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JANUARY 25, 1989

REMARKS TO SENIOR EXECUTIVE SERVICE

CONSTITUTION HALL

THURSDAY, JANUARY 26, 1989

THANK YOU VERY MUCH. MR. VICE PRESIDENT, MEMBERS OF THE CABINET AND DESIGNEES, LADIES AND GENTLEMEN. AND LET ME ESPECIALLY RECOGNIZE THE RECIPIENTS OF THE PRESIDENTIAL DISTINGUISHED RANK AWARD WHO ARE HERE WITH US TODAY.

IT'S GREAT TO BE HERE WITH ALL OF YOU, THE MEN AND WOMEN WHOM I REGARD AS SOME OF AMERICA'S FINEST. YOU ARE THE FIRST GROUP THAT I AM ADDRESSING AS PRESIDENT OUTSIDE

THE WHITE HOUSE, AND YOU ARE ONE OF THE MOST IMPORTANT GROUPS I WILL EVER SPEAK TO.

YOU KNOW I WANTED TO BE FULLY BRIEFED BEFORE I CAME SO I ASKED ONE OF MY STAFF "WHEN DOES OPEN SEASON BEGIN?" HE LOOKED UP FROM THE PAPER AND SAID "FOR YOU, SIR, IT BEGINS AS SOON AS THE HONEYMOON ENDS."

AND BY THE WAY, I CHECKED WITH COUNSEL EARLIER TODAY. I KNOW YOU'RE HATCHED, BUT HE SAID IF THE SPIRIT MOVES YOU, YOU ARE FREE TO LAUGH OR APPLAUD -- JUST NOT TOO LOUD.

I DID WANT TO SAY THAT YOU AND I HAVE SOMETHING IN COMMON, PARTICULARLY THE WAY WE GOT OUR JOBS. PUNDITS AGREE: OF ALL THE CANDIDATES, I HAD THE BEST 171.

BUT SERIOUSLY, WHAT WE REALLY HAVE IN COMMON IS THAT EACH OF US IS HERE TO SERVE THE AMERICAN PEOPLE. EACH OF US IS HERE BECAUSE OF A BELIEF IN PUBLIC SERVICE AS THE HIGHEST AND NOBLEST CALLING. AND EACH ONE OF US, ON OUR FIRST DAY, TOOK A SOLEMN OATH: WE PLEDGED TO DEFEND THE CONSTITUTION OF THE UNITED STATES OF AMERICA, AND THAT IS WHAT WE SHALL DO.

OUR MANDATE COMES FROM THE PEOPLE, BECAUSE, AS ABRAHAM LINCOLN SAID, "NO MAN IS GOOD ENOUGH TO GOVERN ANOTHER MAN WITHOUT THAT OTHER'S CONSENT." SO NOW THAT THE PEOPLE HAVE SPOKEN I AM COMING TO YOU AS PRESIDENT AND OFFERING MY HAND IN PARTNERSHIP. I AM ASKING YOU TO JOIN ME AS FULL MEMBERS ON OUR TEAM. I PROMISE TO LEAD; I PROMISE TO LISTEN; AND I PROMISE TO SERVE BESIDE YOU AS WE WORK TOGETHER TO CARRY OUT THE WILL OF THE AMERICAN PEOPLE.

OUR PRINCIPLES ARE CLEAR. THAT GOVERNMENT SERVICE IS A NOBLE CALLING AND A PUBLIC TRUST. I LEARNED THAT FROM MY PARENTS AT AN EARLY AGE, AND THAT, I SUSPECT, IS WHERE MANY OF YOU LEARNED IT AS WELL. THERE IS NO HIGHER HONOR THAN TO SERVE FREE MEN AND WOMEN; NO GREATER PRIVILEGE THAN TO LABOR IN GOVERNMENT BENEATH THE GREAT SEAL OF THE UNITED STATES AND THE AMERICAN FLAG.

THAT IS WHY THIS ADMINISTRATION IS DEDICATED TO ETHICS IN GOVERNMENT AND THE NEED FOR HONORABLE MEN AND WOMEN TO SERVE IN POSITIONS OF TRUST. YESTERDAY, I

APPOINTED A COMMISSION TO DEVELOP NEW ETHICS REFORM PROPOSALS WHICH WILL INCLUDE ALL BRANCHES OF THE FEDERAL GOVERNMENT. THE GUIDING PRINCIPLE WILL BE SIMPLY TO KNOW RIGHT FROM WRONG; TO ACT IN ACCORDANCE WITH WHAT IS RIGHT, AND TO AVOID EVEN THE APPEARANCE OF WHAT IS WRONG. OUR DUTY IS TO SERVE, AND MY STRONG CONVICTION IS THAT WE MUST DO IT ONLY FOR THE RIGHT REASONS, AS YOU DO, OUT OF A SENSE OF SERVICE AND A LOVE OF COUNTRY. GOVERNMENT SHOULD BE AN OPPORTUNITY FOR PUBLIC SERVICE NOT PRIVATE GAIN.

I WANT TO MAKE SURE THAT PUBLIC SERVICE IS VALUED AND RESPECTED BECAUSE I WANT TO ENCOURAGE AMERICA'S YOUNG PEOPLE TO PURSUE CAREERS IN GOVERNMENT. THERE IS NOTHING MORE FULFILLING THAN TO SERVE YOUR COUNTRY AND YOUR FELLOW CITIZENS AND TO DO IT WELL. THAT'S WHAT OUR SYSTEM OF SELF-GOVERNMENT DEPENDS ON.

AND I HAVE NOT KNOWN A FINER GROUP OF PEOPLE THAN THOSE I HAVE WORKED WITH IN GOVERNMENT. YOU ARE MEN AND WOMEN OF KNOWLEDGE, ABILITY, AND INTEGRITY. I SAW THAT IN THE C.I.A., I SAW THAT WHEN I WAS IN CHINA AND AT THE

U.N., AND FOR THE LAST 8 YEARS I SAW THAT IN EVERY DEPARTMENT AND AGENCY OF THE UNITED STATES GOVERNMENT. I SAW THAT COMMITMENT TO EXCELLENCE IN THE FEDERAL WORKERS I CAME TO KNOW AND RESPECT IN WASHINGTON, ACROSS AMERICA, AND AROUND THE WORLD. YOU WORK HARD, YOU SACRIFICE, AND YOU DESERVE TO BE RECOGNIZED, REWARDED, AND APPRECIATED. I PLEDGE TO TRY TO MAKE FEDERAL JOBS MORE CHALLENGING, MORE SATISFYING, AND MORE FULFILLING. I AM DEDICATED TO MAKING THE SYSTEM WORK AND MAKING IT WORK BETTER.

STARTING 8 YEARS AGO I LED A TASK FORCE TO REMOVE UNNECESSARY REGULATION OF THE PRIVATE SECTOR, TO FREE UP THE ENERGIES OF THE AMERICAN PEOPLE. BUT I THINK WE NEED ALSO TO CONTINUE TO REMOVE UNNECESSARY AND COUNTERPRODUCTIVE REGULATION OF FEDERAL WORKERS AND SENIOR EXECUTIVES. I BELIEVE THAT THERE IS TREMENDOUS PENT-UP ENERGY IN THE FEDERAL GOVERNMENT, A POWERFUL FORCE FOR GOOD, THAT NEEDS TO BE RELEASED, AND I WANT TO BE THE PRESIDENT TO DO THAT, TO RELEASE THE FEDERAL MANAGER FROM

BUREAUCRATIC BONDAGE SO THAT TOGETHER WE CAN, AS I SAID ON THE STEPS OF THE CAPITOL, USE POWER TO SERVE PEOPLE.

I THINK CONNIE HORNER HAS DONE AN OUTSTANDING JOB AT THE OFFICE OF PERSONNEL MANAGEMENT. AND I AM DELIGHTED THAT MY NEW DIRECTOR OF O.P.M. WILL BE CONNIE NEWMAN. SHE IS AN OUTSTANDING EXECUTIVE, I HAVE GREAT CONFIDENCE IN HER, AND I THINK SHE'S LEARNED A FEW THINGS ON HER WAY UP SINCE 1962: THAT'S THE YEAR SHE BEGAN IN FEDERAL SERVICE AS A CLERK-TYPIST AT THE DEPARTMENT OF THE INTERIOR. JUST AS THE AWARD WINNERS HERE TODAY REPRESENT THE BEST AND

BRIGHTEST, I THINK IN CHOOSING CONNIE I FOUND ONE OF THE BEST AND BRIGHTEST, AS WELL.

NOW, AS THE CABINET SECRETARIES STAFF THEIR AGENCIES, PARTICULARLY THE SENIOR POSITIONS, THEY WILL BE LOOKING FOR ABILITY, FOR PEOPLE COMMITTED TO FULFILLING THE MANDATE WE RECEIVED FROM THE AMERICAN PEOPLE AND TO DOING IT WITH EXCELLENCE. AND IF WE FIND THAT THE BEST CHOICE FOR AN APPOINTMENT IS A CAREER GOVERNMENT EXECUTIVE, I WOULD NOT BE OPPOSED TO THAT, AS MY SELECTION OF OUR U.N. AMBASSADOR SHOULD UNDERLINE.

I HAVE A CONSERVATIVE VISION OF GOVERNMENT; I RAN AND WAS ELECTED ON THOSE TERMS. AND I SEE NO STRAIN OR TENSION BETWEEN THOSE VALUES AND THE VALUES OF A PROFESSIONAL CIVIL SERVICE WHOSE HIGHEST PRINCIPLE IS ONE OF PATRIOTISM, WHOSE FOREMOST COMMITMENT IS TO EXCELLENCE, WHOSE EXPERIENCE AND EXPERTISE IS ITSELF A NATIONAL RESOURCE TO BE USED AND RESPECTED.

