

OFFICE OF THE SECRETARY OF DEFENSE  
WASHINGTON 25, D. C.

1 September 1960

MEMORANDUM FOR THE DIRECTOR OF DEFENSE RESEARCH  
AND ENGINEERING  
THE ASSISTANT SECRETARIES OF DEFENSE  
THE GENERAL COUNSEL  
THE ASSISTANTS TO THE SECRETARY OF  
DEFENSE

SUBJECT: State-Defense Personnel Exchange Program

For some time now the Department of State and the Department of Defense have been considering the exchange of selected officers for specified tours of duty. The objective is the continuing development of personnel in both departments who share understanding and perception in the gray area where foreign policy and military policy come into contact or overlap. Over a period of years, such a program should develop a nucleus of highly trained senior officers within the two departments, each having a profound and comprehensive understanding of the subject matter and viewpoint of the other department.

While it is envisioned that a very limited number of individuals would participate in such a program, particularly initially, we are assembling a tentative list of positions in the Office of the Secretary of Defense in which it might be useful to cross-fertilize experiences between the two departments. It is important in selecting officers to be exchanged to choose those who seem likely to rise to positions where policy decisions involve both foreign affairs and military affairs. Similarly, in designating positions to be filled, they should be positions in which experience is likely to make a maximum contribution to the problems of mutual concern to the two departments. It is proposed that tours of duty will be two years, with the personnel remaining on the rolls of the parent department but integrated into the staff and work of the host department. Both military and civilian personnel will be included in this program.

Our request for comment at this time is exploratory. Your views on this proposal and identification of those employees who might benefit from this type of training, and positions in which foreign service officers of State Department might be utilized will be helpful.

We would like to have your reply as soon as possible, and not later than 7 September.

/s/

John E. Moore  
Director of Personnel