bureau did not want to lose personnel at critical times. But given the fact that this had gone on for some time I was being denied one promotion to another grade level for that period of time and getting into another line of work at the same time and there was no advantages to me. So he did it. And I was informed that I would be released in two weeks. OK, then he called me and asked me if I am really very serious about going to work in either the visa office or the news division. And I said, to be honest, no, I am concerned that I won't have promotion number one and I will be able to move out of the diplomatic mail and pouch operations. I am really am not concerned so much about where in particular because I have not defined where I want to do that clearly, yet. He said, would you mind coming to work up in the Executive Secretariat. We have offices there that have all kinds of interesting operations going on. In fact, we have a key job in the message center taking care of the Secretary of State personal mail. I said, I have no problem, get me out of here and I will be there. That is how it happened. So all I know is the chief came in and said, "Washington you are to report to the Executive Secretariat Monday morning. And that was roughly Thursday afternoon. And that took care of that. So it worked.

*Q: Now this was a very positive experience at that stage in those years as you have already mentioned it was very difficult to get into Foreign Service because of the requirements for a college degree. But, the experiences of minorities, even minorities who had college degrees, they found it very difficult to get into State Department. Other foreign affairs agencies were not so difficult. Was your experience typical of, lets say, civil service entrance for minorities and being able to move with career progressions as you seem to have experienced at that time? Was it difficult to get in?*

WASHINGTON: Was it difficult to move as a minority? It was not difficult to get in

because as you recall I stated I had passed the exams while still in high school. And I think you know I had no problem when I said, yes or accept. I went right to work.

*Q: How about other minorities? Were there many others that found it easy to get in also if they passed the exam?*

WASHINGTON: Those that came along with me had no problem. The problem was getting out of what we called the basement. See, my problem started when I wanted to move from the mail and diplomatic pouch section to a division above the first floor. You see when you walked into the door during the time I got there we had elevator operators that wore beautiful blue uniforms with fancy handkerchiefs in the pockets for folks who go back that far. And when you walked in the door and got on the elevator you always went down. So my first goal was to walk in the door get an elevator and go up. It was just that simple. That is when you began to have problems. And as I said before the riff came and those coming in with me more or less had to move out of the agency and find jobs in the AID and some up in ICA (International Communication Agency) which eventually became the USIA and that was back off of 1776 Pennsylvania Avenue. I had the reputation for being a survivor. Stay there under the circumstances. Others coming in went to the publication distribution operations which are all in the basement, or in the print shop on the first floor. And so you found very few other locations at that point. A few went over into the finance operations but that was sometimes in a different annex. The basement is an expression that deals with getting promotions from one level to another level. So those persons in the system that wanted to move up the career level could not do so if they stayed in one location. So that is what I mean by basement because basement was primarily where the mail and pouch operations took place. It was just an expression that, those who were unfamiliar with it, won't know. But getting promotions as a minority was always difficult. That was more or less the talk in the cafeteria for those you met around the corridors that it was always difficult to be promoted in any of the civil service jobs in the State Department. That is what I meant by the expression getting out of the basement.

*Q: Now you mentioned the cafeteria, I understand that even though there were many minorities working in different positions there were still some vestiges of segregation even in the State Department. At one time even the cafeteria was segregated. Was that the case when you started working with the State Department?*

WASHINGTON: I can't be to sure how segregated it was at the time because most of us either brought our lunch or went across the street to what we called the "greasy spoon" on the corner of 21<sup>st</sup> and E Street to have lunch. But I don't recall a formal system of segregation in the cafeteria during my time. Some of my predecessors, they often talked about the discrimination in the cafeteria. Some of the people that worked there before I arrived spoke of not being able to eat in the cafeteria. It was not my experience, personally because when I wanted to eat in the cafeteria I did so. While some may have segregated themselves in certain locations in the cafeteria, I never did. I ate anywhere in the cafeteria I wanted to. So I had no personal problems that I can identify that way. I got along mostly with everyone of all colors. I had lunch with as many non-whites as



otherwise. It was never any problem with me. I was just following my basic philosophy of upbringing. I didn't have a problem if any non-whites I associated with there had a problem, well then that was their problem. I was not supposed to solve their problem. I still had my basic philosophy that I was a person as good as any other person until I saw some people to show me that they did not have to eat lunch and could make it, that they didn't have to go to the restroom and could make it. That they didn't jump in and out of their pants the same way, then I would not be too concerned. By that point, I never was concerned. So as far as segregation was concerned, I can't really say I personally experienced too much of it. What I did experience was (I) find it difficult to get a promotion to move up and in each and every promotion I had it was somewhat of a struggle but then I accepted that as part of that process. Unlike I could look and see some non minorities move up without any problems or take on different jobs without a job. I knew it bothered me but I just kept trying to get my own.

*Q: Did you know any minority Foreign Service officers at that time?*

WASHINGTON: I met most of the minority Foreign Service officers coming through the Executive Secretariat at the time, yes. And, most of those surviving to work in the Executive Secretariat on the line, which were very few and far between and those I met in other buildings and departments since working then, managed to find something in every bureau or some contact or liaison effort to be involved. Let me refer to you I think the first black Foreign Service officer I met there was, I think his name was Bolling and that was, oh that was a real novelty seeing a black in the Executive Secretariat outside of the clerical staff area. I was in the clerical staff area where we logged in all the papers coming in for policy decisions and where we maintained all of the records and all the briefing books and what they called staff studies and maintained all of the high level correspondence. As I said before this happened during some of the logging in staff studies and I did that because as I said I wanted a couple of promotions in that area so, I received promotions up to GS-7 there because I learned to do everything, process staff studies and to do that it was difficult to get the opportunity to do them.

Those on the clerical staff the non-minorities coveted those positions, coveted the processes and wouldn't allow too many people to understand what they were doing , how they were doing it so you couldn't do it. What I did was to take the weekend assignments. Because in the secretariat was a seven-day a week operation and at that time it was seven days, with "nine to four" or "nine to three" on a Saturday afternoon and Sundays, some Sundays and some not. I think I was there 55' and 56'. So I said great I am now able to take weekend duties. The supervisor said no you are not ready and how did it happen. Short staffing and problems, it was just about during the time of the Taiwan Strait Incident. I remember it very well. OK, Washington, I am putting you on the calendar for Saturday and Sunday this weekend and the following weekend. At that time the Executive Director was Eugene McOlive, I think he was a former marine. He was tough minded, hard charging and very serious. He said to me, Oh I recommended that you serve on the weekend duty and your first weekend will be while I am on duty. So you just be prepared. I said no problem. That was a tough weekend. Since we had most of the possession of many of the documents, treaties, agreements, in fact, at that time the

building closed down and you are servicing the wants, the wishes of the Secretary and the Under Secretary and any staff studies being processed where there may be a question about background information and so forth. The calls are coming down to your desk to retrieve this coming information right-a-way and get it there in time. And that is what I was faced with that weekend. But I knew the files well because at night I would stay back late. Sometimes I would help two of the three people in those positions to give them a hand to catch up. So I learned the system on my own. I get a call for the "Treaty of Chapultepec," you got it. If I wanted this convention, I knew where it was. If I wanted the latest intelligence report on the NIE from the CIA it was up there before you know it. He kept looking surprised, surprised, surprised! One or two of the following weekends I was working there, Mr. Macomber was a Special Assistant to the Secretary of State at that time, the Secretary wanted to get some information to the Congress and it was summertime and they were out of session and there was no one around to tell them how to get it done. But they needed to get it out that weekend and so forth. That's no problem I know how to get that done. I know how to locate the register with their home addresses and so forth and what not and I know the contacts up on Capitol Hill and so forth and so I did. That is when, they said OK fine. That is when I started taking duty on time that is why I got promoted and became the Assistant Chief of the Message Center. I knew how to brief books for trips overseas were being prepared and done. At that time we had a unit across the hall on the fifth floor that was run by Mr. Scott, Mr. Alvin Scott. At that time we had the old hector machines and what not, we did not have the mass copiers everything was almost done by hand. I ask to purchase an APEX table top copying machine that made one copy and it was a matter of fixing the mixture of the chemicals you ran it through took an image and ran it back through the solution like developing a film out of a camera. You need a letter from McMillan or someone address to the President or the White House that came to the State Department first. He wanted to follow up there and Wilson had to go to the White House. You got it. so, by just being flexible and innovative and things like that, I stayed, I moved up there and eventually became the supervisor.

