

with respect to every country in the world and in relation to every international organization. It is also assumed that the policy objective of information and consular activities have been clearly defined. The programme analysis is, therefore, limited to consideration of the programmes as such and their relationships to the accomplishment of the previously defined objectives.

There is, of course, in any planning system a conflict between the regional and functional point of view. For the purpose of long-range planning, the State Department really has to concern itself with both, and this makes the development of programmes more complex.

#### Mid-Career Development Programme

The State Department is giving increased attention to career planning. Dean Rusk has said that you cannot develop careers; each man develops his own career; all the department can do is give him a series of experiences. In fact, we are now less inclined to speak of "career planning" and more apt to refer to an "Experience Planning Programme". The officer's first three tours of duty are intended to give him a broad general experience. After that, he is expected to specialize to some extent. He might specialize in political, economic, commercial, consular or administrative work. This is where the mid-career planning and development procedures are involved. For example, we have a shortage of economists and we are sending some middle-grade officers back to university for special training. We are also running our own training courses in economics. As part of this process, we have developed a new inventory of jobs. The assignment process will be given to regional bureaus. Every bureau will have detailed information about the background qualities and particular capabilities of each officer on its strength.

(In answer to a question on the extent to which shortages of personnel affect career planning, the speaker said that the State Department was not short of political officers generally. It was true, however, that the proportion of officers at various levels left something to be desired. There were too many senior officers and too few middle-grade officers. Sometimes a senior officer was given a middle-grade position to keep him busy. This problem created many difficulties. There was also an imbalance in the proportions of people in various professions in the State Department. There was a shortage of economists and the State Department was carrying on training programmes internally to remedy this deficiency. There were not enough officers interested in consular work.)

#### U.S.I.A. Relationship

Another new development is the effort now being made to amalgamate the officer strength of the U.S. Information Agency with the officer strength of the State Department. The State Department has some 3,600 foreign service officers. The Hays Bill, which is now before Congress, would alter the foreign service personnel system. It is now made up of foreign service officers, foreign service reserve officers, civil servants and staff corps.