

The result of these changes will be to give an ambassador authority to examine all programmes that go on in his embassy whether political, economic or administrative. The new concepts cut across agency lines in a way that has never been done before.

The role of Country Director in this new structure is of great importance. Take the conduct of U.S. relations with Tunisia as an example. Previously, there would perhaps be an F.S.O. 4 as the desk officer for Tunisia and he would concern himself with our political and economic relations with that country. Under the new system, the Country Director for Tunisia, who might also have responsibility for other countries, will probably be an ex-ambassador of that area and will be at a level of F.S.O. 1 or 2.

Management by Objectives and Programmes

In the current jargon, one also hears a good deal in the State Department these days about "MOPS", which means "Management by Objectives and Programmes". The purpose of this new arrangement, which applies only in the administrative field, is to bring together in a co-ordinated way the people responsible for a variety of programmes. The old pyramid of management authority has been greatly modified and, in effect, there is a top manager to whom 40 or so managers of administrative programmes now report. Their work is harmonized by four or five co-ordinators who try to ensure that the programmes are inter-woven and so developed as to support one another. Examples of administrative programmes involved are those for medical requirements, junior officer development, mid-career personnel development and equalization of opportunity.

The problem in the past has been that programme managers didn't know what they had accomplished in relation to other programmes and to general objectives. The new arrangement, which was begun in February 1965, is designed to give them a greater sense of achievement. The people who have been working under this new organization in the last year have been pleased with it. They have a much clearer understanding of what their programmes and responsibilities are. The programme managers report rarely and then only to the Deputy Under-Secretary. They exercise a good deal of independence and operate on the basis of guidelines that have been carefully prepared.

The administrative system exists to facilitate the achievement of the political, economic and consular objectives. The advantage of the "MOPS" system is that it more effectively brings the administrative organization into harness with the political and economic echelons.

The steps followed in this procedure of management by objectives are as follows:

1. The programme manager prepares a programme statement in which he presents his concept of the programme, specific objectives, target dates and the resources needed to achieve them.