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DRAFT

PRESIDENTIAL RANK AWARDS CEREMONY

DISTINGUISHED AND MERITORIOUS EXECUTIVE AWARDS

DAR Constitution Hall

September 14, 1989

2:00 P.M.

Opening Remarks	Constance Berry Newman Director U.S. Office of Personnel Management
Presidential Remarks	The President of the United States
Presentation of Meritorious Rank Award Recipients to the President	Director Newman
Announcement of Individual Distinguished Rank Award Recipients	Director Newman
Presentation of Distinguished Rank Award Certificates	The President

Presidential Awards Ceremony

Distinguished Rank Presidential Awards

The White House
Old Executive Office Building
Auditorium • Room 450
Washington, D.C.

January 5, 1988

1:15 P.M.

Opening Remarks	Constance Horner *Director* *U.S. Office of Personnel Management*
Presidential Remarks	The President of the United States
Announcement of the Names of the Recipients	Director Horner
Presentation of the Award Certificates	The President

Director Horner will host a reception immediately following the ceremony in the Indian Treaty Room.

Annual Report on the Status of the Senior Executive Service

December 31, 1988

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

SES 89-06
July 1989

I want those in government to be proud to serve the people of this nation -- to know that by being entrusted with the public's interest, they are serving a higher calling.

George Bush

July 26, 1988

Annual Report on the Status of the Senior Executive Service

December 31, 1988

Office of Executive Personnel

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PART I: OPM Leadership of the SES

1. Initiatives to Strengthen the SES

Fiscal Year 1988 was an exciting year for OPM's SES leadership team as new directions and plans for the Senior Executive Service were transformed into programs and accomplishments. The SES Agenda for '88 continued and strengthened the initiatives begun the year before.

OPM's SES Agenda

- Improve the SES compensation package to help attract and retain highly qualified executives.
- Encourage continuing executive development and mobility.
- Improve operations and oversight of the SES personnel system.
- Build a greater sense of identity in the SES by increasing communications and recognition.
- Consolidate, simplify, and clarify SES personnel regulations and guidance.
- Increase availability of accurate and timely data and information about the SES.

SES Outreach and Communications

Perhaps most visible was the new communications program to increase the amount and frequency of information from OPM concerning the SES. It was our hope that SES information would not only provide valuable insights into the nature and composition of the SES, but would also engender espirit de corps among SES members who previously had known little about the system or their colleagues in other agencies.

For the first time in several years, a publication describing the SES and how it works was prepared and widely distributed throughout government. Federal agencies purchased over 35,000 copies of **The Senior Executive Service**, and the Government Printing Office elected to stock it for continuing sale.

The first **Annual Report on the Status of the Senior Executive Service**, covering Fiscal Year 87, provided an overview of OPM's efforts to strengthen the SES and data on the composition of the SES, while a periodic **Message from the Director of OPM to SES Members** described current events and opportunities of interest to members. We distributed both the Annual Report and our quarterly messages directly to SES members, agencies, and other interested groups and individuals.

We also made a deliberate effort to communicate more effectively with groups who share our commitment to the SES, such as the Senior Executives Association, the Federal Executive

Institute Alumni Association, the President's Council on Management Improvement, Public Employees Roundtable, the National Academy of Public Administration (NAPA), and the Center for Excellence in Government. We participated in agency SES orientation programs, candidate development programs, and other SES events.

To further improve the image and morale of SES members, OPM designed a gold embossed SES membership certificate and encouraged agencies to order one for each SES member who had not previously received a certificate from their agency. Over 6500 certificates were ordered governmentwide.

Presidential Rank Awards

For the second year agencies increased the number of nominations for Presidential Rank Awards. The increased pool of nominees resulted in a record number of award winners approved by the President - 60 Distinguished and 296 Meritorious executives. See Part III for this year's award winners.

We expanded well deserved recognition and publicity for award winners, sending out over 200 press releases on individual Distinguished Executives to national and local news organizations. For the first time, every SES member received a handsome publication describing the winners and their accomplishments.

Our efforts to improve the Rank Award selection process were rewarded with more timely ceremonies and celebrations for the winners. The recognition ceremony for the 1988 Distinguished Executives was held at the White House on August 2. President Reagan participated in his eighth ceremony and expressed his high regard for Federal career executives.

Departments and agencies presented the Meritorious award to 296 executives. OPM held a reception to recognize the winners at the Department of Agriculture on September 20.

Compensation

Executive compensation continued to be a primary issue of concern. OPM provided extensive information to those studying the issue, and proposed legislation to provide more financial flexibility regarding SES bonus, rank award, and annual leave provisions. These efforts are described in greater detail in Section 3 of Part I.

Organizational Excellence Project

An executive on loan to us from the General Accounting Office began a project to identify, document, and publicize outstanding leadership and organizational practices. The project is designed to recognize excellence in the Federal sector, improve the morale and public image of Federal executives and organizations, and provide role models and a network for those facing similar challenges.

The project will focus on examples of leadership and organizational excellence which address issues where Federal managers are likely to face challenges in the future. Profiles in Excellence will be disseminated within the Federal community and provided to news organizations.

SES Advisory Board

During FY 88 the SES Advisory Board dealt with a variety of issues critical to the SES program - compensation, minority representation, career and noncareer partnerships, executive development, SES qualification

requirements and the OPM screening process, Presidential support for Federal employees and the SES, and potential legislative improvements.

They took an active role in planning, conducting, and evaluating the pilot orientation sessions for career and noncareer SES members. In addition they developed a transition paper to introduce the new Administration to the SES community and the issues which impact it.

IAG Committee on Executive Personnel

In addition to the SES Advisory Board, OPM reestablished an Interagency Advisory Group (IAG) Committee on Executive Personnel. The committee provides face-to-face communications with Departmental and agency staff who administer executive personnel programs. Two meetings were held to update agency staff on recent OPM actions in the areas of executive compensation, executive development, SES personnel regulations and processes, communications, and SES mobility. Subcommittees to improve executive personnel data systems and program evaluations were also established.

Executive Development

Substantial efforts to strengthen executive development programs resulted in new opportunities for SES members. OPM designed and offered orientations for new career and political SES members on a pilot basis. An SES Fellows Program was established to promote enriching experiences outside executives' usual areas of responsibility, and the Federal Executive Institute continued its program to revitalize its curriculum and facilities. Each of these efforts is described in greater detail in Section 2.

The SES Advisory Board celebrated its one-year anniversary in February, 1988. (Back left to right) Kirke Harper, OPM; Chris Winston, Labor; John Seal, EEOC; Shirley Green, NASA; John Sprott, State; and Tim Coffey, Navy; (front left to right) Sonia Crow, USDA; Fran Phillips, EPA; Pat Pizzella, Education; Marie Acton, DOD; Jim Colvard, OPM; Tom O'Malley, Treasury; and Hugh Hewitt, OPM.

OPM increased executive mobility services by designating a coordinator in the Office of Executive Personnel to assist agencies and individuals wishing to identify or expand mobility opportunities. During FY 88, 30 executives received advice and assistance, and five were placed in other organizations.

SES Handbook

We continued to refine the SES personnel system to ensure that it promotes positive, responsive executive personnel management. In FY 88 a draft SES Operations Handbook (FPM Supplement 920-1) was sent to agencies for comment. It consolidated 9 years of SES issuances into a single source, reducing the volume of guidance from about 800 pages to 250 pages. The Handbook simplifies and clarifies SES personnel policies and procedures.

SES Personnel Actions

During FY 88 we continued to announce SES vacancies in our biweekly Vacancy Announcement. In a 25% sample of the announcements, we found that 68% were open to all qualified applicants, with the remaining open only to qualified Federal employees.

Initial career appointment to the SES requires certification of the individual's executive qualifications by a Qualifications Review Board (QRB) convened by OPM. During FY 88 we convened 54 QRB's. SES members from 41 agencies served on QRB's approving 750 cases, or 95% of those submitted to OPM. Only 24 cases (3%) were disapproved, and 15 cases (2%) were returned to agencies without action. Agencies submitted 58 more cases to OPM during FY 88 than during FY 87.

The Civil Service Reform Act requires the QRB's to certify SES members based on one of three criteria. During FY 88, 82% were approved based on demonstrated executive experience, 15% based on completion of SES Candidate Development Programs, and 3% on the executive's special or unique qualities. For appointments not requiring QRB approval, we processed 272 noncareer and 40 limited appointments to the SES. This also was an increase over the FY 87 workload of 150 and 20, respectively.

In January 1988, OPM began a one-year study of sources of agency selectees for career SES appointment. We wanted to learn how frequently agencies are selecting people who are "in the job" at the time of selection. This includes:

- upgrading the position from GM 15 to SES;
- selecting employees on detail to the SES position; and
- selecting someone acting in the SES job as part of their normal duties, e.g., a Deputy.

During calendar year 1988, 57% of selectees were not "in the job." Forty-one percent of selectees were "in the job". Of these

- 21% involved upgrading the position and its incumbent;
- 15% involved someone detailed to the job; and
- 5% involved a deputy acting in the job.

Data were not available for the other two percent.

Program Evaluation

We continued to conduct agency visits and program evaluations to identify

ways that the SES personnel system can be strengthened. We reviewed staffing programs at eight agencies, visited five agencies to study their Executive Resources Boards, and conducted ten comprehensive agency on-site reviews. We also reviewed each of the almost 800 cases submitted to OPM for QRB approval.

Our on-site agency reviews did not reveal the need for major program changes. Some improvements in agency personnel processes were recommended. Based on this sample of agency operations, we continue to believe that SES personnel operations are being conducted legally and in accord with OPM regulations.

We continued to refine our Executive Information System, maintaining data on 19,800 current and former executives, 20,400 positions, and processing about 9500 personnel transactions. The data system enabled us to produce information used for reports to Congress and the White House, and as the basis for internal studies and evaluation projects.

A Qualifications Review Board meets at OPM to review agency nominations for SES positions. Left to right, Ben Greenstone, SEC; OPM Board Administrator, Bill Collins; Ronnie Blumenthal, EEOC; and Mary Ann Knauss, Commerce.

Plans for FY 89

Most of the FY 88 programs described here require continuing attention throughout FY 89. We will continue to support proposals to improve executive compensation. We also plan to:

- review legislative proposals regarding bonuses, rank awards, and annual leave;
- conduct a conference for Executive Resources Board chairpersons to strengthen agency executive development and staffing programs;
- select Organizational Excellence Project executives and organizations, developing and publicizing profiles on each;
- expand developmental mobility opportunities for executives;
- expand executive personnel evaluation programs;
- recommend agencies' SES allocations for 1990/91;
- celebrate the tenth anniversary of the SES;
- develop an SES lapel pin; and
- continue the SES communication program to provide information about the SES and to improve the image and morale of the SES.

During his first week in office, President Bush addressed over 3400 SES members in Washington, D.C. to share his vision of public service and the partnership he seeks with career executives. The President's praise of civil servants as "unsung heroes" and his strong words of support for the SES set a very positive tone that we will support and build upon during FY 89 and beyond.

Qualifications Review Boards

We wish to thank the following executives for serving on Qualifications Review Boards during Fiscal Year 1988.

ACTION
Roland A. Goodman
AID
Corbett M. Flannery
Charles D. McMakin
AGRICULTURE
Gerald J. Fichtner
Leon Snead
AIR FORCE
Richard A. Harshman
Joseph C. Ksycewski
J.E. DelVecchio
ACDA
Albert M. Christopher
O.J. Sheaks
William B. Staples
ARMY
A.R. Keltz
Gary Purdum
Gary E. Tagtmeyer
COMMERCE
Theresa A. Brelsford
Hugh Brennan
Beverly L. Milkman
Charles Schott
CFTC
Virginia F. Crisman
Pat G. Nicolette
Molly G. Bayley
Charles E. Tanner
Donald E. Tendick
DEFENSE
John Barber
Richard J. Connelly
A.R. Keltz
William C. Coonce
EDUCATION
Patrick Pizzella
William McLaughlin
Alicia Lord
Andrew Pepin
ENERGY
Stanford O. Bardwell, Jr.
Marion A. Bowden
Andrew D. Eppelmann
A. Diane Graham
Gordon W. Harvey
EPA
Susan Lepow
John S. Seitz
Michael Shapiro
Elaine Stanley
EEOC
Deborah J. Graham
JoAnn Henry
Pamela Talkin
James H. Troy
FARM CREDIT ADMIN
David C. Baer
FCC
Larry D. Eads
Bruce Franca
Marilyn J. McDermett
FEMA
Donald L. Collins
Joan Hock
Dennis Kwiatkowski
John T. Thiede
Robert H. Volland
FERC
Joseph A. Frangipane
Kenneth Pusateri
Leon J. Slavin
FEDERAL MARITIME COMM
Robert G. Drew
Austin L. Schmitt
FTC
Robert Walton
Christian White
Jay Shaffer
Jean Noonan
Robert Rogowsky
GSA
Allan W. Beres
William P. Cunnane
Roger D. Daniero
Richard H. Hopf III
HHS
Dale W. Sopper
Gary M. Talesnik
Charles R. Booth
Eileen Bravley
HUD
Thomas D. Casey
Donald C. Demitros
Jayne Gallagher
Susan K. Zagame
INTERIOR
Peter F. Bermel
James S. Bregman
Hazel E. Elbert
Thomas M. Gernhofer
Patricia S. Keyes
Gabriele J. Paone
ICC
Samuel E. Eastman
William J. Love
JUSTICE
Gary W. Allen
Drew C. Arena
Phyllis Gardner
Gerald W. Jones
William L. Vann
LABOR
Elizabeth Culbreth
William T. Furman
Laura B. King
Barry J. White
NASA
Jon Busse
Logan Doane
Rayburn A. Metcalfe
Lawrence Stern
David Winterhalter
NLRB
Elizabeth Kinney
Nicholas E. Karatinos
S.F. Timothy Mullen
John Falcone
NRC
Elinor G. Adensam
James L. Blaha
Edward L. Halman
James F. McDermott
NSF
Win Aung
John P. Boright
Gerard Glaser
James Fred Hays
Terence L. Porter
Margaret L. Windus
NAVY
I.N. Blickstein
James D. Collie
Dennis Distler
John Welch Hardman
Paul A. Harner
James J. Shepard
OMB
Allan V. Burman
Daniel H. Taft
OPM
Frank P. Gavin
Donna Beecher
Carlos Esparza
William R. Irvin
SEC
Mary E.T. Beach
Mark D. Fitterman
Mary Joan Hoene
George Kundahl
Phillip D. Parker
SBA
Monika E. Harrison
Richard L. Osbourn
George H. Robinson
Janice E. Wolfe
STATE
Kathleen J. Charles
Luke T. Lee
James M. Van Wert
TRANSPORTATION
Thomas F. Fisher
Martin F. Fitzpatrick
Earnest Hawkins
James T. McQueen
Richardson B. Robertson
L. Lane Specke
TREASURY
Stephen C. Benowitz
Selig S. Merber
Charles H. Brennen
Charles W. Winwood
USIA
Guy Story Brown
Sidney A. Davis
Walter J. LaFleur
Vincent R. Lauria
VA
David A. Brigham
Alan T. Maurer
Richard Pell, Jr.
Robert W. Schultz

2. Executive Development

Many of the executive development programs planned the previous year came to fruition in FY 88. We began the $2.75 million renovation of the Federal Executive Institute, examined and revised the FEI curriculum, and established FEI - DC to follow on Institute programs in Washington.

Pilot orientations for new SES members were designed and conducted, and we created an SES Fellows Program as a model for other agencies. We also restructured OPM's organization to provide more focused executive development leadership and implementation.

FEI 20th Anniversary

The Federal Executive Institute, the centerpiece of OPM's development program for executives, commemorated its twentieth anniversary October 14 - 16, 1988 with a celebration of past achievements and revitalized resources, programs, and facilities, for the future.

University of Virginia President Robert O'Neil honored the FEI anniversary with a reception. OPM Director Constance Horner spoke in the University Rotunda of the relevance of the constitution to the every day actions of civil servants, and the importance of "constitutional literacy" in our work lives and executive development programs. Past FEI Directors, Frank P. Sherwood, Chester A. Newland, Thomas P. Murphy, and Robert P. Matson, as well as current Director Michael G. Hansen, described the challenges of their periods as Institute Directors. The first shovelful of dirt was turned to begin construction on the new John Macy wing to the main Institute building.

Mini-workshops patterned after the regular residential curriculum were offered, and the celebration ended with a laser light show highlighting the public service and FEI's 20th anniversary.

FEI Curriculum

A major curriculum review resulted in the development of "Leadership for a Democratic Society," the cornerstone of the new FEI curriculum. Participants examine basic underlying constitutional and ethical values of the American public service, the role of the Federal executive as strategic planner, problem solver and innovator, and the challenge of managing a changing workforce and dealing with conflicting constituencies. All programs allow multi-level focus -- individual, organizational, and environmental.

Interpersonal effectiveness and individual leadership styles are examined in small work teams which are also used to practice teambuilding skills as the group works on a project.

The Wellness Program continues to be a popular part of the curriculum. After an initial health screening, participants are offered seminars, optional activities for individual fitness, and group exercise plans. They also consider action plans for preventive programs in their own organizations to reduce absenteeism and sick leave usage, and increase productivity.

Learning occurs through case studies, simulations, lectures, group projects, and working with computers. Networking with other class members lets executives share management experiences and develop ongoing intergovernmental relationships. Executives are encouraged to consider the

The anniversary celebration brought together the five men who have led FEI over the past 20 years (left to right), Frank Sherwood, Chet Newland, Tom Murphy, Bob Matson, and Mike Hansen.

newest information available and the best-practice management methods which will prepare Federal leaders for the year 2000.

SES Orientations and Swearing-in Ceremonies

OPM is convinced that there is a real need for government-wide orientations for newly appointed noncareer and career senior executives. Support from the OPM SES Advisory Board served to strengthen this conviction, and in FY 88 we developed pilot programs for both career and non career members of the Senior Executive Service. In 1989 we expect to have model programs which will be part of our regular executive development offerings.

Noncareer Orientation

We saw a need for consistent policies and practices to train politically appointed executives within the Federal government. Some training had been provided to Presidential appointees, but little government-wide attention had been given to other politically appointed executives. Recent Administrations had mounted training efforts from time to time, but practices within the departments and agencies have varied.

On April 4-5, 1988, OPM offered its first pilot for newly appointed noncareer senior executives. Over the two-day program, a select group of experts provided comprehensive and authoritative reviews of Federal policies, procedures and issues, ranging from the nuts and bolts of personnel, procurement, and budgeting to ethics, the media, Congress, and career/political relationships. The program included a swearing-in ceremony and closed with a reception.

Attendees were enthusiastic, with many commenting that the program met a real need. Over 98% rated the pilot orientation "Very Good" or "Excellent".

Career Orientations

We were equally mindful of the needs of newly appointed career senior executives. There was no government-wide initiation of SES members, and few agencies had made efforts to give special recognition to those who attain this highest level of career service. Also, OPM felt that it was important to assist in the transition from manager to executive. On August 4-5, 1988, OPM held its first pilot program to meet the needs of newly appointed career executives.

The two-day program focused on several themes including what it means to be an SES member, and expectations for an executive as distinct from those for a manager. Ray Kline, President of the National Academy of Public Administration and former career executive at NASA and GSA, offered a compelling discussion of the special role of the career executive as a member of the President's team. Other topics included dealing with the media and Congress, the future environment of the Federal executive, and career/political relationships. Jim Colvard, former OPM Deputy Director, provided views on the Art of Leadership. The program closed with a special swearing-in ceremony and reception.

Almost 95% of those attending the program said that they would recommend it to their colleagues.

SES Fellows

On September 9, 1988, OPM announced the selection of six outstanding SES members for OPM's newly established SES Fellows Program. Nominated by their agency heads in April, the six SES Fellows were recognized for their contributions to the development of their staffs. The program began October 1. We created the fellowship program for a limited number of outstanding career members of the SES to extend the range of developmental opportunities for government executives. The Fellows Program is one means of addressing the demands of our complex, competitive, rapidly changing world which require constant development and learning. The program was created in the hope that it would serve as a model to Departments and agencies to initiate similar ones at their levels.

Participants in the pilot SES orientations received an SES membership certificate. SBA Boston Regional Administrator, Nancy Harris, displays the certificate presented by Director Horner. Judge James L. Buckley, Circuit Judge for the U.S. Court of Appeals, Washington, D.C., conducted a swearing-in ceremony.

Director Horner honored the charter SES Fellows at a reception on September 9, 1988. Pictured with her are (left to right) Dr. Vernon Derr, Commerce; Dennis Tolsma, HHS; Dr. Grant Gross, NSF; Michael Alushin, EPA; Richard Staufenberger, Labor; and Raymond Blunt, VA.

Our executives, as providers of government leadership, have a responsibility to see that workers receive necessary training and development. The 1988 SES Fellows took significant, concrete steps to meet this challenge and responsibility. The Fellows Program rewarded outstanding executives for the development of our most important resource -- people -- and continues the chain of development through the executive ranks. Under this program, SES members have the opportunity to design an individually tailored developmental experience. Great flexibility was allowed in the formulation of assignments. The three-member selection panel, including a member of the SES Advisory Board, which evaluated nominations looked for proposals which were not part of the executive's normal work assignment and would provide a refreshing, as well as developmental, experience. Length of assignments ranges from one month to two years. FY 88 SES Fellows represented a cross section of three Cabinet-level and three independent agencies. Four were in the Washington, D.C. area; one in Boulder, Colorado; and one in Atlanta, Georgia.

The 1988 charter members of the SES Fellows Program are:

Michael S. Alushin of University Park, Maryland, Associate Enforcement Counsel, Air Programs, Environmental Protection Agency, who worked with the Department of State, a public interest group, and a multi-national organization on international environmental issues.

Dr. Vernon E. Derr of Boulder, Colorado, Director, Environmental Research Laboratories, Department of Commerce, who studied cloud radiation and climate problems at the University of Colorado.

Dr. M. Grant Gross of Baltimore, Maryland, Director, Division of Ocean Sciences, National Science Foundation, who worked with U.S. marine laboratories and minority institutions to increase the number of minorities and women in the fields of ocean science and engineering.

Richard A. Staufenberger of Bethesda, Maryland, Deputy Director, Office of Worker's Compensation Programs, Department of Labor, who studied compensation programs in the U.S. and Western Europe to identify promising practices for reemploying and rehabilitating injured workers so they can return to productive jobs as soon as possible.

Dennis D. Tolsma of Atlanta, Georgia, Director, Center for Health Promotion and Education, Department of Health and Human Services, who studied and worked with Harvard University and two Harvard-associated institutions to determine innovative ways to combine communications, health education, and health promotion strategies.

Raymond S. Blunt of Alexandria, Virginia, Director, Office of Program Analysis and Evaluation, Veterans Administration, who studied, researched, wrote, and promoted the theme of public service as a distinctive value, a tool for recruiting top candidates into the Federal government.

The SES Fellows Program will serve as a model for agencies to expand developmental opportunities for their executives. In a shared effort, participating agencies continued to pay the Fellows' salaries and benefits while OPM covered the costs of travel, tuition, books, and other special expenses related to the developmental experiences.

Personnel authorities used to fulfill SES Fellows' developmental activities included three Government Employees Training Act assignments, two sabbaticals, and one assignment under the Intergovernmental Personnel Act.

OPM Examination of Executive Development Role and Structure.

Early in the fiscal year, Director Horner established an internal OPM task force to examine OPM's executive development leadership responsibilities, organizations, and programs, and make recommendations on how they could be strengthened. The task force's discussions and report identified a wide range of executive development activities in several organizations, and proposed several options to the Director on how these activities could be better focused. In October 1988, the Director announced that FEI would begin to offer instruction in the Washington area. As part of a reorganization of OPM's training function, she also designated FEI as the primary training delivery organization for executives, with OPM regional offices responsible for the Executive Seminar Centers currently located within their boundaries. Other organizational changes were made to consolidate OPM's delivery of supervisory and managerial training. In addition, the responsibility for all training policy – executive, managerial, and supervisory – was combined in OPM's Career Entry and Employee Development Group.

3. Executive Compensation

Executive compensation (including both base pay and related compensation) is increasingly becoming a critical factor in the Government's ability to recruit and retain a Senior Executive Service of the highest caliber.

Presidential Commission

President Reagan issued an Executive Order in April 1987 establishing the President's Commission on the Compensation of Career Federal Executives. The Commission issued its report to the President and the OPM Director in February 1988. The Commission found that:

- Real (i.e., inflation-adjusted) SES pay had not kept pace since the establishment of the SES in 1979 with inflation or the ratio of pay of executives in the private sector.

- Pay compression within the SES (17% from ES-1 to ES-6 in January 1988) was so great that the differences between pay levels no longer served as a compensation incentive.

- SES performance award ("bonus") provisions were inadequate for rewarding outstanding performance.

- There were serious problems in the recruitment and retention of career executives in many occupational areas, e.g., scientists, engineers, and attorneys. Agencies generally identified compensation as the primary reason for the difficulties in getting and keeping high quality SES career members.

The Commission concluded that, "The Federal Government is at a substantial disadvantage in competing for the best of our nation's executive talent. This is not a temporary or transient phenomenon, and it is due in great measure to the defects in the SES compensation system. For every fiscal and political reality that impairs expansion and restructuring of Federal executive pay, there is also a simple and stark reality of the marketplace: you get what you pay for; and the Federal Government is not paying enough to attract, develop and retain its share of the talent needed to ensure efficient, effective fulfillment of the public trust."

OPM Legislative Proposal

In October 1988, OPM submitted a legislative proposal to Congress to implement several of the changes recommended by the President's Commission in its report. The proposal provided that:

- The performance award pool would be increased from 3 to 6 percent of career SES payroll of each agency.

- A new pool of 4 percent of the career SES payroll of each agency would be established for recruitment and retention bonuses for career executives.

- The Presidential Distinguished and Meritorious rank awards, which are now set in law at $20,000 and $10,000 respectively, would be changed to 40 and 20 percent of the top SES pay rate.

- SES members would be permitted to receive each year a lump-sum payment for annual leave they accumulated over 120 hours.

Although there was not enough time left in the session for Congress to act on the proposal, OPM was hopeful that in the next session similar measures would be considered.

Salary Proposals

One of the recommendations of the Presidential Commission was to significantly increase the pay of career executives. OPM supported an increase in the pay for both career and political executives.

The Alternative Pay Plan submitted by the President to Congress in August 1988 provided for a 4.1% increase in pay for both the SES and the Executive Schedule in January 1989. It also provided that any further increase in pay for level IV of the Executive Schedule (which is the cap under current law for SES pay) would automatically result in an SES pay increase. (Under an implementing Executive Order issued in December 1988, the increases would vary depending on which of the six SES pay rates the individual was in.)

The linkage in the Pay Plan of SES pay with Executive Level IV pay was in anticipation of the recommendations of the quadrennial Commission on Executive, Legislative, and Judicial Salaries ("Quad Comm"), which was due to give its recommendations for Executive Schedule pay increases in December 1988. Although the 4.1% pay increase for the SES went into effect in January 1989, Congress in February 1989 rejected the President's proposed 50% pay increase for the Executive Schedule based on the "Quad Comm" recommendations, so no further increase for the SES took effect at that time. The level IV linkage, however, remained in effect, so that if Congress approved a pay increase later in the year for the Executive Schedule, the SES pay rates would still be automatically adjusted.

Part II:
Characteristics of the SES in FY 88

1. Major Employers, Job Types, and Locations

The majority of SES members are employed in 23 agencies and five job categories. While the proportion of general administration jobs has increased by 1% over the past year, engineering, scientific, and administrative specialists positions have each dropped a percentage point.

This year the Securities and Exchange Commission joined the ranks of those with 50 or more SES members.

AGENCIES WITH 50 OR MORE SES MEMBERS

DEFENSE	1,378	19%
HHS	554	8%
TREASURY	526	7%
NASA	493	7%
ENERGY	464	7%
(OSD)	(437)	(6%)
(NAVY)	(427)	(6%)
COMMERCE	403	6%
TRANSPORTATION	363	5%
AGRICULTURE	322	5%
(ARMY)	(314)	(4%)
JUSTICE	276	4%
INTERIOR	265	4%
EPA	239	3%
NRC	204	3%
(AIR FORCE)	(200)	(3%)
LABOR	165	2%
VA	145	2%
HUD	112	2%
STATE	111	2%
GSA	110	2%
NSF	97	1%
OMB	70	1%
EDUCATION	69	1%
NLRB	63	1%
OPM	60	1%
SEC	50	1%
TOTAL OF 23 AGENCIES	6,539	92%
TOTAL GOVERNMENTWIDE	7,108	

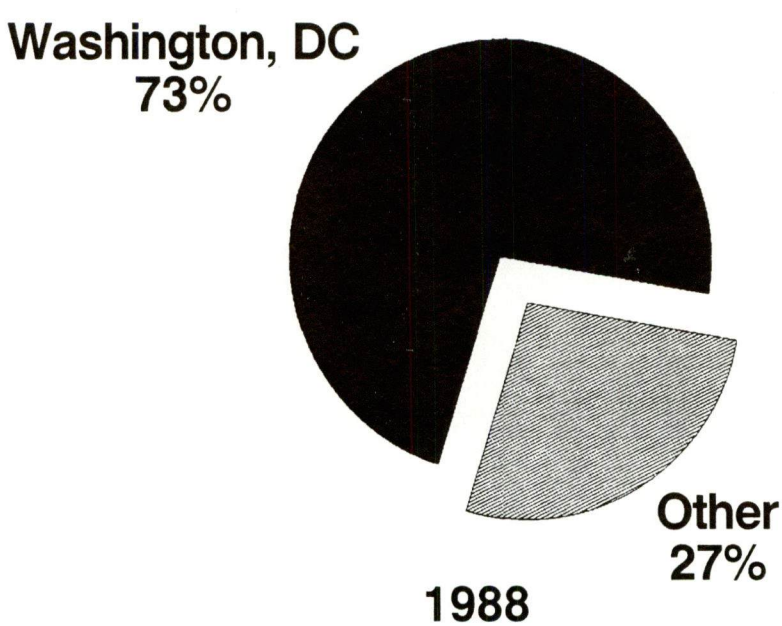
September 1988

84% of All SES Members Are In Five Job Categories

September 1988

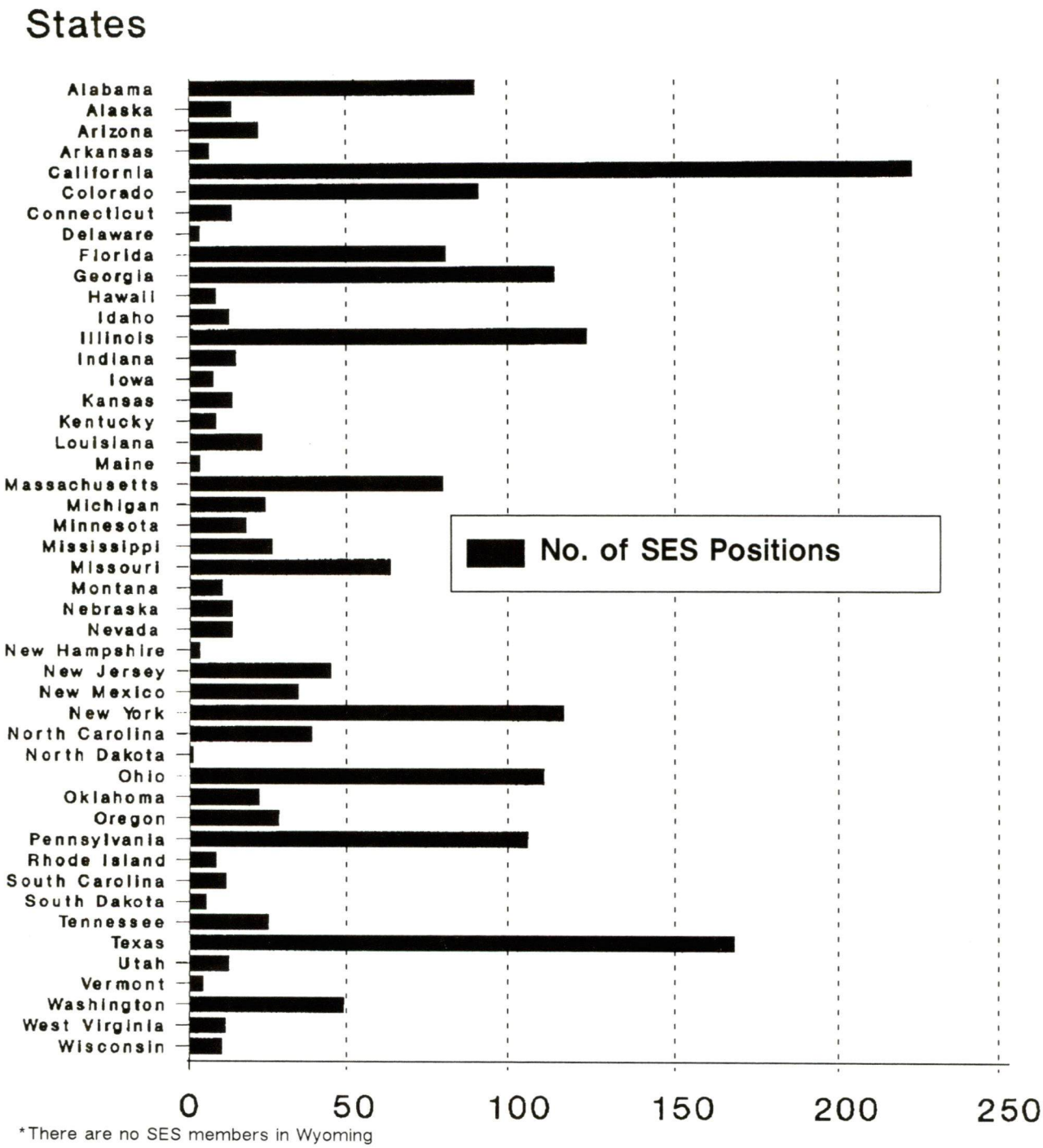
GENERAL ADMINISTRATION	35%
ENGINEERS	15%
ADMINISTRATIVE SPECIALISTS (BUDGET, PERSONNEL, ETC.)	13%
PHYSICAL SCIENTISTS	10%
ATTORNEYS	11%
	84%

73% of SES Members Are In The Washington, D.C. Area



Number of SES In Geographical Locations Outside of Washington Metro Area

May 1989



*There are no SES members in Wyoming

2. Positions and Appointments

Every other year OPM allocates the number of SES positions which may be established by Departments and agencies. We consider the following factors, among others, when reviewing agency requests for changes in their allocations:

- new legislative requirements, functions, or a significant increase/decrease in budget;
- how the agency is using its current allocation, including the number of positions established within the allocated number; vacancy rates and length of time positions are vacant; the extent to which current positions meet or do not appear to meet SES criteria; and management involvement in the designation and review of SES positions; and
- the impact of changes in functions, programs, or structure on the current executive resources and positions.

Agencies establish SES positions within the number allocated by OPM. The graph entitled "SES Position Allocation" illustrates government-wide allocations since the creation of the SES and the proportion of allocated positions established and filled by agencies.

OPM also allocates some non SES positions, such as General Schedule positions in grades 16 - 18, and nonsupervisory ungraded scientific and professional positions engaged in research and development work in positions equivalent to GS 16 - 18. The legal limitation on R & D allocations is separate from the combined limit on SES and GS positions.

Only 812 GS 16 - 18 positions were allocated governmentwide as of September 1988, including 216 positions with the FBI and Drug Enforcement Agency, and 321 Administrative Law Judges. The allocated number of R & D positions was even lower - 158 governmentwide.

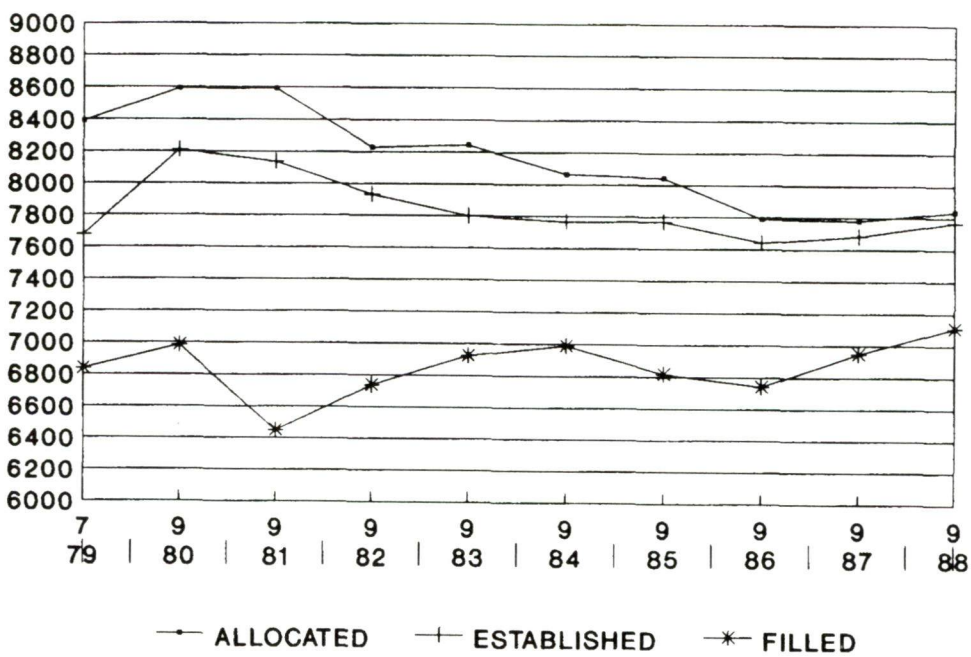
Each SES position is designated as either a General or a Career Reserved position. A General position may be filled by a career, noncareer, or limited appointee. A Career Reserved position must be filled by a career appointee.

By law, OPM must maintain a minimum number of 3,571 Career Reserved positions governmentwide at all times. This figure is based on the number of positions placed in the SES in July 1979 that were authorized to be filled only through competitive civil service examination as of October 12, 1978, the day before enactment of the Civil Service Reform Act.

Appointment Types
(Filled Positions)
September 1988

CAREER	6400	90.0%
NONCAREER	659	9.3%
LIMITED TERM	41	0.6%
LIMITED EMERGENCY	8	0.1%
TOTAL	7108	100%

SES POSITION ALLOCATIONS



Position Allocations
September 1988

	SES	GS-16/18	ST(R&D)
ALLOCATED	7838	812	158
ESTABLISHED	7770	785	125
FILLED	7108 (91%)	749 (95%)	117 (94%)
VACANT	662 (9%)	36 (5%)	8 (6%)
LEGAL LIMIT	10,777		517

Position Types
(Established Positions)
September 1988

CAREER RESERVED	3,955	51%*
GENERAL	3,815	49%
TOTAL	7,770	100%

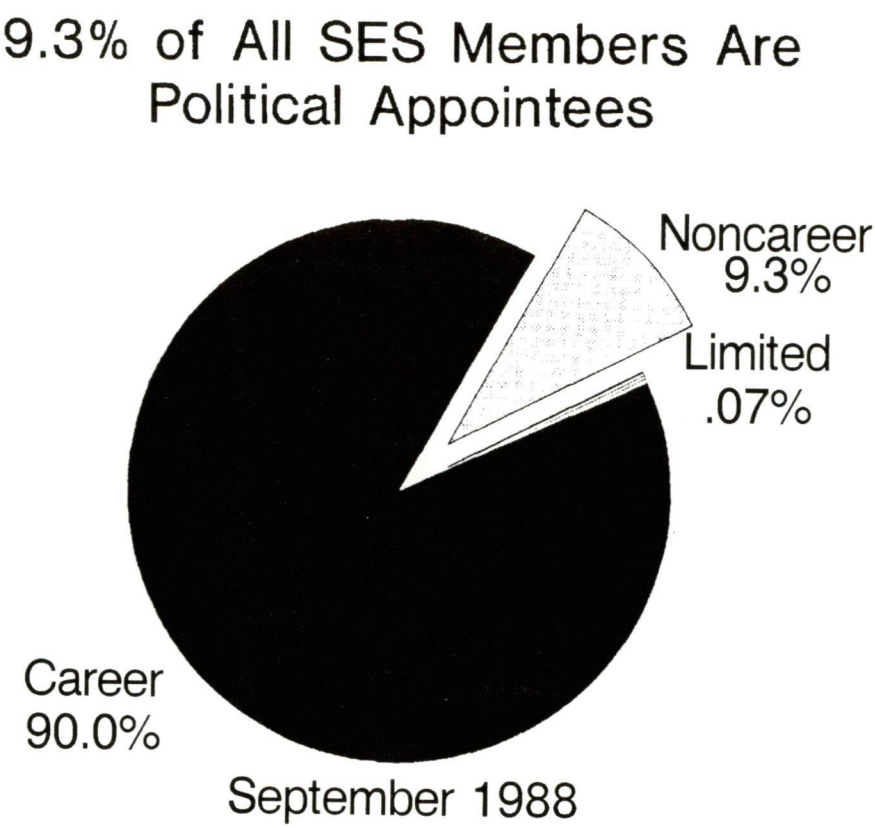
*Was 44% In July 1979

3. Noncareer SES Members

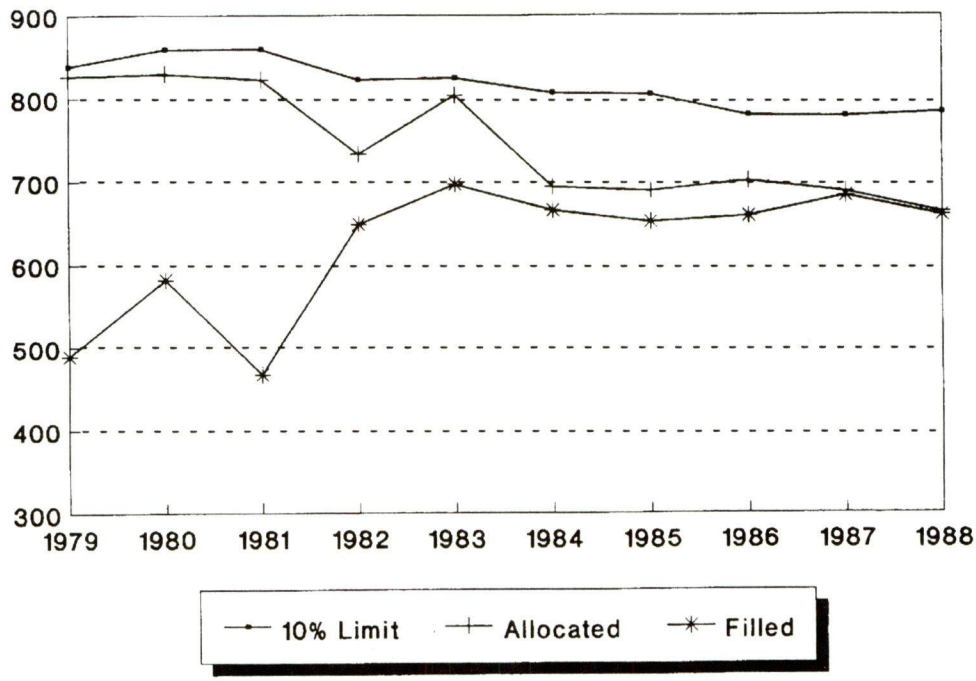
By law, no more than 10% of the SES positions governmentwide may be filled with noncareer appointees. Within that limit, individual agencies may in most cases fill up to 25% of their allocated SES positions utilizing noncareer appointment authorities, although few ever do so. In the early years of the SES, a large proportion of allocated noncareer authorities was not filled. Allocation levels have since dropped, and in recent years positions filled by noncareer appointees have more closely matched those levels.

There were 659 noncareer SES members at the end of FY 88 versus 489 at the system's inception in July 1979. The 1979 figure, however, does not include 277 pre-SES noncareer appointees who converted to career SES appointments in 1979 under the Civil Service Reform Act based on former career or career-type service.

Both Executive Level and SES executives tend to change positions with some frequency. On average, both noncareer and career executives also have significant amounts of government experience. The length of government service and position tenure for noncareer executives is less in both cases than it is for career appointees.



Noncareer SES Appointments



Executive Tenure
September 1988

	AVERAGE TIME IN POSITION	YEARS OF GOVT. SERVICE
PRESIDENTIAL/SENATE CONFIRM.	2.8 YEARS	11
NONCAREER SES	1.8 YEARS	9
CAREER SES	3.4 YEARS	22.4

(FOR INDIVIDUALS WHO SERVED ANYTIME BETWEEN JULY 1979 AND SEPTEMBER 1988)

4. SES Candidate Development

Candidate Development Programs are one means of identifying and developing potential senior executives. Over 1,000 candidates have successfully completed a development program, and 48% have been appointed to SES positions.

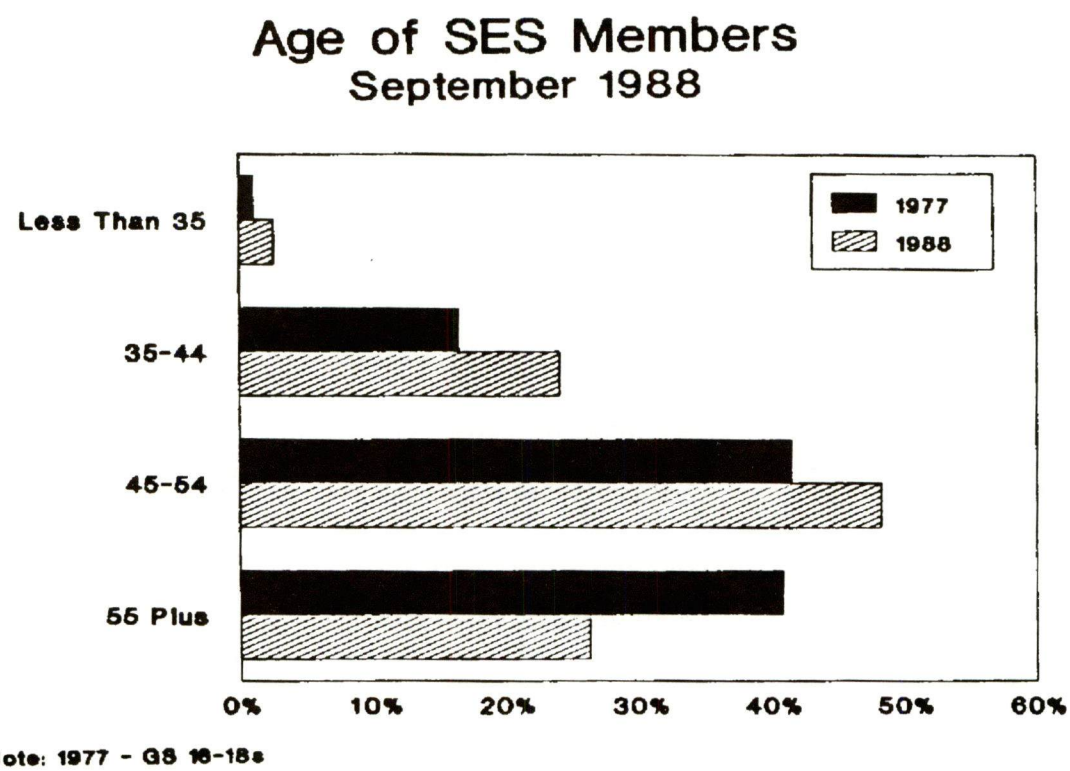
Some agencies make a substantial commitment to CDP's and rely on them for succession planning. For example, 82% of all IRS executives have graduated from the IRS executive development program. At EPA, 73% of their CDP graduates have been placed in the SES.

