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OA/ID Number: 13794
Folder ID Number: 13794-009

Folder Title:
Senior Executive Service 1/23/92 [OA 7567]

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THE WHITE HOUSE
WASHINGTON

January 2, 1992

MEMORANDUM FOR RECORDS MANAGEMENT

FROM: Drucie Scaling *DS*
Administrative Officer
Office of Speechwriting
Room 116, x7702

SUBJECT: FILING OF PRESIDENTIAL SPEECH FOLDERS

The files listed below were compiled by the Office of Research for use in President Bush's speeches. These files are the backup material for each of the President's speeches as they are listed. The Speechwriters were Dan McGroarty, Tony Snow, Robert Simon, Andrew Ferguson, Beth Hinchliffe, Joseph Duggan, and Curtis J. Smith. The Researchers were Robert Simon, Jean Bunton, Carol Aarhus, Jennifer Grossman, Gary Gershowitz, and Michele Nix. The date, location of the speech, and Writer and Researcher assigned to the speech are listed below.

1/23/92	Senior Executive Service Room 450 OEOB	Hinchliffe/Nix
1/23/92	NAW File	
1/23/92	US Women's Soccer Champs Room 450 OEOB	Smith/Grossman
1/24/92	Nat'l Assoc. Homebuilders Tele. OEOB	McGroarty/Bunton
1/24/92	Young Astronauts Council Room 450 OEOB	Duggan/Gershowitz
1/25/92	Alfalpa Club Washington, DC	Ferguson/Snow/ Aarhus
1/27/92	Nat'l Drug Control Strategy Room 459 OEOB	Duggan/Nix
1/27/92	NRB Annual Convention Washington	Smith/Grossman
1/28/92	State of the Union Washington, US Capitol	Snow/Simon

OA 7567

1/30/92	Nat'l Prayer Breakfast Washington	Hinchliffe/Nix
1/30/92	Philadelphia COC Philadelphia, PA	Ferguson/Aarhus
1/31/92	UN Security Council New York	McGroarty/Bunton
2/2/92	Governor's State Dinner Toast White House	Ferguson/Aarhus
2/3/92	Innagural Gala Kennedy Center	Hinchliffe/Nix
2/3/92	Governor's Meeting East Room	Hinchliffe/Nix
2/4/92	Nat'l Grocers' Assoc. Orlando, FL	Simon/Duggan
2/5/92	Small Business Council Washington	Snow/Aarhus
2/6/92	Greater Cleveland Growth Asso. Cleveland, OH	McGroarty/Bunton
2/6/92	Medical Center Staff Las Vegas, NV	Snow/Bunton

OA 7567

Latest draft

(Hinchliffe/Nix)
January 21, 1992 9 a.m.
SES Draft Three

PRESIDENTIAL REMARKS: SES RANK AWARDS CEREMONY
January 23, 1992 10:45 a.m.
Room 450

Thanks, Connie [Newman] -- you're doing a great job at OPM. I know you take a lot of pride in this event, since you rose through these ranks yourself, starting 30 years ago as a GS-3 clerk-typist at Interior. Welcome also to Secretary Derwinski, and Acting Secretary Busey, Secretary Stone, Administrator Saiki, Director Sessions, and our other distinguished guests.

I hear that when one of the recipients was told that the speaker today would be the most important man in Washington, he said -- "But I thought Joe Gibbs already left for Minneapolis."

It's a privilege for me to be here today to congratulate some extraordinary people. You know, Vince Lombardi gave some pretty good advice off the field as well as on, and he once said: "The quality of a person's life is in direct proportion to their commitment to excellence."

Well, today we honor lives of great quality. Only one percent of our SES can receive the Distinguished Executive Award. That means that out of more than 3 million public servants, you few here today embody the very finest qualities of leadership, dedication, personal integrity and public service.

When I was growing up, my parents instilled in me a tremendous respect for the duty and obligation of public service. I know you share my belief that government service is a public trust -- that the highest honor we can have is to serve our

Andy Card

country and our countrymen.