I AM THE FIRST PRESIDENT TO MEET WITH A FULL COMPLEMENT OF THE SENIOR EXECUTIVE SERVICE, AND I'M URGING ALL MY APPOINTEES TO BUILD A SPIRIT OF TEAMWORK BETWEEN

THE POLITICAL AND CAREER OFFICIALS. AND EACH OF YOU HAS A SPECIAL ROLE TO PLAY HERE. YOU HAVE REACHED THE TOP OF YOUR PROFESSION, YOU ARE SKILLED MANAGERS, KNOWLEDGEABLE IN YOUR FIELDS, AND RESPECTED BY YOUR COLLEAGUES. I'M ASKING YOU TO JOIN WITH OUR POLITICAL APPOINTEES NOT ONLY IN SETTING AN EXAMPLE OF COOPERATION BUT ONE OF EXCELLENCE AS WELL.

TO THOSE WHO WORK OUTSIDE WASHINGTON, I WOULD SEND A SPECIAL MESSAGE. AT TIMES IT MAY BE FRUSTRATING WHEN IT SEEMS THAT THE HEAD OFFICE IS THOUSANDS OF MILES AWAY AND

THE MESSAGE IS NOT GETTING THROUGH. BUT IF I MAY, I'M GOING TO ISSUE A VERBAL EXECUTIVE ORDER: WE'RE GOING TO LISTEN. BECAUSE THE HEART OF OUR GOVERNMENT IS NOT HERE IN WASHINGTON; IT'S IN EVERY COUNTY OFFICE, EVERY TOWN OR CITY ACROSS THIS LAND. WHEREVER THE PEOPLE OF AMERICA ARE, THAT'S WHERE THE HEART OF OUR GOVERNMENT IS.

AND SINCE, IN ANY ORGANIZATION, SO MANY OF THE BEST IDEAS COME FROM THE BOTTOM UP, I HOPE THE PEOPLE IN THIS ROOM WILL LISTEN CLOSELY TO THE PEOPLE WHO WORK FOR YOU. THE CIVIL SERVANTS ON THE FRONT LINES KNOW WHAT WORKS

BECAUSE THEY ARE RIGHT THERE. WHETHER THEY'RE WORKING WITH DISADVANTAGED CHILDREN, PROMOTING AMERICAN EXPORTS, OR MANAGING OUR PUBLIC LANDS, THEY ARE IN TOUCH WITH THE AMERICAN PEOPLE.

AND THERE IS MUCH WE NEED TO ACCOMPLISH FOR AMERICA. THERE IS A MANDATE TO FULFILL. AND THERE ARE PROBLEMS TO SOLVE. WE HAVE WORK TO DO IN PROMOTING EDUCATION, IN PROTECTING THE ENVIRONMENT, AND IN FIGHTING CRIME. WE HAVE WORK TO DO IN OUR CITIES AND ON OUR FARMS, AND WE HAVE A WAR ON DRUGS TO WIN. WE MUST PROVIDE FOR THE

COMMON DEFENSE, AND WE MUST KEEP OUR ECONOMY GROWING, SO IT CAN KEEP PRODUCING JOBS AND OPPORTUNITY. ABOVE ALL WE HAVE A COMPACT WITH THE AMERICAN PEOPLE; THEY PAY FOR EXCELLENT GOVERNMENT, AND THEY DESERVE TO RECEIVE IT. AND TOGETHER WE CAN ASSURE THAT THIS IS DONE.

AND THERE IS ONE MORE THING WE NEED TO DO. THE GOVERNMENT IS HERE TO SERVE, BUT IT CANNOT REPLACE INDIVIDUAL SERVICE. AND SHOULDN'T ALL OF US WHO ARE PUBLIC SERVANTS ALSO SET AN EXAMPLE OF SERVICE AS PRIVATE CITIZENS? SO I WANT TO ASK ALL OF YOU -- AND ALL THE

APPOINTEES IN THIS ADMINISTRATION -- TO DO WHAT SO MANY OF YOU ALREADY DO: TO LEND A HAND.

OURS SHOULD BE A NATION CHARACTERIZED BY CONSPICUOUS COMPASSION, GENEROSITY THAT IS OVERFLOWING AND ABUNDANT. AND YOU CAN HELP MAKE THIS HAPPEN OUTSIDE OF YOUR WORKPLACE, IN YOUR COMMUNITIES, YOUR NEIGHBORHOODS, IN ANY OF THE UNLIMITED OPPORTUNITIES FOR VOLUNTARY SERVICE AND CHARITY WHERE YOUR HELP IS SO GREATLY NEEDED.

WELL, I AM HONORED TO LEAD YOU AND TO WORK WITH YOU. YOU HERE IN WASHINGTON, AND YOUR COLLEAGUES IN FEDERAL

SERVICE AROUND THE NATION, ARE SOME OF THE UNSUNG HEROES OF AMERICA. THE UNITED STATES IS THE GREATEST NATION IN THE WORLD BECAUSE WE FULFILL THAT MISSION OF GREATNESS ONE PERSON AT A TIME, AS INDIVIDUALS DEDICATED TO SERVING OUR COUNTRY.

AS WE EMBARK ON A GREAT NEW CHAPTER IN OUR NATION'S HISTORY, I WANT TO TELL YOU THAT I AM PROUD OF YOU AND VERY GLAD THAT WE WILL BE WRITING THIS CHAPTER TOGETHER.

THANK YOU ALL AND GOD BLESS YOU.

#

ATTN: Charles Bacarisse

✓ Hatched OK
✓ thousands mile
✓ 171 OK

Washington only

✓ 1st to meet w/ full
SES

TALKING POINTS: POTENTIAL SES MEETING

Transmitted by: Bill Norton, OPM
632-6104

1/17/89

Attached are:

Pat Esslinger, OPM
632-0091
Personnel Systems
and Oversight

(1) Thematic talking points on the SES taken from several of Director Horner's recent speeches.

(2) Copy of the President-Elect's statement on Federal service during the campaign (with reference to orientation sessions).

(3) Additional programatic talking points.

Note that the audience will be comprised of both Career and Noncareer SES members from metro Washington. To that end, the following points may also wish to be stressed:

-- The SES is, as it was intended to be, a partnership of career and political executives.

-- For American government and American democracy to work effectively, political and career executives must work together to ensure that the goals and objectives of the Administration are translated into the day-to-day actions and policies of government which the public, through its electoral mandate, desires.

-- The SES is the means through which the elected President and his top political appointees transmit Administration policy to the bulk of the permanent civil service. Political and career SES members, working as a team, are crucial to the President's ability to successfully achieve his agenda.

re-classifying jobs: massive,
multi-year

task force of agency task force directors
(using deregulation to promote productivity gain)
↳ still implementing

PRESIDENT BUSH TALKING POINTS: SES ADDRESS

- o Whenever a new President is elected and inaugurated, we often hear it said that nothing captures so well the spirit of American democracy as a presidential election -- as the peaceable change of government, the setting of new and different policy directions for the nation by popular ballot.
- o That's the truth, but not the whole truth. The whole truth is that our democracy survives and flourishes not only through change, but also through continuity -- not only because we periodically elect new leaders to take us in new directions, but also because we possess a proud, efficient, standing civil service, preserving the best of our governing traditions, and reminding us that -- advertisements to the contrary -- "new" doesn't always mean "improved."
- o Such was the wisdom and the design of the Founding Fathers, when they bequeathed us a government that, in the words of The Federalist Papers, "combined the requisite stability and energy in government with the inviolable attention due to liberty and to the republican form."
- o The Senior Executive Service, more than anyone, supplies the "stability" and "energy" our republic needs to survive. It represents the very best in our tradition of democratic continuity. As such, you will soon begin carrying out a new mandate from the American people, expressed in a new administration. But, as you have so often and so well in the past, you will also help shape the course of that administration, by giving it the best of your thoughts and advice -- the precious fruit of your experience, and of your distinguished careers in public service.
- o And make no mistake about it, I want your thoughts and advice, and I want all of my appointees, as well, to appreciate their value and importance to the democratic process. That's why I'm launching a White House orientation program designed to build teamwork between political appointees and career civil servants. [Fill in program details].
- o When I was sworn into office on January 20, I took an oath to "preserve, protect and defend the Constitution of the United States." But on your first day in the civil service, you likewise took an oath to "support and defend" the Constitution. That oath is our mutually shared and unique declaration of purpose as public servants. It makes what we do together so much more than "just a job." Change and continuity, linked by the Constitution to which we mutually pledge our faith -- together, they are the secret of our democracy's success.

TALKING POINTS FOR PROPOSED MEETING WITH THE SES.

- ° This is certainly an historic moment . . . even though the Senior Executive Service will be 10 years old this July, this is the first meeting you have had as a group with your President.
- ° This meeting is my way of saying, "Let's work together to make this government of ours be the best it can be." And I mean that to start at the top and continue, through you, all the way down to the bottom of the ranks.
- ° The creation 10 years ago of the SES was an attempt to establish a single system for managing executive personnel.
- ° It was created with two major ideas in mind . . . to correct the inadequacies of the old processes:
 - fragmented into 60-some authorities
 - highly centralized
 - an overly rigid appointment process
 - inadequate number of positions;
- and to establish a creative and flexible system, providing:
 - link between pay and performance
 - bonuses and other awards
 - flexible assignment process
 - opportunities for development.
- ° I think, and those who have studied the system agree with this, overall, the result has been a good system. It's a system with some flaws, but, it's a good system that has given us benefit.
- ° We all know there have been some implementation problems along the way these last 10 years. You each can think of examples where things could have been done better.
- ° But, despite some difficulties . . . and some undelivered promises--such as mobility and developmental opportunities--no one who has studied the system has suggested abolishing it and returning to the old ways of managing executive personnel.
- ° In fact, we've been asking executives for the past 2 years how to make the SES work better, and we always get positive suggestions for improving the system we now have.

