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**Record Group/Collection:** George H.W. Bush Presidential Records  
**Collection/Office of Origin:** Speechwriting, White House Office of  
**Series:** Speech File Backup Files  
**Subseries:** Chron File, 1989-1993

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**OA/ID Number:** 13655  
**Folder ID Number:** 13655-003

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**Folder Title:**  
Remarks to Senior Executive Service (SES) 1/26/89 [OA 6853] [2]

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<b>G</b>	<b>26</b>	<b>18</b>	<b>6</b>	<b>3</b>

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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.

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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.

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.

*W. Clinton*

**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	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE - <i>attd</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT - <i>attd</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER - <i>attd.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN <i>attd</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	STUDDERT - <i>attd.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BATES - <i>attd</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	UNTERMAYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	<u>KLUGMANN</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
DEMAREST <i>attd.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
GRAY <i>attd</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS: Please provide comments/recommendations 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

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

Ⓚ [recognize<sup>10</sup> award winners. (Names to come).]

Thank you very much. It's great to be here with the men and women whom I regard as <sup>some of</sup> America's finest. You are the first group that I am addressing as President, <sup>outside the White House</sup> 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."

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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 <sup>Abraham Lincoln</sup> said, "no man is <sup>good</sup> wise enough to govern another <sup>man</sup> without that <sup>other's</sup> 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 <sup>carry out</sup> ~~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 <sup>an early age</sup> ~~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 <sup>yesterday</sup> ~~am appointing~~ <sup>ed</sup> a commission ~~this week~~ to develop new ethics <sup>reform proposals</sup> ~~legislation~~ which will include all branches of <sup>the Federal</sup> 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. <sup>Govt should be an apply for public service not private gain.</sup>

I want to make <sup>sure that</sup> public service <sup>is valued and respected</sup> ~~the most respected type of~~ ~~work~~ because I want to encourage America's young people to pursue careers in Government. There is <sup>nothing</sup> ~~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.

*Starting* Eight years ago I <sup>*first*</sup> 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 <sup>*also to continue to*</sup> ~~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 <sup>*manager*</sup> ~~worker~~ from bureaucratic bondage so that together we can, as I said on the steps of the Capitol, use power to serve people.

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And if we find that the best choice for a <sup>an appointment</sup> politically-appointed ~~job~~ is a career member of the Senior Executive Service, I would not be opposed to that, <sup>as my selection of your Ambassador ~~must~~ should underline.</sup>

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To those who work outside Washington, I would <sup>send</sup> 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 <sup>heart</sup> 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 <sup>heart</sup> center of our Government is.

And since, in any organization, so many of the best ideas come from the bottom up, I hope you <sup>the people in this room</sup> 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 in a job training center, <sup>with disadvantaged children,</sup> or ~~processing export licenses,~~ <sup>promoting American exports,</sup> ~~we eat,~~ <sup>or inspecting the food,</sup> or ~~inspecting beef,~~ <sup>or managing our lands,</sup> 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. <sup>we must provide for the common defense, and keep</sup> We have work to do in our cities and on our farms. <sup>we must sustain keep our economy growing, producing jobs and opportunities,</sup> And we have a war on drugs to win. <sup>we must provide for the common defense and sustain our economic growth</sup> 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 <sup>this</sup> 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, <sup>outside of your workplace</sup> 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.

Recvd 12:50 pm

Document No. 000203

WHITE HOUSE STAFFING MEMORANDUM

1989 JAN 25 PM 12:25

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	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	STUDDERT	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BATES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	UNTERMAYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	<u>KLUGMANN</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

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.

see comments

RESPONSE:

[Handwritten signature]

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

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 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.

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 \_\_\_\_\_ 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.

~~For the past~~ *Beginning eight years ago, I led the President's Task Force on Regulatory Reform --*  
~~Eight years ago I led a task force to remove unnecessary~~

regulation of the private sector, <sup>and</sup> to free up the energies of the American people. <sup>I remained ~~and~~ involved throughout the two terms of the last Admin. As a matter of</sup> But <sup>now</sup> 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 ~~X~~ 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.

*fact. showed my last meeting last fall.*

?

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.

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.

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Recvd. 12:50 p.m.

