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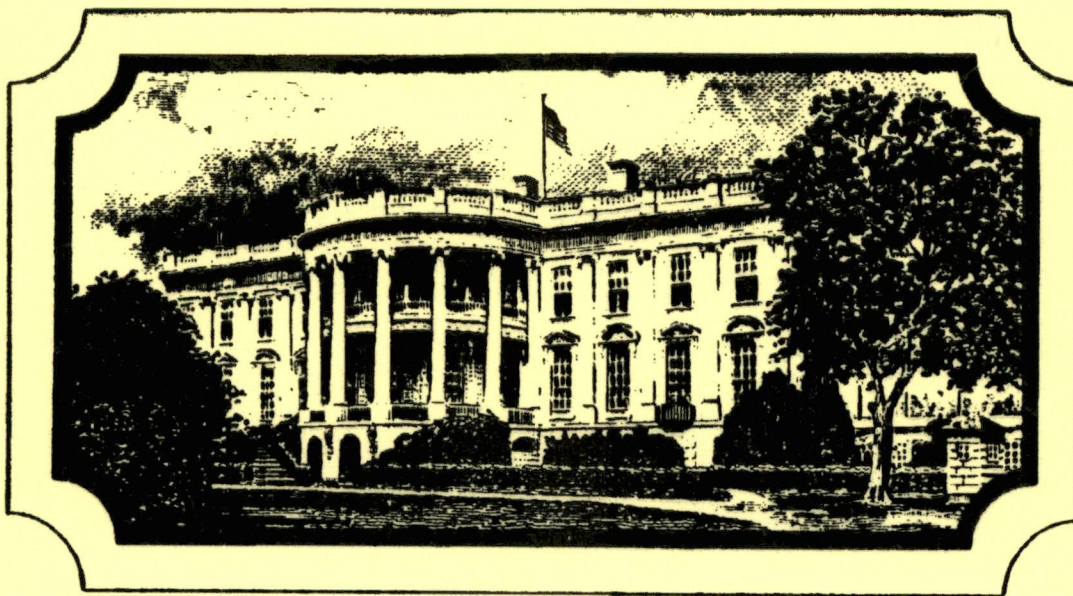
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Folder Title:
Authorities and Responsibilities of the United States Chief of Mission

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NATIONAL SECURITY COUNCIL

December, 1988



AUTHORITIES AND RESPONSIBILITIES OF THE UNITED STATES CHIEF OF MISSION

Prepared by: Secretariat

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20506

8871

January 19, 1989

ACTION

MEMORANDUM FOR COLIN L. POWELL

FROM: PAUL SCHOTT STEVENS

SUBJECT: Authorities and Responsibilities of United States
Chief of Mission

The attached volume contains a compilation of documents related to the Authorities and Responsibilities of United States Chief of Mission as determined by the Foreign Service Act of 1946.

Traditionally, Presidents have issued instructions to newly appointed Ambassadors upon commissioning. These have often been supplemented by letters from the Secretary of State. Only two presidents authorized national security policy directives detailing the NSC's involvement in coordination between Washington Agencies and Embassies abroad. The two policy directives were: National Security Action Memorandum 341 (March 2, 1966) and National Security Decision Memorandum 3 (January 20, 1969). Both were rescinded and there is currently no presidential directive on the subject in effect.

RECOMMENDATION

That you approve the Authorities and Responsibilities of United States Chief of Mission Book for inclusion in transition materials for the new National Security Advisor.

_____ Approve _____ Disapprove

Prepared by:
Maria D. Clark

AUTHORITIES AND RESPONSIBILITIES OF
UNITED STATES CHIEF OF MISSION

- I. Chief of Mission Responsibilities as Defined by the Foreign Service Act of 1980 (As Amended)
- II. Authorities and Responsibilities of United States Chief of Mission, Reconstituted by Presidential Letters
 - A. Kennedy Letter to Ambassadors Defining Guidelines of Mission (May 29, 1961)
 - B. Nixon Letter to Ambassadors Defining Responsibilities (December 9, 1969)
 - C. Carter Letter to Ambassadors Defining Responsibilities (October 25, 1977)
 - D. Reagan Letter of Instruction to Ambassadors (September 22, 1981)
 - E. *Busk Letter (Sept. 14, 1989)*
- III. Direction, Coordination and Supervision of Interdepartmental Activities Overseas
 - A. Nixon: National Security Decision Memorandum 3 (January 20, 1969)
 - B. Johnson: National Security Action Memorandum 341 (March 2, 1966)

Public Law 96-465
96th Congress

An Act

To promote the foreign policy of the United States by strengthening and improving the Foreign Service of the United States, and for other purposes.

Oct. 17, 1980
[H.R. 6790]

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE.—This Act may be cited as the “Foreign Service Act of 1980”.

Foreign Service
Act of 1980.
22 USC 3901

SEC. 207. CHIEF OF MISSION.—(a) Under the direction of the President, the chief of mission to a foreign country— 22 USC 3927.

94 STAT. 2080

PUBLIC LAW 96-465—OCT. 17, 1980

(1) shall have full responsibility for the direction, coordination, and supervision of all Government employees in that country (except for employees under the command of a United States area military commander); and

(2) shall keep fully and currently informed with respect to all activities and operations of the Government within that country, and shall insure that all Government employees in that country (except for employees under the command of a United States area military commander) comply fully with all applicable directives of the chief of mission.

(b) Any agency having employees in a foreign country shall keep the chief of mission to that country fully and currently informed with respect to all activities and operations of its employees in that country, and shall insure that all of its employees in that country (except for employees under the command of a United States area military commander) comply fully with all applicable directives of the chief of mission.

22 USCS § 3922a

FOREIGN AFFAIRS

152(a) of the Foreign Relations Authorization Act, Fiscal Years 1986 and 1987 [subsec. (a) of this section], so that the Foreign Service becomes truly representative of the American people throughout all levels of the Foreign Service; and

"(2) shall ensure that those plans effectively address the need to promote increased numbers of qualified women and members of minority groups into the senior levels of the Foreign Service.

"(c) Department of State hiring practices of minorities and women. The Secretary of State shall include annually as part of the report required to be submitted pursuant to section 105(d)(2) of the Foreign Service Act of 1980 [22 USCS § 3905(d)(2)]—

"(1) a report on the progress made at the Assistant Secretary and Bureau level of the Department of State in increasing the presence of minorities and women at all levels in the Foreign Service and Civil Service workforces of the Department of State, and

"(2) the specific actions taken to address the lack of Hispanic Americans, Asian Americans, and Native Americans in the Senior Executive Service and Senior Foreign Service of the Department of State."

§ 3926. Regulations; delegation of functions

CODE OF FEDERAL REGULATIONS

Add:
22 CFR Parts 7, 8, 13, 31, 51, 171.

✓ § 3927. Chief of mission

(a) [Introductory matter unchanged]

(1) shall have full responsibility for the direction, coordination, and supervision of all Government executive branch employees in that country (except for employees under the command of a United States area military commander); and

(2) shall keep fully and currently informed with respect to all activities and operations of the Government within that country, and shall insure that all Government executive branch employees in that country (except for employees under the command of a United States area military commander) comply fully with all applicable directives of the chief of mission.

(b) Any executive branch agency having employees in a foreign country shall keep the chief of mission to that country fully and currently informed with respect to all activities and operations of its employees in that country, and shall insure that all of its employees in that country (except for employees under the command of a United States area military commander) comply fully with all applicable directives of the chief of mission.

(c) Each chief of mission to a foreign country shall have as a principal duty the promotion of United States goods and services for export to such country.

(As amended Aug. 24, 1982, P. L. 97-241, Title I, § 123, 96 Stat. 281; Dec. 22, 1987, P. L. 100-204, Title I, Part B, § 136, 101 Stat. 1345.)

HISTORY; ANCILLARY LAWS AND DIRECTIVES

Amendments:

1982. Act Aug. 24, 1982 added subsec. (c).

1987. Act Dec. 22, 1987 (effective on enactment as provided by § 1301 of such Act, which appears as 22 USCS § 2651 note), in subsec. (a)(2) and (3) and in subsec. (b), inserted "executive branch".

