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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

OA/ID Number: 13684
Folder ID Number: 13684-004

Folder Title:
Presidential Senior Executive Service (S.E.S.) Awards 9/14/89 [OA 6268] [1]

Stack:	Row:	Section:	Shelf:	Position:
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Cathy Penn OPM 632-7671

Connie Newman 632-6106

Judy Van Rost

THE WHITE HOUSE
WASHINGTON

✓ on
teletypewriter

September 8, 1989

INFORMATION

MEMORANDUM FOR THE PRESIDENT

THROUGH: CHRISS WINSTON *aw*
FROM: EDWARD McNALLY *EM*
SUBJECT: REMARKS FOR THE PRESIDENTIAL S.E.S. AWARDS

I. SUMMARY

Attached for your consideration and review are draft remarks for the Presidential Senior Executive Service (S.E.S.) awards.

II. DISCUSSION

At 2:00 p.m. on Thursday, September 14, 1989, you are scheduled to arrive at Constitution Hall to address an audience of approximately 2,000 at the Presidential S.E.S. awards.

The suggested remarks emphasize your respect for career civil servants, your appreciation for their teamwork with your Administration, and your commitment to fostering a tradition of community service by federal officials and employees.

(McNally/Simon)
Sept. 8, 1989, 5:00 p.m.
Draft Four (SES)

PRESIDENTIAL REMARKS: PRESIDENTIAL S.E.S. AWARDS
CONSTITUTION HALL -- 2:00 P.M.
THURSDAY, SEPTEMBER 14, 1989

Thank you. Thank you all of you. I appreciate your warm greetings. But really -- we may have this a little backwards today. I have come here to applaud you -- you of the Senior Executive Service -- you whose leadership helps makes possible the continuing success of the world's greatest experiment in freedom and diversity.

And I'd like to take a moment to offer my personal thanks to Connie Newman, for the first class job you're doing at OPM.

This is a cheerful occasion, and it's a pleasure to be here to help honor a talented group of public servants whose contributions, all too often, go unrewarded. I'm thinking of the Defense Department official, who was waiting for his annual physical when a young doctor struck up a conversation -- asking about the Pentagon and his job, and so on. The official said he liked his work, but launched into a nasty tirade about Washington weather, expensive housing, and government pay. The doctor heard him out, then wrote a few notes on a form.

Nervously, the official asked: "Did I say something wrong?"

"Oh, no," the doctor answered. "You just passed the psychiatric part of the exam."

"But," said the official, "what if I'd said I had no complaints about the weather or the pay?"

The psychiatrist said: "Then we would have to ask you a few more questions." [[PAUSE]]

It's often said that nobody notices when things go right. Well, I notice. The oath of office that each of you has taken is not much different from the oath I took when signing on with the Navy at age 18, and not much different from the oath I've taken as President. During the years that link those two events, I've held a lifelong belief in the nobility of public service, and a lifetime of respect for you who are engaged in this important and honorable work.

That's why, right after I became President, you were the first group I met with outside the White House. And seven months as President have only confirmed what I told you then -- that "you're one of the most important groups I will ever speak to."

That's why we're back. And that's why we are honoring 63 public servants with the Presidential Rank of "Distinguished Executive" -- the highest number of gold pins ever awarded. We're also very pleased to welcome today's nearly 300 "Meritorious" winners -- marking the first time this presidential ceremony has included this special and talented group.

All these awards represent a great honor. But they also represent something concrete -- cash bonuses totaling more than four million dollars. It's a sound investment, an investment in people. And it's an investment in excellence.

It's also money well-spent -- money well-earned. But the truth is, for too many years money for the Senior Executive

Service simply hasn't matched the high quality of the people and their efforts. And it sure hasn't kept pace with pay scales in the private sector.

That's penny wise and pound foolish. An ever-increasing flood of skilled personnel leaving government service has cost America some of her finest servants and best ideas.

We're with you in this battle for a fair shake for America's starting team. In July, we submitted legislation to Congress calling for pay increases of up to 25 percent for S.E.S. officials, along with higher salaries for positions requiring specialized and critical skills. The numbers now on the table call for Executive Schedule compensation of nearly \$125,000 -- and bring top S.E.S. salaries where they belong.

It's not just that you deserve fair wages. America deserves a system that attracts the best in the land.

When we met here in January, I called on you to build a "spirit of teamwork" between career S.E.S. and newly appointed officials. Today we're very pleased with the progress my Administration is making, and know that a large part of that success is due to the fact that you've answered that call with energy and good faith.

Our government works because it is made up of people who try to make their lives count -- people who try to make a difference. Today we honor 349 who did.

People like Wade Houk, whose management of the largest prison construction program in history has backed up law

enforcement with something even the drug lords can respect -- concrete and steel. And Stanley Laskowski of the E.P.A., who will soon be returning to Poland as part of our pledge to provide environmental assistance abroad.

Our commitment to a new era of educational excellence would be impossible without leaders like Mary Jean LeTendre, who administers programs active in 75 percent of America's elementary schools, and who helped develop the Nation At Risk report. Others have helped bring about dramatic breakthroughs, like Ambassador Peter Murphy's successful conclusion of the historic trade agreement with our Canadian neighbors. And many of you have far-flung responsibilities almost epic in distance and time, like NASA's Richard Petersen, whose programs range from understanding global warming to the basic research needed to take us back to the Moon, to Mars and beyond.

There's never enough time to single out each of you. But there is time for me to say that I am proud to be leading a government served by the likes of you, and I will be proud to shake your hands when we finish.

Before leaving you today, I want to mention something close to my heart -- community service -- and to salute your efforts to "give something back" to society.

For example, one of today's "Distinguished Executives," John Mullen of A.I.D., showed leadership and initiative after the Armenian earthquake struck, cutting red tape to help speed private relief efforts for the victims. Over at Interior,

they've launched the "Take Pride In America" campaign, coordinating volunteers to protect and enhance our natural resources. The Department of Transportation has bridged generations by adopting both a senior citizens home and an elementary school, enriching the lives of both young and old.

Back at the White House, our staff is encouraged to sign up for at least one volunteer project each month, whether repairing low-income housing or answering phones for last week's Muscular Dystrophy telethon. These kinds of initiatives are vital to our progress as a nation, in our fight against homelessness, illiteracy, hunger, loneliness and other social problems. I urge you -- as I did America's business leaders in June -- to make community service central to your daily life and work.

The theme of my Administration is "Building a Better America." With commitment, imagination, and sometimes daring -- you strive to do that every day, and have for years. Not because of glamour or power. And certainly not for the pay. You do it because you believe it, because it's the right thing to do.

It's an exciting time to be serving America. The world is changing. It's changing in part because America has stood steadfast as a beacon -- a shining, modern example of a system that works -- and of a people committed to doing the right thing.

Congratulations. You have my admiration, my respect, and my support. God bless each of you. And God bless the America you serve so well. Thank you.

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AGENCY SUMMARIES FOR EACH DISTINGUISHED WINNER

John E. Mullen
Deputy General Counsel

AID

Mr. Mullen is the Deputy General Counsel of the Agency for International Development which administers the U.S. \$7.5 billion foreign aid program in over 70 countries worldwide. Mr. Mullen manages A.I.D.'s 60 lawyers, 26 of whom are located abroad, and directs the legal work for programs that affect every nonmilitary sector of developing country economies, ranging from agriculture and health to telecommunications, power, transportation and finance. This entails activities in areas as diverse as vaccines research, debt/equity swaps, tropical rain forests, venture capital initiatives, and foreign disaster assistance, and requires advice and counsel in a wide range of legal areas such as public international law, export finance, debt, investment, privatization, technology transfer, capital markets, joint ventures, dispute settlement, and legislation. Mr. Mullen joined A.I.D. in 1967 following private practice and graduate study in international and comparative law. He has had assignments as Assistant General Counsel in a number of functional and regional areas, including the Middle East, and has traveled extensively throughout the world. He has been instrumental in establishing recent private sector initiatives and since 1983 has been the U.S. negotiator in the Development Assistance Committee of the OECD in Paris on mixed credits, a method utilized by western industrialized countries to finance exports and capital projects with foreign aid funds. Mr. Mullen previously has received the Meritorious Presidential Rank Award.

Peter O. Murphy
Special Negotiator for U.S. - Canada Negotiators

✓ U.S. Trade
Representative

As the Chief Negotiator for U.S.-Canada trade, Ambassador Murphy was responsible for the successful conclusion of the \$150 billion U.S.-Canada Free Trade Agreement, the largest bilateral trading agreement in history. In leading the United States' delegation during 2 years of negotiations, Ambassador Murphy reported directly to President Reagan and the Economic Policy Council. During this time, he was also responsible for implementing the U.S. bilateral trade and investment policy with Mexico, which also entered into a Framework Agreement with the United States. Previously, Ambassador Murphy was confirmed as Deputy U.S. Trade Representative. He represented the United States at the General Agreement on Tariffs and Trade (GATT) in Geneva, Switzerland, and concluded a key agreement that led to the initiation of the GATT Uruguay Round. Ambassador Murphy first joined the Office of the United States Trade Representative as an International Economist and was later named Ambassador for Textile Matters. He has negotiated numerous bilateral agreements including trade deals with China, Hong Kong, Korea, and Taiwan.

Kelly C. Kammerer
Director of Congressional Relations

AID

Mr. Kammerer was a Reginald Heber Smith Fellow, specializing in the trial and appellate litigation, at the University of Pennsylvania Law School from 1968-1970, and Deputy General Counsel of the Peace Corps from 1970-1974. Joining the Agency for International Development (AID) in 1975 as an attorney advisor, he has subsequently served as Assistant General Counsel, Senior Deputy General Counsel, Legal Counsellor to the Administrator and, since 1982, Director of Congressional Relations. Prior to attending law school, Kammerer served for two years as a Peace Corps volunteer in Colombia, South America. Kammerer has received A.I.D.'s highest individual and unit awards for sustained outstanding service and for promoting equal employment opportunity.

James H. Burrows
Director
National Computer Systems Laboratory

Commerce

Mr. Burrows' distinguished career in computer technology has spanned the evolution of computers from early applications in government to their important role in the nation's economy today. In positions in the 1950s and 1960s with the Lincoln Laboratory, Lexington, Massachusetts, and the MITRE Corporation, Bedford, Massachusetts, he made significant technical contributions to the design and development of large information systems. His projects produced radical advances in computer programming, data retrieval, and file handling techniques for systems such as SAGE (Semi-Automatic Ground Environment), an innovative air defense network that processed information for visual display. Mr. Burrows' government career, which began in the early 1970s, has focused on improving the effective use of computers which have become pervasive and indispensable tools for carrying out Federal programs. Currently Director of the National Computer Systems Laboratory at the National Institute of Standards and Technology, he also served as the Associate Director of Computer Resources, U.S. Air Force. Through his personal leadership and technical direction, Mr. Burrows has stimulated government/industry cooperative efforts to get standards for computer systems developed and used. These standards are key to helping organizations buy commercial off-the-shelf products, to integrate these products into new and existing information systems, and to boost the productivity of staff members. The successful collaborations advanced by Mr. Burrows are producing standards for improved communications between systems, components, and users. The future use of the growing technology in offices, manufacturing, and research will depend upon these standards to enhance productivity and competitiveness across the economy.

Joseph O. Fletcher
Director
Environmental Research Laboratories

Commerce

Dr. Fletcher is currently the Director, Environmental Research Laboratories, and until recently was the Assistant Administrator of NOAA for Oceanic and Atmospheric Research, Department of Commerce. After 22 years of military service, Colonel Fletcher retired from the Air Force in 1963. While in the Air Force he was Director of the Geophysical Research Laboratories and headed the Long Range Plans Group at Air Force Headquarters. In 1952, after two years of flying over the Arctic as commander of a long range strategic reconnaissance squadron, he led the expedition that established a research station on a massive chunk of drifting ice in the Arctic Ocean, better known now as Fletcher's Ice Island. His polar activities are commemorated in geophysical features such as Fletcher Abyssal Plain in the Arctic and Fletcher Ice Rise in Antarctica. From 1964 to 1970, Dr. Fletcher was Research Scientist for the Rand Corporation in Santa Monica, California. In 1970-71 he was Research Professor of Atmospheric Sciences and Oceanography at the University of Washington, and Director of the University's polar research programs. In 1971-1981 he was Deputy Director and Acting Director of NOAA's Environmental Research Laboratories. Dr. Fletcher has served on many scientific committees including the Climate Board and the Polar Research Board of the National Academy of Sciences, the U.S. Coast Guard's Science Advisory Committee, and the International Commission on Polar Meteorology. He is widely recognized for his contributions to understanding global climate change and to polar meteorology.

Dennis A. Klejna
Director
Division of Enforcement

CFTC

Mr. Klejna has established a record of outstanding achievement since he joined the Commodity Futures Trading Commission in 1976. Under his leadership, the CFTC has aggressively pursued investigations of unlawful trading practices on the futures exchanges in Chicago and New York on its own and in conjunction with criminal law enforcement authorities such as the Department of Justice, the FBI and the Postal Inspection Service. Mr. Klejna has also succeeded in generating wide interest in the pursuit of commodity fraud by establishing a Commission program to train other federal, state and local law enforcement officials in the prosecution of illegal commodity boilerroom operations. Through this program 50 seminars and workshops have been conducted nationwide. In addition, under Mr. Klejna's supervision, 18 states have been enlisted to join the Commission as co-plaintiffs in injunctive actions filed in federal district courts across the country. Mr. Klejna has also responded effectively to the internationalization of the financial markets by establishing an enforcement office to handle cooperative international law enforcement matters and the development of effective working relationships with commodity enforcement authorities around the world. In this regard, Mr. Klejna was a negotiator of the Memorandum of Understanding with the United Kingdom's Department of Trade and Industry, signed in 1976, which has been a model in negotiations with other foreign authorities.

