

increasing importance. She becomes more self-confident, more responsible, more status conscious yet at the same time becomes more dependent on the organization. This duality suggests that no solutions will be entirely satisfactory to all members of the group.

There are also indications that the intelligent Foreign Service ST, with her keen sense of observation, perceives an aloofness or snobbishness on the part of some officers of the Department. She resents this attitude which she interprets as an effort, conscious or otherwise, to negate both her capabilities and her individuality.

The interests of both the department and the ST suffer when officers underestimate the qualities of their support staff and when, through vanity or for any other reason, they fail to delegate meaningful work and thus underutilize the skills and talents of these employees.

These comments apply with equal force to the non-rotational STs who were also included in the study and whose role and contribution to the Department will become increasingly more important.

The one clear conclusion we have arrived at concerning the characteristics of these employees is that they are individuals. Each has her own hopes, dreams and aspirations. Each has her personal wants and needs which must be satisfied. Each in her individual way seeks opportunities for accomplishment, desires recognition for her efforts and pursues self-realization.

The implementation of the recommendations in this report will be less than fully effective unless all officers demonstrate in their working relationships with our Stenos that they understand and appreciate these factors.