§ 3929. Inspector General

(a) Appointment; supervision by Secretary of State; prohibition against interference by State Department with certain duties; inspections, audits, and other functions; removal from office. (1) There shall be an Inspector General of the Department of State and the Foreign Service, who shall be appointed by the President, by and with the advice and consent of the Senate, without regard to political affiliation from among individuals exceptionally qualified for the position by virtue of their integrity and their demonstrated ability in accounting, auditing, financial analysis, law, management analysis, public administration, or investigations, or their knowledge and experience in the conduct of foreign affairs. The Inspector General shall report to and be under the general supervision of the Secretary of State. Neither the Secretary of State nor any other officer of the Department shall prevent or prohibit the Inspector General from initiating, carrying out, or completing any audit or investigation, or from issuing any subpoena during the course of any audit or investigation. The Inspector General shall periodically (at least every 5 years) inspect and audit the administration of activities and operations of each Foreign Service post and each bureau and other operating unit of the Department of State, and shall perform such other functions as the Secretary of State may prescribe, except that the Secretary of State shall not assign to the Inspector General any general program operating responsibilities.

(2) [Unchanged]

(b)-(g) [Unchanged]

(As amended Aug. 27, 1986, P. L. 99-399, Title IV, § 413(a)(6), 100 Stat. 868; Oct. 24, 1986, P. L. 99-529, Title IV, § 405, 100 Stat. 3020.)

HISTORY; ANCILLARY LAWS AND DIRECTIVES

Amendments:

1986. Act Aug. 27, 1986, in subsec. (a)(1), deleted "The Inspector General shall periodically (at least every 5 years) inspect and audit the administration of activities and operations of each Foreign Service post and each bureau and other operating unit of the Department of State, and shall perform such other functions as the Secretary of State may prescribe, except that the Secretary of State shall not assign to

22 USCS § 3925**FOREIGN AFFAIRS**

shall consult with the Director of the Office of Personnel Management, the Director of the Office of Management and Budget, and the heads of such other agencies as the President shall determine, in order to assure compatibility of the Foreign Service personnel system with other Government personnel systems to the extent practicable.

(Oct. 17, 1980, P. L. 96-465, Title I, Ch 2, § 205, 94 Stat. 2079.)

HISTORY; ANCILLARY LAWS AND DIRECTIVES**Explanatory notes:**

For former similar provisions, consult the Disposition Table preceding 22 USCS § 3901.

Effective date of section:

Act Oct. 17, 1980, P. L. 96-465, Title II, Ch 4, § 2403(a), 94 Stat. 2169, which appears as 22 USCS § 3901 note, provided that this section is effective Feb. 15, 1981.

§ 3926. Regulations; delegation of functions

(a) The Secretary may prescribe such regulations as the Secretary deems appropriate to carry out functions under this Act.

(b) The Secretary may delegate functions under this Act which are vested in the Secretary to any employee of the Department or any member of the Service.

(Oct. 17, 1980, P. L. 96-465, Title I, Ch 2, § 206, 94 Stat. 2079.)

HISTORY; ANCILLARY LAWS AND DIRECTIVES**References in text:**

"This Act", referred to in this section, is Act Oct. 17, 1980, P. L. 96-465, 94 Stat. 2071, popularly known as the Foreign Service Act of 1980, which is generally classified to 22 USCS §§ 3901 et seq. For full classification of this Act, consult USCS Tables volumes.

Explanatory notes:

For former similar provisions, consult the Disposition Table preceding 22 USCS § 3901.

Effective date of section:

Act Oct. 17, 1980, P. L. 96-465, Title II, Ch 4, § 2403(a), 94 Stat. 2169, which appears as 22 USCS § 3901 note, provided that this section is effective Feb. 15, 1981.

✓ § 3927. Chief of mission

(a) Under the direction of the President, the chief of mission to a foreign country—

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FOREIGN SERVICE

22 USCS § 3928

- (1) shall have full responsibility for the direction, coordination, and supervision of all Government employees in that country (except for employees under the command of a United States area military commander); and
- (2) shall keep fully and currently informed with respect to all activities and operations of the Government within that country, and shall insure that all Government employees in that country (except for employees under the command of a United States area military commander) comply fully with all applicable directives of the chief of mission.
- (b) Any agency having employees in a foreign country shall keep the chief of mission to that country fully and currently informed with respect to all activities and operations of its employees in that country, and shall insure that all of its employees in that country (except for employees under the command of a United States area military commander) comply fully with all applicable directives of the chief of mission.
- (Oct. 17, 1980, P. L. 96-465, Title I, Ch 2, § 207, 94 Stat. 2079.)

HISTORY; ANCILLARY LAWS AND DIRECTIVES

Explanatory notes:

For former similar provisions, consult the Disposition Table preceding 22 USCS § 3901.

Effective date of section:

Act Oct. 17, 1980, P. L. 96-465, Title II, Ch 4, § 2403(a), 94 Stat. 2169, which appears as 22 USCS § 3901 note, provided that this section is effective Feb. 15, 1981.

§ 3928. Director General of Foreign Service

There shall be a Director General of the Foreign Service, who shall be appointed by the President, by and with the advice and consent of the Senate, from among the career members of the Senior Foreign Service. The Director General shall assist the Secretary of State in the management of the Service and shall perform such functions as the Secretary of State may prescribe.

(Oct. 17, 1980, P. L. 96-465, Title I, Ch 2, § 208, 94 Stat. 2080.)

HISTORY; ANCILLARY LAWS AND DIRECTIVES

Explanatory notes:

For former similar provisions, consult the Disposition Table preceding 22 USCS § 3901.

Effective date of section:

Act Oct. 17, 1980, P. L. 96-465, Title II, Ch 4, § 2403(a), 94 Stat. 2169, which appears as 22 USCS § 3901 note, provided that this section is effective Feb. 15, 1981.

FOREIGN SERVICE

22 USCS § 3901

For the provision that references in law to the Foreign Service Act of 1946, which formerly appeared as 22 USCS §§ 801 et seq., shall be deemed to include reference to the corresponding provisions of the Foreign Service Act of 1980, which appears as 22 USCS §§ 3901 et seq., see 22 USCS § 4172(c).

CROSS REFERENCES:

This chapter is referred to in 5 USCS §§ 5102, 5304, 5724; 22 USCS §§ 285a, 290g-1, 1928, 2021, 2024, 2385, 2391, 2504, 2506, 2582, 2588, 2605, 2684, 3503; 42 USCS § 5055.

GENERAL PROVISIONS

CROSS REFERENCES:

This subchapter is referred to in 22 USCS §§ 4153, 4173.

§ 3901. Congressional findings and objectives

(a) The Congress finds that—

- (1) a career foreign service, characterized by excellence and professionalism, is essential in the national interest to assist the President and the Secretary of State in conducting the foreign affairs of the United States;
- (2) the scope and complexity of the foreign affairs of the Nation have heightened the need for a professional foreign service that will serve the foreign affairs interests of the United States in an integrated fashion and that can provide a resource of qualified personnel for the President, the Secretary of State, and the agencies concerned with foreign affairs;
- (3) the Foreign Service of the United States, established under the Act of May 24, 1924 (commonly known as the Rogers Act) and continued by the Foreign Service Act of 1946, must be preserved, strengthened, and improved in order to carry out its mission effectively in response to the complex challenges of modern diplomacy and international relations;
- (4) the members of the Foreign Service should be representative of the American people, aware of the principles and history of the United States and informed of current concerns and trends in American life, knowledgeable of the affairs, cultures, and languages of other countries, and available to serve in assignments throughout the world; and
- (5) the Foreign Service should be operated on the basis of merit principles.