Good government cannot work without you -- committed men and women who devote yourselves to making certain that our government truly serves the people. Look at the contributions you've made this past year alone. Some of you were instrumental in Operation Desert Storm and share in the triumph we won for freedom abroad and unity at home. Some devoted your efforts to stirring economic growth here at home, creating opportunity for businesses, farmers and workers. Others dedicated your careers to establishing ties abroad: bringing security and jobs to the people of this country.

You worked on Child Nutrition programs; directed the Census; planned water resources projects; managed scientific research; oversaw economic analysis; helped reform the federal pay system; managed aeronautical research; formulated human rights programs; managed veterans care; led drug investigations -- the list goes on. In other words, through putting into practice Administration programs, you touched the daily lives and shaped the future of all Americans.

Congratulations to you all, for living by the words of Abraham Lincoln, who said: "I do the very best I know how -- the very best I can; and I mean to keep on doing so until the end." Your country thanks you for your service. God bless you all.

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(Hinchliffe/Nix)
January 16, 1992 3 p.m.
SES Draft Two

PRESIDENTIAL REMARKS: SES RANK AWARDS CEREMONY 45
January 23, 1992 10:30 a.m.
Room 450

Advance
& Claire in
Cab. Affairs
2800

Thanks, Connie [Newman] -- you're doing a great job at OPM.

I know you take a lot of pride in this event, since you rose through these ranks yourself, starting 30 years ago as a GS-3 clerk-typist at Interior. [ACKNOWLEDGEMENTS TO COME]

I hear that when one of the awardees was told that the speaker today would be the most important man in Washington, he said -- "But I thought Joe Gibbs already left for Minneapolis."

It's a privilege for me to be here today to congratulate some extraordinary people. You know, Vince Lombardi gave some pretty good advice off the field as well as on, and he once said: "The quality of a person's life is in direct proportion to their commitment to excellence."

Well, today we honor lives of great quality. Only one percent of our SES can receive the Distinguished Executive Award. That means that out of more than 3 million public servants, you few here today embody the very finest qualities of leadership, dedication, personal integrity and public service.

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Good government cannot work without you -- committed men and

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Chief of
Staff
Judy
van
Best
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1000

Bartlett's

Connie

women who devote yourselves to making certain that our government truly serves the people. Look at the contributions you've made this past year alone. Some of you were instrumental in Operation Desert Storm and share in the triumph we won for freedom abroad and unity at home. Some devoted your efforts to stirring economic growth here at home, creating opportunity for businesses, farmers and workers. Others dedicated your careers to establishing ties abroad: bringing security and jobs to the people of this country.

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Barrett's Congratulations to you all, for living by the words of Abraham Lincoln, who said: "I do the very best I know how -- the very best I can; and I mean to keep on doing so until the end."

Your country thanks you for your service. God bless you all.

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Spain

MSD

Dave Paul

Computer Trade Hygiene

COPY

January 14, 1992

MEMORANDUM FOR BETH HINCHLIFFE

FROM:

MICHELE NIX

SUBJECT:

1991 SENIOR EXECUTIVE SERVICE RANK AWARDS

On January 23, at 10:30 a.m., here in Room 450, POTUS will attend a ceremony honoring Distinguished Rank Award winners. There are 69 winners of these awards, 334 Meritorious winners; the 69 include 1 from the FBI and 2 from the DEA -- they are decided on separately because of confidentiality concerns.

Approximately 200-250 people will attend. This is open press. Agency heads of the various award winners are invited to attend. We will have a better sense of what agency heads are attending as the ceremony approaches.

Connie Newman will introduce the President. She has been in her current position for 3 years, but has a long history in civil service. (Her chief o' staff is checking on how many years of civil service time she's racked up.)

The President is slated to speak at approximately 10:45 a.m. His remarks should be about the same length as last year's -- about 4 to 5 minutes (no longer than 5). The ceremony can get long -- so that's why they're looking for such brief remarks.

After the Pres speaks, he will stand on stage with Connie and shake hands with each winner. The winner will stand between them and get his or her picture taken and then move on to receive his certificate.