All I had to do is just the interpersonal relationships between me and the non-minority staff there. It was alright. There was one woman there who could not stand my looks I guess or guts. In fact, she said so. One evening I sat there and I said you know something I have been wondering about you. I don't understand why you are working to tell you the truth. I see you take all your paychecks and you stick them in your top desk drawer and they stack up. I would love to be able to do that. Then she broke down. Oh well, she said, my husband takes care of me well and he has a business and blah, blah. Every time the new car comes out, mine is setting there at the front door what not and so forth. We got to talking from time to time and the next thing I know I used to take my break in the afternoon to go to the cafeteria for my coffee break around three-thirty or four. I would bring her back a piece of pie and she got the same kind of pie I did, apple pie with a chunk of cheddar cheese on top. Then later on she started bringing me lunch and pie and stuff. She showed me how all the logging operations went. She was there, they received all the staff studies as they called them. Had to read, analyzing to the point to pick out quick phrase to put into the log record and maintain that system. Give it a serial number so it could be tracked and that sort of thing. So when I went on duty you see I knew how

to do that too. At first I was working primarily in mailing out the Secretary's personal mail. Now John Foster Dulles wrote to almost everybody in the world and around the country, everyday. You would get stacks like this. And he would sign some with that crazy signature of his and he would initial off some. I could pretty much sign his name. We did not have an autopen at the time. I was always fascinated and curious by the subject matter. I read most of it primarily to help me work expeditiously. Because there was another special office set up with people at the GS13 to 15 levels and then his personal secretary, I am trying to remember her name, I will remember it after awhile because she eventually married the Under Secretary for Management, Mr. Macomber. I admired him, because he came down one day to insure that I got the job and to stay on duty because he always admired the work I did in that weekend that we worked together to get this information to all the members of Congress that were at home somewhere and then to move ahead to try to set up this meeting he wanted to debrief them. And being helpful in that regard I think Macomber became a very good friend and he always was right there for me anytime I asked anything or wanted something. He had the reputation for being called "Wild Bill" because he came over to work in the State Department in that job as the Secretary of State from the staff of Senator Sherman at the time on the Foreign Relations Committee. He was real tough and most of the younger Foreign Service officers we staffed the Secretariat at the 04 or 05 levels. So therefore it was intimidating to some and the demands were such, he and I talked the same language almost just about some time, just get it done. I would get calls before the Secretary would sign letters to certain people to see what they called the previous correspondence. So everyday you would get requests to see previous correspondence. So you had to have a system you could find it real fast. And you didn't want it on any subject, you wanted on that particular subject. If you don't read it and try to understand it you will not be able to find it that fast. Today it is nice I guess because you can computerize all of this, I guess. I mean the days before you computerized the system, where you could go back and identify the subject. Even after later years in the Secretariat when I was director of the information management staff and we put a computer system in place. The computer was no better then what you put into it, therefore, the people reading, understanding correspondence, position papers, action memorandums, information documents had to be able to read it quickly, pick out significant key words that the computer would hit on to relocate it. You had to get a... or a thrust of that particular thing, into a little short two sentence narrative of some variety. It was very interesting. It took some practice and training to get that done. I could do that like the back of my hand. I knew that system like the Lords Prayer if not better. And therefore I never had any problem of competence or capability and the interpersonal things I never let them get above me.

*Q: All of this is very interesting. Number one you must have had a very high security clearance because working the secretariat you had to see any and everything that came through. I want to ask you also since you were in a key position to the point of if not making the decision but influencing the decision in retrieving key documents, key materials that led to Secretary or Cabinet level or even Presidential decisions. I would like for you to talk about maybe some of the significant contributions that you made as a result of the position that you were in, here in the Secretariat and talk about your security clearance and how difficult was it to get?*

WASHINGTON: Let's start with the security clearances. To work in the secretariat and particularly to be promoted there and to move up the line you had to have almost every security clearance I can think of. I have had top secret clearances where they were renewed every three years or every five years. The investigators would come back through the neighborhood and inquire about you. Among other places I had to have the RD clearances they called it for handling the atom energy material at the time. I had the TK clearances; I had clearances to handle the so called code-word materials. I was given the opportunity and privilege of being one of the key people to control, manage, maintain and keep under special lock and key and special safes the code-word material particularly in terms of the telegraphic communications. That would be materials like NODIS is the term EXDIS Eyes Only material. My contribution was often to set up systems for controlling that where only certain people could see it. I set up a system called the "blue cover system" that carried certain stamps. I had rubber stamps made up that said to be read with the permission of and the line to say whether it was going to be the executive secretary or the secretary of what not.

*Q: You set that up?*

WASHINGTON: Yes, because I was to set up systems to control the paperwork in terms of access, accessing the system. Later on as the Director of the Secretariat staff operations I had white double lock mostly locked combination safes that this material was kept in directly in my office. To show it to certain...some materials and certain levels of classification could be shown but not given couldn't be copied. Parts of it could be copied from time to time under the instructions of the executive director to be given or shown to certain senior officials. Senior officials many times had to come to my office to see some. Some of this material you took it down to the assistant secretaries and sat in while they looked at it and brought it back, kept a record of who saw it, when, where and how. So keeping a tight security on controlled information was very significant. I would receive and this was over those several years up to the Director, I stayed in the Secretariat up through being the Director of Information Management staff after two reorganizations and my primary function was still maintaining control of what I called the super sensitive documentations. That included mostly your overseas communications coming in every night. I was in charge of the three shift operation there, around the clock. And so that seemed that some kind of control needed to be maintained throughout 24 hours seven days a week. So being the manager of that type of operation as you could see it took a lot of systems to be set up, a lot of training. And at times my staff was up to 32 people. After a few reorganizations we had about 18 to 19. And those controls were maintained. One of the most significant ones that I appreciated best of all, that I found enjoyable and not only that but educational was the National Security Council documentation. Department of State received only three copies of your National Security Council reports, studies, briefing papers, and those were made up of information from all the agencies of the foreign affairs system: Pentagon from the Joint Chiefs of Staff, CIA for its Director, National Security Council Director, DIA, NIA, and so forth. Atomic Energy Commissions, later the Department of Energy at that time it was AEC they were critical that is where you need your RD clearances from. You had to be able to understand when

certain information was needed what you select out in terms of potential compromise. I could read a document and know what made it RD and that was with just general information. And be able to separate some of the office on the line as we called it, on the staff line dealing with certain bureaus would have access to some of these documents excerpts. So because I had the central control, I obviously got to meet a lot of the people dealing and producing foreign policy and decision-making documents going back to the secretary to the White House. Part of that process even before being director I was in a section that produced the National Security Council briefing book for the secretary of state for the Tuesday meetings where they made the big decisions with the President. After that we got a record of action of decisions made at the White House that would come back for the benefit of the secretary and the what we called the top three offices under the secretary of political affairs and the --

*Q: My name is James Dandridge, the interviewee is Mr. Paul Washington. Mr. Washington the last time we talked you mentioned that you instituted the "blue cover system". You want to explain what is the "blue cover system"?*

WASHINGTON: The blue cover system was one method of covering sensitive documents, highly classified materials so that when they are on the desk, or on the conference table, they would not be exposed for anyone walking by to just see the text of the materials. That is one way, of course, of maintaining specific classification. They were also used for controlling the access to various characterized documents as we called it. Classified information as you well know, one of the techniques that many people could use was to walk by a desk, by a conference table or a credenza and could almost read some classified information upside down if necessary. So one way of doing this and covering it and identifying these particular documents immediately was through a blue cover system that carried various stamps which had indications that it was to be read only with permission of certain people or to be not compromised in anyway. That system really carried throughout the system of filing so that they would all be maintained in certain double locked safes and, so basically as a security control paperwork system and it seemed to have caught on at work and became recognized throughout the agency.

In the same instance, I might add one of the other things we did in the executive secretariat that I felt was significant was to be there to initiate the automated indexing of all correspondence and all memoranda from all sources into an automated system that eventually led up to I guess (what) we have today, a fully automated record keeping system for immediate identification and retrieval of information of all kinds and all sources. And such information included a Presidential correspondence. For example, most of the correspondence from heads of state and government would come to the State Department secretariat first. And we had a system for how to move it from that place into the white house. All Presidential correspondence for the most part going back to heads of state and government would arrive back in the executive secretariat and we had a system for control for that as well. So this automated system included indexing, identifying, writing short summaries in crises of a variety of documents including action memoranda, reading memoranda, aide memoirs, all forms of foreign correspondence to be put into the system. The first secretary of state during my time that used it fully was Secretary

Rogers. But the one who made the best use of it and we worked it night and day to retrieve much information on his departure was Henry Kissinger. And it was so well indexed and laid out by agency by agency, government by government, bureau by bureau until it made very easy and quick reference in terms of chronological information and then it could also be retrieved back in terms of subject matter. So during the days when paper was king this first automated index and control system worked marvels. And so I was very proud and very happy that, that got done on my watch for the most part.