- ° I have noticed the improvements that have been made in the last 2 years to make the system more responsive to you and your agency head:
 - increased opportunity for bonuses
 - increased number of Presidential Rank Awards
 - orientation programs for new career and non-career SES
 - improved development opportunities thru SES Fellows program and improvements as FEI
 - encouragement for positive mobility opportunities
 - better communications thru SES annual report, messages from the OPM Director, SES Advisory Board
 - most SES members on board today since the creation of the SES.
- ° And, of course, some of you may have noticed that we're trying to improve executive compensation, as well. That is, your compensation. Mine isn't going to change. Not that I'm complaining.
- ° We believe in this system and in a partnership between the senior career executives and the political appointees who come in to help the President implement his program.
- ° I want you to be a part of my Administration and I welcome your participation.

(Klugmann)
January 25, 1989
1:30 p.m. *CLB*

PRESIDENTIAL REMARKS: BRIEFING FOR SENIOR EXECUTIVE SERVICE
CONSTITUTION HALL
THURSDAY, JANUARY 26, 1989

Thank you very much. It's great to be here with the men and women whom I regard as some of America's finest. [Recognize award winners -- names to come.] You are the first group that I am addressing as President outside the White House, and you are one of the most important groups I will ever speak to.

You know I wanted to be fully briefed before I came so I asked one of my staff "when does open season begin?" He looked up from the paper and said "for you, sir, it begins as soon as the honeymoon ends."

And by the way, I checked with counsel earlier today. I know you're Hatched, but he said if the spirit moves you, you are free to laugh or applaud -- just not too loud.

I did want to say that you and I have something in common, particularly the way we got our jobs. Pundits agree: Of all the candidates, I had the best [form] 171.

But seriously, what we really have in common is that each of us is here to serve the American people. Each of us is here because of a belief in public service as the highest and noblest calling. And each one of us, on our first day, took a solemn oath: We pledged to defend the Constitution of the United States of America, and that is what we shall do.

Our mandate comes from the people, because, as Abraham Lincoln said, "no man is good enough to govern another man without that other's consent." So now that the people have

spoken I am coming to you as President and offering my hand in partnership. I am asking you to join me as full members on our team. I promise to lead; I promise to listen; and I promise to serve beside you as we work together to carry out the will of the American people.

Our principles are clear. That government service is a noble calling and a public trust. I learned that from my parents at an early age, and that, I suspect, is where many of you learned it as well. There is no higher honor than to serve free men and women; no greater privilege than to labor in Government beneath the Great Seal of the United States and the American flag.

That is why this Administration is dedicated to ethics in Government and the need for honorable men and women to serve in positions of trust. Yesterday, I appointed a commission to develop new ethics reform proposals which will include all branches of the Federal Government. The guiding principle will be simply to know right from wrong; to act in accordance with what is right, and to avoid even the appearance of what is wrong. Our duty is to serve, and my strong conviction is that we must do it only for the right reasons, as you do, out of a sense of service and a love of country. Government should be an opportunity for public service not private gain.

I want to make sure that public service is valued and respected because I want to encourage America's young people to pursue careers in Government. There is nothing more fulfilling

than to serve your country and your fellow citizens and to do it well. That's what our system of self-government depends on.

And I have not known a finer group of people than those I have worked with in Government. You are men and women of knowledge, ability, and integrity. I saw that in the C.I.A., I saw that when I was in China and at the U.N., and for the last 8 years I saw that in every department and agency of the United States Government. I saw that commitment to excellence in the Federal workers I came to know and respect in Washington, across America, and around the world. You work hard, you sacrifice, and you deserve to be recognized, rewarded, and appreciated. I pledge to try to make Federal jobs more challenging, more satisfying, and more fulfilling. I am dedicated to making the system work and making it work better.

Starting 8 years ago I led a task force to remove unnecessary regulation of the private sector, to free up the energies of the American people. But I think we need also to continue to remove unnecessary and counterproductive regulation of Federal workers and senior executives. I believe that there is tremendous pent-up energy in the Federal Government, a powerful force for good, that needs to be released, and I want to be the President to do that, to release the Federal manager from bureaucratic bondage so that together we can, as I said on the steps of the Capitol, use power to serve people.

I think Connie Horner has done an outstanding job at the Office of Personnel Management. And I am delighted that my new Director of O.P.M. will be Connie Newman. She is an outstanding

executive, I have great confidence in her, and I think she's learned a few things on her way up since 1962: that's the year she began in Federal service as a clerk-typist at the Department of the Interior. Just as the award winners here today represent the best and brightest, I think in choosing Connie I found one of the best and brightest, as well.

Now, as the Cabinet Secretaries staff their agencies, particularly the senior positions, they will be looking for ability, for people committed to fulfilling the mandate we received from the American people and doing it with excellence. And if we find that the best choice for an appointment is a career member of the Senior Executive Service, I would not be opposed to that, as my selection of our U.N. Ambassador should underline.

I have a conservative vision of Government; I ran and was elected on those terms. However, I see no strain or tension between those values and the values of a professional civil service whose highest principle is one of patriotism, whose foremost commitment is to excellence, whose experience and expertise is itself a national resource to be used and respected.

I am the first President to meet with a full complement of the Senior Executive Service, and I'm urging all my appointees to build a spirit of teamwork between the political and career officials. And each of you has a special role to play here. You have reached the top of your profession, you are skilled managers, knowledgeable in your fields, and respected by your colleagues. I'm asking you to join with our political appointees

not only in setting an example of cooperation but one of excellence as well.

To those who work outside Washington, I would send a special message. At times it may be frustrating when it seems that the head office is thousands of miles away and the message is not getting through. But if I may, I'm going to issue a verbal executive order: we're going to listen. Because the heart of our Government is not here in Washington; it's in every county office, every town or city across this land. Wherever the people of America are, that's where the heart of our Government is.

And since, in any organization, so many of the best ideas come from the bottom up, I hope the people in this room will listen closely to the people who work for you. The civil servants on the front lines know what works because they are right there. Whether they're working with disadvantaged children, promoting American exports, or managing our public lands, they are in touch with the American people.

And there is much we need to accomplish for America. There is a mandate to fulfill. And there are problems to solve. We have work to do in promoting education, in protecting the environment, and in fighting crime. We have work to do in our cities and on our farms, and we have a war on drugs to win. We must provide for the common defense, and we must keep our economy growing, so it can keep producing jobs and opportunity. Above all we have a compact with the American people; they pay for excellent Government, and they deserve to receive it. And together we can assure that this is done.

And there is one more thing we need to do. The Government is here to serve, but it cannot replace individual service. So shouldn't all of us who are public servants also set an example of service as private citizens? So I want to ask all of you -- and all the appointees in this Administration -- to do what so many of you already do: To lend a hand.

Ours should be a Nation characterized by conspicuous compassion, generosity that is overflowing and abundant. And you can help make this happen outside of your workplace, in your communities, your neighborhoods, in any of the unlimited opportunities for voluntary service and charity where your help is so greatly needed.

Well, I am honored to lead you and to work with you. You here in Washington, and your colleagues in Federal service around the Nation, are some of the unsung heroes of America. The United States is the greatest Nation in the world because we fulfill that mission of greatness one person at a time, as individuals dedicated to serving our country.

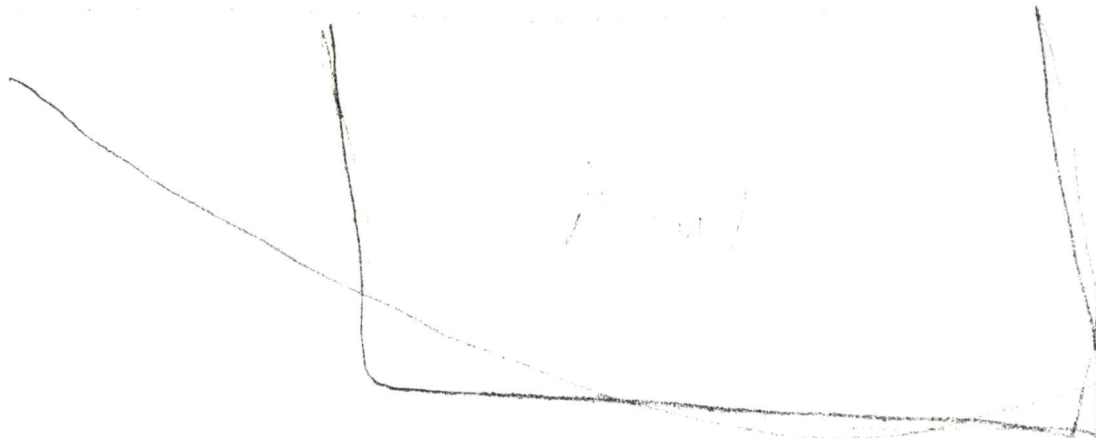
As we embark on a great new chapter in our Nation's history, I want to tell you that I am proud of you and very glad that we will be writing this chapter together.

Thank you all and God bless you.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON



Schittulli Verville Mackay Myers Jenkins Horner

Newman Ruto Cohen Corcoran Gilroy Robertson

Guyana Darnahan Gurnea Skinner Dale Veatter Brady VP

Baker Thornburgh Mosbacher Sullivan Watkins DeLoach Hills

POTUS
PODIA

[Handwritten signature]

AUSIENLE



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON, D.C. 20415

OFFICE OF THE DIRECTOR

January 25, 1989

TO: DOUG ADAIR

FR: BILL NORTON *BN*

RE: Distinguished SES Members, Presidential SES Address

Linda Quinn, SEC, who was on the original list sent over yesterday, will not be attending.