Ralph W. Alewine, III
Director
Nuclear Monitoring Research Office
Defense Advanced Research Projects Agency

OSD

Dr. Alewine has demonstrated sustained superior performance as Director, Nuclear Monitoring Research Office, Defense Advanced Research Projects Agency, in formulating and managing the U.S. research program for developing improved methods for detecting and determining the characteristics of nuclear explosions and nuclear materials. Dr. Alewine has produced a superlative record of achievements in improved technology for treaty verification and is recognized as the leading technical expert in this field. Dr. Alewine has played a leading role in the work of the Conference on Disarmament, Group of Scientific Experts, as well as with the U.S.-Soviet Nuclear Testing Talks. Dr. Alewine's dynamic leadership, diplomacy, and excellent professional work have been an invaluable contribution to the nation.

Michael Leonard
Principal Deputy Assistant Secretary of Defense
for Program Analysis and Evaluation

OSD

Mr. Leonard was selected for the Rank of Distinguished Executive in recognition of his accomplishments as Acting Assistant Secretary of Defense, Deputy for Theater Assessments and Planning, and as Principal Deputy Assistant Secretary of Defense for Program Analysis and Evaluation. His notable achievements include substantial contributions to the development and implementation of the department's modernization program, carried out over the last several years, guiding the development and implementation of the Planning, Programming, and Budgeting (PPBS) Electronic Delivery System (PEDS) and the ancillary Standardization of Program Review Information Network Technologies (SPRINT), and his concentrated efforts to preserve the priorities and goals of the department in the face of dwindling scarce resources.

Derek J. Vander Schaaf
Deputy Inspector General

OSD

Mr. Vander Schaaf is being honored for his sustained, extraordinary accomplishments in protecting the resources of the Department of Defense from fraudulent and wasteful practices and helping to ensure that our military personnel receive safe, dependable equipment at fair and reasonable prices. He has been a driving force behind the success of DoD auditors, investigators and inspectors. He has displayed courage in the quest for truth, energy in leading the Office of the Inspector General, DoD, and competence in the analysis and evaluation of DoD programs and activities.

Ira L. Kemp
Associate Director
Directorate of Contracting and Manufacturing Policy
Assistant Secretary of the Air Force (Acquisition)

Air Force

Mr. Kemp has served with exemplary distinction as Associate Director of Contracting and Manufacturing Policy, Assistant Secretary of the Air Force (Acquisition). Mr. Kemp demonstrated sustained and extraordinary accomplishments through his innovative leadership in crafting acquisition planning strategies for sensitive source selections for a full spectrum of Department of Defense acquisition programs. Mr. Kemp's commitment to acquisition integrity is accented in his capacity as Chairman of the Air Force Debarment and Suspension Review Board. Mr. Kemp imprinted his stamp of high professional standards on the Air Force's civilian acquisition work force by designing and implementing a comprehensive career management program. As the foremost authority on acquisition of logistics support requirements, Mr. Kemp brought about critically needed improvements to the spare parts procurement process. His commitment to achieving socio-economic goals is worthy of special mention, as evidenced by his diligent efforts as a Presidential appointee serving on the Committee for Purchase from the Blind and Other Severely Handicapped.

Leonard J. Mabi
Senior Technical Director/Chief Engineer
U.S. Army Information Systems Command
Fort Huachuca, Arizona

Army

Mr. Mabi has distinguished himself through exceptional performance over a 25-year career in the service of his nation. He has established a nationwide reputation initially in Telecommunications and more recently in Information Systems. Mr. Mabi played a pivotal role in helping the Army create and transition into the new business area of integrated information systems. He is recognized within the Defense Department and industry as an authoritative strategic planner and systems visionary in the Information Sciences. His technical and business skills have been directly responsible for numerous program changes, redirection, and cancellation amounting to several hundred million dollars in savings/cost avoidance. Mr. Mabi has participated in and supported both the Army and Defense Science Boards in the areas of Command, Control, and Communications. He formulated the foundation concept and program strategy for the next generation message processing systems recently adopted and endorsed as the Defense Message System. He has served as both a member and director in a number of national and international professional societies. Mr. Mabi's career contributions are truly noteworthy when considering that he is also the recipient of two prior Meritorious Presidential Rank Awards.

Irving N. Blickstein
Deputy Director for Programming

Navy

Mr. Blickstein is the Navy's Senior Civilian Programmer. His stature is founded on over twenty years of outstanding service as a systems analyst, manager and senior executive. His insightful leadership and outstanding technical expertise are responsible for the development of the Department of the Navy's Program Objectives Memorandum (POM), which established the financial plan for all Navy and Marine Corps programs and is the basis for the Navy's budget submission. Over the last four years, his reviews of Navy programs have resulted in significant savings and a 15% reduction in the size of the Office of the Chief of Naval Operations (OPNAV) staff. The Navy's superb fiscal health over the Five Year Defense Plan is largely due to Mr. Blickstein's sustained extraordinary performance.

Earle L. Messere
Technical Director
Naval Underwater Systems Center
Newport, Rhode Island

Navy

Mr. Messere's leadership has made significant contributions to the present and future capabilities of the Navy through far-sighted comprehension of the technical abilities needed in submarine warfare. Among the many major technical achievements under Mr. Messere's leadership are advances made in targeting systems, torpedoes and sonar arrays (wide aperture, hull-mounted, and towed) that have contributed substantially to maintaining U.S. superiority in a warfare area of high-priority national interest. He was instrumental in the development of modern naval combat system integration methodology, which has greatly improved naval warfare capability. He has chaired a high level committee established by the Chief of Naval Operations which provided guidance on where to focus today's efforts to achieve the undersea warfighting capabilities needed by the Navy in the next century. Mr. Messere's initiatives in the area of cost-consciousness and cost-avoidance have produced substantial savings, for example by establishing cost-saving Video Teleconferencing Centers, the first such technical innovation within the entire Department of Defense. Mr. Messere has demonstrated initiative and leadership in effecting close cooperation with interagency personnel, academia, and the private sector. He was chosen by the Governor of Rhode Island to serve on a special Strategic Development Commission, designing a detailed economic blueprint for the future of the State.

Fred E. Saalfeld
Director
Office of Naval Research

Navy

Dr. Saalfeld entered Federal service as a scientist at the Naval Research Laboratory. There, Dr. Saalfeld conducted and directed research in the application of mass spectrometry to problems such as corrosion, combustion, lasers, catalysis and submarine life support systems. This research led to the Central Atmosphere Monitor System now used to analyze the atmospheres in all of the Navy's nuclear-powered submarines. In addition, Dr. Saalfeld's research led to a hydrazine analyzer used as a safety check in the Nation's space shuttle and to the solution of a serious corrosion problem in the Navy's surface ship rubber sonar domes. Dr. Saalfeld directed the Physical Chemistry Branch, a group of 25 scientists in mass spectrometry, laser chemistry, chemical spectroscopy and chemical kinetics. In 1976 Dr. Saalfeld was selected as Superintendent of the Chemistry Division where he was responsible for the research of approximately 350 chemists. In 1979 and 1980 he was the Chief Scientist and Scientific Director at the Office of Naval Research, Branch Office, London. For his management accomplishments improving the operation and efficiency of the London office, he was awarded the Navy Meritorious Civilian Service Award in 1981. In 1982 Dr. Saalfeld was designated the Acting Associate Director of Research for Material Sciences and Component Technology; in this capacity he directed more than 900 scientists. As Director of the Contract Research Department in 1982 and the Associate Director in 1985, he was responsible for the Navy's Contract Basic Research Program which is largely conducted at universities. For his innovative management initiatives in this program, Dr. Saalfeld received the Meritorious Presidential Rank Award in 1986.

Allan Somoroff
Director
Systems Acquisition Directorate
Naval Air Systems Command

Navy

Dr. Somoroff progressed from being Technical Director, Air Vehicle Division, to the Director of Engineering Support and Product Integrity, to his current position as Director, Systems and Engineering Directorate in the Naval Air Systems Command. Dr. Somoroff has made many significant contributions to naval aviation throughout his brilliant career. He was the driving force behind the introduction of advanced composites into naval aircraft. He is also responsible for live ammunition testing of composite wings and other critical components. As a result, we now have design principles and modifications which greatly decrease the wartime vulnerability of composite structures. Dr. Somoroff's successes are the cornerstone of the widespread use of composites in military airplanes operated throughout the free world. He has also been called upon to advise NASA on the boosters for the Space Shuttle. Dr. Somoroff was honored with the Meritorious Presidential Rank Award in 1987.

Harvey J. Wilcox
Deputy General Counsel
Logistics

Navy

Mr. Wilcox is the senior career attorney in the service's 500-member Office of General Counsel handling contract and commercial law at Navy facilities around the world. He joined the Navy as a JAG Lieutenant in 1963 and began his current civilian career as a junior contracts attorney in 1966. After a series of promotions, Secretary of the Navy, John Warner, appointed him Counsel to the Naval Air Systems Command in 1972, where he was involved in resolving the legal problems threatening production of the F-14 fighter and development of the F-18. His first years as Deputy General Counsel were devoted to managing the legal aspects of settling over \$2 billion in Navy shipbuilding claims and litigation, after which he guided his office of procurement specialists through a major reorganization and training effort to meet its growing responsibilities in the field of labor, patent and environmental law. He was Acting General Counsel of the Navy 1987-1988. Mr. Wilcox has received a number of professional awards over his 26 year career, including the distinction of being the first government attorney to be granted both the Meritorious and Distinguished Presidential Rank Awards, 1980 and 1981 respectively.

John M. Bachkosky
Director for Plans, Programs and Requirements
Defense Nuclear Agency

Defense

Mr. Bachkosky, is a recognized pioneer in the development of advanced weapon concepts with outstanding contributions to the Strategic Defense Initiative and the viability of strategic offensive forces in their crucial role as a deterrent to conflict. An accomplished engineer and dynamic leader, with a long and distinguished career in the federal service, he is at the forefront of a select group of technical experts exploring the application of advanced technology to the national defense needs of the 21st century. He is a valued advisor to the Strategic Defense Initiative Office, the architect of the nation's capability to assure the continued survivability and effectiveness of its deterrent forces.

William V. Gordon
Executive Director
Contract Management
Defense Logistics Agency

Defense

Mr. Gordon headed the Contract Execution Branch at the Defense Logistics Agency's (DLA) Defense Construction Supply Center, served in the Office of the Assistant Secretary of Defense (Installations and Logistics) as a member of the team that organized the Defense Contract Administration Services (DCAS), served as Deputy Executive Director for Contract Administration Services, Defense Supply Agency, and was assigned to his present position in August 1979. He is a Fellow and member of the National Board of Advisors to the National Contract Management Association. He has received DLA's highest civilian award, the Exceptional Civilian Service Award an unprecedented three times, the Defense Department's highest award, the Defense Distinguished Civilian Service Award, and the Meritorious President's Rank Award.

Benham E. Morriss
Deputy Manager
Defense Communications Agency

Defense

Mr. Morriss has demonstrated a sustained level of extraordinary technical and managerial accomplishment in a Federal executive career spanning twenty-five years. He is a widely recognized communications and data automation expert who was a principal designer of the national level command and control systems now in use. His outstanding record of achievements is highlighted by his current work with private industry and over 20 Federal departments and agencies to make unparalleled, lasting improvements to the national security emergency preparedness telecommunications posture of the United States.

Mary Jean LeTendre
Director, Compensatory Education Program
Office of Elementary and Secondary Education

Department of
Education

Ms. LeTendre rose through the ranks to head the largest Federal aid to education program. She administers Chapter I with almost one-fourth of the Department of Education's budget. Chapter I affects five million children in 75% of our nation's elementary schools in 14,000 school districts across the country. Ms. LeTendre came to the Office of Education as a program specialist. She later worked as Chief Special Assistant to Education Secretary T. H. Bell, taking the lead responsibility for him on the Commission of Excellence and in developing the Nation At Risk report. She later helped to found the National School Recognition Program, the National Distinguished Principals Program and the Presidential Academic Fitness Program. In 1985, Ms. LeTendre became Director of Compensatory Education Programs and led the reauthorization of Chapter I. She also administers Follow Through Program, the Stuart B. McKimney Education of Homeless Children and Youth Act and serves on the U.S. Department of Education's Executive Resources Board.

Nick C. Aquilina
Manager
Nevada Operations Office
Las Vegas, Nevada

Energy

Mr. Aquilina has distinguished himself by sustained extraordinary accomplishments in administering programs of national and international significance. In addition to successfully accomplishing the Nation's nuclear weapons testing programs, he managed the planning and fielding efforts for the recent Joint Verification Experiments with the U.S.S.R. conducted at the Nevada Test Site and Semipalatinsk, the Soviet Test Site. He also oversaw the development of the Nuclear Emergency Search Team and aerial measurements assets to Maralinga, South Australia, at the request of the Australian government, to perform aerial radiological surveys of residual radiation at the sites of the 1950's and 1960's British nuclear weapons testing. Mr. Aquilina has been actively involved in many highly sensitive issues. He has strengthened interactions with elected and appointed officials at state, local and congressional levels; and public outreach efforts regarding activities involving site characterization for the Nation's first high-level radioactive waste repository. He played a pivotal role in resolving the office's longest labor strike involving ten trade unions at the Nevada Test Site. Since becoming Manager, he has taken a strong, assertive role in emphasizing the criticality of environment, safety and health programs. He demonstrated his commitment by restructuring the organization to emphasize compliance activities. His extremely effective management and communication skills bring credit to the Department.

