

GEORGE F. KENNAN
146 HODGE ROAD
PRINCETON
NEW JERSEY 08540

Nov. 27, 1948.

Prof. Lincoln P. Bloomfield,
Mass. Institute of Technology.

Dr. Mr. Bloomfield:

Thank you for sending me your thoughtful paper on "policy planning." I think you have covered the subject very well. Let me just mention two or three small addenda.

1) The Marshall Planning Staff (and, I believe, subsequent ones) had this added value: that it was, aside from the Sec'y + Undersec'y, the only entity in the Department that had a global competence and was charged with looking at a problem from all sides - geographic and functional. The views of the various operational divisions reflected, as a rule, their parochial viewpoints. Often, the Sec'y did not have the time to make a careful critical study of these differences and conflicts of views; and in this respect the among the divisions

Planning Staff was useful to them.

2) Quite frequently, we invited representatives of the operational divisions to attend, and to participate in, our discussions of a given problem at a preliminary stage - with the result that if they recognized a given view as having force, they at once ran back to their principals to tell of it, with the further result that the principals hastily embodied it in their own recommendations, ~~but~~ lest they be outflanked by the Staff. We thus exercised a certain intellectual discipline and influence on the others; ~~the~~ and we were only too happy to let them take credit for what were, in actuality, our ideas.

3. An examination, many years later, of the ~~FR~~ PPS papers from my time showed that most of them were eventually embodied in U.S. policy in some way, but, on the average, at a after an interval of approximately two years - & usually by people who were wholly unaware of the origin of the ideas.

So the total picture is not as gloomy as I described it in my memoirs.

Very sincerely,
George Kennan