Harriet Jenkins, NASA, will replace her. Jenkins won a Distinguished Presidential Rank Award in 1983, and a Meritorious Presidential Rank Award in 1980.

Information attached.

Robertson, at Agriculture, has now been confirmed as expected.

Ses Merit Award winners

BURRELL W. HAYS

*Technical Director, Naval Weapons Center
Department of the Navy*

Mr. Hays was selected for his outstanding technical and leadership skills in major weapons systems development, and his immense and varied contributions to Naval aviation. Through his initiative, foresight, and perseverance in pursuit of technological innovations, pre-planned product improvement, improved production techniques, and quality assurance, great increases in productivity and savings in production costs of weapons systems have been achieved. Also, through his brilliant efforts, improved reliability and maintainability of naval Weapons Systems have resulted in significant increases in availability of weapons to the Fleet. He is highly respected throughout government and industry for his experience in weapons technology and is often called upon as a consultant. He has been instrumental in developing joint working relationships with other agencies to reduce costs of weapons systems.

S. NEIL HOSENBALL

*General Counsel
National Aeronautics and Space Administration*

Mr. Hosenball was named General Counsel by the NASA Administrator in June of 1973. In this capacity he serves as the principal legal adviser to the NASA Administrator and is responsible for the providing of legal advice and assistance to all organizational components of NASA. He prepares the legislative program of NASA, Executive Orders recommended by NASA, and provides comments on proposed legislation, Executive Orders, and regulations that may affect the NASA mission. His office provides legal representation for NASA in matters before the courts, the Congress, and other Government agencies (Federal, state and local). He also serves as NASA's Ethics Counselor in administering the provisions of the Ethics in Government Act.

ANTHONY L. ITTEILAG

*Deputy Assistant Secretary, Budget
Department of Health and Human Services*

Anthony L. Itteilag has worked in the Federal budget field for over 18 years. He has been in his present position since 1980 where he has been responsible for the planning and formulation of the Department's budget, now over \$288 billion annually. He has pioneered many new budget policies and management concepts enabling the Department to effectively meet the challenge of major policy changes accomplished through the budget process. His contributions to the formulation of the Department's budgets have been an integral and indispensable step in the translation of policy into the effective delivery of social programs.

HARRIET G. JENKINS

*Assistant Administrator for Equal Opportunity Programs
National Aeronautics and Space Administration*

Dr. Jenkins is responsible for helping NASA integrate its work force, and for ensuring equal opportunity in personnel transactions and in the utilization of NASA's resources. She advises and assists senior management officials in establishing, maintaining and conducting programs to promote equal opportunity for employees and applicants. Through her leadership the affirmative action effort at NASA includes the meeting of aggressive goals and timetables, extensive recruiting for scarce talent, development and utilization of on-board employees, and numerous outreach efforts to increase the resource pool of minority, female and handicapped engineers and scientists for potential employment in NASA.

1983 brochure

1983
D winner

1980
M winner

Table 1

Removal of SES Career Members

Type of Removal from SES	Possible Consequences of Removal		
	Fallback to GS-15 / Saved Salary	Removal From Government	Appeal Right to MSPB
During Probationary Period			
Performance	Yes (a)	No (b)	No
Adverse Action	No	Yes	Yes (c)
Reduction in Force	Yes (a)	No (b)	Yes
After Probationary Period			
Performance:			
One unsatisfactory rating (optional)	Yes	No	No (d)
Two unsatisfactory ratings in 5 years (mandatory)	Yes	No	No (d)
Two less than fully successful ratings in 3 years (mandatory)	Yes	No	No (d)
Adverse Action	No	Yes	Yes
Reduction in Force	Yes (e)	No	Yes

(a) Fallback and SES salary guaranteed if had career or career-conditional appointment prior to SES.

(b) However, removal from government if did not have career or career-conditional appointment prior to SES.

(c) Only if covered by adverse action procedures prior to SES.

(d) Entitled to informal hearing only at MSPB.

(e) Entitled to any SES vacancy for which qualified, and to OPM 45-day placement assistance prior to removal from the SES.

Dr. Harriet Jenkins (1980 Meritorious and 1983 Distinguished Executive) congratulates Dr. William Ballhaus (1985 Meritorious Executive), Director of the Ames Research Center, for their winning of the NASA Equal Opportunity Program Trophy. Dr. Jenkins is the Assistant Administrator for Equal Opportunity Programs at NASA.



CHAPTER 8: Removal

The following sections and Table 1 explain how SES members may be removed from their positions, and the protections they have when an agency proposes removal.

Removal During Probationary Period

A new career executive must serve a one-year probationary period to acquire tenure in the SES. During the probationary period, a career executive may be removed from the SES for unacceptable performance, for misconduct, or under a reduction in force (RIF). Executives who held a career or career-conditional appointment (or equivalent) prior to the SES appointment have “fallback” rights to a GS-15 position unless the removal was for misconduct. The current SES salary is retained.

Removal for Performance

An executive who receives an “unsatisfactory” rating must be reassigned to another SES position or removed from the SES. Two “unsatisfactory” ratings within five years, or two less than “fully successful” ratings with three years, require removal from the SES.

Removal During Reduction in Force

Before an agency conducts a reduction in force (RIF) which will affect SES members, it must have a plan which explains how RIF procedures work in the agency and how determinations are made on who is affected, based primarily on performance. Veterans preference does not apply.

SES members who have completed the probationary period and who are affected by a RIF have the right to be placed in any vacant SES position for which they qualify in their agency. If no such vacancy exists, OPM will attempt for 45 days to place the SES member in another agency. If placement is not possible, the individual will be removed from the SES. The agency RIF process may be appealed to the Merit Systems Protection Board.

Guaranteed Placement

Career executives removed from the SES following completion of the probationary period (for performance or during a RIF) must be given a position at no less than a GS-15, with the former SES salary retained. SES members who meet the age and length of service requirements may elect discontinued service retirement in lieu of a GS-15 position.

Adverse Actions

Career SES members may be removed from the Federal service or suspended for more than 14 days for misconduct, neglect of duty, malfeasance, failure to accept a directed reassignment, or failure to accompany a position in a transfer of function. They are entitled to 30 days’ advance written notice and full appeal rights to the MSPB if they have completed the SES probationary period, or had appeal rights immediately prior to entering the SES.

Executives Serving Under Noncareer and Limited Appointing Authorities

Noncareer and Limited executives may be removed from the SES or from the Federal service at any time. Former career employees serving in noncareer appointments have no placement rights. However, employees serving under limited appointments may have placement rights in their agencies if they were formerly in the competitive service. Noncareer and limited appointees who previously served in the competitive service retain any reinstatement eligibility they may have had even if they are not entitled to guaranteed placement.

Furlough

Furlough means the placing of an individual in a temporary status without duties or pay because of lack of work or funds. A career appointee in the SES may be furloughed only with 30 days’ advance written notice, except in cases involving unforeseeable circumstances.

Any furlough for more than 30 days will be made under agency competitive procedures.

Those furloughed may appeal to the MSPB.

**Elizabeth G. Verville** DOS*Deputy Legal Adviser
Office of the Legal Adviser*

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**Linda C. Quinn** SEC*Director of Corporation Finance*

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Throughout her executive career, Lucretia Myers has been sought out to serve as an agent for management change. She is widely recognized for her exceptional leadership in developing and implementing management improvements of long-term benefit. As Executive Director, U.S. Merit Systems Protection Board, Ms. Myers manages an agency with worldwide jurisdiction for adjudicating adverse action appeals brought by an eligible population of nearly two million employees. Under her leadership, the number of appeals settled has increased 47 percent, putting the Board in the forefront of the general movement to use alternate dispute resolution methods. As the Assistant Director of Retirement Programs, U.S. Office of Personnel Management, Ms. Myers saved taxpayers over \$8 million annually while overseeing benefits payments of \$22 billion a year to 1.8 million annuitants. As Deputy Associate Director for Compliance and Investigations, an organization responsible for conducting over 300,000 personnel investigations annually, Ms. Myers pioneered using private sector services in Federal investigations and was responsible for averting a deficit of millions of dollars in the Federal investigations revolving fund. In her dedication, creativity, and outstanding executive capabilities, Ms. Myers has distinguished herself as an exemplary public servant.

Harriet Jenkins
NASA - Distinguished Rank Award
Asst. Administrator for EO Programs



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*Regional Director
 Chicago Region
 Chicago, Illinois*

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Award for Distinguished Service, the highest Office of Personnel Management award. Each of the Region's personnel program activities is at or near the top in terms of agency-wide productivity, effectiveness and cost efficiency and the Region earned Director's Awards for Cost Efficiency in 1985 and again in 1986. Mr. Cohen's many extra-agency activities include chairing the Chicago Federal Executive Board and serving as a member of the Public Administration Advisory Council of the University of Illinois at Chicago.



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*Deputy Administrator
 Office of Information and Regulatory
 Affairs*

OMB

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*Director
Air Force Civilian Personnel*

DOD

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Forest Service*

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Speech

THE WHITE HOUSE
WASHINGTON

- mention a couple
award winners
behind him
 - mention Connie
Newman
 - mention Connie
Harner
-



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON, D.C. 20415

*from
Dave*

OFFICE OF THE DIRECTOR

1/24/89

TO: DAVE BATES

THRU: DOUG ADAIR

FROM: BILL NORTON
632-6104

These folks have all won the Presidential Distinguished Rank Award in either 1987 or 1988.