SES Candidate Development Programs July 1979 – September 1988

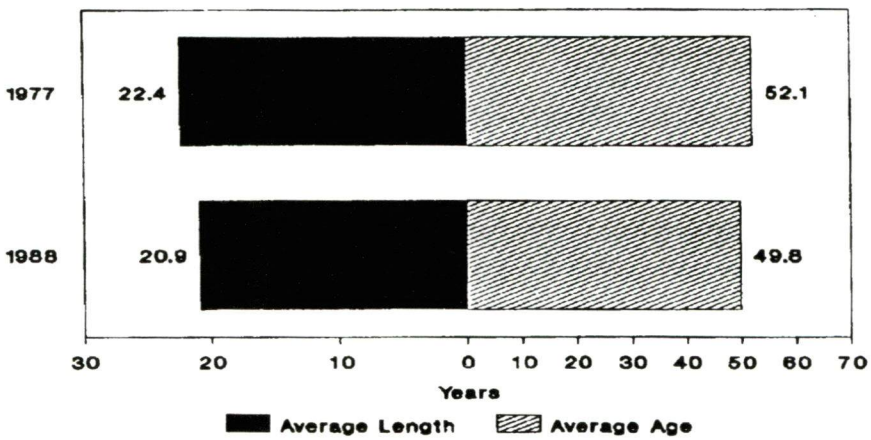
Completed Development & Approved by QRB	1097	100%
Selected for SES	525	48%
Eligible for SES	254	23%
Left Govt or Eligibility Expired	318	29%

5. Demographics

In FY 88 the average SES member was 49.8 years old with 20.9 years of Federal service. In 1977, the average GS 16/18 was 52.1 years old with 22.4 years of service. Although average age and length of service decreased in the past, we expect the trend to reverse during the coming decade. The supply of new workers entering the labor force is declining, and we expect to increasingly rely on current workers. If this prediction holds true, average age and length of service should start to rise in coming years.



Average Age and Length of Service



Note: 1977 - GS 16-18s

Almost two-thirds (64.8%) of all SES members have an advanced degree. This represents a slight increase from 1977, when 63.4% of GS 16 - 18 executives had advanced degrees.

In its report, **Civil Service 2000**, prepared for OPM in 1988, the Hudson Institute indicates that Federal jobs will become increasingly technical with more demanding educational requirements at all levels. SES members appear to be well prepared to meet this challenge.

65% of All SES Members Have Advanced Degrees
September 1988

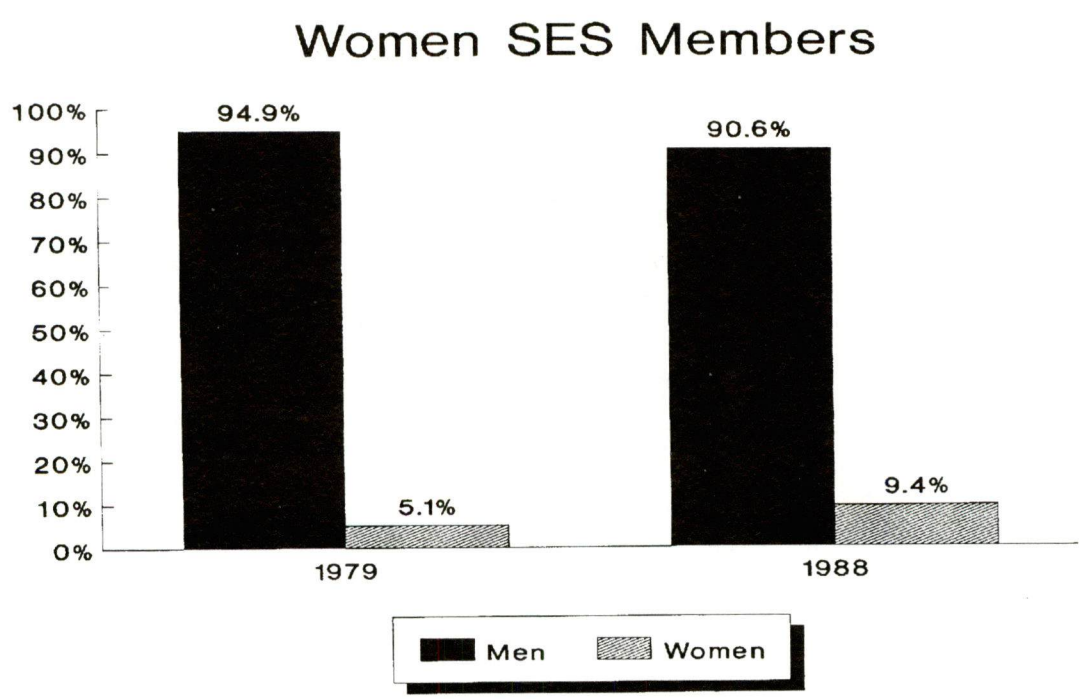
PhD	18%
MD,JD	16%
MASTERS	31%
	65%
BACHELORS	30%
LESS THAN BACHELORS	5%

Although the proportion of SES positions occupied by women and minorities remains small, we have seen some progress since the inception of the SES. This is especially true for women, whose representation increased from 5.1% in 1979 to 9.4% in 1988.

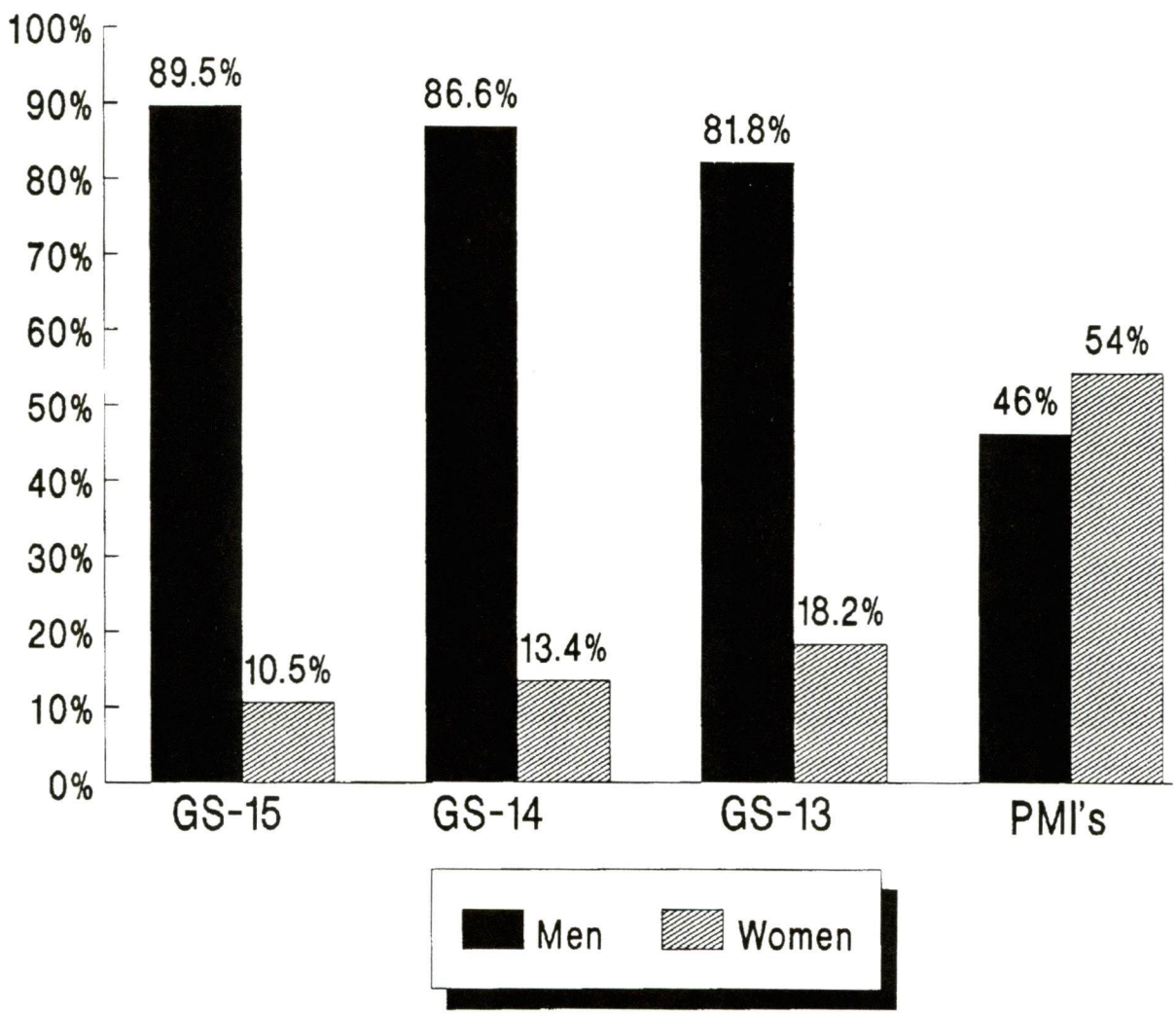
In the short history of the SES, women have held a higher proportion of noncareer positions than career. In FY 88 women held 8% of all career SES positions, and 22% of the noncareer. This is up from 4% and 16%, respectively, in 1979.

Women's representation in SES feeder groups has increased over the years as well. In 1976, women held 5.2% of the GS 13 - 15 positions. Their representation today is more than triple, or 15.7%. Another encouraging note: the Presidential Management Intern (PMI) class of 1988 was the first to have a majority of women - 54%.

Civil Service 2000 indicates that the number of women in the workforce and in higher level positions is expected to increase in the years to come.

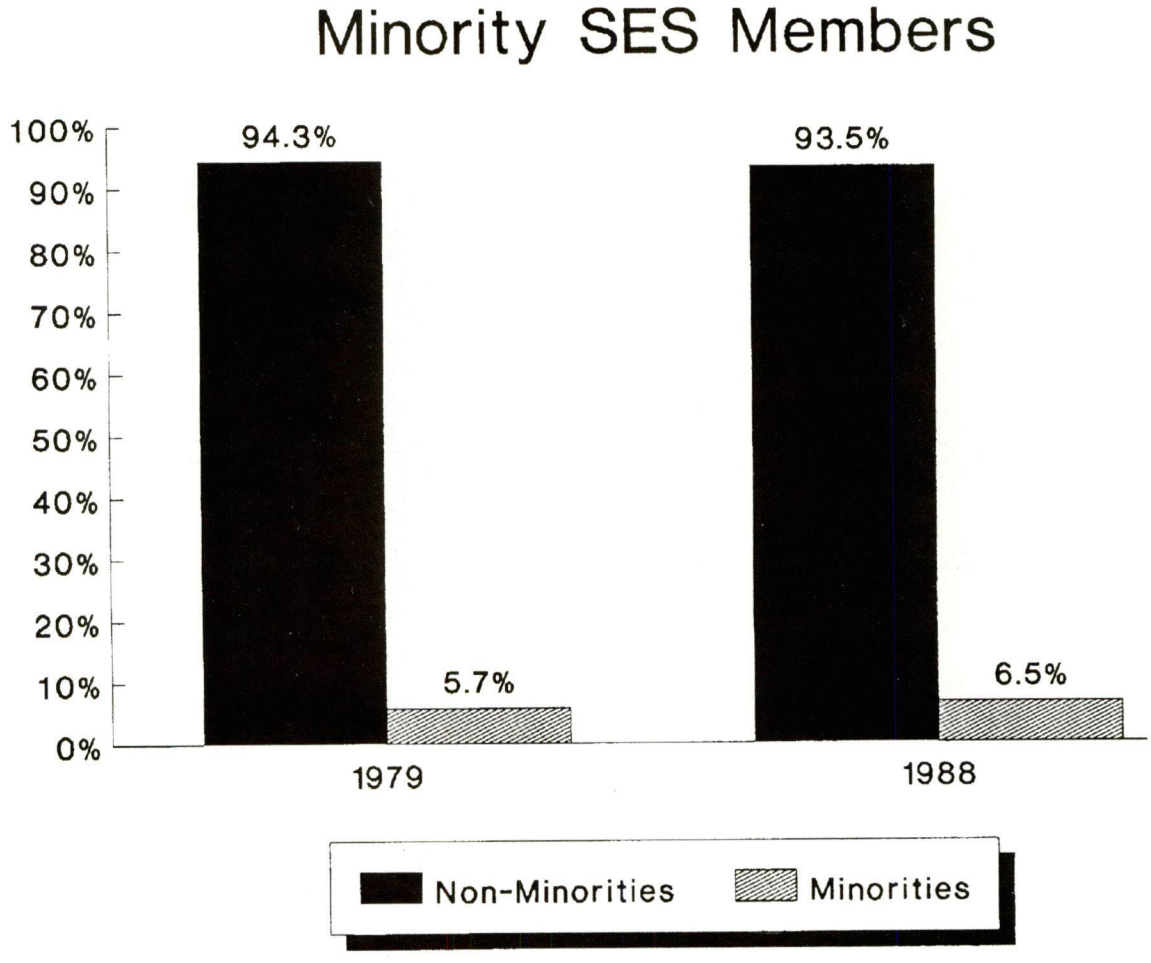


Women In SES Feeder Groups
September 1988

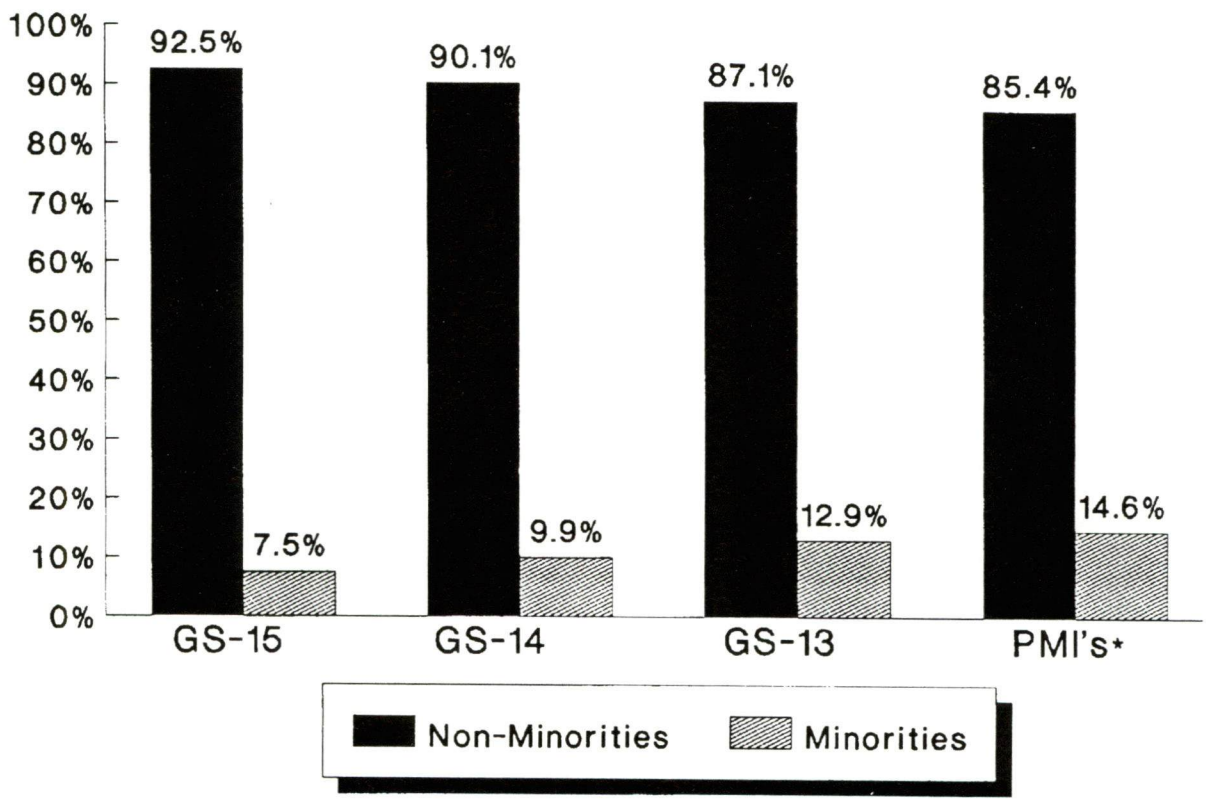


Civil Service 2000 reports that in 1987, blacks made up 16.7% of the Federal workforce, significantly above their 11% share of the national workforce. Hispanics, comprised 6.6% of the national workforce and 5.1% of Federal workers. In FY 88 minorities comprised 6.5% of the SES, with the percentage of career executives (6.6%) being slightly higher than noncareer (5.8%). Sixty-five percent of all minority Federal executives are black, 15% are Hispanic, 12% are Asian, and 9% are Native Americans.

When studying minority representation in the SES over time, we find that our 1979 minority data is not as reliable as we would like. Of those individuals for whom we have race/national origin data, we show 366 minority group members. However, there are 406 persons whose race/national origin is unknown (this was true for only one executive in 1988). While we must exercise caution in making comparisons between the two years, the fact remains that minority representation is low.



Minorities In SES Feeder Groups
September 1988



*PMI Data 1978 - 1987

6. Mobility

Mobility is a key feature of the SES. Expanded mobility opportunities can promote the development of broader perspectives in executives, match talent with program needs across organizations, and provide a greater range of challenges for SES members.

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 non profit organization. Any one of these kinds of change may accomplish the purposes of broadening individual perspectives and skills while meeting organizational needs.

Sabbaticals and the Intergovernmental Personnel Act are two personnel authorities which may be used for developmental assignments. According to agency reports, three agencies have been the major users of IPA assignments: Labor (11), EPA (9), and the National Science Foundation (8). We would hope to see this number increase as agencies identify more mobility opportunities for executives.

Sabbaticals
July 1979 - September 1988

Number of executives	**24 (1 in progress)**
Number of agencies	**16**

Intergovernmental Personnel Act
Assignments Outside the Executive Branch
July 1979 - September 1988

Number of executives	**52**
Number of agencies	**17**

President's Commission on Executive Exchange

One of the most prestigious mobility opportunities is sponsored by the President's Commission on Executive Exchange. For 20 years the Commission has offered selected executives with transferable skills the opportunity to work in a Fortune 500 company. The experience enables executives to compare the worlds of industry and government and develop an expanded understanding of the interactive dynamics between these sectors.

The Federal executives selected for this highly competitive mobility opportunity in FY 88 were:

Executive	Agency	Exchange Assignment
Frank Baca	Energy	Hughes Aircraft
Myles Frechette	State	Manufacturers Hanover Trust
Julius Jimeno	Agriculture	General Dynamics
Douglas Kenyon	VA	Smith Kline
George Levin	NASA	Flour Corporation
Steve Lingenfelter	Army	American Cyanamid
Hank Marion	Air Force	United Parcel Service
Paul Quinn	Navy	Xerox
James Romero	NASA	Bell South
Andrew Salazar	Air Force	Pacific Telesis
Dona Wolf	AID	IBM
Russel Wyer	EPA	Bechtel

OPM also grants limited term allocations to agencies to employ industry executives; the executives join the SES for one year.

In order to encourage career executives to serve at the highest levels of the government and to broaden the pool from which the President could choose top managers, the Civil Service Reform Act provided certain benefits and reinstatement rights to SES career members who receive Presidential appointments with Senate confirmation. Once the Presidential appointment is completed, the individual is entitled to be reinstated to the SES under the conditions specified by OPM. Sixty career SES members served in PAS positions during the Reagan Administration.

Career SES Appointees Receiving
Presidential Appointments/Senate Confirmation

	CARTER (7/79-1/81)	REAGAN (1/81-9/88)	TOTAL (7/79-9/88)
STILL PAS	0	27	27
RETURNED TO SES	23	6	29
LEFT GOVT FROM PAS	10	27	37
TOTAL	33	60	93

Reassignments and Transfers
FY 1980 - 1988

	AVERAGE PER YEAR	FY 88
REASSIGNMENTS WITHIN A DEPARTMENT OR AGENCY		
LOCAL	824	695
GEOGRAPHIC REASSIGNMENTS	141	164
TOTAL REASSIGNMENTS	965	859
TRANSFERS BETWEEN DEPARTMENTS OR AGENCIES		
LOCAL	81	64
GEOGRAPHIC TRANSFERS	10	7
TOTAL TRANSFERS	91	71
TOTAL REASSIGNMENTS AND TRANSFERS	1056	930

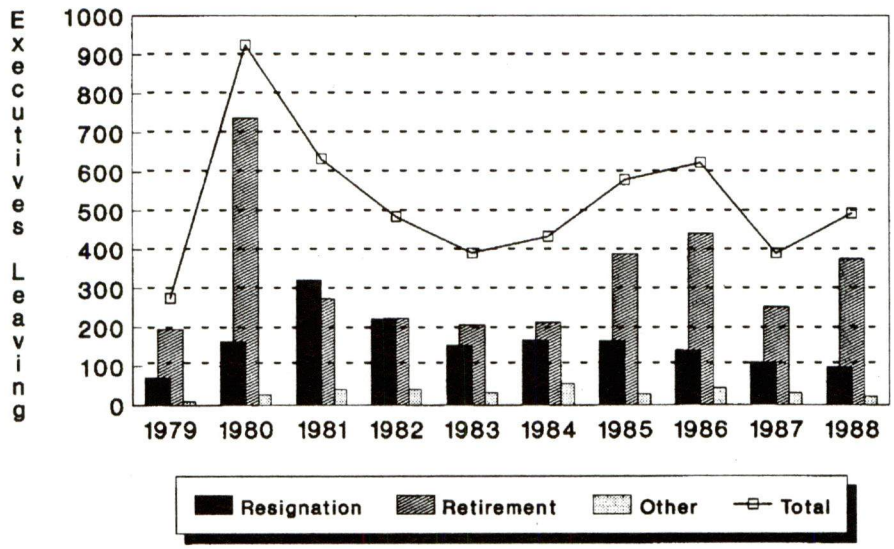
7. Separation from the SES

Since the inception of the SES, the majority of those leaving the service left through retirement. About sixteen percent of all career SES members are currently eligible for voluntary retirement. In certain cases, agency actions may permit other people to retire with reduced benefits, e.g., in a reduction in force. About 36% of the career SES are eligible for such discontinued service retirement (20 years service and age 55, or 25 years service at any age.)

Career SES Leaving The Federal Service
July 1979 - December 1988

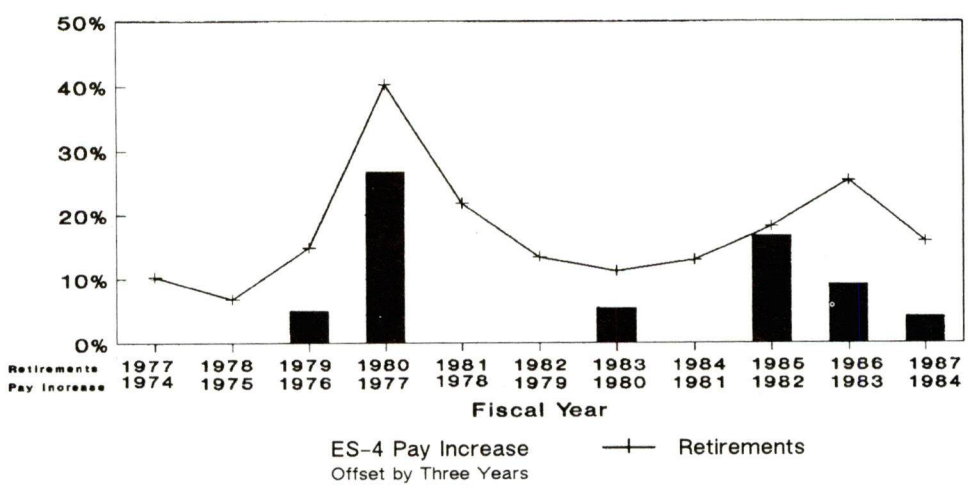
RESIGNED		1600	31%
RETIRED		3301	63%
OPTIONAL	(2740)	(83%)	
DISCONTINUED SERVICE	(482)	(15%)	
DISABILITY	(79)	(2%)	
OTHER (RIF, DEATH)		324	6%
TOTAL		5225	100%
AVERAGE PER YEAR		550	8.8%

Career SES Leaving Federal Service
Jul 79 - Dec 88



Retirement rates vary sharply from year to year, and can often be tied to Federal pay ceiling increases which raise the "high 3" used to compute retirement annuities. "High 3" periods ended in February 1980, January 1985, and December 1985.

Percent of Eligible Executives* Choosing Optional Retirement



*Executives include SES and GS-16/18

SES members do not automatically retain SES status for the remainder of their careers. Since its inception, 90 executives have left the SES involuntarily, the majority due to RIF. Over 600 executives have voluntarily departed for positions at GS 15 or below.

Removals from The SES (Career Appointees)

FORMAL REMOVALS

PROBATIONARY PERIOD (7/79 - 9/88)	9	
PERFORMANCE (7/79 - 9/88)	19	
ADVERSE ACTIONS (7/79-9/88)	26	
CONDUCT		7
REFUSAL TO ACCEPT GEOGRAPHICAL REASSIGNMENT		19
RIF (8/81 - 9/88, certified to OPM)	62*	
PLACED AT GS-15 OR BELOW		20
SEPARATED		42

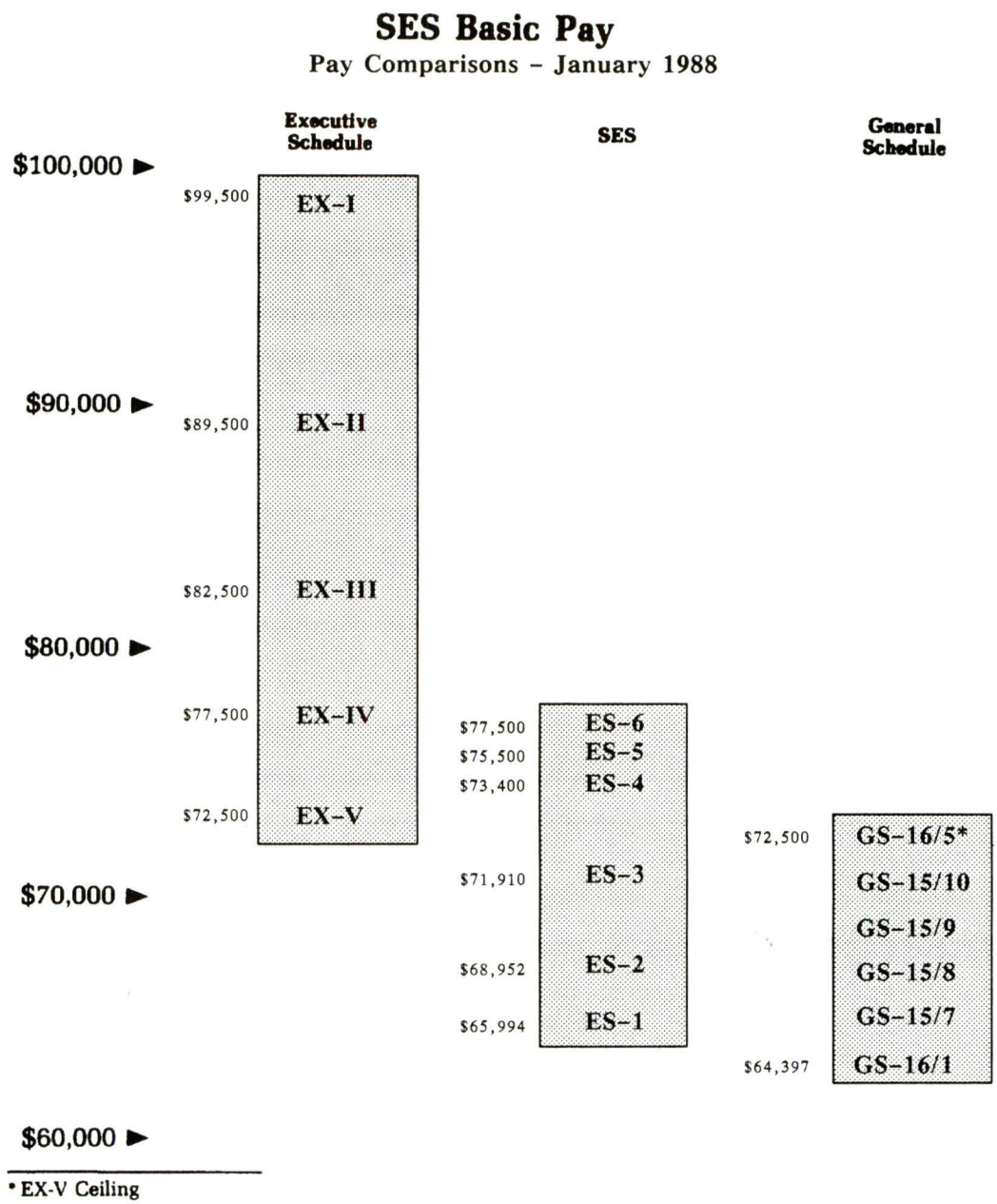
*ANOTHER 35 WERE PLACED IN THE SES

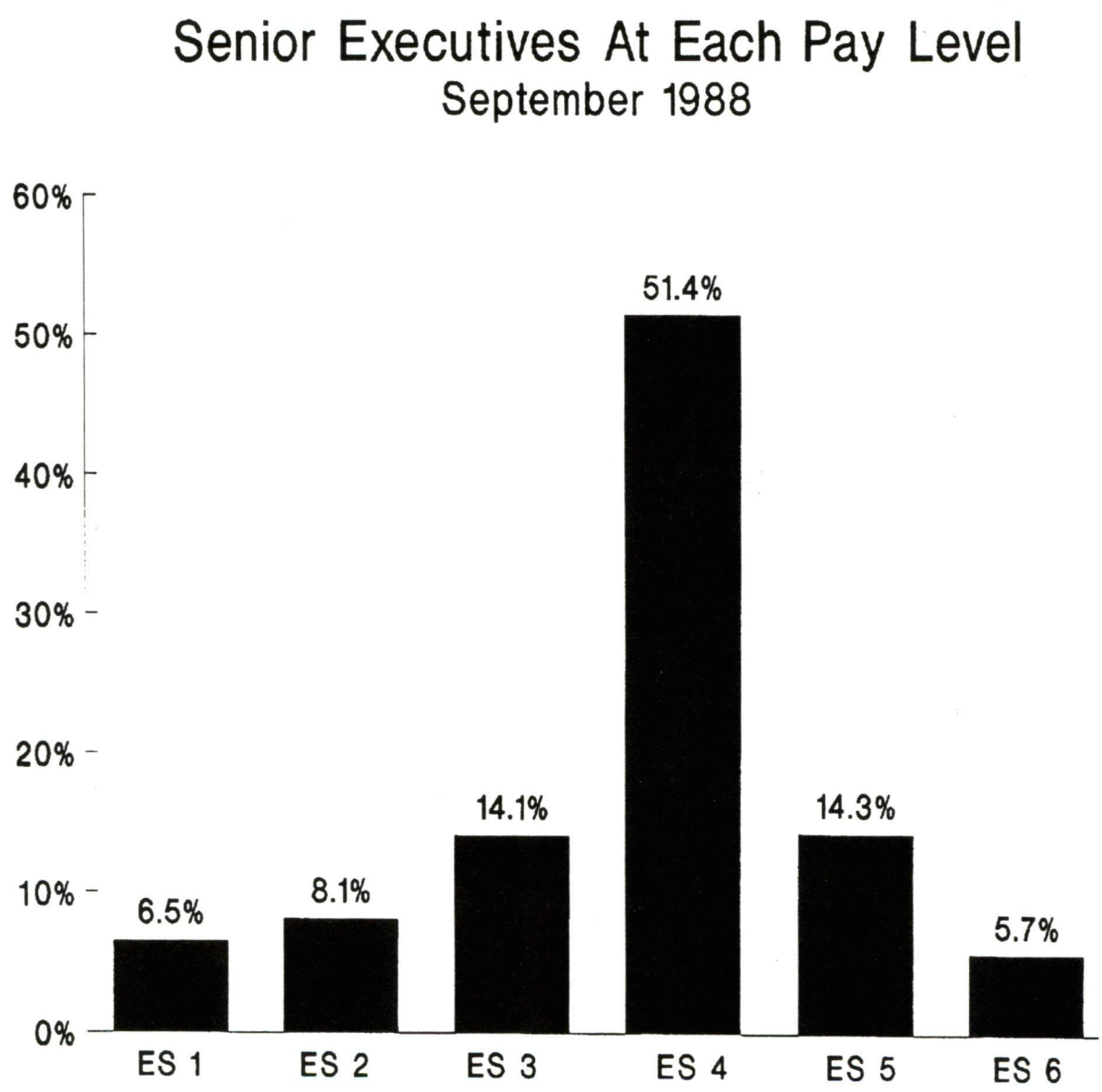
VOLUNTARY DOWNGRADES

TOTAL (7/79-9/88)	APPROX. 630
AVERAGE PER YEAR	APPROX. 68 (1.1%)

8. Basic Pay

One source of concern regarding recruitment and retention of SES members is executive pay. SES pay levels overlap with GS 15 pay steps 8 and above, and SES pay increases only 17% from the lowest to the highest pay rate.




Senior Executives At Each Pay Level
September 1988
60%
50%
40%
30%
20%
10%
0%
6.5%
8.1%
14.1%
51.4%
14.3%
5.7%
ES 1
ES 2
ES 3
ES 4
ES 5
ES 6

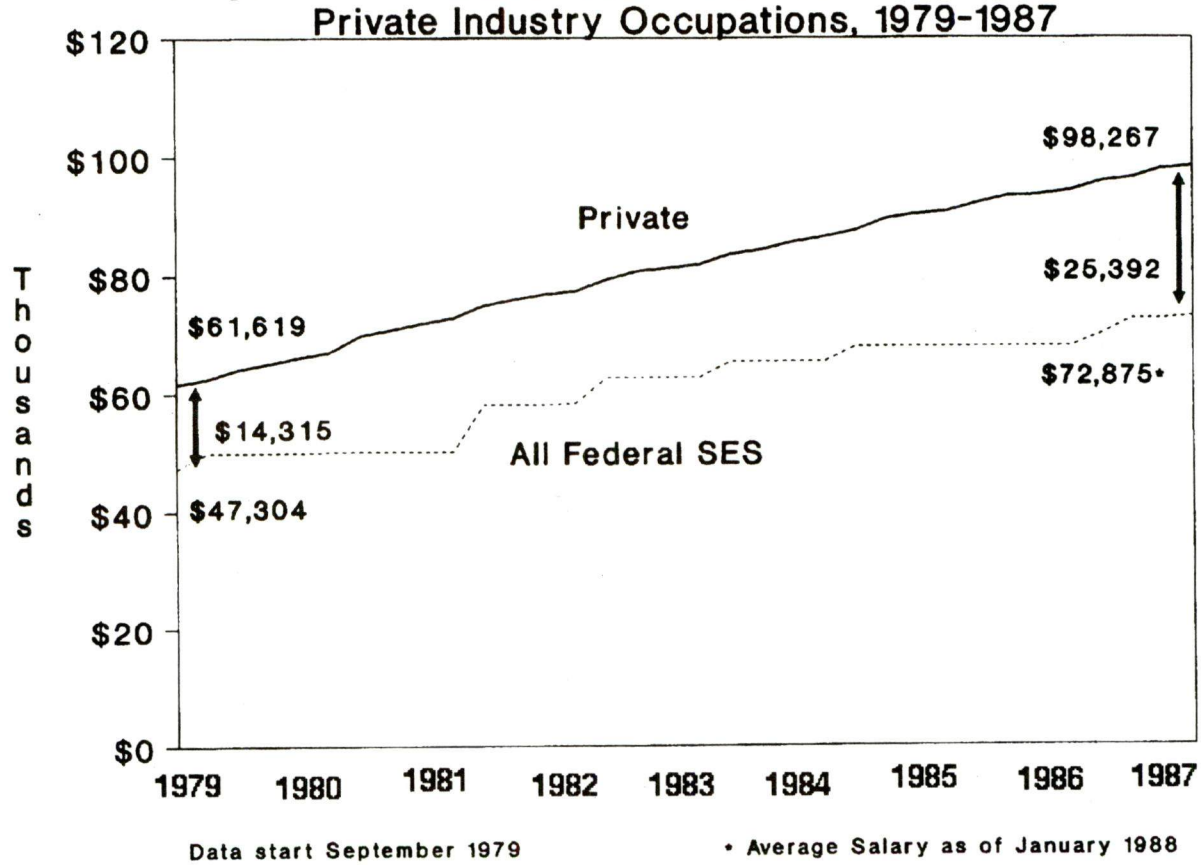
The President's Commission on the Compensation of Career Federal Executives examined the relationship between executive pay in the Federal and private sectors. Their findings follow.

"Defining what constitutes true 'comparability' with the private sector remains a matter of continuing debate. Regardless of how difficult it may be to establish a consensus on comparability, the fact remains that SES executives do compare their compensation with their perceived counterparts in the private sector. Thus, as a factor affecting recruitment and retention, it is necessary to look at comparability, regardless of how imprecise that measurement may be.

"On the simplest level, the debate revolves around how to establish appropriate job matches and whether to compare average basic pay, average cash compensation, or average total compensation.. On a more complex level, the debate recognizes monetary and non-monetary benefits of different jobs. That is, it recognizes not only average basic pay and benefits, but level of job security, rapidity of promotion, scheduling flexibilities, opportunities for development and mobility, opportunities to have an impact on public policy, and other intrinsic rewards. Stock options and deferred payment plans in the private sector play a significant role but have proven extremely difficult to measure."

The Pay Gap

Average Annual Salaries for All Federal SES and Comparable Private Industry Occupations, 1979-1987



Data start September 1979

* Average Salary as of January 1988

Source: Bureau of Labor Statistics

9. Performance Appraisal

On a five point scale, the government-wide average SES performance rating is 4.36. In 1987, 48% of SES members were rated at the highest level, and 88% were rated above fully successful.

Selected Agency Performance Appraisals -- FY 1987 *

CAREER APPOINTEES BY AVERAGE RATING

	#1	#2	#3	#4	#5	AVG
OFC SECY. OF DEFENSE (#3 HIGHEST LEVEL)			100%			3.00
AGRICULTURE			38%	57%	5%	3.66
INTERIOR		.5%	38%	41%	21%	3.81
LABOR			30%	52%	18%	3.87
OPM			21%	53%	26%	4.05
TREASURY		.9%	18%	50%	32%	4.13
VA			22%	37%	41%	4.18
NASA			6%	63%	31%	4.25
NUCLEAR REG. COMM. (NRC)			3%	64%	32%	4.29
EDUCATION			20%	27%	54%	4.34
ARMY			19%	27%	54%	4.35
GOV'T AVERAGE	.1%	.3%	11%	40%	48%	4.36
HHS		.2%	6%	51%	43%	4.37
COMMERCE		.9%	10%	37%	52%	4.40
ENERGY (LESS FERC)			8%	40%	52%	4.43
EPA			6%	42%	52%	4.46
HUD			5%	39%	56%	4.51
TRANSPORTATION		.4%	5%	37%	58%	4.53
JUSTICE			1%	25%	74%	4.74
NAVY	.3%	.3%	2%	21%	77%	4.74
STATE			3%	8%	89%	4.86
AIR FORCE			0%	4%	96%	4.96

* Complete 1988 data are not yet available.

SES Performance Appraisal -- FY 1987

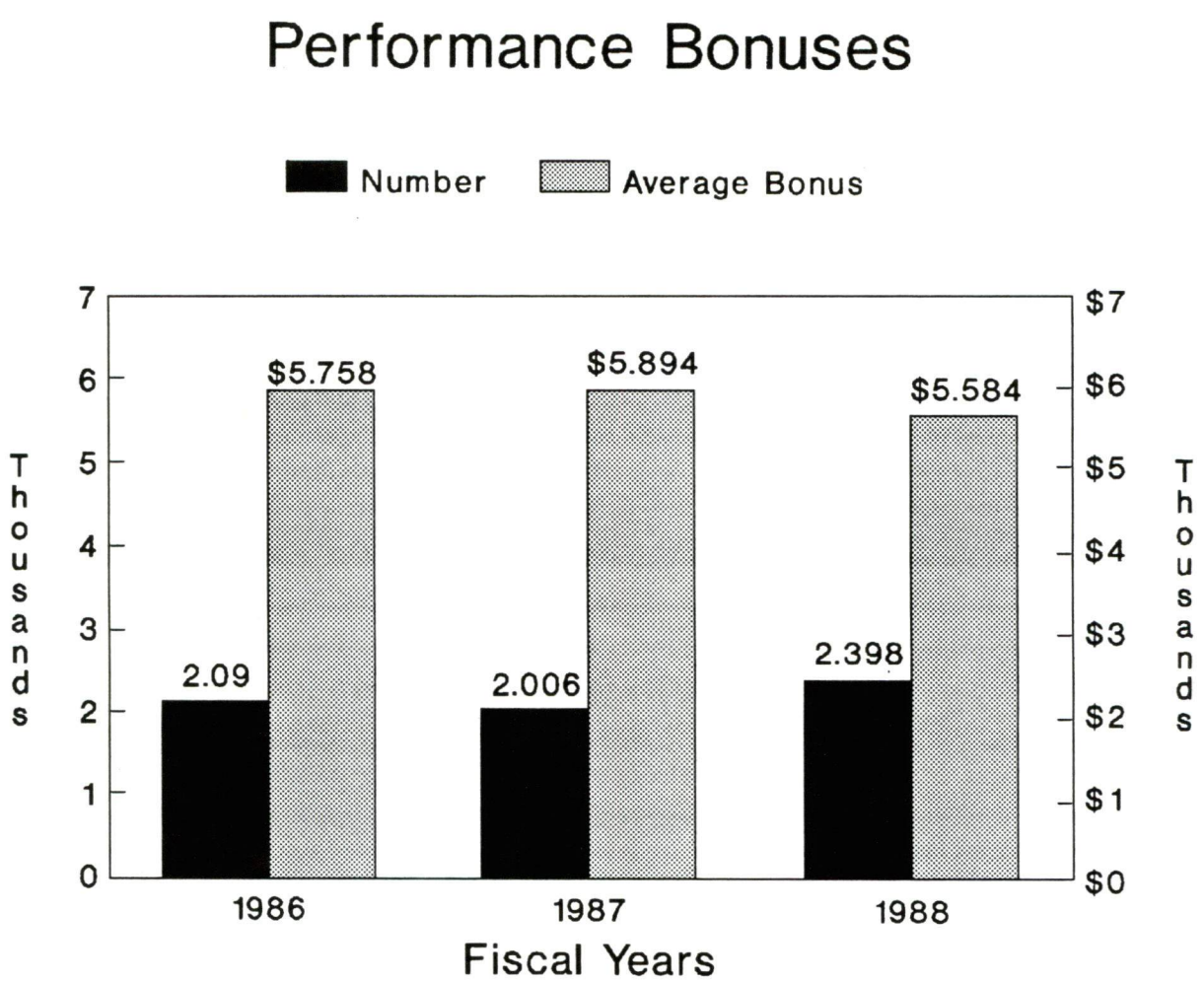
LEVELS	CAREER	NONCAREER
1 (UNSATISFACTORY)	2 (<1%)	
2 (MINIMALLY SATISFACTORY)	16 (<1%)	3 (1%)
3 (FULLY SUCCESSFUL)	639 (11%)	115 (26%)
4	2,261 (40%)	100 (22%)
5	2,682 (48%)	228 (51%)
TOTAL	5,600	446
AVERAGE RATING	4.36	4.24

NOTE: Agencies with only 3 rating levels excluded.

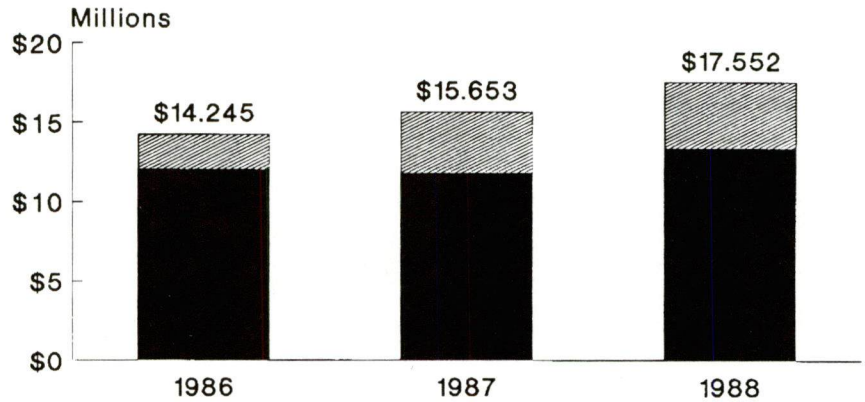
10. Cash Awards and Bonuses

Over $13 million bonus dollars were awarded in FY 88 to 2,398 career SES members. The average bonus amount, $5,584, is slightly below that for FY 87 ($5,894). However, more executives received bonuses than in FY 87 (39% versus 33%) and the amount of bonus dollars awarded governmentwide increased by over 1 1/2 million dollars. The increase in the percentage of executives receiving bonuses followed the lifting in June 1987 of OPM guidelines limiting bonuses to 35% of career SES members.

The number of Presidential Rank Awards presented to career SES members has increased steadily over recent years.

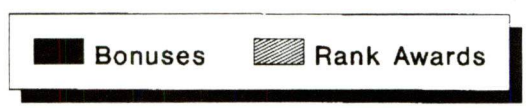


Performance Bonuses and Rank Awards
Total Dollars Awarded

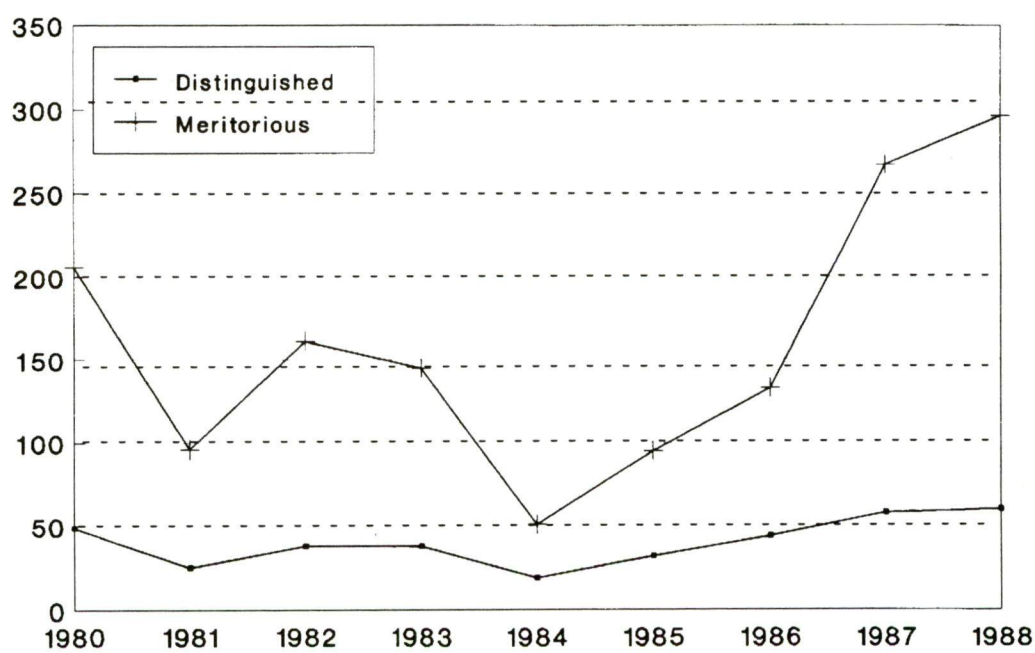


	1986	1987	1988
Rank Awards	$2.21	$3.83	$4.16
Bonuses	$12.035	$11.823	$13.392

Fiscal Years



Presidential Rank Awards
Number Presented



Part III: 1988 Presidential Rank Award Winners

Each year the President rewards outstanding career SES members whose achievements are exceptional for an extended period. Only 1% of SES executives may receive the rank of "Distinguished Executive" for sustained extraordinary accomplishment, with an award of $20,000. Only 5% may receive the rank of "Meritorious Executive" for sustained accomplishment, with an award of $10,000.