*Q: Were you recognized for that? Were you awarded for that?*

WASHINGTON: I was recognized for the initial system because I was attending the briefings. Secretary Rogers recognized it right a way. He thought it was excellent way of moving the information retrieval operations faster. As you know in the 24 hours, seven day a week operations and make quick responses to all types of fast breaking and immediate incidents or events around the world, it was really a great tool to have in hand. Of course, I do have correspondence of thanks from Secretary Kissinger, particularly his special assistant at the time. I think it was Peter Rodman. He went on to Georgetown University as one of the heads of one of the Foreign Policy Institutes who sat with me day in and day out for months during the period of the departure of Secretary Kissinger until we had enough of that information to satisfy most of his current needs. I dare speculate as to how some of it now is still currently being used.

*Q: Now with this position that you had and particularly in facilitating the movement of important documentation in the government, you must have had the occasion often to have direct contact with the Secretaries of State. Is that a correct assumption?*

WASHINGTON: Yes. I had direct contact from time to time with all of the Secretaries; I guess through Shultz, I think he came after Kissinger.

*Q: How would you characterize your relations with the different Secretaries? Was there any one Secretary that you had more contact with?*

WASHINGTON: It was pretty well, I would imagine, balanced. Secretary Dean Rusk, of course, was the one that I admired the most. I believe that I had contact with him often, primarily because I was controlling his personal correspondence during the early days. And often during the weekend I would take materials out to his house and back. I think for the most part, Kissinger's contact with me was sort of short and quick and direct. I remember the first afternoon Kissinger walked into my office. Somehow he was working in the Operations Center and managed to wander back into the secretariat staff area. And so he looked into the door, it was roughly around 6:30 in the afternoon I think. I looked up and recognized him and I said well good afternoon Mr. Secretary. He said, "well this is a very spiffy looking office, what do we do here." And I think in my own shorthand way said, "Well, how much time do you have." I can give you the twenty-five cent tour or a full briefing." By that time his security agents had caught up with him and told him he had wandered off base but, of course, had come down for a full scale briefing and had the press with him. I do have a photograph around here somewhere of that event that was

sent back to me with a nice note about the system.

So with Shultz, I guess the main contact meeting him and briefing him through the Thursday Luncheon Group for the most part. We had a couple of discussions about the equal opportunity problems and issues in the State Department. I would imagine the best time when he reached over and tapped me on the knee and said, "You just continue" at that time I was given two minutes to talk about the civil service employment problems and the problems with obtaining promotions within the civil service system. But we were there with the Thursday Luncheon Group and each of us had a role to play in terms of which issues to bring up. And the Foreign Service officers with me at the time were talking about the recruitment and retention of officers as they work their way through the first two or three assignments overseas. But somehow my comments more or less attracted his attention because I think I opened the discussion with repeating his own remarks about he was all in favor of equal employment and had worked hard in his earlier days at the University of Chicago and it was difficult to convince people with MBA's to join the Foreign Service because they could get better jobs I think in private industry; That they could be promoted faster and perhaps earn a better income then taking the time to come through the ranks of the service. And then he spoke of his great work at the Department of Labor, Office of Management and Budget and so forth. And that he had recently issued this memorandum to all the assistant secretaries, to all the bureaus, about being alert to equal employment opportunity in the system of providing opportunities for all at all stages in all three or four categories since we had Foreign Service staff system, and a Foreign Service officer system and the civil service staff system and the civil service officer system among several other personnel systems within the department. I told them that it was great, but his edict perhaps got no further down then the sixth floor. Distribution was not wide spread. I am not too sure it got overseas or not. I went to talk about the issues and problems and the fact, that even as we spoke, the Office for the Deputy Assistant for Equal Employment Opportunities had just been filled and was only filled after a great deal of publicity, some of it, created by the Thursday Luncheon Group at the time. We had invited Dr. Rolark. I was program chair at the time and had invited Dr. Rolark to talk to us and it occurred to him that we had a vacancy there in that particular office and he could not understand how the administration was encouraging equal opportunity for all classes and minorities and non-minorities and people from the Asian community as well, if that were the case. I raised that same point because he had spoken on the radio several nights about a list of vacancies in the Department of State. I said, Mr. Secretary if you were to walk in the front door you would not see the name even of the current recently appointed EEO Director or the Director of [inaudible] in the Department. At that point in time he is not listed in the telephone directory and he is not here. And this is the first meeting you are having with the Thursday Luncheon Group and that's our main mission for the most part is to advocate and be here for the purpose of trying to get some consideration for promotions of members in the Foreign Service and for appointments of people into the ambassadorships and so forth. Somehow there is a holdup in this administration so far. While we hear what you are saying, there are some questions about it right now in the minds of some of us starting with me. He said, "I can't believe that is the case". So he asked the under secretary for management there at the time, I believe it was Ron Spiers. He said, "can this be true". And Ron said, "Yes. But

Mr. Secretary, you will find that Mr. Washington sometimes is very outspoken on things and perhaps we should not give him that great consideration at the moment.” So the Secretary said, “I am curious to know well why it is that the Deputy Assistant Secretary for Equal Employment is not here.” Well you know we had some urgent business at some posts and, of course, he had to leave to go overseas real fast. I said, “You will hear that a lot Mr. Secretary, because, you know we have asked for this invitation to meet with you for some time and up to this point, this has been on the schedule and it has somehow, by a great coincidence in the minds of some because I am always skeptical as to how this happens. But be that as it may - So I said what about the identification of this office now that it is up and running and, of course he said, yes - what about that. I think at the time the Deputy Director of Personnel was there, I think it was George Vest, if I remember correctly. He said, well you know you can only have one person that keeps up these director boards etc. and so forth. And he has been tied up with other matters up to this point. And so that is the way the conversation went. And when I said wait a minute I can’t tell you too much more at the moment because my time is up and that is when he said wait a minute he said you take some of my time because this is very refreshing to know and get the information like this directly. So from that point, I won’t go into all the rest of the other materials but I did remind him that we had at that time only one minority DCM and we had at that time four or five minority ambassadors still waiting for an assignment in the Reagan administration. Somehow I got the feeling that we began to see some movement. I know we did, because from that point on I did have a conversation here and now again with the under secretary of management and with the director general of personnel at times and they pretty much got to know me as well. That was just part of my role in the Thursday Luncheon Group as a Vice President for State and the Program Director during those early years.

*Q: Let’s stay with the Thursday Luncheon Group. Tell me about your first involvement with them and a little bit about the history and how they came to be and if there are any other examples such as the one you just cited, of their effectiveness in lobbying on behalf of minorities and diversity in the State Department?*

WASHINGTON: Well my early days with the Thursday Luncheon Group as a member, 1977 when I joined. It had been in existence since 1973. In 1977 they began to organize the group a little better. Began to keep membership lists and began an information system of moving information back and forward. Began regular monthly meetings and became a little more structured at the time. So as program chair person, then I was sort of recommending various speakers and I recommended and it was accepted that we cover all facets both inside the agency and outside the agency. I was very much concerned that we get the points of view of people outside the agency as well as inside. Somehow my early comments to Dr. Rolark coming to speak who I think was with the Black United Front at the time and had a radio station. I believe at the time we had invited Judge Higginbotham to come down to speak to us and many other folks from different organizations outside of the State Department and that gave us a new perspective on how we are looked at by regular citizens outside of the agency. Part of that I think most of the guest speakers were agency heads of bureaus and I thought that was a new departure for us. It was one other program that we instituted during that period of time was to become



more recognized by the equal employment opportunity office. I began working with them, particularly when certain occasions or events like the “black history month” programs. We began to use our influence to encourage them to put up certain exhibits in the lobby. When the first exhibits I worked hard on, “contemporary officers department from the minority group” and many of those photographs we managed to get, biographic information and placed up on these exhibit boards as you came into, as we called it the back door or the “E” Street door of the department as compared to the C Street, diplomatic entrance. You recall we had three entrances into the department. Now we have four. Of course, now all are probably locked except one. At that time we would place it in the lobby at the E Street corridor and begin to get a great deal of recognition. We had myself as a liaison to the EEO office to help organize many of the black history month programs. From that point I was asked to serve on the Secretary’s Equal Employment Opportunity Council that Secretary Shultz’ established. He initiated and established that, and in that group we had members from the Hispanic community, the Asian community, the white community and the black community. So we had a virtual UN council there. Our role was to advise the secretary directly on what the issues and problems were in terms of recruitment, retention, promotion and interpersonal relationship problems.

I guess I was chair. We rotated the chair of the EEO council during that period of time. During my time in the chair, we brought up issues where the promotion list carried offices that had no discrimination issues or claims in their records. We raised that issue with the secretary. It turned out that there were two separate files being kept. The personnel files were being read by the promotion boards did not contain the information on the equal employment opportunity effectiveness. We were pushing at that point in time; I believe there was a change in the rating system. There was a place in the rating system to rate an officer on how well he implemented the equal employment opportunity policies, laws and regulations in place, not only from the department, but from the EEO commission as well. We thought that was significant. We uncovered cases like that. It was brought to the attention of the secretary and under secretary for personnel at the time. It was noted to the Director General Foreign Services and civil services personnel. I believe from that point we had these records in producing to the master file. And I trust that it helped to improve the system a lot. I do have some documentation of this on net. That was written back and forward to me at that particular point in time. We had uncovered materials of source. That was our small way of quietly calming and behind the scenes pushing for change, pushing for progress.