With the exception of Quinn and Robertson, they have all been confirmed for participation on Thursday. We expect the remaining confirmations shortly.

Tim Coffey of Navy also serves on the SES Advisory Board which advises the OPM Director on SES issues.

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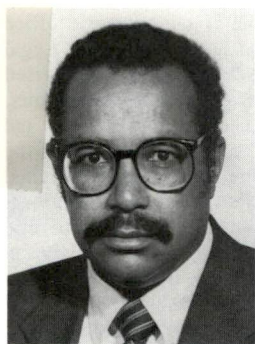


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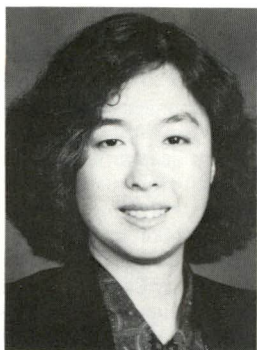
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(Klugmann)
January 25, 1989
1:30 p.m. GB

PRESIDENTIAL REMARKS: BRIEFING FOR SENIOR EXECUTIVE SERVICE
CONSTITUTION HALL
THURSDAY, JANUARY 26, 1989

Thank you very much. It's great to be here with the men and women whom I regard as some of America's finest. [Recognize award winners -- names to come.] You are the first group that I am addressing as President outside the White House, and you are one of the most important groups I will ever speak to.

You know I wanted to be fully briefed before I came so I asked one of my staff "when does open season begin?" He looked up from the paper and said "for you, sir, it begins as soon as the honeymoon ends."

And by the way, I checked with counsel earlier today. I know you're Hatched, but he said if the spirit moves you, you are free to laugh or applaud -- just not too loud.

I did want to say that you and I have something in common, particularly the way we got our jobs. Pundits agree: Of all the candidates, I had the best [form] 171.

But seriously, what we really have in common is that each of us is here to serve the American people. Each of us is here because of a belief in public service as the highest and noblest calling. And each one of us, on our first day, took a solemn oath: We pledged to defend the Constitution of the United States of America, and that is what we shall do.

Our mandate comes from the people, because, as Abraham Lincoln said, "no man is good enough to govern another man without that other's consent." So now that the people have

spoken I am coming to you as President and offering my hand in partnership. I am asking you to join me as full members on our team. I promise to lead; I promise to listen; and I promise to serve beside you as we work together to carry out the will of the American people.

Our principles are clear. That government service is a noble calling and a public trust. I learned that from my parents at an early age, and that, I suspect, is where many of you learned it as well. There is no higher honor than to serve free men and women; no greater privilege than to labor in Government beneath the Great Seal of the United States and the American flag.

That is why this Administration is dedicated to ethics in Government and the need for honorable men and women to serve in positions of trust. Yesterday, I appointed a commission to develop new ethics reform proposals which will include all branches of the Federal Government. The guiding principle will be simply to know right from wrong; to act in accordance with what is right, and to avoid even the appearance of what is wrong. Our duty is to serve, and my strong conviction is that we must do it only for the right reasons, as you do, out of a sense of service and a love of country. Government should be an opportunity for public service not private gain.

I want to make sure that public service is valued and respected because I want to encourage America's young people to pursue careers in Government. There is nothing more fulfilling

than to serve your country and your fellow citizens and to do it well. That's what our system of self-government depends on.

And I have not known a finer group of people than those I have worked with in Government. You are men and women of knowledge, ability, and integrity. I saw that in the C.I.A., I saw that when I was in China and at the U.N., and for the last 8 years I saw that in every department and agency of the United States Government. I saw that commitment to excellence in the Federal workers I came to know and respect in Washington, across America, and around the world. You work hard, you sacrifice, and you deserve to be recognized, rewarded, and appreciated. I pledge to try to make Federal jobs more challenging, more satisfying, and more fulfilling. I am dedicated to making the system work and making it work better.

Starting 8 years ago I led a task force to remove unnecessary regulation of the private sector, to free up the energies of the American people. But I think we need also to continue to remove unnecessary and counterproductive regulation of Federal workers and senior executives. I believe that there is tremendous pent-up energy in the Federal Government, a powerful force for good, that needs to be released, and I want to be the President to do that, to release the Federal manager from bureaucratic bondage so that together we can, as I said on the steps of the Capitol, use power to serve people.

I think Connie Horner has done an outstanding job at the Office of Personnel Management. And I am delighted that my new Director of O.P.M. will be Connie Newman. She is an outstanding

executive, I have great confidence in her, and I think she's learned a few things on her way up since 1962: that's the year she began in Federal service as a clerk-typist at the Department of the Interior. Just as the award winners here today represent the best and brightest, I think in choosing Connie I found one of the best and brightest, as well.

Now, as the Cabinet Secretaries staff their agencies, particularly the senior positions, they will be looking for ability, for people committed to fulfilling the mandate we received from the American people and doing it with excellence. And if we find that the best choice for an appointment is a career member of the Senior Executive Service, I would not be opposed to that, as my selection of our U.N. Ambassador should underline.

I have a conservative vision of Government; I ran and was elected on those terms. However, I see no strain or tension between those values and the values of a professional civil service whose highest principle is one of patriotism, whose foremost commitment is to excellence, whose experience and expertise is itself a national resource to be used and respected.

I am the first President to meet with a full complement of the Senior Executive Service, and I'm urging all my appointees to build a spirit of teamwork between the political and career officials. And each of you has a special role to play here. You have reached the top of your profession, you are skilled managers, knowledgeable in your fields, and respected by your colleagues. I'm asking you to join with our political appointees

not only in setting an example of cooperation but one of excellence as well.

To those who work outside Washington, I would send a special message. At times it may be frustrating when it seems that the head office is thousands of miles away and the message is not getting through. But if I may, I'm going to issue a verbal executive order: we're going to listen. Because the heart of our Government is not here in Washington; it's in every county office, every town or city across this land. Wherever the people of America are, that's where the heart of our Government is.

And since, in any organization, so many of the best ideas come from the bottom up, I hope the people in this room will listen closely to the people who work for you. The civil servants on the front lines know what works because they are right there. Whether they're working with disadvantaged children, promoting American exports, or managing our public lands, they are in touch with the American people.

And there is much we need to accomplish for America. There is a mandate to fulfill. And there are problems to solve. We have work to do in promoting education, in protecting the environment, and in fighting crime. We have work to do in our cities and on our farms, and we have a war on drugs to win. We must provide for the common defense, and we must keep our economy growing, so it can keep producing jobs and opportunity. Above all we have a compact with the American people; they pay for excellent Government, and they deserve to receive it. And together we can assure that this is done.

And there is one more thing we need to do. The Government is here to serve, but it cannot replace individual service. So shouldn't all of us who are public servants also set an example of service as private citizens? So I want to ask all of you -- and all the appointees in this Administration -- to do what so many of you already do: To lend a hand.

Ours should be a Nation characterized by conspicuous compassion, generosity that is overflowing and abundant. And you can help make this happen outside of your workplace, in your communities, your neighborhoods, in any of the unlimited opportunities for voluntary service and charity where your help is so greatly needed.

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Thank you all and God bless you.

WHITE HOUSE STAFFING MEMORANDUM

DATE: 1/24/89 ACTION/CONCURRENCE/COMMENT DUE BY: 9:00 AM 1/25/89

SUBJECT: PRESIDENTIAL REMARKS: BRIEFING FOR SENIOR EXECUTIVE SERVICE,
CONSTITUTION HALL

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	☐	☒	MCCLURE	☒	☐
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SCOWCROFT	☒	☐	PORTER	☒	☐
DARMAN	☒	☐	STUDDERT	☒	☐
BATES	☒	☐	INTERMEYER	☒	☐
BREEDEN	☐	☐	KLUGMANN	☐	☒
CARD	☐	☒		☐	☐
CICCONI	☐	☒		☐	☐
DEMAREST	☒	☐		☐	☐
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HAGIN	☐	☐		☐	☐

REMARKS: Please provide comments/recommendaions directly to Mark Klugmann Room 118 X7150 with an info coy to my office by 9:00am Wednesday, January 25. Thank you.

RESPONSE:

James W. Cicconi
Assistant to the President
and Deputy to the Chief of Staff
Ext. 2702

(Klugmann)
January 24, 1989
1:45 p.m.

1989 JAN 24 PM 3:03

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CONSTITUTION HALL
THURSDAY, JANUARY 26, 1989

Thank you very much. It's great to be here with the men and women whom I regard as America's finest. You are the first group that I am addressing as President, and you are one of the most important groups I will ever speak to.

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I did want to say that you and I have something in common, particularly the way we got our jobs. Pundits agree: Of all the candidates, I had the best [form] 171.

But seriously, what we really have in common is that each of us is here to serve the American people. Each of us is here because of a belief in public service as the highest and noblest calling. And each one of us, on our first day, took a solemn oath: We pledged to defend the Constitution of the United States of America, and that is what we shall do.

Our mandate comes from the people, because, as _____ said, no man is wise enough to govern another without that person's consent. So now that the people have spoken I am coming to you as President and offering my hand. Not in reconciliation --

because there has been no division between us -- but in partnership. I am asking you to join me as full members on our team. I promise to lead; I promise to listen; and I promise to serve beside you as we work together to execute the will of the American people.

Our principles are clear. That government service is a noble calling and a public trust. I learned that from my parents at the dinner table, and that, I suspect, is where many of you learned it as well. There is no higher honor than to serve free men and women; no greater privilege than to labor in Government beneath the Great Seal of the United States and the American flag.