(b) The objective of this Act is to strengthen and improve the Foreign Service of the United States by—

- (1) assuring, in accordance with merit principles, admission through impartial and rigorous examination, acquisition of career status only by those who have demonstrated their fitness through successful completion

of probationary assignments, effective career development, advancement and retention of the ablest, and separation of those who do not meet the requisite standards of performance;

(2) fostering the development and vigorous implementation of policies and procedures, including affirmative action programs, which will facilitate and encourage (A) entry into and advancement in the Foreign Service by persons from all segments of American society, and (B) equal opportunity and fair and equitable treatment for all without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition;

(3) providing for more efficient, economical, and equitable personnel administration through a simplified structure of Foreign Service personnel categories and salaries;

(4) establishing a statutory basis for participation by the members of the Foreign Service, through their elected representatives, in the formulation of personnel policies and procedures which affect their conditions of employment, and maintaining a fair and effective system for the resolution of individual grievances that will ensure the fullest measure of due process for the members of the Foreign Service;

(5) minimizing the impact of the hardships, disruptions, and other unusual conditions of service abroad upon the members of the Foreign Service, and mitigating the special impact of such conditions upon their families;

(6) providing salaries, allowances, and benefits that will permit the Foreign Service to attract and retain qualified personnel as well as a system of incentive payments and awards to encourage and reward outstanding performance;

(7) establishing a Senior Foreign Service which is characterized by strong policy formulation capabilities, outstanding executive leadership qualities, and highly developed functional, foreign language, and area expertise;

(8) improving Foreign Service managerial flexibility and effectiveness;

(9) increasing efficiency and economy by promoting maximum compatibility among the agencies authorized by law to utilize the Foreign Service personnel system, as well as compatibility between the Foreign Service personnel system and other personnel systems of the Government; and

(10) otherwise enabling the Foreign Service to serve effectively the interests of the United States and to provide the highest caliber of representation in the conduct of foreign affairs.

(Oct. 17, 1980, P. L. 96-465, Title I, Ch 1, § 101, 94 Stat. 2074.)

HISTORY; ANCILLARY LAWS AND DIRECTIVES

References in text:

"The Act of May 24, 1924 (commonly known as the Rodgers Act)", referred to in this section, is Act May 24, 1924, ch 182, 43 Stat. 140, which was classified generally to 22 USC §§ 1 et seq. prior to its

general repeal by Act Aug. 13, 1946, ch 957, Title XI, Part D, § 1131, 60 Stat. 1037. For full classification of such Act, consult USCS Tables volumes.

"The Foreign Service Act of 1946", referred to in this section, is Act Aug. 13, 1946, ch 957, Titles I-X, 60 Stat. 999, and appeared generally as 22 USCS §§ 801 et seq. prior to repeal by Act Oct. 17, 1980, P. L. 96-465, Title II, Ch 2, § 2205(1), 94 Stat. 2159. For full classification of such Act, consult USCS Tables volumes.

"This Act", referred to in this section, is Act Oct. 17, 1980, P. L. 96-465, 94 Stat. 2071, popularly known as the Foreign Service Act of 1980, which is generally classified to 22 USCS §§ 3901 et seq. For full classification of this Act, consult USCS Tables volumes.

Explanatory notes:

For former similar provisions, consult the Disposition Table preceding this section.

Effective date of section:

Act Oct. 17, 1980, P. L. 96-465, Title II, Ch 4, § 2403(a), 94 Stat. 2169, which appears as a note to this section, provided that this section is effective Feb. 15, 1981.

Short titles:

Act Oct. 17, 1980, P. L. 96-465, § 1, 94 Stat. 2071, provided: "This Act may be cited as the 'Foreign Service Act of 1980'." For full classification of this Act, consult USCS Tables volumes.

Other provisions:

Effective dates and application of amendments made by Act Oct. 17, 1980. Act Oct. 17, 1980, P. L. 96-465, Title II, Ch 4, § 2403, 94 Stat. 2169, provided:

"(a) Except as otherwise provided, this Act [Act Oct. 17, 1980, P. L. 96-465, 94 Stat. 2071; for full classification, consult USCS Tables volumes] shall take effect on February 15, 1981.

"(b) Personnel actions may be taken on and after the effective date of this Act [see subsec. (a) of this note] on the basis of any then current Foreign Service evaluation cycle as if this Act [Act Oct. 17, 1980, P. L. 96-465, 94 Stat. 2071; for full classification, consult USCS Tables volumes] had been in effect at the beginning of that cycle.

"(c) Appointments to the Senior Foreign Service by the Secretary of Commerce shall be excluded in the calculation and application of the limitation in section 305(b) [22 USCS § 3945(b)] until October 1, 1985. Prior to that date, the number of members serving in the Senior Foreign Service under limited appointments by the Secretary of Commerce may not exceed 10 at any one time (excluding individuals with reemployment rights under section 310 [22 USCS § 3950] as career appointees in the Senior Executive Service).

"(d)(1) Section 812 of this Act [22 USCS § 4052], and the repeal of sections 631 and 632 of the Foreign Service Act of 1946 [former 22 USCS §§ 1001, 1002] and section 625(k) of the Foreign Assistance

the United States Code [38 USCS §§ 101 et seq.]. The Secretary, in consultation with the officials from whom information is requested, shall ensure that information made available under this Order [this note] is used only for the purpose authorized.

"Sec. 8. This Order [this note] shall be effective as of February 15, 1981."

§ 3902. Definitions; references to Foreign Service officers deemed to refer to Foreign Service information officers

(a) As used in this Act, the term—

- (1) "abroad" means all areas not included within the United States;
- (2) "agency" means an agency as defined in section 552(e) of title 5, United States Code [5 USCS § 552(e)];
- (3) "chief of mission" means the principal officer in charge of a diplomatic mission of the United States or of a United States office abroad which is designated by the Secretary of State as diplomatic in nature, including any individual assigned under section 502(c) [22 USCS § 3982(c)] to be temporarily in charge of such a mission or office;
- (4) "Department" means the Department of State, except that with reference to the exercise of functions under this Act with respect to another agency authorized by law to utilize the Foreign Service personnel system, such term means that other agency;
- (5) "employee" (except as provided in section 1002(8) [22 USCS § 4102(8)]) means, when used with respect to an agency or to the Government generally, an officer or employee (including a member of the Service) or a member of the Armed Forces of the United States, the commissioned corps of the Public Health Service, or the commissioned corps of the National Oceanic and Atmospheric Administration;
- (6) "function" includes any duty, obligation, power, authority, responsibility, right, privilege, discretion, or activity;
- (7) "Government" means the Government of the United States;
- (8) "merit principles" means the principles set out in section 2301(b) of title 5, United States Code [5 USCS § 2301(b)];
- (9) "principal officer" means the officer in charge of a diplomatic mission, consular mission (other than a consular agency), or other Foreign Service post;
- (10) "Secretary" means the Secretary of State, except that (subject to section 201 [22 USCS § 3921]) with reference to the exercise of functions under this Act with respect to any agency authorized by law to utilize the Foreign Service personnel system, such term means the head of that agency;
- (11) "Service" or "Foreign Service" means the Foreign Service of the United States; and
- (12) "United States", when used in a geographic sense, means the several States and the District of Columbia.

THE WHITE HOUSE

WASHINGTON

May 29, 1961

Dear Mr. Ambassador:

Please accept my best wishes for the successful accomplishment of your mission. As the personal representative of the President of the United States in Venezuela you are part of a memorable tradition which began with Benjamin Franklin and our most distinguished citizens.

We are living in a critical moment in history. Powerful destructive forces are challenging the universal values which, for centuries, have inspired men of good will in all parts of the world.

If we are to make progress toward a prosperous community of nations in a world of peace, the United States must exercise the most affirmative and responsible leadership. Beyond our shores, this leadership, in large measure, must be provided by our ambassadors and their staffs.

I have asked you to represent our Government in Venezuela because I am confident that you have the ability, dedication, and experience. The purpose of this letter is to define guidelines which I hope may be helpful to you.

