

## THE MANAGEMENT OF A FOREIGN SERVICE

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While my topic is of a general nature--the Management of a Foreign Service--I think it may be of interest to you if I begin with detailed information about some of the major developments that have taken place recently in the State Department. We can go on from there to discuss the general management implications.

Direction of Overseas Activities

The President of the United States issued a directive on March 4, 1966, assigning to the State Department extended responsibility for the overall direction, co-ordination and supervision of the interdepartmental activities of the United States Government overseas. This responsibility covers all operations of the United States Government abroad except certain military endeavours and some of the internal administrative aspects of the programmes of other departments. The Secretary of State has pointed out that this responsibility will be discharged in Washington primarily through the Under-Secretary and the Regional Assistant Secretaries of State and that they will be assisted by interdepartmental groups of which they will be executive chairmen with full powers of decision on all matters within their purview. In this way, the Department, and the Regional Assistant Secretaries with respect to their geographic areas, will exercise leadership functions and responsibilities at the seat of Government similar to those delineated for Ambassadors within the countries of their assignments by action of the President some five years ago.

To meet these enlarged responsibilities, certain organizational changes are being undertaken systematically within the State Department. The Under-Secretary and other designated officers are establishing, through prescribed interdepartmental groups and other means, the interdepartmental working relationships essential to the achievement of the President's objectives. There are major implications in this extension of authority. The Secretary of State has pointed out that to exercise this authority effectively will require exceptional qualities of leadership and will demand that officers working on country and regional matters apply an overview of wisdom and judgement that transcends bureau or departmental interests and focuses on the needs and purposes of the United States Government as a whole in its relationships with other nations.

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