

# UNDER SECRETARY IVAN SELIN

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### Background

- Previous experience at State
- New experiences with Refugee Program and Consular Affairs

### Undersecretary of State for Management

1989-1991

- Lack of interest in management at top levels
- No perceived connection between management and policy
- Authority to make reforms
- Relationship of policy development to resource availability
- Relationship with Foreign Service
- Role of State Department in foreign policy
- Need for reorganization of foreign affairs agencies
- Recommendations for change
- Foreign policy consequences of disparate personnel systems
- Impact of modern technologies on foreign policies
- Impact of improved communications at State
- Difference between management and administration
- Problems caused by four personnel systems
- Views on generalist versus specialist