Upon receiving nominations by Department and agency heads, OPM convenes panels of outstanding private citizens to review and evaluate the accomplishments of the nominees. They are asked to rate nominations based on specific examples of the following:

- Career achievements that are recognized throughout the agency or are acknowledged on a national or international level;
- Specific achievement of significant cost reduction or cost avoidance enabling the agency to reallocate resources to high priority activities;
- Successful use of human resources as evident through high workforce productivity and/or effective development and recognition of subordinates;
- Demonstration of personal initiative and innovation;
- Substantial improvements in quality of work, efficiency and/or timeliness of service;
- Unusual levels of cooperative effort with other Federal agencies, governmental jurisdictions; and/or the private sector;
- Especially successful efforts in affirmative action;
- Major career related awards and honors received.

The recommendations of the review boards are forwarded to the OPM Director who nominates executives to the President for his consideration.

In 1988, President Reagan once again granted the largest number of awards in the history of the SES – 60 Distinguished and 296 Meritorious.

For the first time in the history of Presidential Rank Awards, two members of the same family were named Distinguished Executive in the same year. Steve Higgins, Director of the Bureau of Alcohol, Tobacco and Firearms at Treasury (left), and Maurice Higgins, Executive Director for Contracting at the Naval Air Systems Command (right) were accompanied by their wives, Cheryl (second left) and Carol (second right). Maurine Walker and her husband, Francis Walker, traveled from St. John, Kansas, to see her sons receive the awards from the President.

Individuals Approved by the President in 1988 for the Presidential Rank Award of

Distinguished Executive

DEPARTMENT OF AGRICULTURE
Donald J. Novotny
F. Dale Robertson

AGENCY FOR INTERNATIONAL DEVELOPMENT
Duff G. Gillespie

COMMODITY FUTURES TRADING COMMISSION
Andrea M. Corcoran
Paula A. Tosini

DEPARTMENT OF COMMERCE
John M. Golden
Donald R. Johnson

OFFICE OF THE SECRETARY OF DEFENSE
Marvin C. Atkins
Craig I. Fields
Stephen R. Hanmer, Jr.

DEPARTMENT OF THE AIR FORCE
Maurice L. Fowler
Pat L. Schittulli

DEPARTMENT OF THE ARMY
Kisuk Cheung
George E. Dausman
Joe G. Higgs
Richard G. Rhoades

DEPARTMENT OF THE NAVY
Robert E. Doak
Maurice L. Higgins
Ronald E. Knudsen
Philip A. Selwyn

DEPARTMENT OF EDUCATION
Sally H. Christensen

ENVIRONMENTAL PROTECTION AGENCY
Don R. Clay
Thomas R. Hauser
C. Morgan Kinghorn, Jr.

FEDERAL EMERGENCY MANAGEMENT AGENCY
Francis V. Reilly

DEPARTMENT OF HEALTH AND HUMAN SERVICES
James S. Benson
Kathleen A. Buto
Barbara J. Gagel
Martin F. Gellert

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
Peter Kaplan

DEPARTMENT OF THE INTERIOR
D. Dean Bibles
Philip Cohen
William L. Kendig

DEPARTMENT OF JUSTICE
Robert L. Bombaugh
Harry H. Flickinger
John J. Hughes
J. Michael Quinlan

DEPARTMENT OF LABOR
Janet L. Norwood

MERIT SYSTEMS PROTECTION BOARD
Lucretia F. Myers

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
William F. Ballhaus, Jr.
Jon R. Busse
Aaron Cohen
John E. O'Brien
James B. Odom

NATIONAL SCIENCE FOUNDATION
Sandra D. Toye

NUCLEAR REGULATORY COMMISSION
Victor Stello, Jr.

OFFICE OF MANAGEMENT AND BUDGET
James B. MacRae, Jr.
Kenneth L. Schwartz

SECURITIES AND EXCHANGE COMMISSION
William R. McLucas
Linda C. Quinn

DEPARTMENT OF STATE
Michael J. Matheson
Elizabeth G. Verville

DEPARTMENT OF THE TREASURY
Stephen E. Higgins
Michael J. Murphy
John P. Simpson
John L. Wedick, Jr.

THE UNITED STATES TRADE REPRESENTATIVE
Peter F. Allgeier

VETERANS ADMINISTRATION
Robert E. Coy
Lois A. High
Thomas P. Mullon

Individuals Approved by the President in 1988 for the Presidential Rank Award of

Meritorious Executive

DEPARTMENT OF AGRICULTURE
- Ernest L. Corley
- Lester M. Crawford
- Gene P. Dickey
- Richard L. Fowler
- Paul M. Fuller
- Frank Gearde, Jr.
- Robert G. Halstead
- William F. Helms
- Donald L. Houston
- John Patrick Jordan
- Edward B. Knipling
- Philip L. Mackie
- Vincent P. Maier
- Clyde G. McShan II
- William L. Rice
- William J. Riley, Jr.
- Gerald D. Seinwill
- Carol M. Seymour
- Robert R. Shaw
- Robert E. Sherman
- William H. Tallent
- Allan J. West

DEPARTMENT OF COMMERCE
- Alan P. Balutis
- Theresa A. Brelsford
- David Farber
- Elbert W. Friday, Jr.
- Timothy J. Hauser
- James E. Hill
- Ann H. Hughes
- Theodore E. Madey
- Thomas N. Pyke, Jr.
- Francis E. Sullivan
- Charles F. Treat
- Richard N. Wright

OFFICE OF THE SECRETARY OF DEFENSE
- Benson D. Adams
- Nathaniel M. Cavallini
- Deborah P. Christie
- James M. Compton
- Robert L. Gilliat
- Michael L. Ioffredo
- Herbert H. Kraft, Jr.
- David L. McNicol
- Frank A. Tapparo

DEPARTMENT OF THE AIR FORCE
- Robert R. Barthelemy
- John W. Boddie
- Earl W. Briesch
- Fred I. Diamond
- Robert B. Doane
- Darleen Druyun
- Jimmie D. Hill
- Maurice R. Himmelberg
- Clinton Lewis
- John J. Nethery
- Alan K. Olsen
- Gary D. Vest
- Billy E. Welch

DEPARTMENT OF THE ARMY
- Jimmy F. Bates
- G. Edward Dickey
- Steven Dola
- Lester Edelman
- James R. Fisher
- Robert F. Giordano
- Milton H. Hamilton
- John Harrison
- Mary Ellen Harvey
- Walter W. Hollis
- Michael A. Janoski
- Donald R. Lathrop
- Seymour J. Lorber
- John W. Matthews
- Raymond V. Michael
- A. David Mills
- Kenneth H. Murdock
- Howard E. Noyes
- Joseph R. Varady, Jr.
- Edgar B. Vandiver III
- Robert E. Yates

DEPARTMENT OF THE NAVY
- Oliver R. Ashe
- Irving Blickstein
- Jay P. Boris
- Jack H. Brown
- John P. Cate
- Lemmuel L. Hill
- Philip M. Hitch
- Gerard Hoffmann
- William G. MacLean
- Richard E. Metrey
- Gerald O. Miller
- John Montgomery
- Russel G. Perkins
- John E. Roark
- Fred L. Sheridan
- Joel A. Sinsky
- Robert H. Steele
- James Tweeddale

DEFENSE AGENCIES
- Nicholas Brienza
- Charles D. Hall
- Gary P. Quigley
- John R. Vaughn

DEPARTMENT OF DEFENSE INSPECTOR GENERAL
- Richard W. Townley

DEPARTMENT OF EDUCATION
- Howard F. Hjelm
- Dan R. Lau
- Mary Jean LeTendre

DEPARTMENT OF ENERGY
- Craig Bamberger
- Charles H. Brown, Jr.
- Peter N. Brush
- James W. Culpepper
- Charles E. Kay
- Marvin Klinger
- Louis C. Ianniello

John L. Meinhardt
Harry L. Peebles
Elizabeth Smedley
Alan J. Streb
Charles E. Troell
Thomas L. Weaver

ENVIRONMENTAL PROTECTION AGENCY
Ronald Brand
Eileen Claussen
Gerald A. Emison
Edward J. Hanley
William M. Henderson
Barbara M. Metzger
Martha G. Prothro
David P. Ryan
Nathaniel Scurry
Charles H. Sutfin
Edwin F. Tinsworth
Gerald H. Yamada

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
Patricia F. Bivins

FEDERAL EMERGENCY MANAGEMENT AGENCY
Dennis H. Kwiatkowski

FEDERAL TRADE COMMISSION
Winston S. Moore
Christian S. White

GENERAL SERVICES ADMINISTRATION
Thurman M. Davis
James L. Deprospero
Steven Garfinkel
J. Wayne Roy
Wolfgang J. Zoellner

DEPARTMENT OF HEALTH AND HUMAN SERVICES
Philip D. Amoruso
Gerald L. Barkdoll
James M. Brown
Kevin J. Catt
Herbert R. Doggette, Jr.
Manning Feinleib
Allan L. Forbes
Donald A. Gonya
Louis B. Hays
Vince L. Hutchins
Henry G. Kirschenmann, Jr.
V. Markku Linnoila
Richard A. Millstein
Larry D. Morey
Clay E. Simpson, Jr.
Louis Sokoloff
Robert A. Streimer
John M. Taylor
William Toby

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
Donald C. Demitros
Thomas T. Feeney
John P. Kennedy
Stanley L. Newman
Don I. Patch
Thomas Sherman

DEPARTMENT OF THE INTERIOR
James E. Biesecker
Lawrence H. Borgerding
Herbert S. Cables, Jr.
Joseph E. Doddridge, Jr.
Robert F. Fagin
Joseph W. Gorrell
Edgar A. Imhoff
Anthony L. Itteilag
William C. Klostermeyer
Michael J. Penfold
Donald T. Sant
Lowell E. Starr
Delmar D. Vail
Lewis V. Wade
Darrell W. Webber

DEPARTMENT OF JUSTICE
Gerald M. Farkas
Patrick Mullarkey
Roger A. Pauley
Peter R. Steenland

DEPARTMENT OF LABOR
Carolyn M. Golding
James W. Lake
Peter E. Rell
David O. Williams
David C. Zeigler

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
Theodore G. Ayers
Robert C. Baumann
Thomas F. Campbell
Louis B. DeAngelis
Michael B. Duke
Stuart Evans
Margaret Finarelli
Edward A. Frankle
Carson M. Giesler
William D. Hager
J. Warren Keller
Jerrol W. Littles
William R. Marshall
George F. McDonough, Jr.
Kenneth S. Pedersen
David J. Poferl
Leroy L. Presley
Richard A. Reeves
C. Howard Robins, Jr.
Bill H. Sneed
Steven V. Szabo, Jr.
Gerald D. Walberg
Robert T. Wingate
Howard T. Wright
John W. Young
Joseph A. Ziemianski

NATIONAL LABOR RELATIONS BOARD
Joseph E. DeSio
Emil C. Farkas
Ernest Russell
John C. Truesdale

NATIONAL SCIENCE FOUNDATION
Kenneth B. Foster

NUCLEAR REGULATORY COMMISSION
William H. Briggs, Jr.
Dennis M. Crutchfield
A. Bert Davis

Joseph J. Fouchard
Jesse L. Funches
John B. Martin
Thomas T. Martin
Kenneth E. Perkins, Jr.
Charles E. Rossi
William T. Russell
Joseph F. Scinto
Lawrence C. Shao
James M. Taylor

OFFICE OF MANAGEMENT AND BUDGET
Roger S. Adkins
Barry B. Anderson
Kenneth G. Glozer
Joseph Hezir

OFFICE OF PERSONNEL MANAGEMENT
Allan D. Heuerman
Anthony F. Ingrassia
Jerome D. Julius
Leonard R. Klein

SECURITIES AND EXCHANGE COMMISSION
Mark D. Fitterman
Edwin H. Nordlinger

SMALL BUSINESS ADMINISTRATION
Albert J. Prendergast

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Richard A. Clarke
John R. Crook
Richard E. Curl
George S. Harris
Barry J. Kefauver
Michael G. Kozak
Joseph H. Linnemann
Patrick M. Norton
Jeffrey Shane
James H. Thessin
James P. Timbie

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Wayne J. Barlow
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Guy P. Caputo
Martin French
Stephen E. Garmon
Robert J. Herrmann
Dean S. Marriott
R. Richard Newcomb
Dominic E. Pecorella
Benjamin C. Sanchez
Peter K. Scott
Van Zeck

U.S. INFORMATION AGENCY
Philip R. Rogers

VETERANS ADMINISTRATION
Glenn Alred, Jr.
Gordon W. Clowney
David A. Cox
James A. Goff
R. Michael Harwell
Terrence L. Johnson
Dan G. Kadrovach
Robert E. Lindsey, Jr.
Andrew Montano
Renald P. Morani
James S. Must
Donald R. Ramsey
Fred F. Salas
Robert W. Schultz
Barbara A. Small
Paul R. Stanford, Jr.
Russell L. Struble
Donald B. Thompson
David B. Van Hooser

Prepared by

Carol A. Harvey
SES Outreach Coordinator

Charts and Graphs
Prepared by
Jerry Carrillo

Office of Executive Administration

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David S. Targonski

Office of Executive Personnel

Kirke Harper, Director
Susan Roehmer, Deputy Director

Sherri Taylor
Debra Saunders
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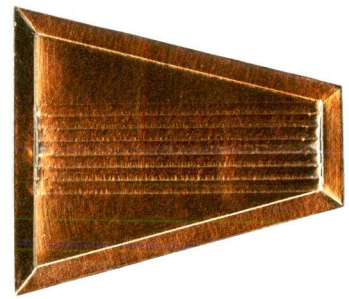
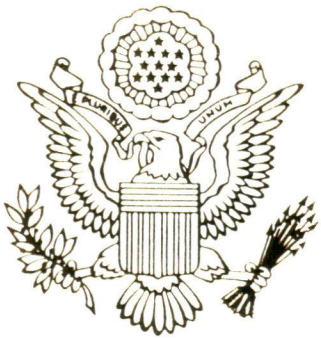
Loretta Terando
Ann L. Ugelow
Deloris A. Washington

SES Services Division
H. Joe Shepherd, Chief
Charles Brandenburg
Alfred L. Ellis
Carol A. Harvey
Cathy Penn

SES Evaluation/Data Analysis Division
Charles E. Vaughn, Chief
Ruby G. Blanks
Jerry Carrillo
Ken L. Dalrymple
Evangeline D. Johnson
Steve Miller





1989 Presidential Rank Awards

September 1989

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

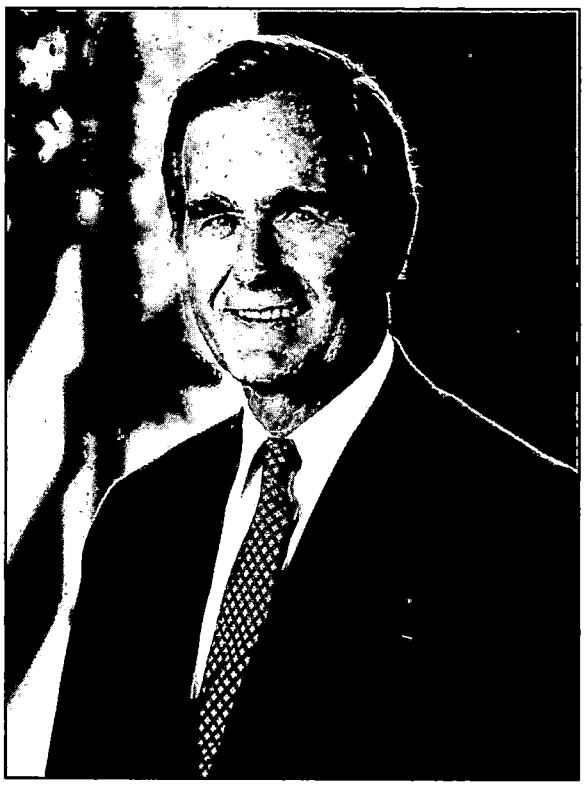
SES 89-
September 1989

The Civil Service Reform Act of 1978 was founded on the principle that employees should be compensated based on their performance. The men and women of the Senior Executive Service are the key to making that principle work, and the 1989 Presidential Rank Awards granted by President Bush are a reflection of that principle.

Career SES members whose achievements are exceptional for an extended period may be granted one of two Presidential ranks: "Distinguished Executive" or "Meritorious Executive." An executive may earn each award once in any five-year period.

Each year only one percent of SES executives may receive the rank of "Distinguished Executive," with an award of $20,000, and five percent may receive the rank of "Meritorious Executive," with an award of $10,000.

For 1989, the President has granted 63 Distinguished and 286 Meritorious awards. The men and women who receive these awards are being recognized by their departments and agencies, and by the entire Federal Government, for outstanding contributions to the management of the Government's programs.



THE WHITE HOUSE
WASHINGTON, DC

June 12, 1989

With the Presidential Rank Awards, we honor some of America's finest -- those men and women of the Senior Executive Service who serve our country with integrity and an unwavering commitment to excellence, faithfully executing the will of the American people.

Through their leadership, hard work, and sacrifice, Presidential Rank Award recipients are outstanding examples to all of us of what can be accomplished by talented individuals dedicated to serving their fellow Americans. They deserve our respect and gratitude, and I am proud to salute them on a job well done.

Barbara joins me in offering these exemplary Federal employees our congratulations and very best wishes for the future.

President George Bush

Today I offer my admiration to the members of the Senior Executive Service.

Through your devotion to excellence and this country you provide that steadiness, determination and leadership required for this country to face the challenges of an ever-changing world.

America is indebted to you.

Constance Berry Newman
Director
U.S. Office of Personnel Management

Distinguished Presidential Rank Review Board

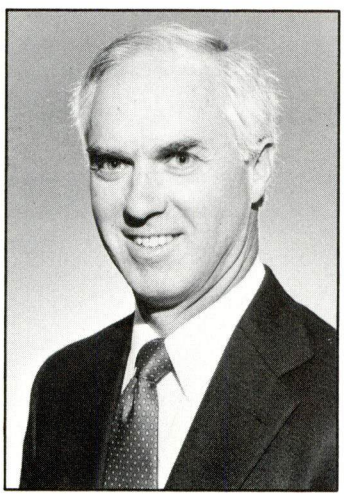
Front Row: left to right: Kate Walsh O'Beirne, Heritage Foundation; Dave Sparks; Constance Horner, Former Director, OPM; William Coleman, Jr., O'Melvin & Meyers; Susan Alvarado, Capital Legislative Services. Second Row, left to right: Elizabeth Flores Burkhart, National Credit Union Administration; Mary Jo Jacobi, Drexel Burnham; Mel Bradley, Earth and Bradley Associates; Ceci Cole McInturff, Government Research Corporation; Karen Jones Roberts, Citicorp/Citibank.

The selection process leading to the award of Distinguished Executive was lengthy and thorough. In most federal agencies it began with supervisory nominations being presented to boards composed of senior management officials. These boards carefully reviewed the nominations and sent their recommendations to the head of their respective agencies. Agency heads personally certified the appropriateness of each nomination before submission to the Office of Personnel Management. The Office of Personnel Management's Office of Personnel Investigations conducted an independent inquiry into the professional accomplishments of each nominee. A board, composed of eminent community and business leaders from outside Government, pictured above, reviewed the nominations and made its recommendations to the Office of Personnel Management. Constance Horner, former Director of the Office of Personnel Management, reviewed the nominations and the recommendations of the board, then made her own recommendations to President Bush. The final selection of recipients was made by the President.

The 1989 Rank Awards

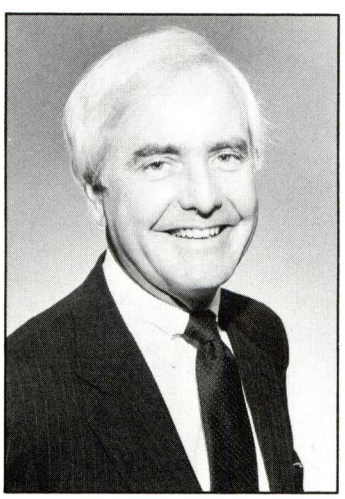
Distinguished Senior Executives

AGENCY FOR INTERNATIONAL DEVELOPMENT



Kelly C. Kammerer
Director of Congressional Relations

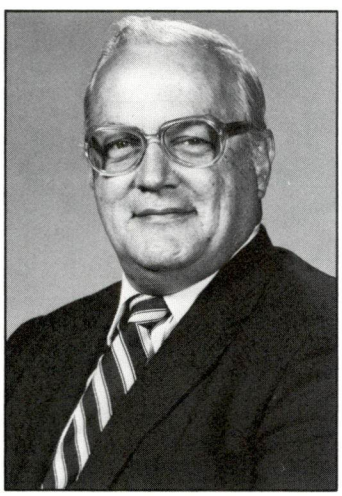
Mr. Kammerer was a Reginald Heber Smith Fellow, specializing in trial and appellate litigation, at the University of Pennsylvania Law School from 1968-1970, and Deputy General Counsel of the Peace Corps from 1970-1974. Joining the Agency for International Development (AID) in 1975 as an Attorney Adviser, he has subsequently served as Assistant General Counsel, Senior Deputy General Counsel, Legal Counselor 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 AID's highest individual and unit awards for sustained outstanding service and for promoting equal employment opportunity.



John E. Mullen
Deputy General Counsel

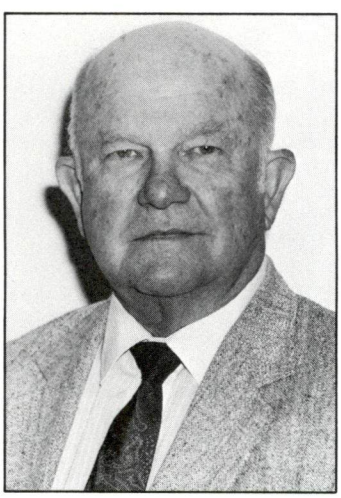
Mr. Mullen is the Deputy General Counsel of the Agency for International Development which administers the U.S. $7.5 billion foreign aid program in over 70 countries worldwide. Mr. Mullen manages AID's 60 lawyers, 26 of whom are located abroad, and directs the legal work for programs that affect every 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 AID 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.

DEPARTMENT OF COMMERCE



James H. Burrows
Director
National Computer Systems Laboratory

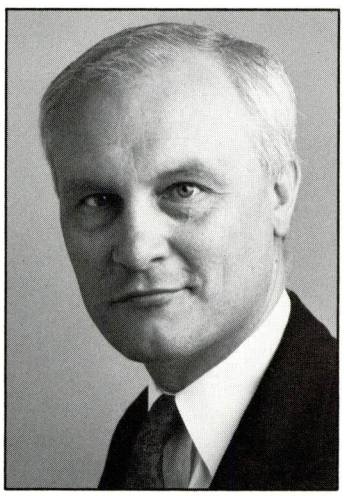
Mr. Burrows' distinguished career in computer technology has spanned the evolution of computers from early applications in Government to their important role in the nation's economy today. Mr. Burrows' Government career, which began in the early 1970s, has focused on improving the effective use of computers 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

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 twenty-two 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.

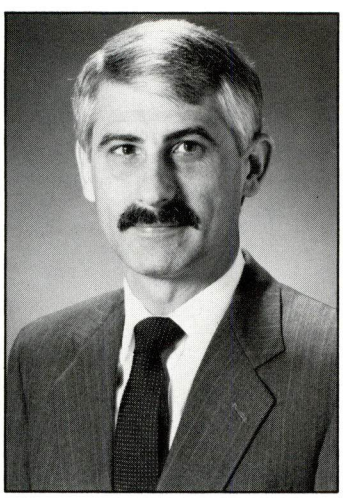
COMMODITY FUTURES TRADING COMMISSION



Dennis A. Klejna
Director
Division of Enforcement

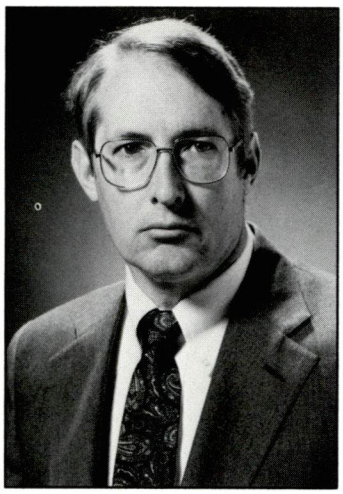
Mr. Klejan has established a record of outstanding achievement since he joined the Commodity Futures Trading Commission in 1976. Under his leadership, the CFTC has aggressively pursued investigations of unlawful trading practices on the futures exchanges in Chicago and New York on its own and in conjunction 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.

OFFICE OF THE SECRETARY OF DEFENSE



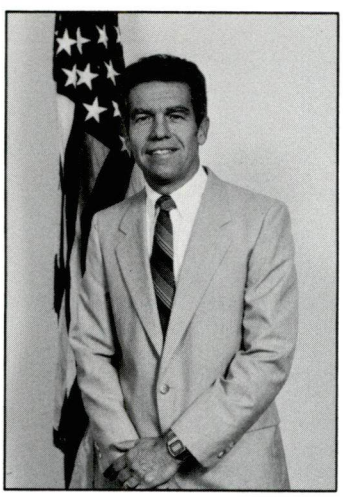
Ralph W. Alewine, III
Director
Nuclear Monitoring Research Office
Defense Advanced Research Projects Agency

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

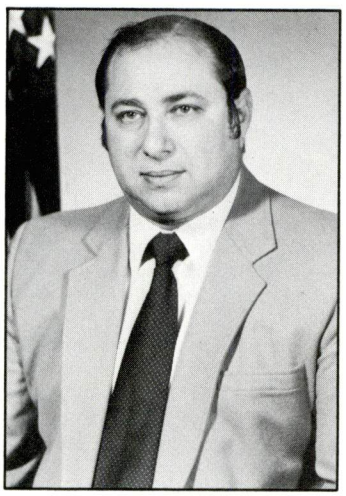
Mr. Leonard was selected for the Rank of Distinguished Executive in recognition of his accomplishments as Acting Assistant Secretary of Defense, Deputy for Theater Assessments and Planning, and as Principal Deputy Assistant Secretary of Defense for Program Analysis and Evaluation. His notable achievements include substantial contributions to the development and implementation of the department's modernization program, 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

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.

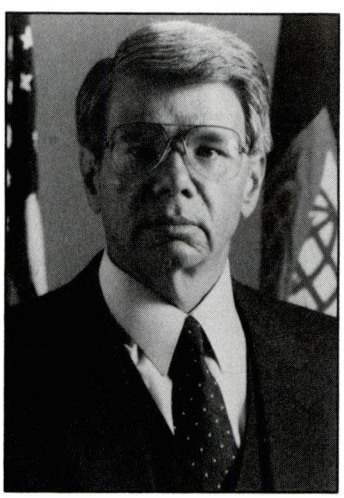
DEPARTMENT OF THE AIR FORCE



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

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.

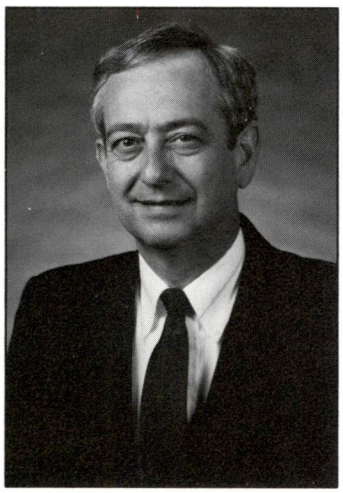
DEPARTMENT OF THE ARMY



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

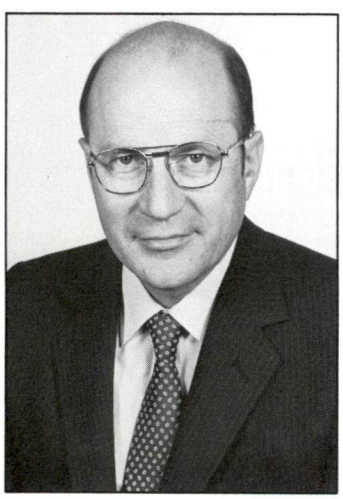
Mr. Mabius has distinguished himself through exceptional performance over a twenty-five year career in the service of his nation. He has established a nationwide reputation initially in Telecommunications and more recently in Information Systems. Mr. Mabius played a pivotal role in helping the Army create 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. Mabius 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. Mabius' career contributions are truly noteworthy when considering that he is also the recipient of two prior Meritorious Presidential Rank Awards.

DEPARTMENT OF THE NAVY



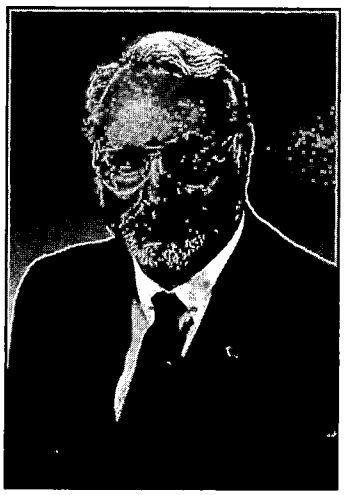
Irving N. Blickstein
Deputy Director for Programming

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 percent 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

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

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 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

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.

DEPARTMENT OF THE NAVY *Continued*

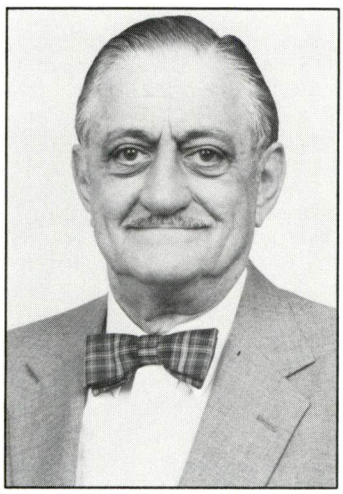
Harvey J. Wilcox
Deputy General Counsel
Logistics

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 twenty-six 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.

DEFENSE AGENCIES

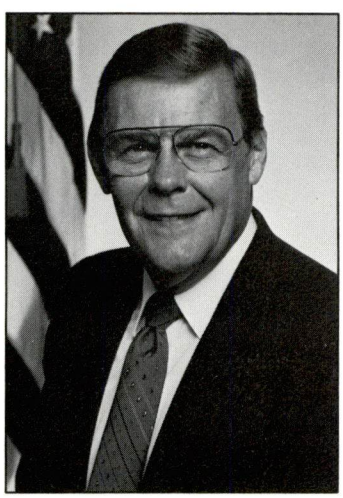
John M. Bachkosky
Director for Plans, Programs and Requirements
Defense Nuclear Agency

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

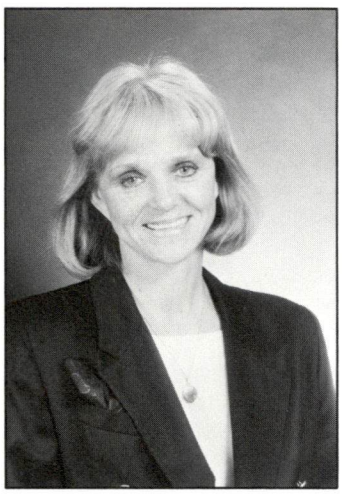
Mr. Gordon headed the Contract Execution Branch at the Defense Logistics Agency's (DLA) Defense Construction Supply Center, served in the Office of the Assistant Secretary of Defense (Installations and Logistics) as a member of the team that organized the Defense Contract Administration Services (DCAS), 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 Presidential Rank Award.



Benham E. Morriss
Deputy Manager
Defense Communications Agency

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.

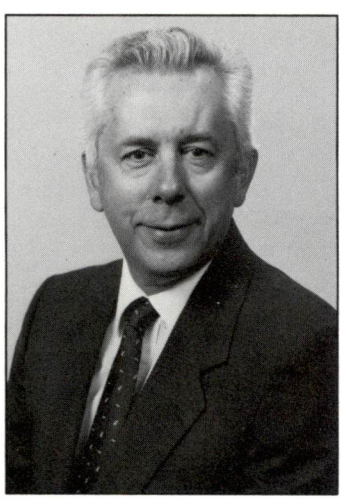
DEPARTMENT OF EDUCATION



Mary Jean LeTendre
Director, Compensatory Education Program
Office of Elementary and Secondary 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 percent 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 the Follow Through Program, the Stuart B. McKinney Education of Homeless Children and Youth Act and serves on the U.S. Department of Education's Executive Resources Board.

DEPARTMENT OF ENERGY



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

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.

ENVIRONMENTAL PROTECTION AGENCY

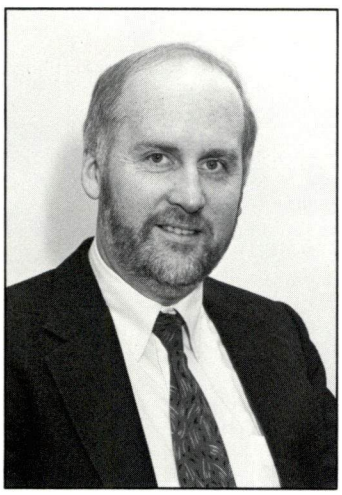
Basil G. Constantelos
Director
Waste Management Division
Chicago, Illinois

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

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.

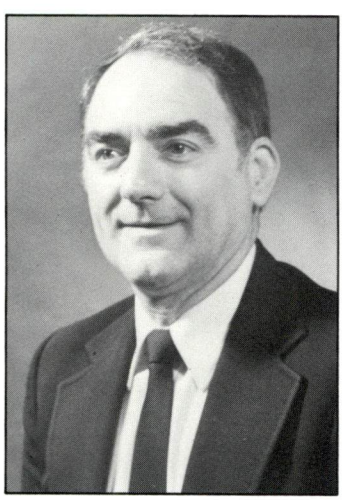
ENVIRONMENTAL PROTECTION AGENCY *Continued*



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

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.

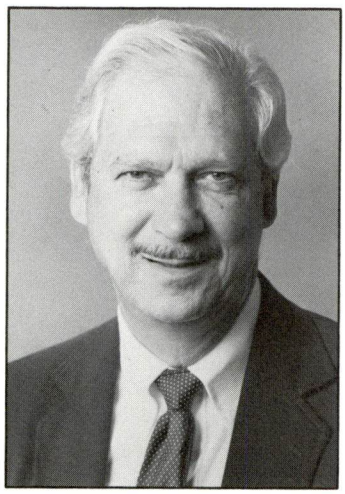
FEDERAL EMERGENCY MANAGEMENT AGENCY



Dave McLoughlin
Director
Office of Training

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. 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.

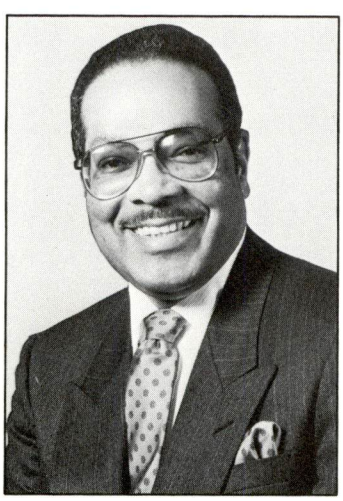
FEDERAL ENERGY REGULATORY COMMISSION



Raymond A. Beirne
Deputy Director, Office of Pipeline
and Producer Regulation

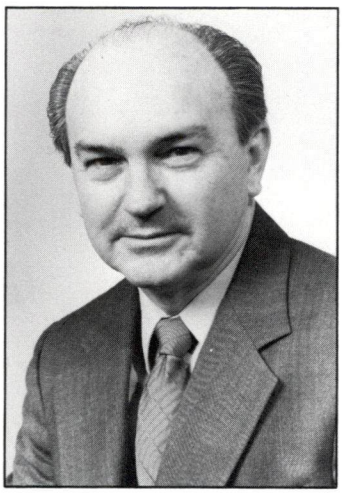
Mr. Beirne in his twenty-six years of service with the Federal Energy Regulatory Commission previously titled the Federal Power Commission has made a lasting impact on many Commission programs. For the last three years he has served as the Deputy Director, Office of Pipeline and Producer Regulation. The Office 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.

DEPARTMENT OF HEALTH AND HUMAN SERVICES



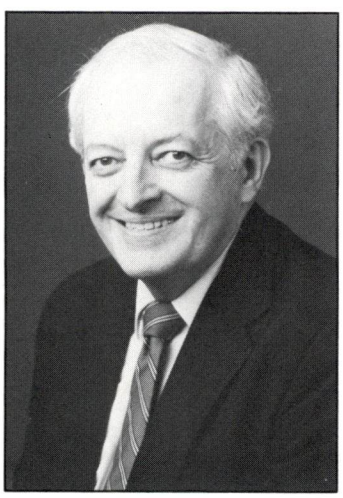
Herbert R. Doggette, Jr.
Deputy Commissioner
Operations
Social Security Administration

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 ten regional offices, more than 1300 district and branch offices, eight processing centers and three 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. Doggette's career in SSA, spanning some thirty 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

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

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 eighty-eight 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 as been associated.

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

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 five 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

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 ten cities across the country, in processing the full range of social security program workloads which affect thirty-seven 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.

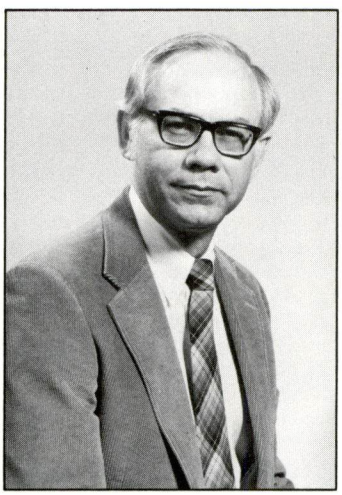
Robert A. Streimer
Director
Bureau of Eligibility, Reimbursement and Coverage
Office of the Associate Administrator for Program Development
Health Care Financing Administration

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

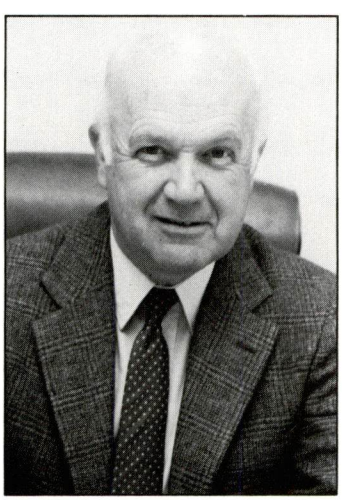
Mr.Trachtenberg has had a distinguished public career during which he has made extraordinary contributions to improvements in organization, management, and productivity. His strong leadership and personal initiatives for management improvement and executive development have had an unusually beneficial impact on the Federal Government. His ten 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.

DEPARTMENT OF THE INTERIOR



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

Mr. Bettenberg's twenty-five 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 five 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 forty percent of the offshore leases awarded over the thirty-five 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 twelve 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.

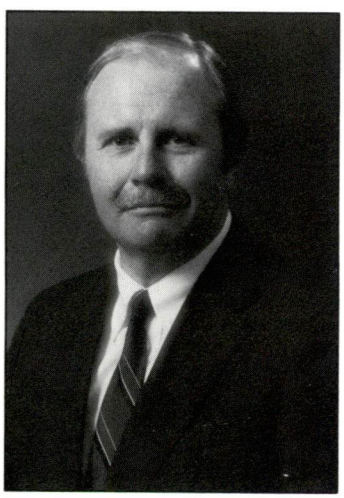


Roland G. Robinson
Deputy Director
Bureau of Land Management

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

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 percent, 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

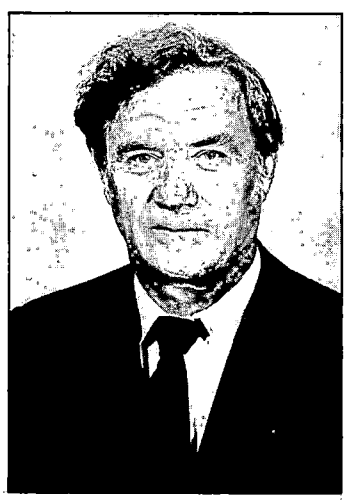
Mr. Houk has played a major role in permitting the Federal Prison System to effectively meet the challenges resulting from an unprecedented growth in the inmate population. If unmet, these challenges, particularly that of prison overcrowding, would have seriously threatened the life and safety of inmates, 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.

DEPARTMENT OF JUSTICE *Continued*

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

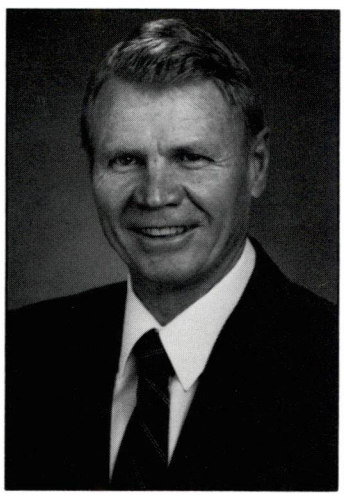
Ms. Whalley is responsible for supervising most of the Division's criminal enforcement activities, as well as a large proportion of its civil investigations and litigation. Ms. Whalley has been the driving force in the Division's current initiatives to investigate and prosecute antitrust crimes committed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

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION



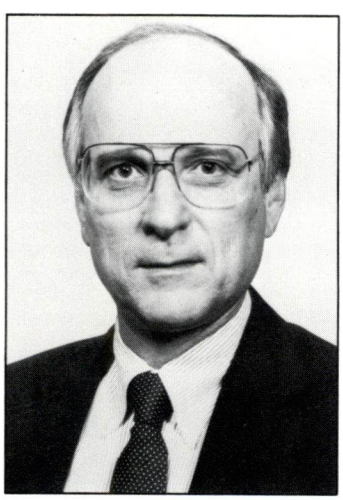
Thomas Campbell
Comptroller

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 Award.



Dale L. Compton
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.



Kenneth S. Pedersen
Associate Administrator for External Relations

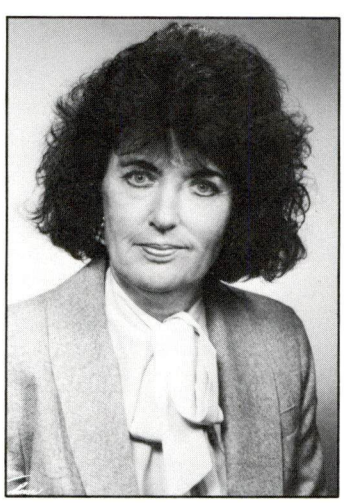
Mr. Pedersen is responsible for NASA's congressional, intergovernmental, international and industry relations and for the agency's educational activities and relations with educational institutions. Mr. Pedersen has been in the position of Deputy Associate Administrator for External Relations since September 1986. During the previous six and a half 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 four 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 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.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION *Continued*

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.

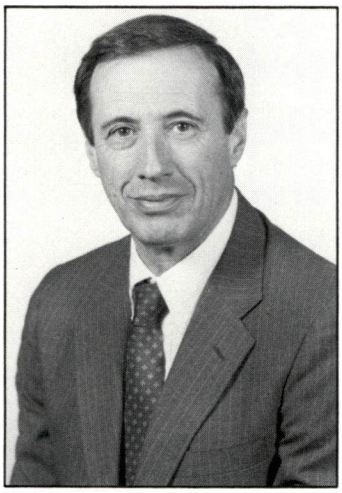
NATIONAL SCIENCE FOUNDATION



Constance K. McLindon
Director
Office of Information Systems

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 thirty 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 three 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.

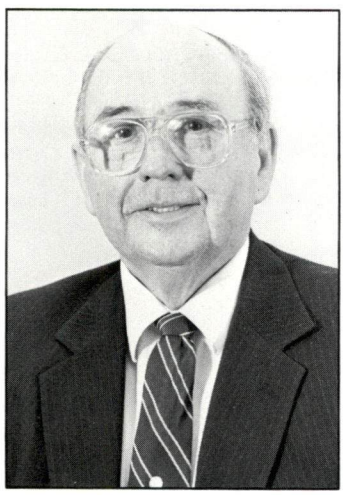
NATIONAL TRANSPORTATION SAFETY BOARD



William G. Laynor
Deputy Director
Bureau of Technology

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 ten 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 five years on active duty and eighteen years as a reserve officer. He retired as a Captain in 1978.

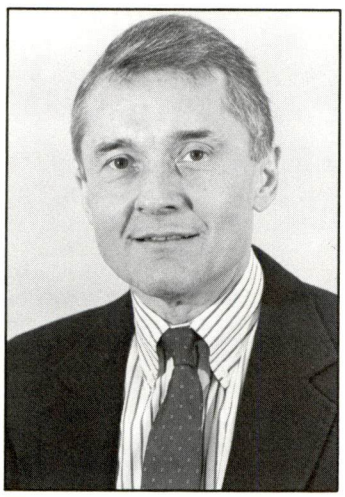
NUCLEAR REGULATORY COMMISSION



William C. Parler
General Counsel

Mr. Parler has served the Nuclear Regulatory Commission (NRC), and its predecessor, the Atomic Energy Commission with distinction for thirty 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.

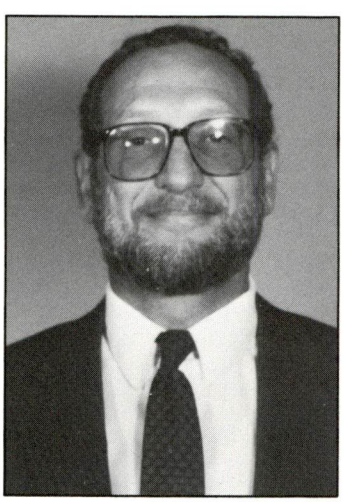
NUCLEAR REGULATORY COMMISSION *Continued*



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

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.

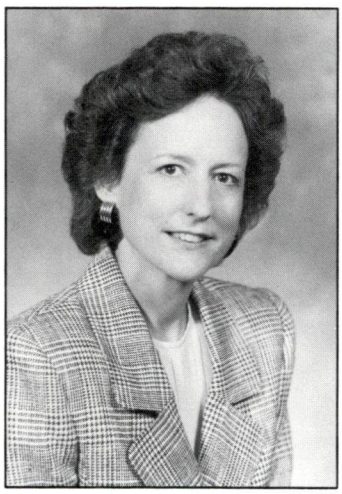
OFFICE OF MANAGEMENT AND BUDGET



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

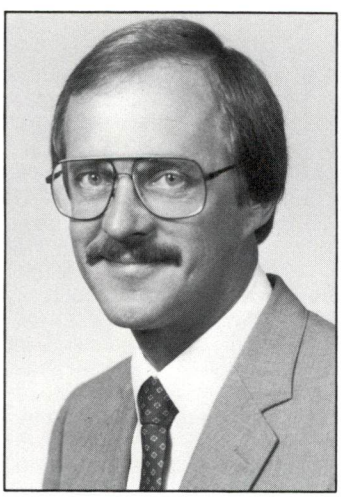
Mr. Kleinberg is the senior career official advising the Director of OMB on the management, budgeting, legislative, regulatory, and operational policies of the Federal Government's health and income maintenance program. These programs are comprised of one-third (in excess of $300 billion annually) of the Federal budget, over 116,000 employees, and several hundred thousand State and local employees who assist in administering the programs. These programs include 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 position for seven years. Prior to this time, he served for six years as the head of the OMB unit responsible for the budgeting of welfare and Federal retirement programs. He is well-known throughout 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.