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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

Table with columns for names and checkboxes under 'ACTION FYI'. Names include VICE PRESIDENT, SUNUNU, SCOWCROFT, DARMAN, BATES, BREEDEN, CARD, CICCONI, DEMAREST, FITZWATER, GRAY, HAGIN, MCCLURE, NEWMAN, PORTER, STUDDERT, UNTERMAYER, and KLUGMANN. A red line is drawn through the STUDDERT row.

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

As noted. SWS

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  
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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 \_\_\_\_\_ 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 --

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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.

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

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	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	STUDDERT	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BATES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	UNTERMAYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	<u>KLUGMANN</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
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FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
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 and Deputy to the Chief of Staff  
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(Klugmann)  
January 24, 1989  
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HIGHLIGHT THOMAS PICKERING

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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 <sup>WITH DISADVANTAGED CHILDREN, PROMOTING AMERICAN EXPORTS,</sup> in a job training center, or processing export licenses, <sup>INSURING THE FOOD WE EAT IS PURE AND WHOLESOME</sup> 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 <sup>GOOD</sup> excellent Government, and they deserve to receive it. And together we can assure that <sup>AMERICA BECOMES A KINDER, GENTLER, AND BETTER NATION.</sup> ~~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.

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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.

THE WHITE HOUSE  
WASHINGTON

To: David Demarest / Mark Klugman

Re Connie's comments,  
recall that in yesterday's  
Congressional meeting the  
President said he'd "stay  
silent" on the pay raise  
issue.

Thanks  
jc





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

OFFICE OF THE DIRECTOR

January 24, 1989

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.

Cornia Home

# 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	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
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BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	<u>KLUGMANN</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
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GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS: Please provide comments/recommendations 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

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 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.

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 \_\_\_\_\_ 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, **and I hope the Congress allows the raise that will affect your salaries to go into effect** 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 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.

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.

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CONSTITUTION HALL

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

(Klugmann)  
January 24, 1989  
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1989 JAN 24 PM 3:03

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Holen  
5/78

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*Raul* *son* Eight years ago I <sup>*first*</sup> 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.

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Paul  
5044

Administration appointment  
~~politically-appointed~~

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*Plagiarism  
58/31*

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89 JAN 24 P 3: 34

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CONSTITUTION HALL

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→  
[No need to be defensive.]

~~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.

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[Commission is being created Wednesday.]

✓  
✓  
✓

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[Downplay - These ~~may~~ may not have been career SES individuals in China.]

[Does the President want to be taking a stand on the pay raise issue?]

And if we find that the best choice for a ~~politically appointed~~ job is a career member of the Senior Executive Service, I would <sup>support that decision,</sup> ~~not be opposed to that,~~ even if the job had previously been filled by a <sup>political appointee.</sup>

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.

To those who work outside Washington, I would 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.

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, <sup>outside of your workplace</sup> in your communities, your neighborhoods, in any of the unlimited opportunities for voluntary service and charity where your help is so greatly needed.

[The slight shading is meant to avoid any implication that government time can be used for this.]

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.

0065

# 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	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	STUDDERT	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BATES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	UNTERMAYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	<u>KLUGMANN</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HAGIN	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

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

1989 JAN 24 PM 3:03

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

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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 \_\_\_\_\_ 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.

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CONSTITUTION HALL

	ACTION FYI			ACTION FYI	
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SUNUNU	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NEWMAN	<input type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	STUDDERT	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BATES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	UNTERMAYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BREEDEN	<input type="checkbox"/>	<input type="checkbox"/>	<u>KLUGMANN</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CARD	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
CICCONI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
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FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
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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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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.

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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.

← Pay  
Raise  
Comm  
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January 24, 1989  
1:45 p.m. SS

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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 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.

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.

To those who work outside Washington, I would 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.

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.

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

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 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.

Presidential staff fight to life

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.

ok Bill Worton 632-6104

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.

Bill Worton 632-6104

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.

Inaugural calling Bill Worton 632-6104

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

speech of P. 520 Bartlett's P. 520

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.

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Chase  
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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.

V.P.  
Congressional  
Intern  
7/26/88

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.

ethics  
Commission  
appointed  
Pres. Docs  
1/25/89

Pres. Docs  
swearing  
of Commission  
Presidential  
staff  
1/23/89

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.

V.P. Speech  
Congressional  
Intern  
7/26/88

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.