That is why this Administration is dedicated to ethics in Government and the need for honorable men and women to serve in positions of trust. I am appointing a commission this week to develop new ethics legislation which will include all branches of Government. The guiding principle will be simply to know right from wrong; to act in accordance with what is right, and to avoid even the appearance of what is wrong. Our duty is to serve, and my strong conviction is that we must do it only for the right reasons: not out of financial interest, but rather, as you do, out of a sense of service and a love of country.

I want to make public service the most respected type of work because I want to encourage America's young people to pursue careers in Government. There is no work more fulfilling than to serve your country and your fellow citizens and to do it well. That's what our system of self-government depends on.

And I have not known a finer group of people than those I have worked with in Government. You are men and women of knowledge, ability, and integrity. I saw that in the C.I.A., I saw that when I was with you in China and at the U.N., and for the last 8 years I saw that in every department and agency of the United States Government. I saw that commitment to excellence in the Federal workers I came to know and respect in Washington, across America, and around the world. You work hard, you sacrifice, you give more than you receive, and you deserve to be recognized, rewarded, and appreciated. Money is part of that. But also I pledge to try to make Federal jobs more challenging, more satisfying, and more fulfilling. I am dedicated to making the system work and making it work better.

Eight years ago I led a task force to remove unnecessary regulation of the private sector, to free up the energies of the American people. But I think we need to take it another step and remove excessive, unnecessary, and counterproductive over-regulation of Federal workers and senior executives. I believe that there is tremendous pent-up energy in the Federal Government, a powerful force for good, that needs to be released, and I want to be the President to do that, to release the Federal worker from bureaucratic bondage so that together we can, as I said on the steps of the Capitol, use power to serve people.

As the Cabinet Secretaries staff their agencies, particularly the senior positions, they will be looking for ability, for people committed to fulfilling the mandate we received from the American people and doing it with excellence.

and I hope the Congress allows the raise that will affect your salary to go into effect

And if we find that the best choice for a politically-appointed job is a career member of the Senior Executive Service, I would not be opposed to that.

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10 ses award winners
→ get names.

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RESPONSE: January 24, 1989

TO: Mark Klugmann
NSC staff concurs, as is.

Robert Perito
Robert Perito
Acting Executive
Secretary

James W. Cicconi
Assistant to the President
and Deputy to the Chief of Staff
Ext. 2702

cc: J. Cicconi

(Klugmann)
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THE WHITE HOUSE

WASHINGTON

January 24, 1989

MEMORANDUM FOR MARK KLUGMANN

FROM: ROGER B. PORTER *RBP*
SUBJECT: Presidential Remarks: Briefing for Senior
Executive Service

This is a strong draft in several respects and sends a host of positive signals to a group of people who often feel unappreciated and unrecognized. It also includes a positive thrust toward service, public and private, that is excellent.

My specific comments are as follows:

1. In extending his hand to them at the bottom of page one and the top of page two, there is no need to make it anything but positive. Replace the allusion to division with a simple statement of partnership -- "We are partners in a great cause."

2. Again, on page two, follow right reasons not with a negative but with a line that George Bush has used several times in the past. "Government should be an opportunity for public service, not private gain."

3. What is the purpose on page three of committing to removing "excessive, unnecessary, and counterproductive over-regulation of Federal workers and senior executives?" Most civil servants that I know do not feel over-regulated. Nor do they feel in bureaucratic bondage. Unless we have something very specific in mind that we intend to deliver on in this respect, this paragraph could usefully be deleted.

4. At the top of page four rather than talk about not being opposed to selecting career civil servants for high political appointments, why not give an example -- Thomas Pickering as our Ambassador to the United Nations.

5. We should be extremely careful in fact checking in determining whether George Bush is the first president to meet with the Senior Executive Service. I recall Ronald Reagan attending ceremonies where members of the SES were honored. This should be worded in a way that it cannot be challenged.

Several other comments are in the attached draft. I hope they are helpful. If you have any questions, please feel free to contact me.

cc: James Cicconi

WHITE HOUSE STAFFING MEMORANDUM

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DELETE

OPM
Newman

HIGHLIGHT THOMAS PICKERING

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5TH STORY of Level 1 printed in FULL format.

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January 19, 1989, Thursday, Final Edition

SECTION: FIRST SECTION; PAGE A1

LENGTH: 613 words

HEADLINE: Bush Selects Veteran Bureaucrat For OPM;
Newman, Transition's Black Recruiter, Is Seen as 'Solid Performer'

BYLINE: Judith Havemann, Washington Post Staff Writer

BODY:

President-elect George Bush yesterday named Constance Berry Newman, the transition's chief black recruiter and a veteran government official, as his director of the Office of Personnel Management.

Newman began as a clerk typist in the Interior Department in 1962 and moved into increasingly higher posts under Republican presidents, winding up as an assistant secretary of Housing and Urban Development (HUD) in the Ford administration.

The OPM director is the government's personnel chief, the president's civil service adviser, the direct boss of about 6,000 bureaucrats and the person who decides whether federal workers get to stay home because of snow.

It is a job requiring "extensive knowledge of personnel administration, including senior level work in benefits, compensation, recruitment and labor relations," according to The Prune Book, a guide to "the 100 toughest policymaking jobs" in Washington.

Newman, a former Bush campaign official, has been a management consultant since 1981 with clients ranging from the government of the small African country of Lesotho to the accounting firm of Coopers and Lybrand.

In a series of political jobs, she has won high praise from career civil servants as a "mature, stable, people-oriented person who was smart, paid attention to detail and was a solid performer," said James W. Morrison Jr., a former OPM director of retirement and insurance programs.

When VISTA, the domestic volunteer corps, was threatened with elimination during the Nixon administration, Newman set up standardized criteria for judging projects, according to Willard L. Hoing, a coworker. It was a governmental version of the quality assurance programs commonly found in industry that helped to preserve the embattled agency.

At the Consumer Product Safety Commission, where she was one of the original five commissioners, she was "capable, had a good staff around her and reached out to the constituencies" of the new commission, according to Sadye E. Dunn, director of the office of the secretary at the safety commission.

At HUD, where she assumed the newly created -- and since eliminated -- job of assistant secretary for consumer and regulatory affairs, Newman was "very effective in setting up mechanisms to deal with consumer groups more

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effectively," said Roosevelt Jones, director of the office of procurement and contracts.

As a talent scout for the transition, Newman was sometimes criticized for lacking the national stature necessary to lure the most prominent black Americans into the Bush administration. As the OPM nominee, she is also little known in the public administration community.

If confirmed, Newman will face several difficult problems, ranging from whether to require incoming federal workers to pass a standardized test to what some officials have described as a crisis in the quality of newly hired employees.

The federal pay system, over which OPM presides, is 26 percent behind salaries in the private sector, according to the Bureau of Labor Statistics. The retirement and insurance programs are also under fierce attack.

Newman, 53, was born in Chicago and was graduated from Bates College in Maine and the University of Minnesota. She worked on the staff of the National Advisory Committee on Civil Disorders, which was set up to examine the causes of the 1967 urban riots, was regional director for migrant programs in the Midwest, and began her political appointments as a special assistant in the Department of Health, Education and Welfare nearly 20 years ago.

She is the former wife of Judge Theodore Newman, the former chief judge of the D.C. Court of Appeals, and is a gourmet French cook.

TYPE: NATIONAL NEWS, BIOGRAPHY

SUBJECT: APPOINTED GOVERNMENT OFFICIALS; APPOINTMENTS; GOVERNMENT REORGANIZATION

ORGANIZATION: OFFICE OF PERSONNEL MANAGEMENT

NAME: CONSTANCE BERRY NEWMAN

(Klugmann)
January 24, 1989
1:45 p.m.

*Research
master*

PRESIDENTIAL REMARKS: BRIEFING FOR SENIOR EXECUTIVE SERVICE
CONSTITUTION HALL
THURSDAY, JANUARY 26, 1989

*appeared
right to life*

Thank you very much. It's great to be here with the men and women whom I regard as America's finest. You are the first group that I am addressing as President, and you are one of the most important groups I will ever speak to. X

You know I wanted to be fully briefed before I came so I asked one of my staff "when does open season begin?" He looked up from the paper and said "for you, sir, it begins as soon as the honeymoon ends."

And by the way, I checked with counsel earlier today. I know you're Hatched, but he said if the spirit moves you, you are free to laugh or applaud -- just not too loud.

I did want to say that you and I have something in common, particularly the way we got our jobs. Pundits agree: Of all the candidates, I had the best [form] 171.

But seriously, what we we really have in common is that each of us is here to serve the American people. Each of us is here because of a belief in public service as the highest and noblest calling. And each one of us, on our first day, took a solemn oath: We pledged to defend the Constitution of the United States of America, and that is what we shall do.

Our mandate comes from the people, because, as *Abraham Lincoln* said, "no man is ^{good} wise enough to govern another ^{man} without that ^{other's} ~~person's~~ consent." So now that the people have spoken I am coming to you as President and offering my hand. Not in reconciliation -- X

because there has been no division between us -- but in partnership. I am asking you to join me as full members on our team. I promise to lead; I promise to listen; and I promise to serve beside you as we work together to execute the will of the American people.

Our principles are clear. That government service is a noble calling and a public trust. I learned that from my parents ^{an early age} ~~at the dinner table~~, and that, I suspect, is where many of you learned it as well. There is no higher honor than to serve free men and women; no greater privilege than to labor in Government beneath the Great Seal of the United States and the American flag.