The remarks need to be light (a couple jokes), but sincere in recognizing the service of these individuals. Included in the research materials is a list of the Distinguished Executive Award Winners, their affiliations, and write-ups. The highlighted names in the write-ups were suggested names (courtesy OPM) in case we wanted to mention some of the winners.

If we can tie in the President's successes here, without being out of place, we should -- i.e. mentioning the successes and the role these people have played in helping these successes materialize. You know, "Many of you worked hard to make my recent trip to Asia the productive success that it was . . .

working together to bring jobs and economic opportunities for the people of this country . . ." (insert violin music here). Also "you have worked hard to stir growth -- creating opportunity for business, farmers . . ." You can review the list of names and what agencies they're from to get a sense of what kind of role they've played over the year. Anything that sort of prefaces SOU rhetoric -- but it has to be tied in with gov't service.

However, it is a brief address, so it should be straightforward and succinct.

I've included the following materials:

- A copy of the program for the event -- which lists the logistics for the event and the list of Distinguished Award winners.
- Last year's remarks
- Last year's remarks by Connie Newman
- Write-ups on each of the Distinguished Award Winners
- A few points from Claire about the SES awards
- Publications -- about SES and last year's winners

Let me know if you need anything else.

(Hinchliffe/Nix)
January 16, 1992 3 p.m.
SES Draft Two

PRESIDENTIAL REMARKS: ^{Rank} SES AWARDS CEREMONY
January 23, 1992 10:30 a.m.
Room 450

Thanks, Connie [~~Horner~~ ^{Newman}] -- you're doing a great job at OPM.
I know you take a lot of pride in this event, since you rose
through these ranks yourself, starting 30 years ago as a GS-3
clerk-typist at Interior. [ACKNOWLEDGEMENTS TO COME]

I hear that when one of the awardees was told that the
speaker today would be the most important man in Washington, he
said -- "But I thought Joe Gibbs already left for Minneapolis." //

It's a privilege for me to be here today to congratulate
some extraordinary people. You know, Vince Lombardi gave some
pretty good advice off the field as well as on, and he once said:
"The quality of a person's life is in direct proportion to their
commitment to excellence."

Well, today we honor lives of great quality. Only one
percent of our SES can receive the Distinguished Executive Award.
That means that out of more than 3 million public servants, you
few here today embody the very finest qualities of leadership,
dedication, personal integrity and public service.

You know, when I was growing up, my parents instilled in me
a tremendous respect for the duty and obligation of public
service. I know you share my belief that government service is a
public trust -- that the highest honor we can have is to serve
our country and our countrymen.

Good government cannot work without you -- committed men and

women who devote yourselves to making certain that our government truly serves the people. Look at the contributions you've made this past year alone. Some of you were instrumental in Operation Desert Storm and share in the triumph we won for freedom abroad and unity at home. Some devoted your efforts to stirring economic growth, creating opportunity for businesses, farmers and workers. Others have devoted their careers to bringing jobs and economic opportunities to the people of this country.

You worked on Child Nutrition programs; directed the Census; planned water resources projects; managed scientific research; oversaw economic analysis; developed the employee retirement act; managed aeronautical research; formulated human rights programs; managed veterans care; led drug investigations -- the list goes on. In other words, through putting into practice Administration programs, you touched the daily lives and shaped the future of all Americans.

Congratulations to you all, for living by the words of Abraham Lincoln, who said: "I do the very best I know how -- the very best I can; and I mean to keep on doing so until the end." Your country thanks you for your service. God bless you all.

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*Presidential
Rank Awards
Ceremony*

January 23, 1992
Old Executive Office Building

Distinguished Executives

1991

DEPARTMENT OF AGRICULTURE

George A. Braley
Stephen B. Dewhurst
B. Glen Lee

DEPARTMENT OF COMMERCE

Charles D. Jones
Dr. Curt W. Reimann
Dr. J. Michael Rowe

OFFICE OF THE SECRETARY OF DEFENSE

Deborah P. Christie
Richard Leonhardt Haver
Michael L. Ioffredo
Donald B. Shycoff

DEPARTMENT OF THE AIR FORCE

Fred I. Diamond
Jimmie D. Hill
Gary D. Vest

DEPARTMENT OF THE ARMY

Fred H. Bayley, III
Dr. William O. Davies, Jr.
Lester Edelman
Neil R. Ginnetti
Edward J. Korte
Raymond J. Sumser
Ernest A. Young

DEPARTMENT OF THE NAVY

James L. Cherny
Ronald L. Haas
Dr. John A. Montgomery
Dr. Joel A. Sinsky

DEFENSE AGENCIES

David T. Signori, Jr.