The practice of modern diplomacy requires a close understanding not only of governments but also of people, their cultures and institutions. Therefore, I hope that you will plan your work so that you may have the time to travel extensively outside the nation's capital. Only in this way can you develop the close, personal associations that go beyond official diplomatic circles and maintain a sympathetic and accurate understanding of all segments of the country.

The Honorable
Teodoro Moscoso,
American Ambassador,
Caracas, Venezuela.

Moreover, the improved understanding which is so essential to a more peaceful and rational world, is a two-way street. It is our task not only to understand what motivates others, but to give them a better understanding of what motivates us.

Many persons in Venezuela who have never visited the United States, receive their principal impressions of our nation through their contact with the Americans who come to their country either as private citizens or as government employees.

Therefore, the manner in which you and your staff personally conduct yourselves is of the utmost importance. This applies to the way in which you carry out your official duties and to the attitudes you and they bring to day-to-day contacts and associations.

It is an essential part of your task to create a climate of dignified, dedicated understanding, co-operation, and service in and around the Embassy.

In regard to your personal authority and responsibility, I shall count on you to oversee and coordinate all the activities of the United States Government in Venezuela.

You are in charge of the entire United States Diplomatic Mission, and I shall expect you to supervise all of its operations. The Mission includes not only the personnel of the Department of State and the Foreign Service, but also the representatives of all other United States agencies which have programs or activities in Venezuela. I shall give you my full support and backing in carrying out your assignment.

Needless to say, the representatives of other agencies are expected to communicate directly with their offices here in Washington, and in the event of a decision by you in which they do not concur, they may ask to have the decision reviewed by a higher authority in Washington.

However, it is their responsibility to keep you fully informed of their views and activities and to abide by your decisions unless in some particular instance you and they are notified to the contrary.

If in your judgment individual members of the Mission are not functioning effectively, you should take whatever action you feel may be required, reporting the circumstances, of course, to the Department of State.

In case the departure from Venezuela of any individual member of the Mission is indicated in your judgment, I shall expect you to make the decision and see that it is carried into effect. Such instances I am confident will be rare.

I have informed all heads of departments and agencies of the Government of the responsibilities of the chiefs of American Diplomatic Missions for our combined operations abroad, and I have asked them to instruct their representatives in the field accordingly.

As you know, your own lines of communication as Chief of Mission run through the Department of State.

Let me close with an expression of confidence in you personally and the earnest hope that your efforts may help strengthen our relations with both the Government and the people of Venezuela. I am sure that you will make a major contribution to the cause of world peace and understanding.

Good luck and my warmest regards,

Sincerely,

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JOHN F. KENNEDY

THE WHITE HOUSE

C O P Y

WASHINGTON

December 9, 1969

Dear Mr. Ambassador:

Your mission as American Ambassador to _____ is of the utmost significance to our country and to me personally. I wish you every success in this endeavor.

I attach the greatest importance to my Constitutional responsibilities for the conduct of our relations with other countries. As the personal representative of the President of the United States, you share these responsibilities in the country to which you are accredited.

You will, of course, report to me through and normally receive your instructions from the Secretary of State who has responsibility not only for the activities of the Department of State but also for the overall direction, coordination and supervision of United States Government activities overseas.

I believe that all possible measures should be taken to improve and tighten the processes of foreign policy implementation abroad. I know I can count on your full support in directing the activities of all elements of the United States Mission to achieve this objective. To assure you and all concerned that you have my full personal backing, I want to make the following comments on your own authority and responsibilities.

As Chief of the United States Diplomatic Mission, you have full responsibility to direct and coordinate the activities and operations of all of its elements. You will exercise this mandate not only by providing policy leadership and guidance, but also by assuring positive program direction to the end that all United States activities in _____ are relevant to current realities, are efficiently and economically administered, and are effectively interrelated so that they will make a maximum contribution to United States interests in that country as well as to our regional and international objectives.

I am concerned that the size of our representation abroad be related to a stringent appraisal of policy and program requirements and that the number of personnel of all agencies be kept at the very minimum necessary to meet our objectives. I shall expect you to maintain a continuing personal concern on this matter and to inform the Secretary of State when you believe that the staff of any agency or program is excessive.

I shall expect you to assure the highest standards of personal conduct by all United States personnel, civilian or military; you have authority to take any corrective action which in your judgment is necessary.

You have, of course, the right to be kept informed, to the extent you deem necessary, of all the information or recommendations reported by any element of the Mission. The Secretary of State and I have made it clear that we will welcome the opportunity to consider alternative policies and courses of actions before making final decisions. When you or other members of your Mission believe such alternatives merit consideration, we encourage your putting them forward along with your own recommendations.

I will reserve for myself, as Commander-in-Chief, direct authority over the military chain of command to United States military forces under the command of a United States area military commander, and over such other military activities as I elect, as Commander-in-Chief, to conduct through military channels.

However, I will expect you and the military commanders concerned to maintain close relations with each other, to keep each other currently informed on matters of mutual interest and in general to cooperate in carrying out our national policy. If differences of view not capable of resolution in the field should arise, I will expect you to keep me informed through the Secretary of State.

I deeply believe, as I said in my Inaugural Address, that forces now are converging that may make possible the realization of many of man's deepest aspirations. If "the times are on the side of peace," I also deeply believe that

you, and the dedicated personnel of the Foreign Service and the other departments and agencies who comprise the staff of your Mission, will insure that we take maximum advantage of the opportunities that are so clearly before us.

With my best wishes,

Sincerely,

Richard Nixon

THE WHITE HOUSE

WASHINGTON

October 25, 1977

To Ambassador William Crawford

Please accept my personal best wishes for success in your mission. As my personal representative, you will share with me and with the Secretary of State the responsibility for the conduct of our relations with Cyprus.

I want to state clearly that, as Chief of the United States Diplomatic Mission to Cyprus, and my representative, you have the strongest mandate possible. As PL 93-475 states, you have "full responsibility for the direction, coordination, and supervision of all United States Government officers and employees" in your country of accreditation. This authority includes all United States Government programs and activities in that country. The only exceptions to this rule are personnel under the Chief of a United States Mission accredited to an international organization, personnel detailed to duty with international organizations, and, as stated in PL 93-475, "personnel under the command of a United States area military commander." I expect you to provide positive program direction, assuring that all United States Government activities under the authority of your Mission reflect and support current United States policy, are effectively coordinated, and are economically administered.

I expect the highest standards of professional and personal conduct by the personnel from all agencies assigned to our missions abroad. As my personal representative you have the authority and my full support in taking actions required to assure that these standards are maintained. All United States Government personnel in your country of assignment should be made aware of your authority and responsibilities. It is their duty to keep you thoroughly and currently informed about all their activities so you can effectively direct, coordinate and supervise United States programs and operations

under your jurisdiction and recommend mission-wide policies to Washington.

Without restricting their right to communicate on a timely basis with superiors in their own departments and agencies, you have the authority to review message traffic to and from all personnel under your jurisdiction.

Policy guidance and instructions will be sent to you from the Secretary of State or from me. I expect you to report with directness and candor. The Secretary of State has the responsibility not only for the activities of the Department of State and the Foreign Service but also, to the fullest extent permitted by law, for the overall direction, coordination and supervision of United States Government activities overseas. There may be developments or decisions on which personnel under your authority disagree. The Secretary of State and I will always welcome the opportunity to consider your recommendations for alternative courses of action and policy proposals.

As Commander-in-Chief, I have authority over United States military forces. Apart from forces under the command of a U.S. area military commander and Department of Defense personnel seconded to international organizations, you shall assume responsibility for the direction, coordination and supervision of all Defense Department personnel within your country of accreditation. This includes, for example, responsibility for Defense Attache Offices, units engaged in security assistance and other military components attached to your Mission, as well as other activities by Defense personnel which may have an impact on the conduct of our diplomatic relations with the country of your assignment.