OFFICE OF PERSONNEL MANAGEMENT



Claudia Cooley
Associate Director for
Personnel Systems and Oversight

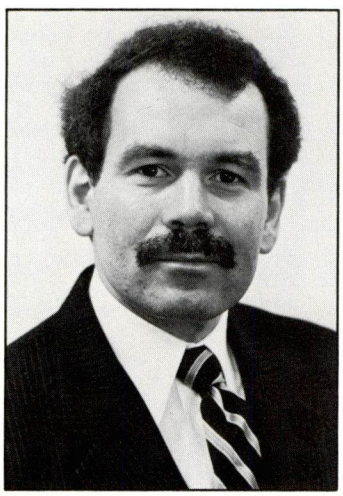
Ms. Cooley is responsible for a wide variety of programs, including the Government's pay and position classification systems, performance management, employee and labor relations, and oversight of agency personnel management. Ms. Cooley's career with the Federal Government began in 1967 when she joined 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 three-year contract with the local union and for three 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 Employee Development

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 two 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.

SECURITIES AND EXCHANGE COMMISSION



Daniel L. Goelzer
General Counsel

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 fifteen years on the SEC staff, the last six 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.

Elisse B. Walter
Deputy Director
Division of Corporation Finance

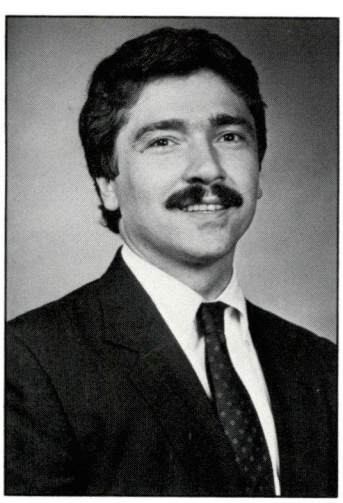
Ms. Walter oversees the periodic reporting, securities registration, tender offer and proxy solicitation obligations of more than 11,000 publicly owned companies, foreign and domestic, whose securities are traded in the United States. Ms. Walter also has served as the Commission's Associate General Counsel 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, accommodating 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 Award.

SMALL BUSINESS ADMINISTRATION

Stephen N. Marica
Assistant Inspector General for Investigations

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 twenty-nine 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 one hundred prosecutions and financial recoveries exceeding $54 million. Considering the limited resources of the Investigations Division, these are extraordinary achievements.

DEPARTMENT OF STATE



Alan J. Kreczko
Deputy Legal Adviser

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 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 ten 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.

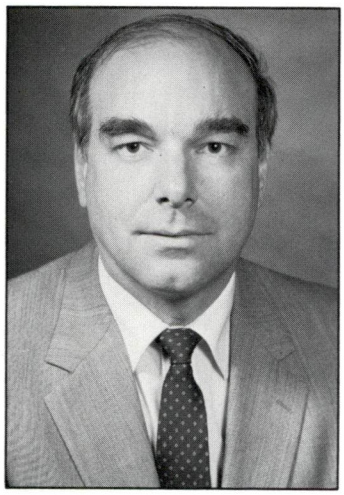
Joseph H. Linneman
Associate Comptroller for Budget and Planning

Mr. Linneman 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. Linneman 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. Linneman 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 Adviser for
Near Eastern and South Asian Affairs
Office of the Legal Adviser

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 one hundred 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 four 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.

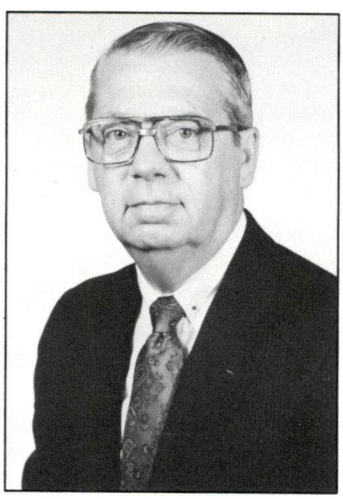
DEPARTMENT OF STATE *Continued*



James H. Thessin
Assistant Legal Adviser for Management

Mr. Thessin is currently 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.

DEPARTMENT OF TRANSPORTATION



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

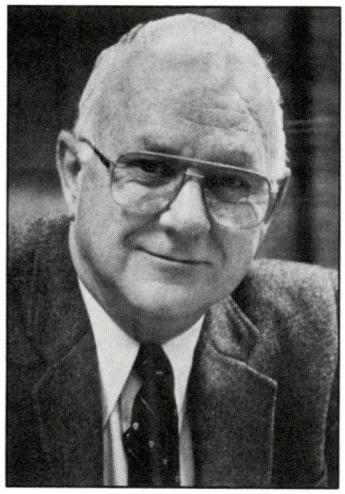
Mr. Harris' service with the Federal Aviation Administration (FAA) has spanned twenty-four years of major contributions to aviation safety in both administrative and line management positions. He was a principal designer of the FAA's innovative management training programs which have provided thousands 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

Ms. Knapp has been an attorney at the Department of Transportation for the past sixteen 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.

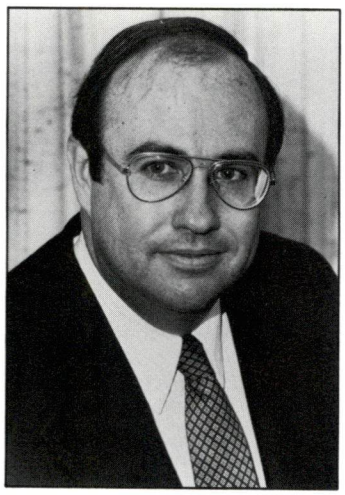
Leland F. Page
Director, Automation Service
Federal Aviation Administration

Mr. Page's service with the Federal Government spans twenty-two and one-half 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

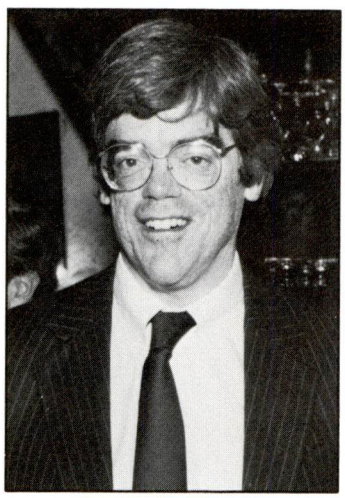
Mr. French entered Government service with the Bureau of Public Debt in October 1973. His first assignment was to consolidate the Bureau's field office operations, which was successfully accomplished a year later with the transfer of all savings bond activities to a new facility in Parkersburg, West Virginia. The consolidation and continued streamlining of operations have 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 twenty 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

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 years 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.

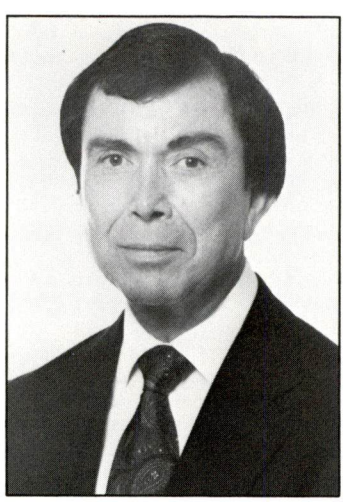
UNITED STATES TRADE REPRESENTATIVE



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

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 two 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.

DEPARTMENT OF VETERANS AFFAIRS



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

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 twenty-seven 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

Mr. Sheehan has exemplified in his forty-seven 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 forty 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.

Meritorious Presidential Rank Review Boards

The selection process used for the award of Distinguished Senior Executive was also used for the Meritorious Rank, with two exceptions. The first exception: independent review boards were held in the cities of New Orleans, Norfolk, Indianapolis, and Philadelphia. The second exception was that the Office of Personnel Management inquiry process was not used for Meritorious nominations. The following prominent community leaders participated in the review of the nominations for Meritorious Senior Executive.

M. E. Alford
Retired
Portsmouth Public Schools

Carl R. Andrews
Boys Clubs of Indianapolis

Mark Blitz
Hudson Institute

Stuart S. Bowie
Attorney

Jane A. Buchanan
Buchanan & Associates

Gary C. Byler
Attorney

Marie M. Carter
Orleans Parish Schools

Charles Dunbar, III
Phelps, Dunbar, Marks, Claverie & Sims Law Firm

Charles K. Dutcher
The Dutcher Company

Herbert H. Eddington
Canal Claiborne Chiropractic Center

Carlyle Gregory

Russell F. Haas
Investors Bank & Trust Co.

James F. Helsel
Helsel Inc.

Charles E. Leche
Jones, Walker, Waechter, Poitevent, Carrere & Denegre Law Firm

Rick Legendre
District Representative for
U.S. Congressman Robert L. Livingston

Eugene McCaffrey
Commissioner
New Jersey Department of Personnel

William C. McNeal
Self-employed

Theodore A. Mars, Jr.
Mars, Medo, Tete Law Firm

Ginny Martinez
Ginny Martinez Associates

Thomas P. Miller
Thomas P. Miller and Associates

William R. Neal
Krieg, DeVault, Alexander & Capehart Law Firm

Roy A. Nicholson
United Student Aid Funds, Inc.

William H. Nungesser
General Marine Catering Inc.

Malott Nyhart
The Nyhart Co. Inc.

Priscilla Hobson Hanley

Marilyn Ounjian
Careers USA

Paul A. Panagallo
Dentist

Thomas M. Raines
Oakland Farm

Judith H. Singleton
The Singleton Co.

Patrick F. Taylor
Taylor Energy Company

Marilyn Thayer

Vincent J. Thomas
John Brothers, Inc.

Y.B. Williams, Jr.
Newport News Shipbuilding

Robert T. Wingate
NASA - Langley Research Center

Honorable David I. Wynne
Mayor
City of Chesapeake, VA

Meritorious Senior Executives

DEPARTMENT OF AGRICULTURE

THOMAS J. CLARK
Deputy Administrator for Administrative Management
Agriculture Research Service

JAMES R. DONALD
Chairperson
World Agricultural Outlook Board

FREDERICK A. DORRELL
Director
Cooperative Forestry
State and Private Forestry

WILSON S. HORNE
Deputy Administrator
Meat and Poultry Inspection Operations

LEONARD JURD
Research Leader
Natural Products Chemistry Research
Pacific West Area
Maricopa, California

WALDEMAR KLASSEN
Associate Deputy Administrator
National Program Staff Office

JOSEPH J. LEO
Program Manager
Food and Nutrition Service

HAROLD T. MCLEAN
Regional Administrator
New England
Food and Nutrition Service
Burlington, Massachusetts

MARVIN A. NORCROSS
Deputy Administrator, Science
Food Safety and Inspection Service

DONALD J. NOVOTNY
Director
Grain and Feed Division
Foreign Agricultural Service

JOHN L. OKAY
Associate Director (Operations)
Office of Information Resources Management

HERBERT L. ROTHBART
Director
North Atlantic Area
Wyndmoor, Pennsylvania

LEON SNEAD
Deputy Inspector General
Office of the Inspector General

CLARENCE P. SQUELLATI
Assistant Administrator
Finance Office
Farmers Home Administration

W. SCOTT STEELE
Deputy Director for Program Analysis
Office of Budget and Program Analysis

PATRICIA F. STOLFA
Deputy Administrator
Internal Programs
Food Safety and Inspection Service

EVERETT L. TOWLE
Director
Land Management Planning Staff
National Forest System

THOMAS A. VONGARLEM
Assistant Deputy Administrator
State and County Operations
Agricultural Stabilization and Conservation Service

DEPARTMENT OF COMMERCE

SYUKURO MANABE
Supervisory Research Meteorologist
Geophysical Fluid Dynamics Laboratories
Princeton, New Jersey

DOUGLAS H. SARGEANT
Director
Office of Systems Development

MAUREEN R. SMITH
Deputy Assistant Secretary for Japan
Office of Deputy Assistant Secretary for East Asia

MARILYN G. WAGNER
Assistant General Counsel for Administration
Office of the General Counsel

CHARLES A. WAITE
Associate Director for Economic Fields

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Director
Office of the Comptroller

FRANCIS M. CEVASCO, JR.
Assistant Deputy Undersecretary of Defense (NATO/European Affairs)

RAYMOND S. COLLADAY
Director
Defense Advance Research Projects Agency

RONALD A. DAVIDSON
Assistant Deputy Comptroller (Program/Budget)
Office of the Comptroller

LAWRENCE P. DUBE
Deputy Comptroller (Program/Budget)
Office of the Comptroller

SALLY K. HORN
Director
Verification Policy

CHARLES J. INFOSINO
Assistant Director for Interceptors

DONOVAN K. LEYDEN
Assistant Director for Resource Management

H. DIEHL MCKALIP
Director
Security Assistance Operations

GEORGE P. MILLBURN
Deputy Director of Defense Research and Engineering for Research and Advance Technology

FRANKLIN C. MILLER
Director
Strategic Forces Policy

LEE P. MINICHIELLO
Assistant Deputy Undersecretary of Defense (Start and Arms Control Office)

ROBERT A. MOORE
Deputy Director for Systems

HERBERT C. PUSCHECK
Deputy Assistant Secretary of Defense (General Purpose Programs)

THOMAS P. QUINN
Principal Deputy Assistant Secretary of Defense (Command, Control, Communications and Intelligence)

JORDAN E. RIZER
Director
American Forces Information Service

MARK B. SCHNEIDER
Director
Strategic Arms Control Policy

GEORGE R. SCHNEITER
Assistant Deputy Undersecretary of Defense (Strategic Aeronautical and Theater Nuclear Systems)

ELEANOR R. SPECTOR
Deputy Assistant Secretary of Defense (Procurement)

DENNIS H. TROSCH
Assistant General Counsel (Logistics)
Office of the General Counsel
Department of Defense

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JOHN T. TYLER, JR.
Deputy Director for Plans

DEPARTMENT OF THE AIR FORCE

ALAN P. BABBITT
Assistant to the Deputy Chief of Staff
Comptroller

LEROY T. BASEMAN
Associate Director of Management Analysis
Directorate of Cost and Economics

CHARLES BATES, JR.
Director, Human Engineering
Aerospace Medical Research Laboratory
Wright Patterson AFB, Ohio

DAVID FINKLEMAN
Director of the Center for Aerospace Analysis
U.S. Space Command

ROBERT J. MCCORMICK
Administrative Assistant to the Secretary
Office of Administrative Assistant to the Secretary

DANIEL S. RAK
Deputy Assistant Secretary
(Acquisition Management and Policy)

GEORGE K. RICHEY
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Aeronautical Laboratory Research and Development Center
Wright Patterson AFB, Ohio

ALLAN C. SCHELL
Chief Scientist
Air Force Systems Command

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RICHARD C. ARMSTRONG
Chief
Engineering Division
Ohio River Division
Cincinnati, Ohio

WILLIAM O. DAVIES
Director
Systems Analysis/Battle Management
Directorate, Army Strategic Defense Command

ARTHUR D. DENYS
Chief
Engineering Division
Southwestern Division
Dallas, Texas

NEIL R. GINNETTI
Deputy for Planning, Program, Budget and B/E/S
Office of Assistant Secretary (Financial Management)

THOMAS A. GRANT
Director
Personnel and Force Management Audits
Army Audit Agency

HENRY B. JONES
Director for Procurement and Production
Tank-Automotive Command
Sterling Heights, Michigan

VICTOR LINDNER
Associate Technical Director for Systems Development and Engineering
Office of the Commander, Armament Research, Development and Engineering
Dover, New Jersey

HAROLD L. MABREY
Director of Procurement and Production
U.S. Army Materiel Command/U.S. Army Troop Support Command
St. Louis, Missouri

DANIEL M. MCENEANY
Director of Engineering
Army Aviation Systems Command
St. Louis, Missouri

AREND H. REID
Chief
Combat Support Division
Army Materiel Systems Analysis Activity

LOUIS R. SHAFFER
Technical Director, Construction Engineering Laboratory
Corps of Engineers
Champaign, Illinois

JOHN F. WALLACE
Director of Resource Management
Directorate of Resource Management
Corps of Engineers

ERNEST A. YOUNG
Deputy for Procurement and Readiness Command Group
Army Missile Command
Huntsville, Alabama

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Aircraft Weapon Systems
Purchase Division
Naval Air Systems Command

HOMER W. CARHART
Head, Combustion and Fuels Branch
Naval Research Laboratory

THOMAS W. CASTALDI
Head, Mission Avionics Technology Department
Naval Air Development Center
Warminster, Pennsylvania

JOSEPH R. CIPRIANO
Executive Director
Combat Systems Directorate
Naval Sea Systems Command

ANTHONY R. DITRAPANI
Deputy Assistant Secretary of the Navy
Technology Transfer and Security Assistance
Office of the Undersecretary of the Navy

WILLIAM R. ELLIS
Associate Director of Research for General Science and Technology
Naval Research Laboratory

ALBERT J. FAULSTICH
Director
Anti-Submarine Warfare and Undersea Technology
Office of Naval Technology

FRANK B. FORD
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Contracts and Pricing Division
Office of the Assistant Secretary of the Navy (Shipbuilding and Logistics)

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Naval Sea Systems Command

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Special Assistant to the Director of Intelligence
U.S. Marine Corps

BARRY W. HANNAH
Section Head, Reentry Systems Section
Strategic Systems Program Office

J. WELCH HARDMAN
Deputy Comptroller
Naval Air Systems Command

MATTHEW G. HENRY
Assistant Director for Readiness Appraisal
Chief of Naval Operations

BOBBY R. JUNKER
Director
Mathematical and Physical Sciences Directorate
Office of Naval Research

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Ship Design and Engineering Directorate
Naval Sea Systems Command

RONALD K. KISS
Director
Ship Programs

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PHILIP A. MUTO
Executive Director
ADP Systems Planning and Development
Navy Fleet Materiel Support Office
Mechanicsburg, Pennsylvania

HARVEY A. NATHAN
Counsel
Space and Naval Warfare Systems Command

WILLIAM B. PORTER
Laboratory Director and Deputy Technical Director
Naval Weapons Center
China Lake, California

BRUCE B. ROBINSON
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Contract Research Department
Office of Naval Research

WILLIAM J. SCHAEFER
Director
Air Warfare
Office of the Assistant Secretary of the Navy (Research, Engineering and Systems)

PAUL A. SCHNEIDER
Executive Director, Amphibious, Auxiliary, Mine and Sealift Ships Directorate
Naval Sea Systems Command Headquarters

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Assistant Commander for Research and Development Centers
Space and Naval Warfare Systems Command

ROBERT G. URBAN
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Naval Training Systems Center
Orlando, Florida

PAUL R. WESSEL
Technical Director
Warfare Systems, Architecture and Engineering Directorate
Space and Naval Warfare Systems Command

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Office of the Comptroller
Defense Logistics Agency

CURTIS L. DIERDORFF
Director of Personnel
Defense Mapping Agency

DON A. LINGER
Assistant to the Deputy Director for Science Technology for Experimental Research
Defense Nuclear Agency

DAVID T. SIGNORI, JR.
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Center for Command
Control and Communications Systems
Defense Communications Agency

GLENWOOD M. STEVENER
Director
Joint Data Systems Support Center
Defense Communications Agency

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Assistant Inspector General for Audit Policy and Oversight
Office of the Inspector General

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Operations Coordination Staff
Office of the Undersecretary

THOMAS P. SKELLY
Director
Budget Systems
Office of Planning, Budget and Evaluation

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Western Area Power Administration
Lakewood, Colorado

SOUREN HANESSIAN
Program Manager for Advanced Submarines
Nuclear Energy

LYNWOOD H. HENDERSON
Director
Office of Budget
Management and Administration

ANTIONETTE G. JOSEPH
Director
Office of Field Operations Management
Energy Research

MILTON C. LORENZ
Chief Counsel
Economic Regulatory Administration

JILL E. LYTLE
Deputy Assistant
Defense Programs

DAVID B. NELSON
Director
Scientific Computing Staff
Energy Research

IGNACIO RESENDEZ
Chief Counsel
Idaho Operations Office
Idaho Falls, Idaho

JAMES A. STOUT
Chief Counsel
Albuquerque Operations Office
Albuquerque, New Mexico

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Management and Administration

ROBERT W. WOOD
Director
Physical and Technological Research Division
Energy Research

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Director, Office of Administration
Office of Administration and Resources Management

TUDOR T. DAVIES
Director
Office of Marine and Estuarine Protection
Office of Water, Office of Ground-Water Protection

KENNETH F. DAWSEY
Director
Office of Human Resources Management
Office of Administration and Resources Management

LEE A. DEHIHNS, III
Deputy Regional Administrator
Atlanta Region
Atlanta, Georgia

BRUCE M. DIAMOND
Director
Office of Waste Programs Enforcement
Office of Solid Waste and Emergency Response

TIMOTHY FIELDS, JR.
Director
Emergency Response Division
Office of Waste Programs Enforcement
Office of Solid Waste and Emergency Response

CHARLES E. FINDLEY
Director
Hazardous Waste Division
Seattle, Washington

ENVIRONMENTAL PROTECTION AGENCY Continued

VICTOR J. KIMM
Deputy Assistant Administrator for Pesticide and Toxic Substances
Office of Pesticides and Toxic Substances
Immediate Office

WILLIAM J. MUSZYNSKI
Deputy Regional Administrator
New York Region
Office of the Regional Administrator

MICHAEL H. SHAPIRO
Director
Economics and Technology Division
Office of Pesticides and Toxic Substances
Office of Toxic Substance Economics and Technology Division

SUSAN H. WAYLAND
Deputy Director Office of Pesticide Programs
Office of Pesticides and Toxic Substances

RICHARD D. WILSON
Director
Office of Mobile Sources
Office of Air and Radiation Programs

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Assistant Associate Director
National Preparedness Directorate
Information Resources Management Offices

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Office of the Comptroller

FRANK H. THOMAS
Assistant Administrator
Office of Loss Reduction
Federal Insurance Administration

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General Counsel
Office of the General Counsel

FEDERAL MARITIME COMMISSION

EDWARD P. WALSH
Managing Director
Office of the Managing Director

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ROSS A. BIATEK
Deputy Regional Administrator
Region 9
Office of the Regional Administrator
San Francisco, California

BOND R. FAULWELL
Deputy Regional Administrator
Region 6
Office of the Regional Administrator
Kansas City, Missouri

SALLY K. MARSHALL
Director of Personnel
Office of Administration

ARLENE D. SCHLEY
Deputy Regional Administrator
Region 7
Office of the Regional Administrator
Fort Worth, Texas

JAMES G. WHITLOCK
Assistant Regional Administrator for Public Buildings and Real Property
Public Buildings Service
Chicago, Illinois

DEPARTMENT OF HEALTH AND HUMAN SERVICES

RICHARD H. ADAMSON
Director
Division of Cancer Etiology
National Cancer Institute
National Institutes of Health
Public Health Service

ARTHUR J. BEEBE, JR.
Regional Food and Drug Director
Northeast Region
Food and Drug Administration
Public Health Service
Boston, Massachusetts

JOYCE T. BERRY
Associate Commissioner
Office of State and Tribal Programs Administration on Aging

KATHERINE L. BICK
Deputy Director for Extramural Research and Training
National Institutes of Health
Public Health Service

CHARLES R. BOOTH
Director
Office of Reimbursement Policy
Health Care Financing Administration

GERALD H. BRITTEN
Deputy Assistant Secretary for Systems
Office of the Assistant Secretary for Planning and Evaluation

RONALD G. CHESEMORE
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Office of Regional Operations
Food and Drug Administration
Public Health Service

JOHN W. DALY
Chief
Laboratory of Bioorganic Chemistry
National Institute of Diabetes and Digestive and Kidney Diseases
National Institute of Health
Public Health Service

RENATO A. DIPENTIMA
Deputy Associate Commissioner for Systems Integration
Social Security Administration

JONAS H. ELLENBERG
Chief
Biometry and Field Studies Branch
Division of Intramural Research
National Institute of Neurological and Communication Disorders and Stroke
Public Health Service

DENNIS J. FISCHER
Deputy Assistant Secretary
Finance Office of the Assistant Secretary of Management and Budget

THOMAS D. HATCH
Associate Administrator for Policy Coordination
Health Resources and Services Administration
Public Health Service

GEORGE R. HOLLAND
Regional Administrator
Atlanta
Health Care Financing Administration
Atlanta, Georgia

GERALD H. IVEY
Director
Indian Health Service
Alaska Area Native Health Service
Cape Newenham, Alaska

SEYMOUR KAUFMAN
Chief
Laboratory of Neurochemistry, Alcohol, Drug Abuse, and Mental Health Administration
Public Health Service

THOMAS M. KING
Director
Office of Human Resource Information Management
Office of the Assistant Secretary for Personnel Administration

JAMES D. LAWRENCE
Executive Officer
Alcohol, Drug Abuse, and Mental Health Administration
National Institute of Mental Health

DEPARTMENT OF HEALTH AND HUMAN SERVICES Continued

MICHAEL F. MANGANO
Assistant Inspector General for Analysis and Inspections
Office of the Inspector General

JAY MOSKOWITZ
Associate Director, Program Planning and Evaluation
National Institute of Health
Public Health Service

THOMAS E. REDDIN
Director
Parklawn Computer Center
Food and Drug Administration
Public Health Service

PAUL M. SCHWAB
Deputy Director
Bureau of Health Professions
Health Resources and Services Administration
Public Health Service

BORIS TABAKOFF
Director
Division of Intramural Clinical and Biological Research
Alcohol, Drug Abuse, and Mental Health Administration
National Institute on Alcohol Abuse and Alcoholism
Public Health Service

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

RICHARD H. BROUN
Director
Office of Environment and Energy
Office of the Assistant Secretary for Community Planning and Development

DAVID M. COHEN
Director
Office of Urban Rehabilitation
Office of the Assistant Secretary for Community Planning and Development

JOHN J. CONNORS
Assistant Inspector General for Audit

LAWRENCE GOLDBERGER
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Office of the Assistant Secretary for Housing

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Office of Government National Mortgage Association

JILL KHADDURI
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Policy Development
Office of the Assistant Secretary for Policy Development and Research

JUSTIN L. LOGSDON
Assistant to the Secretary for Labor Relations

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Director
Office of Insured Single Family Housing
Office of the Assistant Secretary for Housing

EDWARD J. MURPHY, JR.
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Office of the General Counsel

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Office of Program Standards and Evaluation
Office of the Assistant Secretary for Fair Housing and Equal Opportunity

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Division of General Law

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Minerals Management Service

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Office of Budget
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Bureau of Reclamation

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Geologic Division

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National Mapping Division
Geological Survey

MERLE E. SOUTHERN
Chief
Rocky Mountain Mapping Center
National Mapping Division
Geological Survey

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Bureau of Land Management

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Office of the Deputy Attorney General
Civil Rights Division

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Public Integrity Section
Office of the Associate Attorney General
Criminal Division

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Deputy Assistant Attorney General
Office of the Deputy Attorney General
Tax Division

HOWARD SAFIR
Associate Director for Operations
U.S. Marshals Service

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Employment Standards Administration
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NASA Johnson Space Center
Houston, Texas

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Kennedy Space Center, Florida

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Director
Materials and Processes Laboratory
NASA Marshall Space Flight Center
Redstone Arsenal, Alabama

GERALD W. SMITH
Manager
Solid Rocket Booster Project Office
NASA Marshall Space Flight Center
Redstone Arsenal, Alabama

SUSAN SMITH
Chief Counsel
NASA Marshall Space Flight Center
Redstone Arsenal, Alabama

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Research Engineering Division
NASA Ames Research Center
Moffett Field, California

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Deputy General Counsel

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Space Station Systems
NASA Lewis Research Center
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THOMAS E. UTSMAN
Deputy Director
NASA Kennedy Space Center and Director of Space Transportation System
Management and Operations
Kennedy Space Center, Florida

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Director
Material and Structures

WALTER C. WILLIAMS
Special Assistant to the Administrator for STS Evaluation

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Region IV
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Office of Examination and Insurance

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Division of Industrial Science and Technological Innovation
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Division of High-Level Waste Management
Office of Nuclear Material Safety and Safeguards

ROBERT F. BURNETT
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Division of Safeguards and Transportation

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Division of Radiation Protection and Emergency Preparedness
Office of Nuclear Reactor Regulation

FRANCIS P. GILLESPIE
Director
Program Management, Policy Development and Analysis Staff
Office of Nuclear Reactor Regulation

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Director
Division of Reactor Projects
Office of the Regional Administrator

NUCLEAR REGULATORY COMMISSION Continued

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Office of Nuclear Reactor Regulation

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Office of Nuclear Reactor Regulation

STEVEN A. VARGA
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Division of Reactor Projects I/II
Office of Nuclear Reactor Regulation

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Economics and Government Division

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Natural Resources, Energy and Science

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Human Resources, Veterans and Labor

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Retirement and Insurance Group

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Office of the Executive Director

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Denver Regional Office
Denver, Colorado

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Office of Procurement Assistance

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Bureau of Oceans and International Environmental Affairs

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Office of the Legal Adviser

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Director
Office of Planning and Policy Coordination
Bureau of Inter-American Affairs

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State Disarmament Negotiator
Department of Politico-Military Affairs

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Office of the Legal Adviser

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Supervisory Structural Engineer
Office of Foreign Buildings
Bureau of Administration

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Office of the Administrator
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Federal Highway Administration

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Office of the Assistant Secretary

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Associate Administrator for Administration

MARSHALL JACKS, JR.
Associate Administrator for Safety and Operations
Federal Highway Administration

ERNEST M. KEELING
Director
Office of Accounting
Office of the Administrator
Federal Aviation Administration

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Federal Highway Administration
Atlanta, Georgia

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Office of the Assistant Secretary for Administration

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Southwest Region
Federal Aviation Administration
Ft. Worth, Texas

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Internal Revenue Service

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Examination, Midwest Region
Internal Revenue Service
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Deputy Commissioner (Planning and Resources)
Internal Revenue Service

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Assistant Secretary (Tax Policy)

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Comptroller of the Currency
Minneapolis, Minnesota

U.S. INFORMATION AGENCY

WALTER J. LA FLEUR
Deputy for Operations
Office of Engineering and Technical Operations
Voice of America

MICHAEL D. SCHNEIDER
Deputy Associate Director
Bureau of Programs
U.S. Information Agency

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Director
Regional Office and Insurance Center
Philadelphia, Pennsylvania

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Regional Director
Midwestern Region
Omaha, Nebraska

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Assistant Inspector General for Auditing
Office of Inspector General

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Medical Center
Department of Medicine and Surgery

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Medical Center
Department of Medicine and Surgery
Dayton, Ohio

GERALD K. HINCH
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Office of Equal Opportunity

JAMES P. KANE
Assistant General Counsel
Office of General Counsel

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Winston-Salem, North Carolina

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Memphis, Tennessee

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Muskogee, Oklahoma

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Department of Medicine and Surgery
Allen Park, Michigan

DEAN R. STORDAHL
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Department of Medicine and Surgery
Long Beach, California

KEY TO AGENCY ABBREVIATIONS

Agency Code	Agency Name
ACDA	Arms Control and Disarmament Agency
ACOHP	Advisory Council on Historic Preservation
AGRI	Department of Agriculture
AID	Agency for International Development
CAB	Civil Aeronautics Board
CFTC	Commodity Futures Trading Commission
COMM	Department of Commerce
DOD (OSD)	Department of Defense
AF	Department of the Air Force
ARMY	Department of the Army
NAVY	Department of the Navy
EDUC	Department of Education
EOP	United States Trade Representative
DOE	Department of Energy
EEOC	Equal Employment Opportunity Commission
EPA	Enviromental Protection Agency
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FHLBB	Federal Home Loan Bank Board
FTC	Federal Trade Commission
GSA	General Services Administration
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development
IDCA	International Development Cooperation Agency
INT	Department of the Interior
JUST	Department of Justice
LABOR	Department of Labor
MSPB	Merit Systems Protection Board
NASA	National Aeronautics and Space Administration
NLRB	National Labor Relations Board
NRC	Nuclear Regulatory Commission
NSF	National Science Foundation
NTSB	National Transportation Safety Board
OMB	Office of Management and Budget
OPM	Office of Personnel Management
SBA	Small Business Administration
SEC	Securities and Exchange Commission
STATE	Department of State
DOT	Department of Transportation
TREAS	Department of Treasury
USIA	United States Information Agency
VET AF	Department of Veterans Affairs

PRESIDENTIAL RANK AWARD RECIPIENTS
1980-1988

AARON JOHN W	MERITORIOUS	1986	NASA
ABRAMSON PAUL D	MERITORIOUS	1983	DOT
ACTON MARIE B	MERITORIOUS	1986	ARMY
ADAMKUS VALDAS V.	DISTINGUISHED	1985	EPA
ADAMS BENSON D	MERITORIOUS	1988	ARMY
ADAMS CHARLES W	MERITORIOUS	1987	AF
ADAMS PAUL A	MERITORIOUS	1982	HUD
ADKINS ROGER S	MERITORIOUS	1988	OMB
AHALT J DAWSON	MERITORIOUS	1980	AGRIC
AIKEN WILLIAM S JR	MERITORIOUS	1981	NASA
AIZENMAN MORRIS L	MERITORIOUS	1987	NSF
	MERITORIOUS	1982	NASA
ALDRICH ARNOLD D	MERITORIOUS	1987	NASA
ALDRICH GEORGE	DISTINGUISHED	1980	STATE
ALEWINE RALPH W	MERITORIOUS	1986	OSD
ALGRANTI JOSEPH S	MERITORIOUS	1987	NASA
ALLEN DAVID W	MERITORIOUS	1987	DOT
ALLER ROBERT O	MERITORIOUS	1987	NASA
ALLGEIER PETER F	DISTINGUISHED	1988	EOP
ALLNUTT ROBERT F	MERITORIOUS	1981	NASA
ALRED GLENN JR	MERITORIOUS	1988	VET AF
AMORUSO PHILIP D	MERITORIOUS	1988	HHS
ANDERSON ALLEN E	MERITORIOUS	1985	OSD
ANDERSON BARRY B	MERITORIOUS	1988	OMB
ANDERSON MAYNARD C	MERITORIOUS	1985	OSD
ANGRIST EUGENE P	MERITORIOUS	1987	NAVY
ANTINUCCI JOSEPH D	MERITORIOUS	1983	NAVY
ARLOTTO GUY A	MERITORIOUS	1987	NRC
ARMSTRONG RICHARD C	MERITORIOUS	1980	ARMY
	DISTINGUISHED	1985	ARMY
ARMY THOMAS J	MERITORIOUS	1986	AGRIC
ARON MARK G	DISTINGUISHED	1980	DOT
ASHE OLIVER R	MERITORIOUS	1988	NAVY
ASPDEN WILLIAM H JR	MERITORIOUS	1987	HHS
ATKINS MARVIN C	MERITORIOUS	1984	OSD
	DISTINGUISHED	1988	OSD
ATLAS DAVID	MERITORIOUS	1982	NASA
ATTORRI AMERICO P	MERITORIOUS	1980	TREAS
AVIZONTS PETRAS V	MERITORIOUS	1983	AF
AXELROD JULIUS	MERITORIOUS	1980	HHS
AYERS LAWRENCE F	DISTINGUISHED	1983	OSD
	MERITORIOUS	1986	OSD
AYERS THEODORE G	MERITORIOUS	1988	NASA
BADER GEORGE W	MERITORIOUS	1982	OSD
BAILEY DONALD C	MERITORIOUS	1981	NAVY
BALE HARVEY E JR	DISTINGUISHED	1986	EOP
BALLHAUS WILLIAM F	MERITORIOUS	1985	NASA
	DISTINGUISHED	1988	NASA
BALUTIS ALAN P	MERITORIOUS	1988	COMM
BAMBERGER CRAIG S	MERITORIOUS	1988	DOE
BANKO JOSEPH P JR	MERITORIOUS	1982	NAVY
BARAZ ROBERT H	MERITORIOUS	1981	STATE
BARBER JEAN M	MERITORIOUS	1987	OPM
BARBER WALTER C JR	DISTINGUISHED	1980	EPA
BARDON MARCEL	MERITORIOUS	1983	NSF
BARKDOLL GERALD L	MERITORIOUS	1980	HHS
	MERITORIOUS	1983	HHS
BARLOW WAYNE J	MERITORIOUS	1988	DOT
BARNETT ROBERT J	MERITORIOUS	1982	NAVY
BARRACK HERBERT	MERITORIOUS	1987	EPA
BARRON WILLIAM G JR	MERITORIOUS	1987	LABOR
BARTHELEMY ROBERT R	MERITORIOUS	1988	AF
BATES JIMMY F	MERITORIOUS	1988	ARMY
BATTARD ROBERT N	MERITORIOUS	1981	TREAS
	DISTINGUISHED	1985	TREAS
BAUER DONALD L	MERITORIOUS	1983	DOE
	DISTINGUISHED	1987	DOE
BAUER ROBERT H	MERITORIOUS	1982	DOE
BAUMANN ROBERT M	MERITORIOUS	1988	NASA
BAUTZ LAURA P	MERITORIOUS	1983	NSF
BAYLEY FRED H HI	MERITORIOUS	1986	ARMY
BEAL HENRY E	MERITORIOUS	1980	EPA
BEASLEY J LAMAR	MERITORIOUS	1983	AGRIC
BECK ECKARDT C	DISTINGUISHED	1980	EPA
BEDELL ROBERT P	MERITORIOUS	1985	OMB
BEDKE HAZEN H	MERITORIOUS	1983	COMM
BEISEL WILLIAM R	MERITORIOUS	1980	ARMY
BELL BARRY L	MERITORIOUS	1980	VET AF
	DISTINGUISHED	1987	VET AF
BELT BILL A	MERITORIOUS	1980	LABOR
BENNINGTON BERNARD J	MERITORIOUS	1985	GSA
BENOIT WILLIAM J	MERITORIOUS	1982	EPA
BENSON JAMES S	MERITORIOUS	1985	HHS
	DISTINGUISHED	1988	HHS
BERG NORMAN A	MERITORIOUS	1980	AGRIC
BERGHERM DONALD E	MERITORIOUS	1982	TREAS
BERMAN ALAN	DISTINGUISHED	1980	NAVY
BERNARD ANGE V	MERITORIOUS	1983	NAVY
BERNDT FRANK A	MERITORIOUS	1983	DOT
BERNERO ROBERT M	MERITORIOUS	1987	NRC
BERRY JOHN C	MERITORIOUS	1985	HHS
BERSANO PETER J	MERITORIOUS	1980	HHS
BETTAUER RONALD J	MERITORIOUS	1986	STATE
BETTENBERG WILLIAM D	MERITORIOUS	1980	INT
	DISTINGUISHED	1983	INT
	MERITORIOUS	1987	INT
BETTINO JOHN J	MERITORIOUS	1987	NAVY
BEULEY ROBERT W	MERITORIOUS	1984	INT
BIBLES DOYLE D	MERITORIOUS	1982	INT
	DISTINGUISHED	1988	INT
BICKEL JAMES E	MERITORIOUS	1987	DOE
BIERLY EUGENE W	MERITORIOUS	1982	NSF
BIESECKER JAMES E	MERITORIOUS	1988	INT
BISHOP JOSEPH F	MERITORIOUS	1982	TREAS
	DISTINGUISHED	1984	TREAS
BIVINS PATRICIA F	MERITORIOUS	1988	EEOC
BLACK ROBERT O	MERITORIOUS	1987	ARMY
BLAIR BURTON M	MERITORIOUS	1986	ARMY
BLAKE JOHN J	MERITORIOUS	1987	ARMY
BLAKE NEAL A	MERITORIOUS	1980	DOT
BLAKEY LEWIS H	MERITORIOUS	1982	ARMY
BLANCHARD JOHN D	DISTINGUISHED	1980	ARMY
BLANKENSHIP CHARLES P	MERITORIOUS	1987	NASA
BLATTNER DAVID G	MERITORIOUS	1986	TREAS
BLICK JOSEPH G	MERITORIOUS	1982	ARMY
BLICKSTEIN IRVING N	MERITORIOUS	1988	NAVY
BOATRIGHT JAMES F	MERITORIOUS	1985	AF
	DISTINGUISHED	1987	AF
BOBBITT PERCY J	MERITORIOUS	1987	NASA
BODDIE JOHN W	MERITORIOUS	1988	AF
BOHR PAUL K	MERITORIOUS	1988	DOT
BOLDEN BETTY A	MERITORIOUS	1987	LABOR
BOLDT ROBERT E	MERITORIOUS	1987	INT
BOMBAUGH ROBERT L	DISTINGUISHED	1988	JUST
BOND RONALD S	MERITORIOUS	1987	FTC
BONNER WILLIAM D	MERITORIOUS	1982	COMM
BONTEMPS BARRY S	DISTINGUISHED	1987	EDUC
BOREK TED A	MERITORIOUS	1987	STATE
BORGERDING LAWRENCE H	MERITORIOUS	1988	INT
BORIGHT JOHN	MERITORIOUS	1982	STATE
BORIS JAY PAUL	MERITORIOUS	1988	NAVY
BORRE PETER C	DISTINGUISHED	1980	DOE
BOURDON REGINALD	MERITORIOUS	1985	DOT
BOURGOIN ROBERT D	MERITORIOUS	1987	FMC
BOWMAN RICHARD E	DISTINGUISHED	1987	DOT
BOYD DENNIS C	DISTINGUISHED	1987	OMB
BOYD JOHN W	MERITORIOUS	1983	NASA
BRACKEN MARILYN C	MERITORIOUS	1980	EPA
BRACKEN PETER A	MERITORIOUS	1986	NASA
BRADLEY GEORGE J JR	DISTINGUISHED	1983	DOE
BRADY ROSCOE O	MERITORIOUS	1983	HHS

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1980–1988

BRALEY GEORGE A	MERITORIOUS	1986	AGRIC
BRAND RONALD	MERITORIOUS	1988	EPA
BRELSFORD THERESA A	MERITORIOUS	1988	COMM
BRENNAN CHARLES H	MERITORIOUS	1982	TREAS
	DISTINGUISHED	1986	TREAS
BRENNAN HUGH L	MERITORIOUS	1985	COMM
BREWINGTON PERCY	DISTINGUISHED	1982	DOE
BRIDGE GALEN S	MERITORIOUS	1987	AGRIC
BRIENZA NICHOLAS	MERITORIOUS	1988	OSD
BRIESCH EARL W	MERITORIOUS	1988	AF
BRIGGS GEOFFREY A	MERITORIOUS	1986	NASA
BRIGGS WTLLIAM H JR	MERITORIOUS	1988	NRC
BRISKIN MANUEL	MERITORIOUS	1986	OSD
BRITTEN GERALD H	MERITORIOUS	1982	HHS
BRODERICK ANTHONY J	MERITORIOUS	1982	DOT
BROGAN JOSEPH ANTHONY JR	MERITORIOUS	1980	NAVY
BROWN BURDEEN	MERITORIOUS	1981	VET AF
BROWN CHARLES H JR	MERITORIOUS	1988	DOE
BROWN JACK H	MERITORIOUS	1988	NAVY
BROWN JAMES M	MERITORIOUS	1988	HHS
BROWN LESLIE	DISTINGUISHED	1983	STATE
BRUNER RICHARD G	MERITORIOUS	1982	OSD
BRUSH PETER N	MERITORIOUS	1988	DOE
BUCKMAN ROBERT E	MERITORIOUS	1980	AGRIC
BURGE HOMER D JR	MERITORIOUS	1980	VET AF
BURMAN ALLAN V	MERITORIOUS	1985	OMB
BURNETT ROBERT F	MERITORIOUS	1986	COMM
BUSSE JON R	MERITORIOUS	1983	NASA
BUSSE JON R	DISTINGUISHED	1988	NASA
BUTLER JOHNNY J	MERITORIOUS	1986	EEOC
BUTO KATHLEEN A	MERITORIOUS	1987	HHS
	DISTINGUISHED	1988	HHS
BUTZ WILLIAM P	MERITORIOUS	1987	COMM
CABLES HERBERT S	MERITORIOUS	1988	INT
CACIOPPO ANTHONY JOS	MERITORIOUS	1980	AF
	MERITORIOUS	1985	AF
CAGLE GLENN	MERITORIOUS	1987	TREAS
CALHOUN DWIGHT O	DISTINGUISHED	1982	AGRIC
	MERITORIOUS	1986	AGRIC
CALIO ANTHONY J	DISTINGUISHED	1980	NASA
CAMERON LOUIS M	MERITORIOUS	1983	ARMY
	DISTINGUISHED	1987	ARMY
CAMMACK ERNEST G	MERITORIOUS	1987	NAVY
CAMPBELL THOMAS	MERITORIOUS	1982	NASA
	MERITORIOUS	1988	NASA
CANN GERALD A	DISTINGUISHED	1980	NAVY
CANNON RICHARD J	MERITORIOUS	1982	AGRIC
CANNY JOSEPH F	MERITORIOUS	1988	DOT
CAPONIO JOSEPH F	MERITORIOUS	1985	COMM
CAPUTO GUY P	MERITORIOUS	1988	TREAS
CARBERRY V STEPHEN	MERITORIOUS	1981	NAVY
CARDOZA THOMAS A	MERITORIOUS	1980	TREAS
CARLON JOSEPH R	MERITORIOUS	1987	TREAS
CARLSON NORMAN A	MERITORIOUS	1981	JUST
	DISTINGUISHED	1987	JUST
CARLSON RICHARD M	MERITORIOUS	1987	ARMY
CAROTHERS LESLIE ANN	MERITORIOUS	1982	EPA
CARSON JOHN E	DISTINGUISHED	1983	AGRIC
CARTER MARY E	MERITORIOUS	1980	AGRIC
	MERITORIOUS	1987	AGRIC
CARTON ALLEN M	MERITORIOUS	1986	ARMY
CARVER HARRY S	MERITORIOUS	1986	SBA
CASE EDSON G	MERITORIOUS	1982	NRC
CASSELL WILLIAM J	MERITORIOUS	1982	OSD
CATE JOHN P	MERITORIOUS	1988	NAVY
CATT KEVIN J	MERITORIOUS	1988	HHS
CAVALLINI NATHANIEL M	MERITORIOUS	1988	OSD
CAVANAUGH FRANCIS X	DISTINGUISHED	1980	TREAS
	DISTINGUISHED	1986	TREAS
CESCA ROBERT P	MERITORIOUS	1987	TREAS
CHAMBERLIN GUY W JR	MERITORIOUS	1981	COMM
CHAMBERS ALAN B	MERITORIOUS	1982	NASA
CHARLESWORTH CLIFFORD E	MERITORIOUS	1983	NASA
CHEN MARTIN F	MERITORIOUS	1983	AF
CHEN PHILIP S JR	MERITORIOUS	1987	HHS
CHERNY JAMES L	MERITORIOUS	1980	NAVY
	MERITORIOUS	1986	NAVY
CHEUNG KISUK	MERITORIOUS	1980	ARMY
	DISTINGUISHED	1982	ARMY
	MERITORIOUS	1986	ARMY
	DISTINGUISHED	1988	ARMY
CHIESA RAYMOND F	MERITORIOUS	1987	OSD
CHRISTENSEN CURTIS W	DISTINGUISHED	1985	IDCA
CHRISTENSEN SALLY H	DISTINGUISHED	1982	EDUC
	DISTINGUISHED	1988	EDUC
CHRISTIE DEBORAH P	MERITORIOUS	1988	OSD
	MERITORIOUS	1988	OSD
CHRISTIE THOMAS P	MERITORIOUS	1980	OSD
	DISTINGUISHED	1983	OSD
	MERITORIOUS	1987	OSD
CHRISTMAN JR ARTHUR C	MERITORIOUS	1985	ARMY
CHURCH DALE W	MERITORIOUS	1980	OSD
CIPOLLA FRANK P	MERITORIOUS	1981	ARMY
	MERITORIOUS	1987	OSD
CLARK BARBARA A	MERITORIOUS	1981	CAB
CLARK ROY D	MERITORIOUS	1983	TREAS
CLARK THOMAS R	DISTINGUISHED	1982	DOE
CLARKE RICHARD A	MERITORIOUS	1988	STATE
CLAUSSEN EILEEN B	MERITORIOUS	1988	EPA
CLAY DON R	MERITORIOUS	1987	EPA
	DISTINGUISHED	1988	EPA
CLEMENTS HARRY R	MERITORIOUS	1980	TREAS
CLEMENTS HENRY E	MERITORIOUS	1987	NASA
CLINKSCALES WILLIAM A	MERITORIOUS	1983	GSA
CLOONAN JOSEPH H	MERITORIOUS	1987	TREAS
CLOWNEY GORDON W	MERITORIOUS	1988	VET AF
CLUTTER MARY E	MERITORIOUS	1985	NSF
COATES PHILIP E	MERITORIOUS	1986	TREAS
COCHRAN RONALD W	MERITORIOUS	1983	DOE
COFFEY TIMOTHY DR	MERITORIOUS	1981	NAVY
	DISTINGUISHED	1987	NAVY
COFFMAN FRANKLIN E	MERITORIOUS	1983	DOE
COHEN AARON	MERITORIOUS	1981	NASA
	DISTINGUISHED	1982	NASA
	DISTINGUISHED	1988	NASA
COHEN HERBERT J	MERITORIOUS	1987	LABOR
COHEN PHILIP	MERITORIOUS	1986	INT
	DISTINGUISHED	1988	INT
COHEN STEVEN R	DISTINGUISHED	1987	OPM
COKER GARY J	MERITORIOUS	1981	VET AF
COLEMAN THOMAS P	MERITORIOUS	1986	TREAS
COLLADAY RAYMOND S	MERITORIOUS	1984	NASA
	DISTINGUISHED	1986	NASA
COLLIER KEITH I	MERITORIOUS	1986	AF
COLSON DAVID A	MERITORIOUS	1984	STATE
	DISTINGUISHED	1986	STATE
COLVARD JAMES E	DISTINGUISHED	1980	NAVY
	DISTINGUISHED	1985	NAVY
COLVIN BILL D	MERITORIOUS	1987	NASA
COLVIN BURTON H	MERITORIOUS	1980	COMM
COMPTON DALE L	MERITORIOUS	1984	NASA
COMPTON JAMES M	MERITORIOUS	1988	OSD
COMSTOCK E THOMAS	MERITORIOUS	1983	NAVY
	DISTINGUISHED	1986	NAVY
CONNELL GERALD A	MERITORIOUS	1980	JUST
CONNOLLY JOHN W D	MERITORIOUS	1987	NSF
COOK CATHERINE C	MERITORIOUS	1987	FERC
COOK CLYDE C	MERITORIOUS	1986	VET AF
COOK JAMES L	MERITORIOUS	1987	INT
COOK MICHAEL B	DISTINGUISHED	1987	EPA
COOKE DAVID O	MERITORIOUS	1980	OSD
	MERITORIOUS	1987	OSD
COOLEY CLAUDIA	MERITORIOUS	1986	OPM
COONEY DANIEL E	MERITORIOUS	1980	VET AF