DEPARTMENT OF DEFENSE INSPECTOR GENERAL

Robert John Lieberman

DEPARTMENT OF EDUCATION

Mitchell L. Laine

DEPARTMENT OF ENERGY

Joseph R. Cipriano

EXECUTIVE OFFICE OF THE PRESIDENT

Barry B. Anderson
Donald E. Gessaman

FEDERAL RETIREMENT THRIFT INVESTMENT BOARD

Francis X. Cavanaugh

DEPARTMENT OF HEALTH AND HUMAN SERVICES

El J. Glatstein, M.D.
Claude J. M. Lenfant, M.D.
Richard A. Millstein

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Frederick J. Eggers

DEPARTMENT OF JUSTICE

Robert E. Kopp
Robert E. Lindsay
Mark M. Richard

DEPARTMENT OF LABOR

Alan D. Lebowitz

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Roy S. Estess
Charles T. Force
Thomas J. Lee
J. Wayne Little
Victor L. Peterson
Lawrence J. Ross
Robert J. Schwinghamer
James H. Trainor

NATIONAL SCIENCE FOUNDATION

Dr. Mary E. Clutter

NUCLEAR REGULATORY COMMISSION

Joseph F. Scinto
Hugh L. Thompson, Jr.

OFFICE OF PERSONNEL MANAGEMENT

Barbara Luise Fiss

SECURITIES AND EXCHANGE COMMISSION

Joseph I. Goldstein
Phillip D. Parker

SMALL BUSINESS ADMINISTRATION

Bernard Kulik

DEPARTMENT OF STATE

Richard E. Curl
Nancy Ely-Raphel

DEPARTMENT OF TRANSPORTATION

Anthony J. Broderick
Jon H. Seymour

DEPARTMENT OF TREASURY

Samuel H. Banks
Thomas P. Coleman
Henry H. Philcox
Richard C. Voskuil

U.S. INFORMATION AGENCY

Walter La Fleur

DEPARTMENT OF VETERANS AFFAIRS

Alan G. Harper
C. Wayne Hawkins
Richard P. Miller

DRUG ENFORCEMENT ADMINISTRATION

Thomas V. Cash

FEDERAL BUREAU OF INVESTIGATION

Wayne R. Gilbert
Weldon L. Kennedy

Presidential Rank Awards Ceremony

Distinguished Executive Awards

Old Executive Office Building
January 23, 1992
Room 450
10:30 A.M.

Pledge of Allegiance All

Opening Remarks..... Honorable Constance Berry Newman
Director
U.S. Office of Personnel Management

Presidential Remarks The President of the United States

Presentation of
Distinguished Rank
Award Certificates The President

(Hinchliffe/Nix)
January 14, 1992 2 p.m.
SES Draft One

PRESIDENTIAL REMARKS: ^{Rank} SES AWARDS CEREMONY ⁴⁵
January 23, 1992 10:30 a.m.
Room 450

Chief of Staff says won't work Thanks, Connie. You're doing a great job -- keep it up and one day you might win one of these awards. \ \ Considering that you've been at it since 1962, when you started as a GS-3 clerk-typist, you're bound to get at least the sympathy vote.

It's a privilege for me to be here today to congratulate some pretty extraordinary people. You know, Vince Lombardi gave some pretty good advice off the field as well as on, and he once said: "The quality of a person's life is in direct proportion to their commitment to excellence." ~~Then the people we salute today have lives that shine brilliantly.~~

Only one percent of our SES can receive the Distinguished Executive Award; only 5 percent the Meritorious Executive Award. That means that out of more than 3 million public servants, only you 403 have been chosen as embodying the very finest qualities of leadership, dedication and personal integrity.