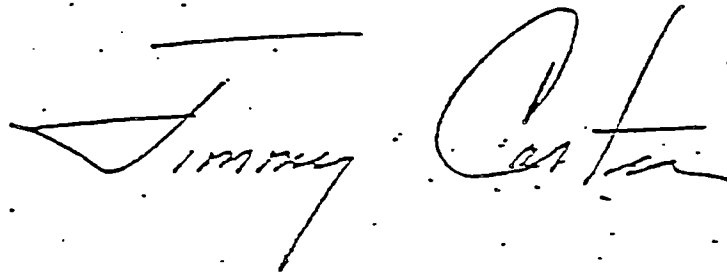
To carry out our national policies effectively, it is important that Chiefs of Diplomatic Mission and the concerned United States area military commanders as well as Chiefs of Mission accredited to international organizations, maintain close relations, keeping each other currently informed, and cooperating on all matters of mutual interest. You should report to the Secretary of State differences of view which cannot be resolved in the field.

Cutting the cost of government is of particular concern to me. The size of our representation abroad must be related to a stringent appraisal of policy and program requirements; and the number of personnel of all agencies must be kept at the minimum necessary to achieve our objectives. I consider this to be one of your most important goals. You should inform the Secretary of State when you believe that the staff of any agency or program is in excess of our needs. Routine implementing personnel actions remain the responsibility of the parent departments and agencies.

I have notified all heads of departments and agencies of the Government concerning the authority and responsibilities of the Chiefs of American Diplomatic Missions, and I have asked them to inform their personnel in the field accordingly.

You have my personal confidence as you undertake your mission. I am sure that you will represent our country with the skill, dedication and goodwill which your post demands.

Sincerely,

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned below the word "Sincerely,".

The Honorable William R. Crawford, Jr.
American Ambassador
Nicosia

THE WHITE HOUSE

WASHINGTON

September 22, 1981

MEMORANDUM FOR THE HEADS OF

EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Authorities and Responsibilities of
United States Chief of Mission

I am sending letters of instruction to each of my ambassadors and other Chiefs of American diplomatic missions outlining their authorities and responsibilities in accordance with applicable law (22 USC 3927). A copy of the text is attached. I expect your support and cooperation in insuring that the activities of your department/agency are conducted in accordance with these authorities and responsibilities of Chiefs of Mission. Please circulate this memorandum to your appropriate staffs in the United States and abroad.

Ronald Reagan

Dear Mr. (Madam) Ambassador:

I want to extend to you my personal best wishes for the success of your mission in _____. As my personal representative there, you, along with the Secretary of State, share with me the responsibility for the conduct of our relations with _____. I know we share a mutual conviction that carrying the American message of hope and freedom and advancing United States' interests abroad reinforces the foundations of peace. Together we are pledged to work for national strength and economic growth, and to promote the values undergirding our Nation's unity and security.

I give you my full personal support as Chief of the United States Mission in/to _____ in the exercise of your strong statutory mandate under section 207 of the Foreign Service Act of 1980 .. (22 U.S.C. 3927). I charge you to exercise full responsibility for the direction, coordination, and supervision of all United States Government officers and employees in the country or organization to which you are accredited, except for personnel under the command of a United States area military commander, personnel under the authority of the Chief of another United States Mission (for example, one accredited to an international organization), or personnel detailed to duty on the staff on an international organization. I expect you to oversee the operation of all United States Government programs and activities within that responsibility. I have notified all heads of departments and agencies accordingly, and have instructed them to inform their personnel in the United States and abroad.

So that you can ensure effective coordination of all United States Government activities within your responsibility, I ask you to provide strong program direction and leadership of operations Mission-wide. Please instruct all personnel under your charge: it is their duty to keep you fully informed at all times about their activities so you can effectively direct, coordinate and supervise United States programs and operations under your jurisdiction and recommend policies to Washington.

You will receive policy guidance and instructions from the Secretary of State, who is my principal foreign policy spokesman and advisor, or from me directly. I expect you to report with directness and candor. I want to emphasize that the Secretary of State has the responsibility not only for the activities of the Department of State and the Foreign Service but also, to the fullest extent provided by law, for the overall policy direction, coordination and supervision of the United States Government activities overseas. There may be developments or decisions on which personnel under your authority disagree. The Secretary of State and I will always welcome the opportunity to consider your recommendations for alternative courses of action, and policy proposals.

As you assume your duties, I know that you will do so with a strong commitment to impartial and equitable treatment of all U.S. Government personnel under your jurisdiction. Should any perceived inequities be amenable to elimination or mitigation by appeal to or negotiation with the host government, I urge

you to pursue this course in a manner consistent with your authority and with international law and established customary practice. Recognizing that various agencies operate under different legislation and regulations, should you consider legislative or executive policy changes to be desirable in this connection, you should recommend such changes through the Secretary of State. Additionally, fair treatment of all U.S. Government personnel regardless of race, color, creed, sex or national origin epitomizes our belief in and adherence to the principles of equality of opportunity, a value and concept that form an important element of the American democratic tradition.

As Commander-in-Chief, I have authority over United States military forces. On my behalf you have responsibility for the direction, coordination, supervision and safety, including security from terrorism, of all Defense Department personnel in _____ except those forces under the operational command and control of a United States area military commander and personnel detailed to international organizations. Defense Attache offices, units engaged in security assistance, and other DOD components attached to your Mission, as well as other Defense Department activities which may have an impact upon the conduct of our diplomatic relations with _____ fall within your responsibility.

It is imperative that you maintain close relations with concerned United States area military commanders and Chiefs of Mission accredited to international organizations. A copy of

this letter is being disseminated to them. You must keep each other currently informed and cooperate on all matters of mutual interest. Any differences which cannot be resolved in the field should be reported by you to the Secretary of State; unified commanders should report to the Secretary of Defense.

I expect the highest standards of professional and personal conduct from all United States Government personnel abroad. You have the authority and my full support to take any action required to ensure the maintenance of such standards.

Your mission is to protect and advance the United States' interests abroad and you will receive the resources necessary to accomplish that mission. At the same time, I expect that these resources will be used in an effective and efficient manner, and that they will be directly and carefully related to priority policy and program activities. You should inform the Secretary of State when you believe that staffing of any agency is either inadequate or excessive to the performance of essential functions.

I am confident that you will represent the United States with imagination, energy and skill. You have my full personal confidence and best wishes.

Sincerely,

Instructions to Ambassadors on Chain of Command

Dear Mr. Ambassador:

I want to extend to you my personal best wishes for the success of your mission in [country]. As my personal representative there, you, along with the Secretary of State, share with me the responsibility for the conduct of our relations with [country]. I know we share a mutual conviction that carrying the American message of hope and freedom and advancing United States' interests abroad reinforces the foundations of peace. Together we are pledged to work for national strength and economic growth and to promote the values undergirding our Nation's unity and security.

I give you my full personal support as Chief of the United States Mission in [country] in the exercise of your strong statutory mandate under section 207 of the Foreign Service Act of 1980 (22 U.S.C. 3927). I charge you to exercise full responsibility for the direction, coordination, and supervision of all United States Government officers and employees in the country or organization to which you are accredited, except for personnel under the command of a United States area military commander, personnel under the authority of the Chief of another United States Mission (for example, one accredited to an international organization), or personnel detailed to duty on the staff of an international organization. I expect you to oversee the operation of all United States Government programs and activities within that responsibility. I have notified all heads of departments and agencies accordingly and have instructed them to inform their personnel in the United States and abroad.

So that you can ensure effective coordination of all United States Government activities within your responsibility, I ask you to provide strong program direction and leadership of operations Missionwide. Please instruct all personnel under your charge: It is their duty to keep you fully informed at all times about their activities so you can effectively direct, coordinate, and supervise United States programs and operations under your jurisdiction and recommend policies to Washington.

You will receive policy guidance and instructions from the Secretary of State, who is my principal foreign policy spokesman and adviser, or from me directly. I expect you to report with directness and candor. I want to emphasize that the Secretary of State has the responsibility not only for the activities of the Department of State and the Foreign Service but also, to the fullest extent provided by law, for the overall policy direction, coordination, and supervision of the United States Government activities overseas. There may be developments or decisions on which personnel under your authority disagree. The Secretary of State and I will always welcome the opportunity to consider your recommendations for alternative courses of action and policy proposals.

