

MEMO OF THE MONTH

State of California

Memorandum

Date : December 4, 1984

To : Management Committee

From : Public Utilities Commission — San Francisco

-- Sheldon Rosenthal
Assistant General Counsel

File No.:

Subject: Orientation Class

Bob Wilson and I gave the first of the new orientation classes to new members of the Commission Staff today. In attendance were 21 employees from all areas of the staff other than Legal and ALJ. The mix included professional and non-professional workers.

Bob covered the personnel areas and I took the rest. Our impression was that it was tremendously successful (in all modesty). The group asked excellent questions, stayed alert for 2 1/2 hours, and were generally pleased with the introduction to the Commission. It was a "no holds barred" session, wherein any question was legitimate. On to L.A. tomorrow.

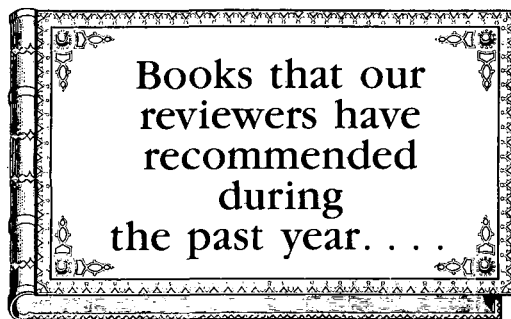
The most important aspect for your immediate concern is what occurred during the time when employees introduced themselves, identified their assignment, and were to describe what they were supposed to be doing. People from all division had a very difficult time saying what their job was. Four frankly said that they didn't know what they were supposed to be doing. This revelation made the entire course worth while. We as supervisors are failing if the people who we supervise don't know what their job is and how it fits in. Some of these people had been here for as long as six months. We need to get our act together.

SR:ddb

(burn this memo)

THE WASHINGTON MONTHLY/DECEMBER 1985

CHRISTMAS BOOK SECTION



Eisenhower: The President. Stephen E. Ambrose. *Simon & Schuster*, \$24.95.

Childrens' Hospital. Peggy Anderson. *Harper & Row*, \$18.95.

Strategic Command and Control: Redefining the Nuclear Threat. Bruce Blair. *Brookings Institution*, \$32.95.

International Security Yearbook 1984/1985. Barry M. Blechman, Edward Luttwak, eds. *Georgetown University Center for Strategic and International Studies*, \$33.

The Righteous Cause: The Life of William Jennings Bryan. Richard Cherny. *Little, Brown*, \$15.95.

The Lost Soul of American Politics: Virtue, Self-Interest, and the Foundations of Liberalism. John Patrick Diggins. *Basic Books*, \$23.95.

Weapons and Hope. Freeman Dyson. *Harper & Row*, \$17.95.

The Floating Island: A Tale of Washington. Garrett Epps. *Houghton Mifflin*, \$14.95.

Lay Bare the Heart: An Auto-

biography of the Civil Rights Movement. James Farmer. *Arbor House*, \$16.95.

The Uncensored John Henry Faulk. John Henry Faulk. *Texas Monthly Press*, \$16.95.

The Button—The Pentagon's Command and Control System—Does It Work? Daniel Ford. *Simon & Schuster*, \$16.95.

Secret Agenda. Jim Hougan. *Random House*, \$15.95.

The Life Insurance Game. Ronald Kessler. *Holt, Rinehart & Winston*, \$16.95.

Small World. David Lodge. *Macmillan*, \$19.95.

Common Ground. J. Anthony Lukas. *Knopf*, \$19.95.

Playing God in the Nursery. Jeff Lyon. *Norton*, \$18.95.

Beyond Liberal and Conservative: Reassessing the Political Spectrum. William S. Maddox, Stuart A. Lilie. *Cato Press*, \$18.00.

Direct Legislation: Voting on Ballot

Propositions in the United States. David B. Magleby. *Johns Hopkins University Press*, \$27.50.

The Policy Game: How Special Interests and Ideologues Are Stealing America. Peter Navarro. *John Wiley & Sons*, \$18.95.

Freedom Rising. James North. *Macmillan*, \$19.95.

Passage to Peshawar. Richard Reeves. *Simon & Schuster*, \$15.95.