Basil G. Constantelos
Director
Waste Management Division
Chicago, Illinois

EPA

Mr. Constantelos has been Director of the Waste Management Division since it was formed in 1982. As Director, he manages the largest Regional Division in EPA responsible for implementing the Agency's hazardous waste and superfund programs. In 1987, Mr. Constantelos received a Gold Medal for Exceptional Service for his involvement in obtaining a precedent-setting agreement for the cleanup of the Twin Cities Army Ammunition Plant in Minnesota. This agreement served as the model for Federal facility cleanups under the hazardous waste and the superfund laws. Mr. Constantelos entered Federal service in 1970, just prior to the formation of EPA. He has worked in the enforcement program, supervising technical case development for violations of the Clean Water Act, and later served as Deputy Division Director of the Air and Hazardous Materials Division in Region V.

Willis E. Greenstreet
Director
Office of Administration and Resources Management
Research Triangle Park, North Carolina

EPA

Mr. Greenstreet's career has been marked by an extraordinary ability to make data processing and telecommunications technology work to support the Government's mission. In particular, his leadership has helped shape the outstanding information management program at the Environmental Protection Agency. Mr. Greenstreet has spent the majority of his Federal career with EPA. He served as Deputy Director of Administration for the National Environmental Research Center in Cincinnati (1971-1973), and as Assistant Regional Administrator for Planning and Management in EPA's Philadelphia Regional Office (1973-1975). As Director of the Information and Data Systems Division (1975-1979), Mr. Greenstreet helped set the agency's course in information management. He led efforts to establish the National Computer Center in Research Triangle Park, N.C., recruited top talent, and began the systems modernization program which has delivered high quality computing support to all of EPA's environmental programs. He also served as the first Director of Administration for the Merit Systems Protection Board and as the Director of the Office of Federal Inspector -- established to oversee the construction of the Alaska Natural Gas Pipelines (1979-1983). Mr. Greenstreet returned to EPA in 1983, and has been Director of the Office of Administration and Resources Management at Research Triangle Park since 1984. He received the Federal Government's Meritorious Presidential Rank Award in 1987 for continued outstanding contributions in public service.

Stanley L. Laskowski
Deputy Regional Administrator
Region III
Philadelphia, Pennsylvania

EPA

Mr. Laskowski began his career with the Environmental Protection Agency in 1972 as a staff engineer. He was promoted to his first supervisory position in 1975 and two years later became a Branch Chief with regional responsibility for enforcing clean water standards. In 1981, He was made Director of the Region III Surveillance and Analysis Division where he managed over 100 employees engaged in field engineering and laboratory work. He was appointed to his present Senior Executive Service position as Deputy Regional Administrator in 1982. In this position he is responsible for the direction of 850 people in ensuring successful implementation of all EPA programs in Region III. In his sixteen years with EPA, Stan has received numerous awards, authored publications in the field of environmental management, and served on numerous national councils and commissions. Among Mr. Laskowski's most notable accomplishments were serving as lead EPA spokesperson on activities related to Union Carbide in the Kanawha Valley after the tragic accident in Bhopal, India, and his recent trip to Poland where he represented the EPA in providing assistance for the country's environmental problems. In addition, he is a leading advisor on Agency-level Task Forces for Radon; Environmental Risk Involving Heart, Lung, and Cancer; State-EPA Relations; and Enforcing Environmental Regulations.

Dave McLoughlin
Director
Office of Training

FEMA

Mr. McLoughlin's selection by the Agency Director was based on his extensive experience in the field of emergency management training and education and his in-depth knowledge of the Agency's emergency management programs. Prior to this appointment, at the request of the Agency Director, Mr. McLoughlin served in a senior executive position as the Deputy Associate Director for the State and Local Programs and Support Directorate, the largest and most diverse Directorate within FEMA.

Mr. McLoughlin is recognized both within and outside of FEMA as one of its most able senior careerist and representative at national and international conferences, exercise, national policy committees and seminars. His Federal career, which spans thirty-one years, is highlighted with such major contributions as: his appointment to and service on President Carter's Reorganization Project which resulted in the consolidation of five agencies into a unified Federal Emergency Management Agency his management of a large scale field nuclear weapons exercise which tested the Federal radiological response capabilities and forged an interagency agreement between the Department of Defense, Energy and FEMA (this accomplishment resulted in Mr. McLoughlin's receipt of the Defense Nuclear Agency's award of the Meritorious Civil Service Medal) and his active participation in three significant National Security Studies as senior staff member that dealt with (1) examining the role of civil preparedness in peacetime natural disasters and national security emergencies, (2) the issue of terrorism for the National Security Council Special Coordinating Committee and (3) the Congressionally-mandated policy paper which reviewed the nation's civil defense program.

Raymond A. Beirne
Deputy Director, Office of Pipeline
and Producer Regulation
Federal Energy Regulatory Commission

FERC

Mr. Beirne in his 26 years of service with the Federal Energy Regulatory Commission previously titled the Federal Power Commission has made a lasting impact on many Commission programs. For the last 3 years he has served as the Deputy Director, Office of Pipeline and Producer Regulation. The Office of Pipeline and Producer is responsible for handling billions of dollars of natural gas rate and certificates matters. During his tenure with the Commission he has been a major player in the development of regulatory policy affecting natural gas consumers involving millions of households in America. He was instrumental in moving the Commission towards a market oriented regulatory posture. Mr. Beirne has structured the Office of Pipeline and Producer Regulation into a highly professional and effective organization. Mr. Beirne truly exemplifies the qualities of a Distinguished Executive.

Herbert R. Doggette, Jr.
Deputy Commissioner
Operations
Social Security Administration

HHS

Mr. Doggette has provided executive leadership, direction and management strategy for the delivery of social welfare and social insurance services to the American public through a workforce of 60,000 — over 80 percent of the SSA employees. He has assured the effective and efficient administration of social security operations, and shared fully with the Commissioner of SSA responsibility for implementation of the agency's myriad laws and programs. He oversees a field structure comprised of 10 regional offices, more than 1,300 district and branch offices, 8 processing centers and 3 data operations centers. In addition, he is responsible for a full headquarters organization which manages these facilities, as well as the entire automated data processing systems function, including the National Computer Center. Mr. Doggett's career in SSA, spanning some 30 years, has been marked by an ability to work with individuals and groups at all levels. His intelligence, uncommonly good judgment, ability to establish instant rapport with people, demonstrated administrative ability, and excellent program background have made Mr. Doggette one of the truly exceptional executives in Government today.

Walter R. Dowdle
Deputy Director
Centers for Disease Control and Deputy Administrator
Agency for Toxic Substances and Disease Registry
Public Health Service

HHS

Dr. Dowdle is recognized for his exceptional scientific and executive accomplishments. His stewardship of extremely important public health programs and his significant contributions to the CDC have been extraordinary. Among a myriad of other accomplishments, Dr. Dowdle was at the forefront when Acquired Immunodeficiency Syndrome (AIDS) emerged as a major public health problem. Immediately, he focused scientific activities on the surveillance of the disease to include epidemiologic studies of AIDS transmission, natural history and risk factors, laboratory investigation to identify the cause, and dissemination of information and provision of education to the scientific and public health communities, high risk groups, and the general public. In recognition of this expertise in AIDS, he served as the first AIDS Coordinator of the U.S. Public Health Service and in 1987 became the first Deputy Director (AIDS) in CDC. His latest appointment to the dual role of CDC Deputy Director and Deputy Administrator of the Agency for Toxic Substances and Disease Registry is indicative of the esteem in which Dr. Dowdle is held by management within CDC, the Public Health Service, and the Department of Health and Human Services.

Vince L. Hutchins
Director
Division of Maternal and Child Health
Bureau of Maternal and Child Health
and Resources Development
Health Resources and Services Administration
Public Health Service

HHS

Dr. Hutchins has devoted his professional life to improving the health of mothers and children. In his current position as Director of the Division of Maternal and Child Health (MCH), he administers a national program that helps states, territories, and communities provide health care for women and children, including children who have special health needs. In addition to being an exceptional leader, he is also an innovator, a motivator, a promoter and a mediator. Dr. Hutchins conceived the idea of the Surgeon General's workshop, and as a result the Healthy Mothers, Healthy Babies Coalition was founded. Today it is an association of 88 national voluntary, professional and government organizations with coalitions in every state and many cities. Five additional workshops have been held, and each has marked the beginning of a national, long-term effort to address a vital MCH concern. In 1987, Dr. Hutchins persuaded the American Academy of Pediatrics to cosponsor a Workshop on Children with Special Health Needs. Because of his efforts, children who have special health needs are receiving care at home in their communities. Because of his unfailing efforts and compassion, Dr. Hutchins has served as an inspiration to all with whom he has been associated.

John H. Kelso
Deputy Administrator
Health Resources and Services Administration
Public Health Service

HHS

Mr. Kelso has distinguished himself as an innovative administrator and exemplary leader. As Deputy Administrator of the Health Resources and Services Administration since 1982, and its predecessor agency for the previous six years, Mr. Kelso effectively managed one of the largest, most complex health care delivery systems in the world. The agency's programs include providing direct health services to designated beneficiaries, supporting efforts to improve the education and use of the nation's health personnel, organizing efforts to integrate health service delivery programs with public and private health financing programs, and improving the use of health resources and providing technical assistance for modernizing or replacing health care facilities. It is estimated that the programs administered by Mr. Kelso have provided direct health care to 5 percent of the Nation's population. He successfully implemented a number of initiatives including decentralization of Federal health program authorities and responsibilities, several major reorganizations of the Public Health Service, the management of budget reduction and redirection activities, and new health service issues such as organ transplantation. Mr. Kelso has quietly yet effectively gone about getting the job done. He is the epitome of dedication to public service and the high moral and ethical standards which public servants must maintain in order to be successful.

Ruth A. Pierce
Associate Commissioner for Central Operations
Office of the Associate Deputy Commissioner
for Central Processing
Social Security Administration

HHS

Ms. Pierce has effectively administered one of the world's largest and most complex recordkeeping operations. She directed the activities of over 20,000 employees, approximately one-third of the Social Security Administration's staff which are geographically dispersed in 10 cities across the country, in processing the full range of social security program workloads which affect 37 million beneficiaries living here and abroad. Because of processing changes developed under Ms. Pierce's direction, significant improvements in efficiency and productivity were achieved. Major backlogs and processing time were reduced without any sacrifice to the quality of work products or services. Operations were streamlined resulting in major cost savings. In addition, she has provided unequalled assistance to SSA's Systems Modernization Projects and effectively served on a variety of internal executive management councils responsible for enhancing SSA work practices and strengthening the delivery of services to the American taxpayers. Ms. Pierce clearly has shown exceptional managerial ability which is coupled with an unusual sensitivity to people. She is a leader in affirmative action and in supporting the upward mobility of handicapped employees. In the eyes of her subordinates and peers, and through her many accomplishments which benefit the American people, Ms. Pierce exemplifies the highest level of performance excellence and public service.

Robert A. Streimer
Director
Bureau of Eligibility, Reimbursement and Coverage
Office of the Associate Administrator
for Program Development
Health Care Financing Administration

HHS

Mr. Streimer has gained recognition in the Department and stature throughout the health care community as an extremely competent leader. His position as Director of the Bureau of Eligibility, Reimbursement and Coverage is one of the most difficult jobs in the Department. He has proven himself time and time again as a skillful negotiator and technical expert on diverse health financing topics such as hospital payment, physician payment, technology assessment, and innovative financing arrangements. He has represented HCFA very successfully in meetings with national health care provider organizations, beneficiary groups, Medicaid state agencies, Governors' executive offices, Congress, and with other offices within the Executive Branch. Mr. Streimer's communications skills, coupled with his wealth of program knowledge, his exemplary leadership and his personal commitment have been instrumental in achieving greatly improved levels of cooperation within the Department and with our many external constituencies.

Robert L. Trachtenberg
Deputy Administrator
Alcohol, Drug Abuse, and Mental Health Administration
Public Health Service

HHS

Mr. Trachtenberg has had a distinguished public career during which he has made extraordinary contributions to improvements in organization, management, and productivity. His strong leadership and personal initiatives for management improvement and executive development have had an unusually beneficial impact on the Federal government. His 10-year career as Deputy Administrator of the Alcohol, Drug Abuse, and Mental Health Administration exemplifies these traits. In recent years Mr. Trachtenberg was relied on heavily by the Secretary for advice in sensitive negotiations with the Office of Management and Budget, the Department of Justice, and key members of Congress to obtain a legislative compromise to permit drug testing of Federal employees. His aggressive leadership and the application of his legal experience led to the approval of policies and testing plans in record time. Also, he successfully headed the Secretary's major initiative on alcoholism which was established because of the tremendous costs of alcoholism in terms of lives lost, billions spent in treatment and the economic consequences generally. He took the lead in establishing a National Citizens Commission on Alcoholism, the success of which is evidenced by the breadth and significance of the members of its board, by the fact that it has raised a substantial amount of money for furthering its charge, and by the fact that it was recently included in legislation which provides additional funds for the infrastructure of the organization. Mr. Trachtenberg truly exemplifies the qualities of a Distinguished Executive.

William D. Bettenberg
Associate Director for Offshore Minerals Management
Minerals Management Service

Interior

Mr. Bettenberg's 25 years with the Federal Government have been marked by positions of responsibility within the Department of the Interior involving serving as Deputy Assistant Secretary - Policy, Budget and Administration and Budget Director for the Department. In 1983, Mr. Bettenberg was appointed Director of the recently formed Minerals Management Service (MMS) which had major problems in its royalty program. During the past 5 years, he substantially improved program performance, providing leadership in the development of systems and systems improvements to ensure more accurate and timely collection of royalty revenue and accelerate the distribution of revenues to States and tribes. His achievements for offshore oil and gas leasing have been substantial. Under his leadership, the Government awarded over 40 percent of the offshore leases awarded over the 35-year history of the program with lease sale revenues of over \$7 billion. Overall, the leases under his management account for about one quarter of the Nation's natural gas supply, one-eighth of its oil production, and \$2.2 billion per year in royalty revenue. He melded the staff into a cohesive unit with high morale, productivity, and professional standing. He has provided leadership in reducing overall program expenditures by 12 percent in real terms. Recently, he moved to the position of Associate Director for Offshore Minerals Management where he will continue to apply his extensive knowledge.

