

380. Memorandum From the Under Secretary of State for Political Affairs (Eagleburger) to Secretary of State Shultz¹

Washington, August 6, 1982

Mr. Secretary:

The Falklands and Lebanese crises have illuminated the need to have standard, though flexible, crisis management procedures in the Department. Improvising procedures as a crisis develops simply ensures that we all spend valuable time sorting out procedures instead of sorting out policy. It also leads to make-shift procedures, confusion, and bureaucratic turf-fighting.

Attached is an outline of what I think would make sense.² If you are interested, Jerry Bremer and my staff, in my absence, could work up a full-blown scheme for your final approval and promulgation in the Department.

You will see that this addresses crisis management *within* State and not on a government-wide basis. I wouldn't advise you to tackle the latter issue head-on, as Al did—to his regret. Besides, sound State procedures that are put in place the moment a crisis erupts are the best safeguard against NSC over-management. The attached plan does, however, suggest how the State crisis management system should relate to other agencies, including the NSC.

Recommendation:

That you approve development of a detailed State crisis management system based on the attached outline.³

Lawrence S. Eagleburger⁴

¹ Source: Reagan Library, George P. Shultz Papers, Box 25A, Official Memoranda 08/06/1982 (4). Confidential; Nodis.

² Attached but not printed is an undated outline.

³ Shultz approved the recommendation on August 23.

⁴ Eagleburger initialed "LSE" above his typed signature.