You know, when I was growing up, my parents instilled in ^{me a} us tremendous respect for the duty and obligation of public service. When I see the excellence of the work you've done, I know you share that belief that government service is a public trust -- that the highest honor we can have is to serve our country and our countrymen. You do it with such distinguished valor that you enhance the dignity and stature of public service.

Good government cannot work without you -- committed men and

women who devote yourselves to ~~making our government the finest example of liberty in the world.~~ The fact that today you receive the highest honor given to career members of the SES proves that you execute your responsibilities with such excellence that you've earned a high degree of public confidence and trust.

Look at the contributions you've made this past year alone. Some of you were instrumental in Operation Desert Storm and share in the triumph it won for freedom abroad and unity at home. Some devoted your efforts to stirring economic growth, creating opportunity for businesses, farmers and workers. Others worked to make our recent trip to Asia the productive success it was, bringing jobs and economic opportunities to the people of this country.

You worked on Child Nutrition programs; directed the Census; advised on weaponry; planned water resources projects; managed scientific research; oversaw economic analysis; developed the employee retirement act; managed aeronautical research; ~~crafted the federal pay act;~~ formulated human rights programs; managed veterans care; led drug investigations; and did much more. In other words, through putting into practice Administration programs, you touched the daily lives and shaped the future of all Americans.

Congratulations to you all, for living by the words of Abraham Lincoln, who said: "I do the very best I know how -- the very best I can; and I mean to keep on doing so until the end." Your country thanks you. God bless you all.

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(Hinchliffe/Nix)
January 16, 1992 3 p.m.
SES Draft Two

PRESIDENTIAL REMARKS: SES RANK AWARDS CEREMONY 45
January 23, 1992 10:30 a.m.
Room 450

Thanks, Connie [Newman] -- you're doing a great job at OPM. I know you take a lot of pride in this event, since you rose through these ranks yourself, starting 30 years ago as a GS-3 clerk-typist at Interior. [ACKNOWLEDGEMENTS TO COME]

I hear that when one of the awardees was told that the speaker today would be the most important man in Washington, he said -- "But I thought Joe Gibbs already left for Minneapolis."\\

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(Hinchliffe/Nix)

January 14, 1992 2 p.m.

SES Draft One

Rank
PRESIDENTIAL REMARKS: SES AWARDS CEREMONY *45*
January 23, 1992 10:30 a.m.
Room 450

Newman's Chief of Staff says no
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Only one percent of our SES can receive the Distinguished Executive Award; only 5 percent the Meritorious Executive Award. That means that out of more than 3 million public servants, ~~only~~ [^] you ~~403~~ have been chosen as embodying the very finest qualities of leadership, dedication and personal integrity.

You know, when I was growing up, my parents instilled in us tremendous respect for the duty and obligation of public service. When I see the excellence of the work you've done, I know you share ~~that~~ ^{the} belief ~~that~~ ^{the} government service is a public trust -- that the highest honor we can have is to serve our country and our countrymen. You do it with such distinguished valor that you enhance the dignity and stature of public service.

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women who devote yourselves to making our government the finest example of liberty in the world. The fact that today you receive the highest honor given to career members of the SES proves that you execute your responsibilities with such excellence that you've earned a high degree of public confidence and trust.

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air rules and regula- reflect the new au- rein that are to be at their functions. To by law, including 50 S.C. 4501 and 9501, rules and regulations se Production Act of respect to the plac- or articles, products, cluding war materi- here appropriate, to ies delegated by sec- this order, and shall mended or revoked tary. All orders, reg- ms of administrative have been issued, effect pursuant to on Act of 1950, as mended or revoked taries or the Direc- rgency Management remain in full force nt supported by any elegated to the re- ne Director pursuant

Sec. 105. Judicial Review. This order is intended only to improve the internal management of the executive branch and is not intended to create any right or benefit, substantive or procedural, enforceable at law by a party against the United States, its agencies, its officers, or any person.