*Q: How did the Thursday Luncheon Group get its name?*

WASHINGTON: To the best of my knowledge there was just a hand full of officers primarily from State in some cases and the USIA or at that time ICA and AID would get together just to compare notes and to set up a network to sort of help each other to get over the hurdles and to avoid some of the pitfalls in the early assignments. And so rather than to - why I know this because at one point in time the issue came up during my time as the vice president for State. The issue came up as to changing the name of the Thursday Luncheon Group to make it more identifiable or specific in terms of what the

group did. We had a couple off-site conferences and determined, it was decided by the group that no it is best to leave the name alone because we went through a series of changes; the black officers, or the minority this, or the under privilege that and all these types of terminology. It did not exactly identify what we were about. But the mission was and what we were really trying to do was trying to be sort of a network to be supportive and helpful to each other knowing that in the department in the systems were pretty well clannish. You had your so called old boys' network and you had certain groups that knew each other and the Ivy League Group etc. Unwritten, unstated but part of the culture, so the culture department was such that if you wanted to help to recruit, share information., if you wanted to help identify where your next assignment should be and how to go about lobbying for it by yourself. How to read your performance reports, what to look for, how to identify whether you were as good as they said you were at times or not as good as you should have been. This was the role for those few who understood and had been through the system earlier to give you an extra shoulder to stand on or somebody you could express yourself to or a way of achieving some additional information. So the name Thursday Luncheon Group was such that when notices went out into the various bureaus, it still remained a mystery I guess to your bosses and what not or your supervisors and what was going on. It was nothing to be considered clandestine or very serious. *Because it was just a matter of whom you got your lunch together on Thursday. And so when the notices came forth saying you are invited to lunch on Thursday at such and such a place and so forth and here is the menu or the guest speaker or something, and that was it.* So because of the department system of the mail all being opened and going through the message centers and what not, so I believe that TLG was kept that way because it was innocent enough name. It was not a difficult operation. And you must remember during those periods of time there was more or less suspicious attitudes and interests raised about almost anything going on. Often I had a supervisor come to me and say Mr. Washington, what is this Thursday Luncheon bunch. I would say, oh, we just like to eat lunch together on Thursday. So that was my initiation to the group and that is why the name is still there for that purpose and I think it served us well.

*Q: Well it was interesting that when you mentioned your contact with Secretary Shultz he had shown some interest, a personal interest as far as you know, that was not stimulated by any incident or any staff person, this was something that he pursued on his own through conversation with you. Is that correct?*

WASHINGTON: Yes. Now at that time Secretary Shultz, we met together. Secretary Shultz expressed a great deal of interest and particularly showing that he was pro equal employment opportunity because he expressed that he had been working at this for many years prior to coming to State Department. So, therefore, he was eager to do everything he could to improve the system at State Department. During our meeting, of course, with the Thursday Luncheon Group we had about four or five of our members, I believe there. (There was) one to talk about the Foreign Service operations in particular and myself to talk about the civil service in the department. We had a member to talk somewhat about the union issues in the department. I think it was the American Federations of Government Employees (AFGE) and the American Foreign Service Association (AFSA). So we had four or five members to talk on each of these subjects (and) I think the person

to talk about the issues of minority women and their role in the department. So Secretary Shultz took a great interest in this. He had invited, of course, to meet with the group with the Under Secretary for Management and the Deputy General of Personnel (Civil Service Personnel and Foreign Service Personnel) at the time. And the person missing was the one I raised the issue about the missing person which I thought was very key and critical, the Equal Employment Opportunity Assistant Secretary or Deputy Assistant at the time. I spoke earlier about the role on the Equal Employment Opportunity Council well we did two other things from that council during my period with it, (one) was to look toward divesting the authority of the Equal Employment Opportunity Deputy Assistant Secretary from that held by the Under Secretary for Management. We pointed out that as far as the records of the Director's went that office was under the Secretary of State. Yet, it was reporting to the Under Secretary of Management. Through that, it was delegated also to report to the Director General and we thought as long as that kind of a system was in place, again, we are very skeptical about the fact that you are going to really get direct reporting on the issues without it being watered in any way. And, so one of our recommendations was constantly to move to establish an office as to reporting to the secretary of state. We thought that is one way of showing the true interest and true pro EEO. We spoke of that in terms of the secretary laid out his record over the years. I mean a champion for EEO from the University of Chicago through the Office of Management and Budget on down the line. He really meant that his edict he issued in the department had teeth in it. And he wanted people to, of course, abide by it. So we were just recommending some ways that it could be done. That was just another way of doing that. In the meantime we spent time drafting the initial directives that went into the manuals and procedures for those who were unaware that the Department of State had a manual and procedure. I think at the time we had about nine volumes of it. A volume more or less carried about three inches of material. They gave guidelines and directives on just about each and every operation and policy that needed to be implemented. And that was a very critical way of getting that done. Once you made such a change, I believe that change was made. The reporting line was curtailed so that the secretary of state could get direct reports from the Equal Employment Opportunity Office per se. I think that was one of the achievements I was very, very pleased about seeing coming about.

*Q: One of the things that I noticed about the Thursday Luncheon Group over the years that they have done, they have promoted and championed issues that promoted diversity and also promoted the roles, increased roles of minorities in the State Department. These are the kinds of things I would have normally expected the Office of the Equal Opportunity Office to do. I have not seen much injection of the Office of Equal Employment Opportunity with the Thursday Luncheon Group. Was that your experience?*

WASHINGTON: Well, that was true; the Office of the Equal Employment Opportunity Deputy Assistant Secretary I would imagine from my vantage point had many constraints. I just spoke of earlier the reporting lines of authority, that is certainly, is a constraint. The turn over in that office was such that persons coming into that office, from the outside usually were political appointees.

Yes, you were wondering just what the role and relationship of the EEO Office was with

the Thursday Luncheon Group. The Thursday Luncheon Group was never an integral part of the EEO Office. More or less our role was a liaison for the most part with that office and we were more or less the party of the first parts advocating and initiating and *pushing the equal employment opportunity process from the bottom up* through that office. The constraints on that office and the lack of what I would call the institutional memory in that office was such that it was very important that we stay engaged full time. And I found that to be our biggest mission. For example, during the earlier days, the early 80's I would imagine, one of the tasks I had was researching the statistics up,, for the most part you had to gather the numbers from all sources. EEO Office never had access to all the statistical information in the department. I know that for a fact. We would get it from various different sources and also from other different agencies. Once or twice when the president of the Thursday Luncheon Group would testify on the hill on Equal Employment Opportunity issues we assisted in doing the research, helping to write some of the text and preparing for our testimony from the group on both Foreign Service and civil service issues, personnel, promotion rates, employment because we could go back almost cite (and) by name many of these people caught up in the system, because it was small enough to be able to do so. That was his driving source that we engaged in and moved that back through the House committees.

At that time we had Congressman Crockett, I remembered. He helped me write my testimony and his subcommittee, I think on African Affairs at the time. At the time he had with Ambassador **Yawane** ?? first arrival in the department, I recalled and spoke with him briefly and reminded him that he needed to set up a system where to get information directly. Because at that time you know, special assistance was assigned to the incoming political appointees. And that is as far as many would get to know what was really going on inside the agency. To be effective you had to have more than one source of information. I recall one of my earlier roles was to meet with the Deputy Assistant Secretary appointed for Equal Employment Opportunity Affairs. We had agitated and advocated and push to put someone in that job. I remember looking at the names of some of the people they had in mind at the time. And somehow that was given recognition at the Thursday Luncheon Group when they would come down and ask what about these folks here. You would hardly ever get input in the appointment of anyone except for those driving and pushing for it full time and made certain noises about filling that position and as long as it remained vacant, certain things you couldn't look forward to being improved on or you couldn't look forward to seeing much progress in that. And so I thought it was very important to take time to do that. It took a lot of extra time up. It meant I had to work overtime a lot to catch up with my own work from time to time. That was the key. The key in the civil service was always remaining as competent as you could and doing an outstanding job no matter if you took it home with you from time to time. So if you had to engage in extracurricular activities it would be on your time not the company's time. And that worked very well. Back to the issue that comes to my mind being with the new Assistant Secretary, for Deputy Assistant Secretary they call it. That job was never raised from the Assistant Secretary level. Although, we tried, we thought it would also demonstrate the resolve of the secretary if that were to be done as well. That never happened. It did break the chain of reporting though, that did happen, the new directive issue.