Roland G. Robinson
Deputy Director
Bureau of Land Management

Interior

Mr. Robinson has had a long public career demonstrating special qualities of leadership, exceptional judgment and outstanding ability to analyze, resolve, and manage issues in the broad fields of national land and water resources. As Deputy Director, he is providing direction and leadership in developing major policy initiatives and decisions plus offering valuable political in-house insight. As State Director for Utah, he provided outstanding leadership in major initiatives such as Project Bold and resolution of "in lieu" claims of the State of Utah. Over his career, Mr. Robinson has given illustrious service to the Department of the Interior in his roles as Deputy Assistant Secretary, Associate Solicitor, and Attorney Advisor. His advice and counsel have formed the basis of many fundamental national decisions in major water cases and policy formulation. Throughout his career, Mr. Robinson has demonstrated a special ability to communicate with people in and out of government. This ability, together with his understanding of public land resource issues, has enabled him to serve the Department well in a complex political atmosphere with regard to the management of public land resources.

Michael F. Hertz
Director
Commercial Litigation Branch
Civil Division

Justice

Mr. Hertz has primary responsibility for initiating civil actions to recover monies owed the United States as a result of fraud or breaches of the standards of trust embodied in the conflict of interest laws. As a measure of the talent and dedication that Mr. Hertz has brought to his position, in the last three years, civil judgments and recoveries in affirmative fraud matters have increased 700%, from \$27.4 million in 1985 to \$176 million in 1988. Much of Mr. Hertz's effort has been directed at Department of Defense procurement fraud. Under his leadership, the Government has recovered more than \$100 million from Defense contractors and successfully defended challenges to the law. Mr. Hertz and his staff have also earned the respect of other Federal agencies through their work with the President's Council on Integrity and Efficiency and with individual IG offices. Mr. Hertz has been on the forefront of developing legal policies that have helped to protect the public treasury, and to preserve the Executive Branch's prerogatives in domestic policy and in national security matters.

Wade B. Houk
Assistant Director
Federal Bureau of Prisons

Justice

Mr. Houk has played a major role in permitting the Federal Prison System to effectively meet the challenges resulting from an unprecedented growth in the inmate population. If unmet, these challenges, particularly that of prison overcrowding, would have seriously threatened the life and safety of inmates, staff and the general public. Mr. Houk has been highly innovative in his management of the largest Federal prison construction program in history. He developed and implemented a complex prison site acquisition strategy and has developed ways to reduce prison construction costs which will save hundreds of millions of dollars over the next several years. Through a variety of budget strategies, innovative budget presentation techniques, and high personal credibility, Mr. Houk has successfully demonstrated the merit of the Federal Prison System's substantial resource needs to the Executive and Legislative Branches of Government. Maximizing productivity, particularly through automation, has also been one of Mr. Houk's key achievements. The major on-line inmate management information system called SENTRY is under his direction. During the past few years, major enhancements of this system have been implemented which have assisted the Bureau of Prisons in achieving substantial employee productivity increases.

Judy L. Whalley
Deputy Assistant Attorney General
for Litigation
Antitrust Division

Justice

Ms. Whalley is responsible for supervising most of the Division's criminal enforcement activities, as well as a large proportion of its civil investigations and litigation. Ms. Whalley has been the driving force in the Division's current initiatives to investigate and prosecute antitrust crimes committed in connection with Federal Government procurement. This initiative has resulted in 47 prosecutions of 55 individuals and 64 companies. In sum, Ms. Whalley is an intelligent, energetic, and highly competent individual whose performance has been exemplary.

Thomas Campbell
Comptroller

NASA

Mr. Campbell was appointed NASA Comptroller April 6, 1987. He had served as Deputy Comptroller since 1981. He joined NASA at the Goddard Space Flight Center in 1959 as administrative assistant in the Satellite Applications Systems and Projects Division. He came to Headquarters in 1963 and has worked in the resources area since that time. He served in the U.S. Air Force 1955 through 1959 prior to joining NASA. Mr. Campbell has received several awards including NASA Medals and in 1982 was awarded the Meritorious Presidential Rank.

Dale L. Compton

NASA

Deputy Director of Ames Research Center

Moffett Field, California

Dr. Compton develops and manages the activities of a unique array of scientific endeavors in relation to fundamental and applied research in aeronautics, space sciences, life sciences, aerophysics, and aerodynamics. Dr. Compton served as the Center Director (Acting) during the special assignment of the Center Director to NASA Headquarters during 1988. Dr. Compton drew upon his distinguished scientific background and his knowledge of Center programs to lead the Center without loss of momentum. As Director of Engineering and Computer Science in 1983, Dr. Compton improved service to the scientific and research groups at Ames through his management of research facilities. Dr. Compton has brought his strong combination of technical, organizational, and managerial skills to bear on numerous projects with national and international scope, notably the Infrared Astronomical Satellite Telescope System. Previously Chief of the Space Science Division, Dr. Compton also served as Project Manager for the Infrared Astronomical Satellite Telescope Systems, one of the most technically complex and difficult space projects ever undertaken by NASA. Dr. Compton joined Ames in 1957 and worked as an Aeronautical Engineer, Research Engineer, and Research Scientist until entering the managerial ranks in the early 1970's. He has earned an excellent reputation as a highly effective manager who can make the hard decisions and achieve results.

NASA

Kenneth S. Pedersen

Associate Administrator for External Relations

Mr. Pedersen is responsible for NASA's congressional, intergovernmental, international and industry relations and for the agency's educational activities and relations with educational institutions. Mr. Pedersen has been in the position of Deputy Associate Administrator for External Relations since September 1986. During the previous 6 1/2 years, he was Director of NASA's International Affairs Division, with responsibility for coordinating NASA interface with international organizations and foreign governments. Prior to joining NASA, he was with the Nuclear Regulatory Commission (NRC) for 4 years as assistant director and then director of the Office of Policy Evaluation. Prior to joining the NRC, Mr. Pedersen was a Senior policy analyst with the Atomic Energy Commission. He was a Fulbright Fellow in Denmark from 1966 to 1967 and has authored numerous articles on European politics and space subjects, in addition to co-editing a book on Western European governments. Mr. Pedersen headed the U.S. government delegation to the U.N. Committee on the Peaceful Uses of Outer Space on three occasions (1979 through 1981). He also was a member of the the U.S. delegation to the U.N. Unispace Conference in August 1982. Mr. Pederson was selected in 1983 and 1988 for the Presidential Meritorious Rank Award.

NASA

Richard H. Petersen

Director

Langley Research Center

Mr. Petersen is responsible for a budget of \$500 million, a workforce of 2,900 civil servants and 1,800 support service contractors, and research facilities with a replacement value exceeding \$1.6 billion. He provides overall management and direction for the Center's advanced research and technology programs in aeronautics and space. These programs enhance the United States leadership by providing crucial new capabilities for aerospace missions and vehicles 5 to 15 years in the future. The research programs are broad and diverse. Under Mr. Petersen's leadership, Langley Research Center has also played a key role in supporting the Nation's atmospheric sciences program. Instruments developed at Langley routinely measure ozone and clouds in the Earth's upper atmospheres from satellites and aircraft. Langley satellites and instruments participated in a major U.S. and international study of the Antarctic "ozone hole" in the fall of 1987, which resulted in significant new understanding of the processes responsible for the ozone hole. In addition, six Langley instruments in orbit are routinely measuring the Earth's radiation budget and providing global data to an international science team led by Langley personnel. This program has already demonstrated the crucial role played by clouds in determining Earth's climate and shown that they have a net cooling effect on the Earth--an important factor in studies of the "greenhouse effect." In aeronautics, a current area of emphasis is hypersonic aircraft where Langley has the lead within NASA for technology in support of the National Aero-Space Plane Program.

Constance K. McLindon
Director
Office of Information Systems

National
Science
Foundation

Mrs. McLindon is responsible for a broad set of operational services and growth - related initiatives designed to increase NSF staff productivity through the use of advanced information systems. Since her appointment to NSF in 1980, she has led the Foundation to the forefront in the use of innovative technology to improve internal business practices, communicate with universities and enhance the dissemination of scientific and technological information. Throughout her 30 year government career, she has held many positions in both research and operational arenas of information processing technologies. At the Defense Advanced Research Projects Agency she participated in the development of ARPANET research and development efforts that enabled dissimilar systems to communicate, an early forerunner of electronic mail. In the mid 1970's, she supported research in office automation technology which significantly influenced the development of products that are now available on the commercial market. In 1979, she received the Association of Government Accountants Award for Outstanding Achievement in Financial Management for development of an advanced, on-line, interactive financial management system, used as a "showcase" system throughout the Department of Defense. In 1985, she initiated a 3 year NSF research program, Experimental Research in Electronic Submission, to explore the unresolved issues related to multi-media document transmission and processing, using the electronic submission of proposals to NSF as the vehicle for experimentation. She is the U.S. representative to Exchange of Information on Research Projects, an international committee consisting of eight member nations which is involved in the exchange of international scientific data.

William G. Laynor
Deputy Director
Bureau of Technology

National
Transportation
Safety Board

Mr. Laynor is responsible for implementing policy and programs leading to the enhancement of safety in U.S. civil transportation through the investigation and analysis of causes of transportation accidents. With a background in the fields of aerodynamics, flight performance, aircraft systems and flight operations, Mr. Laynor has been the Safety Board's technical spokesman in aviation safety issues such as collision avoidance, severe weather hazards, aircraft airworthiness, cabin safety and human factors. Before joining the Safety Board in 1970, Mr. Laynor was employed for 10 years as an engineer and pilot with the Aerospace Division of the Martin Marietta Corporation where he designed and tested aircraft and aerospace vehicle flight control systems. Mr. Laynor attained his flight experience as an aviator in the U.S. Navy having served 5 years on active duty and 18 years as a reserve officer. He retired as a Captain in 1978.

William C. Parler
General Counsel

NRC

Mr. Parler has served the Nuclear Regulatory Commission (NRC) and its predecessor, the Atomic Energy Commission with distinction for 30 years, playing a major role in crafting the laws, regulations and regulatory decisions that have created public policy for the safe use of nuclear technology. He served as Counsel to the Congressional Joint Committee on Atomic Energy. He has contributed significantly to the development of major legislation in the nuclear field. Under Mr. Parler's leadership, the Office of the General Counsel consistently produces analyses of complicated legal issues that reflect the highest standards of excellence. His innovative cost saving approaches to major, resource intensive activities, successes in litigation, as well as his success in preparing significant changes to NRC's rules, are examples of his superior performance as General Counsel. Mr. Parler is a recognized expert on the Atomic Energy Act of 1954, and an acknowledged authority in the field of nuclear law and regulation.

James M. Taylor
Deputy Executive Director for
Nuclear Reactor Regulation
Regional Operations and Research

NRC

Mr. Taylor is a key decision maker in the implementation and enforcement of safety measures. Since joining NRC in 1980, Mr. Taylor's primary concern has been to ensure the safe operation of nuclear reactors and facilities. He shaped the NRC Resident Inspector Program, which is recognized nationally and internationally as a major contributor to reactor safety, and developed a team inspection approach that was used as a model for the performance assessment program of the Institute of Nuclear Power Operations. His emphasis on improved productivity and efficiency in the inspection program contributed to a gain of about 90 staff years in productivity or approximately \$4.5 million in savings. In 1988, Mr. Taylor was appointed Co-Chairman of the Joint Coordinating Committee for Civilian Nuclear Reactor Safety, a cooperative venture between the United States and the Soviet Union to examine safety issues of mutual interest. He chaired the first meeting in Moscow and future meetings are scheduled for which he has lead responsibility for the U.S. Government. Mr. Taylor has been the recipient of many awards, most notably the 1988 Meritorious Presidential Rank Award.

David K. Kleinberg
Deputy Associate Director
Health and Income Maintenance Division

OMB

Mr. Kleinberg is the senior career official advising the Director of OMB on the management, budgeting, legislative, regulatory, and operational policies of the Federal Government's health and income maintenance program. These programs are comprised of one-third (in excess of \$300 billion annually) of the Federal budget, over 116,000 employees, and several hundred thousand State and local employees who assist in administering the programs. He is directly responsible for programs including social security and medicare for the aged, disabled and their families; medicaid and supplemental security income for the needy, blind, aged, and disabled; aid to families with dependent children; and food stamps. Mr. Kleinberg has served in his current highly-demanding position for 7 years. Prior to this time, he served for 6 years as the head of the OMB unit responsible for the budgeting of Welfare and Federal retirement programs. He is well-known through the Federal Government for his ability to propose innovative and cost-effective solutions to complex and extremely difficult problems. His creative and continuing substantial achievements are the basis for his nomination for this award. One of Mr. Kleinberg's remarkable accomplishments has been his effective leadership in ensuring that Presidential policies and objectives have been incorporated into the programs and budgets for which he is responsible -- programs which are some of the most far-reaching, significant, and complex in the Federal Government today. He has been at the forefront in: (1) modernizing the Social Security Administration's computer systems and significantly increasing this agency's productivity; (2) restoring fiscal integrity to the social security trust funds; (3) ensuring the solvency of the Medicare Hospital Insurance Trust Fund; (4) achieving reductions in the Federal deficit; and (5) ensuring that recently enacted omnibus catastrophic health insurance legislation provided for fiscally responsible funding.

