

# STATE DEPT. GIVES A REVAMPING PLAN

It Seeks a 'New Breed of  
Diplomat-Managers'

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WASHINGTON, Dec. 8—The State Department announced an internal reorganization program today that it said was designed to create a "new breed of diplomat-managers" for the diplomacy of the Seventies.

It said the program sought to end traditional reliance on "talented generalists" by training young Foreign Service officers in management techniques.

The department said its past reliance on generalists and its failure to recruit officers skilled in new facets of foreign affairs—agriculture, labor, commerce, finance, development economics, science and information—had eroded the confidence of other Federal agencies in the department's ability to exercise leadership in the conduct of foreign policy.

Another principal weakness, the department conceded, has been its failure to overcome "strong pressures toward conformity," which it said have

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## State Department Announces Reorganization Plan for '70's

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"dulled its creative impulse" and have led to excessive caution in defending established policies, even when the time for those policies may have passed.

These and other self-criticisms are expressed in a 600-page document entitled "Diplomacy for the Seventies" which the department released today. It lists more than 500 suggested reforms prepared over the last year by 13 departmental "Task forces." They comprised about 250 career diplomats under the over-all guidance of William B. Macomber Jr., Deputy Under Secretary for Administration.

"The country store era in diplomacy is over," Mr. Macomber said in outlining the new program.

The report, although cautiously worded, reflects growing dissatisfaction among younger career officers over lagging promotions, over their inability to achieve responsibility before middle age and especially, over the top-heavy ranking of the 3,000 Foreign Service officers, which finds more officers in the top four grades than in the lower four.

There is also dissatisfaction with the gradual shift of foreign policy decision-making to the White House staff headed by Henry A. Kissinger, President Nixon's national security adviser.

"The State Department has been reduced largely to a think tank preparing options papers for Kissinger to submit to the President," commented one senior career diplomat. "It has no real powers of decision left."

The main proposals of today's reform plan fall into three categories: greater creativity and openness to fresh ideas; more flexible personnel policies, and improved management of the department's—and the nation's—vast foreign policy resources.

It noted that the department was now one of 40 agencies dealing with foreign governments; that department employees make up about 23,000 of the 100,000 involved in foreign affairs and that the career Foreign Service officers form only 7 per cent of all United States personnel handling foreign relations.

In some large United States embassies abroad, it noted, Foreign Service officers form less than 15 per cent of the total assigned personnel; the rest work for the Defense, Treasury, Commerce and Agriculture departments or for independent government agencies such as the United States Information Agency, the agency for International Development and the Peace Corps.

Stressing the need for creativity, the "ability to innovate," the report urged a loosening of the chain of command; greater use of task forces to give senior and junior officers greater freedom of expression; more challenge to policy by developing "adversary" views at the level both of the assistant secretaries and of the Secretary of State, and increased temporary exchanges between Foreign Service officers and other government agencies and business, professional and academic communities.

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