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COOPER DORAL S	MERITORIOUS	1983	EOP
CORCORAN ANDREA M	DISTINGUISHED	1988	CFTC
CORCORAN GEORGE	MERITORIOUS	1980	TREAS
CORLEY ERNEST L	MERITORIOUS	1988	AGRIC
CORONADO JOSE R	MERITORIOUS	1987	VET AF
CORRADO VINCENT L	MERITORIOUS	1982	VET AF
COSBY LYNWOOD A	MERITORIOUS	1982	NAVY
COSTANTINO JAMES	MERITORIOUS	1981	DOT
COSTON CHARLES T	MERITORIOUS	1986	AGRIC
COTRUVO JOSEPH A	MERITORIOUS	1983	EPA
COVINGTON FRANK	MERITORIOUS	1987	EPA
COX DAVID A	MERITORIOUS	1988	VET AF
COX H C	MERITORIOUS	1980	AGRIC
COY ROBERT E	MERITORIOUS	1987	VET AF
	DISTINGUISHED	1988	VET AF
CRABILL DONALD E	DISTINGUISHED	1980	OMB
CRAWFORD LESTER M	MERITORIOUS	1988	AGRIC
CRIBBINS JOSEPH P	DISTINGUISHED	1982	ARMY
	MERITORIOUS	1986	ARMY
CROOK JOHN R	MERITORIOUS	1982	STATE
	MERITORIOUS	1988	STATE
CROWTHER DEAN K	MERITORIOUS	1980	AGRIC
CRUTCHFIELD DENNIS M	MERITORIOUS	1988	NRC
CULBERTSON PHILIP E	MERITORIOUS	1982	NASA
	DISTINGUISHED	1983	NASA
CULPEPPER JAMES W	MERITORIOUS	1980	DOE
	MERITORIOUS	1988	DOE
CUMBEY JAMES CRAIG	MERITORIOUS	1982	AF
CUNNINGHAM GUY H	DISTINGUISHED	1985	NRC
CURL RICHARD R	MERITORIOUS	1983	STATE
	MERITORIOUS	1988	STATE
CURRY S LEIGH	DISTINGUISHED	1980	HUD
DAME PHILLIP R	MERITORIOUS	1986	OMB
DANIERO ROGER	MERITORIOUS	1987	GSA
DASHIELL THOMAS R	MERITORIOUS	1982	OSD
DAUGHERTY KENNETH I	MERITORIOUS	1987	OSD
DAUSMAN GEORGE	MERITORIOUS	1982	ARMY
	DISTINGUISHED	1988	ARMY
DAVENPORT ROBERT H	MERITORIOUS	1983	SEC
DAVIES DAVID R	MERITORIOUS	1982	HHS
	DISTINGUISHED	1987	HHS
DAVIS ALVIN B	MERITORIOUS	1988	NRC
DAVIS JOHN G	DISTINGUISHED	1984	NRC
DAVIS JOSEPH T	DISTINGUISHED	1980	TREAS
DAVIS LOUIS G	MERITORIOUS	1986	AGRIC
DAVIS THURMAN M	MERITORIOUS	1988	GSA
DAVIS WM A JR	MERITORIOUS	1980	ARMY
DAWID IGOR B	MERITORIOUS	1986	HHS
DE ANGELUS ALFRED R	DISTINGUISHED	1983	TREAS
DE SIO JOSEPH E	MERITORIOUS	1988	NLRB
DEANGELIS LOUIS B	MERITORIOUS	1988	NASA
DECKER JAMES F	MERITORIOUS	1987	DOE
DEL BALZO JOSEPH M	MERITORIOUS	1984	DOT
DEMITROS DONALD C	MERITORIOUS	1988	HUD
DEMPS BENJAMIN JR	MERITORIOUS	1980	DOT
DENNY JAMES EDWARD	MERITORIOUS	1985	COMM
DENTON HAROLD R	DISTINGUISHED	1980	NRC
	MERITORIOUS	1986	NRC
DEPRETE ANDREW	MERITORIOUS	1982	NAVY
DEPROSPERO JAMES L	MERITORIOUS	1988	GSA
DERN VERNON E	DISTINGUISHED	1987	COMM
DESLATTES RICHARD D	MERITORIOUS	1987	COMM
DESSLER MARVIN J	MERITORIOUS	1986	TREAS
DEVINE JAMES B	MERITORIOUS	1984	STATE
DEVINE JAMES F	MERITORIOUS	1987	INT
DEWHURST STEPHEN B	MERITORIOUS	1980	AGRIC
	MERITORIOUS	1986	AGRIC
DEWLING RICHARD T	MERITORIOUS	1980	EPA
	DISTINGUISHED	1983	EPA
DIAMOND FRED T	MERITORIOUS	1988	AF
DICKEY GENE P	MERITORIOUS	1983	AGRIC
	MERITORIOUS	1988	AGRIC
DICKEY GEORGE E	MERITORIOUS	1988	ARMY
DIEGELMAN ROBERT F	MERITORIOUS	1982	JUST
DIGGS JOHN W	MERITORIOUS	1987	HHS
DILUCHIO RIBERT J	MERITORIOUS	1987	GSA
DILWORTH GUY C	MERITORIOUS	1985	NAVY
DIMASCIO ANGELO J	MERITORIOUS	1980	NAVY
	DISTINGUISHED	1985	NAVY
DINGELDEIN WILLIAM	MERITORIOUS	1981	EDUC
DINUCCI RICHARD O	MERITORIOUS	1983	OSD
DIRCKS WILLIAM J	DISTINGUISHED	1983	NRC
DITRAPANI ANTHONY P	MERITORIOUS	1982	NAVY
	DISTINGUISHED	1985	NAVY
DIXSON HERBERT L	MERITORIOUS	1987	NAVY
DOAK ROBERT E	MERITORIOUS	1986	NAVY
	DISTINGUISHED	1988	NAVY
DOANE ROBERT B	MERITORIOUS	1983	AF
	MERITORIOUS	1988	AF
DOCTOR BHUPENDRA P	MERITORIOUS	1986	ARMY
DODDRIDGE JOSEPH E	MERITORIOUS	1988	INT
DODGE DONALD G	MERITORIOUS	1983	HUD
DODGE ROBERT I	MERITORIOUS	1980	HUD
	DISTINGUISHED	1985	HUD
DOGGETTE JR HERBERT R	DISTINGUISHED	1980	HHS
	MERITORIOUS	1988	HHS
DOHERTY DAVID P	MERITORIOUS	1982	SEC
DOLA STEVEN	MERITORIOUS	1988	ARMY
DOLAN MICHAEL P	MERITORIOUS	1987	TREAS
DONNELLY JOHN F	MERITORIOUS	1985	OSD
DONNELLY RICHARD E	MERITORIOUS	1983	OSD
	DISTINGUISHED	1987	OSD
DOUGLAS BRUCE C	MERITORIOUS	1987	COMM
DOWDLE WALTER R	DISTINGUISHED	1982	HHS
	MERITORIOUS	1984	HHS
DOWNEY JAMES A HI	MERITORIOUS	1987	NASA
DRAKE WILLIAM T	MERITORIOUS	1987	TREAS
DROITSCH ROLAND G	DISTINGUISHED	1987	LABOR
DRUYUN DARLEEN A	MERITORIOUS	1988	AF
DUGOFF HOWARD J	MERITORIOUS	1980	DOT
DUKE MICHAEL BENTON	MERITORIOUS	1988	NASA
DUNCAN RAY D	MERITORIOUS	1983	DOE
DUNN ROBERT J	MERITORIOUS	1980	OPM
DUNSEITH LYWOOD C	MERITORIOUS	1982	NASA
DUNST ISABEL P	MERITORIOUS	1987	HHS
DURNIL JAMES B	MERITORIOUS	1987	IDCA
DUSAULT PHILIP A	MERITORIOUS	1985	OMB
	DISTINGUISHED	1987	OMB
DUSCHA LLOYD A	MERITORIOUS	1980	ARMY
	MERITORIOUS	1985	ARMY
DUVAL RICHARD A	MERITORIOUS	1983	DOE
EATON KENNETH E	MERITORIOUS	1985	VET AF
EBERHARDT MICHAEL C	MERITORIOUS	1987	OSD
EBERHART JOHN C	MERITORIOUS	1980	HHS
EDELMAN LESTER	MERITORIOUS	1983	ARMY
	MERITORIOUS	1988	ARMY
EDWARDS DON A	MERITORIOUS	1982	TREAS
EGAN CONRAD E	MERITORIOUS	1983	HUD
EICHELBERGER ROBERT J	MERITORIOUS	1982	ARMY
EILPERIN STEPHEN	MERITORIOUS	1981	NRC
EINAUDI LUIGI R	DISTINGUISHED	1987	STATE
EISENBERG ARTHUR	MERITORIOUS	1986	NLRB
EISENHUT DARRELL G	MERITORIOUS	1985	NRC
EISNER NEIL R	MERITORIOUS	1987	DOT
ELDRIDGE MARIE D	MERITORIOUS	1981	EDUC
ELKINS CHARLES L	MERITORIOUS	1986	EPA
ELLIOTT EMERSON J	MERITORIOUS	1983	EDUC
	DISTINGUISHED	1987	EDUC
ELLIOTT TIMOTHY S	MERITORIOUS	1987	INT
ELLIS E FRANK	MERITORIOUS	1980	HHS
ELLSWORTH WILLIAM M	MERITORIOUS	1980	NAVY
ELMORE R HICKS	MERITORIOUS	1987	AGRIC
ELSBREE JOHN L	MERITORIOUS	1985	HHS
ELY NANCY H	MERITORIOUS	1986	STATE

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EMISON GERALD A	MERITORIOUS	1988	EPA
ENOFF LOUIS D	DISTINGUISHED	1983	HHS
ENZINGER FRANZ M	MERITORIOUS	1983	ARMY
ESTESS ROY S	MERITORIOUS	1987	NASA
EVANS SHIRLEY A	DISTINGUISHED	1986	HUD
EVANS STUART J	MERITORIOUS	1980	NASA
	MERITORIOUS	1988	NASA
EVARTS EDWARD VAUGHAN	MERITORIOUS	1983	HHS
FABERMAN EDWARD P	MERITORIOUS	1985	DOT
FAGET MAXIME A	MERITORIOUS	1980	NASA
FAGIN JACK	MERITORIOUS	1980	NAVY
FAGIN ROBERT F	MERITORIOUS	1988	INT
FAIRMAN ROBERT L	DISTINGUISHED	1982	DOT
FARBER DAVID	MERITORIOUS	1988	COMM
FARINHA CLAUDE J	DISTINGUISHED	1980	AF
FARKAS EMIL C	MERITORIOUS	1988	NLRB
FARKAS GERALD M	MERITORIOUS	1988	JUST
FARSETTA JAMES J	MERITORIOUS	1987	VET AF
FARWELL BETTY J	MERITORIOUS	1981	ARMY
FEDKIW JOHN	MERITORIOUS	1987	AGRIC
FEENEY THOMAS	MERITORIOUS	1988	HUD
FEINLEIB MANNING	MERITORIOUS	1988	HHS
FEKETEKUTY GEZA	MERITORIOUS	1981	EOP
FELDMAN ROGER	MERITORIOUS	1981	STATE
	DISTINGUISHED	1986	STATE
	MERITORIOUS	1987	STATE
FELRICE BARRY	MERITORIOUS	1983	DOT
	DISITNGUISHED	1985	DOT
FELSENFELD GARY	MERITORIOUS	1983	HHS
	DISTINGUISHED	1987	HHS
FERGUSON ELDON E	MERITORIOUS	1980	COMM
FERGUSON ROBERT L	MERITORIOUS	1980	DOE
FERLISE VICTOR J	MERITORIOUS	1987	ARMY
FIELDS CRAIG I	DISTINGUISHED	1988	OSD
FILSON JOHN R	MERITORIOUS	1986	INT
FINARELLI MARGARET G	MERITORIOUS	1988	NASA
FINKEL MARION J	MERITORIOUS	1980	HHS
FINKELSTEIN MICHAEL M	MERITORIOUS	1980	DOT
FISCHER DENNIS J	MERITORIOUS	1982	HHS
FISH MANUS J JR	MERITORIOUS	1982	INT
FISHER JAMES R	MERITORIOUS	1988	ARMY
FITES JEANNE B	MERITORIOUS	1982	OSD
FITTERMAN MARK D	MERITORIOUS	1988	SEC
FITZGERALD JAMES A	MERITORIOUS	1987	NRC
FITZGERALD RICHARD V	MERITORIOUS	1985	TREAS
FITZWATER MAX M	MERITORIOUS	1982	TREAS
FLAHERTY JOHN H	MERITORIOUS	1983	NAVY
FLANNERY ANNE C	MERITORIOUS	1987	SEC
FLICKINGER HARRY H	MERITORIOUS	1986	JUST
	DISTINGUISHED	1988	JUST
FLINT MYLES E	MERITORIOUS	1985	JUST
FOGASH KENNETH A	DISTINGUISHED	1985	SEC
FORBES ALLAN LOUIS	MERITORIOUS	1988	HHS
FORBUSH WILFORD J	MERITORIOUS	1980	HHS
FORCE CHARLES T	MERITORIOUS	1987	NASA
FORD HARVEY L JR	MERITORIOUS	1982	AGRIC
FORD ROBERT N	DISTINGUISHED	1983	JUST
FORDYCE STUART	MERITORIOUS	1987	NASA
FOREMAN ANDREW F	MERITORIOUS	1987	ARMY
FORSSELL ALAN G	DISTINGUISHED	1981	NAVY
FORSSELL ROBERT M	MERITORIOUS	1980	DOE
	DISTINGUISHED	1985	DOE
FOSTER CHARLES R	DISTINGUISHED	1980	DOT
FOSTER KENNETH B	MERITORIOUS	1988	NSF
FOSTER THOMAS L	MERITORIOUS	1982	DOE
	MERITORIOUS	1987	DOE
FOUCHARD J J	MERITORIOUS	1988	NRC
FOWLER MAURICE L	MERITORIOUS	1986	AF
	DISTINGUISHED	1988	AF
F'OWLER RICHARD L	MERITORIOUS	1988	AGRIC
FRAIM WILLIAM S	MERITORIOUS	1985	ARMY
FRANK NEIL L	MERITORIOUS	1985	COMM
FRANKLE EDWARD A	MERITORIOUS	1988	NASA
FREDERICK DOYLE G	MERTTORIOUS	1983	INT
	DISTINGUISHED	1987	INT
FREHSE WILLIAM R	MERITORIOUS	1980	DOT
FREITAG ROBERT F	MERITORIOUS	1986	NASA
FREMLING ALEX G	MERITORIOUS	1980	DOE
FRENCH JUDSON C	MERITORIOUS	1980	COMM
	DISTINGUISHED	1984	COMM
FRENCH MARTIN	MERITORIOUS	1988	TREAS
FRESE ROBERT E	MERITORIOUS	1981	ARMY
FREY ANDREW	MERITORIOUS	1985	JUST
FRIDAY ELBERT W JR	MERITORIOUS	1988	COMM
FRIEDKIN JOSEPH F	MERITORIOUS	1980	STATE
FUERTH STEPHEN G	MERITORIOUS	1987	JUST
FULLER PAUL M	MERITORIOUS	1988	AGRIC
FUNCHES JESSE L	MERITORIOUS	1988	NRC
FYGI ERIC J	MERITORIOUS	1981	DOE
	DISTINGUISHED	1987	DOE
GABRIEL ANTHONY	MERITORIOUS	1985	AGRIC
GAFFNEY HENRY H JR	MERITORIOUS	1983	OSD
GAGEL BARBARA J	MERITORIOUS	1986	HHS
	DISTINGUISHED	1988	HHS
GALLAGHER THOMAS P	MERITORIOUS	1981	EPA
GALLAMORE ROBERT E	MERITORIOUS	1980	DOT
GAMSE ROY N	DISTINGUISHED	1980	EPA
GARANT RONALD G	MERITORIOUS	1985	NAVY
GARFINKEL STEVEN	MERITORIOUS	1988	GSA
GARMON STEPHEN E	MERITORIOUS	1988	TREAS
GARVEY ROBERT R JR	MERITORIOUS	1981	ACOHP
GAST LUVERNE L	MERITORIOUS	1985	AGRIC
GATES MAHLON E	MERITORIOUS	1980	DOE
GAVIN DONALD J	DISTINGUISHED	1986	JUST
GEARDE JR FRANK	MERITORIOUS	1988	AGRIC
GEER DENNIS F	MERITORIOUS	1984	HUD
GELLER KENNETH S	DISTINGUISHED	1983	JUST
GELLERT MARTIN F	MERITORIOUS	1986	HHS
	DISTINGUISHED	1988	HHS
GENOVESE JAMES J	MERITORIOUS	1987	NAVY
GEORGE J MISHELL	MERITORIOUS	1980	COMM
GERBER JOEL	MERITORIOUS	1983	TREAS
GESSAMAN DONALD E	MERITORIOUS	1986	OMB
GIADROSICH DONALD L	MERITORIOUS	1986	AF
GIALLORENZI THOMAS G	MERITORIOUS	1983	NAVY
GIBBS CLARENCE J JR	MERITORIOUS	1983	HHS
GIESLER CARSON M	MERITORIOUS	1988	NASA
GIFFORD CLAUDE W	MERITORIOUS	1983	AGRIC
GILLAM ISAAC T IV	MERITORIOUS	1985	NASA
GILLESPIE DUFF G	DISTINGUISHED	1988	IDCA
GILLESPIE WALTER L	DISTINGUISHED	1980	NSF
GILLIAM PENMAN R	MERITORIOUS	1985	OSD
	DISTINGUISHED	1987	OSD
GILLIAT ROBERT L	MERITORIOUS	1981	OSD
	MERITORIOUS	1988	OSD
GILLMAN CLETUS J	MERITORIOUS	1983	AGRIC
GIORDANO FELICIANO	MERITORIOUS	1987	ARMY
GIORDANO ROBERT F	MERITORIOUS	1988	ARMY
GLAISTER CLYDE O	MERITORIOUS	1983	OSD
	DISTINGUISHED	1986	OSD
GLATSTEIN ELI J	MERITORIOUS	1985	HHS
GLOZER KENNETH G	MERITORIOUS	1988	OMB
GOERTZEL HERBERT B	MERITORIOUS	1985	OSD
GOFF JAMES A	MERITORIOUS	1988	VET AF
GOLD DAVID	MERITORIOUS	1980	NAVY
GOLDBERG BARRY D	MERITORIOUS	1987	EOP
GOLDBERG MILTON N	DISTINGUISHED	1983	EDUC
GOLDEN JOHN M	MERITORIOUS	1987	COMM
	DISTINGUISHED	1988	COMM
GOLDING CAROLYN M	MERITORIOUS	1988	LABOR
GOLDMAN ALAN J	MERITORIOUS	1980	TREAS
GOLDSBERRY WM DEAN	DISTINGUISHED	1984	SEC
GOMPF CLAYTON NORVIN	MERITORIOUS	1982	ARMY
GONYA DONALD A	MERITORIOUS	1980	HHS
	MERITORIOUS	1988	HHS

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GOODMAN AMY L	MERITORIOUS	1986	SEC
GOODWIN FREDERICK K	MERITORIOUS	1982	HHS
	DISTINGUISHED	1986	HHS
GORDON WILLIAM V	MERITORIOUS	1983	OSD
GORRELL JOSEPH W	MERITORIOUS	1983	INT
	DISTINGUISHED	1986	INT
GORRELL JOSEPH W	MERITORIOUS	1988	INT
GOTTESMAN MAXWELL E	MERITORIOUS	1980	HHS
GRANT EDMUND J	MERITORIOUS	1986	INT
GRAY ROBERT H	MERITORIOUS	1982	NASA
GREEN RICHARD J	MERITORIOUS	1986	NSF
GREENLEIGH STEPHEN N	MERITORIOUS	1983	DOE
GREENSTREET WILLIS E	MERITORIOUS	1987	EPA
GREENWOOD SAMUEL E	MERITORIOUS	1987	AF
GREEVES ROBERT E	MERITORIOUS	1987	DOE
GREINER EDWIN	MERITORIOUS	1982	ARMY
GRIFFIN GERALD D	MERITORIOUS	1980	NASA
	DISTINGUISHED	1985	NASA
GRIFFIN DAROLD L	MERITORIOUS	1981	ARMY
	MERITORIOUS	1986	ARMY
GRIFFIN WILLIAM J	DISTINGUISHED	1980	TREAS
	MERITORIOUS	1985	TREAS
GRIMES JOHN G	MERITORIOUS	1983	OSD
GRIMMETT ARCHIE D	MERITORIOUS	1987	ARMY
GRINSTEAD DARREL J	MERITORIOUS	1983	HHS
GRISAFFE SALVATORE J	MERITORIOUS	1987	NASA
GROOVER CHARLES W	MERITORIOUS	1982	OSD
GUASTAFERRO ANGELO	MERITORIOUS	1982	NASA
GUENTHER ARTHUR H	MERITORIOUS	1983	AF
	DISTINGUISHED	1985	AF
GUHIN MICHAEL A	MERITORIOUS	1985	ACDA
GUY WALTER W	MERITORIOUS	1987	NASA
HAAS DONALD L	MERITORIOUS	1981	AF
HAAS JOSEPH W	MERITORIOUS	1987	AGRIC
HAAS RONALD L	MERITORIOUS	1987	NAVY
HABERLANDT ELROY M	MERITORIOUS	1985	AF
HADSELL RICHARD	MERITORIOUS	1987	GSA
HAERING GEORGE	MERITORIOUS	1980	NAVY
HAGER WILLIAM D	MERITORIOUS	1988	NASA
HAGUE JOHN D	MERITORIOUS	1980	NAVY
HALEY RTCHARD L	MERITORIOUS	1982	ARMY
HALL CHARLES D	MERITORIOUS	1988	OSD
HALL JOHN L	MERITORIOUS	1980	COMM
HALL WILLIAM E	MERITORIOUS	1983	JUST
HALLEX ROBERT A	MERITORIOUS	1986	NAVY
HALLGREN RICHARD E	MERITORIOUS	1980	COMM
	DISTINGUISHED	1986	COMM
HALLMAN JAMES D	MERITORIOUS	1986	TREAS
HALMAN E L	MERITORIOUS	1987	NRC
HALSTEAD ROBERT G	MERITORIOUS	1988	AGRIC
HAMILTON MILTON H	MERITORIOUS	1981	ARMY
	MERITORIOUS	1988	ARMY
HAMILTON ROBERT M	MERITORIOUS	1986	INT
HAMILTON THOMAS F	MERITORIOUS	1987	AGRIC
HANDELSMAN M GENE	MERITORIOUS	1982	HHS
HANESSIAN SOUREN	MERITORIOUS	1980	DOE
HANEY GLENN P	MERITORIOUS	1986	AGRIC
HANLEY EDWARD J	MERITORIOUS	1988	EPA
HANMER REBECCA W	MERITORIOUS	1980	EPA
	DISTINGUISHED	1987	EPA
HANMER STEPHEN R JR	DISTINGUISHED	1988	OSD
HANNA G PHILLIPS	DISTINGUISHED	1983	OMB
HANRAHAN EDWARD J	MERITORIOUS	1982	DOE
HARDISON DAVID C	DISTINGUISHED	1983	ARMY
HARDY GEORGE B	MERITORIOUS	1982	NASA
HARMISON LOWELL T	MERITORIOUS	1987	HHS
HARNER PAUL A	MERITORIOUS	1987	NAVY
HARPER EDWARD Y	MERITORIOUS	1987	NAVY
HARRIGAN DONNA R	DISTINGUISHED	1980	SBA
HARRIS CLARE I	MERITORIOUS	1987	AGRIC
HARRIS GEORGE S	MERITORIOUS	1982	STATE
	MERITORIOUS	1988	STATE
HARRIS HENRY H	DISTINGUISHED	1981	ARMY
HARRIS JEFFREY	MERITORIOUS	1982	JUST
HARRIS MARSHALL H	MERITORIOUS	1987	LABOR
HARRIS ROY V	MERITORIOUS	1984	NASA
HARRISON JOHN	MERITORIOUS	1988	ARMY
HARSHMAN RICHARD A	MERITORIOUS	1987	AF
HART DON A	MERITORIOUS	1981	AF
	MERITORIOUS	1987	AF
HART ROBERT J	MERITORIOUS	1981	DOE
HART RONALD W	MERITORIOUS	1987	HHS
HARTMAN RICHARD L	MERITORIOUS	1987	ARMY
HARTMANN MELVIN J	MERITORIOUS	1982	NASA
HARVEY GORDON W	MERITORIOUS	1981	DOE
HARVEY MARY ELLEN	MERITORIOUS	1988	ARMY
HARWELL R MICHAEL	MERITORIOUS	1988	VET AF
HASTEY EDWARD L	MERITORIOUS	1980	INT
	DISTINGUISHED	1986	INT
HASTINGS RICHARD A	DISTINGUISHED	1984	EDUC
	MERITORIOUS	1987	EDUC
HAUSER THOMAS R	DISTINGUISHED	1988	EPA
HAUSER TIMOTHY J	MERITORIOUS	1988	COMM
HAVER RICHARD L	MERITORIOUS	1983	NAVY
	DISTINGUISHED	1985	NAVY
HAWKINS C WAYNE	MERITORIOUS	1987	VET AF
HAWKINS CHARLES A JR	DISTINGUISHED	1986	OSD
HAYES EDWARD F	MERITORIOUS	1986	NSF
HAYES PAUL W	MERITORIOUS	1987	NAVY
HAYS BURRELL W	DISTINGUISHED	1983	NAVY
HAYS LOUIS B	MERITORIOUS	1988	HHS
HEARING VINCENT J	DISTINGUISHED	1980	HUD
HEARTH DONALD P	MERITORIOUS	1980	NASA
	DISTINGUISHED	1981	NASA
HEDEMAN WILLIAM N JR	MERITORIOUS	1982	EPA
HEINZ RONALD E	MERITORIOUS	1988	DOT
HEIRONIMUS M EDDIE	MERITORIOUS	1983	TREAS
HELMS KENNETH D	MERITORIOUS	1984	DOE
HELMS ROBERT W	MERITORIOUS	1984	OSD
HELMS WILLIAM F	MERITORIOUS	1988	AGRIC
HELTEMES CLEMENS J JR	MERITORIOUS	1986	NRC
HENDERSON WILLIAM M	MERITORIOUS	1988	EPA
HENRY JAMES D	MERITORIOUS	1987	LABOR
HERRMANN ROBERT J	MERITORIOUS	1988	TREAS
HERTZ HARRY S	MERITORIOUS	1987	COMM
HESTER EUGENE F	DISTINGUISHED	1982	INT
HEUERMAN ALLAN D	MERITORIOUS	1988	OPM
HEYDEMANN PETER L M	MERITORIOUS	1983	COMM
HEZIR JOSEPH S	MERITORIOUS	1988	OMB
HIBBS JOHN O	MERITORIOUS	1987	DOT
HIGGINS JOHN E JR	MERITORIOUS	1987	NLRB
HIGGINS MAURICE L	MERITORIOUS	1984	NAVY
	DISTINGUISHED	1988	NAVY
HIGGINS STEPHEN E	MERITORIOUS	1980	TREAS
	MERITORIOUS	1985	TREAS
	DISTINGUISHED	1988	TREAS
HIGGS JOE G	MERITORIOUS	1985	ARMY
	DISTINGUISHED	1988	ARMY
HIGH LOIS A	MERITORIOUS	1987	VET AF
	DISTINGUISHED	1988	VET AF
HILE JOSEPH P	MERITORIOUS	1984	HHS
HILL JAMES E	MERITORIOUS	1988	COMM
HILL JAMES H	MERITORIOUS	1980	DOE
HILL JIMMIE D	MERITORIOUS	1980	AF
	DISTINGUISHED	1981	AF
	MERITORIOUS	1988	AF
HILL LEMMUEL	MERITORIOUS	1982	NAVY
	MERITORIOUS	1988	NAVY
HILLYER ROBERT M	DISTINGUISHED	1982	NAVY
	MERITORIOUS	1987	NAVY
HIMMELBERG MAURICE R	MERITORIOUS	1988	AF
HINCHMAN JAMES F	MERITORIOUS	1983	AGRIC
HINNERS NOEL W	MERITORIOUS	1985	NASA
	DISTINGUISHED	1986	NASA

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HIPPS GEORGE O JR	DISTINGUISHED 1981	HUD
HITCH PHILIP M	MERITORIOUS 1988	NAVY
HITE RICHARD R	DISTINGUISHED 1982	INT
HJELM HOWARD F	MERITORIOUS 1988	EDUC
HJORT HOWARD W	DISTINGUISHED 1980	AGRIC
HLASS I JERRY	MERITORIOUS 1980	NASA
	MERITORIOUS 1986	NASA
HOBBS JACK E	DISTINGUISHED 1982	ARMY
	DISTINGUISHED 1987	ARMY
HOCKEN ROBERT J	MERITORIOUS 1987	COMM
HODGE JOHN D	MERITORIOUS 1985	NASA
HOFFMAN CONRAD R	MERITORIOUS 1984	VET AF
	DISTINGUISHED 1987	VET AF
HOFFMAN JOHN D	MERITORIOUS 1980	COMM
HOFFMANN GERARD C	MERITORIOUS 1988	NAVY
HOLLIS WALTER W	MERITORIOUS 1983	ARMY
	MERITORIOUS 1988	ARMY
HOLLOWAY EDWIN T	MERITORIOUS 1985	SBA
HOLLOWAY PAUL F	MERITORIOUS 1981	NASA
	DISTINGUISHED 1987	NASA
HOMAN PAUL M	MERITORIOUS 1980	TREAS
HOPSON EVERETT G	MERITORIOUS 1981	AF
	MERITORIOUS 1987	AF
HOSENBALL S NEIL	DISTINGUISHED 1983	NASA
HOULIHAN KEVIN R	MERITORIOUS 1987	TREAS
HOUSLEY RAYMOND M	MERITORIOUS 1982	AGRIC
HOUSTON DONALD L	MERITORIOUS 1980	AGRIC
	DISTINGUISHED 1984	AGRIC
HOVELL RONALD C	MERITORIOUS 1988	AGRIC
	MERITORIOUS 1985	AF
	DISTINGUISHED 1987	AF
HOWARD ROBERT E	MERITORIOUS 1981	OMB
HOWE JONATHAN	MERITORIOUS 1980	DOT
HUGHES ANN H	MERITORIOUS 1982	COMM
	MERITORIOUS 1988	COMM
HUGHES JOHN J	DISTINGUISHED 1988	JUST
HUTCHINS VINCE L	MERITORIOUS 1988	HHS
HUTHER BRADFORD R	MERITORIOUS 1983	COMM
HYLAND JAMES B	MERITORIOUS 1984	LABOR
HYMER ROBT L	MERITORIOUS 1986	DOE
IANNIELLO LOUIS C	MERITORIOUS 1988	DOE
IMHOFF EDGAR A	MERITORIOUS 1988	INT
INGRASSIA ANTHONY F	DISTINGUISHED 1980	OPM
	MERITORIOUS 1988	OPM
IOFFREDO MICHAEL L	MERITORIOUS 1988	OSD
ISAACS THOMAS H	MERITORIOUS 1987	DOE
ISHAK KAMAL G	MERITORIOUS 1986	ARMY
ISRAEL DAVID R	DISTINGUISHED 1985	OSD
ITTEILAG ANTHONY L	MERITORIOUS 1982	HHS
	DISTINGUISHED 1983	HHS
JACOBVITZ LEONARD	MERITORIOUS 1988	INT
JANOSKI MICHAEL A	MERITORIOUS 1982	DOE
JASZI GEORGE	MERITORIOUS 1988	ARMY
JAWORSKI NORBERT A	DISTINGUISHED 1980	COMM
JEANNERET RICHARD	MERITORIOUS 1987	EPA
JEFFCOAT CLYDE E JR	MERITORIOUS 1986	GSA
	DISTINGUISHED 1981	ARMY
JENKINS HARRIETT G	MERITORIOUS 1985	ARMY
	MERITORIOUS 1980	NASA
JENKINS ISSIE L	DISTINGUISHED 1983	NASA
JENKINS JACK D	MERITORIOUS 1982	EEOC
JENNINGS JOHN J	MERITORIOUS 1987	STATE
JETT GEORGE	MERITORIOUS 1987	TREAS
JOHN RICHARD R	MERITORIOUS 1982	FEMA
JOHNSON ALLAN S	MERITORIOUS 1987	DOT
JOHNSON DARWIN G	MERITORIOUS 1987	AGRIC
JOHNSON DAVID S	MERITORIOUS 1983	OMB
JOHNSON DONALD R	MERITORIOUS 1980	COMM
	MERITORIOUS 1981	COMM
JOHNSON PAUL W	DISTINGUISHED 1988	COMM
JOHNSON RAYMOND L	MERITORIOUS 1987	ARMY
JOHNSON ROBERT V	MERITORIOUS 1984	AF
	MERITORIOUS 1984	NAVY
JOHNSON TERRENCE L	DISTINGUISHED 1987	NAVY
JOHNSTON JOSEPH	MERITORIOUS 1988	VET AF
JOHNSTON RALPH C	MERITORIOUS 1983	AGRIC
	MERITORIOUS 1982	AF
JONES DONALD K	DISTINGUISHED 1984	AF
JONES EARL E	MERITORIOUS 1981	AF
JONES HARRY A	MERITORIOUS 1983	GSA
JONES HENRY B	MERITORIOUS 1980	DOE
JONES ROBERTS T	MERITORIOUS 1980	ARMY
JONES ROOSEVELT	DISTINGUISHED 1986	LABOR
JORDAN EDWARD L	MERITORIOUS 1982	HUD
JORDAN JOHN P	MERITORIOUS 1987	NRC
JULIUS JEROME D	MERITORIOUS 1988	AGRIC
JURA JAMES J	MERITORIOUS 1988	OPM
KABEISEMAN KARL W	MERITORIOUS 1986	DOE
KADROVACH DAN G	MERITORIOUS 1987	OSD
KAHAN MARK S	MERITORIOUS 1988	VET AF
KALLAUR CAROLITA L	MERITORIOUS 1982	CAB
KALLEK SHIRLEY	MERITORIOUS 1981	INT
KALLEN ARTHUR D	MERITORIOUS 1983	COMM
KAMMER RAYMOND G JR	MERITORIOUS 1980	TREAS
	MERITORIOUS 1980	COMM
KAMMERER KELLY C	MERITORIOUS 1986	COMM
KAMPER ROBERT A	DISTINGUISHED 1984	IDCA
KANE ANTHONY R	MERITORIOUS 1981	COMM
KANE JAMES S	MERITORIOUS 1985	DOT
KAPLAN MARSHALL A	MERITORIOUS 1980	DOE
KAPLAN PETER	MERITORIOUS 1980	FHLBB
KAPPELER ALAN	DISTINGUISHED 1988	HUD
KAPPER FRANCIS B	MERITORIOUS 1986	HUD
KAPPERT MARTIN L	MERITORIOUS 1984	OSD
KARAM RAYMOND A	MERITORIOUS 1983	HHS
KARLE JEROME	DISTINGUISHED 1986	DOT
KASPAR PAUL W	DISTINGUISHED 1986	NAVY
KAY CHARLES E	MERITORIOUS 1987	DOE
KEATHLEY WILLIAM C	MERITORIOUS 1988	DOE
KEENAN THOMAS	MERITORIOUS 1987	NASA
KEENEY JOHN C	MERITORIOUS 1981	ARMY
KEFAUVER BARRY J	DISTINGUISHED 1985	JUST
KEIGHTLEY GERALD E	MERITORIOUS 1988	STATE
	MERITORIOUS 1981	NAVY
KELLER J WARREN	MERITORIOUS 1986	NAVY
KELLER SAMUEL W	MERITORIOUS 1988	NASA
	MERITORIOUS 1983	NASA
KELLY DONALD F	DISTINGUISHED 1985	NASA
KELLY JAMES M	MERITORIOUS 1984	TREAS
KELSO JOHN H	MERITORIOUS 1983	AGRIC
KEMP IRA L	MERITORIOUS 1982	HHS
KENAHAN CHARLES B	MERITORIOUS 1987	AF
KENDIG WILLIAM L	MERITORIOUS 1980	INT
	MERITORIOUS 1986	INT
KENDRICK EDGAR L	DISTINGUISHED 1988	INT
KENISON ROBERT S	MERITORIOUS 1982	AGRIC
KENNEDY JOHN P	DISTINGUISHED 1984	HUD
KENNETT JR H CONNOR	MERITORIOUS 1988	HUD
KENNON HERBERT H	MERITORIOUS 1982	AGRIC
KEPPLER JAMES G	MERITORIOUS 1986	ARMY
	MERITORIOUS 1982	NRC
KERN JOHN S	DISTINGUISHED 1987	NRC
KERSHNER JOAN S	MERITORIOUS 1988	DOT
	MERITORIOUS 1980	VET AF
KETCHUM RICHARD G	MERITORIOUS 1987	VET AF
KEUCH DONALD J JR	DISTINGUISHED 1987	SEC
KIBLER WILLIAM E	MERITORIOUS 1986	HUD
KILGORE EDWIN C	MERITORIOUS 1980	AGRIC
KIMM PETER M	MERITORIOUS 1980	NASA
KINCANNON CHARLES L	DISTINGUISHED 1981	IDCA
KING ROLAND E	MERITORIOUS 1986	COMM
KINGHORN C MORGAN	MERITORIOUS 1985	HHS
	MERITORIOUS 1982	EPA
	DISTINGUISHED 1988	EPA

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KINGSBURY JAMES E	MERITORIOUS	1980	NASA
	DISTINGUISHED	1984	NASA
KINLOW EUGENE	MERITORIOUS	1987	HHS
KINNEY DALE	DISTINGUISHED	1984	ARMY
KINNEY TERRY B JR	MERITORIOUS	1982	AGRIC
	DISTINGUISHED	1986	AGRIC
KINOSHITA JIN H	MERITORIOUS	1981	HHS
KIPER JACK E	MERITORIOUS	1987	ARMY
KIRCHMER EUGENE W	MERITORIOUS	1984	AF
KIRK MICHAEL K	MERITORIOUS	1981	COMM
KIRSCHENMANN HENRY G JR	MERITORIOUS	1988	HHS
KIRSCHSTEIN RUTH L DR	MERITORIOUS	1980	HHS
	DISTINGUISHED	1985	HHS
KISTLER FREDERICK A	MERITORIOUS	1987	OPM
KLEIN HAROLD P	MERITORIOUS	1981	NASA
KLEIN LEONARD R	MERITORIOUS	1988	OPM
KLEINBERG DAVID K	MERITORIOUS	1985	OMB
KLETKE ELMER W	MERITORIOUS	1986	TREAS
KLIMAN ALBERT J	MERITORIOUS	1983	HUD
	DISTINGUISHED	1987	HUD
KLINE RAYMOND A	DISTINGUISHED	1982	GSA
KLINEBERG JOHN M	MERITORIOUS	1986	NASA
KLINGER MARVIN	MERITORIOUS	1988	DOE
KLOSTERMEYER WILLIAM C	MERITORIOUS	1988	INT
KNIPLING EDWARD B	MERITORIOUS	1988	AGRIC
KNOWLES CYRUS P	MERITORIOUS	1982	OSD
KNUDSEN RONALD E	MERITORIOUS	1982	NAVY
	DISTINGUISHED	1988	NAVY
KOHRS RICHARD H	MERITORIOUS	1987	NASA
KOMAREK THOMAS C	MERITORIOUS	1983	LABOR
KORN EDWARD D	MERITORIOUS	1987	HHS
KORNBLUM ALLAN N	MERITORIOUS	1985	JUST
KORTE EDWARD J	MERITORIOUS	1987	ARMY
KOZAK MICHAEL G	MERITORIOUS	1983	STATE
	DISTINGUISHED	1985	STATE
	MERITORIOUS	1988	STATE
KRAFT HERBERT H JR	MERITORIOUS	1988	OSD
KRAFT JR CHRISTOPHER C	DISTINGUISHED	1980	NASA
KRAMER SAMUEL	MERITORIOUS	1982	COMM
KRANZ EUGENE F	MERITORIOUS	1980	NASA
	MERITORIOUS	1985	NASA
	DISTINGUISHED	1986	NASA
KRECZKO ALAN G	MERITORIOUS	1987	STATE
KRIEGER ROBERT L	MERITORIOUS	1980	NASA
KRUGER JEROME	MERITORIOUS	1982	COMM
KRYSA STANLEY F	MERITORIOUS	1985	JUST
KULIK BERNARD	MERITORIOUS	1980	SBA
KULP BERNARD A	MERITORIOUS	1984	AF
KUMP JOSEPH F	MERITORIOUS	1980	TREAS
KUPFER CARL	MERITORIOUS	1983	HHS
KWAS EDWARD F	MERITORIOUS	1982	TREAS
	DISTINGUISHED	1987	TREAS
KWIATKOWSKI DENNIS H	MERITORIOUS	1988	FEMA
LAGRONE JOE B	DISTINGUISHED	1980	DOE
LAKE JAMES W	MERITORIOUS	1988	LABOR
LALLY RICHARD F	MERITORIOUS	1980	DOT
LAMKIN MARTHA D	MERITORIOUS	1985	HUD
LAMM LESTER P	DISTINGUISHED	1981	DOT
LANE MICHAEL H	MERITORIOUS	1986	TREAS
	DISTINGUISHED	1987	TREAS
LANGMAID BRADSHAW JR	MERITORIOUS	1983	IDCA
LANNEN JOHN H JR	MERITORIOUS	1982	NAVY
	DISTINGUISHED	1987	NAVY
LASKO WARREN A	MERITORIOUS	1989	HUD
LASSER MARVIN E DR	MERITORIOUS	1983	ARMY
LATHROP DONALD R	MERITORIOUS	1988	ARMY
LATIMER ALLIE B	MERITORIOUS	1983	GSA
LAU DANIEL R	MERITORIOUS	1988	EDUC
LAUBENDORFER WILLIAM J	MERITORIOUS	1986	AF
LAWRENCE JAMES D JR	MERITORIOUS	1986	NASA
LAYCOCK THOMAS J	MERITORTOUS	1981	TREAS
LAYNG W JOHN	MERITORIOUS	1980	LABOR
LAYTON CLEO	MERITORIOUS	1983	INT
LAZZARINI ROBERT A	MERITORIOUS	1986	HHS
LE TENDRE MARY J	MERITORIOUS	1988	EDUC
LEATHERS REX C	MERITORIOUS	1986	DOT
LEBOW IRWIN L	MERITORIOUS	1980	OSD
LEBOWITZ ALAN D	MERITORIOUS	1987	LABOR
LEDER PHILIP	MERITORIOUS	1980	HHS
LEE CHESTER M	MERITORIOUS	1985	NASA
LEE THOMAS J	MERITORIOUS	1987	NASA
LEISS JAMES E	MERITORIOUS	1982	DOE
LEISZ DOUGLAS R	DISTINGUISHED	1980	AGRIC
LENFANT CLAUDE J M	MERITORIOUS	1987	HHS
LEONARD GEORGE M	MERITORIOUS	1987	AGRIC
LEONARD JAMES J	DISTINGUISHED	1980	ARMY
LEONARD MICHAEL	MERITORIOUS	1981	OSD
	MERITORIOUS	1987	OSD
LERNER MELVIN	MERITORIOUS	1981	TREAS
LESE WILLIAM G	MERITORIOUS	1983	OSD
LEUVER ROBERT J	MERITORIOUS	1983	TREAS
	DISTINGUISHED	1986	TREAS
LEVINE DANIEL B	MERITORIOUS	1980	COMM
LEVINE ROBERT H	MERITORIOUS	1982	OSD
LEVINE THEODORE A	MERITORIOUS	1982	SEC
LEWIS CLINTON	MERITORIOUS	1988	AF
LEWIS PRICE JR	MERITORIOUS	1982	NSF
LEWIS RICHARD B H	MERITORIOUS	1980	ARMY
	DISTINGUISHED	1984	ARMY
LIBERTA ANTHONY	MERITORIOUS	1987	TREAS
LICCARDI ANTHONY L	MERITORIOUS	1981	DOE
LIDE DAVID R JR	MERITORIOUS	1986	COMM
LIEBERMAN ROBERT J JR	MERITORIOUS	1986	OSD
LILLY WILLIAM E	DISTINGUISHED	1980	NASA
LINDAHL WILLIAM	MERITORIOUS	1987	NAVY
LINDBERG WILLIAM J	MERITORIOUS	1980	ARMY
LINDEN ALBERT H JR	MERITORIOUS	1982	DOE
LINDNER VICTOR	MERITORIOUS	1983	ARMY
LINDNER VICTOR	DISTINGUISHED	1986	ARMY
LINDSEY ROBERT E JR	MERITORIOUS	1988	VET AF
LINDSTROM ROBERT E	MERITORIOUS	1981	NASA
LINDSTROM TALBOT S	MERITORIOUS	1987	OSD
LINNEMANN JOSEPH	MERITORIOUS	1988	STATE
LINNOILA V MARKKU	MERITORIOUS	1988	HHS
LIOTTA ANTHONY C	MERITORIOUS	1982	JUST
LIPSETT MORTIMER B	MERITORIOUS	1982	HHS
LITTLE C GORDON	MERITORIOUS	1980	COMM
LITTLE WILLIAM T	MERITORIOUS	1987	NLRB
LITTLES JERROL W	MERITORIOUS	1988	NASA
LOBB R KENNETH	DISTINGUISHED	1981	NAVY
LOMAX HARVARD	MERITORIOUS	1983	NASA
LOMAX HARVARD	DISTINGUISHED	1987	NASA
LONGANECKER GERALD W	MERITORIOUS	1987	NASA
LONGEST HENRY L II	DISTINGUISHED	1982	EPA
LORBER SEYMOUR J	DISTINGUISHED	1983	ARMY
	MERITORIOUS	1988	ARMY
LOVELAND TRAFTON J	DISTINGUISHED	1986	OSD
LOWE CARL J	MERITORIOUS	1987	LABOR
LOWETH HUGH	MERITORIOUS	1983	OMB
LUCAS WILLIAM R	DISTINGUISHED	1980	NASA
LUFFSEY WALTER S	MERITORIOUS	1983	DOT
LUNNEY GLYNN S	MERITORIOUS	1981	NASA
LUNNEY GLYNN S	DISTINGUISHED	1983	NASA
LUSCHER CHARLES W	MERITORIOUS	1987	INT
LYNCH GARY G	DISTINGUISHED	1987	SEC
LYNCH JOHN F	MERITORIOUS	1983	NAVY
LYON WALDO K	MERITORIOUS	1984	NAVY
LYONS JOHN	DISTINGUISHED	1981	COMM
MABIUS LEONARD J	MERITORIOUS	1980	ARMY
	MERITORIOUS	1987	ARMY
MACH EUGENE E	MERITORIOUS	1983	TREAS
	DISTINGUISHED	1986	TREAS
MACKIE PHILIP L	MERITORIOUS	1988	AGRIC
MACLEAN WILLIAM G	MERITORIOUS	1988	NAVY

