

NYTimes

FEB 19 1975

The Policy Planners

WASHINGTON

By James Reston

WASHINGTON, Feb. 18—There are three popular theories about how Henry Kissinger runs the State Department. The first is that he does it all by himself, having fired anybody intellectually inferior to himself, which means almost everybody. The second is that he still has a few staff members around but devours them, one by one, usually at breakfast time. And the third is that he doesn't run the State Department at all, but leaves the whole thing to his principal administrative assistant, a patient and driven man named Larry Eagleburger.

There is some truth in all this, but as in most of the Kissinger myths, not much. Actually, the more he is away, concentrating on one problem at a time, the more work the State Department has to do on all the other problems that pile up in his absence. State is not a one-man flying band, but probably the youngest and most talented foreign office in the world.

Mr. Kissinger has been so much in the limelight that he has obscured the achievements he has made in the dark. He is often an outrageous man but he has brought exceptional talent into the department. He has set a personal example of hard work and severe intellectual standards in the analysis of policy that have not been seen in Foggy Bottom since the days of Dean Acheson. He has not been kind or even considerate, but he has restored the pride of the department and the Foreign Service, and has even intimidated some members into writing plain and understandable English sentences, an astonishing achievement!

The Kissinger Policy Planning Staff illustrates the point. Maybe it distorts the point, for this is where he has cut across the State Department Establishment, brought in the young, given them the task of defining the problems and concepts of the future, and—a new role for Policy Planning—making the first drafts of his speeches.

The Director of Policy Planning now is Winston Lord, who was Kissinger's special assistant at the National Security Council in the White House, '69-73. Age 37, Yale, policy planning at Defense, '67-69, Foreign Service officer, senior adviser on China, adviser on Kissinger's public statements, married to a lovely intelligent iron butterfly, who was born in China.

Senior Deputy Director on Policy Planning is Samuel W. Lewis, 44, also Yale, also Foreign Service officer and former assistant to Kissinger on the NSC staff at the White House. Special responsibilities: South Asia, Latin

America, Middle East and Africa.

Deputy Director: Reginald Bartholomew, age 38, Dartmouth, former lecturer at Wesleyan University and University of Chicago, former director policy plans and NSC affairs Department of Defense. Special responsibilities: Europe, East Asia, political and military affairs.

Staff Director, NSC Under Secretaries Committee: Wreatham, E. Gathright, 49, Vanderbilt University, Special Assistant to Kissinger for Atomic Energy and Outer Space Affairs, science and technology in general, including technological relations abroad.

Also, Peter B. Swiers, age 36, Fordham University, Foreign Service officer, former Chief Consular Section Moscow embassy, former staff assistant to Averell Harriman. Also, staff assistant to Winston Lord, Daniel T. Hickey, age 34, St. Joseph's, Foreign Service officer, former economic officer in U.S. Embassy in Venezuela and Mexico.

There are, in addition to these, 24 other members of the Policy Planning Staff, ranging in age from Lawrence M. Mead, 28, from Amherst, who helps write Kissinger's speeches, poor man (they often go through more than twenty drafts before Kissinger rewrites the whole thing) to Richard B. Finn, age 57, an expert on East Asia, out of Harvard.

This is quite different Policy Planning Staff from the days of George Kennan. Like everything else now, it is much bigger—around thirty members as compared with Kennan's eight or ten—and dealing with many more things.

It has experts on air power (Lt. Col. B. Conn Anderson Jr., West Point, age 41, professor at the Air Force Academy and the National War College); advisors on science (Harry C. Blaney, age 36, Allegheny College, London School of Economics, former assistant to Pat Moynihan in the White House); information officers (Douglas Pike, age 50, California, former P. R. officer in Vietnam).

You name it and Policy Planning now has it, and it's so large that Mr. Kissinger, who hates big meetings, seldom meets with it. But he has changed in the last few months. He now has breakfast at the State Department at 7:30 in the morning, and has a staff meeting once or twice a week, when he's around, with his Under Secretaries and Assistant Secretaries, and Winston Lord, his Policy Planning Director.

The talent has been here at State for more than a generation, unused and uninspired. Mr. Kissinger has been very tough on it, but he has nourished it and brought it alive again, and in the end, this may be one of his most important achievements.