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Bush  
Quayle  
Statement  
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Pres. Docs  
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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.

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.

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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

OK Bill Norton 632-6104 OPM

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.

OK Anita Beva qua with Personnel

To those who work outside Washington, I would 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.

All present will be from D.C. area Bill Norton 632-6104

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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.

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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

January 26, 1989

REMARKS BY THE PRESIDENT  
TO SENIOR EXECUTIVE SERVICE EMPLOYEES

Constitution Hall

2:10 P.M. EST

THE PRESIDENT: Thank you so much. All right, here we go. Thank you so very much. Mr. Vice President -- thank you for that very warm welcome. Mr. Vice President and members of the Cabinet and designees and ladies and gentlemen. Let me first recognize especially the recipients of the Presidential Distinguished Rank Award who are with us here today.

And it's great to be here with all of you, the men and women whom I regard as certainly among America's finest. You're the first group that I am addressing as President outside the White House and you're one of the most important groups I will ever speak to.

And you know, I wanted to be fully briefed before I came so I asked one of my staff, "When does open season begin?" (Laughter.) And he says, "For you, sir, it begins as soon as the honeymoon ends." (Laughter.)

We're all wise in the ways of Washington, especially you who have served this country with such distinction. And we know there are ups and downs. But I must say, there is a nice feeling around today in the country. I think people, when a new president comes in, do root for him regardless of partisan politics. That comes up tomorrow. But for today, why, I think there's a good mood out there and I thank you for that welcome to me and to the members of my Cabinet and designees and others that are here with us on this platform. Pundits agree, regardless of party, that of all the candidates I had the best Form 171. (Laughter.) I -- but seriously -- (applause.)

But really what we do 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, and that is exactly what we shall do.

And 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." And so now that the people have spoken I'm coming to you as President and offering my hand in partnership. I'm asking you to join me as full members of our team. I promise to lead and 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 mom and dad at an early age, and I expect that that's where many of you learned it -- there or in school. 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.

And that's why this administration is dedicated to ethics in government and the need for honorable men and women to serve in

MORE

positions of trust. Yesterday, I appointed a commission -- bipartisan commission, headed by Judge Wilkey and former Attorney General Griffin Bell, to develop 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 love of country. Government should be an opportunity for public service, not private gain.

And I want to make sure that public service is valued and respected because I want to encourage America's young to pursue careers in government. There is nothing more fulfilling than to serve your country and your fellow citizens and to do it well. And that's what our system of self-government depends on.

And I've not known a finer group of people than those that I have worked with in government. You're men and women of knowledge, ability, and an integrity. And I saw that in the CIA, I saw that when I was in China, I saw it at the United Nations. And for the last eight years I saw that in every department and agency of the United States government. And I saw that commitment to excellence in the federal workers I came to know and respect in Washington, all across America, and indeed around the world. You work hard, you sacrifice, you deserve to be recognized, rewarded, and certainly appreciated. I pledge to try to make federal jobs more challenging, more satisfying, and more fulfilling. I'm dedicated to making the system work and making it work better.

Starting 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 also need 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 OPM, at the Office of Personnel Management. And I'm delighted that my new Director of OPM 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. And 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 position, they'll 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 am for that and I hope that my selection of Tom Pickering to be our Ambassador at the United Nations is underlining that point.

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 in itself a national resource to be used and respected. I urge 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've reached the top of your profession and you're skilled managers, knowledgeable in your fields, respected by your colleagues. And I'm

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asking you to join with our political appointees not only in setting an example of cooperation but, again, 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, every 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, listen closely to the people who work for you. The civil servants on the front lines know what works because they're 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's 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, protecting the environment, and certainly 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, strive for a lasting peace, 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 that is done.

And there's 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 reach out and 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 and your neighborhoods, in any of the unlimited opportunities for voluntary service and charity where your help is so greatly needed.

Well, I'm honored to be with you, to work with you -- you here in Washington, your colleagues in the federal service around the nation. They're some of the most unsung heroes in 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.

And as we embark on this great new chapter in our nation's history, I want to tell you, came over here to tell you that I am proud of you and very glad that we will be working to write this chapter together.

Thank you all and God bless you in your important work. Thank you very, very much. (Applause.)

END

2:23 P.M. EST