Claudia Cooley
Associate Director for
Personnel Systems and Oversight

OPM

Ms. Cooley is responsible for a wide variety of programs, including the Government's pay and position classification systems, performance management, employee and labor relations, and oversight of agency personnel management. Ms. Cooley's career with the Federal Government began in 1967 when she joined the Civil Service Commission (CSC) as a Management Intern. Since that time, she has held both line and staff positions spanning a broad range of program areas. In 1978-79, Ms. Cooley played a key role in planning and setting up the new U.S. Office of Personnel Management. In 1980, Ms. Cooley was elevated to the Senior Executive Service with her appointment as an Assistant Director for Agency Relations. In 1981, she became Deputy Associate Director for Compensation with responsibility for overseeing Federal civilian pay and benefits programs and administering the Civil Service Retirement System. In addition to her regular responsibilities, Ms. Cooley has undertaken a number of special assignments. She served as the agency's principal management representative in negotiating a 3-year contract with the local union and for 3 years she served as Chair of OPM's Performance Review Board. Also, in 1985 the General Assembly of the United Nations elected Ms. Cooley as a member of the International Civil Service Commission -- the personnel policymaking body for the U.N. and its specialized agencies. In 1987, Ms. Cooley was appointed to the Personnel Advisory Board for the Red Cross (D.C. Chapter). Ms. Cooley has received a number of performance awards. In addition, she was honored with the OPM nomination for the William A. Jump Memorial Award in 1974, the Director's Award for Distinguished Service in 1984, and a Meritorious Presidential Rank Award in 1986.

Curtis J. Smith
Associate Director for
Career Entry and Employment Development

OPM

Mr. Smith is OPM's senior official for the Government's program to recruit and hire civil servants for all of its agencies. Mr. Smith has led a significant and successful reform of the way the Government staffs its 2 million jobs. Broad new authorities have been delegated to agency managers to hire people, to move them to new positions, to set entry-level pay rates, to use cooperative education programs, and to use such helpful private sector services as search firms and temporary help agencies. He has simultaneously focused renewed energy and resources on rebuilding the Government's recruiting operation and on increasing the speed and responsiveness of OPM's operating services to agencies. Under his leadership, OPM has developed an exciting new approach to hiring college graduates for administrative careers, with the potential of resolving longstanding and difficult judicial and political problems caused by the conflict between merit and equity in Federal hiring. In all of this, he has led by clearly defining goals and then relying on the knowledge and capability of the people in his organization to design and implement the specific improvements.

Daniel L. Goelzer
General Counsel

SEC

Mr. Goelzer serves as the General Counsel of the Securities and Exchange Commission. As a nationally recognized authority on the federal securities laws, he has skillfully employed the tools of a master tactician and brilliant mind, blending legislation and litigation to achieve protections for investors in securities. He has fulfilled his early promise -- a merit scholar in college, first in his class at law school, and a clerk to a federal appellate judge. He joined the SEC's Office of the General Counsel as a young lawyer in 1974. In recognition of his exceptional work and accomplishments during his 15 years on the SEC staff, the last 6 as General Counsel, Mr. Goelzer has received a number of awards, including the Philip A. Loomis Award for outstanding legal scholarship and integrity, and the SEC's highest honor, the Distinguished Service Award. Mr. Goelzer is, at the same time, a lawyer's lawyer with an advanced degree in law, who writes for scholarly journals, teaches law, and lectures widely in the U.S. and abroad, and a pragmatic government executive.

SEC

Elisse B. Walter
Deputy Director
Division of Corporation Finance

Ms. Walter oversees the periodic reporting, securities registration, tender offer and proxy solicitation obligations of more than 11,000 publicly owned companies, foreign and domestic, whose securities are traded in the United States. Ms. Walter also has served as the Commission's Associate General Counsel primarily responsible for counseling the SEC on all major legal and policy issues arising out of its regulatory and enforcement actions and for defining and drafting the Commission's legislative program. During Ms. Walter's tenure as Deputy Director, the securities markets have been marked by dramatic changes in the environment and innovation in financing techniques and securities. Guided by Ms. Walter's extraordinary legal insight, tremendous creativity and understanding of corporate finance, the Division has responded quickly and thoughtfully, accomodating innovation while assuring that investors receive the information necessary to appreciate the risks and rewards of the security offered. During 1988 alone, more than \$400 billion securities have been registered for sale to the public. Of this, more than \$164 billion novel and unique financial instruments have been sold. Under Ms. Walter's direction, the Commission staff has developed the legal theories necessary to analyze these instruments and fit them into the framework of the securities laws, thus permitting companies to tailor their financings to meet their capital needs most efficiently. Her exceptional contributions to the SEC and the protection of investors have earned Ms. Walter the unique honor of being the only person in the Commission's history to have been awarded both the Manuel F. Cohen Outstanding Younger Lawyer Award and the Philip A. Loomis, Jr. Award.

Stephen N. Marica
Assistant Inspector General for Investigations

SBA

Mr. Marica has compiled a distinguished record of accomplishments. Beginning in 1972 with the successful completion of an investigation involving the improper disclosure of tax information on the President of the United States, he has consistently been assigned cases which have made headlines. Included are ones involving U.S. Senators, Cabinet Members and IRS Commissioners, as well as investigations of companies such as Wedtech and United Chem Con. These last two so far have resulted in the indictment of 29 individuals. In addition to conducting successful investigations, Mr. Marica also established the first comprehensive system designed to protect IRS employees from potentially dangerous taxpayers and he devised a program to coordinate all aspects of IRS undercover operations. Since becoming the Assistant Inspector General for Investigations with the Small Business Administration in January 1986, the productivity figures of the Investigations Division have tripled in both prosecutive actions and financial recoveries. His initiatives include the development of a comprehensive in-house training program for investigators, creation of an automated management information system, a major outreach program to other law enforcement agencies, and a complete structural reorganization including the opening of three new field offices. These efforts have resulted in over 100 prosecutions and financial recoveries exceeding \$54 million. Considering the limited resources of the Investigations Division, these are extraordinary achievements.

Alan J. Kreczko
Deputy Legal Advisor

State

Mr. Kreczko joined the Department of State's Legal Office in 1976; in 1988, he became Deputy Legal Adviser. During his career, he has made substantial contributions to U.S. foreign policy in such diverse areas as Afghanistan, nuclear non-proliferation, international environmental issues, Soviet immigration practices, foreign policy, visa denial policy, and the Iran-Iraq war. He has, moreover, throughout his career, played a unique role in the formulation and execution of U.S. policy toward the Arab-Israeli conflict. In 1987 and 1988, he accompanied Secretary Shultz on four missions to the Middle East. He drafted the peace initiative which the Secretary presented to regional leaders and was responsible for explaining and defending it to senior Middle East officials. In 1986, he was given daily responsibility for mediating a range of bilateral issues between Egypt and Israel. His success, requiring numerous shuttles between the two countries, led to an historic summit between President Mubarak and Prime Minister Peres, a personal commendation by the Prime Minister of Israel, and a Distinguished Honor Award from the Secretary of State. He was a leading participant in all of the Arab-Israeli negotiations of the past 10 years, including those concerning Camp David autonomy, the creation of the Sinai peacekeeping force, and Israel's withdrawal from Lebanon. Mr. Kreczko's experiences have demonstrated his abilities as a senior legal adviser and negotiator on major foreign policy issues. He is highly regarded within the Department and the U.S. Government generally, by private practitioners and by foreign leaders, for his legal expertise and political insights.

State

Joseph H. Linneman

Associate Comptroller for Budget and Planning

Mr. Linneman is currently a consultant with the Department of State specializing in financial management issues. Previously he was the Associate Comptroller for Budget and Planning, a position equivalent to Deputy Assistant Secretary in the Department of State. His office was responsible for the Department's worldwide resource acquisition, planning and execution activities. Prior to that, Mr. Linnemann was the Associate comptroller for Financial Management responsible for the development, implementation and approval of accounting and financial management systems throughout the Department. He also served as Deputy Assistant Secretary for International Narcotics Matters. Mr. Linnemann has held various other positions in the Office of Management and Budget and the Office of Drug Abuse Policy in the Executive Office of the President, the U.S. Postal Service, and participated in the President's Executive Interchange Program.

Patrick M. Norton
Assistant Legal Advisor for
Near Eastern and South Asian Affairs
Office of the Legal Advisor

State

Mr. Norton has had a distinguished career at the State Department, providing legal advice on many of the most critical foreign policy issues of the last decade. In the late 1970's, Mr. Norton performed much of the seminal legal work preparing for normalization of relations with China. As counsel to the Senate Intelligence Committee, he played a central role in efforts to reform and reorganize the U.S. intelligence community. Back at State, Mr. Norton was placed in charge of more than 100 arbitrations between the U.S. and Iranian governments, many involving claims of billions of dollars. He later represented the United States in its dispute with Nicaragua before the International Court of Justice. Mr. Norton served as Assistant Legal Adviser for East Asian and Pacific Affairs for more than 4 years, where, most notably, he dealt with the complex legal problems arising from the February 1986 revolution in the Philippines and the Soviet downing of KAL-007. Most recently, Mr. Norton has been Assistant Legal Adviser for Near Eastern and South Asian Affairs and has been involved in settling the long-standing boundary dispute between Israel and Egypt at Taba, many aspects of the Iran-Iraq War, and the Geneva Accords on Afghanistan. Since his admission to the Senior Executive Service in 1983, Mr. Norton has been consistently ranked among the top executives at State. He was awarded the Meritorious Presidential Rank Award in 1988.

James H. Thessin
Assistant Legal Adviser for Management

State

Mr. Thessin is currently the Assistant Legal Adviser for Management, Office of Legal Adviser, Department of State. His legal advice influences how the Department spends its two billion dollar budget, manages its 25,000 employees, carries out its procurement and foreign construction programs, and preserves its reputation for integrity in government. Previously he was the Assistant Legal Adviser for Human Rights and Refugee Affairs and the Department's legislative attorney for foreign assistance programs. Mr. Thessin has held various other positions in the Federal Government, including with the Federal Trade Commission and the Nuclear Regulatory Commission and on the staff of the Senate Foreign Relations Committee.

Edwin S. Harris, Jr.
Associate Administrator for Airway Facilities
Federal Aviation Administration

Transportation

Mr. Harris' service with the Federal Aviation Administration (FAA) has spanned 24 years of major contributions to aviation safety in both administrative and line management positions. He was a principal designer of the FAA's innovative management training programs which have provided thousands of technical employees with the preparation needed to move into management positions. From this auspicious early start, he has continually demonstrated his extraordinary management skills in roles as diverse as Manager of a centralized data services division; Superintendent of the technical training program at the FAA Academy; Deputy Director of one and Director of another key FAA region. Most recently, in 1987 he was selected as the first non-engineer to head the multi-year \$15.8 billion National Airspace System Plan, the largest non-defense capital investment project in the history of this country. Under Mr. Harris' leadership, this ambitious effort has moved forward successfully, and through such projects as the new Host Computer System which was installed at all Air Route Traffic Control Centers on schedule, will continue to ensure the safe, expeditious handling of air traffic well into the 21st century.

Rosalind A. Knapp
Deputy General Counsel
Office of the Secretary

Transportation

Mr. Knapp has been an attorney at the Department of Transportation for the past 16 years. As Deputy General Counsel since 1981, she is the Department's senior career legal officer. In that capacity, Ms. Knapp was instrumental in the development and passage of legislation to deregulate the intercity bus and maritime industries, actively directed the review and revision of the Department's regulations to reduce unnecessary burdens of Federal regulations; played a lead role in alleviating the serious problem of air travel delays; led the Department's investigation of the continuing fitness of Eastern Airlines; is responsible for enforcing aviation consumer protection regulations; and serves as the Department's Ethics Officer. Earlier accomplishments include development of regulations to foster greater integration of Federal highway and transit funding at the State and local government level, and drafting and helping secure passage of significant highway and transit legislation. Ms. Knapp began her Federal service at the Department of Housing and Urban Development, where she was involved in the initial development of the Federal fair housing program.

Leland F. Page
Director, Automation Service
Federal Aviation Administration

Transportation

Mr. Page's service with the Federal Government spans 22 1/2 years of service as a Mathematician, Engineer, Research Leader, and a variety of supervisory/managerial positions. His contributions through personal dedication, leadership, and integrity have added greatly to the safety and efficiency of the Air Traffic Control system and have gained him the highest respect throughout his career. Mr. Page was instrumental in the award of the \$432 million IBM Host Computer contract, a highly complex air traffic control program which will enable the movement of a greater volume of air traffic than ever before. He had a major role in the awarding of the Advanced Automation System contract - the largest non-Department of Defense procurement in the government. Mr. Page's continual high level of personal commitment and dedication to the Federal Aviation Administration and the aviation industry as a whole have resulted in increased air safety and efficiency.

Martin French
Assistant Commissioner

Treasury

Mr. French entered Government service with the Bureau of Public Debt in October 1973. His first assignment was to consolidate the Bureau's field office operations, which was successfully accomplished a year later with the transfer of all savings bond activities to a new facility in Parkersburg, West Virginia. The consolidation and continued streamlining of operations has produced major savings in personnel and operating costs while, at the same time, substantially improving the delivery of services to bond owners. Through his leadership and application of new technologies, staffing requirements were reduced by more than 20 percent. Fundamental changes in the nature of the bonds, as well as in the ways they are issued, redeemed and serviced, have produced significant improvements in the cost-effectiveness of the Savings Bond Program.