As you assume your duties, I know that you will do so with a strong commitment to impartial and equitable treatment of all U.S. Government personnel under your jurisdiction. Should any perceived inequities be amenable to elimination or mitigation by appeal to or negotiation with the host government, I urge you to pursue this course in a manner consistent with your authority and with international law and established customary practice. Recognizing that various agencies operate under different legislation and regulations, should you consider legislative or executive policy changes to be desirable in this connection, you should recommend such changes through the Secretary of State. Additionally, fair treatment of all U.S. Government personnel regardless of race, color, creed, sex, or national origin epitomizes our belief in the adherence to the principles of equality of opportunity, a value and concept that form an important element of the American democratic tradition.

As Commander-in-Chief, I have authority over United States military forces. On my behalf you have responsibility for the direction, coordination, supervision, and safety, including security from terrorism, of all Defense Department personnel in [country] except those forces under the operational command and control of a United States area military commander and personnel detailed to international organizations. Defense Attache offices, units engaged in security assistance, and other DOD components attached to your Mission, as well as other Defense Department activities which may have an impact upon the conduct of our diplomatic relations with [country] fall within your responsibility.

It is imperative that you maintain close relations with concerned United States military commanders and Chiefs of Mission accredited to international organizations. A copy of this letter is being disseminated to them.

You must keep each other currently informed and cooperate on all matters of mutual interest. Any differences which cannot be resolved in the field should be reported by you to the Secretary of State; unified commanders should report to the Secretary of Defense.

I expect the highest standards of professional and personal conduct from all United States Government personnel abroad. You have the authority and my full support to take any action required to ensure the maintenance of such standards.

Your mission is to protect and advance the United States' interests abroad, and you will receive the resources necessary to accomplish that mission. At the same time, I expect that these resources will be used in an effective and efficient manner, and that they will be directly and carefully related to priority policy and program activities. You should inform the Secretary of State when you believe that staffing of any agency is either inadequate or excessive to the performance of essential functions.

I am confident that you will represent the United States with imagination, energy, and skill. You have my full personal confidence and best wishes.

Sincerely,

RONALD REAGAN ■

Instructions to Ambassadors on Chain of Command

The following telegram was sent by Secretary Shultz to all U.S. Ambassadors on December 17, 1986.

In order to clear up any confusion concerning the appropriate chain of command and the appropriate channel of communications, I am issuing the following statement to all ambassadors.

Begin Text of Statement

The President has directed in his letter (text follows) to each of you upon assuming your duties that "you will receive policy guidance and instructions from the Secretary of State who is my principal foreign policy spokesman and adviser, or from me directly." In recent years, I have sought to emphasize this chain of command by stating in my letter to new ambassadors that the line of authority for any action or decision on your part flows from the President to me and from me through the Assistant Secretary to you.

Therefore, you will receive instructions only from or through the Department. All messages dealing with policy proposals, policy implementation, program activities, personnel, and post operations shall be sent through regular established State Department channels.

The only two exceptions to this rule are: (1) if the President personally or the National Security Adviser instructs you to use a private channel; in such cases you should advise me personally (or the Acting Secretary in my absence) of this instruction unless you are explicitly directed not to by the President; and (2) if I, or in my absence, the Acting Secretary or the Executive Secretary, instruct you to use a non-State channel.

The President has also charged you to "exercise full responsibility for the direction, coordination, and supervision of all United States Government officers and employees in the country or organization to which you are accredited, except for personnel under the command of a United States area military commander, personnel under the authority of the Chief of another United States Mission (for example, one accredited to an international organization), or personnel detailed to duty on the staff of an international organization. [As part of that responsibility, you are] to oversee the operation of all United States

Government programs and activities within that responsibility." In his letter, the President has instructed the heads of all agencies "to inform their personnel in the United States and abroad of this charge."

End Text of Statement

I would appreciate having a message from you acknowledging that you have read and clearly understand these reporting relationships and responsibilities.

Begin Text Letter from the President

Dear Mr. Ambassador:

I want to extend to you my personal best wishes for the success of your mission in [country]. As my personal representative there, you, along with the Secretary of State, share with me the responsibility for the conduct of our relations with [country]. I know we share a mutual conviction that carrying the American message of hope and freedom and advancing United States' interests abroad reinforces the foundations of peace. Together we are pledged to work for national strength and economic growth and to promote the values undergirding our Nation's unity and security.

I give you my full personal support as Chief of the United States Mission in [country] in the exercise of your strong statutory mandate under section 207 of the Foreign Service Act of 1980 (22 U.S.C. 3927). I charge you to exercise full responsibility for the direction, coordination, and supervision of all United States Government officers and employees in the country or organization to which you are accredited, except for personnel under the command of a United States area military commander, personnel under the authority of the Chief of another United States Mission (for example, one accredited to an international organization), or personnel detailed to duty on the staff of an international organization. I expect you to oversee the operation of all United States Government programs and activities within that responsibility. I have notified all heads of departments and agencies accordingly and have instructed them to inform their personnel in the United States and abroad.

So that you can ensure effective coordination of all United States Government activities within your responsibility, I ask you to provide strong program direction and leadership of operations Missionwide. Please instruct all personnel under your charge: It is their duty to keep you fully informed at all times about their activities so you can effectively direct, coordinate, and supervise United States programs and operations under your jurisdiction and recommend policies to Washington.

You will receive policy guidance and instructions from the Secretary of State, who is my principal foreign policy spokesman and adviser, or from me directly. I expect you to report with directness and candor. I want to emphasize that the Secretary of State has the responsibility not only for the activities of the Department of State and the Foreign Service but also, to the fullest extent provided by law, for the overall policy direction, coordination, and supervision of the United States Government activities overseas. There may be developments or decisions on which personnel under your authority disagree. The Secretary of State and I will always welcome the opportunity to consider your recommendations for alternative courses of action and policy proposals.

As you assume your duties, I know that you will do so with a strong commitment to impartial and equitable treatment of all U.S. Government personnel under your jurisdiction. Should any perceived inequities be amenable to elimination or mitigation by appeal to or negotiation with the host government, I urge you to pursue this course in a manner consistent with your authority and with international law and established customary practice. Recognizing that various agencies operate under different legislation and regulations, should you consider legislative or executive policy changes to be desirable in this connection, you should recommend such changes through the Secretary of State. Additionally, fair treatment of all U.S. Government personnel regardless of race, color, creed, sex, or national origin epitomizes our belief in the adherence to the principles of equality of opportunity, a value and concept that form an important element of the American democratic tradition.

As Commander-in-Chief, I have authority over United States military forces. On my behalf you have responsibility for the direction, coordination, supervision, and safety, including security from terrorism, of all Defense Department personnel in [country] except those forces under the operational command and control of a United States area military commander and personnel detailed to international organizations. Defense Attache offices, units engaged in security assistance, and other DOD components attached to your Mission, as well as other Defense Department activities which may have an impact upon the conduct of our diplomatic relations with [country] fall within your responsibility.

It is imperative that you maintain close relations with concerned United States military commanders and Chiefs of Mission accredited to international organizations. A copy of this letter is being disseminated to them.

You must keep each other currently informed and cooperate on all matters of mutual interest. Any differences which cannot be resolved in the field should be reported by you to the Secretary of State; unified commanders should report to the Secretary of Defense.

I expect the highest standards of professional and personal conduct from all United States Government personnel abroad. You have the authority and my full support to take any action required to ensure the maintenance of such standards.

Your mission is to protect and advance the United States' interests abroad, and you will receive the resources necessary to accomplish that mission. At the same time, I expect that these resources will be used in an effective and efficient manner, and that they will be directly and carefully related to priority policy and program activities. You should inform the Secretary of State when you believe that staffing of any agency is either inadequate or excessive to the performance of essential functions.