In that case I did something that occurred to me spontaneously and I said Mr. Secretary let me see your telephone directory. And I went through the telephone directory and I put a red check mark besides the people in each bureau that I thought would be important to develop contacts with. Then I put another blue check I think beside those that I thought you would not get all the correct and up to date information on what you were about trying to do. His role first of all was to get the statistics right. To move toward developing I think at the time the first Equal Employment Opportunity reports to Congress at the time. It had been some requirements in the foreign relations legislation when they passed it to change the Foreign Service personnel act at the time, to have such a report done for Congress every year and so the input into that helped to work with that was very important. Some of the ideas and suggestions were very well received. We worked very well together. At that time it was Secretary Hodges, Assistant Secretary Hodges and it worked very well. He tried his best. Of course, I am not sure that he succeeded in anything he wanted to do, he expressed that on departure. And from time to time I see him. But in each case, prior to that time we had before him it was filled with mid career Foreign Service officers out of assignments for a brief time. That was the head of our Equal Employment Opportunity Office.

His appointment came out of the urgings of Senator Luger, head of the Foreign Relations Committee at the time. He was from Indiana. Anyhow those connections always took place and always interesting to work from our side of the fence to keep pushing, to keep it on the table and kept it on the front burner every way possible so in short summary the three rolls, I guess, I could say I was instrumental in playing with the periodic programs for the whole agency, with the black history month programs and exhibits, with the secretary's Equal Employment Opportunity Council that raised issues across the board for minorities and non-minorities, the Thursday Luncheon Group in terms of the input from that source and its all toward the same end. Being fair, showing diversity, our mantel was always legislation from Congress, the secretary's mission statement all called for diversity and the representation of the Foreign Service and civil service here and around the world to look like the rest of America. It was just that simple and when we saw it not looking like America where things were not being identified, where most of all the ambassadorial appointments were being sent into Africa, We would say something about it. We would bring it to your attention each and every opportunity, forever. And that took place whether it was in the conference rooms, whether it was in the auditorium or whether during programs or whether during the "question and answer" period. It was never, ever lost during those periods of time. It was enough of us to do that. I guess I was in one of those positions being sort of institutionalized, quote, unquote. While many of the colleagues were rotating in and out every eighteen months or so, we could carry that on easily enough. So there were a few of us around in that category that could do that and had all the background to make it stick. I thought that was helpful. Other people may have had their own judgment about it but that was my side of the story.

*Q: Did you ever have the occasions to have minority officers assigned to the Secretariat?*

*WASHINGTON:* No. They were directly assigned to the Secretary's staff that I was on. I

was on the Information Management side. To the best of my knowledge, I would get assigned to me three junior officers and never did I have a minority assigned to the Information Management staff. I met one or two in the Secretariat and in the Secretariat you have two staffs. One was what they called the Staff Officers that associated interfacing with the bureaus, the geographic bureaus for the most part; Europe, Near East, Asia, Middle East, Africa, what we call the five geographic bureaus. And they more or less staffed the action memoranda and briefing memoranda coming from those bureaus going to the principal offices. The principal offices always considered were the Secretary, the Deputy Secretariat, (and) the two under secretaries; one was political affairs and the other for economic affairs. So we used to call them the big five. The role of the secretariat for the most part was to work to bring to or process all the information through the secretariat going into the secretary, the under-secretaries and that was the intra-coordination of information materials. So in the process of doing that was where all the clearances had to take place. Some things get sent back and forth to various bureaus to get their input, same for correspondence. Now in my operations we had the correspondence tracking system. One of the - I am trying to think of the secretary - I believe the first time he used our system when he was having a great deal of difficulty with Senator Fulbright at the time. Each time he went up to carry the message or to support the President's position on issues they would hit him with the fact that "x" number of correspondence or letters, what not, were sent to the department and they hadn't heard from or not responded to. And I recall one of the first tasks I got was, hey listen, I was called up on the carpet, this cannot happen anymore. From then on you know you are going to keep track of all the mail addresses to the secretary coming into this agency from any source and we want to know the status of it. So before he is going to the Hill, before that committee ever again you are going to have a book or listing of all the correspondence, how it was answered or what the status was, as we speak. And I think at the time, I forget the boss we had at the time, but, he was a tough old turkey. I don't want to see your face up here if that is not done. And so, in the Department of State, correspondence would come in through several sources. There was a general source on the first floor and would get farmed out to various bureaus. So you could tap that. Items that had some legal invocation would go to the legal affairs bureaus. So you could be on top of that source.

So I found from that point I was involved throughout the agency, in almost every place that the letters would come to from Congress. We had a congressional relations bureau more or less. So having that kind of contact with each of these groups, each of these bureaus was how we could bring to the attention of the secretary or under secretaries what was going on throughout the agency. We considered the role of the secretariat was required faceless workers not there with as low a visibility as possible. To be as effective as possible to be sure that your superiors were always protected in terms of not letting information that should be known, be in their possession, and not being broadsided at any given time. I guess with Albright coming later we had of her but I was not there for that.

*Q: We are up through 1997 and at this point you are now about to become the Director of the Chief of the Publishing Service Division, the Bureau of Administration and Diplomatic Security. What was your personal grade at this stage and why did you change*

*positions?*

WASHINGTON: When I was considering taking the job as the Chief of Publishing Division in the Bureau of Administration, I was a grade 14 in the Executive Secretariat. My grade as Staff Director for the Information Management System was a GS-14. Now I am thinking a bit because it was equivalent to a GS-14. When I was at the GS-13 level I switched into the Foreign Service reserve grade. I was a Foreign Service reserve, FSRU they called it, Federal Service Reserve Unlimited (FSRU) they called it grade 3. So the conversion could be at the GS-14 level. I stayed at that grade in the secretariat for three years as FSRU-3 and then I was converted to FSR which means it was permanent. That was their own personal system. And that is a whole full story. I know you don't want to hear but you asked more or less what was my grade level, I was a FSR-3. The grade on the job I was considering was a FSR-2. The vacancy as Chief of the Publishing Division was FSR-2. So I decided I would take the job. Why did I want to take that job? Not because I did not enjoy what I was doing in the Secretariat. I was enjoying it full time, every minute of it. I had recently returned from MIT. I had been up there for a year on a fellowship. I had several job offers at the time.

I decided to take the job there because I thought it was a greater challenge. There we had that division was two-thirds minority. They had issues an arm long. They had issues in equal employment opportunity issues with three, I think file cabinets full of cases. Nothing was being done as far as I was concerned or what I understood with the EEO Office at the time to help any of those people in that division. We had the working capital fund. That division was run under the authority of a working capital fund where the chief of the division had to establish price systems for all services provided to the agency to cover all costs. You only had "seed" money in the S & E appropriations. We had one of the larger of the two union shops in the Department of State. The other was in the Foreign Service School of Language. The publishing services division had the other part of the working capital Fund.

*Q: We were talking about the Publishing Service Division and the fact that they had one of the larger budgets for publications for printing in State Department.*

WASHINGTON: Some of the challenges that I saw there was to institute various systems of management control that in my initial approach was lacking, And to be able to help as many people as possible. I felt I was alright on my own in terms of goals and ambition. I was very satisfied, the office that I had in the secretary's operation. It had just recently been renovated, good nice environment, had everything I would like there, they had just finished modernizing the operations and installing the computer system that did a great tracking control of correspondence, foreign policy information, preparation for the National Security Council meetings, being at the top of all of the classified materials was all running well. They had just recently put in the system for implementing the privacy law, the Freedom of Information Act and I was in charge of handling those requests and going through the... and setting up the whole process for how to decategorize classified information, how to package a presentation for decision, the Freedom of Information materials requests and so it was very exciting, very interesting, I was very pleased with

