

MEMORANDUM FOR RUMSFELD FILES
MEETING WITH FRANK CARLUCCI
February 2, 1973

He said the following; make a lot of trips back to the United States, get a feeling for how the bureaucracy is moving and how the bureaucrats are moving. Don't get on the wrong end of the cable game. Get a relationship with someone in the Executive Secretariat of the Department of State to spy on ExDis cables. Replace the DCM, he needs changing.

Carlucci said political appointees get cut up on poorly composed cables. People are judged on their drafting style. The State Department has a tradition of reporting. Get clear ground rules on what you see ~~and what you see~~ and what you don't see. Cut the volume down. Carlucci suggested that I send out a signal immediately that it is my Mission and my style. He said to avoid the social/diplomatic world. It is incestuous. He advised against taking any personnel that the Department wants to send me. Don't let anyone be assigned. Simply say you don't accept them. If you want a guy, push for him. That is a good signal to exercise your clout once or twice. He said the Department of State will be out to screw me. Don't allow myself to get into the position where they can say I have lost my objectivity and became an advocate, lost my reason, lost my judgment. Be forceful, not strident, that is the key in draftsmanship. Think through what a cable will look like in DC. Put cables in the drawer overnight if you have doubts about them. Show that you are listening to both sides of arguments. Have a broad range of contacts. Distinguish between factual reporting and analytical reporting. In the factual reporting make sure that you listen to both sides. In the analytical reporting, give your views and explain why. Avoid commenting on every cable. Don't try to analyze everything. Every few weeks do a think piece. They will learn my style, and they know I drafted it.

Get a grip on CIA. Make them know they are working for me. They shouldn't duplicate my reporting. They shouldn't be in straight political reporting. They should worry about the Communists. Take the initiative. Sit down periodically. It is a constant problem in a Mission to be constantly scooped by the press. Strike a balance, but cover yourself on press coverage problems. Have a staff meeting two to three times a week with your top people, once a month with a larger group or periodically with a larger group. Send out the signal in your Mission that you want to hear dissenting views - not uniformity. Talk to the junior guys.