George Bush

The White House,
January 8, 1991.

[Filed with the Office of the Federal Register, 1 p.m., January 9, 1991]

Note: This Executive order was released by the Office of the Press Secretary on January 9.

**Remarks at the Senior Executive Service Presidential Rank Awards
January 9, 1991**

The President. Thank you all and welcome. And I am delighted to be here with such a distinguished group of Government officials and, of course, delighted to see Secretary Derwinski and Secretary Mosbacher here. Secretary Yeutter will probably be along, but he was to be here to salute you as well—also the Acting Secretary, Ted Sanders, from the Department of Education. Bill Sessions is here, Bruce Gelb, Dick Truly is supposed to be—I'm getting in trouble here. [Laughter] And I'll stop there. Many senior officials—and of course, the one we all know and for whom I have great respect, Connie Newman of OPM.

But we're here today to congratulate some people whose names may not be as well-known as some that I've mentioned here but whose accomplishments are recognized by everyone who's had the privilege to work alongside of them. And on behalf of our administration, I would like to welcome and congratulate the 69 men and women who have been selected for this year's Presidential Distinguished Rank Award.

As you know, this award is the highest honor given to career members of the Senior Executive Service. And this year's honorees are an impressive bunch, indeed.

You come from across the Federal Government, representing virtually every part of the executive branch, from the Department of Defense to the National Transportation Safety Board.

But what all of you have in common is outstanding ability and unsurpassed devotion and dedication to Government service. The dedication, expertise and zeal that you have brought to your work have made you invaluable assets to your Agencies and Departments and to the Federal Government as a whole. You've also achieved something else. You've enhanced the dignity and the stature of public life, of public service. And that is an achievement for which you have every reason to be proud.

It's often thought that a career in public service is a thankless one. And it's true that the people who put in the long hours and keep the Government moving rarely make the front page or the Sunday talk shows. That last point, that may be a blessing for all of you. [Laughter] But as someone who has devoted a fair amount of my own life to parts of government and public service, I know that good government simply cannot exist without serious, committed, and hard-working individuals willing to devote their career to public service. Your integrity and professionalism have helped make our Federal Government a model for the rest of the world. And that's why I am so pleased that we can take the opportunity to recognize your achievements and honor every one of you for such distinguished service to the Nation.

So, on behalf of your colleagues in the Federal Service and on behalf of the American people that you serve so well, let me say thanks for a job well done. And now I believe we can get on with the business at hand, Connie. But I really congratulate you all from the bottom of a very, very grateful heart. Thank you so much.

Note: The President spoke at 10:05 a.m. in Room 450 of the Old Executive Office Building. In his remarks, he referred to William S. Sessions, Director of the Federal Bureau of Investigation; Bruce S. Gelb, Director of the U.S. Information Agency; and Richard H. Truly, Administrator of the National Aeronautics and Space Administration.

Message Budget January

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As delivered

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

January 9, 1991

REMARKS BY THE PRESIDENT
IN PRESENTATION OF 1990 SES PRESIDENTIAL RANK AWARDS

Room 450
Old Executive Office Building

10:05 A.M. EST

THE PRESIDENT: Thank you all and welcome. And I am delighted to be here with such a distinguished group of government officials; and, of course, delighted to see Secretary Derwinski and Secretary Mosbacher here. Secretary Yeutter will probably be along, but he was to be here to salute you as well. Also the Acting Secretary Ted Sanders from the Department of Education. Bill Sessions is here; Bruce Gelb; Dick Truly is supposed to be -- I'm getting in trouble here. (Laughter.) And I'll stop there. Many senior officials, and, of course, the one we all know and for whom I have great respect, Connie Newman of OPM.

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But what all of you have in common is outstanding ability and unsurpassed devotion and dedication to government service. The dedication, expertise and zeal that you have brought to your work have made you invaluable assets to your agencies and departments and to the federal government as a whole. You've also achieved something else. You've enhanced the dignity and the stature of public life, of public service. And that is an achievement for which you have every reason to be proud.

