

# HERMAN POLLACK

## TABLE OF CONTENTS

### Background

- Youth in NY during Depression
- Masters at Columbia
- Reasons for entering Foreign Service
- Economic analyst during WWII
- Washington during the war
- Entrance into State Dept.

### State Dept. Management

- Evolution of State after WWII
- Impression of Carl Humelsine
- Hoover Commission Report
- Reconstruction of Germany
- Refugee Relief Program

### Deputy Executive Director for EUR

- Responsibilities of position
- Role of Assistant Secretary in administration
- Problem of time pressures on senior officials
- Relationships with other agencies

### Controller's Office

- Assistant to assistant secretary
- Assistant secretary Carpenter
- President's commission on Management
- The Management Officer of the Department
- Management changes for State

### Deputy Assistant Secretary for Personnel

- Origin of appointment
- Major personnel issues
- Organization of assignment process
- Generalists versus specialists
- Relationship between Foreign Service and civil service

### Special Assistant to William Crockett

- Tour at National War College
- Personnel development program
- Recruiting scientific specialists

## Conclusion

A career with the State Department  
Leadership memorandum