that job. We were working seven days, 24 hours and I had put the staff in place that all was working well in their jobs. We had up to that point, established each shift to be permanent in terms of a lot of rotation, recruited and found people that wanted those jobs on that schedule doing that work at that time for that money. And it was that simple. Folks that I interviewed for these jobs I made it very clear and after that we had a good understanding. And so the ongoing issues and problems of rotation and finding people to fill in and how to cover the weekends and nightshifts and midnight shifts was resolved pretty much. And the secretariat, on thing that I didn't mention was preparing the morning summaries that had to be in the hands of the secretary, the White House, by 7 AM in the morning for the early morning briefings. And this was the summary and having it all typed and presented and all the briefing books prepared over night. And so the midnight shift had a big urgent job to get it done and each shift had its own report sheet prepared and its own paper to process, cables, so it was working very well. So, I said well it may be nice to make this change. I did not apply for the job. I was asked to come down for an interview for the job. I later learned that I don't think that they wanted me for that job. They had some other person in mind. By that time we had the system of posting all vacancies. Now, I didn't apply for it but my name was put into the hopper by some folks that I don't know yet. I had my suspicions but... Anyhow, I went down for the interview and it was interesting, one of the most interesting interviews I have had in my life. The... it was the deputy assistant secretary for operations in the bureau of administration. And, after I waited in the outer office, I was shown into his office and he was sitting there behind this big desk with flags on both sides and he only looked up and his secretary said that Mr. Washington is here for the position of chief of publishing. And he said yes, I know. And so he didn't ask me to have a seat, I stood before his desk and he went to flip through the file and as he turned pages, he said aw, you have never been a printer. Aw, you have never been a press operator, you have no experience of being an editor, aw, and you have, aw, in terms of the composition and lithography, he says, aw I see you have no experience in... I said, wait a minute, wait a minute, excuse me. I thought that I was coming down to be interviewed for the chief of the division. And as chief of the division, those things may be nice, they are not essential. Now my essential qualification is management. You need one of the best managers in this bureau that you can find. You have problems with the working capital fund that's been continually in the red. The books haven't been balanced in five years. You have problems with the union. You have a pile of grievances. I went on and on, on those issues. In the editorial section, you have three sections broken and they can't get along with each other and production is falling by the wayside. As far as the foreign relations of US volumes, you're behind a hundred and thirty-two volumes as we speak. We have a hundred and thirty-five... he said, Wait a minute, wait a minute. Please have a seat. He said, how would you like to have a cup of coffee. I said that would be very kind of you. So he went on so, how you know so much about this operation? And I said, excuse me sir, but anyone in this agency who understands anything about how this place operates would never walk into an interview for a position they knew nothing about. Little did he know that I had called in and talked, I had lunch, with some of the section chiefs and branch chiefs in this division. And one of the first things that I wanted to know, why are you not being considered for the position of chief? He had a GS-14, chief of editing there, the editing branch. We had a GS-14v there in charge of, what we called operations, which did the billing control and



the composition liaison. We had a GS-12 chief of printing operations and on down the line. So I said look, with this top staff here, no one is being considered for promotion? And they are always calling on the chief, that I think retired, the great white father. And I found out all about how he operated. I said, no I wouldn't be here for that and, I said, furthermore, if its alright with you, I can leave now because I have a lot of work to do upstairs. He said no, wait a minute. He says, let me look at your file again. I said, you don't have to look at that, I said, listen, I know how to deal with personnel. I know how to deal with interpersonal issues and problems. I know how to put together budgets. I know how to recruit. I can write performance evaluations like you have never seen. I said, you know, I can organize. I said that what you need her. . I said, listen, we have a staff up there with two editors, why do you want to ask me do I edit? I don't intend to take one of those jobs anyhow. I do not intend to run any equipment in the printing plant. It's not my intention. I know nothing about lithography, you're actually right, I couldn't run a camera if you paid me. I know nothing but silk screening and ...he said well how you know about these terms? I said, oh that's easy. You see, I understand copying equipment. I understand type faces, I know leadings, sizing, oh that's easy. I will do it though. I know how to wash windows. I said, but now I want to stick with what I'm here for, that's all. Now, if its OK with you, I'll leave. He said well listen, he says, aw, I will give you a call, he says, this is a very interesting interview that I have had. I don't think that I've had one like this. He said, very well. Now, I went on back to work. See, I didn't ask for the job to begin with. I thought about it. So, later he called and said, aw, I'll like to offer you the job. And I said, well I'll call you back I have to think about it. I'm not sure I want to do that job there. It's a lot of challenges. And, aw, I get the impression that may not be the best bureau to work for after all. So, I got a call later from the assistant secretary for the Bureau of Administration, John Thomas, I think. He says, Oh, I aw, hear that you may come to work for the Bureau of Administration. I said, yea, I'm considering it, so far. So we began to talk a bit about that...John Thomas and I worked together at the Credit Union, the State Department Federal Credit Union. H became president of the board and I was at the time the vice president of the board. I had been there on the board. I had been there on the board as the treasurer at one point and as the secretary. So, I was on the Credit Union board when it was going through its ups and downs. It was on the front page of the Washington Post at one point, for some of the issues there. But that was very interesting story there. So, I was asked to run for the board of directors by some of the minorities in the Department as well as some of the, aw, non-minorities because they thought that I was sort of an outspoken person and was not too easily intimidated. But, because of that, so I said, well if he's head of the bureau, it may not be ... because I did have somewhat of a problem. I'll tell you what the deputy assistant secretaries of that bureau...even the predecessors there, which we can talk about later. There was that problem of, I guess a lack of interest in diversity, to be diplomatic. And I believe, aw, one of the persons that they really wanted for the job was one of those in that "Ole Boys" network, I discerned. Later it came out from the fellow that really wanted it, we got eventually...we had to lock horns at one point in time and then it came out. Aw, that was just about after the first six months there. If I find one of my old evaluation reports, I think the line "We brought Mr. Washington onboard because of his outstanding qualities and his capabilities in managing, blah, blah, blah, blah. Aw, and after three months, we thought that he may have lost his collective wisdom, period." That was in the evaluation

report... You see I remember the lines because I used to teach people how to read them. And so the reviewing officer which was also the writer, said would you like to challenge this or change... I said no, leave it on the record, I like it, I have no problem with it. Because its absolutely right. I said, even my staff people back there think that I have lost my collective wisdom. For the first time since I came in, and, I set up what I call a committee of ten, and on that committee of ten, no section chiefs, no branch chiefs, no supervisors could be on it. And, these ten people I selected had the task to point out to me all of the processes and procedures that could be improved on. And, in those terms. And they gave me a report back of 87 items from their eyes. Of course, I then had to meet, when I set this up. First of all, they didn't meet for the first week. And I inquired as to why they had not met. They could not find a conference room. So I called the branch chief for operations, I said, why my committee of ten can't get a conference room? We have access to more conference rooms in this building than I could shake a stick at. If not then, we have 26 annexes and I know where all of the conference rooms are. And they all are not used all day all the time. You were tasked to do that and he said well, it's been, I don't hear. I said, furthermore let's do better, let me save you some annoyance. The group will use my office; I had a fairly large office on the first floor. It was almost the size of this area, (pointing at the living room) a 100 by a 100. Had a big conference table in there as well as sofa and chairs, desk and credenza. I said. Look, they can use my office, they want to meet every Tuesday from now on they can meet here. And make sure that we have the refreshments here on the credenza, coffee or tea, etc., so they don't have to worry about going out for a coffee break. I said that, we get this done. Well no later they met with me, the branch chiefs all got together. I said fine, Barbara set up an appointment for the meeting that was my secretary. So, I met with them on Tuesday afternoon. You see Tuesday was always my day to get all the meetings done. Because, you see, Wednesday is my good day. I did everything pleasant on Wednesday. That was the policy that I established. You could talk to me about anything, you could say anything to me you wanted, you could criticize me, I asked for it and all of that was done on Wednesday. And you got special consideration if you wore blue jackets or blue suits or blue dresses, it was all very pleasing. It was very pleasing to my eyes...I never held anything against you. Well that was part of the philosophy that we used to have, it worked. Anyhow, they said Mr. Washington; we think something is wrong since, you have allowed those people in non-supervisory positions to use your office. This isn't done. It's unheard of.. I said well let's understand each other very clearly. I consider this office belongs to the taxpayers of America, not me. I'm only occupying it for a little while. As you can see, I take my work and I go up to the carousel in the library somewhere. I get done what I need to get done. If I'm busy writing all day long, or on the telephone with somebody all the day long... you see, 60 percent of my time is taken up there. And when I need to meet with people they establish that I'm not here. So, they can use it as much as they like. Now, of course, at that time, people there thought that the office of the chief was somewhat, I guess sacred or forbidden territory or something like that. So I could understand why they would say that I had lost my collective wisdom because given the culture of the place, that's what transpired. So that's, more or less is why... so I accepted the job on that basis because it was a challenge. I knew that I would have to fight full time uphill. And I did. But each and every issue, you see the first issue that started with the working capital fund issue. And in that, I recommended a change of