It's often thought that a career in public service is a thankless one. And it's true that the people who put in the long hours and keep the government moving rarely make the front page or the Sunday talk shows. At last point that may be a blessing for all of you. (Laughter.) But as someone who has devoted a fair amount of my own life to parts of government and public service, I know that good government simply cannot exist without serious, committed, and hard-working individuals willing to devote their career to public service. Your integrity and professionalism have helped make our federal government a model for the rest of the world. And that's why I am so pleased that we can take the opportunity to recognize your achievements and honor every one of you for such distinguished service to the nation.

So on behalf of your colleagues in the federal service, and on behalf of the American people that you serve so well, let me say thanks for a job well done. And now I believe we can get on with the business at hand, Connie. But I really congratulate you all from the bottom of a very, very grateful heart. Thank you so much. (Applause.)

END

10:09 A.M. EST

OPENING REMARKS BY CONSTANCE B. NEWMAN
PRESIDENTIAL RANK AWARDS CEREMONY
JANUARY 9, 1990

IT IS MY GREAT PLEASURE TO WELCOME EVERYONE TO THIS VERY IMPORTANT PRESIDENTIAL RANK AWARDS CEREMONY. THERE ARE MANY DISTINGUISHED PEOPLE HERE WITH US. FIRST OF ALL ARE THE DISTINGUISHED WINNERS OF THE PRESIDENTIAL RANK AWARDS. MORE ABOUT YOU IN A MOMENT. NEXT ARE THE FAMILY AND FRIENDS OF THE WINNERS WHO HAVE PROVIDED SUPPORT THAT IS SO INVALUABLE TO THE WINNERS' SUCCESS. ALSO WITH US ARE VARIOUS CABINET MEMBERS, AGENCY HEADS AND REPRESENTATIVES FROM THE AGENCIES WHO BENEFIT FROM THE HARD WORK AND DEDICATION THE PRESIDENTIAL RANK AWARD WINNERS PROVIDE TO THE NATION. I WOULD LIKE TO RECOGNIZE:

- THE HONORABLE CLAYTON YEUTTER,
SECRETARY OF AGRICULTURE;

- THE HONORABLE ROBERT MOSBACHER,
SECRETARY OF COMMERCE
- THE HONORABLE EDWARD DERWINSKI, SECRETARY OF
VETERANS AFFAIRS;
- THE HONORABLE MICHAEL STONE, SECRETARY
OF THE ARMY;
- THE HONORABLE LAWRENCE GARRETT, III,
SECRETARY OF THE NAVY;
- THE HONORABLE BRUCE GELB, DIRECTOR, USIA;
- THE HONORABLE RICHARD TRULY, ADMINISTRATOR OF THE
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION;
- THE HONORABLE RICHARD AUSTIN,
ADMINISTRATOR OF THE GENERAL SERVICES
ADMINISTRATION;
- THE HONORABLE RICHARD BREEDEN, CHAIRMAN

OF THE SECURITIES AND EXCHANGE
COMMISSION;

- THE HONORABLE WALLACE STICKNEY,
DIRECTOR OF THE FEDERAL EMERGENCY
MANAGEMENT AGENCY.

ALSO WITH US ARE:

- THE HONORABLE SUSAN COUGHLIN OF THE
NATIONAL TRANSPORTATION SAFETY BOARD;
- AND, THE HONORABLE TED SANDERS, ACTING
SECRETARY OF EDUCATION.

FOR THE FIRST TIME EVER, THE WINNERS OF EQUIVALENT AWARDS
FROM THE DRUG ENFORCEMENT ADMINISTRATION AND THE FEDERAL
BUREAU OF INVESTIGATIONS ARE PARTICIPATING IN TODAY'S
CEREMONY. WITH US FROM THOSE AGENCIES ARE:

- THE HONORABLE WILLIAM SESSIONS, DIRECTOR

OF THE FEDERAL BUREAU OF INVESTIGATIONS;

- AND, THE HONORABLE ROBERT BONNER,
ADMINISTRATOR OF THE DRUG ENFORCEMENT
ADMINISTRATION.