Peter K. Scott
Deputy Chief Counsel
Internal Revenue Service

Treasury

Mr. Scott has demonstrated an overriding concern for the efficient and professional operation of the legal service function, and for the needs of the public it serves. He has initiated and promoted modern automated systems to track work and save costs, and reorganized and streamlined many functions to eliminate layers of management and duplication of effort. In every assignment, he has fostered through personal example a spirit of quality, efficiency, and cost management. His innovative management approaches to a \$22 billion inventory of tax litigation cases substantially increased case closings and sharply reduced inventory, while accelerating the dollars returned to the Treasury from \$2 billion in fiscal year 1986 to well over \$3 billion in fiscal year 1987 and 1988. Under his leadership, the Internal Revenue Service has greatly expanded its role in evaluating proposed legislation, and providing its views to Congress. Recognizing the extreme importance of timely and effective guidance to the public on new legislative provisions, Mr. Scott developed innovative programs to provide it. He pioneered the use of a team approach to each provision of the legislation that ultimately became the landmark 1986 Tax Reform Act, and then created an unprecedented reliance on informal means of guidance to get the word out quickly. This approach received wide acclaim within the professional tax community. Throughout his career, Mr. Scott has emphasized cooperation with outside organizations, and the need to deal fairly and professionally with taxpayers and practitioners alike. He is a consummate manager who is also a superb lawyer, a combination that has made him one of the most respected professionals in his field.

Jose R. Coronado
Director
Audie L. Murphy Memorial Veterans Hospital
San Antonio, Texas

Veterans
Affairs

Mr. Coronado was named Director of the Audie L. Murphy Memorial Veterans Hospital in July 1975. Today, he is nationally recognized in the Department of Veterans Affairs as an outstanding administrator and leader, consistent with the highest standards of healthcare delivery. As chief executive officer of a complex 674-bed tertiary care facility, Mr. Coronado leads a staff of 2,100 healthcare professionals with an annual budget of over \$103 million. The hospital is one of the major teaching hospitals of the University of Texas Health Science Center at San Antonio effectively meeting the healthcare needs of 300,000 veterans in south and central Texas through a system of three outpatient clinics, two community based clinics and five counseling centers. Under Mr. Coronado's leadership, the Audie L. Murphy Memorial Veterans Hospital is the single VA facility to be selected as a site for a clinical research center by the National Institute of Health and nationally one of six hospitals selected by the National Cancer Institutes for initial study of Interleukin-2. Equally important are the complex sharing agreements with community and Department of Defense healthcare providers which have resulted in increased availability of highly sophisticated medical services throughout the San Antonio community and produced a cost savings to the government of approximately \$2 million annually. In a career spanning 27 years, Mr. Coronado's long-term commitment and leadership in patient care, education, research and healthcare management attest to his superior achievement and influence beyond the San Antonio community.

John V. Sheehan
Medical Center Director
Houston, Texas

Veterans
Affairs

Mr. Sheehan has exemplified in his 47 year career the qualities of a leader. His unique executive abilities have always been channeled to an improved level of care for American veterans. Mr. Sheehan's history of leadership at Veterans Affairs hospitals, which include the New York, Boston and Houston facilities, has given him the knowledge to meet the needs of America's veterans. In meeting veterans' future needs, Mr. Sheehan is currently directing the construction of the largest replacement hospital Veterans Affairs has ever built. Under his management, the original \$400 million estimate has been lowered by 40 percent. The new \$225 million Houston facility will vastly improve service provided to the more than 480,000 veterans currently served. Mr. Sheehan has personally trained many young administrators for executive leadership positions within and outside the Veterans Affairs system. Many VA staff development programs for women and minorities were initiated by him. In addition to numerous awards from veterans' service organizations, Mr. Sheehan has received the Meritorious Presidential Rank Award.

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TOTAL OF DISTINGUISHED AND MERITORIOUS RANK AWARD WINNERS

	<u>Distinguished</u>	<u>Meritorious</u>
1. Agency for International Development	2	0
2. Department of Agriculture	0	18
3. Department of Commerce	2	5
4. Commodity Futures Trading Commission	1	0
5a. Office of the Secretary of Defense	3	21
5b. Department of the Air Force	1	8
5c. Department of the Army	1	13
5d. Department of the Navy	5	25
5e. Defense Agencies	3	5
5f. Department of Defense Inspector General	0	1
6. Department of Education	1	2
7. Department of Energy	1	11
8. Environmental Protection Agency	3	12
9. Federal Emergency Management Agency	1	3
10. Federal Energy Regulatory Commission	1	0
11. Federal Home Loan Bank Board	0	1
12. Federal Maritime Commission	0	1
13. General Services Administration	0	5
14. Department of Health and Human Services	7	22
15. Department of Housing and Urban Dev.	0	10
16. Department of Interior	2	9
17. Department of Justice	3	4
18. Department of Labor	0	2
19. Merit Systems Protection Board	0	1
20. National Aeronautics Space Administration	4	29

	<u>Distinguished</u>	<u>Meritorious</u>
21. National Credit Union Administration	0	2
22. National Endowment for the Arts	0	1
23. National Labor Relations Board	0	2
24. National Science Foundation	1	3
25. National Transportation Safety Board	1	0
26. Nuclear Regulatory Commission	2	9
27. Executive Office of the President	1	4
28. Office of Personnel Management	2	1
29. Securities and Exchange Commission	2	2
30. Small Business Administration	1	1
31. Department of State	4	6
32. Department of Transportation	3	10
33. Department of the Treasury	2	22
35. United States Information Agency	0	2
34. United States Trade Representative	1	0
36. Veterans Administration	2	13
<u>TOTAL</u>	<u>63</u>	<u>286</u>

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MERITORIOUS WINNERS

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The Senior Executive Service

February 1988

U.S. Office of Personnel Management • Office of Executive Personnel

“Our goal of achieving an efficient, effective Government depends in no small way on the persistence, energy, and selfless spirit of Federal employees. . . . The Senior Executive Service represents the best of our civil service. . . . Their commitment to excellence in service. . . sets a standard of accomplishment for all civil servants to strive to match.”

President Ronald Reagan
December 12, 1985

The individuals pictured in this publication are senior executives who have been recognized by the President for their outstanding contributions to the public service.



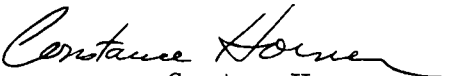
United States
**Office of
Personnel Management**

Washington, D.C. 20415

Members of the Senior Executive Service provide the key link between the President and his top-level political appointees and the 2.1 million career Federal employees. Keeping this link strong requires dedicated, capable senior executives, responsive to the President's mandate and accountable for the execution of government programs.

The Senior Executive Service has been designed to serve as the unique personnel system supporting the work of these executives. It provides for a uniform, government-wide system for developing, selecting, rewarding, and managing an effective team of high-level managers.

As we work to strengthen the SES, we simultaneously improve the functioning of our federal government and of our highly successful democracy.


Constance Horner
Director

Introduction

One of the most significant innovations of the Civil Service Reform Act of 1978 was the creation of the Senior Executive Service (SES). A new, completely separate personnel system for senior executives was established in July 1979.

SES members serve below the President's top appointed officials, such as heads of departments and agencies, who are at Executive Levels I through V. As such, they play a critical role in the democratic process, translating the mandate of the national electorate into the development and execution of government programs, policies and actions.

The SES covers primarily managerial and supervisory positions equivalent to GS-16 through Executive Level IV. It is a gradeless system in which salary and career status are personal, not dependent on the position.

The objectives of the SES system are:

- to provide greater authority to agencies in managing their executive resources;
- to attract and retain highly competent executives, and to assign them where they will be most effective in accomplishing the agency's mission and where best use will be made of their talents;
- to provide for the systematic development of managers and executives;
- to hold executives accountable for individual and organizational performance;
- to reward the outstanding performers and remove the poor performers; and
- to provide for an executive merit system free of prohibited personnel practices and arbitrary actions.

This publication provides a general description of the Senior Executive Service, what it is, and how it works. It has been designed to answer most commonly asked questions about the SES. Provisions described in the following pages may vary in specific situations, and are subject to change by new laws or regulations.

Contents

Chapter 1	SES Structure	1
Chapter 2	Positions and Appointments.....	2
Chapter 3	Appointment to the SES.....	3
Chapter 4	Assignment Within the SES.....	5
Chapter 5	Compensation, Benefits, and Awards	6
Chapter 6	Career Development and Advancement	8
Chapter 7	Performance Appraisal	10
Chapter 8	Removal	11
Chapter 9	Protections Against Arbitrary Actions	13
Chapter 10	Overview	14
	Table 1: SES Coverage: Personnel Requirements, Benefits and Incentives by Type of Appointment	14
	Table 2: Conditions of Employment for Career SES Executives	15

CHAPTER 1:

SES Structure

Coverage

The Senior Executive Service (SES) is the personnel system that covers most of the top managerial, supervisory, and policy positions in the Federal government. The only positions above the SES are those in the Executive Schedule—noncareer positions that make up the highest level of Presidential appointments. SES positions must be equivalent to at least a GS-16.

Positions excluded from the SES include those in the Foreign Service, the FBI, government corporations, and certain intelligence agencies; certain positions in the Veterans Administration; Administrative Law Judges; and positions requiring Senate confirmation.

Government-wide Limitations

There is a limit in law of 10,777 SES and supergrade (GS-16 through GS-18) positions combined, and a separate limit of 517 high-level non-managerial scientific and professional positions engaged in research and development.

Allocations to Agencies

Each agency reviews its executive personnel needs every two years and requests an SES position allocation from the Office of

Personnel Management (OPM). After consultations with the Office of Management and Budget, OPM allots a specific number of SES position spaces to an agency based on such factors as agency mission, program needs, and budget. OPM may adjust the allocation upward or downward during the two-year period, but the total number of positions Government-wide may not exceed 105% of the number initially authorized.

Agency Authority

Once an agency has its SES allocation, it may establish SES positions without further approval as long as it stays within the allocation and the positions meet the SES functional and grade level criteria. The agency may abolish unneeded SES positions and use the spaces to meet greater needs elsewhere within the agency.



Pete Wilhelm (1987 Meritorious Executive) has designed, tested and worked with spacecraft for almost thirty years. Today he directs the Naval Center for Space Technology at the Naval Research Laboratory in Washington, D.C.

CHAPTER 2:

Positions and Appointments

Position Types

The SES contains two types of positions—Career Reserved and General.

Career Reserved positions are those positions that must be filled by career appointees in order to ensure the public's confidence in the impartiality of the Government. Tax, law enforcement, and contract administration positions are typical examples. Agencies designate those positions which are Career Reserved in accordance with criteria established by OPM. There must be a minimum of 3,571 career reserved positions Government-wide.

All other positions are General. They may be filled by any of the four types of appointment described here.

SES Appointments

There are four types of appointments to the SES: career, noncareer, limited emergency, and limited term.

Career Appointments

Initial career appointments to the SES are made competitively. After agencies establish position qualification requirements, they are required to advertise positions at least Governmentwide. Applicants are then rated and ranked by the agency. The agency approves the technical qualifications of the selectee. The managerial qualifications are approved by a Qualifications Review Board (QRB) convened by OPM. (See Chapter 3 for a fuller discussion of appointment procedures.)

Career appointees may be assigned to either Career Reserved or General positions. Tenure rights and conditions governing reassignment, performance appraisal, compensation, and benefits are identical for all career appointees, whether their position is General or Career Reserved.

Noncareer Appointments

Noncareer appointees generally are responsible for formulating, advocating, and directing Administration policies. Agencies may make noncareer SES appointments only after prior approval of a

noncareer appointing authority by OPM. Agencies approve both the technical and managerial qualifications of appointees.

The number of noncareer appointments Governmentwide may not exceed 10% of the total number of SES positions allocated by OPM. Proportions of noncareer appointees may vary from agency to agency within the Government-wide 10% limit; but, with a few statutory exceptions, noncareer appointees may not exceed 25% of an agency's SES position allocation.

Noncareer appointments may be made only to SES General positions.

Noncareer appointees have no tenure in their positions or in the SES. They serve at the pleasure of the agency head.

Limited Appointments

Limited appointing authorities are used when an agency must make appointments more rapidly than would be possible under competitive procedures. Limited Emergency appointments may be used to meet an urgent need. Limited Term appointments may be used when the position is not a continuing one, such as for a special project or study. In special circumstances, OPM may allocate limited appointment authorities to an agency for special purposes such as to facilitate executive development.

OPM must approve the use of these authorities, and they may not total more than 5% of the SES Governmentwide.

Limited appointments are made noncompetitively. Agencies approve both the technical and managerial qualifications of appointees.

Limited Emergency appointments cannot last longer than 18 months; Limited Term appointments cannot last longer than 36 months. Limited appointees serve at the pleasure of the agency head.

Limited Emergency and Limited Term appointments may be made only to SES General positions.

CHAPTER 3:

Appointment to the SES

Agency Merit Staffing

Each agency has an SES merit staffing system based on the requirements of law and OPM instructions. Executive Resources Boards, composed of high-level agency officials, are responsible for the design and implementation of the system.

One of the requirements of the merit staffing system is that open competition be held before initial career appointment to the SES. Each agency establishes the qualifications requirements necessary for its SES positions. The agency also determines whether to consider only qualified Federal employees or also qualified persons from outside the Government, based on the nature of the positions being filled and the anticipated difficulty of locating qualified candidates.

Vacancy Announcements

Agencies must advertise SES vacancies at least throughout the Federal government. They may also, when appropriate, send vacancy announcements to nongovernment sources (e.g., universities, research firms, and State and local governments).

OPM prepares a consolidated SES Vacancy Announcement list biweekly. The list is distributed to all Federal agencies and to OPM Regional Offices, Area Offices, and Job Information Centers. Information about SES vacancies is also available at U.S. Employment Service offices.

OPM's list provides a brief explanation of the duties of each position. Interested candidates should contact the agency posting the vacancy to obtain additional information about required qualifications and application procedures. Frequently, job announcements remain open for only 14 calendar days, so it is important to apply promptly to meet announcement closing deadlines.

Applications

OPM does not accept applications for SES vacancies. Candidates, including current Federal employees, must apply directly to the agency with the vacancy. The agency rates and ranks the applicants and makes its selection from among the qualified candidates.