the price structure. You see, all documents before being published, from, let's say the newsletters, the bulletin, the foreign relations series, post reports, all came down in raw to my editorial staff. And they went over it with a fine tooth comb so that the Department is never embarrassed, more or less. And harsh language can't be used, post reports that "talk about this place is the pits," illness or sickness, or no this, they would put it in terminology or language that read such that you could publish it into the government printing office and operations. And from that point, I set up the contract to get outside work done. We were running into about \$13 million worth of outside printing on contracts, composition, the foreign relations volumes, the law digest, all of those materials that you see in the Department of that magnitude were coming through the division for editing, for composition, for contracting, binding, eventually distribution. And all of that was part of that big division. We had, aw, a staff of about a 135 positions. As working capital funds, because we paid for those positions out of the charge back to bureaus...bureaus, out of their S&E budgets, would embed our costs. I received the money back into our accounts through a voucher system. So therefore, I had a billing operation in place. And all that had to be cleaned up, put in shape, to bring the division back into the black. The positions fore the most part, were not in the regular S&E accounts. That was established in 1965 or so when, at the time, the Department was going through its cuts. The assistant secretary for the bureau could take a large cut by moving these positions into the working capital fund that was authorized by Congress. You see, so that's the way that worked. The, I operated under Title 44 of the US Code. All printing operations were delegated by the Joint Committee of Printing to the Secretary of State which was re-delegated to the division chief.. So therefore I could operate many times without getting the approval or authority of the assistant secretary of the bureau. At the same time, I had the American Federation of Government of Employees Local 34 to contend with. The second thing that I did was to renegotiate the agreement because there were lots of problems. Some small things that were easy enough to solve, for example, there could be no telephones in the printing plant. So, at the negotiating table, I would concede yes, we'll put them there, no problem. People have to call home, snow storms. They're coming into work 24-hours, seven days, to get presidential briefing books ready. For every time the president or the secretary took a trip overseas, there were these big volumes, you've seen some, produced, or the background papers, talking points, briefing documents. All was printed, put in these books, punched, produced on the press, so forth. And they all had to be ready and packed to go overseas on time. Big operation was the trip book operation. Lots of overtime money spent. We had the conferences, international conferences, NATO, SEATO, CENTO, you name it. All of those documents were being done there and then spread out to other agencies. So, I was in contact with people like with Treasury Department, the White House, the Pentagon, and the whole collection process for collecting these, putting them in the right place, developing tabs, you name it. Between the editors, the composition people, the lithographers and the printers all that got put in shape. So you had to sort of make sure all of these operations worked in synch. And there were all of these personnel issues and problems as well. Personnel issues and problems were like night and day. And you had the Union that was supporting certain things going on in certain places, for example, part of my arrival, you work overtime, you walk today somewhere for that time. You calling people in at midnight, Sundays, Saturdays, you name it. It's a problem and when the walked phased going, things backed

up. I agreed in the Union contract, we negotiated for almost two months. Now, as chief of the division I'm the prime negotiator. So, every now and then some of the agreements, the preliminary agreements was getting back to the deputy assistant secretary. I was called in one night again to say, have you lost your mind. You are giving away things that have been in place and that we have held here to be standing operating procedures. What's on you mind? Now when I give it away at the bargaining table it was difficult for anybody to go behind and change it. And the under secretary for management that ultimately had to sign the agreement was not buying into any changes. And I'm saying in effect, well listen, if I'm to stay here and manage this place, we can't have but one manager at a time. We have to understand that. I understand your position and I respect it but we have to come to an agreement. And I really understood that with me, you could just deal directly and say to me what you want, I have no problem with it. It's alright cause I still have, really, one main objective, that is getting the job done as easy as I can, as effective as I could, on time and make sure that my pay is in the right amount, on the corner desk, on time. Now after that the rest of it is academic. So we got to understand each other and it worked very well. So these agreements were made. Now the Union contract stayed in place up until just two years ago. We never had any changes to it although there was a clause that the three month notification we could change any clause in the contract. It worked, never had to change it. It was signed by the under secretary for management, the Union leaders, the federation and all the shop stewards. And we lived by that, it worked very well. And just a minor thing, you know, the fact I held the telephone just besides the press. And production went up like that. So whether to stop it, leave out...and once you understood the processes where you had...ink would dry in a hurry, particularly if you're changing and you want color copy. The metal plates, any, every minute counted. So to do that not change easy. Oh, one of the big fights I had was there's no way you're going to put a TV in the bindery section. No way. Well all of the bindery issues that came up with the air grams, and the post reports, and what not, went away. I said, you know something, you realize that some people in these skill codes are good. They can see everything that falls into that tray at 60 miles per hour or 113 revolutions per minute and never miss a bad copy, like that; they could pluck up it like that and watch the ball game. We added a kitchenette and the refrigeration, we divided the room up. I spent a half million dollars renovating the place. And I would say, well listen, I've been in offices upstairs from the seventh floor, down and these things are there. Here is where you're getting production done. Why is it good for one and not good for another? Well, that's the kind of thing that I was doing. We got in place, aw, I got to improve morale a lot, we had a pretty satisfied...folks stopped wanting to turn over, there were no...lot of changes. It became a very attractive place to work. And we got good production, we started saving money, I got some figures just to show you the amount that's being saved.

Well, they were becoming very surprised so I was getting superlatives, extraordinary, outstanding ratings. Well. Mind you, my conversion never gave me any more pay at the time. I stayed at the top of the grade level...I converted down there when the new system came in to convert those in the Foreign Service reserves back to the civil service system which was called general manager system, they put in a general manager in the GS grade, you see I carried a Gm rating instead of the GS rating. So, I understand the system, I've

been in all three systems. And that converted me back to... first I converted to the FS-1, then to the GM-15, at the top of the grade. So I got to the top of the pay scale right away. Now at the GM-15, what did we have, we had nine steps, I was in the ninth step, at a conversion level. And that happened because while at the FSR level, I would sign into personnel for overseas assignment. That was part of the requirement; they called the Reston law, the Foreign Service Act of '84. You had to serve in an overseas assignment, yes, with that FSR once they took the unlimited off. So, I went up and I signed in, I said I'd like to aw, oh, what it, Lagos, Nigeria, was I put down. (phone interruption). I was talking about the assignment, to remain in the Foreign Service personnel category, I was required to go overseas or leave the agency. That was...and I converted to the Foreign Service system, I think at the time to convert from the civil service to the Foreign Service you were given a bonus. At that time I think that the bonus was three to four thousand dollars, just to convert. Well it sounded like a good deal to me. And at that time, I said that I don't mind and so of course I went over to the Foreign Service Institute, took some of the training programs for overseas work. At that time I sent my wife over to take that course that they had. She came back and reported to me that, boy that's a very small service and so forth and what not. And she said, I wonder how many of these people are really as prejudiced as I presumed them to be. In particular, she made recommendations that, some of the professors that they were bringing down from GW (George Washington University) to teach some of the programs, maybe they should change them. And I can go into some of the issues going on. But the security session myself was somewhat shocking, she thought. I said that should be no problem, they all will work very smoothly, you'll manage. Aw, I think (unclear) and Manila, I think was the post that I put down. My understanding on conversion that your first assignment you'd receive one of your three options. Well it didn't happen for me because my counselor in personnel at the time, after going around a year or so back and forth, reminded me that I converted into the service at the three level and to be assigned to any of these places I wanted, I would outrank some of the principal officers. And they had a list of people who had asked for these posts to begin with in the regular Foreign Service officers. And it would be difficult. And I said, well look, I have nothing to do with how you operate your system, you do what you need to do, just give me a document to that effect. My responsibility was to get some post that I would be pleased to serve at and be ready to go on a moments notice and I'm carrying that out. So, I think that I got back a letter from Carol Laise, I think, at the time, she was the Director General of the Foreign Service, to verify and certify that, yes, I had carried that out and therefore I didn't have to terminate my service in the Department. And so it was alright with me and I'll just stay here and keep on doing this job until I like another one better. And the nice thing of being in the FSR category was, as you well know, in the Foreign Service, the so called position is in the person. In the civil service system, the position is in your job description, its in the job. And you qualify for the job. You could qualify outside of your job area if you are in the Foreign Service system. OK, I said fine, these are two great systems and I like it very well and I'll just stay on both sides of the same fence. And that's how we arrived there.

*Q: So how long did you stay in the publishing services division?*

WASHINGTON: I stayed there until I retired. That was in '91, I think earlier you may

have mentioned '97 but it was 77 that I spent 15 years or more in the secretary's office and the executive secretariat. And, as for the balance of my time in the publishing services division...and while in the publishing services division I was primarily the same grade level four times. I was scheduled to take an assignment in SES (senior executive service), at that time they came out with the SES grade levels. I decided, no I did not want to be in the SES service. I was advised I shouldn't be in the SES service as well by some of my village that knew me well. They thought that I wouldn't survive there too well because I didn't always jump to the call or jump to the tune and as you well know in those services, that was part of the culture of the service. You didn't make any waves. You couldn't advocate much, etc. But, I was satisfied, pleased, I never had a dull moment. I can't say while there are some, I guess, undercurrents of discrimination. And the struggle was there and we can identify where and how, but it never bothered me that much because I was of the mind that you could overcome almost anything. But that was a personal thing. It doesn't mean its not there, I could go and point out to you all the issues of discrimination where they existed, particularly in the promotion area, in the civil service areas and the assignment areas. We knew how that worked. And so therefore, being able to help people and advise people we did it that way. For example, in the printing operation alone, for the first time, I worked to put that into a career promotion ladder in the plant. I was told that it was unheard of in the crafts and trade area. Well you did not put into a series, lithographers, press operations, bindery operations and camera operations all in the same...and put it into a career promotion ladder. Well I did and for the first time, folks would be promoted in chosen fields and capabilities and accomplishments in how much they learned and moved up. Therefore you didn't necessarily always have to recruit from outside directly for positions coming in when you could train (unclear). I set up a total training program. I did the same thing for the editors. The editors were capped for the most part at the GS 11 grade level. I moved it so that the editors could move up to the GS 13 level based on their capabilities and competence. As they could progress and learn to edit documents from post reports, , up through the foreign relations series, they could be promoted based on their own capabilities and competence.