I am confident that you will represent the United States with imagination, energy, and skill. You have my full personal confidence and best wishes.

Sincerely,

RONALD REAGAN ■

THE WHITE HOUSE
WASHINGTON

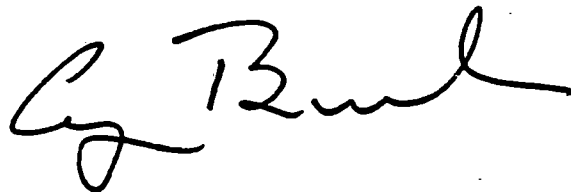
September 14, 1989

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Authorities and Responsibilities of
United States Chiefs of Mission

I am sending letters of instruction to each of my Ambassadors and other Chiefs of U.S. Diplomatic Missions outlining their authorities and responsibilities. A copy of the text is attached.

I expect your support and cooperation in ensuring that the activities of your department/agency are conducted in accordance with the authorities and responsibilities of Chiefs of Mission, who serve as my personal representatives. Please circulate this memorandum and my letter to your staffs in the United States and abroad, and maintain it as part of the working files in all appropriate offices.

A handwritten signature in black ink, appearing to read "G. Bush". The signature is fluid and cursive, with a large initial "G" and a stylized "Bush".

THE WHITE HOUSE

WASHINGTON

Dear Mr. Ambassador:

I extend my best wishes to you as Chief of the United States Mission in Japan. We are entering a new, exciting time of broadening horizons. As the postwar era is drawing to a close, we are facing new challenges and opportunities as a nation. I believe our nation can make major contributions to the establishment of a freer, more prosperous world, one in which democracy can truly flourish. As President, I intend to advance this objective and U.S. interests around the globe, and I look to you, as my personal representative in Japan, to do so as well.

As my representative, you, along with the Secretary of State, share with me my constitutional responsibility for the conduct of our relations with Japan. I charge you to exercise full responsibility for the direction, coordination, and supervision of all Executive branch United States Government offices and personnel in Japan, with the exceptions noted below.

The Secretary of State is my principal foreign policy advisor. You will receive policy guidance and instructions from him, or from me personally. You will also report through him, unless I direct you otherwise. I want to emphasize that he has the responsibility not only for the activities of the Department of State and the Foreign Service, but also, to the fullest extent provided by law, for the overall coordination and supervision of United States Government activities abroad.

You are to provide strong program direction and leadership to all Executive branch agency activities to carry out U.S. foreign policy. I have notified all heads of departments and agencies accordingly and instructed them to inform their personnel in the United States and abroad.

You should cooperate fully with personnel of the U.S. legislative and judicial branches in Japan so that U.S. foreign policy goals are advanced, security is maintained, and executive, legislative, and judicial responsibilities are carried out.

You should instruct all Executive branch personnel under your authority of their responsibility to keep you fully informed at all times of their current and planned activities so that you can effectively carry out your responsibility for United States Government programs and operations. You have the right to see all communications to or from Mission elements, other than those specifically exempted by other instructions. All new initiatives or substantive discussions with the host government shall be undertaken only under your direction. You should refer to the Secretary all messages dealing with policy proposals, policy implementation, personnel, and post operations which have not passed through official Department of State channels, unless I or the Secretary specifically tell you otherwise.

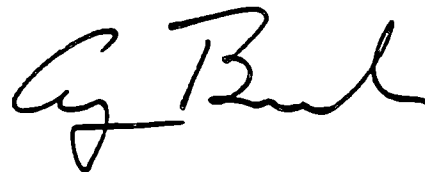
As Commander in Chief, I retain authority over the Unified Commanders and over Defense Department personnel under their command. You have authority over all other Defense Department employees in Japan. If a question arises as to whether you or a United States area military commander has responsibility or authority, you will exercise such authority until the uncertainty is resolved by the Secretary of

I know you share my total commitment to the impartial and equitable treatment for all, regardless of factors such as race, color, creed, sex, or national origin. It is your duty to demonstrate our shared commitment to Equal Employment Opportunity (EEO). I expect you to run your Mission in a way that promotes the full utilization of your staff in an atmosphere free of discrimination. From my own personal experience as an Ambassador, I know that there are many ways you can foster a positive EEO climate by your own emphasis and example.

I also expect the highest standards of professional and personal conduct from all United States Government personnel. Public service is a trust requiring government personnel to place ethical principles above private gain. To ensure that the public retains complete confidence in the integrity of its government, government personnel must abide not only by the letter of regulations, but also by the spirit of public service. You have the authority and my full support to ensure that ethical conduct is a mainstay of our presence overseas, both on and off the job.

I am confident you will represent the United States with imagination, energy, and skill. You have my full personal confidence and best wishes.

Sincerely,

A handwritten signature in dark ink, appearing to read "G. Bush". The signature is fluid and cursive, with a large initial "G" and a stylized "B".

The Honorable Michael Armacost
American Ambassador
Tokyo

State or by me. The only other exceptions to your Executive branch mandate are personnel under the authority of another Chief of Mission or detailed to the staff of international organizations.

I expect you to report with directness and candor. If there are policies or programs with which you or personnel under your authority disagree, the Secretary and I will always welcome the opportunity to consider alternative courses of action. Nevertheless, there can be only one United States policy, which I expect you and all members of your Mission to follow and articulate.

I am committed to a lean personnel profile overseas for reasons of foreign policy, security, and economy. Thus, it is my policy that overseas staffing be reduced whenever and wherever possible. I therefore want you to put special emphasis on reducing the number of personnel and overall cost of every Mission element. You may initiate changes when you believe the staffing of any agency is either inadequate or excessive to the performance of essential functions. Every agency under your authority, including the Department of State, must obtain your approval for any change in the size, composition, or mandate of its staff. You must make the hard choices, and I expect you to relate Mission resources directly to priority policy and program activities, genuine need, and safety. If you disagree with an agency, the Secretary of State and I will uphold the party arguing for the best use of increasingly scarce resources.

The protection of all United States Government personnel on official duty abroad and their accompanying dependents is a crucial responsibility in this dangerous era. You must always keep security in the forefront of your concerns. The security of your Mission is your direct, personal responsibility.

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THE WHITE HOUSE
WASHINGTON

March 2, 1966

~~CONFIDENTIAL~~
NATIONAL SECURITY ACTION MEMORANDUM NO. 341

TO : The Secretary of State
The Secretary of Defense
The Administrator of the Agency for International Development
The Director of the Central Intelligence Agency
The Chairman of the Joint Chiefs of Staff
The Director of the United States Information Agency

SUBJECT: The Direction, Coordination and Supervision of Interdepartmental Activities Overseas.

To assist me in carrying out my responsibilities for the conduct of foreign affairs, I have assigned to the Secretary of State authority and responsibility to the full extent permitted by law for the overall direction, coordination and supervision of interdepartmental activities of the United States Government overseas. Such activities do not include those of United States military forces operating in the field where such forces are under the command of a United States area military commander and such other military activities as I elect as Commander in Chief to conduct through military channels. The Secretary of State will discharge this authority and responsibility primarily through the Under Secretary of State and the regional Assistant Secretaries of State, who will be assisted by interdepartmental groups of which they will be executive chairmen, i.e., with full powers of decision on all matters within their purview, unless a member who does not concur requests the referral of a matter to the decision of the next higher authority.

Activities which are internal to the execution and administration of the approved programs of a single department or agency and which are not of such a nature as to affect significantly the overall U. S. overseas program in a country or region are not considered to be interdepartmental matters in the meaning of this NSAM. If disagreement arises at any echelon

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Declassified on 9/19/79
by the National Security Council,
under provisions of E.O. 12065
by B. Zweiben

UNCLASSIFIED

over whether a matter is interdepartmental or not in the meaning of this NSAM, the procedure set forth herein will be invoked which permits a dissenting department or agency to appeal from the decision of an executive chairman to the next higher authority.