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MACRAE JAMES	MERITORIOUS	1986	OMB
	DISTINGUISHED	1988	OMB
MADDEN ROBERT P	MERITORIOUS	1982	COMM
MADEY THEODORE E	MERITORIOUS	1988	COMM
MAESE FERDINAND E	MERITORIOUS	1982	AF
MAGEE ROBERT E	MERITORIOUS	1980	AGRIC
MAHAN CLARENCE E	MERITORIOUS	1983	EPA
MAHER MICHAEL W	MERITORIOUS	1983	HHS
MAHON JOSEPH B	MERITORIOUS	1987	NASA
MAIER VINCENT P	MERITORIOUS	1988	AGRIC
MAJOR PHILIP L	MERITORIOUS	1987	OSD
MALONE THOMAS E	MERITORIOUS	1980	HHS
	DISTINGUISHED	1983	HHS
MALSCH MARTIN G	MERITORIOUS	1984	NRC
MANLEY WILLIAM T	MERITORIOUS	1983	AGRIC
	DISTINGUISHED	1981	AGRIC
MANSFIELD NORMAN D	MERITORIOUS	1985	HHS
MANZANO JAIME L	MERITORIOUS	1983	HHS
MARGOLIS DAVID	MERITORIOUS	1982	JUST
MARGOLIS MILTON A	DISTINGUISHED	1980	OSD
MARGULIES TRVING P	MERITORIOUS	1980	HUD
MARK JEROME A	MERITORIOUS	1981	LABOR
MARKOFF DANIEL	MERITORIOUS	1982	DOT
MARKOFF HELENE S	MERITORIOUS	1984	DOE
MARRIOTT DEAN S	MERITORIOUS	1988	TREAS
MARSHALL JOHN E	MERITORIOUS	1982	HHS
MARSHALL WILLIAM R	MERITORIOUS	1988	NASA
MARTIN BERNARD H	MERITORIOUS	1986	OMB
MARTIN FRANKLIN D	MERITORIOUS	1987	NASA
MARTIN GEORGE R	MERITORIOUS	1987	HHS
MARTIN JOHN C	MERITORIOUS	1985	EPA
MARTIN JOHN B	MERITORIOUS	1981	NRC
	MERITORIOUS	1988	NRC
MARTIN JOHN DAVID	DISTINGUISHED	1986	OSD
MARTIN THOMAS T	MERITORIOUS	1988	NRC
MASON ARTHUR D JR	MERITORIOUS	1985	ARMY
MATHESON MICHAEL J	MERITORIOUS	1985	STATE
	DISTINGUISHED	1988	STATE
MATHIASEN DAVID G	DISTINGUISHED	1981	OMB
MATTEO DONALD A	MERITORIOUS	1987	NAVY
MATTHEWS JOHN W	MERITORIOUS	1988	ARMY
MATTICE JAMES J	MERITORIOUS	1987	AF
MAYHEW DELMAR D	MERITORIOUS	1986	DOE
MCCLATCHEY ROBERT A	MERITORIOUS	1987	AF
MCCORKLE WILLIAM C JR	DISTINGUISHED	1987	ARMY
MCCRACKEN RALPH J	MERITORIOUS	1980	AGRIC
MCCUNE GARY R	MERITORIOUS	1983	JUST
MCDONALD FRANK B	MERITORIOUS	1980	NASA
MCDONOUGH GEORGE F JR	MERITORIOUS	1988	NASA
MCDOUGALL KENNETH O	MERITORIOUS	1987	AGRIC
MCDOWELL GERALD E	MERITORIOUS	1984	JUST
MCFEE THOMAS S	MERITORIOUS	1982	HHS
MCFEE THOMAS S	DISTINGUISHED	1987	HHS
MCGETTRICK FRANK B	MERITORIOUS	1983	EDUC
MCGOLDRICK FREDERICK F	MERITORIOUS	1987	STATE
MCGRATH KATHRYN B	DISTINGUISHED	1986	SEC
MCGRAW JACK W	DISTINGUISHED	1985	EPA
MCGUFFIN HAROLD A	DISTINGUISHED	1981	TREAS
MCGUIRE PHILLIP C	MERITORIOUS	1986	TREAS
MCKINNEY JAMES C	DISTINGUISHED	1985	FCC
MCLOUGHLIN DAVE	MERITORIOUS	1986	FEMA
MCLUCAS WILLIAM R	DISTINGUISHED	1988	SEC
MCMANUS ROBERT H	MERITORIOUS	1980	DOT
MCMINN DOUGLAS W	MERITORIOUS	1987	STATE
MCMULLEN RICHARD G	MERITORIOUS	1987	TREAS
MCNEELY FREDERICK B	MERITORIOUS	1982	ARMY
MCNEILL JOHN H	MERITORIOUS	1987	OSD
MCNICOL DAVID L	MERITORIOUS	1988	OSD
MCOMBER DALE R	DISTINGUISHED	1980	OMB
MCPHAIL ROBERT L	DISTINGUISHED	1983	DOE
MCSHAN II CLYDE G	MERITORIOUS	1988	AGRIC
MCSTEEN MARTHA A	MERITORIOUS	1980	HHS
	DISTINGUISHED	1986	HHS
MCVEE CURTIS V	MERITORIOUS	1980	INT
MCWHORTER LAURENCE S	MERITORIOUS	1987	JUST
MEDEROS CAROLINA	MERITORIOUS	1987	DOT
MEDINA PETE J	MERITORIOUS	1987	TREAS
MEINHARDT JOHN L	MERITORIOUS	1988	DOE
MEIS JOE F	MERITORIOUS	1980	AF
MELCHNER JOHN WILLIAM	DISTINGUISHED	1982	OSD
MELETZKE DOROTHY M	MERITORIOUS	1987	NAVY
MELIDOSIAN SEDRIC W	DISTINGUISHED	1980	VET AF
MELUGIN CLARENCE R JR	MERITORIOUS	1988	DOT
MENDENHALL WESLEY S JR	MERITORIOUS	1986	DOT
MENOTTI DAVID E	DISTINGUISHED	1981	EPA
MEREDITH LESLIE H	MERITORIOUS	1981	NASA
MESSERE EARLE L	MERITORIOUS	1985	NAVY
MESSNER HOWARD M	DISTINGUISHED	1986	EPA
METREY RICHARD E	MERITORIOUS	1988	NAVY
METZGER BARBARA M	MERITORIOUS	1988	EPA
MEYER GERALD F	MERITORIOUS	1986	HHS
MEYER NORVAN L	DISTINGUISHED	1983	AGRIC
MEYERS SHELDON	MERITORIOUS	1981	DOE
MICELI FRANCIS S	MERITORIOUS	1987	TREAS
MICHAEL LOUIS G	MERITORIOUS	1983	OSD
MICHAEL RAYMOND V	MERITORIOUS	1988	ARMY
MICHEL JAMES H	MERITORIOUS	1980	STATE
	DISTINGUISHED	1982	STATE
	MERITORIOUS	1987	STATE
MICHEL WERNER E	MERITORIOUS	1987	OSD
MICHELSON CARLYLE	MERITORIOUS	1981	NRC
MIELKE JOHN R	MERITORIOUS	1987	CFTC
MILES JEROME A	DISTINGUISHED	1982	AGRIC
MILLER BENNETT	MERITORIOUS	1980	DOE
MILLER CHARLES II	DISTINGUISHED	1980	HHS
MILLER GERALD O	MERITORIOUS	1988	NAVY
MILLER JOHN M	MERITORIOUS	1982	TREAS
MILLER LLOYD F	DISTINGUISHED	1980	NTSB
MILLER RICHARD P	MERITORIOUS	1987	VET AF
MILLS A DAVID	MERITORIOUS	1988	ARMY
MILLS JAMES H	MERITORIOUS	1983	NAVY
MILLS JAMES H	DISTINGUISHED	1986	NAVY
MILLSTEIN RICHARD A	MERITORIOUS	1988	HHS
MINYARD JIMMY D	MERITORIOUS	1983	AGRIC
MIRAGLIA FRANK J JR	MERITORIOUS	1987	NRC
MITCHELL BRYAN B	MERITORIOUS	1981	HHS
	MERITORIOUS	1987	HHS
MITCHELL CLEO N JR	MERITORIOUS	1983	DOE
MITCHELL LESTER L	MERITORIOUS	1983	GSA
MITCHELL WILLARD H	MERITORIOUS	1982	AF
MITTINO JOHN A	MERITORIOUS	1986	OSD
MODLIN CAREY P JR	DISTINGUISHED	1983	OMB
MONTANO ANDREW	MERITORIOUS	1988	VET AF
MONTGOMERY JOHN A DR	MERITORIOUS	1988	NAVY
MOORE JAMES R	MERITORIOUS	1987	EPA
MOORE JAMES W	MERITORIOUS	1982	EDUC
MOORE JESSE F	MERITORIOUS	1981	AGRIC
MOORE JESSE W	MERITORIOUS	1982	NASA
MOORE JOHN A	DISTINGUISHED	1986	EPA
MOORE JOSEPH L	DISTINGUISHED	1986	VFT AF
MOORE ROBERT H	MERITORIOUS	1987	OSD
MOORE ROBERT P	MERITORIOUS	1986	NAVY
MOORE WLNSTON S	MERITORIOUS	1988	FTC
MORANI RENALD P	MERITORIOUS	1988	VET AF
MORELAND DONALD E	MERITORIOUS	1987	AGRIC
MOREY LARRY D	MERITORIOUS	1988	HHS
MORGAN JOHN D	MERITORIOUS	1987	OSD
MORGAN JOHN D JR	MERITORIOUS	1983	INT
MORGAN REUBEN T	MERITORIOUS	1987	GSA
MORGAN RICHARD D	MERITORIOUS	1982	DOT
	DISTINGUISHED	1987	DOT
MORGAN ROBERT L	DISTINGUISHED	1981	DOE
MORGAN WILLIAM B DR	MERITORIOUS	1987	NAVY
MORRILL NORMAN E	MERITORIOUS	1982	TREAS

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MORRIS ALVIN R	MERITORIOUS	1981	EPA
MORRIS HERBERT K	MERITORIOUS	1989	OSD
MORRIS STANLEY E	MERITORIOUS	1983	JUST
MORRISON ALEXIA L	DISTINGUISHED	1985	SEC
MORRISON JAMES W JR	MERITORIOUS	1983	OPM
	DISTINGUISHED	1985	OPM
MORRISS BENHAM E	MERITORIOUS	1981	OSD
	MERITORIOUS	1987	OSD
MORTENSEN GENE L	MERITORIOUS	1987	AF
MORTON GARY W	MERITORIOUS	1985	NAVY
MOSEMANN LLOYD K II	MERITORIOUS	1982	AF
	MERITORIOUS	1987	AF
MOSER THOMAS L	MERITORIOUS	1987	NASA
MOSS MARVIN K	MERITORIOUS	1985	NAVY
MOSSINGHOFF GERALD J	MERITORIOUS	1980	NASA
MOSTOFI FATHOLLAH	DISTINGUISHED	1982	ARMY
MUCKENFUSS CANTWELL F	MERITORIOUS	1980	TREAS
MUIR THOMAS R	MERITORIOUS	1980	NAVY
	MERITORIOUS	1985	NAVY
MULLARKEY D PATRICK	MERITORIOUS	1988	JUST
MULLEN JOHN E	MERITORIOUS	1987	IDCA
MULLON THOMAS P	MERITORIOUS	1986	VET AF
	DISTINGUISHED	1988	VET AF
MULROY WILLIAM E	MERITORIOUS	1982	TREAS
MUNK RUSSELL L	MERITORIOUS	1987	TREAS
MURDEN WILLIAM R	MERITORIOUS	1987	ARMY
MURDOCK KENNETH H	MERITORIOUS	1988	ARMY
MURLEY THOMAS E	DISTINGUISHED	1986	NRC
MURPHY DENNIS L	MERITORIOUS	1985	HHS
MURPHY JOHN N	MERITORIOUS	1986	INT
MURPHY MICHAEL J	MERITORIOUS	1987	TREAS
	DISTINGUISHED	1988	TREAS
MURPHY THOMAS A	MERITORIOUS	1987	EPA
MURR JAMES C	MERITORIOUS	1987	OMB
MURRAY JAMES P	MERITORIOUS	1987	NRC
MURRAY JOHN F	DISTINGUISHED	1980	JUST
MUSSMAN HARRY C	MERITORIOUS	1982	AGRIC
MUST JAMES S	MERITORIOUS	1988	VET AF
MYERS LUCRETIA F	DISTINGUISHED	1988	MSPB
NAILL ROGER F	MERITORIOUS	1980	DOE
NATHAN DAVID S	MERITORIOUS	1985	COMM
NELSON HARVEY K	MERITORIOUS	1987	INT
NELSON MERLIN A	MERITORIOUS	1980	AGRIC
NELSON WAYNE S	MERITORIOUS	1983	OSD
NEMFAKOS CHARLES P	MERITORIOUS	1981	NAVY
	DISTINGUISHED	1986	NAVY
NESS NORMAN F	MERITORIOUS	1981	NASA
NETHERY JOHN J	MERITORIOUS	1988	AF
NEUFELD ELIZABETH F	MERITORIOUS	1980	HHS
NEUMANN GERALD E	MERITORIOUS	1986	VET AF
NEVA FRANKLIN A	MERITORIOUS	1985	HHS
NEWBERRY DOUGLAS R	MERITORIOUS	1987	ARMY
NEWCOMB ROBERT R	MERITORIOUS	1988	TREAS
NEWKIRK THOMAS C	MERITORIOUS	1980	DOE
NEWMAN CHARLES T	MERITORIOUS	1981	NASA
	DISTINGUISHED	1987	NASA
NEWMAN FREDRIC	MERITORIOUS	1981	ARMY
NEWMAN MARK M	MERITORIOUS	1982	COMM
NEWMAN STANLEY L	MERITORIOUS	1988	HUD
NICHOLSON RICHARD S	DISTINGUISHED	1982	NSF
NIEDERLEHNER LEONARD	MERITORIOUS	1980	OSD
	MERITORIOUS	1985	OSD
NISHIMURA WILLIAM Y	DISTINGUISHED	1985	HUD
NISSEL STANLEY N	MERITORIOUS	1982	ARMY
NOLL CARL T	MERITORIOUS	1980	VET AF
NORDLINGER EDWIN H	MERITORIOUS	1988	SEC
NORRY PATRICIA G	MERITORIOUS	1984	NRC
NORTON PATRICK M	MERITORIOUS	1988	STATE
NORWOOD JANET L	MERITORIOUS	1985	LABOR
	DISTINGUISHED	1988	LABOR
NOSENZO LOUIS	MERITORIOUS	1986	ACDA
NOVITCH A MARK	MERITORIOUS	1980	HHS
NOVOTNY DONALD J	MERITORIOUS	1983	AGRIC
	DISTINGUISHED	1988	AGRIC
NOYES HOWARD E	MERITORIOUS	1988	ARMY
NYLEN MARIE U	MERITORIOUS	1982	HHS
OBRIEN JOHN E	MERITORIOUS	1980	NASA
	DISTINGUISHED	1988	NASA
OBRIEN THOMAS J	MERITORIOUS	1987	OSD
OCONNELL DENNIS M	MERITORIOUS	1984	TREAS
OCONNOR JOHN J	MERITORIOUS	1987	NAVY
OCONNOR JOSEPH M	MERITORIOUS	1982	DOT
ODAY PAUL T	MERITORIOUS	1983	COMM
ODEN HILLARY A	MERITORIOUS	1980	INT
ODOM JAMES B	MERITORIOUS	1984	NASA
	DISTINGUISHED	1988	NASA
OGREN ROBERT W	MERITORIOUS	1986	JUST
OLMSTEAD WILLIAM J	MERITORIOUS	1985	NRC
OLSEN ALAN K	MERITORIOUS	1988	AF
OLSTAD WALTER B	MERITORIOUS	1981	NASA
OMAHONY THOMAS P	MERITORIOUS	1987	AF
ONEILL WILLIAM D	MERITORIOUS	1983	OSD
OREILLY JAMES P	MERITORIOUS	1983	NRC
OSBOURN RICHARD L	MERITORIOUS	1986	SBA
OSWALD JR ROBERT	DISTINGUISHED	1983	ARMY
OWENS JAMES I	MERITORIOUS	1981	TREAS
	DISTINGUISHED	1982	TREAS
OWENS NORBERT A	MERITORIOUS	1988	DOT
PAGE GEORGE F	MERITORIOUS	1981	NASA
	DISTINGUISHED	1982	NASA
PALERMO PETER M	MERITORIOUS	1980	NAVY
	MERITORIOUS	1985	NAVY
PALMER JAMES A	MERITORIOUS	1981	DOE
PARKER CLIFFORD J	MERITORIOUS	1980	COMM
PARKER GEORGE LLOYD	MERITORIOUS	1988	DOT
PARKMAN PAUL D	MERITORIOUS	1980	HHS
PARKS GALE W	MERITORIOUS	1987	ARMY
PARR JERRY	MERITORIOUS	1983	TREAS
PARTLOW JAMES G	MERITORIOUS	1987	NRC
PATCH DON I	MERITORIOUS	1988	HUD
PATTERSON DAVID E	MERITORIOUS	1984	DOE
PATTON ROBERT J JR	MERITORIOUS	1988	DOT
PAULEY ROGER A	MERITORIOUS	1988	JUST
PAYNE WILBUR G	MERITORIOUS	1983	ARMY
PECK DALLAS L	MERITORIOUS	1980	INT
PECK DARRELL L	MERITORIOUS	1982	ARMY
PECKARSKY JEROME C	MERITORIOUS	1980	VET AF
PECORELLA DOMINIC E	MERITORIOUS	1983	TREAS
	MERITORIOUS	1988	TREAS
PEDERSEN KENNETH S	MERITORIOUS	1983	NASA
	MERITORIOUS	1988	NASA
PEEBLES HARRY L	MERITORIOUS	1988	DOE
PELLERIN CHARLES J	MERITORIOUS	1987	NASA
PENFOLD MICHAEL J	MERITORIOUS	1988	INT
PENNINGTON ARTHUR W	MERITORIOUS	1984	OSD
PERKINS KENNETH E	MERITORIOUS	1988	NRC
PERKINS RUSSEL G	MERITORIOUS	1988	NAVY
PERSH JEROME	MERITORIOUS	1982	OSD
PETERMAN JOHN L	MERITORIOUS	1983	FTC
PETERSEN RICHARD H	MERITORIOUS	1982	NASA
PETERSON GEORGE P	MERITORIOUS	1982	AF
PETERSON RALPH	DISTINGUISHED	1985	AGRIC
PETERSON VICTOR L	MERITORIOUS	1986	NASA
PETTY ARNOLD E	MERITORIOUS	1982	INT
PETTY JOHN ROBERT E	MERITORIOUS	1983	VET AF
PEWITT NELSON D	MERITORIOUS	1980	DOE
PFEFFER JERRY L	DISTINGUISHED	1980	DOE
PFEIFFER THEODORE A	MERITORIOUS	1984	ARMY
PHELPS FRED A	MERITORIOUS	1980	NAVY
PHILLIPS DAVID K	MERITORIOUS	1984	DOT
PHILLIPS FRANCES E	MERITORIOUS	1984	EPA
PHILLIPS MARTHA L	MERITORIOUS	1982	VET AF
PICKETT ANDREW J	MERITORIOUS	1983	NASA
PIERCE RUTH A	MERITORIOUS	1987	HHS

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PILAND ROBERT O	MERITORIOUS	1982	NASA
PIPPEN HARVEY G JR	MERITORIOUS	1983	EPA
PLATE ROGER L	MERITORIOUS	1981	TREAS
	DISTINGUISHED	1984	TREAS
PLISSNER WILLIAM A	MERITORIOUS	1982	DOT
POFERL DAVID J	MERITORIOUS	1988	NASA
POHL HENRY	MERITORIOUS	1984	NASA
POIRIER NORMAND C	MERITORIOUS	1985	USIA
POLLARD EDWARD J	MERITORIOUS	1985	TREAS
POPPLE JOSEPH P	MERITORIOUS	1980	AF
	DISTINGUISHED	1983	AF
	MERITORIOUS	1986	AF
PORTER GENE H	MERITORIOUS	1980	OSD
POWEL SAMUEL F III	MERITORIOUS	1988	DOT
POWELL ALAN	MERITORIOUS	1982	NAVY
POWERS ALAN D	MERITORIOUS	1982	INT
	DISTINGUISHED	1987	INT
POWERS JOSEPH A	MERITORIOUS	1987	AGRIC
POZFSKY MARTIN T	MERITORIOUS	1987	DOT
POZIOMEK EDWARD J	MERITORIOUS	1984	ARMY
PRANGER SYLVESTER B	MERITORIOUS	1981	OPM
PRATT ARNOLD W	MERITORIOUS	1980	HHS
PRENDERGAST ALBERT J	MERITORIOUS	1988	SBA
PRESLEY LEROY L	MERITORIOUS	1988	NASA
PRICE HENRY W	MERITORIOUS	1983	NASA
PRINCIOTTA FRANK T	MERITORIOUS	1980	EPA
PROTHRO MARTHA G	MERITORIOUS	1988	EPA
PRUCHA RONALD J	MERITORIOUS	1986	AGRIC
PRZEMIENIECKI JANUSZ S	MERITORIOUS	1981	AF
	DISTINGUISHED	1982	AF
PUDDY DONALD R	MERITORIOUS	1987	NASA
PUGH CHARLES E	MERITORIOUS	1980	LABOR
PURCELL JAMES NELSON JR	MERITORIOUS	1985	STATE
PYATT EVERETT A	MERITORIOUS	1982	NAVY
PYE DAVID B	MERITORIOUS	1985	DOE
PYKE THOMAS N JR	MERITORIOUS	1988	COMM
QUANN JOHN J	MERITORIOUS	1985	NASA
	DISTINGUISHED	1987	NASA
QUETSCH JOHN R	DISTINGUISHED	1980	OSD
QUIGLEY GARY PAUL	MERITORIOUS	1988	OSD
QUINLAN JOSEPH M	DISTINGUISHED	1988	JUST
QUINN LINDA C	DISTINGUISHED	1988	SEC
QUINN THOMAS P	DISTINGUISHED	1984	OSD
RAINES MARTIN L	MERITORIOUS	1983	NASA
RALL FREDERICK T JR	MERITORIOUS	1980	AF
	DISTINGUISHED	1981	AF
	DISTINGUISHED	1986	AF
RALL JOSEPH E	DISTINGUISHED	1980	HHS
RAMSAY ARCHIBALD S	MERITORIOUS	1980	OPM
RAMSEY DONALD R	MERITORIOUS	1988	VET AF
RANDALL J MALCOM	DISTINGUISHED	1983	VET AF
RANKIN JOHN M JR	MERITORIOUS	1987	TREAS
RATNER GERSHON M	MERITORIOUS	1986	HUD
RAUB WILLIAM F	MERITORIOUS	1982	HHS
	DISTINGUISHED	1987	HHS
RAUCH HILARY J	MERITORIOUS	1980	DOE
RAWICZ LEONARD	MERITORIOUS	1982	DOE
REBEIN ROBERT L	MERITORIOUS	1985	TREAS
REDENIUS RICHARD D	MERITORIOUS	1981	MSPB
REDMOND BENJAMIN	MERITORIOUS	1987	TREAS
REED J LISLE	MERITORIOUS	1987	INT
REED JERRY L	MERITORIOUS	1983	NAVY
REED RICHARD P	MERITORIOUS	1982	COMM
REEVES RICHARD A	MERITORIOUS	1988	NASA
REHM T A	MERITORIOUS	1987	NRC
REILLY FRANCIS V	MERITORIOUS	1986	FEMA
	DISTINGUISHED	1988	FEMA
REISE WILLIAM R	MERITORIOUS	1983	LABOR
RELL PETER E	MERITORIOUS	1988	LABOR
RENFRO JAMES G	MERITORIOUS	1987	NAVY
REYNOLDS RICHARD A	MERITORIOUS	1987	OSD
REZNEK STEVEN	MERITORIOUS	1980	EPA
RHOADES RICHARD G	MERITORIOUS	1986	ARMY
	DISTINGUISHED	1988	ARMY
RICE DOROTHY P	MERITORIOUS	1982	HHS
RICE WILLIAM L	MERITORIOUS	1988	AGRIC
RICHARD MARK M	MERITORIOUS	1980	JUST
	MERITORIOUS	1985	JUST
	DISTINGUISHED	1986	JUST
RICHARDS JOHN A	MERITORIOUS	1987	COMM
RICHARDSON BILLY	MERITORIOUS	1987	ARMY
RICHARDSON JAMES E JR	MERITORIOUS	1982	DOT
RICHLEY EDWARD A	MERITORIOUS	1987	NASA
RILEY WILLIAM J JR	MERITORIOUS	1988	AGRIC
RINKEVICH CHARLES F	MERITORIOUS	1985	TREAS
RIORDAN COURTNEY	MERITORIOUS	1987	EPA
RIZER JORDAN E	DISTINGUISHED	1987	OSD
ROARK JOHN E JR	MERITORIOUS	1988	NAVY
ROBBINS WILLIAM H	MERITORIOUS	1982	NASA
ROBERTS ALAN I	MERITORIOUS	1987	DOT
ROBERTS CARLOS V	MERITORIOUS	1980	FCC
ROBERTS LOUIS W	MERITORIOUS	1984	DOT
ROBERTS NEIL E	MERITORIOUS	1984	JUST
ROBERTSON F DALE	MERITORIOUS	1987	AGRIC
	DISTINGUISHED	1988	AGRIC
ROBINS C HOWARD JR	MERITORIOUS	1988	NASA
ROBISON ROLAND	MERITORIOUS	1987	INT
ROGERS JAMES A	MERITORIOUS	1980	EPA
ROGERS LAWRENCE W	MERITORIOUS	1985	LABOR
ROGERS PHILIP R	MERITORIOUS	1988	USIA
ROLLIS THOMAS R	DISTINGUISHED	1983	IDCA
ROMATOWSKI RAYMOND G	MERITORIOUS	1981	DOE
	DISTINGUISHED	1984	DOE
ROMNEY CARL F	MERITORIOUS	1980	OSD
ROONEY KEVIN D	MERITORIOUS	1983	JUST
ROSEN CECIL III	MERITORIOUS	1987	NASA
ROSENBLATT JOAN R	MERITORIOUS	1982	COMM
ROSENDHAL JEFFREY D	MERITORIOUS	1987	NASA
ROSENSTOCK ROBERT B	MERITORIOUS	1982	STATE
ROSER HERMAN E	MERITORIOUS	1980	DOE
ROSS ALBERT H	MERITORIOUS	1987	LABOR
ROSS HEATHER L	DISTINGUISHED	1980	INT
ROSS LAWRENCE J	MERITORIOUS	1981	NASA
ROSSI CHARLES E	MERITORIOUS	1988	NRC
ROY JOHN W	MERITORIOUS	1988	GSA
RUDD GLENN A	DISTINGUISHED	1981	OSD
	MERITORIOUS	1985	OSD
RUDD MICHAEL	MERITORIOUS	1981	VET AF
	DISTINGUISHED	1986	VET AF
RUMPF RICHARD	MERITORIOUS	1986	NAVY
	DISTINGUISHED	1987	NAVY
RUSH JOHN J	MERITORIOUS	1986	COMM
RUSSELL ERNEST	MERITORIOUS	1988	NLRB
RUSSELL WILLIAM	MERITORIOUS	1988	NRC
RUTTLE PATRICK J	MERITORIOUS	1985	TREAS
	DISTINGUISHED	1987	TREAS
RYAN ALLAN A JR	MERITORIOUS	1983	JUST
RYAN DAVID P	MERITORIOUS	1988	EPA
RYAN JOHN R	MERITORIOUS	1986	DOT
RYDER KENNETH F JR	MERITORIOUS	1985	OMB
SAALFELD FRED E	MERITORIOUS	1986	NAVY
SABATINI NELSON J	MERITORIOUS	1984	HHS
SACILOTTO PAUL R	MERITORIOUS	1986	NAVY
SAFEER HARVEY B	MERITORIOUS	1982	DOT
SAFIR HOWARD	MERITORIOUS	1983	JUST
SAIN JACK A	MERITORIOUS	1988	DOT
SALAS FRED	MERITORIOUS	1988	VET AF
SALDIVAR H ROBERT	MERITORIOUS	1986	NAVY
SALMOND WILLIAM A	MERITORIOUS	1982	VET AF
SAN MARTIN ROBERT L	MERITORIOUS	1985	DOE
SANCHEZ BENJAMIN C	MERITORIOUS	1988	TREAS
SANDER RAYMOND J	MERITORIOUS	1982	DOT
SANSONE WALLACE T	MERITORIOUS	1983	NAVY
	DISTINGUISHED	1986	NAVY

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SANT DONALD T	MERITORIOUS	1988	INT
SARRIS ARISTIDES	MERITORIOUS	1980	AF
SATO FRANK S	MERITORIOUS	1985	VET AF
	DISTINGUISHED	1987	VET AF
SAUNDERS NEAL T	MERITORIOUS	1986	NASA
SAVITZ MAXINE L	MERITORIOUS	1980	DOE
SAYLOR DAVID J	MERITORIOUS	1980	FCC
SCHIEFER GERALD R	MERITORIOUS	1987	NAVY
SCHIFFER STUART E	DISTINGUISHED	1982	JUST
	DISTINGUISHED	1987	JUST
SCHINDLER ALBERT I	MERITORIOUS	1982	NAVY
SCHITTULLI P L	MERITORIOUS	1987	A F
	DISTINGUISHED	1988	AF
SCHMITT CARL H	MERITORIOUS	1986	DOE
SCHNEIDER DONALD L	MERITORIOUS	1988	DOT
SCHNEITER GEORGE R	MERITORIOUS	1980	OSD
SCHREINER KEITH M	MERITORIOUS	1980	INT
SCHREINER KEITH M	DISTINGUISHED	1983	INT
SCHULMAN LAWRENCE L	MERITORIOUS	1986	DOT
SCHULTZ ROBERT W	MERITORIOUS	1988	VET AF
SCHWARTZ KENNETH L	MERITORIOUS	1987	OMB
	DISTINGUISHED	1988	OMB
SCHWARTZ RONALD S	MERITORIOUS	1980	DOE
SCHWINGHAMER ROBERT J	MERITORIOUS	1983	NASA
SCINTO JOSEPH F	MERITORIOUS	1988	NRC
SCONCE JERRY D	MERITORIOUS	1982	HHS
	MERITORIOUS	1987	HHS
SCOTT DANA L	MERITORIOUS	1981	DOT
SCOTT EDWARD W JR	DISTINGUISHED	1980	DOT
SCOTT HAROLD R	MERITORIOUS	1988	DOT
SCOTT JOHN K	MERITORIOUS	1982	AF
	DISTINGUISHED	1986	AF
SCOTT PETER K	MERITORIOUS	1988	TREAS
SCOTT ROBERT L	MERITORIOUS	1983	AF
SCURRY NATHANIEL	MERITORIOUS	1988	EPA
SEAL JOHN R	MERITORIOUS	1980	HHS
SEIDMAN MILDRED L	MERITORIOUS	1980	JUST
SEINWILL GERALD D	MERITORIOUS	1988	AGRIC
SELBY JOE H	MERITORIOUS	1980	TREAS
	DISTINGUISHED	1983	TREAS
SELFRIDGE BARBARA S	DISTINGUISHED	1984	OMB
SELWYN PHILIP A	MERITORIOUS	1985	NAVY
	DISTINGUISHED	1988	NAVY
SERMIER ROBERT F	MERITORIOUS	1982	HHS
SEUBOLD FRANK H	MERITORIOUS	1983	HHS
SEVIK MAURICE M	MERITORIOUS	1983	NAVY
SEVIN EUGENE	DISTINGUISHED	1983	OSD
	MERITORIOUS	1987	OSD
SEYMOUR CAROL M	MERITORIOUS	1988	AGRIC
SHAFFER LOUIS R	MERITORIOUS	1981	ARMY
	DISTINGUISHED	1986	ARMY
SHAHEEN MICHAEL E JR	MERITORIOUS	1981	JUST
	DISTINGUISHED	1987	JUST
SHANE JEFFREY N	MERITORIOUS	1988	STATE
SHAO LAWRENCE C C	MERITORIOUS	1988	NRC
SHAPAR HOWARD K	MERITORIOUS	1981	NRC
SHARKEY WILLIAM J JR	MERITORIOUS	1983	OSD
SHARP JOSEPH C	MERITORIOUS	1987	NASA
SHAW ROBERT R	MERITORIOUS	1988	AGRIC
SHEA JOHN F	MERITORIOUS	1980	AF
SHEAFE LARRY BRADLEE	MERITORIOUS	1986	TREAS
SHEEHAN JOHN V	MERITORIOUS	1987	VET AF
SHEPICH THOMAS J	MERITORIOUS	1983	LABOR
SHERICK JOSEPH H	DISTINGUISHED	1981	OSD
SHERIDAN FRED L	MERITORIOUS	1988	NAVY
SHERMAN GORDON M	MERITORIOUS	1987	HHS
SHERMAN JOSEPH	MERITORIOUS	1980	HUD
SHERMAN ROBERT E	MERITORIOUS	1988	AGRIC
SHERMAN THOMAS	MERITORIOUS	1982	HUD
	MERITORIOUS	1988	HUD
SHORT DAVID C	MERITORIOUS	1980	INT
SHRADER JOSEPH N	MERITORIOUS	1987	NAVY
SHRIBER MAURICE N	MERITORIOUS	1986	OSD
SIENKIEWICZ EDWARD W JR	MERITORIOUS	1987	DOE
SILVERMAN STANLEY M	DISTINGUISHED	1985	USIA
SILVEY WILLIAM J	MERITORIOUS	1983	DOE
SIMMONS HENRY B	MERITORIOUS	1980	ARMY
SIMMONS JOHN M	MERITORIOUS	1986	HUD
SIMMONS LARRY K	MERITORIOUS	1987	HHS
SIMMS MORRIS A	MERITORIOUS	1980	INT
SIMPSON CLAY E JR	MERITORIOUS	1988	HHS
SIMPSON JOHN A	DISTINGUISHED	1985	COMM
SIMPSON JOHN P	MERITORIOUS	1984	TREAS
	DISTINGUISHED	1988	TREAS
SIMPSON JOHN R	MERITORIOUS	1982	TREAS
	DISTINGUISHED	1986	TREAS
	MERITORIOUS	1987	TREAS
SINGER MAXINE F	MERITORIOUS	1983	HHS
	DISTINGUISHED	1987	HHS
SINGLEVICH WALTER	MERITORIOUS	1981	AF
SINSKY JOEL A	MERITORIOUS	1988	NAVY
SIRMALIS JOHN E DR	MERITORIOUS	1984	NAVY
SIRMON JEFF M	MERITORIOUS	1986	AGRIC
SKINNER JOHN H	MERITORIOUS	1987	EPA
SKOLNIK MERRILL I	MERITORIOUS	1986	NAVY
SKY THEODORE	MERITORIOUS	1985	EDUC
SLAGLE LARRY B	MERITORIOUS	1985	AGRIC
SMAGORINSKY JOSEPH	MERITORIOUS	1980	COMM
SMALL BARBARA A	MERITORIOUS	1988	VET AF
SMALL DAVID	MERITORIOUS	1983	STATE
SMEDLEY ELIZABETH E	DISTINGUISHED	1980	DOE
	MERITORIOUS	1988	DOE
SMITH ALEXANDRA B	DISTINGUISHED	1987	EPA
SMITH JEROME A	MERITORIOUS	1982	NAVY
SMITH JOHN E	MERITORIOUS	1986	OSD
SMITH RICHARD G	MERITORIOUS	1980	NASA
	DISTINGUISHED	1981	NASA
SMITH ROBERT S	MERITORIOUS	1983	DOT
SMITH VIVIAN L	MERITORIOUS	1980	HHS
SMITH WILLIAM L	DISTINGUISHED	1981	EDUC
SMYLIE ROBERT E	MERITORIOUS	1980	NASA
SNEED BILL H	MERITORIOUS	1988	NASA
SNIEZEK JAMES II	MERITORIOUS	1987	NRC
SNYDER ALVIN	MERITORIOUS	1986	USIA
SNYDER WILLIAM P	MERITORIOUS	1982	DOE
SOKOLOFF LOUIS	DISTINGUISHED	1982	HHS
	MERITORIOUS	1988	HHS
SOMOROFF ALLAN R	MERITORIOUS	1987	NAVY
SPEER FRIDTJOF A H	MERITORIOUS	1980	NASA
SPEIS THEMIS P	MERITORIOUS	1986	NRC
SPENCER LEE B	DISTINGUISHED	1983	SEC
SPORKIN STANLEY	MERITORIOUS	1981	SEC
STADTMAN EARL R	MERITORIOUS	1980	HHS
	DISTINGUISHED	1981	HHS
STALLER HARRY W	MERITORIOUS	1984	HUD
STANFORD PAUL R JR	MERITORIOUS	1988	VET AF
STARBUCK DOROTHY L	DISTINGUISHED	1982	VET AF
STARR LOWELL E	MERITORIOUS	1988	INT
STARRETT CHARLES O JR	DISTINGUISHED	1982	OSD
STATLER IRVING C	MERITORIOUS	1981	ARMY
STEED DIANE K	MERITORIOUS	1981	DOT
	DISTINGUISHED	1983	DOT
STEELE ROBERT H	MERITORIOUS	1981	NAVY
	MERITORIOUS	1988	NAVY
STEENLAND PETER R	MERITORIOUS	1983	JUST
	MERITORIOUS	1988	JUST
STEINBERG BORY	MERITORIOUS	1987	ARMY
STEINHOFF JAMES C	MERITORIOUS	1980	ARMY
STELLO VICTOR	MERITORIOUS	1980	NRC
	DISTINGUISHED	1988	NRC
STELLUTO GEORGE L	MERITORIOUS	1982	LABOR
STEMPLER JACK L	DISTINGUISHED	1980	OSD
STEVENS DONALD K	MERITORIOUS	1982	DOE

PRESIDENTIAL RANK AWARD RECIPIENTS
1980–1988

STEVENSON WILLIAM H	MERITORIOUS	1981	COMM
STEWART DAVID P	MERITORIOUS	1986	STATE
STODDARD PHILIP H	DISTINGUISHED	1982	STATE
STOFAN ANDREW J	MERITORIOUS	1982	NASA
	DISTINGUISHED	1985	NASA
STONE ROBERT A	MERITORIOUS	1980	OSD
STRATING ALFRED	MERITORIOUS	1987	AGRIC
STREB ALAN J	MERITORIOUS	1988	DOE
STREIMER ROBERT A	MERITORIOUS	1988	HHS
STRUBLE RUSSELL E	MERITORIOUS	1988	VET AF
STRYKER RUSSELL F JR	MERITORIOUS	1980	COMM
STUGART HAROLD L	MERITORIOUS	1981	ARMY
	MERITORIOUS	1986	ARMY
STURC JOHN HENRY	MERITORIOUS	1987	SEC
STURMAN MICHAEL L	MERITORIOUS	1984	HHS
SUBRIN BERTON B	MERITORIOUS	1987	NLRB
SULLIVAN FRANCIS E	MERITORIOUS	1988	COMM
SULLIVAN FRANK J	MERITORIOUS	1987	HHS
SUMSER RAYMOND J	MERITORIOUS	1980	HHS
	MERITORIOUS	1986	ARMY
SUNLEY EMIL M	MERITORIOUS	1980	TREAS
SUTFIN CHARLES H	MERITORIOUS	1988	EPA
SWAIN ROBERT L	MERITORIOUS	1986	NASA
SWEEDLER BARRY M	MERITORIOUS	1986	NTSB
SWEENEY NAOMI R	MERITORIOUS	1983	OMB
	DISTINGUISHED	1985	OMB
SWINBURN CHARLES	DISTINGUISHED	1980	DOT
SWITZER STEVEN A	MERITORIOUS	1987	HUD
SWOFFORD FRANK W	MERITORIOUS	1985	NAVY
	DISTINGUISHED	1987	NAVY
SYVERTSON CLARENCE A	MERITORIOUS	1980	NASA
	DISTINGUISHED	1982	NASA
SZABO STEVE V	MERITORIOUS	1988	NASA
SZERVO PATRICIA A	MERITORIOUS	1987	GSA
TALLENT DR WILLIAM H	MERITORIOUS	1988	AGRIC
TAPPARO FRANK A	MERITORIOUS	1982	OSD
	MERITORIOUS	1988	OSD
TAYLOR JAMES M	MERITORIOUS	1988	NRC
TAYLOR JOHN M	MERITORIOUS	1988	HHS
TAYLOR R FREDERICK	MERITORIOUS	1980	HUD
TEDROW RICHARD T	MERITORIOUS	1981	DOE
TEGNELIA JAMES A JR	MERITORIOUS	1982	OSD
THESSIN JAMES H	MERITORIOUS	1988	STATE
THOMAS CARL M	MERITORIOUS	1981	OSD
THOMAS JOHN W	MERITORIOUS	1987	NASA
THOMPSON DONALD B	MERITORIOUS	1988	VET AF
THOMPSON GERALD L	MERITORIOUS	1982	DOT
THOMPSON HUGH L	MERITORIOUS	1987	NRC
THOMPSON JAMES R JR	MERITORIOUS	1982	NASA
	MERITORIOUS	1987	NASA
THOMPSON LOUIS S	MERITORIOUS	1982	DOT
THORNTON CLARENCE G	MERITORIOUS	1986	ARMY
	DISTINGUISHED	1987	ARMY
THRONE ROBERT H	MERITORIOUS	1983	DOT
TILFORD SHELBY G	MERITORIOUS	1986	NASA
TILLER ROBERT E	MERITORIOUS	1981	DOE
TIMBIE JAMES P	MERITORIOUS	1988	STATE
TINSWORTH EDWIN F	MERITORIOUS	1988	EPA
TOBY WILLIAM	MERITORIOUS	1988	HHS
TOSINI PAULA A	DISTINGUISHED	1988	CFTC
TOWNLEY RICHARD W	MERITORIOUS	1988	OSD
TOYE SANDRA B	DISTINGUISHED	1988	NSF
TOZZI JIM J	MERITORIOUS	1980	OMB
TRACHTENBERG ROBERT L	MERITORIOUS	1980	HHS
	DISTINGUISHED	1982	HHS
TRAINOR JAMES H	MERITORIOUS	1987	NASA
TRAUSE PAUL K	MERITORIOUS	1983	TREAS
	DISTINGUISHFD	1987	GSA
TREAT CHARLES F	MERITORIOUS	1988	COMM
TRILLING DONALD R	MERITORIOUS	1980	DOT
TROSCH DENNIS H	MERITORIOUS	1984	OSD
TRUELL CHARLES E	MERITORIOUS	1988	DOE
TRUESDALE JOHN C JR	MERITORIOUS	1988	NLRB
TSO TIEN C	MERITORIOUS	1983	AGRIC
TUCKER ALVIN	MERITORIOUS	1985	OSD
TULIP CHARLES JR	MERITORIOUS	1987	NASA
TUNG FRANK	MERITORIOUS	1985	DOT
TURNER JAMES P	DISTINGUISHED	1983	JUST
TURNQUIST C JOHN	MERITORIOUS	1984	NAVY
TWEEDDALE JAMES W	MERITORIOUS	1988	NAVY
TWOMEY JOHN J	DISTINGUISHED	1986	JUST
TYSON WILLIAM P	MERITORIOUS	1983	JUST
UBOIS THOMAS	MERITORIOUS	1983	NSF
UMPHREY JACK K	MERITORIOUS	1983	AF
	DISTINGUISHED	1987	AF
URIANO GEORGE A	MERITORIOUS	1982	COMM
UTSMAN THOMAS E	MERITORIOUS	1981	NASA
	DISTINGUISHED	1984	NASA
VACCARA BEATRICE N	DISTINGUISHED	1982	COMM
VAIL DELMAR D	MERITORIOUS	1988	INT
VALDES WILLIAM C	MERITORIOUS	1980	OSD
VAN HOOSER DAVID B	MERITORIOUS	1988	VET AF
VAN STAVOREN WILLIAM D	MERITORIOUS	1980	JUST
VAN TREES HARRY L	MERITORIOUS	1980	OSD
VAN VUREN RAYMOND J	MERITORIOUS	1981	DOT
VANDER SCHAAF DEREK J	MERITORIOUS	1984	OSD
VANDIVER EDGAR B	MERITORIOUS	1983	ARMY
	MERITORIOUS	1988	ARMY
VARADY JOSEPH R JR	MERITORIOUS	1988	ARMY
VARGO FRANKLIN J	MERITORIOUS	1981	COMM
	MERITORIOUS	1987	COMM
VAUGHAN JAMES W	MERITORIOUS	1980	DOE
	DISTINGUISHED	1983	DOE
VAUGHN JOHN R	MERITORIOUS	1980	OSD
	MERITORIOUS	1988	OSD
VERVEER PHILLIP L	DISTINGUISHED	1980	FCC
VERVILLE ELIZABETH	MERITORIOUS	1985	STATE
	DISTINGUISHED	1988	STATIC
VEST GARY D	MERITORIOUS	1988	AF
VITALI RICHARD	MERITORIOUS	1987	ARMY
VOIGT WILLIAM R	MERITORIOUS	1982	DOE
VON GIERKE HENNING F	MERITORIOUS	1980	AF
	DISTINGUISHED	1981	AF
VONMARBOD ERICH F	MERITORIOUS	1985	AF
VOSKUIL RICHARD C	MERITORIOUS	1980	OSD
WACHS LAWRENCE	MERITORIOUS	1987	TREAS
WACHTMAN JOHN B JR	MERITORIOUS	1984	AGRIC
	MERITORIOUS	1980	COMM
WADE LEWIS V	DISTINGUISHED	1982	COMM
WADE TROY E II	MERITORIOUS	1988	INT
WAKEFIELD JOHN R	MERITORIOUS	1981	DOE
WALBERG GERALD D	DISTINGUISHED	1982	NAVY
WALKER ARTHUR T	MERITORIOUS	1988	NASA
WALKER JENNONE R	MERITORIOUS	1987	ARMY
WALKER JOYCE J	MERITORIOUS	1987	STATE
WALKER LEWIS D	MERITORIOUS	1980	OMB
WALLACE JOAN S	MERITORIOUS	1986	ARMY
WALLACE JOHN F	MERITORIOUS	1980	AGRIC
WALLS VINCENT J	MERITORIOUS	1983	ARMY
WALSH JAMES A JR	MERITORIOUS	1986	NAVY
WALSH JOSEPH W	MERITORIOUS	1986	HHS
WALSH MICHAEL P	MERITORIOUS	1986	DOT
WALTERS DEREK	MERITORIOUS	1980	EPA
WALTON CAROL J	MERITORIOUS	1981	NAVY
WANKET ACHIEL E	MERITORIOUS	1987	HHS
WASHKO ALBERT B	MERITORIOUS	1985	ARMY
WASSENAAR RICHARD C	MERITORIOUS	1987	VET AF
WASSERSUG STEPHEN R	MERITORIOUS	1983	TREAS
	MERITORIOUS	1982	EPA
WATERS WILLIAM D	MERITORIOUS	1987	EPA
WATSON WILLIAM C JR	MERITORIOUS	1980	TREAS
	MERITORIOUS	1980	HHS
	DISTINGUISHED	1981	HHS