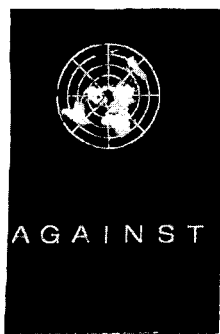
New Deals: The Chrysler Revival and the American System. Robert R. Reich. *Times Books*, \$17.95.

The Chip: How Two Americans Invented the Microchip and Launched a Revolution. T.R. Reid. *Simon & Schuster*, \$15.95.

Distant Neighbors: A Portrait of the Mexicans. Alan Riding. *Knopf*, \$18.95.

Funny Money. Mark Singer. *Knopf*, \$15.95.

With All Disrespect: More Uncivil Liberties. Calvin Trillin. *Ticknor & Fields*, \$14.95.



PAPER PEACEKEEPERS THE UNMET PROMISE OF THE U.N.

by David Ignatius

Supporters of the United Nations and its global peacekeeping mission should consider the lesson of FIJIBAT.

FIJIBAT is the military name for a battalion of troops from the Fiji Islands that, during the early 1980s, formed part of UNIFIL, the United Nations Interim Force in Lebanon. The roughly 6,000-man UN peacekeeping force has also included Scandinavian troops—known as NORBAT and FINBAT—as well as contingents from such unlikely countries as Ghana and Senegal.

Most of UNIFIL is an expensive joke and an illustration of why the United Nations has failed so miserably in its central task of keeping the peace and deterring aggression among nations. The UNIFIL mission looked sensible on paper. After the 1978 Israeli incursion into Southern Lebanon, the United Nations voted to send troops to police a buffer strip between the major PLO strongholds of South Lebanon and the Israeli border. Their job, in theory, was to separate the combatants—to curb Palestinian attacks against Israel and to block a new Israeli invasion of Lebanon.

In fact, UNIFIL proved to be a toothless, pseudomilitary force that didn't deter anyone from doing anything. It failed to prevent Palestinian rocket attacks against the Israeli towns of northern Galilee; later, when the Israeli army invaded Lebanon in June 1982, UNIFIL stepped politely aside. The UNIFIL forces presented an absurd sight in South Lebanon, traveling from village to village in their antiseptic white Jeeps, tut-tutting the locals and issuing dire warnings, but never doing anything credible to keep the peace.

Except for FIJIBAT. The Fijians, it was said,

had a simple way of handling troublemakers. Rather than issue European-style reprimands to misbehaving Palestinians, they simply broke their fingers.

"The Fijians didn't mess around," recalls one State Department official. "If the rule was you weren't to carry a gun across a checkpoint, then the Fijians made sure you weren't carrying a gun." In the process of enforcing the rules, the Fijians lost 18 men, more than the other contingents of UNIFIL. They even tried briefly in 1982 to stop the invading Israelis from crossing a bridge in their sector, until cooler heads at UNIFIL command prevailed.

The story of FIJIBAT was related to me in Beirut several years ago, probably at a hotel bar late in the evening, so I cannot vouch for the finger-breaking detail. My informant claimed that in the vicinity of FIJIBAT you could see scores of Palestinians with finger splints. Alas, I never found any. But the broader point remains valid: you won't be taken seriously as a peacekeeper, in South Lebanon or anywhere else, unless you're prepared to break a few fingers.

A 'cosmic overselling'

The UNIFIL debacle in Lebanon is a small example of the global problem that Thomas Franck explores in *Nation Against Nation*.^{*} His topic is the failure of the UN to accomplish the "two principal tasks... on which it ultimately must be judged"—resolving disputes among nations and, failing that, deterring or resisting aggression. After marshaling overwhelming evidence of this failure, he notes the depressing statistic that since the UN was founded in 1945, 20 million people have died in wars.

Reckoning with the failure of the UN is a pain-

David Ignatius, a former editor of The Washington Monthly, worked from 1980 to 1983 as Middle East correspondent of The Wall Street Journal. He was recently named associate editor of The Washington Post in charge of the "Outlook" section.

^{*}*Nation Against Nation: What Happened to the U.N. Dream and What the U.S. Can Do About It.* Thomas M. Franck. Oxford, \$19.95.