The appended memorandum, when in final form, is intended to be the brief to be used publicly in support of the legislation which will be proposed for the consolidation of the Foreign Services under the Department of State. It should be so prepared that it can be used in the press and for circulation among members of the Congress and business men and others in this country.

There will be considerable opposition to consolidation, some of it sincere and most of it stimulated and prejudiced. The sincere objection will come from certain business men who believe that the State Department is not interested in business and in helping business men and that the services which they are getting will therefore be diminished. Emphasis therefore will have to be put on the fact that the small business man and large business man are at present getting most of their service from State.

The inspired objection will come largely from higher officials in Commerce on prestige grounds and it will therefore be necessary to emphasize that the new arrangement means more prestige for the Bureau of Foreign and Domestic Commerce and for the Bureau of Agricultural Economics because of the place which it gives them in the planning as well as in the distribution of material.

The appended draft will have to be considered from three points of view,

(a) **Arrangement of material.** The material will have to be rearranged to put it in its most effective form. Appropriate subheadings will have to be inserted.

(b) **Substance.** For the most part the memorandum, I believe, is adequate in substance, but certain further paragraphs will have to be added and the question of length is not a major one to be considered.
(c) **Language.** This is only a second draft and the language will have to be a good deal changed, but the next draft should be prepared keeping in mind principally arrangement and substance. While language changes can be made in the next draft, it will be far more effective to make the principal language changes after another draft has been prepared keeping in mind arrangement and substance.

A paragraph will have to be inserted to counteract the argument that consuls have too wide duties under the statutes now to attend to commercial work and have a real interest therein. It should be shown that this argument works in favor of consolidation rather than otherwise, and works just the other way. It is these wide duties which consuls perform which bring them in contact with business men and all kinds of people in the country. These very contacts enable them to be really helpful to business and the consul has the opportunity for contact which a purely commercial or agricultural attaché cannot have. The fact that the consul has these contacts is one of the principal assets which business men have in the foreign field, for through the consul they get advantage of the good will which the consul can and does establish.

**Sufficient emphasis is not based in this draft on the degree to which specialization has taken place in the Foreign Service of State.** Specialization cannot be avoided, but it must not be carried to too great a degree and business would not want it to be carried to that degree. Emphasis must be put on the fact that the tendency has been towards specialization in the Foreign Service and that we have already developed specialists and that with the kind of people we are getting in, the men we have already developed, and with the men we will get immediately from the other Foreign Services through consolidation, we will be in a strong position and the reservoir
reservoir will have ample material to draw upon for any assignments and that there is every assurance that it will be fed adequately in the future. This is important for what business is interested in is that we shall be able to supply the right kind of men for the right kind of job.

It is important to emphasize that we will retain the titles of Commercial and Agricultural Attachés.

Towards the end of the memorandum, there should be a paragraph to the effect that the plan will be worked out in cooperation with all the departments concerned and that it will have only one object — strengthening the services to Government, to business and to all of our interests.

I think it will be possible and necessary to emphasize that business cannot sabotage this plan for business, on the one hand, cannot criticize Government for not using business methods and then try to sabotage Government when it is trying to apply business to Government machinery. The attitude of the opposition to consolidation from uninformed persons can, I believe, be counteracted by such an informative memorandum as we are planning this one to be. This, however, will not change the attitude of some business men at the top who for some reason or other with which they cannot come out into the open, wish to see competing Government services in the field. They know that there are no politics and special favor in the State Department Service and some of these interests wish to conserve an opportunity for them to serve themselves through special favor. The whole support of Commerce in the past has been based on this idea. The selfishness of it must be shown up.

Consolidation is a sound idea and it is one which must be carried through. The memorandum must be so prepared that it is a sound and irrefutable argument.