PRESIDENTIAL RANK AWARD RECIPIENTS
1980–1988

WAXMAN MARGERY H	MERITORIOUS	1980	OPM
	DISTINGUISHED	1985	TREAS
WEAVER THOMAS L	MERITORIOUS	1988	DOE
WEBBER DARRELL W	MERITORIOUS	1988	INT
WEDICK JOHN L JR	MERITORIOUS	1986	TREAS
	DISTINGUISHED	1988	TREAS
WEIGLE ROBERT R	MERITORIOUS	1982	ARMY
WEISS PAUL T	MERITORIOUS	1987	GSA
WEISS RICHARD R	MERITORIOUS	1986	AF
WEITHONER CHARLES E	DISTINGUISHED	1983	DOT
WELCH BILLY E	MERITORIOUS	1988	AF
WEST ALLAN J	MERITORIOUS	1988	AGRIC
WEST HAROLD C	MERITORIOUS	1983	ARMY
WEST HARRY M	MERITORIOUS	1984	ARMY
	DISTINGUISHED	1987	ARMY
WESTFALL LARRY G	MERITORIOUS	1983	TREAS
	DISTINGUISHED	1985	TREAS
WHALIN ROBERT W	MERITORIOUS	1987	ARMY
WHITCOMB RICHARD T	MERITORIOUS	1980	NASA
WHITE CHRISTIAN S	MERITORIOUS	1988	FTC
WHITE FRANK A	MERITORIOUS	1986	LABOR
WHITE JAMES K	MERITORIOUS	1986	DOE
WHITE WAYNE D	MERITORIOUS	1981	AF
WHITTINGTON ROBERT E	MERITORIOUS	1980	DOT
	MERITORIOUS	1987	DOT
WIDMAR JOSEPH H	MERITORIOUS	1985	JUST
WIENER ALAN H	MERITORIOUS	1980	HUD
WILCOX HARVEY J	MERITORIOUS	1980	NAVY
	DISTINGUISHED	1981	NAVY
WILDING JAMES A	MERITORIOUS	1980	DOT
WILHELM PETER G	MERITORIOUS	1987	NAVY
WILKEN WILLIAM J	MERITORIOUS	1980	NAVY
WILKNISS PETER E	DISTINGUISHED	1987	NSF
WILLIAMS DAVID O	MERITORIOUS	1988	LABOR
WILLIAMS JAMES A	MERITORIOUS	1985	FTC
WILLIAMS JAMES E JR	MERITORIOUS	1981	AF
	DISTINGUISHED	1982	AF
WILLIAMS MARCIA E	MERITORIOUS	1984	EPA
WILLIAMS MARION L	MERITORIOUS	1986	AF
WILLIAMS OWEN W	MERITORIOUS	1981	OSD
WILLIAMS WALTER C	MERITORIOUS	1980	NASA
	DISTINGUISHED	1981	NASA
WILLIAMS WILLIAM B	MERITORIOUS	1987	DOE
WILLIAMS WILLIAM E	DISTINGUISHED	1980	TREAS
WILLOUGHBY WILLIS J JR	MERITORIOUS	1980	NAVY
	DISTINGUISHED	1984	NAVY
WILSON JR LARRY	MERITORIOUS	1987	AGRIC
WILSON RICHARD D	DISTINGUISHED	1980	EPA
WILSON SAUL T	MERITORIOUS	1986	AGRIC
WINGATE ROBERT T	MERITORIOUS	1988	NASA
WINKLE JOE D	MERITORIOUS	1987	FEMA
WINKLER GERNOT M R	MERITORIOUS	1984	NAVY
WINOKUR ROBERT S	MERITORIOUS	1987	NAVY
WINSLOW WALTER	MERITORIOUS	1984	FTC
WISEMAN ROBERT S	DISTINGUISHED	1980	ARMY
WISNIEWSKI RICHARD J	MERITORIOUS	1987	NASA
WOLENSKY MICHAEL	DISTINGUISHED	1986	SEC
WOOD BILLY C	MERITORIOUS	1982	TREAS
WOOD EDWIN M	MERITORIOUS	1983	DOT
WOOD WILLIAM C	MERITORIOUS	1985	SEC
WOODALL HUNTER M	MERITORIOUS	1987	ARMY
WOODARD PERCY P JR	MERITORIOUS	1983	TREAS
	DISTINGUISHED	1986	TREAS
WOODS MONROE	DISTINGUISHED	1984	AGRIC
WRIGHT HOWARD T	MERITORIOUS	1988	NASA
WRIGHT RICHARD N	MERITORIOUS	1988	COMM
WULF NORMAN A	MERITORIOUS	1987	ACDA
WYE CHRISTOPHER G	MERITORIOUS	1983	HUD
YACHNIS MICHAEL	DISTINGUISHED	1982	NAVY
YAMADA GERALD H	MERITORIOUS	1988	EPA
YARDLEY JOHN F	MERITORIOUS	1980	NASA
YATES ROBERT E	MERITORIOUS	1988	ARMY
YAZURLO JOHN C	MERITORIOUS	1981	EDUC
YEAGER FRANK A	MERITORIOUS	1982	LABOR
YIUM THOMAS	MERITORIOUS	1987	AF
YOUNG A THOMAS	MERITORIOUS	1980	NASA
	DISTINGUISHED	1981	NASA
YOUNG JOHN W	MERITORIOUS	1988	NASA
YOUNGS ROBERT L	MERITORIOUS	1984	AGRIC
ZAMBERLAN ALBERT	DISTINGUISHED	1984	VET AF
ZECK FREDERIC V	MERITORIOUS	1988	TREAS
ZEIDEL DIANA L	MERITORIOUS	1988	DOT
ZEIDNER JOSEPH	MERITORIOUS	1982	ARMY
ZEIGLER DAVID C	MERITORIOUS	1988	LABOR
ZIEMIANSKI JOSEPH A	MERITORIOUS	1988	NASA
ZIMMERMAN LORENZ E	MERITORIOUS	1982	ARMY
ZIMMERMAN MARTIN B	MERITORIOUS	1980	ARMY
ZOELLNER WOLFGANG J	MERITORIOUS	1988	GSA
ZUCK ALFRED M	DISTINGUISHED	1980	LABOR

Prepared by
Cathy Penn
for the
1989 Presidential Rank Awards Program

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David S. Targonski

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Kirke Harper, Director
Susan Roehmer, Deputy Director
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Evangeline D. Johnson
Steve Miller

(McNally/Simon)
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Draft One (SES)

PRESIDENTIAL REMARKS: PRESIDENTIAL S.E.S. AWARDS
CONSTITUTION HALL
THURSDAY, SEPTEMBER 14, 1989

Thank you, Connie [[NEWMAN]], for that warm introduction, and for the first class job you're doing at OPM.

And 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.

This is a happy looking group, and frankly, it's got me a little concerned. I'm thinking of the Defense Department official, who was waiting for his annual physical when a young intern struck up a conversation -- asking about the Pentagon and his job, and so on. The official launched into a nasty tirade about Washington, the weather, 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 loved everything about my job?"

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. 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 back in January -- 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. Thank you for honoring us with your presence -- and thank you for honoring America with your good works.

All these awards represent a great honor. But they also represent something concrete -- cash in hand. Each of these deserving leaders is being awarded from 10 to 20 thousand dollars in cash -- more than four million dollars all told.

It's 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 the money for Senior Executive Service simply hasn't matched up with the high quality of the people and their efforts. And it sure hasn't kept pace with pay scales in the private sector.

This is a recent and wrong-headed tradition that's penny wise and pound foolish. While the overall cost of proper S.E.S. pay increases would hardly cause a ripple in the federal budget -- the ever-increasing flood of skilled personnel leaving government service has cost America some of her finest servants and best ideas.

As a college official once advised -- if you want a track team to win the high jump, you find one person who can jump seven feet -- not seven people who can jump one foot.

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 for the first time bring top S.E.S. salaries where they belong -- into six figures.

w/ release 7-7-89

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

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.

63+296

[Houk]

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

OPM sel file

Ceskowski

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 fought federal fraud and abuse, like the work Derek Vander Schaaf has done at Defense to ensure that our armed forces remain second to none, and get the best America has to offer. And many of you have farflung 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 and Mars and beyond.

OPM see file

There's never enough time to single out all the deserving. But we have read your citations. And let me say this: 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 -- volunteerism -- and to salute your efforts to "give something back" to society.

Over at Interior, for example, there's the "Take Pride In America" campaign, coordinating volunteers to protect and enhance our natural resources. At G.S.A., the employees have adopted a school and are using their professional skills to refurbish worn-out facilities. Transportation has bridged generations by

Perry Liles office of Nat'l Service x62706

adopting both a senior citizens home and an elementary school, an innovation that has served to enrich both.

Perry Liles

And 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, and I urge you -- as I did America's business leaders in June -- to consider community service in hiring, compensation, and promotion decisions.

GB speech 6-22-89

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.

# # #

The President. How many of your parents were into drugs and made that problem horrible for the home front? Almost everybody. You didn't have it. You escaped that.

Reverend Ritter. Or alcohol.

The President. Substance abuse.

Reverend Ritter. That would be almost everybody.

Resident. Alcohol's a drug.

Reverend Ritter. That would be everybody. There's no mystery, Mr. President, why a kid leaves home.

The President. In other words, there's nothing—I mean, it's just the environment in the home.

Reverend Ritter. It's too painful to stay.

Dr. Lee. Father Ritter, could I just say one thing? I want the President and Mrs. Bush to come away with this: My one thought is that no kid in this room and no kid in Covenant House wants to be here. Not one kid ran to this life; they are running from another life. And the last thing is: Whose children are they? Well, they're Father Ritter's, and I feel they belong to me. And I know what President and Mrs. Bush feel like.

Reverend Ritter. I'm getting all sorts of signals to sort of wrap this up and so forth. But let me just conclude by saying that my kids have a number of things in common. And that's how good they are and how brave they are and how beautiful they are and how much they really want to make it back off the streets. Not many do unless they receive the help that they need.

And the fact that you and the First Lady came here today—you have no idea of how much hope you create in these kids. I can only say that to a street kid, hope is sort of a hand grenade in their heart. It's a very dangerous thing; they've been disappointed so many times.

Resident. All we need is for someone to help us. All we need is unity, because everybody is all for themselves. I think the world would be a much better place to live in if we just help each other out and love one another.

Resident. Be treated like human beings.

Reverend Ritter. I'd like the President and the First Lady to go upstairs for just a moment and meet a couple of our really special kids with AIDS. I know they're very anxious to greet you briefly.

The President. Well, listen. Good luck to all of you.

Resident. I'd like to say thank you for taking the time out of your busy schedule.

Resident. Yes.

Resident. Yes.

Resident. Nobody believed us when we called home to tell—[*laughter*]—President Bush is coming to Covenant House in New York. They never believed this. And I really appreciate that you took time.

The President. I just admire Father Ritter and what he's doing, and you guys for fighting——

Resident. We're doing the best we can.

The President. ——and trying to do something. I hope you make it, all of you.

Note: *The exchange began at 11:35 a.m. Rev. Bruce Ritter is the executive director of Covenant House. Dr. Burton Lee III is the Physician to the President.*

Remarks at a Luncheon Hosted by the New York Partnership and the Association for a Better New York in New York City

June 22, 1989

Distinguished guests and ladies and gentlemen, Barbara and I appreciate this wonderful turnout, this generous reception; and let me salute that magnificent film. And thank you, Ray, for putting it together. I just stopped choking up coming from Covenant House, and now I had to go through it again here at lunch. But it was a moving call to action.

What a few weeks it's been. Things are moving on a lot of fronts. NATO—moving in the right direction. China—we're all very concerned about that. As I say, I just came from Covenant House, so I feel uplifted by that. And yesterday—if I might make a very personal observation before addressing myself to the subject at hand, I want to comment on the Supreme Court decision about our flag. I understand the legal basis for that decision, and I respect the Supreme Court. And as President of the United States, I will see that the law of the land is fully supported. But I have to give you my

personal, emotional response. Flag-burning is wrong—dead wrong—and the flag of the United States is very, very special.

It is indeed an honor to address the members and guests of the New York Partnership and also the Association for a Better New York. For already you've enriched fields from business and labor to education and the media. And we meet today to go still further, to join hands and link hearts, as the film said, to light the American sky.

I begin with a single, simple statement: There is no problem in America that is not being solved somewhere. There is no problem in America that is not being solved somewhere—think of that. Today millions of Americans, the quiet Americans, the selfless Americans, are giving of their time and themselves. And they work at day-care centers and inner-city schools, homes for the elderly, anywhere there's a need, anytime they are needed, making a difference in the lives of those for whom the American dream seems an impossible dream.

And already, this involvement, what we term national or community service, has helped countless Americans find self-respect and dignity. But the job is far from complete. Too many Americans still endure a living nightmare of want, a living nightmare of isolation. And that must stop. Ladies and gentlemen, we must bring back those who feel unwelcome. We must reawaken their hope for the future.

We know that government can't rebuild a family or reclaim a sense of neighborhood. We know that during the past two decades we've spent more money on more social programs than at any time in our history, and some problems aren't better. In fact, some are worse. Most Americans understand that the key to constructive change is building relationships, not bureaucracies. And they know that those who say, "It's government's problem," are really part of the problem themselves.

All my life I've believed that government could not substitute for "do unto others." Barbara and I, like I told Lew and David and Jim Robinson—it's like preaching to the choir here today—that Barbara and I, like all of you here, have tried to pitch in, in some way do our small part. Midland, Texas—I'll never forget it. It was starting a YMCA working with the United Way, coaching a little league ball team, helping to build a community theater. And dating back to—way back to my days in New Haven, raising funds for the United Negro College Fund. And I'm not going to give you equal time because so many of you have done so much more.

We've all done these things, and as we participated, we fulfilled ourselves, learning that we are not what we drive or where we live or what kind of clothes we wear; rather, learning that America's greatness rests on the goodness of her people. And these beliefs are beyond any individual; they're timeless. Today more than ever, we need community service to help dropouts, pregnant teens, drug abusers, the homeless, AIDS victims, the hungry and illiterate. Often they are disadvantaged, and as their communities disintegrate around them, they become disconnected from society.

Our challenge, then, is to raise their spirits and their expectations by engaging each citizen, school and business and church, synagogue and service organization and civic group. For this is what I mean when I talked about "a thousand points of light": that vast galaxy of people and institutions working together to solve problems in their own backyard.

I am here today to ask that both sectors, private and public, and all branches of all levels of government: Join this great movement to extend national service into every corner of America. For it's a movement, bold and unprecedented. This is not a program, not another bureaucracy.

Let me tell you the strategy of this movement: first, to issue a call to action and to claim problems as your own; second, to identify, enlarge, and recreate what is working; and third, to discover and encourage new leaders.

First, our call to action—It is individual, and yet collective. And it begins this afternoon with you. So, today I ask all Americans and all institutions, large and small, to make service central to your life and work. I urge all business leaders to consider community service in hiring, compensation, and promotion decisions. I call upon nonprofit and service groups to open your doors to all those who want to help, irrespective of age, background, or level of experience. And

The Presidential Rank Awards Program for Senior Career Government Executives

One of the main principles of the Civil Service Reform Act of 1978 was that senior career managers in the government, the men and women of the Senior Executive Service, would be compensated based on their performance. The Presidential Rank Awards program, authorized by that law, serves to recognize sustained career achievements of our government senior managers.

Career senior executives whose achievements are exceptional for an extended period of time may be granted one of two Presidential ranks: "Distinguished Executive" or "Meritorious Executive." An executive may earn each award once in any five-year period.

Each year only 1% of career SES executives may receive the rank of "Distinguished Executive", with an award of $20,000, and 5% may receive the rank of "Meritorious Executive", with an award of $10,000.

For 1988, the President granted the largest number of awards in the history of the awards program - 60 Distinguished and 296 Meritorious. The 1989 group of recipients - 63 Distinguised and 286 Meritorious, although less in total from the previous year, has the highest number of Distinguished winners ever selected. The men and women who receive these awards were recognized by their departments and agencies, and by the entire Federal government, for outstanding contributions to the management of the government's programs.

The selection process leading to the award of Distinguished Senior Executive and Meritorious Senior Executive is lengthy and thorough. In most Federal agencies it begins with supervisory nominations being presented to boards composed of senior management officials. These boards carefully review the nominations and send their recommendations to the head of their respective agencies. Agency heads personally certify the appropriateness of each nomination before submission to the Office of Personnel Management. The Office of Personnel Management's Office of Personnel Investigations conducts an independent inquiry into the professional accomplishments of each Distinguished nominee. A board, composed of eminent community and business leaders from outside Government, reviews the nominations and makes its recommendations to the Office of Personnel Management. Constance Berry Newman, the Director of the Office of Personnel Management, reviews the nominations and the recommendations of the board, then makes her own recommendations to President Bush. The final selection of recipients is made by the President.

FOR YOUR INFORMATION

Background

- The Civil Service Reform Act of 1978 is based on the principle that employees should be compensated commensurate with their performance.

- Career SES members whose achievements are exceptional for an extended period can receive one of the Presidential Ranks: Distinguished Executive ($20,000) or Meritorious Executive ($10,000).

- For 1989, the President approved 63 Distinguished and 286 Meritorious, representing 36 agencies. These winners are men and women who are recognized for outstanding contribution to the management of the government's program.

- This is OPM's first government-wide ceremony to honor both Distinguished and Meritorious winners of the Presidential Rank Award. In past years the Presidential ceremony has included only the Distinguished winners. This year, beginning July 13, 1989, marks the 10th Anniversary of the Senior Executive Service, and a fitting occasion for the combined ceremony.

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.

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.

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.

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. McKinney Education of Homeless Children and Youth Act and serves on the U.S. Department of Education's Executive Resources Board.

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Stanley L. Laskowski
Deputy Regional Administrator
Philadelphia, Pennsylvania

Mr. Laskowski is responsible for the direction of 850 people in ensuring successful implementation of all EPA programs in Region III. His 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.

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

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.

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release July 7, 1989

FACT SHEET

SENIOR EXECUTIVES SALARY ACT OF 1989

The President submitted to the Congress today legislation providing for higher salaries for a small number of employees in positions requiring specialized and critical skills. The legislation also provides for salary increases ~~ranging from 8 percent~~ up to 25 percent for senior executive branch officials. In addition, the bill links receipt of the higher salaries to effective job performance.

The bill is the executive branch counterpart to the judicial salary proposal submitted by the President to Congress last April (the "Judicial Salary Act of 1989") calling for a 25 percent increase in the pay of Justices and judges.

The pay of senior government officials has eroded significantly in relation to the pay of executives in comparable jobs in the private and not-for-profit sectors of the economy. Over the past 20 years, for example, the pay of Executive Level II (Deputy Cabinet head, such as the Deputy Secretary of Defense) has slipped from 66 percent to 39 percent of the pay of the lower range of private corporation executives. Key scientific, medical, and acquisition jobs remain unfilled due to uncompetitive pay, thus jeopardizing successful fulfillment of priority Government tasks. In past years, the Government has been able to attract a number of Nobel laureates to Federal employment, but without adequate incentives, this critical expertise will be lost to the nation.

The President is taking this action because of his concern over the effect the pay gap is having on the Federal government's ability to attract and retain the skilled and motivated senior executives necessary to direct the complex, wide-ranging, and critical functions of the Federal government.

- more -

Failure to provide competitive pay is also impeding recruitment and retention of the most qualified persons at the senior levels of government. A number of highly qualified candidates for sub-Cabinet positions in the Bush Administration have declined acceptance because of low pay and family sacrifices. Departments and agencies, such as NASA, have lost highly skilled and experienced senior executives, in part because of inadequate and non-competitive pay. High ranking local government officials in large metropolitan areas, such as school superintendents, now make more than key government leaders such as the Director of National Institutes of Health, who is responsible for research on cancer and heart disease.

While strongly supportive of pay increases for senior government executives, the President also believes the higher salaries must be accompanied by a strengthened relationship between pay and job performance and a higher level of accountability. This bill accomplishes those objectives by establishing a process in which senior government executives could continue to hold their positions only if they met a requirement to demonstrate excellent job performance. The bill also provides for due process and Merit Systems Protection Board appeal so as to ensure that the new recertification provisions are not used for political or other proscribed purposes.

Description of Pay Legislative Proposal

The proposed legislation addresses three basic areas:

-- higher salaries for certain specialized positions
-- salary increases for senior executives and
-- a direct linkage between higher salaries and effective performance.

o Higher salaries for specialized positions. Salaries not to exceed the rate for Level I of the Executive Schedule will be paid to not more than 200 critical positions in the executive branch that require unique qualifications and sustained exceptional performance in order to carry out effectively the functions of the position. The number of positions qualifying for the special salary rates would be allocated to the Departments and agencies by the Office of Management and Budget, in consultation with the Office of Personnel Management, based on demonstrated evidence of need. Beginning in fiscal year 1991, the maximum salary payable would be adjusted annually by the same percentage as that applicable to Executive Schedule salaries.

o Salary increases for senior executive branch officials. The following table shows existing rates as well as the rates proposed to be effective on the first day of the first pay period on or after January 1, 1990:

	Existing	Proposed
Vice President of the United States	$115,000	$143,800
Offices and positions under the Executive Schedule in subchapter II of Chapter 53 of title 5, United States Code:		
Positions at level I	99,500	124,400
Positions at level II	89,500	111,900
Positions at level III	82,500	103,100
Positions at level IV	80,700	100,900
Positions at level V	75,500	94,400
Positions in the Senior Executive Service under subchapter VIII of Chapter 53 of title 5, United States Code. (These new pay levels would also apply to the Senior Foreign Service).		
Positions at ES-6	80,700	100,900
Positions at ES-5	78,600	93,700
Positions at ES-4	76,400	87,500
Positions at ES-3	74,900	82,700
Positions at ES-2	71,800	78,100
Positions at ES-1	68,700	74,500

o Requirement for effective performance. As a condition for the higher salaries provided for in this bill, an employee holding a position under the Executive Schedule or the Senior Executive Service (except for Cabinet officers, agency heads, and those serving in positions in which they can be removed only for cause) will be required to receive every three years a certification of acceptable performance from his/her supervisor. Those judged not to be performing in the excellent manner expected of persons occupying senior executive positions would be reduced in pay if a noncareer employee, or reduced to the highest step of grade 15 of the

General Schedule and placed in another position if a career employee. Career personnel not certified will have limited appeal rights to the Merit Systems Protection Board to ensure that the action was not a result of political, racial, nationality, gender, disability, or religious bias.

The President will be working with the Congress on passage of this legislation and to achieve a more rational pay structure for senior level positions in all three branches of government, in conjunction with elimination of honoraria proposed under separate legislation.

# # #

Mr. Gelb graduated from Yale University (B.A., 1950) and Harvard University (M.B.A., 1953). He is married and has four children.

Remarks to Members of the Senior Executive Service

January 26, 1989

Mr. Vice President, thank you for that very warm welcome. Mr. Vice President and members of the Cabinet and designees and ladies and gentlemen, let me first recognize especially the recipients of the Presidential Distinguished Rank Award who are with us here today. And it's great to be here with all of you, the men and women whom I regard as certainly among America's finest. You're the first group that I am addressing as President outside the White House, and you're one of the most important groups I will ever speak to.

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

We're all wise in the ways of Washington, especially you who've served this country with such distinction. And we know there are ups and downs. But I must say, there is a nice feeling around today in the country. I think people, when a new President comes in, do root for him regardless of partisan politics. That comes up tomorrow. But for today, why, I think there's a good mood out there, and I thank you for that welcome to me and to the members of my Cabinet and designees and others that are here with us on this platform. Pundits agree, regardless of party, that of all the candidates I had the best Form 171. [*Laughter*] But really, what we do have in common is that each of us is here to serve the American people. Each of us is here because of a belief in public service as the highest and noblest calling. And each one of us, on our first day, took a solemn oath: We pledged to defend the Constitution of the United States. And that is exactly what we shall do.

And our mandate comes from the people, because as Abraham Lincoln said: "No man is good enough to govern another man without that other's consent." And so, now that the people have spoken, I'm coming to you as President and offering my hand in partnership. I'm asking you to join me as full members of our team. I promise to lead and to listen, and I promise to serve beside you as we work together to carry out the will of the American people.

Our principles are clear: that government service is a noble calling and a public trust. I learned that from my mom and dad at an early age, and I expect that that's where many of you learned it—there or in school. There is no higher honor than to serve free men and women, no greater privilege than to labor in government beneath the Great Seal of the United States and the American flag. And that's why this administration is dedicated to ethics in government and the need for honorable men and women to serve in positions of trust. Yesterday I appointed a bipartisan commission, headed by Judge Wilkey and former Attorney General Griffin Bell, to develop ethics reform proposals which will include all branches of the Federal Government. The guiding principle will be simply to know right from wrong, to act in accordance with what is right, and to avoid even the appearance of what is wrong. Our duty is to serve, and my strong conviction is that we must do it only for the right reasons, as you do: out of a sense of service and love of country. Government should be an opportunity for public service, not private gain. And I want to make sure that public service is valued and respected, because I want to encourage America's young to pursue careers in government. There is nothing more fulfilling than to serve your country and your fellow citizens and to do it well. And that's what our system of self-government depends on.

And I've not known a finer group of people than those that I have worked with in government. You're men and women of knowledge, ability, and integrity. And I saw that in the CIA. I saw that when I was in China. I saw it at the United Nations. And for the last 8 years, I saw that in every department and agency of the United

States Government. And I saw that commitment to excellence in the Federal workers I came to know and respect in Washington, all across America, and indeed around the world. You work hard. You sacrifice. You deserve to be recognized, rewarded, and certainly appreciated. I pledge to try to make Federal jobs more challenging, more satisfying, and more fulfilling. I'm dedicated to making the system work and making it work better.

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

I think Connie Horner has done an outstanding job at OPM, at the Office of Personnel Management. And I'm delighted that my new Director of OPM will be Connie Newman. She is an outstanding executive. I have great confidence in her, and I think she's learned a few things on her way up since 1962—that's the year she began in Federal service as a clerk-typist at the Department of the Interior. And just as the award winners here today represent the best and the brightest, I think in choosing Connie I found one of the best and brightest as well.

Now, as the Cabinet secretaries staff their agencies, particularly the senior positions, they'll be looking for ability, for people committed to fulfilling the mandate we received from the American people and to doing it with excellence. And if we find that the best choice for an appointment is a career government executive, I am for that, and I hope that my selection of Tom Pickering to be our Ambassador at the United Nations is underlining that point.

I have a conservative vision of government. I ran and was elected on those terms. And I see no strain or tension between those values and the values of a professional civil service whose highest principle is one of patriotism, whose foremost commitment is to excellence, whose experience and expertise is in itself a national resource to be used and respected. I urge all my appointees to build a spirit of teamwork between the political and career officials. And each of you has a special role to play here. You've reached the top of your profession, and you're skilled managers, knowledgeable in your fields, respected by your colleagues. And I'm asking you to join with our political appointees not only in setting an example of cooperation but, again, one of excellence as well.

To those who work outside Washington, I would send a special message. At times it may be frustrating when it seems that the head office is thousands of miles away and the message is not getting through. But if I may, I'm going to issue a verbal Executive order: We're going to listen, because the heart of our government is not here in Washington, it's in every county office, every town, every city across this land. Wherever the people of America are, that's where the heart of our government is. And since, in any organization, so many of the best ideas come from the bottom up, I hope the people in this room will listen, listen closely, to the people who work for you. The civil servants on the front lines know what works because they're right there. Whether they're working with disadvantaged children, promoting American exports, or managing our public lands, they are in touch with the American people.

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

And there's one more thing we need to do. The Government is here to serve, but it cannot replace individual service. And shouldn't all of us who are public servants also set an example of service as private citizens? So, I want to ask all of you, and all the appointees in this administration, to do what so many of you already do: to reach out and lend a hand. Ours should be a nation characterized by conspicuous compassion, generosity that is overflowing and abundant. And you can help make this happen outside of your workplace, in your communities and your neighborhoods, in any of the unlimited opportunities for voluntary service and charity where your help is so greatly needed.

Well, I'm honored to be with you, to work with you, you here in Washington, your colleagues in the Federal service around the nation. They're some of the most unsung heroes in America. The United States is the greatest nation in the world because we fulfill that mission of greatness one person at a time, as individuals dedicated to serving our country.

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

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

Note: The President spoke at 2:10 p.m. at DAR Constitution Hall.

The President's News Conference
January 27, 1989

Government Ethics and the President's Trip to the Far East

The President. Harmony and peace in here. [*Laughter*] First, I sound worse than I feel. Let me——

Q. What's wrong with you?

The President. Slight cold. But it's been a full week since the Inauguration. I just wanted to stop by under our new policy, give you an update.

I've been talking this week about ethics and the emphasis is not, believe me, a fad or some passing fancy. We're going to be hearing more about it—I think a lot more. In broader terms, I'm trying to set high standards for government service: duty, honor, personal sacrifice for the common good. And I want to assemble a government that the people of this nation can be proud of. That's our goal; that's our mission. We did appoint this week, as you know, a new commission on ethics. We've got two able Chairmen, Vice Chairmen: Judge Wilkey and [Attorney] General Griffin Bell. That commission started a fresh, constructive dialog with Congress on both sides of the aisle. I'm pleased with the way those initial meetings have gone. So, we're ready to roll.

I think it's been officially announced that we're going to—certainly to Tokyo, then on to China, and I'm looking forward to it very much. And then, also, we'll be stopping for a relatively brief stop in Korea on the way back from China. We've had other invitations. That's about all we can do. And in a nostalgic basis, needless to say, Barbara and I are looking forward in a very personal way to going to back to Beijing.

Now, with no further ado, I'll be glad to take some questions.

Terry [Terence Hunt, Associated Press]?

Federal Pay Raise

Q. Mr. President, you said before you became President that you supported Ronald Reagan's decision on a 50-percent pay raise for Members of Congress and that you'd have something more to say about it once you'd get to the Oval Office. Most of the polls show that a vast majority of Americans oppose that pay raise.

The President. Yes.

Q. Now you're President, what's your view on that pay increase?

The President. Well, I did say I supported it, and I do support it. A raise is overdue. There's no question about that. There are some good things in this. The reform of the honorarium, payments for these speeches, I think, is very, very good. I think it's good government. It's a complicated formulation. There are some elements that bother people, including me. But the President did consider all this carefully. He went forward

DRAFT

The last time I spoke to you on January xx in this very same hall, I announced a new commission to examine ethical rules throughout the federal government and make recommendations for reform. I'm pleased to report that a lot of work has been done since then, but the task is not yet complete.

On April 12, based on the report of that commission, I signed an Executive Order to both tighten the ethical standards of the Executive Branch.

Also on that day, I sent to Congress the Government-Wide Ethics Act of 1989. That proposal is based on four principles: ethical standards must be high enough to ensure integrity and public confidence; second, standards must be fair and consistent with common sense, third, requirements should not be so onerous as to discourage able citizens from entering public service; and fourth, standards must apply equitably to all three branches of government.

Congress has been considering my proposal this summer. But as we get back to work this fall, we should remember something: Few things in government are as important as integrity and ethics. All have recognized the need for reform so that we have fair and <u>understandable</u> ethical standards. Ethics reform should not be dealt with in a piece-meal fashion. I want to renew my call for Congress to enact comprehensive ethics reform legislation without delay. We owe that much to the American people for the trust they place in us.

White House Fact Sheet on the President's Ethics Reform Proposals

April 12, 1989

Today the President sent to the Hill his ethics reforms legislation and signed an Executive order establishing strict ethical standards for the executive branch. The bill and order reflect the President's strong commitment to integrity in Government and incorporate many of the recommendations of the President's Commission on Federal Ethics Law Reform, established by President Bush in January 1989. These proposals follow the four principles the President had set forth to guide the Commission:

1. Ethical standards for public servants must be exacting enough to ensure that the officials act with the utmost integrity and live up to the public's confidence in them.
2. Standards must be fair, objective, and consistent with common sense.
3. Standards must be equitable all across the three branches of the Federal Government.
4. We cannot afford to have unreasonably restrictive requirements that discourage able citizens from entering public service.

The President recognizes that the order may need to be amended, depending on what is ultimately enacted as law, but he signed the order today to avoid any delay in implementing ethics reform in the executive branch.

In separate legislation sent to the Hill today, the President proposed a 25-percent pay increase for judges, and the proposed ethics bill itself includes a limitation on receipt by judges of honoraria. The President will be working with the Congress separately on the questions of honoraria for Members of Congress, a possible congressional pay raise, and a pay raise for certain executive branch positions, including specialized jobs like those at the National Institutes of Health.

GOVERNMENT-WIDE ETHICS ACT OF 1989

Financial Disclosure

- Financial reporting and review requirements would be uniform across the three branches of Government.
- In place of the current system in which individuals disclose only the category of value of their assets and income, the bill would require individuals to disclose the actual value of each asset and source of income rounded to the nearest thousand dollars. (Where the actual valuation is unknown or not easily determined, a good faith estimate could be supplied. In the case of stock, an individual could report the number of shares held.)
- Employees would no longer be exempted from reporting liabilities for home mortgages and loans from relatives other than spouses, parents, brothers, sisters, and children.
- Commissioned officers in the Executive Office of the President (not including advisory committee members) would be added to the list of those required to file public financial disclosure reports.
- To reinforce the independence of the trustee of a qualified blind trust, such a trustee could not be an individual or an entity owned in its entirety by an individual.
- The legislation would create an advisory commission to study ways of simplying the forms that need to be filled out in the Presidential appointment process and to report back to the President within 90 days.

Conflicts of Interest

- The proposal would extend coverage of the general conflict-of interest statute, 18 U.S.C. 208, to the judiciary and to non-Member officers and employees of the Congress (but not to Members themselves).
- Members of Congress would be included in the portion of 18 U.S.C. 208 that prohibits an official from taking actions that affect entities with which he is negotiating for employment.
- The Internal Revenue Code would be amended to authorize deferral of tax liability when an individual is required by his/her agency to divest assets in order to avoid conflicts of interest.
- The President would be given the authority to grant conflict-of-interest

- Misdemeanor and civil penalties would be included as sanctions for violations of the criminal conflict-of-interest statutes, while retaining and enhancing felony sanctions for willful violations of these laws.
- The Attorney General would be given authority to seek injunctive relief for violations of these laws, and administrative debarment authority against former Government employees who violate the postemployment restrictions would be expanded.
- The bill would authorize an exemption from the Federal Advisory Committee Act facilitating the creation of a White House Ethics Council to advise White House and Cabinet officials, in conjunction with the Counsel to the President, on ethics matters.

Campaign Financing

- The bill would prohibit the use of excess campaign contributions for personal use and office expenses.

EXECUTIVE ORDER

- The new Executive order would set forth 14 fundamental principles of ethical conduct for the executive branch.
- Full-time noncareer Presidential appointees in the executive branch would be prohibited from receiving any earned income for outside employment during their Presidential appointments.
- The Office of Government Ethics would be responsible for administering the order by:
  - —Consolidating all executive branch standards of conduct regulations into a single set of regulations, and developing and periodically updating a comprehensive executive branch ethics manual.
  - —Issuing regulations (with the concurrence of the Attorney General) interpreting the general statute prohibiting actions in matters in which employees have financial interests (18 U.S.C. 208) and the statute prohibiting supplementation of salaries (18 U.S.C. 209).
  - —Issuing regulations (as previously authorized) setting forth a system for nonpublic (confidential) financial reporting for executive branch employees to supplement the public disclosure system.
- Agency responsibilities include:
  - —Supplementing the standards provided by law, the Executive order, and the comprehensive regulations issued by the Office of Government Ethics. Any supplements must be prepared as addenda to the comprehensive branch-wide regulations, and be approved by the Office of Government Ethics.
  - —Consulting with the Office of Government Ethics, where practicable, prior to granting waivers of conflict-of-interest requirements, and providing that office with a copy of any waiver granted.
  - —Obtaining approval from the Office of Government Ethics for annual plans for training and awareness activities.
  - —Providing mandatory annual training briefings on ethics for all senior officials as well as other designated employees. All Executive Office of the President staff would be included.
  - —Assessment of the ethics program in each agency and provision of adequate support, including the use of a separate line item in the budget, where practicable.
- The order would provide that the Executive Office of the President may not be compartmentalized for the purpose of the 1-year postemployment cooling-off restriction.
- The order reaffirms existing delegations of authority to issue conflict-of-interest waivers for certain Presidential appointees.

Remarks to the American Society of Newspaper Editors

April 12, 1989

The President. Thank you all very much. John, thank you—please. Well, I'm delighted to be here and look forward to taking a

few questions. I've been getting such a ribbing about my highly stylized prose; I thought it only appropriate for me to share a few recent headlines with you. [*Laughter*] I'm sure nobody here would write things like this, but—"Dentist Receives Plaque"—that was one—[*laughter*]—"Actor Sent to Jail for Not Finishing Sentence"—[*laughter*]—and "The Rest of the Year May Not Follow January." I'm tempted to gloat. If that's the standard, I'm not doing too bad. [*Laughter*]

Adlai Stevenson said: "An editor is a person who separates the wheat from the chaff and prints the chaff." [*Laughter*] So, I know I'm probably responsible for providing my fair share of chaff, but after all, I am the guy that said during the campaign: "A kitchen in every pot."—[*laughter*]—and also that "America's freedom"—I was reminded by some of these back here—"America's freedom is the example by which the world expires." [*Laughter*]

So, let no one miss the message: As editors you uphold a certain ethical standard in your newsrooms, and you've got to do that because a newspaper is only as good as its word. And I think this is no less true of government. High ethical standards are central to this administration, and we're going to enforce them strictly, comprehensively, fairly, and to the letter and spirit of the law.

And we've got to work together to reform a public code of conduct that at times appears to be in disarray. And it's not logical or fair a code; it's both too harsh and too lenient. And it elevates detail over substance, precept over principle.

And so, today I want to talk to you about some proposals of our administration, because such a system as now constituted ultimately breeds cynicism and contempt for the law. To truly reform it, we must remember that standards of trust and honesty are not dictated from regulations written in Washington, DC. Ethics in public service derive from the natural integrity of the American people. They are to be found in the everyday conduct of working men and women, in the postman checking up on the elderly resident at home or in the cashier who runs after the customer that's been overcharged. The millions of Americans who meet their obligations honestly and teach their kids to do it the same way see nothing extraordinary about asking the same of their government. The American people are troubled when they hear of officials in every branch of government, at whatever level of government, who show a brazen contempt for the letter or spirit of the law. And the American people do not understand why certain behavior is considered criminal when committed by an executive branch official—are perfectly legal when committed by someone in another branch of government. Is not a crime a crime? Should there not be an underlying standard of integrity for all?

And as President-elect, I heard about talented men and women who, though perfectly honest, declined to come to serve in government out of fear—fear of the sheer complexity of Federal ethics laws, fear that a simple, honest mistake could lead to a public nightmare. And these concerns led me to issue an Executive order [No. 12668] creating the President's Commission on Federal Ethics Law Reform. And I asked its members to recommend steps to foster full confidence in the integrity of all Federal public officials and employees.

And on March 9, as you may remember, this Commission filed its report and its recommendations. It was chaired by Judge Wilkie, co-chaired by former Attorney General Griffin Bell. In fact, the legislation now resulting from their recommendations and other ideas that I have—the legislation is being sent to the Congress today. And just this morning, I issued an Executive order [No. 12674] announcing ethical principles for the conduct of executive branch employees.

Both actions seek a common end: to raise ethical standards, to avoid conflicts of interest, and to ensure that the law is respected in fact and in appearance.

There are those, of course, who say that public ethics and values cannot be legislated. But they can—and I'm inclined to agree: You're never going to legislate away impropriety or through legislation guarantee that everybody lives beyond the, you know, perception of criticism—but these values and ethics can be encouraged, respected, and adhered to in government. Public service must reflect the best values

of America. And let me add that most public servants, in my view, do that. And I have served in the Congress, and I have served in the executive branch as well.

Jefferson said: "The whole art of government consists in being honest." And yet too often, simple honesty is not enough. Government rules have worked at cross-purposes. Our regulations have been complicated and unequally applied. Our laws have been contradictory and unclear. And we've spent more time trying to understand Federal ethics laws than we have trying to live by them.

My ethics program seeks to remedy these defects. How? By setting four objectives: first, to establish clear ethical principles; second, to ensure uniform standards among all three branches of government; third, to insist that these standards be fair and reasonable; and fourth, to ensure that these standards attract, not drive out, talented men and women to government.

My ethics program first insists that ethical standards must be exacting enough to ensure that officials act with the utmost integrity, for the public's confidence is not ours to inherit. We must earn that confidence, and it must be constantly renewed. With this in mind, I have placed a ban on outside income for noncareer Presidential appointees in the executive branch, including all employees in the immediate White House Office. I am proposing expanded financial disclosure for all three branches of government. And I have instructed my staff to perform a comprehensive review of Federal campaign finance laws.

Regarding the last, I have already reached one determination. Congress should extend for all Members the prohibition against the conversion of political contributions for personal or office use. Political donations should not become a sort of individual retirement account for Members of the United States Congress. And I call on Congress to close this loophole, and to close it this year.

Modern democratic government works best when organized by strong political parties. And yet we've allowed our parties to become weakened and overshadowed by special interests. And we can best restore the role of the parties by limiting political action committees. PAC's weaken the parties, restrain competition, and deaden the political debate. And I believe we should eliminate contributions to candidates by political action committees, and I'll be consulting with the Congress about that. And I also oppose Federal funding of congressional campaigns. My legislative proposal also strengthens the rules against abusing the revolving door for private gain at the expense of public trust. These rules must not make government service a bar to productive work in the private sector, but they must prohibit the appearance of profiting from government service, and this must include the legislative branch as well.

I'm proposing a 25-percent pay raise for Federal judges, while restricting their acceptance of honoraria. I also believe that honoraria for Members of Congress should be banned. And I believe Congress should have a pay increase. And I will not make a formal proposal on Congress until after I consult with the leaders of Congress on the issue of congressional pay. There is no point, absolutely no point, in putting Congress through another traumatic bashing like the one just completed. And I will include in those consultations the question of a pay increase for certain executive branch positions, including specialized jobs like those out there at the National Institute of Health. And I will strongly support pay increases for these jobs which are so important to this country.

My ethics program's second goal recognizes that ethical consistency demands equitable standards across all three branches of government. And under our Constitution, every branch of government is equal and none warrants preferential treatment. The same standard that applies to a staff person at HUD should also apply to housing subcommittee staff on Capitol Hill. And a practice is either ethical or it is not. And if Washington is to be a level playing field, then every player should be treated the same. And therefore, I am proposing that we must extend the independent counsel statute to cover the Congress. I am also proposing that the Federal statute that prohibits employees from taking actions that enhance their own financial interest be extended to cover legislative and judicial branch employees. There should also be an

independent ethics office for Congress, to be headed by a clearly nonpartisan official, confirmed by both Houses. And I ask that the existing 1-year postemployment cooling-off period for the senior executive branch employees also apply to the legislative and judicial branches.

And then there's the third objective of this ethics program. It insists that standards be reasonable and reflect good old-fashioned common sense. Some financial interests, for example, are too minor to create any meaningful conflict of interest at all. So, I want the Office of Government Ethics to have the authority to issue regulations authorizing waivers from these conflict of interest statute. But at the same time, we're urging tougher penalties when intentional violations of criminal conflict of interest laws occur. We're asking officials from all three branches to simplify the forms that must be completed by prospective appointees. And I'm also requiring mandatory annual briefings on ethics for Presidential appointees.

My program's fourth objective is to attract and keep the best people in government by keeping Federal ethics laws fair and balanced.

An ethics law is not a weapon—a blunt instrument with which to pound a public servant. It's not a gag with which to silence the outspoken. It's a tool to ensure a government as honest as the American people. We must not allow overly restrictive requirements to be abused or to keep talented people from entering public service. And that is why we have carefully crafted new postemployment restrictions. And that's why we want to allow persons who are required to divest assets to defer their tax liability.

My ethics program shows exactly where we are going and why. We seek to attract and keep the best and brightest in government. And by helping others, by building a better America—honorably, ethically—we seek to show how public service is not the sum of our perks or possessions but a measure of how we conduct ourselves and what we achieve.

Come to think of it, this is a good code for all occupations, from high school to the highest callings in journalism and government. I am delighted to have the opportunity to present to you the principles of this ethics package and obviously—I don't want to see this powerful crowd escape without a pitch—I'd like to have your editorial support for the objectives that I've outlined here today.

Thank you all very much, and I'd be glad to take your questions.

Blacks and Women in the Presidency

Q. Mr. President, my daughter thanks you for the autograph you gave us last week, and I'm asking this question on her behalf. She is a 12-year-old 6th grader—and I'm a little nervous here—12-year-old 6th grader at Shepherd Elementary School. And she asked me after I left the White House, "Daddy, will I ever be President? Will I have a chance to be President like Mr. Bush?" She's black and also female. Do you envision, sir, a time when this country might be prepared to elect a black and/or female as President?