The agency is responsible for determining that its selectee meets the technical qualifications for the position being filled.

Qualifications Review Board Process

Before an initial career appointment to the SES can be made, the managerial qualifications of the candidate must be certified by a Qualifications Review Board, established by OPM. The Board is normally composed of three SES members from three different agencies. More than half of the Board members must be career SES employees. Certification will usually take place at the time of appointment or at the completion of a candidate development program. Only agencies may submit requests for certification; individuals may not nominate themselves.

The Board will make its decision based on one of the following factors:

- a. Demonstrated executive experience;
- b. Successful participation in an SES candidate development program approved by OPM; or
- c. Special or unique qualities which indicate a likelihood of executive success.

The Board reviews a candidate's executive experience under factor "a" by evaluating the executive's competence, or predictability of competence, to assume leadership responsibilities in the following areas:

- integration of internal and external program/policy issues;
- organizational representation and liaison;
- direction and guidance of programs, projects or policy development;
- resource acquisition and administration;
- utilization of human resources; and
- review of implementation and results.

Agency Candidate Development Programs

Agency candidate development programs provide an alternate avenue for entry into the SES. Selection for the programs is subject to competition and merit staffing procedures similar to those used for filling SES positions. Program participants engage in formal training and developmental assignments. Graduates are certified by a Qualifications Review Board and are then eligible for noncompetitive appointment to the SES in any agency for three years.

Travel and Transportation Expenses

The prospective employing agency may pay travel expenses for a preemployment interview of any SES applicant. For any new SES appointee, the employing agency may pay the travel expenses, those of the appointee and his or her immediate family, and the transportation expense for household goods and personal effects from residence to first official duty station.

Probationary Period

Each new career appointee in the SES must serve a one-year probationary period before obtaining SES tenure.

Experience Requirements

By law, at least 70% of all SES members Governmentwide must have five years of current continuous Federal civilian service at the time of SES appointment. The requirement assures that there is always a substantial corps of experienced executives, while also allowing the infusion of outside talent. There is currently no percentage limitation for individual agencies, however.

Exceptions

The SES merit staffing, candidate development program, and career appointment provisions described in this section do not apply to noncareer or limited appointments to the SES. Nor do these procedures apply to the filling of SES positions on a short-term basis, i.e., details and assignments under the Intergovernmental Personnel Act.

1986 Distinguished Executive Kathryn B. McGrath, together with SEC Commissioner Aulana L. Peters, leading a panel discussion at the SEC's Major Issues Conference. Ms. McGrath directs SEC's Division of Investment Management.



CHAPTER 4:

Assignment Within the SES

In addition to management skills, many SES positions require substantial professional or program expertise, and individuals must meet the specific qualifications requirements of any position to which they are assigned. However, the SES permits flexibility in assignment to meet agency needs, and opens up a wider variety of positions to members because the SES has no grades. Competition and Qualifications Review Board approval are not required to move from one SES position to another unless an individual is receiving his or her initial career appointment.

Career Appointees

Career members may be reassigned to any SES position in their agency for which they are qualified. If the reassignment is within the commuting area, 15 days' advance written notice is required. If the reassignment is outside the commuting area, 60 days' advance written notice, including the reasons for the reassignment, must be provided. The full notice period may be waived if the executive concurs.

Career members may not be reassigned involuntarily within 120 days of the appointment of a new agency head or of a new noncareer supervisor. This precaution was designed to provide time for each executive's capabilities to be adequately judged by the new appointee.

Career members may transfer to another agency which desires to employ them, but may not be transferred involuntarily.

Noncareer Appointees

Noncareer members may be reassigned to other SES General positions for which they are qualified only after obtaining prior approval from OPM.

Limited Appointees

Limited appointees may be reassigned in the same agency only to another SES General position having emergency or term characteristics appropriate to their type of limited appointment. Usually, however, each limited authority is allocated by OPM for the appointment of a particular person to a specific position, and the person remains in that position for the duration of the appointment.

Movement from SES Positions to Presidential Appointments

SES career members can leave the SES for a Presidential appointment with Senate confirmation as high as Cabinet level and elect to retain all their SES benefits. After the Presidential appointment expires, a former SES career member is entitled to return to an SES position.

Reinstatement to the SES

Career appointees who leave the SES have reinstatement eligibility to an SES position for which they qualify if they have completed the one-year SES probationary period and were not removed for performance or cause (e.g., misconduct). The probationary period was not required of members who converted to the SES in July 1979.

A retired SES career member may be non-competitively reemployed in the SES on a career appointment. These appointees have no tenure, however, and may be asked to leave at any time.

CHAPTER 5:

Compensation, Benefits, and Awards

Base Pay

There are no grades in the SES—there are six pay rates which are established and periodically adjusted by the President. The lowest rate must equal at least the first step of GS-16, and the highest cannot exceed the rate for Executive Level IV.

Rates of pay are negotiated between prospective SES members and the hiring agency based on such factors as position responsibilities, relevant experience, qualifications, and current earning level.

Pay rates may be adjusted only once a year. (An initial SES appointment is considered an adjustment.) A major factor in determining pay rate changes is an employee's performance, but changes may also be based on assignment to higher level duties or responsibilities.

Pay may be increased any number of rates, e.g., from an ES-3 to an ES-5, but may be lowered only one rate per year. A career SES member must be given 15 days' advance written notice of a reduction.

Performance Awards

A career SES member whose annual performance rating is "fully successful" or better may receive a performance award of a lump-sum payment between 5% and 20% of base pay. (These payments are usually called "bonuses".) Agency Performance Review Boards (PRB's) review bonus nominations and provide recommendations to the agency appointing authority, who makes the final decisions. The agency's total award amount is limited to 3% of its aggregate SES career payroll. A different formula is used for very small agencies.

Noncareer and Limited appointees are not eligible for performance awards.

Incentive Awards

Agencies are allowed to use incentive awards for SES members under certain conditions. They are not a substitute for performance awards. Agencies may use incentive awards to recognize a specific one-time accomplishment, a suggestion, an invention, or an executive's scientific achievement.

Presidential Ranks

Career SES members whose performance is exceptional for at least three years may be nominated by their agencies for one of two Presidential Ranks — Distinguished Executive or Meritorious Executive. The Director of OPM, with the assistance of review panels composed of leading individuals from inside and outside the Government, recommends awardees to the President, who makes the final selection.

Distinguished Executives receive a lump-sum payment of \$20,000 and a gold pin. Up to 1% of the career SES may receive this rank each year. The President traditionally presents these awards in a White House ceremony.

Meritorious Executives receive a lump-sum payment of \$10,000 and a silver pin. Up to 5% of the career SES may receive this rank each year. A Government-wide ceremony is traditionally held to honor the recipients.

An individual may be awarded the same rank only once in a five-year period.

There are certain restrictions on receipt of both a rank and a performance award in the same calendar year to avoid the pyramiding of award payments.

Noncareer and Limited appointees are not eligible for Presidential ranks.

Compensation Limits

Total compensation (consisting of basic pay, performance awards, rank awards, and physicians' comparability allowances) received during a fiscal year may not exceed the pay of Level I of the Executive Schedule. Compensation that would exceed the Executive Level I limit is paid at the beginning of the next fiscal year, and is counted against the individual's total compensation ceiling for the new fiscal year.

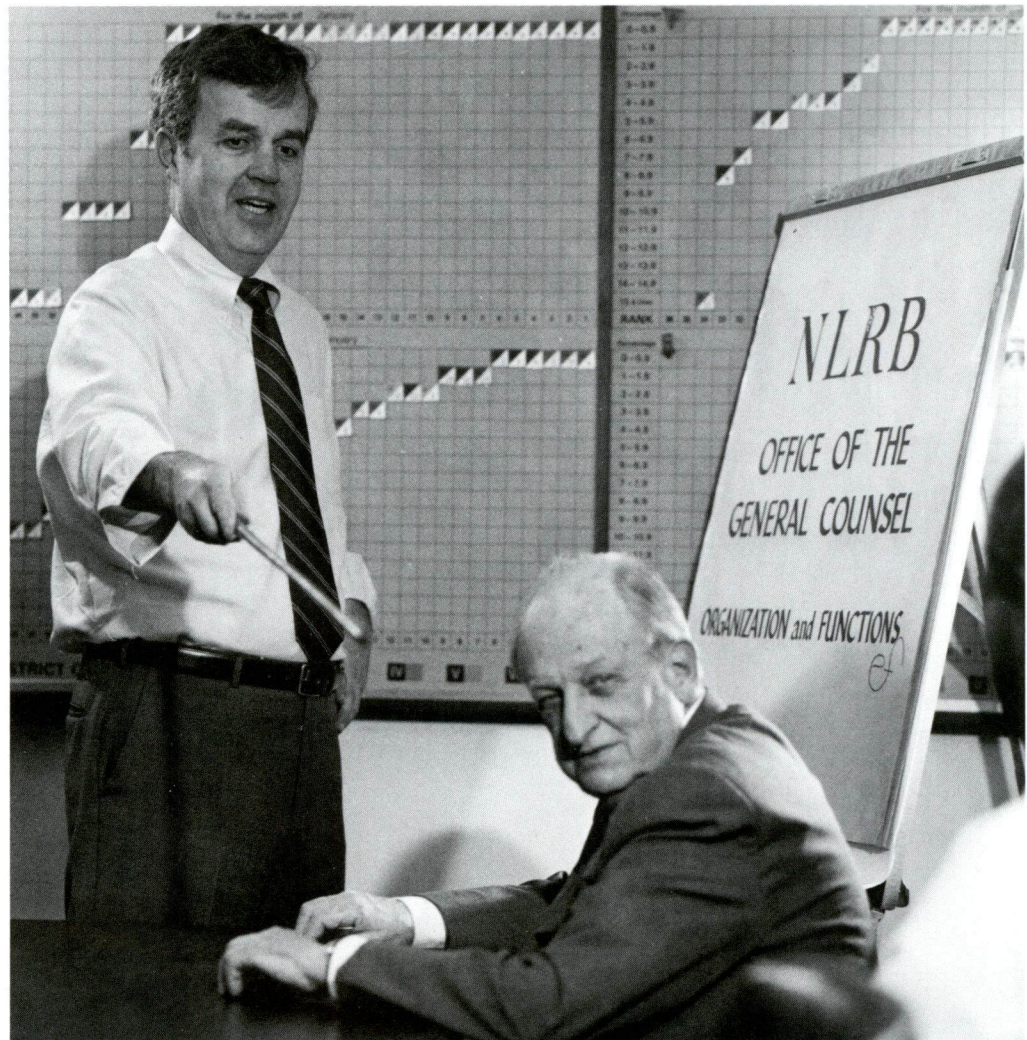
Credit for Retirement

Compensation received from rank, performance, or incentive awards does not figure in the computation of retirement pay.

Retaining Annual Leave

Annual leave may be accumulated without limit and will have a cash value when the SES member leaves the Federal service. If the SES member moves to another Federal position outside the SES, any annual leave accumulated in excess of 240 hours becomes the individual's personal leave ceiling. This system is in contrast to that covering employees at a lower level, who may not accumulate annual leave over 240 hours.

NLRB Deputy General Counsel John Higgins (1987 Meritorious Executive) briefs Indianapolis Regional Director William Little (1987 Meritorious Executive) on the progress of litigation.



CHAPTER 6:

Career Development and Advancement

Career Development

Agencies are required by law to establish programs for the continuing development of their SES members. The most effective executive performance combines highly-developed management competencies and characteristics with an understanding of the environment in which these skills can be applied to serve the national interests. Executives must be knowledgeable about such areas as technological developments, new legislation, innovative management practices, and current policy and program initiatives.

Programs for continuing development of SES members have immediate and long-range goals. The immediate goal is to keep SES members up to date in technical, managerial, and related areas. Long-term developmental efforts are intended to enhance executive capabilities. Each SES member is required to have an Individual Development Plan (IDP) which serves as the primary tool for ensuring that executives maintain currency in appropriate areas and work toward developing new skills and knowledges.

IDP's are designed to assess personal competencies against the competencies required for optimum performance in the current or prospective position. Each agency's Executive Resources Board (ERB), composed of high-level agency officials, must approve these plans. The plans may provide for development of the individual executive through such activities as rotational assignments within the agency or at other agencies; exchange assignments with State and local governments or with private industry; attendance at seminars or conferences; or formal training at universities or other private institutions.

Formal Training

Programs tailored to the needs of SES members are sponsored by the Federal Executive Institute (FEI). The Institute, located in Charlottesville, Virginia, is an interagency development center operated by OPM.

Among the programs the FEI provides are:

- a four-week Executive Excellence Program which focuses on the generalist role of senior executives and individual personal leadership assessment and development;
- one-week Featured Topic Programs in such areas as national interests and national security; and
- a Work-Team Development Program, Key Officials Program, and two Alumni Follow-on Programs.

Many formal training courses are available in the private sector. These programs offer the Federal executive an opportunity to interact with private sector executives and examine problems from another point of view. In addition, colleges, universities, and organizations such as the National Institute of Public Affairs offer a number of courses.

Mobility Assignments

Executive mobility is a key feature in the design of the SES. Expanded mobility opportunities can promote the development of broad perspective in career leaders, match talent with program needs across organizations, and provide a greater range of challenges for SES incumbents and candidates.

Mobility involves a temporary or permanent job change into another program area, organization, agency, or geographic location. It also includes temporary placement in a State or local government, an institution of higher education, a private firm, or a nonprofit organization. Any one of these kinds of change may accomplish the purposes of broadening individual perspectives and skills and meeting organization needs.

Mobility is not required or expected of all executives, and agencies should not impose arbitrary time-in-job limits to trigger moves. Geographic reassignments require advance consultation with the executive, and it is recommended that executives be consulted on reassignments within the commuting area.