1. The Senior Interdepartmental Group

To assist the Secretary of State in discharging his authority and responsibility for interdepartmental matters which cannot be dealt with adequately at lower levels or by present established procedures, including those of the Intelligence Community, the Senior Interdepartmental Group (SIG) is established. The SIG shall consist of the Under Secretary of State, Executive Chairman, the Deputy Secretary of Defense, the Administrator of the Agency for International Development, the Director of the Central Intelligence Agency, the Chairman of the Joint Chiefs of Staff, the Director of the United States Information Agency, and the Special Assistant to the President for National Security Affairs. Representatives of other departments and agencies with responsibility for specific matters to be considered will attend on invitation by the Chairman.

The Senior Interdepartmental Group will assist the Secretary of State by:

- a. ensuring that important foreign policy problems requiring interdepartmental attention receive full, prompt and systematic consideration;
- b. dealing promptly with interdepartmental matters referred by the Assistant Secretaries of State or raised by any of its members, or, if such matters require higher level consideration, reporting them promptly to the Secretary of State for appropriate handling;
- c. assuring a proper selectivity of the areas and issues to which the United States Government applies its resources;
- d. carrying out the duties and responsibilities set forth in NSAM 124 and related subsequent NSAMs of the Special Group (counterinsurgency), which is hereby abolished; and
- e. conducting periodic surveys and checks to verify the adequacy and effectiveness of interdepartmental overseas programs and activities.

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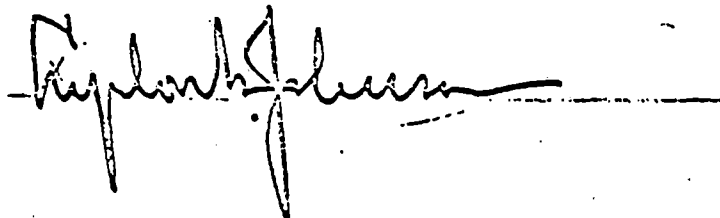
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The SIG will meet in the Department of State regularly and specially at the call of the Chairman. The Chairman will be supported by a full time staff of personnel furnished on his request by the departments and agencies represented on the SIG.

2. Interdepartmental Regional Groups

To assist the Assistant Secretaries of State, an Interdepartmental Regional Group (IRG) shall be established for each geographic region corresponding to the jurisdiction of the geographic bureaus in the Department of State. Each IRG shall be composed of the regional Assistant Secretary of State, Executive Chairman, and a designated representative from Defense, AID, CIA, the Organization of the Joint Chiefs of Staff, USIA and the White House or NSC staff. Representatives of other departments and agencies with responsibility for specific matters to be considered will attend on invitation by the Chairman. Meeting and staffing procedures will be patterned on the SIG.

The regional Assistant Secretaries, in their capacities as Executive Chairmen of the IRGs, will assure the adequacy of United States policy for the countries in their region and of the plans, programs, resources and performance for implementing that policy. They will be particularly watchful for indications of subversive aggression directed at the overthrow of governments in the region which the United States has a cogent interest to maintain, and, when such matters require higher level consideration, will recommend appropriate measures to higher authority for dealing with emergent critical situations in their regions.



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THE WHITE HOUSE

WASHINGTON

January 20, 1969

National Security Decision Memorandum 3

TO: The Vice President
 The Secretary of State
 The Secretary of Defense
 The Assistant to the President for
 National Security Affairs
 The Administrator of the Agency for
 International Development
 The Director of Central Intelligence
 The Chairman, Joint Chiefs of Staff
 The Director of the US Information Agency
 The Director of the Office of Emergency
 Preparedness

SUBJECT: The Direction, Coordination and Supervision of
 Interdepartmental Activities Overseas

The Secretary of State is my principal foreign policy adviser. He is also responsible, in accordance with approved policy, for the execution of foreign policy. I have assigned to the Secretary of State authority and responsibility to the full extent permitted by law* for the overall direction, coordination and supervision of interdepartmental activities of the United States Government overseas. Such activities do not include those of United States military forces operating in the field where such forces are under the command of a United States area military commander, such other military activities as I elect as Commander-in-Chief to conduct through military channels, and activities which are internal to the execution and administration of the approved programs of a single department or agency and which are not of such a nature as to affect significantly the overall US overseas program in a country or region.

In discharging this authority and responsibility, the Secretary of State will be assisted by the NSC Interdepartmental Groups and the NSC Under Secretaries Committee, as constituted in NSDM 2 and in accordance with the procedures set forth therein.

* Including continuous supervision and general direction of economic assistance, military assistance and sales programs, as provided in the Foreign Assistance Act of 1961, as amended.

~~CONFIDENTIAL~~

Classified/Released on 12/23/88
under provisions of E.O. 12356
by F. Graboske, National Security Council

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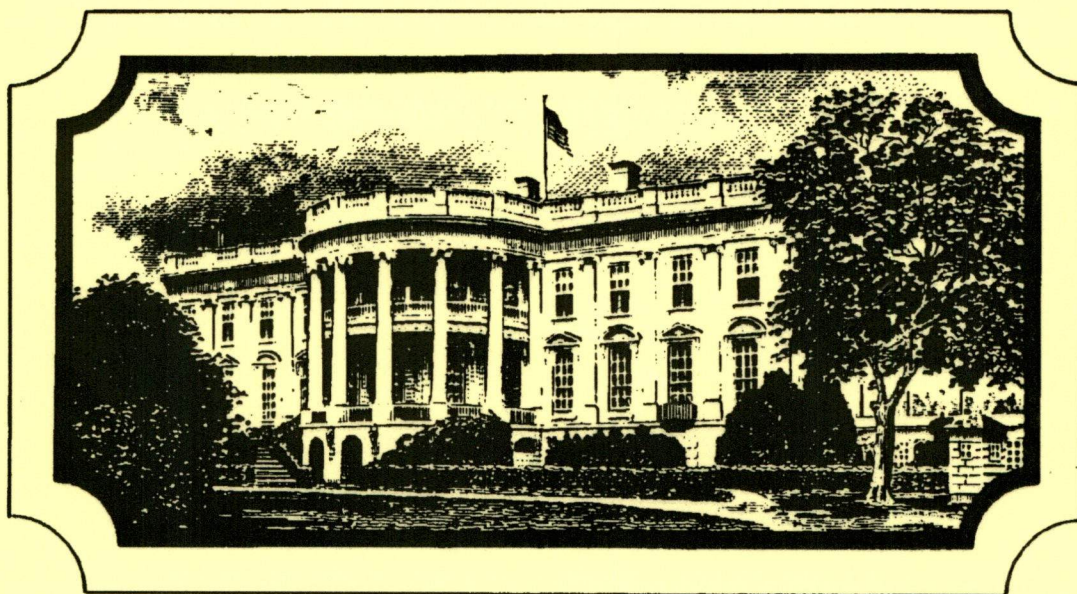
Within the purview of this NSDM, the Secretary of State may delegate full powers of decision to the Under Secretary of State, as Executive Chairman of the NSC Under Secretaries Committee, subject to the right of a member who does not concur to request the referral of a matter to the NSC Review Committee or to the NSC.



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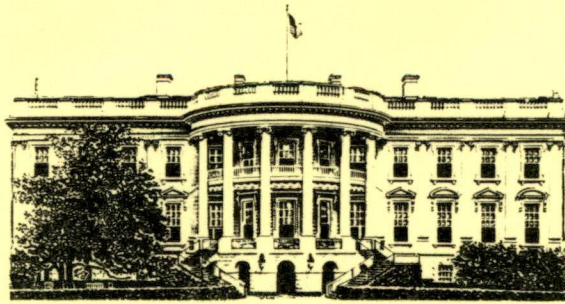
NATIONAL SECURITY COUNCIL

December, 1988



AUTHORITIES AND RESPONSIBILITIES OF THE UNITED STATES CHIEF OF MISSION

Prepared by: Secretariat



NATIONAL SECURITY COUNCIL

**AUTHORITIES AND RESPONSIBILITIES OF
THE UNITED STATES CHIEF OF MISSION**

DECEMBER 1988

Prepared by: Secretariat