That is why this Administration is dedicated to ethics in Government and the need for honorable men and women to serve in positions of trust. ^{appointed} ~~I am appointing~~ a commission this week to develop new ethics legislation which will include all branches of Government. The guiding principle will be simply to know right from wrong; to act in accordance with what is right, and to avoid even the appearance of what is wrong. Our duty is to serve, and my strong conviction is that we must do it only for the right reasons: not out of financial interest, but rather, as you do, out of a sense of service and a love of country.

I want to make public service the most respected type of work because I want to encourage America's young people to pursue careers in Government. There is no work more fulfilling than to serve your country and your fellow citizens and to do it well. That's what our system of self-government depends on.

And I have not known a finer group of people than those I have worked with in Government. You are men and women of knowledge, ability, and integrity. I saw that in the C.I.A., I saw that when I was with you in China and at the U.N., and for the last 8 years I saw that in every department and agency of the United States Government. I saw that commitment to excellence in the Federal workers I came to know and respect in Washington, across America, and around the world. You work hard, you sacrifice, you give more than you receive, and you deserve to be recognized, rewarded, and appreciated. Money is part of that, but also I pledge to try to make Federal jobs more challenging, more satisfying, and more fulfilling. I am dedicated to making the system work and making it work better.

^{was appointed to lead}
~~Eight years ago I led~~ a task force to remove unnecessary regulation of the private sector, to free up the energies of the American people. But I think we need to take it another step and remove excessive, unnecessary, and counterproductive over-regulation of Federal workers and senior executives. I believe that there is tremendous pent-up energy in the Federal Government, a powerful force for good, that needs to be released, and I want to be the President to do that, to release the Federal worker from bureaucratic bondage so that together we can, as I said on the steps of the Capitol, use power to serve people.

As the Cabinet Secretaries staff their agencies, particularly the senior positions, they will be looking for ability, for people committed to fulfilling the mandate we received from the American people and doing it with excellence.

And if we find that the best choice for a ^{n appointment} ~~politically-appointed~~ ~~job~~ is a career member of the Senior Executive Service, I would not be opposed to that. X

I have a conservative vision of Government; I ran and was elected on those terms. However, I see no strain or tension between those values and the values of a professional civil service whose highest principle is one of patriotism, whose foremost commitment is to excellence, whose experience and expertise is itself a national resource to be used and respected.

I am the first President to meet with the Senior Executive Service, and I'm urging all my appointees to build teamwork between the political and career officials. And each of you has a special role to play here. You have reached the top of your profession, you are skilled managers, knowledgeable in your fields, and respected by your colleagues. I'm asking you to join with our political appointees not only in setting an example of cooperation but one of excellence as well. 2 full complement of

To those who work outside Washington, I would ^{send} ~~offer~~ a special message. At times it may be frustrating when it seems that the head office is thousands of miles away and the message is not getting through. But if I may, I'm going to issue a verbal executive order: we're going to listen. Because the center of our Government is not here in Washington; it's in every county office, every town or city across this land. Wherever the people of America are, that's where the center of our Government is. X

Sumner
+
Mansueto

All
never
over
SES
to be
present

And since, in any organization, so many of the best ideas come from the bottom up, I hope you'll listen closely to the people who work for you. The civil servants on the front lines know what works because they are right there. Whether they're working in a job training center, or processing export licenses, or inspecting beef, they are in touch with the American people.

And there is much we need to accomplish for America. There is a mandate to fulfill. And there are problems to solve. We have work to do in promoting education, in protecting the environment, and in fighting crime. We have work to do in our cities and on our farms. And we have a war on drugs to win. Above all we have a compact with the American people; they pay for excellent Government, and they deserve to receive it. And together we can assure that this is done.

And there is one more thing we need to do. The Government is here to serve, but it cannot replace individual service. So shouldn't all of us who are public servants also set an example of service as private citizens? So I want to ask all of you -- and all the appointees in the Administration -- to do what so many of you already do: To lend a hand.

Ours should be a Nation characterized by conspicuous compassion, generosity that is overflowing and abundant. And you can help make this happen, in your communities, your neighborhoods, in any of the unlimited opportunities for voluntary service and charity where your help is so greatly needed.

Well, I am honored to lead you and to work with you. You here in Washington, and your colleagues in Federal service around the Nation, are some of the unsung heroes of America. The United States is the greatest Nation in the world because we fulfill that mission of greatness one person at a time, as individuals dedicated to serving our country.

As we embark on a great new chapter in our Nation's history, I want to tell you that I am proud of you and very glad that we will be writing this chapter together.

Thank you all and God bless you.



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON, D.C. 20415

OFFICE OF THE DIRECTOR

January 24, 1989

Connie Horner
632 + 6106

MEMORANDUM FOR: DAVID BATES
FROM: CONSTANCE HORNER *Constance Horner*
SUBJECT: Presidential Remarks: Briefing for Senior
Executive Service, Constitution Hall

On page 3, line 10, after "Money is part of that," I recommend you insert "and I hope the Congress allows the raise that will affect your salaries to go into effect." Then continue with, "But..."

President Reagan announced salary increases for the executive level which will go into effect unless the Congress votes to deny them by February 7. If the executive level increases go into effect, the SES will also receive major and long-awaited increases. There is uncertainty as to whether President Bush supports these increases. There is also considerable public opposition to the increases, as they affect Congressional salary levels.

The speech insertion proposed above would firmly place President Bush in the camp of those concretely supporting the SES.

pay-banding
experiment

China Lake
experiment

speechwriter
BIM Schanbra
632-4632

[a constant effort
- what we have been doing
- larger initiative
1986 Civil Service Reform Act]

- ¹ No man is good enough to govern another man without that other's consent.

Speech at Peoria, Illinois
[October 16, 1854]

- ² • I am not a Know-Nothing . . . How could I be? How can anyone who abhors the oppression of Negroes be in favor of degrading classes of white people? Our progress in degeneracy appears to me to be pretty rapid. As a nation we began by declaring that "all men are created equal." We now practically read it "all men are created equal, except Negroes." When the Know-Nothings get control, it will read "all men are created equal, except Negroes and foreigners and Catholics." When it comes to this, I shall prefer emigrating to some country where they make no pretense of loving liberty—to Russia, for instance, where despotism can be taken pure, and without the base alloy of hypocrisy.¹

Letter to Joshua F. Speed
[August 24, 1855]

- ³ The ballot is stronger than the bullet.
Speech at Bloomington, Illinois
[May 19, 1856]

- ⁴ "A house divided against itself cannot stand."² I believe this government cannot endure permanently half slave and half free. I do not expect the Union to be dissolved—I do not expect the house to fall—but I do expect it will cease to be divided. It will become all one thing, or all the other. Either the opponents of slavery will arrest the further spread of it, and place it where the public mind shall rest in the belief that it is in the course of ultimate extinction; or its advocates will push it forward till it shall become alike lawful in all the states, old as well as new, North as well as South.

Speech at the Republican State Convention, Springfield, Illinois
[June 16, 1858]

- ⁵ Nobody has ever expected me to be President. In my poor, lean, lank face nobody has ever seen that any cabbages were sprouting out.³

Second campaign speech against Douglas, Springfield, Illinois [July 17, 1858]

- ⁶ • As I would not be a *slave*, so I would not be a *master*. This expresses my idea of democ-

¹See Niemoeller, 824:1.

²See Mark 3:25, 41:35.

³They have seen in his [Douglas's] round, jolly, fruitful face, post offices, land offices, marshalships and cabinet appointments, chargeships and foreign missions, bursting and sprouting out in wonderful exuberance, ready to be laid hold of by their greedy hands.—LINCOLN, *ib.*

racy. Whatever differs from this, to the extent of the difference, is no democracy.⁴

Fragment [August 1, 1858?]. From ROY P. BASLER, *The Collected Works of Abraham Lincoln* [1953], vol. II, p. 532

- ⁷ • When . . . you have succeeded in dehumanizing the Negro; when you have put him down and made it impossible for him to be but as the beasts of the field; when you have extinguished his soul in this world and placed him where the ray of hope is blown out as in the darkness of the damned, are you quite sure that the demon you have roused will not turn and rend you? What constitutes the bulwark of our own liberty and independence? It is not our frowning battlements, our bristling sea coasts, our army and our navy. These are not our reliance against tyranny. All of those may be turned against us without making us weaker for the struggle. Our reliance is in the love of liberty which God has planted in us. Our defense is in the spirit which prized liberty as the heritage of all men, in all lands everywhere. Destroy this spirit and you have planted the seeds of despotism at your own doors. Familiarize yourselves with the chains of bondage and you prepare your own limbs to wear them. Accustomed to trample on the rights of others, you have lost the genius of your own independence and become the fit subjects of the first cunning tyrant who rises among you.⁵

Speech at Edwardsville, Illinois
[September 11, 1858]

- ⁸ That is the issue that will continue in this country when these poor tongues of Judge Douglas and myself shall be silent. It is the eternal struggle between these two principles—right and wrong—throughout the world. They are the two principles that have stood face to face from the beginning of time; and will ever continue to struggle. The one is the common right of humanity, and the other the divine right of kings. It is the same principle in whatever shape it develops itself. It is the same spirit that says, "You toil and work and earn bread, and I'll eat it." No matter in what shape it comes, whether from the mouth of a king who seeks to bestride the people of his own nation and live by the fruit of their labor, or from one race of men as an apology for enslaving another race, it is the same tyrannical principle.

Reply, seventh and last joint debate, Alton, Illinois [October 15, 1858]

⁴See *Address to Indiana Regiment*, 524:8.

⁵See Einstein, 764:4.

OFFICE OF THE PRESIDENT-ELECT
WASHINGTON, D.C. 20270

January 18, 1989

SCHEDULE PROPOSAL

TO: Hector Irastorza
Presidential Appointments and Scheduling

FROM: David Demarest
Charles Bacarisse

REQUEST: A major address in Washington to the Senior Executive Service Corps.