OPM assists agencies in implementing mobility programs and provides information about job opportunities and executives interested in new assignments.

OPM also maintains a Temporary Assignment Pool (TAP) designed to provide high-level consulting or operating assistance of a temporary nature to Federal agencies. TAP consists of a small cadre of volunteer senior executives who are detailed, on a reimbursable basis, to a client agency which has requested assistance.

Sabbaticals

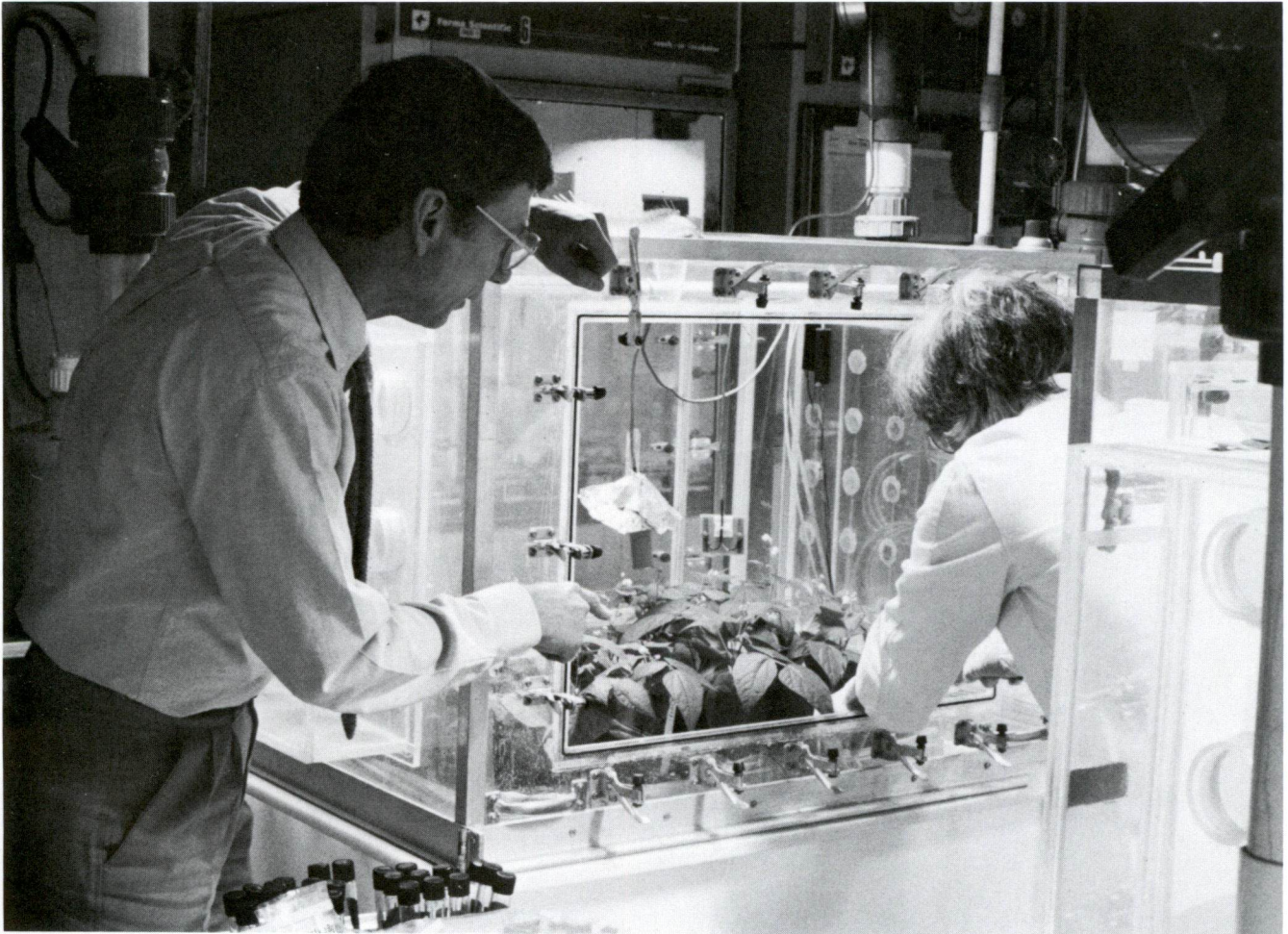
Career members who have served for at least two years in the SES and a total of seven years in an SES or equivalent position, and who are not eligible for optional retirement, are eligible for sabbatical leave of three to eleven months.

The head of an agency may grant a sabbatical to an SES member to encourage study or uncompensated work experience which will contribute to the individual's effectiveness. While on sabbatical, SES members continue to receive salary and leave benefits, and agencies may authorize travel and living expenses.

Executives must agree to remain in the civil service for two years after the sabbatical.

Noncareer and Limited appointees are not eligible for sabbaticals.

Dr. Thomas A. Murphy (1987 Meritorious Executive) looks in on an experiment testing the ability of genetically engineered microorganisms to survive in the environment. Dr. Murphy is the Director of EPA's Environmental Research Laboratory in Corvallis, Oregon.



CHAPTER 7:

Performance Appraisal

Each SES member's performance must be appraised and rated on an annual basis. Performance appraisals are a tool for communicating and clarifying organizational goals and objectives, identifying individual accountability for the accomplishment of agency goals and objectives, and evaluating and improving individual and organizational accomplishments. Performance ratings are used as a basis for rewarding superior performers and for removing those who fail to perform at a fully successful level. Each agency has its own performance appraisal system established within OPM regulations and guidelines.

At the beginning of the performance appraisal period, goals are established for each executive. The goal-setting process is a collaborative effort between the SES employee and the supervisor, and in-

cludes both organizational and personal performance elements and standards. Typical areas for measurement are productivity, quality of work, timeliness of performance, cost efficiency, and progress in meeting affirmative action goals.

The assessment of an SES member's progress in meeting the defined goals is made initially by the supervisor. Those rated have an opportunity to submit a written response and to have an additional review by a higher-level executive and a Performance Review Board (PRB).

When evaluating career executives, a majority of the members of the PRB must have career status. Board members may be drawn from within or outside the agency.

The Board's aim is to assure consistency and objectivity in ratings. In assessing performance, the Board reviews material from a number of sources, including input from the supervisor, the SES member appraised, and any higher level reviewer. The Board may also conduct any additional review it finds necessary.

The PRB recommends to the appointing authority (head of the agency or a designee) what the performance rating should be. The final rating is the responsibility of the appointing authority, and may be appealed only if there are allegations that the rating was discriminatory, politically motivated, or retaliatory.

By law, agency performance appraisal systems must provide for at least three levels of competence: unsatisfactory, minimally satisfactory, and fully successful.

Those rated at "fully successful" or above are eligible for performance awards. Ratings of "minimally satisfactory" or "unsatisfactory" indicate a need for corrective action; failure to improve can cause removal from the SES.

SES members may not be rated for an appraisal period of less than 90 to 120 days, depending on agency regulations. No appraisals or ratings can occur within 120 days of the beginning of a new Presidential administration.

Jack Lee (1987 Meritorious Executive) discusses Shuttle C during a staff meeting at NASA's Marshall Space Flight Center. Mr. Lee is Deputy Director at the Center.



CHAPTER 8:

Removal

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

Removal During Probationary Period

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

Removal for Performance

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

Removal During Reduction in Force

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

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

Guaranteed Placement

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

Adverse Actions

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

Executives Serving Under Noncareer and Limited Appointing Authorities

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

Furlough

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

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

Those furloughed may appeal to the MSPB.

Table 1
Removal of SES Career Members

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

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

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

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

(d) Entitled to informal hearing only at MSPB.

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

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



CHAPTER 9:

Protections for Career Appointees Against Arbitrary Actions

A career member of the SES is entitled to the same protections against retaliatory or politically motivated personnel actions as all other career Federal employees. In addition, career SES members have some specific protections.

Pay

- A 15-day notice is required if pay is to be reduced.
- Salary rates may not be reduced more than once a year and no more than one rate at a time.

Performance

- Agency performance appraisal systems must be reviewed by OPM before being put into effect.
- Performance appraisals must be fully documented, and those rated may respond to ratings before final ratings are given.
- Performance Review Boards which recommend ratings of career SES members must have a majority of career SES members.
- Performance may not be evaluated within 120 days after the beginning of a new Presidential administration.
- The General Accounting Office and OPM monitor agencies' performance appraisal systems.

Reassignment

- SES career members cannot be involuntarily reassigned within 120 days after the appointment of a new agency head or a new noncareer supervisor. The 120-day moratorium begins with the official entry on duty of the superior who has the authority to make a reassignment.
- A 15-day written notice is required in advance of a reassignment to another SES position in an agency. A 60-day written notice, including the reasons for reassignment, is required if the reassignment is outside the commuting area.

- SES members may not be reassigned to a position for which they are not qualified.
- SES members may not be involuntarily transferred to another agency except in a transfer of function.

Removal

- An informal hearing before an official designated by the MSPB is required upon employee request if the agency proposes to remove a career SES member for performance. This is only for members who have completed the probationary period, and is not considered a formal appeal.
- Removal under reduction-in-force procedures must be done competitively, and career members may appeal to MSPB on whether the RIF complied with the competitive procedures.
- Career members who have completed the probationary period and are removed from the SES for performance reasons or under RIF must be placed in a position no lower than GS-15 and at not less than their SES salary.
- Career members must be given a 30-day advance notice regarding disciplinary removal from the Federal service for misconduct, neglect of duty, malfeasance in office, or failure to accept a directed reassignment or a transfer of function. This type of action may be appealed to MSPB.
- Career members removed because of performance, reduction in force, or failure to accept a directed reassignment or a transfer of function to another commuting area may be eligible for discontinued service retirement if they meet age and length of service requirements (age 50 and 20 years' service; or any age and 25 years' service).
- Furloughs may be accomplished only under regulations published by OPM and may be appealed to MSPB.

CHAPTER 10:

Overview

The following tables provide a general summary of personnel provisions as they apply to the Senior Executive Service. There may be exceptions or special conditions that must be met for specific programs or benefits.

Table 1

SES Coverage

Personnel Requirements, Benefits and Incentives by Type of Appointment to the SES

	Career Appointee	Noncareer Appointee	Limited Appointee
Position qualification requirements	Yes	Yes	Yes
Performance appraisal	Yes	Yes	Yes
Performance awards	Yes	No	No
Presidential rank awards	Yes	No	No
Incentive awards	Yes	Yes	Yes
Sabbaticals	Yes	No	No
Sick leave	Yes	Yes	Yes
Annual leave without limitation on accumulation	Yes	Yes	Yes
Overtime pay; compensatory time (other than for religious observances)	No	No	No
Retirement	Yes	Yes	Yes (a)
Life insurance (FEGLI)	Yes	Yes	Yes (a)
Health insurance	Yes	Yes	Yes (a)
Adverse action procedures	Yes (b)	No	No (c)
RIF procedures; fallback to GS-15	Yes	No	No
Severance pay	Yes	No	No
Travel expenses for SES preemployment interview	Yes	Yes	Yes
Travel and transportation expenses upon first appointment to SES	Yes	Yes	Yes
Retention of SES benefits upon Presidential appointment with Senate confirmation	Yes	No	No
Reemployment rights to SES following Presidential appointment	Yes	No	No

(a) "No" if appointment limited to one year or less.

(b) Following completion of one-year SES probationary period or if covered immediately before SES appointment.

(c) "Yes" if covered immediately before the SES appointment in the same agency.

Table 2

Conditions of Employment for Career SES Executives

Staffing	Compensation, Benefits and Awards	Performance Appraisal	Accountability
No grades in SES.	Six pay rates.	Organizational and personal goals set annually in collaboration with supervisor.	Less than fully successful performance appraisal can lead to removal from SES.
One year probationary period.	Base pay rate set by appointing authority.	Supervisor rates executive according to established goals.	May have informal public hearing at MSPB for removal based on performance.
Can be reassigned within agency to any SES position for which qualified.	Pay rate may be raised or lowered once a year. May be increased any number of rates, but reduced only one rate per year.	Performance Review Board must have a majority of career SES members.	If removed for performance, entitled to GS-15 level position with retention of salary. Can re-enter SES at later date, but only competitively.
Cannot be involuntarily reassigned within 120 days after appointment of new agency head or noncareer supervisor.	Eligible for a \$10,000 Meritorious Rank award and a \$20,000 Distinguished Rank award once every 5 years.	"Fully Successful" rating is basis of eligibility for bonus pay and rank award.	When eligible, can elect discontinued service retirement if removed from SES for performance, RIF, or failure to accept reassignment or transfer of function to another commuting area.
Must receive 15 days' written notice in advance of reassignment; 60 days' written notice if outside commuting area.	Eligible annually for performance bonus of 5% to 20% of base pay.	Performance evaluation cannot take place within 120 days after beginning of a new Presidential administration.	Entitled to protections and appeals similar to those for non-SES members in cases of adverse actions. (Removal from SES for performance is not an adverse action.)
Cannot be involuntarily transferred between agencies; OPM facilitates voluntary mobility.	Total compensation ceiling at Executive Level I, with any excess "rolled over" to next fiscal year.		
Can accept Presidential appointment and retain "fallback" rights to SES position.	Can accumulate unused annual leave, which converts to cash at time of leaving government.		
Can be RIFed only under competitive procedures, and guaranteed fallback to a GS-15.	Provided with opportunities for executive development, including sabbaticals.		
Can be reinstated to SES following voluntary separation or RIF if completed probationary period.			

Additional Information

For further information about the Senior Executive Service, please write to the:
 U.S. Office of Personnel Management
 Office of Executive Personnel
 Room 6R48
 1900 E Street, N.W.
 Washington, D.C. 20415