*Q: My name is James Dandridge interviewing Mr. Paul Washington October 1. We are now through your retirement in 1999. Before we retire you I want you to just touch briefly on highlights of your positions as the director, treasurer and vice chairman of the board of directors of the Federal Credit Union and then chairman of the board of directors and then a member of the supervisory committee.*

WASHINGTON: OK, as far as the State Department Federal Credit Union is concerned, I was asked to run for the board by some members because the board... they wanted someone there to be fairly aggressive. And the lending policies, to begin with, and of course, in many of the policies affected the financial conditions of some of the employees, particularly in some of the lower grade levels, in the clerical staff levels as well, as up through some of your senior officer positions. So, given that idea, I was asked, incidentally, to withdraw my name from nomination for the board of directors and if I were to do so, this was by the general manager at the time, who more or less ran the Credit Union with somewhat of an iron hand...he wore three hats; he was the general

manager of the Credit Union, he had a seat on the board and a vote, yes, and he was the treasurer. And in those positions, he more or less played the normal game of perks to some members of the board and denial of certain responsibilities to others. And with that he could control pretty well and dictate the policies of the Credit Union. And so he called me and asked me if I would not run for that directors position, and every year there are three positions up for elections, because of course he had as chairman, I had a good chance of winning, because he knew that some people had come to ask me to run for that position on the board of directors. And he said if I were to do that, he would give me a position on the supervisory committee. Well the general manager for the most part made those assignments. These were not elected positions on the supervisory committee. The supervisory role was to oversee all operations, particularly the fiduciary operations of the Credit Union and respond to member's complaints directly. We had our own mail box and post office number. And the third responsibility was to provide for an outside auditor to audit the books of the Credit Union. So we were to procure the auditor from the supervisory committee. Now, at that time I wasn't anxious to devote any more time outside of what I was doing with the Thursday Luncheon Group unless to the Credit Union. I has just recently completed my role on the Foreign Affairs Recreation Association (FARA) board and I knew how much time that required. I felt satisfied that we had gotten certain things done there that would not have be done without somebody being, I guess, aggressive enough to keep it in front of them, for example, fishing expeditions, the golf games. FARA at the time just to discuss that, the recreation association primarily was dealing with the World/World Bridge tournaments only. But once we'd been on there, we organized the stores and so forth. So I wasn't anxious to go on the Credit Union at the time. So I said OK, but once I was assigned to the supervisory committee, I was just one of three members. I attended the first board meeting or two, and at the board meeting, whatever the subject matter was, I had something to say about it. So that same afternoon after the board meeting at the lunch hour, the chairman of the supervisory committee came to see me and he said that I did not need to attend the regular board meeting because he would do that as chairperson and would relate information to me on matters as he thought I would need. And that troubled me a lot. And I said, well, that's good. So the next meeting, I did not attend and some things were going on that I didn't like those were coming back to me. So I went ahead and I attended, I think, the third meeting. And that made me make up my mind right away that I would run for the board so I could speak and I would have a vote and so I did. So by the next year, I ran for a board seat and I won. And at that time, we were getting into a lot of different issues where the Credit Union was not paying dividends at the amount it should, where we were having extraordinary write-offs and delinquent loans and so forth. So I joined the delinquent loan committee at the time and began to look at the loans and began to object to writing off some of these delinquent loans. And urged that we establish a thirty-day plus one policy and then I moved to a six-day plus one. And that was for the first time I was able to argue in favor of changing some policies. For example at that time, I don't believe that the Credit Union had ever picked up a car that the loan was delinquent on. We called it snatched-car, if you didn't pay your car note, they'd come and pick it up. And we went through a lot of issues and discussion about that and I think my final word before voting for such a policy at the time, I won't mind if wee pick them up and drop them in the inlet of the Potomac River. We would deny the use and I think that folks

would begin to pay for them. I think that the word is out that you would not take it so therefore they didn't have to bother to pay. And little did I know that that stepped on some toes of some people in very high places. So I think that the election of the next year promoted me to the secretary, because I kept very good notes anyhow. At the time, all I had to do as the secretary was to assure that the notes were accurately recorded for the record before they were recommended for approval. Well that cleared up that situation. Later the issue came up about the treasurer. At that time I had moved up to the, no, I was still a member then, to argue in favor of de-linking the treasurer's role from the general manager's role. Because the general manager's, both, had responsibility for making the books and keeping the books and signing off on the final reports. So because of that I was, that happened. The board went along with it and approved it. The board's vote was usually pretty tight, we had 5 – 4 vote for the most part. I believe we had nine members. And that tipped the balance. I think that my coming on the board gave them that extra vote to tip the balance. Every time we had nice people on there, where it was fairly supportive, like we had Dr. Colson, Jessie Colson on there, at the time, he was at the Foreign Service Institute. We had Mrs. Butler, Virginia Butler was on the board. We had my friend, one of the senior attorneys, whose was there, almost at the creation, who wanted to see change but was sort of hands were tied, not being able to effect change himself because he had been one of the original earlier members. Mr. Olet and then of course we had three new members coming on and then most of the Foreign Service officers rotating in and out. So we were able to drive some new changes. At the time, you see there were a lot of issues and problems where people had taken the... the Credit Union was under assault from a special group of officers in the Department called the so-called dissident group. And they were challenging loan policies, dividend policies and you name it. And they were carrying information with mismanagement of the Credit Union to Congress. The Congressional committees got involved, the Washington Post got involved and we were having somewhat of a scandal on hand. Now, four or five of us wanted to make sure that the Credit Union was one step from going into receivership because of the workings of this group. We wanted to still save it because we knew that there was a large number of people that really needed the Credit union. And we needed to make it work. I was fervent about that. We would change the meeting schedules to meet in the afternoons after work. We would meet in the afternoons from 5:30 until 11:30 at night hammering out the issues and problems. But, we did. We managed to pick up the contract of the general manager, to get him out of there. Folks didn't like, perhaps, the severance pay, but we bought out the balance of his contract in effect. I found out that one of the highlights of my time, I didn't think that we could do that. Then the National Credit Union Administration, which oversees all Federal Credit unions, stepped in and sent a monitor in to monitor the board members and our operations. They imposed on us in so many ways a new general manager that they sent in. And more or less, he pretty well wrote his own contract. I didn't appreciate, from my vantage point, it began to agitate along with a couple of other member's feelings on the board (unclear). Well he came in to make some changes that we did not like. Now as a board, we had passed a motion at one meeting that the new general manager should not do certain things. And one of those things was to accede to some of the request from this dissident group. Well, he did anyhow and when we called him to task on it at the next meeting, he reminded us that he was from the National Credit Union Administration... in so many ways, he told us



that he did not appreciate having an elected board of directors and so forth. And he asked me to meet with him for dinner one afternoon prior to a late board meeting. And he said to me that I should not continue pushing a motion to more or less direct him because he understood credit unions better than anyone on the board and he could operate independently of a board. I reminded him that the Credit Union was developed and kept to be a non-profit organization through legislation of Congress primarily because it was run by a volunteer board of directors. Otherwise, the Credit Union put itself in a position of having to pay taxes and we did not want to spend the members' money paying taxes, we wanted the members to get their money back in terms of dividends. And no, I would not accept that, I would continue to push. I told him that I was prepared that night in the meeting to put a motion on the table that we pick up the balance of his contract and of course, we ended that dinner that night on a bowl of soup on a discordant note. But by eleven o'clock that night the motion was approved and so we asked him pick up his contract and for him to move on. And so my next role was as vice...and I was then elected by the board to be vice chairman. Working under the chairman at the time was John Thomas which I had a great deal of admiration for, he was a fair person, he was always on top of matters, he understood how the Department operated very well, he was assistant secretary for administration, had good relationship with the Congress, had come from the committees that (unclear) and was very eager to be sure that our Credit Union worked. I sort of admired him and wanted to work twice as hard to be supportive. We served on a committee together to hire a new general manager and we gave a contract to a head-hunting firm to do that. And we interviewed these candidates that they brought to us and little did I know we had a candidate who was a branch chief of the main branch in the State Department who applied for the position. After some discussion, I said let's interview him and my interview with him surprised both myself and John Thomas. Because the question that I asked, how could you be here as a branch manager and allow all these things to go bad and have this stigma of mismanagement placing us, the board of directors...And when he explained that of course, the Credit Union was being run by someone in charge that did not accept recommendations and suggestions and that he had an idea how to correct a lot of these issues and problems. And that he had great management skills and good people skills; he had a bed of tools that he would like to have an opportunity to try. So we, of course, elected him to be the general manager. We then moved to change the organization of the Credit Union.

*End of interview*