The President. Yes, I do. I'd say to her: If I can make it, she can make it. But nevertheless—[*laughter*]—no, but seriously, Ben [Benjamin Johnson, Jr., managing editor of the Columbia-Missourian], of course we're in changing times here; and the great thing is that she might, by her question, aspire to be President. And I hope that I can keep alive, for at least the time I'm in the White House, the concept—the honor of public service, the obligation to put something back into the system, and also the fact that if you get into the arena you get a very different perspective than when you're sitting outside.

I'll always love what Sam Rayburn said. And this is a little off your question for your daughter. But as he was listening to some debate with a bunch of staffers, I think it was, up on the Hill, he said, "Well, the problem is they never ran for sheriff." And it makes a difference. So, I hope that the question means she is interested, and I hope that the progress this country has made and will make in the future will guarantee that a black teenager today, female, might well be President of the United States.

Nomination of John Tower

Q. How do you square that excellent program you've just outlined to us, sir, with the

THE WHITE HOUSE
WASHINGTON

Date: 8/31

TO: Amy Schwartz

FROM: Bob Simon ← Bob - 8/31

Comments noted. Call if you have questions
Amy S.

The attached is for:

- [x] Per our conversation
- [ ] Per your request
- [ ] Information
- [x] Review & Comment
- [ ] Direct Response
- [ ] Appropriate Action
- [ ] Draft Reply
- [ ] Signature
- [ ] File
- [ ] Other
- [x] Please Return By before you leave today

Comments:

Thanks!

DRAFT

The last time I spoke to you on January xx in this very same hall, I announced a new commission to examine ethical rules throughout the federal government and make recommendations for reform. I'm pleased to report that a lot of work has been done since then, but the task is not yet complete.

The Commission reported back to me in March, and On April 12, based on the report ~~of that commission~~, I signed an Executive Order ~~to both tighten the~~ that sets forth strict ethical standards ~~of~~ for the Executive Branch and calls for uniformity in these standards across the Executive branch. for the first time

Also on that day, I sent to Congress the Government-Wide Ethics Act of 1989. That proposal is based on four principles: ethical standards must be high enough to ensure integrity and public confidence; second, standards must be fair and consistent with common sense; third, requirements should not be so onerous as to discourage able citizens from entering public service; and fourth, standards must apply equitably to all three branches of government.

this is a paraphrase, but is reasonably accurate

Congress has been considering my proposal this summer. But as we get back to work this fall, we should remember something: Few things in government are as important as integrity and ethics. All have recognized the need for reform so that we have strict, fair, and <u>understandable</u> ethical standards. Ethics reform should not be dealt with in a piece-meal fashion, and I want to renew my call for Congress to enact comprehensive ethics reform legislation without delay. We owe that much to the American people for the trust they place in us.

14

Bureaucracy

A bureaucrat is a Democrat who holds some office that a Republican wants.

Alben W. Barkley

I do not rule Russia; ten thousand clerks do.

Nicholas I

The functionaries of every government have propensities to command at will the liberty and property of their constituents.

Thomas Jefferson

Bureaucracy defends the status quo long past the time when the quo has lost its status.

Laurence J. Peter

But it is not the consolidation, or concentration, of powers, but by their distribution that good government is effected.

Thomas Jefferson

The work of internal government has become the task of controlling the thousands of fifth-rate men.

Henry Adams

Government defines the physical aspects of man by means of the Printed Form, so that for every man in the flesh there is an exactly corresponding man on paper.

Jean Giraudoux

The hallmark of our age is the tension between related aspirations and sluggish institutions.

John Gardner

We can lick gravity, but sometimes the paperwork is overwhelming.

Wernher von Braun

But not the case w/ ..., imho...

BERTRAND RUSSELL
British philosopher
'Unpopular Essays' 1950
There is no nonsense so arrant that it cannot be made the creed of the vast majority by adequate governmental action.

I am persuaded that there is absolutely no limit to the absurdities that can, by government action, come to be generally believed.

LORD SOPER
British clergyman
The Listener 1978
The House of Lords has a value . . . it is good evidence of life after death.

ADLAI STEVENSON
American politician 1952
Tyranny is the normal pattern of government. It is only by intense thought, by great effort, by burning idealism and unlimited sacrifice that freedom has prevailed as a system of government.

I. F. STONE
American journalist 1959
Every government is a device by which a few control the actions of many . . . on both sides at the moment complex human societies depend for the final decisions of war and peace on a group of elderly men any sensible plant personnel manager, whether under capitalism or Communism, would hesitate to hire.

ROBERT STRAUSS
American official
Time 1978
Everybody in government is just like a bunch of ants on a log floating down the river. Each one thinks he is guiding the log, but it is really just going with the flow.

R. H. TAWNEY
British historian
The Guardian 1953
Governments, like individuals, should beware when all men speak well of them.

HARRY S. TRUMAN
American president 1959
Whenever you have an efficient government you have a dictatorship.

GORE VIDAL
American writer
'Homage to Daniel Shays' 1972
To govern is to choose how the revenue raised from taxes is spent.

TOM WICKER
American journalist 1968
Government expands to absorb revenues and then some.

Bureaucracy

DEAN ACHESON
American statesman
A memorandum is written not to inform the reader but to protect the writer.

RICHARD ADAMS
British author
Radio Times 1974
The worst thing that can be said about a civil servant is that he is emotional.

FRED ALLEN
American wit
A conference is a gathering of important people who singly can do nothing, but together can decide that nothing can be done.

ANONYMOUS
quoted in 'The Wit of the Civil Service' ed. E. Inglis 1973
A civil servant is a faceless mortal riding like a flea on the back of the dog, Legislation.

MILTON BERLE
American comedian 1954
A committee is a group that keeps the minutes and loses hours.

JAMES H. BOREN
American bureaucrat
quoted in 'The Official Rules' by P. Dickson 1972
When in doubt, mumble; when in trouble, delegate; when in charge, ponder.

JERRY BROWN
Governor of California 1973...
Too often I find that the volume of paper expands to fill the available briefcases.

SIR BARNETT COCKS
British scientist
quoted in New Scientist 1973
A committee is a cul de sac down which ideas are lured and then quietly strangled.

WILLIAM CONNOR
British journalist
Daily Mail
Civil servants – men who write minutes, make professional assessments, who are never attacked face to face, who dwell in the Sargasso Sea of the Civil Service and who love the seaweed that conceals them.

J. K. GALBRAITH
American economist
'Ambassador's Journal' 1969
Meetings are indispensable when you don't want to do anything.

Harpers 1970
A bureaucracy is a continuing congregation of people who must act more or less as one.

RICHARD N. GOODWIN
American politician
'The American Condition' 1974
Bureaucratic function is sustained by fear of failure as the church was once supported by the fear of damnation.

JO GRIMOND
British politician
Bureaucracy is the antithesis of democracy.

RICHARD HARKNESS
New York Herald Tribune 1960
What is a committee? A group of the unwilling, picked from the unfit, to do the unnecessary.

JOSEPH HELLER
American novelist
It is the anonymous 'they', the enigmatic 'they' who are in charge. Who is 'they'? I don't know. Nobody knows. Not even 'they' themselves.

ROBERT HELLER
American writer
'The Great Executive Dream' 1972
The first myth of management is that it exists. The second myth of management is that success equals skill.

DOUGLAS HOUGHTON
British politician
in 'The Wit of the Civil Service' 1973
Civil servants, like Americans, want to be loved. But one cannot love bureaucratic power. Only submit to it, fear it or hate it. Civil servants are the 'they' in our society.

LANE KIRKLAND
American trade unionist 1974
The usefulness of a meeting is in inverse proportion to the attendance.

SUZANNAH LESSARD
American journalist
Washington Monthly 1971
The civil servant is not to consider the purpose of what he does, nor even to engage in any activity resembling an expression of political commitment, lest he think about the purposes to which he daily contributes his talents. Awareness of and responsibility for the use of one's work is not only the first principle of integrity, but a basic requisite for a healthy integrated attitude towards what one does with oneself.

EUGENE McCARTHY
American politician
Time 1979
An efficient bureaucracy is the greatest threat to liberty.

GEORGE McGOVERN
American politician 1960
The longer the title, the less important the job.

ERNEST MARPLES
British politician
in 'The Wit of the Civil Service'
You don't need brains to be Minister of Transport because the civil servants have them.

RALPH NADER
American consumer advocate
'The Spoiled System'
The speed of exit of a civil servant is directly proportional to the quality of his service.

GEORGE JEAN NATHAN
American critic
Bad officials are elected by good citizens who do not vote.

PRINCE PHILIP
1967
If you really want to get your teeth into the biggest rice pudding of all, I suggest you take a look at the duties of government and its administrative structure.

JACK ROBERTSON
American electronics writer
quoted in 'The Official Rules' by P. Dickson 1978
The more directives you issue to solve a problem the worse it gets.

ANTHONY SAMPSON
British journalist
'The Anatomy of Britain'
Running a civil service department is like playing an organ – you can do almost anything with it. . . A minister can ring a bell, ask for a report on anything, and get it.

NEVILLE SHUTE
British writer
A politician or a civil servant is still to me an arrogant fool until he is proved otherwise.

ADLAI STEVENSON
American politician
Your public servants serve you right.

LOUIS THIESS
American local government official
New York Times 1971
Working with the government is sometimes like spinning your wheels in the sand.

'TRIBUNE'
British socialist newspaper
Whitehall is the only thoroughfare in the country with a farce playing at both ends.

GORE VIDAL
American writer
'Sex, Death & Money' 1968
There is something about a bureaucrat that does not like a poem.

WERNHER VON BRAUN
German rocket engineer 1950s
We can lick gravity, but sometimes the paperwork is overwhelming.

WARREN'S RULE
in 'Murphy's Law Book Two' by Arthur Bloch 1980
To spot the expert, pick the one who predicts the job will take the longest and cost the most.

DWIGHT WALDO
American writer
in 'Elements of Public Administration' 1946
One man's red tape is another man's system.

HUW WHELDON
British broadcaster 1970
Not a month goes by when we don't have long governmental fingers dabbling in our programmes but you have to put a hammer down on them.

CHARLES E. WILSON
American government official 1952
No inanimate thing will move from one place to another without a piece of paper that goes along telling someone where to move it.

VICTOR YANNACONE
American sportsman
Sports Illustrated 1969
Civilisation declines in relation to the increase in bureaucracy.

Lucille Ball, Ray Charles, Hume Cronyn and Jessica Tandy, Yehudi Menuhin, and Antony Tudor—to all of you we give this evening, this night of honor. It's the least we can do after all that each of you has given to each of us. God bless you.

Note: The President spoke at 6:16 p.m. in the East Room at the White House. The reception honored the recipients of the ninth annual Kennedy Center Honors for Lifetime Achievement. Following the reception, the President attended the annual gala honoring the recipients at the John F. Kennedy Center for the Performing Arts.

Remarks at the Presentation Ceremony for the Presidential Distinguished Executive Rank Awards

December 8, 1986

Thank you. I don't know why, but it seems to sound better. [*The President was referring to lengthy applause.*] Thank you. [*Laughter*] Well, welcome to the White House. You may not have thought this building was a part of the White House; that's what they call it. Maybe White House complex would be better, but that sounds like a neurosis. [*Laughter*] Well, anyway, it's a pleasure to be here with you today. As you know, we're here to honor the top guns of the Federal Establishment, the best of the best in serving the American people.

When our administration came to Washington 6 years ago, we promised the American people a government that stopped doing what it shouldn't be doing and did well whatever was left. Our honorees today are helping to fulfill that promise. They lead the leaders of the Federal Establishment. They've been chosen the most outstanding members of the Senior Executive Service. We should always remember that their work is important, not only in the immediate sense of what they do but in a broader way as well. Yes, their jobs may be managerial or technical, but in a broader sense their work is to help ensure the success of the greatest experiment in self-government in the history of the world—an experiment called the United States of America.

And just in case you're thinking that when I went over to Ireland a few years back I sneaked in a side trip and kissed the Blarney Stone, let me tell you about just a few of our awardees. Among them is Frederick Rall, who's been called the father of the modern Air Force. Then there's John Simpson, the Director of the Secret Service, the man who planned protection for all the Presidential candidates in 1984, for the Los Angeles Olympics, for the 40th anniversary celebrations at the United Nations, and who currently serves as President of Interpol. And there's one of the world's outstanding researchers on the workings of the human brain, Dr. Frederick Goodwin. To give you an idea of the impact of Dr. Goodwin's work, I'm told he's in the top one-tenth of 1 percent of all scientists most frequently cited in scholarly writings.

I could go on and on, but—some of you are leaders in the critical work of getting Federal spending under control. Some of you are leading in rebuilding America's defense. Charles Nemfakos is helping to bring the 600-ship Navy to reality—under budget. Others are helping to formulate and implement policy at the highest levels of diplomatic, military, and trade issues. Still others are enforcing the laws of our country, while others are making Federal programs give good service to their clients. I'm very proud of every one of you. And I know your colleagues and your families are proud.

So, let me just say, on behalf of the American people, thank you for all you're doing for our country. And now I'm going to turn to Connie Horner, who is going to officiate from here on.

Note: The President spoke at 1:30 p.m. in Room 450

passing a bill through both Houses and presenting it to the President.

My administration alerted Congress to these various problems throughout the legislative process in an effort to achieve a bill free of constitutionally suspect provisions. Although we were unsuccessful in this goal, I am nonetheless signing the bill. In doing so, I am in no sense dismissing the constitutional problems or acquiescing in a violation of the system of separated powers carefully crafted by the framers of the Constitution. Rather, it is my hope that the constitutional problems will be promptly resolved so that the vitally important business of deficit reduction can proceed.

In addition, the legislation also increases the debt ceiling so that the Federal Government can continue to meet its financial obligations.

The many Senators and Representatives whose hard work has borne fruit in this bill are to be commended. The American people expect their elected officials to take action now to reduce the size of government and to set upon a reasonable and equitable course to eliminate Federal budget deficits. I am unequivocally committed to that goal. I am hopeful and confident that Congress will act responsibly in meeting its obligations under the bill and thus in future years will render implementation of the automatic budget reduction mechanism unnecessary. Deficit reduction is on the horizon. We are embarked on this promising new path together, and together we will make it work.

Note: H.J. Res. 372, approved December 12, was assigned Public Law No. 99–177.

Remarks at the Presentation Ceremony for the Presidential Distinguished Executive Awards
December 12, 1985

Thank you all very much. Who's tending the store? [*Laughter*] Connie Horner and ladies and gentlemen, good morning, and welcome to the White House. We've assembled today to—if some of you think that's strange, I always have to explain that. I had to have it explained to me—that they technically call this the White House. I know we're across the street. [*Laughter*] But we're assembled here today to honor the best of our Senior Executive Service, those of you whom it is my privilege to bestow distinguished Presidential Rank Awards.

You know, any administration, even one that lasts 8 years, is keenly aware of the ticking of the clock and the calendar pages flipping by as it strives to achieve what it set out to accomplish. Each President, each administration, is a rendezvous with Father Time. Father Time—I did—I went to school with him; he was a classmate. [*Laughter*] But the clock is ticking, and even as our administration has called for government to play a more limited role in American life, we've worked hard to see that government performs its legitimate functions with greater diligence and efficiency. It's men and women like you who have made this vital effort successful. At Treasury and Justice, in the Army, the Navy, the Air Force, at Agriculture, NASA, and so many others, you've become shining examples of individuals who have delivered on the promises of the Government to the American people.

Now, time won't permit me to discuss each of your achievements, but I do want to mention just, at least, a few. One of you has fought crime by developing a program to help cut drug smuggling in Miami; another helped put Americans on the Moon and is now working to make NASA's space station a reality. Several of you've made advances of critical importance to our national defense. And at this time of battles to bring deficit spending under control, I have to point out that several of you've saved our taxpayers major sums: one, a financial officer at the Agency for International Development, saved the Government more than $4½ million. An award winner at Treasury

is credited with saving taxpayers $12 million. And an award winner in the Navy pioneered changes that, it's estimated, will save some $300 million. And you know, even in Washington $300 million is real money. [*Laughter*]

Even more important than these specific savings and advances—each of you has provided an example, an inspiration to others in the civil service, to work hard and to be more conscientious of the great trust that is shared by all in public service. Through your personal achievement, you, whom we honor today, have improved the lives of millions of your fellow citizens throughout our nation. And these awards represent the appreciation that each of us feels for you having accomplished so much for so many.

On behalf of all Americans, permit me to offer my heartfelt congratulations on a job well done. Thank you all, and God bless you. And now, Connie, if you'll get up here and do your chore, I'll step over here and do mine.

Note: The President spoke at 11:30 a.m. in Room 450 of the Old Executive Office Building. Constance Horner, Director of the Office of Personnel Management, read the names of the recipients. The 1985 award recipients were: Valdus V. Adamkus, Richard C. Armstrong, Robert N. Battard, Curtis W. Christensen, James E. Colvard, Guy H. Cunningham III, Angelo J. DiMascio, Anthony R. DiTrapani, Robert I. Dodge III, Barry Felrice, Kenneth M. Fogash, Robert M. Forssell, Gerald D. Griffin, Arthur H. Guenther, Richard L. Haver, David A. Israel, Samuel W. Keller, John C. Keeney, Ruth L. Kirschstein, Michael G. Kozak, Jack W. McGraw, James C. McKinney, Alexia L. Morrison, James W. Morrison, Jr., William Y. Nishimura, R. Max Peterson, Stanley M. Silverman, John A. Simpson, Andrew J. Stofan, Naomi R. Sweeney, Margery Waxman, and Larry G. Westfall.

Statement on the Crash of an Airliner Transporting Members of the 101st Airborne Division

December 12, 1985

Nancy and I are deeply shocked and saddened by the report of the tragic crash of a chartered airliner returning U.S. troops to the United States from peacekeeping duty with the United Nations' Multinational Force and Observers in the Sinai. The loss, tragic at any time, is especially painful at this holiday period. I have been advised by the Secretary of Defense that the full resources of the U.S. Army and the U.S. Government are being made available to assist families of victims however possible. Our hearts go out to the loved ones of these brave soldiers who have paid the fullest price in the service of their country and the cause of peace.

Note: Larry M. Speakes, Principal Deputy Press Secretary to the President, read the President's statement to reporters in the Briefing Room at the White House during his daily press briefing, which began at noon. The airliner, which was en route to Fort Campbell, KY, crashed at 6:45 a.m. in Gander, Newfoundland. There were 248 casualties.

Remarks on Lighting the National Christmas Tree

December 12, 1985

My fellow Americans, thank you for joining Nancy and me on this festive evening. The menorah stands lighted in Lafayette Park, for this is also the time of Hanukkah,

Remarks on Presenting the Presidential Rank Awards to Members of the Senior Executive Service

December 19, 1983

I assume that you've all been in here long enough to get warm. [*Laughter*] Just walking across the street if my voice quavers, it isn't emotion. [*Laughter*] I'm cold.

But good morning, and welcome. It's always a pleasure to meet with the people who are responsible for making our government work. The ability of this or any other administration to succeed is—in no small measure depends on the energy, the dedication, and the spirit of our Federal employees. And government service is a partnership—in other words, a relationship between political leaders, who do most of the talking, and career employees, who do most of the work.

When we speak of government, we may think of an impersonal bureaucracy with lots of regulations and paperwork, but just as this is a government of the people, it's also a government run by people—people like you, who've committed your lives and your careers to jobs that are vital to our nation. Your work is government, and without you it would come quickly to a halt.

Even if there were no awards like those for today, most of our Federal employees would still do their best, working to give our citizens honest government. People don't choose government service for prestige, glamour, or recognition. They're not trying to get rich. They're just trying to make a difference, and that's important.

In this centennial year anniversary of the Civil Service, we should remember that government is only as good as the people who make it work one day at a time. Government must limit what it does, but it still must perform its responsibilities with care and professionalism. You can't have good programs without good people. Well, you're the good people. And the Presidential Rank Awards provide the opportunity to recognize your great services to our nation. And it gives us a chance to show our appreciation for your contributions, your imagination, and your hard work.

These awards also provide an incentive for all Federal employees to help us improve the effectiveness of government. There's always room for improvement. You haven't earned your awards by luck. It's because of exceptional performance.

The nearly 7,000 members of the Senior Executive Service are among the finest group of executives anywhere. To be singled out and selected for the prestigious Presidential Rank Award is an honor. You have good reason to be proud, and America is fortunate to have you on our team.

You've searched for ways to reduce the growth of the budget, and you succeeded. You've looked for more efficient ways to run programs, and you've found them. You've tried to better serve our citizens, and you're doing it. From the Johnson Space Center to the Fish and Wildlife Service in Anchorage, Alaska, and from the Department of State to the VA Medical Center in Gainesville, Florida, you are on the frontlines, day in and day out, setting high standards for us all.

And, ladies and gentlemen, you're what is best about government: the commitment and determination of individual citizens in service to our nation. Through your efforts, we can make today's Federal Government a model for the generation that'll follow us. And I'm counting on you, and so are the American people.

So, God bless you, and thank you all very much for all that you are doing.

Note: The President spoke at 11:50 a.m. at the presentation ceremony in Room 450 of the Old Executive Office Building. Following his remarks, Donald J. Devine, Director of the Office of Personnel Management, introduced the 38 award winners to the President.

"1–212. Agencies or subdivisions under the operational jurisdiction of the Joint Chiefs of Staff (JCS).

"(a) Intelligence Division (J–2), Headquarters Atlantic Command (LANTCOM).

"(b) Atlantic Command Electronic Intelligence Center.

"(c) Intelligence Directorate (J–2), Headquarters U.S. European Command (USEUCOM).

"(d) Special Security Office (SSO), Headquarters U.S. European Command (USEUCOM).

"(e) European Defense Analysis Center (EUDAC).

"(f) Intelligence Directorate (J–2), Headquarters Pacific Command (PACOM).

"(g) Intelligence Center Pacific (IPAC).

"(h) Intelligence Directorate (J–2), Headquarters U.S. Southern Command (USSOUTHCOM).

"(i) Intelligence Directorate (J–2), Headquarters U.S. Readiness Command (USREDCOM)/Joint Deployment Agency.

"(j) Deputy Chief of Staff/Intelligence, Headquarters Strategic Air Command (SAC).

"(k) 544th Strategic Intelligence Wing, Strategic Air Command (SAC).

"(l) Deputy Chief of Staff/Intelligence, Headquarters 15th Air Force, Strategic Air Command (SAC).

"(m) Deputy Chief of Staff/Intelligence, Headquarters 8th Air Force, Strategic Air Command (SAC).

"(n) Strategic Reconnaissance Center, Headquarters Strategic Air Command (SAC).

"(o) 6th Strategic Wing, Strategic Air Command (SAC).

"(p) 9th Strategic Reconnaissance Wing, Strategic Air Command (SAC).

"(q) 55th Strategic Reconnaissance Wing, Strategic Air Command (SAC).

"(r) 306th Strategic Wing, Strategic Air Command (SAC).

"(s) 376th Strategic Wing, Strategic Air Command (SAC).

"(t) Deputy Chief of Staff/Operations Plans, Headquarters Strategic Air Command (SAC).

"(u) The Joint Strategic Target Planning Staff (JSTPS).".

Sec. 3. Section 1–210 of Executive Order No. 12171 is amended to read as follows:

"1–210. Agencies or subdivisions of the Department of Energy.

"(a) The Albuquerque, Nevada and Savannah River operations offices under the Under Secretary of Energy.

"(b) Offices of the Assistant Secretary for Defense Programs.".

RONALD REAGAN

The White House,
January 11, 1982.

[*Filed with the Office of the Federal Register, 10:16 a.m., January 12, 1982*]

Remarks to Department of Transportation Employees in the Senior Executive Service

January 12, 1982

Secretary Lewis. Good morning. Mr. President, we're delighted to have you with us today to meet with our Department managers. And as you know, in the Department of Transportation we have an executive mobility program wherein we interchange jobs within the Department. Therefore, I'm doubly delighted you're here today so you can learn firsthand about our Department in case you'd like to change jobs with me. [*Laughter*]

Seriously, we're grateful for your interest in our programs and our people. And I was very deeply impressed by something Dan Rostenkowski said on the platform with me in Chicago about a year ago. In speaking of the President, he said, "It's refreshing for a change to have a man in the White House who actually does in office what he said he was going to do when running for that

office."

It is for me a great privilege to have the opportunity to serve in government and even a greater honor to serve in this administration, because to serve under President Reagan is to serve under the best. It is my pleasure and my honor to present to you the President of the United States.

Mr. President, welcome to the Department of Transportation.

The President. Thank you all very much. And, Drew, thank you very much.

I want to tell you that I'm very proud—people like Drew, men and women who have come here to serve in government, I'm proud of all of you. And I said many times during the campaign that I wanted people who didn't want a job in government and who would actually have to step down from their own achievements in the private sector in order to take a government position. But when I look at some of these men like Drew, I didn't mean they should jump off the bridge. [*Laughter*] And some of them really did that.

Incidentally, I want to congratulate all of you. The combined Federal contribution campaign that has just been concluded under Secretary Mac Baldrige's chairmanship has exceeded all records of the past and has gone $1¼ million over the goal that had been set for this year, and the Department of Transportation increased its giving over any previous effort by 14 percent. So, my thanks and congratulations.

You are committed to a better government, or you wouldn't be a member of the Senior Executive Service. As this nation's top managers, you've dedicated your careers to forging a better Federal Government. Government is only as good as the people who make it work one day at a time. No one appreciates that more than I, the importance of the career executive managers who actually execute the policies of this government on a day-to-day basis and keep the multitude of programs running—and I will say, running within whatever budget they are allocated. [*Laughter*] Seems to be somewhat of a target in these times.

Career Federal executives should fairly be compensated for the work they do, and that's why we actively supported the increase in executive salaries and the removal of the pay cap. That's also why we've maintained the integrity of the executive bonus system, so there can be a meaningful way of rewarding those who make exemplary contributions in the management of our programs.

This Department's SES program has stimulated thought and creativity that led to major program advances this year. Through this executive forum, problems are thrashed out and new management concepts are born. The executive mobility program, which interchanges managers among all the various elements of the Department, gives you a diversity of experience and knowledge you need to manage an enterprise as broad in scope as this one.

And, if I could just relate a personal experience to you, back in California when I was serving the government there as Governor of California—in, believe it or not, this particular department, the department of transportation—that started it. And then it spread to other departments. We asked people who had been 20 years and longer in various positions in government, suddenly shifted them to another position and rotated them around. And at first there was something of rebellion. Someone said, "I don't know—I've been doing this for 20 years," and so forth. What happened was amazing, not only for them—suddenly there was a new interest in coming to work, there was a whole new challenge for them—but also for the benefit of government, someone coming in who hadn't been looking at the same problems for 20 years, suddenly saw things, asked questions, said, "Well, wait a minute. Wouldn't it be better if we did this or that?" And there was a stimulant to the whole government from this switching around.

Now, with the transfer of the Maritime Administration to this Department, you have responsibility for managing all the phases of the transportation sector, which gives you even more opportunity to exert the creativity you're developing in this SES program.

As I said before, I'm proud that you're on our team. You helped seek out ways to reduce the Department budget, you looked for waste that could be cut, searched for

less expensive and more efficient ways to execute the programs, and you found them.

Some of you in the FAA, along with the flight service specialists, technicians, are in the forefront in designing a new system for the Nation's air traffic control. In so doing, you're helping us keep our commitment to upgrade the system and employ the latest technology in keeping the airways safe. Others among you have exerted your leadership in the auto industry studies, which have paved the way for [the] ongoing regulatory reform program, reform which will help a vital national industry to function and compete again in the free market system.

You know, good tax policy is one in which, as much as possible, the tax that funds a service is levied on those who benefit from the service. Your leadership in developing the transportation user-fee concept will more equitably distribute the cost of transportation among those who actually benefit. The qualities that you've demonstrated in your work at Transportation are the universal requirements for outstanding service in any public endeavor. You can't ever have good programs without good people to deliver them.

The theme of our administration is a new beginning, a national renewal that will make America great again; and for that, we need a spirit of renewal and excellence in all of government. Thanks to you and thousands of other dedicated public servants, we've made an important beginning. We've cut waste, eliminated redtape, and provided better services to the American taxpayers, which is why we're all here.

I don't know about you, but I think this is an exciting time in our nation's history, a time of both change and reaffirmation. And each of you and your colleagues throughout the Federal Government are on the front-line day-in and day-out, translating policy goals into accomplished realities. The times call out for excellence, and groups like yours are providing it.

During my 8 years that I mentioned before in the government of California, we were able to create a more efficient, responsive, and economic State government, and still deliver, and in many cases improve, the full range of necessary services to the people of California. We couldn't have made any of that happen if we hadn't been able to recruit, retain, and motivate a dedicated cadre of State government employees—skilled professionals at every rung of the ladder. Many of them were a little nervous at first when I took office there in Sacramento. After all, for 25 years they'd been seeing me ride off into the sunset with "The End" superimposed on my back. [*Laughter*] They had some right to have doubts or questions about what might happen from there on.

Well, as it turned out, if I may say so, I had one advantage. I hadn't learned all the things that you can't do and, as it turned out, in going ahead in my innocent inexperience, discovered that some of them can be done if you give them a chance. More and more, dedicated State employees came up with ideas that led to greater efficiency and better management. California—which, if it were a nation, would be the seventh ranking economic power on Earth—went up from near bankruptcy to surpluses, which were returned to the taxpayers. Its bonds achieved a triple-A rating from Moody's, and its department of transportation, with no increase in the number of employees, absorbed a 60-percent increase in workload over the 8 years.

Now, I'm not suggesting that we do anything—[*laughter*]—just mentioning it. But, I believe that the vast majority of Federal workers are every bit as committed to rooting out waste and fraud and inefficiency as the taxpayers they serve. I believe they want to do the best possible job they can. This administration is dedicated to helping them, helping you, achieve this goal.

Old abuses and errors must be redressed. The mistakes of the past have already cost us far too much in economic stagnation and crippling taxes and inflation. But together, we can turn things around and make today's Federal Government a model for the generation that will come after us. Together—and that's the only way, together—we can make it happen. So, I'm counting on you, and so are the American people. And thank you all very much for what you're doing.

AT DOT

FROM: JOSEPH W. HAGIN

SUBJECT: APPROVED PRESIDENTIAL ACTIVITY

EVENT: Presentation of the 1989 Distinguished Senior Executive Service Presidential Rank Awards

DATE: September 14, 1989 -- Thursday

TIME: 2:00 p.m.

DURATION: 30 minutes

LOCATION: Constitution Hall

ATTIRE: Business Suit

REMARKS REQUIRED: Yes

MEDIA COVERAGE: Open

FIRST LADY PARTICIPATION: No

ADDITIONAL INFORMATION:

CONTACT: _____

TELEPHONE: OFFICE _____ HOME _____

NOTE: PROJECT OFFICER SEE ATTACHED CHECKLIST

Ed Rogers	Marlin Fitzwater	David Bates
James Cicconi	David Demarest	David Valdez
Fred McClure	Jean Lamb	USSS - PPD
Susan Porter Rose	Steve Studdert	Gary Walters
Patty Presock	John Keller	WHCA Audio/Visual
Chriss Winston	Tim McBride	WHCA Operations
Laurie Firestone	J. Bonnie Newman	Amy Louisa Buckley
Robert Guttman	Tony Lopez	C. Boyden Gray
		Bruce Zanca

T. Roosevelt

———————. There is no truth more important than the truth that it is the performance of duty toward the Commonwealth, and not the enjoyment of unearned privilege from the Commonwealth, that breeds loyalty, devotion, patriotism. In a family, the father and mother who fail to rear their sons and daughters to recognize and perform their duties neither receive nor deserve the loyal devotion felt for the heads of the household where the whole household is trained to put duty ahead of pleasure. It is exactly the same with a nation. (New York *Times,* September 10, 1917.) *Mem. Ed.* XXI, 54; *Nat. Ed.* XIX, 46.

———————. If there is an equality of rights, there is an inequality of duties. It is proper to demand more from the man with exceptional advantages than from the man without them. A heavy moral obligation rests upon the man of means and upon the man of education to do their full duty by their country. (*Atlantic Monthly,* August 1894.) *Mem. Ed.* XV, 50; *Nat. Ed.* XIII, 36.

CIVIC DUTY AND RIGHTS. I believe it is even more important for men to pay heed to their duties and to the rights of others than it is for them to pay heed to their own rights. But I believe also that they can only do their full duty when they enjoy fully their rights. (At St. Louis, Mo., March 28, 1912.) *Mem. Ed.* XIX, 239; *Nat. Ed.* XVII, 176.

CIVIC DUTY. *See also* CITIZEN; CITIZENSHIP; DUTY; FREEDOM; GOVERNMENT; MUNICIPAL GOVERNMENT; PARTY ALLEGIANCE; PARTY SYSTEM; POLITICAL DUTIES; POLITICS; RIGHTS; SELF-GOVERNMENT; SUFFRAGE; VOTING.

CIVIC PLANNING. *See* PUBLIC BUILDINGS.

CIVIC RIGHTEOUSNESS. The State will be saved, if the Lord puts it into the heart of the average man so to shape his life that the State shall be worth saving, and only on those terms. We need civic righteousness. The best constitution that the wit of man has ever devised, the best institutions that the ablest statesmen in the world have ever reduced to practice by law or by custom, all these shall be of no avail if they are not vivified by the spirit which makes a State great by making its citizens honest, just, and brave. (At Washington, October 25, 1903.) *Mem. Ed.* XV, 465; *Nat. Ed.* XIII, 551.

CIVIL SERVICE. The Federal Government can rarely act with the directness that the State governments act. It can, however, do a good deal. My purpose was to make the National Government itself a model employer of labor, the effort being to make the per diem employee just as much as the Cabinet officer regard himself as one of the partners employed in the service of the public, proud of his work, eager to do it in the best possible manner, and confident of just treatment. (1913.) *Mem. Ed.* XXII, 526; *Nat. Ed.* XX, 452.

CIVIL SERVICE. *See also* EIGHT HOUR DAY; GOVERNMENT EMPLOYEES; OPEN SHOP; POLITICAL ASSESSMENTS; VETERANS.

CIVIL SERVICE COMMISSION. The purpose of the Civil Service Commission is to secure an absolutely non-partisan public service; to have men appointed to and retained in office wholly without reference to their politics. In other words, we desire to make a man's honesty and capacity to do the work to which he is assigned the sole tests of his appointment and retention. In the departmental service at Washington we have succeeded in putting a nearly complete stop to removals for political purposes. Men are retained in the departments almost wholly without regard to politics. But it has been a matter of more difficulty to get them to come forward and enter the examinations without regard to politics.

The task set us is very difficult. We have to face the intense and interested hostility of the great mass of self-seeking politicians, and of the much larger mass of officeseekers, whose only hope of acquiring office rests in political influence, and is immediately cut off by the application of any, even the most modest, merit test. We have to overcome popular indifference or ignorance, and we have to do constant battle with that spirit of mean and vicious cynicism which so many men, respectable enough in their private life, assume as their attitude in public affairs. (*Atlantic Monthly,* July 1892.) *Mem. Ed.* XVI, 177-178; *Nat. Ed.* XIV, 115-116.

———————. You say that there is a growing contempt for the Civil Service Law. My experience is directly the opposite, and I am positive that the contempt of which you speak exists only in the minds of the very ignorant, and that these very ignorant are less numerous, so far as this subject is concerned, than they were only a few years ago, and grow less numerous year by year. . . .

There is no "shell separating the commission from the outer world." All that we do is perfectly open. The registers for the ordinary posi-

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GOVERNMENT. *See also* ADMINISTRATION; BUREAUCRACY; DIVISION OF POWERS; EXPERTS; INITIATIVE; LEGISLATION; MUNICIPAL GOVERNMENT; PARLIAMENTARY GOVERNMENT; POPULAR RULE; PRIMARIES; RECALL; REFERENDUM; REPUBLICAN GOVERNMENT; SELF-GOVERNMENT.

GOVERNMENT CONTROL OF BUSINESS. I do not believe in the government interfering with private business more than is necessary. I do not believe in the government undertaking any work which can with propriety be left in private hands. But neither do I believe in the government flinching from overseeing any work when it becomes evident that abuses are sure to obtain therein unless there is governmental supervision. (Fifth Annual Message, Washington, December 5, 1905.) *Mem. Ed.* XVII, 321; *Nat. Ed.* XV, 275.

————————. [The] extension of the national power to oversee and secure correct behavior in the management of all great corporations engaged in interstate business will . . . render far more stable the present system by doing away with those grave abuses which are not only evil in themselves but are also evil because they furnish an excuse for agitators to inflame well-meaning people against all forms of property, and to commit the country to schemes of wild, would-be remedy which would work infinitely more harm than the disease itself. The government ought not to conduct the business of the country; but it ought to regulate it so that it shall be conducted in the interest of the public. (At Harrisburg, Pa., October 4, 1906.) *Mem. Ed.* XVIII, 87; *Nat. Ed.* XVI, 73.

GOVERNMENT CONTROL. *See also* BUSINESS; COMBINATIONS; CORPORATIONS; INDUSTRIAL COMMISSION; INSURANCE COMPANIES; INTERSTATE COMMERCE COMMISSION; MONOPOLIES; RAILROADS; SHERMAN ANTI-TRUST ACT; TRUSTS.

GOVERNMENT EMPLOYEES — CARE OF. The National Government should be a model employer. It should demand the highest quality of service from its employees and should care for them properly in return. Congress should adopt legislation providing limited but definite compensation for accidents to all workmen within the scope of the Federal power,

including employees in navy-yards and arsenals. (At Jamestown Exposition, Va., June 10, 1907.) *Mem. Ed.* XVIII, 242; *Nat. Ed.* XVI, 179.

GOVERNMENT EMPLOYEES. *See also* CIVIL SERVICE; EIGHT-HOUR DAY; LABOR UNIONS; MERIT SYSTEM; OPEN SHOP.

GOVERNMENT OF LAW AND MEN. Ours is a government of laws, but every one should keep always before him the fact that no law is worth anything unless there is the right kind of man behind it. In tropical America there are many republics whose constitutions and laws are practically identical with ours, yet some of these republics have, throughout their governmental career, alternated between despotism and anarchy, and have failed in striking fashion at every point where in equally striking fashion we have succeeded. The difference was not in the laws or the institutions, for they were the same. The difference was in the men who made up the community, in the men who administered the laws, and in the men who put in power the administrators. (*Outlook,* January 21, 1911.) *Mem. Ed.* XIX, 98; *Nat. Ed.* XVII, 63.

————————. This is a government of law, but it is also, as every government always has been and always must be, a government of men; for the worth of a law depends as much upon the men who interpret and administer it as upon the men who have enacted it. (*Outlook,* March 4, 1911.) *Mem. Ed.* XIX, 126; *Nat. Ed.* XVII, 88.

GOVERNMENT OF LAW AND MEN. *See also* CONSTITUTION; COURTS; JUDICIARY; JUSTICE; LAW; LEGALISM.

GOVERNMENT OWNERSHIP. Government ownership should be avoided wherever possible; our purpose should be to steer between the anarchy of unregulated individualism and the deadening formalism and inefficiency of wide-spread State ownership. From time to time it has been found, and will be found, necessary for the government to own and run certain businesses, the uninterrupted prosecution of which is necessary to the public welfare and which cannot be adequately controlled in any other way, but normally this is as inadvisable as to permit such business concerns to be free from all government supervision and direction. Normally, and save where the necessity is clearly shown, our aim should be to encourage and stimulate private action and co-operation, subject to government control. (Before Republican

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§ 4506. Regulations

The Office of Personnel Management shall prescribe regulations and instructions under which the agency awards program set forth by this subchapter shall be carried out.

(Pub. L. 89-554, Sept. 6, 1966, 80 Stat. 443; Pub. L. 95-454, title V, § 503(d), Oct. 13, 1978, 92 Stat. 1184; Pub. L. 97-35, title XVII, § 1703(b)(2), Aug. 13, 1981, 95 Stat. 756.)

§ 4507. Awarding of ranks in the Senior Executive Service

(a) For the purpose of this section, "agency", "senior executive", and "career appointee" have the meanings set forth in section 3132(a) of this title.

(b) Each agency shall submit annually to the Office recommendations of career appointees in the agency to be awarded the rank of Meritorious Executive or Distinguished Executive. The recommendations may take into account the individual's performance over a period of years. The Office shall review such recommendations and provide to the President recommendations as to which of the agency recommended appointees should receive such rank.

(c) During any fiscal year, the President may, subject to subsection (d) of this section, award to any career appointee recommended by the Office the rank of—

(1) Meritorious Executive, for sustained accomplishment, or

(2) Distinguished Executive, for sustained extraordinary accomplishment.

A career appointee awarded a rank under paragraph (1) or (2) of this subsection shall not be entitled to be awarded that rank during the following 4 fiscal years.

(d) During any fiscal year—

(1) the number of career appointees awarded the rank of Meritorious Executive may not exceed 5 percent of the Senior Executive Service; and

(2) the number of career appointees awarded the rank of Distinguished Executive may not exceed 1 percent of the Senior Executive Service.

(e)(1) Receipt by a career appointee of the rank of Meritorious Executive entitles such individual to a lump-sum payment of $10,000, which shall be in addition to the basic pay paid under section 5382 of this title or any award paid under section 5384 of this title.

(2) Receipt by a career appointee of the rank of Distinguished Executive entitles the individual to a lump-sum payment of $20,000, which shall be in addition to the basic pay paid under section 5382 of this title or any award paid under section 5384 of this title.

(Added Pub. L. 95-454, title IV, § 406(a), Oct. 13, 1978, 92 Stat. 1170.)

SIGN posted beside a marriage-license window: "When a fellow needs a friend, he sometimes makes the mistake of getting a wife." —Earl Wilson, Hall Syndicate

ON A Maine farmhouse: "LOOK DADDY! Puppies for sale."
—Ruth D. Walch

ON A Los Angeles body-and-fender repairshop: "May We Have the Next Dents?"

SEEN NEAR North Augusta, S. C.: "Try Our Easy Payment Plan. 100% DOWN. No Future Worries About Payment."
—*Nash Air-Flyte Magazine*

NEATLY printed card in the back window of a conservative limousine: "Help Stamp Out Sport Cars."
—Meyer Berger in New York *Times*

OUTSIDE London burlesque theater: "HERE THE BELLES PEEL."

PAINTED on the yachts moored in Key Biscayne, Fla., are the usual romantic names—*Sea Sprite, Moonbeam, Wanderer.* But the one that catches everyone's eye is a small, neat craft named simply: *$18,500.*
—E. E. Kenyon in *The American Weekly*

ON A movie theater: "Extra Added Attraction—No Popcorn."
—E. E. Kenyon in *The American Weekly*

FOUR OUT OF five cottages in a row in a small Cornish village boast large television antennas on their roofs. In the window of the one with the bare roof is a small sign: "INDOOR AERIAL."
—Peter Tipthorp

PLACARD hanging in the office of the Farrell Lines steamship company: "THINK—or thwim."

A METAL plaque on the crest of California's 12-million-ton Shasta Dam reads: "U. S. government property. Do not remove."
—*Pathfinder*

Capital Stories

FELLOW OF our acquaintance was interviewed by an FBI agent about a friend of his who was applying for a government post. Winding up a long interrogation the agent asked, "And do you consider him well qualified for the job?"

"Depends. What's the job?"

"Sorry," said the G-man. "I'm not at liberty to reveal that. Confidential, you know."
—*Pathfinder*

ACCOUNTANT TO fellow worker: "For a minute this deficit had me worried . . . I forgot I was working for the government."
—Roland Coe cartoon in *The Saturday Evening Post*

IT WAS TIME for the annual physical exams, and I was waiting at the Naval Medical Center for the doctor. A young intern who was arranging some instruments struck up a conversation, asking me what my job was, how long I had been in Washington, how I liked it and so on. I launched into a highly unflattering report on postwar Washington, its climate, housing and prices, and on the Navy Department and my duties there. He heard me out, then scribbled something on a paper.

A bit apprehensive, I asked, "Did I say something wrong?"

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

"But what if I'd said everything was just peachy, that I loved my job?"

"Then," he said, "I would have had to ask you a few more questions."
—Bruce McCandless

NEAR A big government building a Washington bureaucrat's car was parked in a lot in which a sign read: "All day parking 35 cents." At lunchtime the official asked the boy at the gate if he could drive his car away to lunch, bring it back after an hour and

not pay a second time. The attendant's reply was wholly Washington: "Suh, each car comes in has to pay 35 cents, and don' argue with me. I'se not on the policy-making level."—Barbara C. McNamee

A FEDERAL agency received a letter from a taxpayer inquiring about a pending case. He added this postscript: "I haven't made up my mind on this issue, but when I do I'll be very bitter." —AP

A DOOR in a government building in Washington, D. C., is labeled: "4156; General Services Administration; Region 3; Public Buildings Service; Buildings Management Division; Utility Room; Custodial." What's behind the door? A broom closet.
—Rep. Lester Johnson, quoted in Rice Lake, Wis., *Chronotype*

A NEWS ITEM in the Washington *Daily News* reported: "Congress was asked to write a check for $823.48 to pay for replacing steel plates in the Capitol dome. They were buckled by hot air."

A GIRL working at the Orlando Air Force Base Headquarters asked a young lieutenant who was being sent to Washington for a few days if he would mind delivering a message to her girl friend in the Pentagon. She gave him her phone number and the message which read, "Tell Irene I'll answer her letter Sunday."

The lieutenant thought the message rather slight, but he faithfully followed through. Irene, when he called, asked him if he could stop by her office and pick up a gift to go back to the girl in Orlando. It wasn't until after he had picked up the tiny gift box and was dining with Irene at a swanky restaurant that it dawned on him how desperate the man shortage was in Washington.
—William R. Shelton

IN A HOTEL grill room in Washington a man was complaining bitterly—and loudly—about the state of affairs in this country. He became so vehement that a gent at the next table suggested, "Why don't you register your protests with your Congressman?"

"What good would *that* do?" roared the table-thumper. "*I'm* my Congressman!" —Bennett Cerf in *This Week Magazine*

Illustrative Anecdotes

A SOMEWHAT bewildered new official in Washington described his position as being like that of the young Eastern potentate whose father presented him with 100 concubines on his coming of age. "It's not that I don't know what to do," he said. "The question is where to begin!" —M. C. W.

AFTER A fulsome introduction by an effusive lady, Alfred Hooper, the mathematician, wooed his audience back to good humor with this story: An Italian farmer, bringing a calf to market, was stymied by the animal's refusal to cross a bridge. Cajoling and prodding made no impression whatever. Finally a motorist drove up and let out a loud blast with his horn. The panic-stricken calf made a wild leap over the bridge's railing and was promptly drowned in the whirling current below. The philosophical farmer summed up the situation in one sentence: "Too bigga da honk for so smalla da calf!" —Bennett Cerf

AN OLD Springfield friend of Lincoln, after an evening at the White House, asked, "How does it feel to be President?"

"You have heard," said Lincoln, "about the man tarred and feathered and ridden out of town on a rail? A man in the crowd asked him how he liked it, and his reply was that, if it wasn't for the honor of the thing, he would rather walk."
—Carl Sandburg, *Abraham Lincoln: The War Years* (Harcourt, Brace)

ADDRESSING A group of New York hotel executives Park Commissioner Robert Moses remarked that he had little advice to offer them: "As a matter of fact I get around to your hostelries only with architects, engineers and other professional advisers. It reminds me of the handsome tomcat who was taken to the vet and returned home somewhat subdued. His owner explained that he now went out only two or three nights a week as a consultant."
—Francis Sugrue in New York *Herald Tribune*

BOB

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 O.P.M. I'M ALSO GLAD TO SEE MY TWO GOOD FRIENDS -- AND OUTSTANDING CABINET MEMBERS -- LAURO CAVAZOS AND LOUIS SULLIVAN.

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 UP 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. 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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