PURPOSE: To reaffirm career service importance in achieving effective government.

BACKGROUND: The President-Elect has recognized the importance of a highly skilled and dedicated civil service. An enhanced quality, morale, and performance of public service is an Administration priority. Early recognition of the importance of career civil service will facilitate implementation of Administration policy through the linkage that the SES provides between the Administration and the rest of the civil service.

PREVIOUS PARTICIPATION: None

DATE AND TIME: Between January 24 - 27.
11 am. DURATION: 30 minutes

LOCATION: Constitution Hall

PARTICIPANTS: Members of the Senior Executive Service.

OUTLINE: -opening (Marine Band, Color Guard)
-Introduction
-Address by the President-Elect
-Announcement of new OPM Director(?)
-Benediction

REMARKS: Keynote address

MEDIA: Full press coverage

CC Joe Hagan

Suggested Points for Talk with SES

- The success of any President in implementing his policies and programs depends heavily upon the expertise, quality and commitment of the professional career employees of the federal government.
- So we recognize that the nation needs a highly-skilled and dedicated civil service to carry out those governmental programs that we - as a people - decide we want.
- For that reason, improving the quality, morale and performance of the civil service workforce will be a high priority of my administration.
* * * * *
- I'm aware that past Presidential Transitions have often been marked by suspicion, fear and hostility between political appointees and career ^{official} people.
- I'd like to make this Transition different; I think it can be different.
- Ever since Congress created the Senior Executive Service (SES) in 1978, there has been the legislative basis for a cooperative relationship between political appointees and the top-level career people.
- Under the SES concept, it was made clear that:
 - political appointees are responsible for policy decisions;
 - career SES people are responsible for providing the relevant background and history needed for sound policy decisions;
 - once decisions are made, career senior executives have the primary responsibility for supplying the managerial expertise needed to carry them out efficiently and effectively;
 - If, after a reasonable "get-acquainted" period, some SES officials seem unwilling or unable to do that, appointees have the power to transfer them to other appropriate positions.
- Hence, I see no reason that political appointees should look with suspicion on the career officials they find in the key SES positions when they take over.
- In the White House orientation programs ^{that} we will be providing for all of our new appointees, we will make those concepts clear to them.

- We will urge our appointees to regard the SES people as potential helpers - rather than potential saboteurs - in their efforts to implement policy^{and} program changes we want to make.
- We will urge them to build teamwork - rather than suspicion - among the political and career officials in the agency they lead.
- I urge you to approach them with an equally-cooperative spirit.

- As you already know, one of my key policies will be to reduce the budget deficit.
- Our plans for doing that, include a "flexible freeze" on most agency budgets.
- Hence, we must find ways to do more with less money.
 - We plan to launch vigorous efforts to achieve excellence in governmental programs and in the delivery of services to the public;
 - Many of the past failures of government have occurred - not because federal employees lack talent and energy - but because byzantine rules and procedures imprison talents and sap creativity.
 - Our objective will be to remove impediments to effective management and to encourage workforce creativity
- You are the professional managers of the federal agencies
 - My appointees will be primarily policy people - not managers;
 - Under the SES concept, you are the skilled managers;
 - So, we are counting on you to help us find ways to do more with less.
 - We are confident you have the knowledge and skill to meet that challenge

- We, in turn, recognize that you have right to expect some things of us.
- We know that many federal salaries are too low
 - Especially true of executive salaries in fed. govt
 - We are well aware of the QuadComm recommendations
 - Have discussed (will discuss) their rec with Pres Reagan
 - Imply (or state) he ^{Mr Bush} favors some kind of increases
(check language to be used with Untermeyer/Fulker/etc)

- We know that money is not your only concern, however,
 - "Public Service" is an important concept to many of us;
 - Those of us who feel that way place high value on improving it.
- We plan to improve federal recruiting - especially at college level.
 - Want to make public service an honored profession;
 - Want to make it (as JFK said) "a proud and lively career";
 - Will seek ways of doing that; for example:
 - "honors programs" to attract top graduates;
 - more in-service professional development;
 - Tuition assistance for work-related courses.
- We plan more attention to the SES itself:
 - Better developmental opportunities for SES executives;
 - More promotions across agency lines;
 - Better selection processes for new entrants;
 - Better training for them e.g. thru the Federal Executive Institute.
- We know that federal managers now have too little authority.
 - Too many controls, regulations & required procedures.
 - We plan to delegate more authority from the centralized management agencies like OPM and GSA.
 - We will urge more delegation of authority from agency headquarters to field offices to maximum extent feasible.
 - We hope you will join with our appointees in a variety of efforts to improve service to our citizens, to simplify forms they must fill out, regulations they must follow, to see that telephone inquiries get courteous & helpful replies.
- To summarize, I hope that my presidency will be marked by:
 - Better relationships between appointed and career executives;
 - More effective, efficient and economical management;
 - More recognition and satisfaction for career employees;
 - Better program results for the citizens we all serve.

Memorandum Directing Reductions in Federal Spending January 22, 1981

Memorandum for the Heads of Executive Departments and Agencies

Subject: Reducing Unnecessary Federal Spending

Coping with runaway deficits in the current and pending budgets is one of the most urgent tasks before us. Thus, today I am taking four steps that will help reduce unnecessary Federal spending.

Effective immediately I am directing that, to the extent permitted under law, each Executive Department and Agency:

- Cut obligations for travel by 15 percent from the amounts available for the remainder of this fiscal year.
- Cut obligations for consulting, management and professional services, and special contract studies and analyses by 5 percent from the amounts shown for 1981 in the budget transmitted to Congress on January 15. (The cutback in consulting services is to be in addition to cutbacks ordered by the Carter Administration and the Congress.)
- Stop, until further notice, procurement of furniture, office machines and other equipment, except military equipment and equipment needed to protect human life and property.

—Finally, I am directing that Members of the Cabinet and other appointees set an example by avoiding unnecessary expenditures in setting up their personal offices. Appointees are not to redecorate their offices. This directive does not preclude reasonable and necessary cleaning, painting, and maintenance, or structural changes essential to the efficient functioning of an office.

The Director of the Office of Management and Budget will issue detailed instructions for carrying out the first three actions listed above. I am delegating to him authority to grant exemptions in those few cases where exemptions are necessary to provide essential services.

As with the hiring freeze, I ask that this directive not detract from agency operations that directly affect the delivery of vital public services. Again, you should establish a clear hierarchy of needs within your agencies and assure that essential services are not interrupted.

These four actions, together with the freeze on hiring of Federal civilian employees announced on January 20, will help redeem our pledge to the American people of a government that lives within its means.

RONALD REAGAN

Remarks Announcing the Establishment of the Presidential Task Force on Regulatory Relief January 22, 1981

Well, ladies and gentlemen, I have a statement here that I want to make.

The regulatory reform, as you know, we've been talking about for a long time is one of the keystones in our program to return the nation to prosperity and to set loose again the ingenuity and energy of the American people.

Government regulations impose an enormous burden on large and small businesses in America, discourage productivity, and

contribute substantially to our current economic woes. To cut away the thicket of irrational and senseless regulations requires careful study, close coordination between the agencies and bureaus in the Federal structure.

Therefore, I am announcing today my intention to establish a Presidential Task Force on Regulatory Relief, a task force that will review pending regulations, study

past regulations with an eye toward revising them, and recommend appropriate legislative remedies.

I intend that this be more than just another Presidential task force that files a report and is soon forgotten. We're seeking real reform and tangible results. And accomplishing this will take a vigorous leader, talented administrator, and absolutely, no doubt, a superb diplomat. And that person is Vice President George Bush, who's agreed to serve as Chairman of this task force and to coordinate an interagency effort to end excessive regulation.

I've asked him to get back to me promptly with recommended members of the task force and a detailed plan for its operations. And our goal is going to be to see if we cannot reverse the trend of recent years and see at the end of the year a reduction in the number of pages in the *Federal Register* instead of an increase.

And now I'm not taking any questions, and I'm going to leave, and George will take your questions here. George.

Note: The President spoke at 1:01 p.m. to reporters assembled in the Briefing Room at the White House.

Message to the Freed American Hostages January 22, 1981

Welcome to Freedom.

While we at home cannot begin to know the depth of your feelings, we want you to know of our profound respect for your professionalism and patriotism under the most demanding circumstances.

I want you to know of our deep personal commitment to your future and the importance I attach to your return and to the restoration of both your family and professional relationships.

Our most immediate concern is to ensure that you are quickly reunited with your

families and that you are once again able to enjoy the precious blessings of freedom.

As difficult as this experience has been for each of you, it contains lessons for us all. Please know that we are with each of you, and that this episode in our history will be ever with us as, together, we look to the future.

RONALD REAGAN

Note: The text of the message was read to the freed Americans in Wiesbaden, Germany.

Nomination of John O. Marsh, Jr., To Be Secretary of the Army January 23, 1981

The President today announced his intention to nominate John O. Marsh, Jr., as Secretary of the Army.

Mr. Marsh was leader of the national security group and legal adviser to the Department of Defense transition team.

He is a partner with the firm of Mays, Valentine, Davenport & Moore and served as a Member of the House of Representatives from 1962 to 1970. From 1974 to

1977, Mr. Marsh served as Counsellor to President Ford, with Cabinet rank. From February 1974 to August 1974, Mr. Marsh served as assistant to the Vice President. From 1973 to 1974, Mr. Marsh served as Assistant Secretary of Defense for Legislative Affairs.

Mr. Marsh entered the Army in 1944 and was selected for infantry O.C.S. at Fort Benning at 18; commissioned at 19. He