AND FINALLY, WITH US TODAY ARE MEMBERS OF THE PRESIDENTIAL
RANK AWARDS REVIEW BOARD -- NOTABLE COMMUNITY AND
BUSINESS LEADERS FROM OUTSIDE OF GOVERNMENT WHO HELPED
WITH THE SELECTION PROCESS OF THE RANK AWARD WINNERS.
WELCOME EVERYONE. ALL OF YOU SHOULD BE CONGRATULATED
AND COMMENDED FOR THE CONTRIBUTIONS YOU HAVE MADE TO OUR
GOVERNMENT. [Applause]

WE ARE HERE TO RECOGNIZE EXCELLENCE. EACH WINNER
REPRESENTS EXCELLENCE. EACH WINNER HAS SHOWN PERSONAL
INITIATIVE IN ADDRESSING MAJOR ISSUES AFFECTING THIS NATION

AND THE WORLD. IN THE PUBLIC'S INTEREST, ACCORDING TO THE PUBLIC'S WILL. AND THEREFORE EACH EXECUTIVE HERE HAS PROVEN HIS OR HER WORTHINESS FOR THIS AWARD THROUGH A VERY THOROUGH SELECTION PROCESS.

A MOMENT ABOUT THE SELECTION PROCESS: THIS YEAR, THE PRESIDENT HAS SELECTED 66 DISTINGUISHED EXECUTIVE AWARDS AND 316 MERITORIOUS EXECUTIVE AWARDS. THE WINNERS HAVE DEMONSTRATED TO A PANEL OF THEIR PEERS, THEIR AGENCY HEAD, A BOARD OF COMMUNITY AND BUSINESS LEADERS AND THEN THE PRESIDENT THAT THEY HAVE DEMONSTRATED "QUALITIES OF STRENGTH, LEADERSHIP, INTEGRITY, INDUSTRY, AND PERSONAL CONDUCT OF A LEVEL THAT HAS ESTABLISHED AND MAINTAINED A HIGH DEGREE OF PUBLIC CONFIDENCE AND TRUST."

THERE IS NOTHING COMMONPLACE ABOUT THE EXECUTIVES WE ARE HONORING TODAY. THE LAW STATES THAT ONLY ONE PERCENT OF THE SENIOR EXECUTIVE SERVICE MAY RECEIVE THE DISTINGUISHED RANK AWARD. FOR THE MERITORIOUS EXECUTIVES, ONLY FIVE PERCENT MAY RECEIVE THIS AWARD. THIS YEAR, THAT MEANS THAT OF MORE THAN THREE MILLION PUBLIC SERVANTS, 66 ARE RECEIVING THE DISTINGUISHED EXECUTIVE AWARD. OF MORE THAN THREE MILLION PUBLIC SERVANTS, 316 ARE RECEIVING THE MERITORIOUS EXECUTIVE AWARD. SO, THIS GROUP REPRESENTS NOTHING COMMONPLACE IN GOVERNMENT. THEY TRULY REPRESENT THE "BEST OF THE BEST."

NEITHER ARE THEIR REASONS FOR SELECTION FOR THIS AWARD COMMONPLACE. THE WINNERS REPRESENT FEDERAL EXECUTIVES WHO PERFORM MUCH-NEEDED SCIENTIFIC AND MEDICAL RESEARCH

FOR COUNTRIES AROUND THE GLOBE. ONE WINNER HAS DEVELOPED AND IMPLEMENTED PROGRAMS THAT ARE INSTRUMENTAL IN HELPING CHILDREN IN DEVELOPING NATIONS AND SPECIFICALLY, HAS DEVELOPED A STRATEGY TO DEAL WITH THE INTERNATIONAL AIDS CRISIS SWEEPING THE GLOBE.

THE WINNERS REPRESENT FEDERAL EXECUTIVES WHO PAVE THE WAY FOR INTERNATIONAL TRADE AND COMMERCE, AND HELP TO KEEP THE NATION'S ECONOMY STRONG. THESE EXECUTIVES NEGOTIATE VITAL TRADE AGREEMENTS WHICH HELP AMERICA TO COMPETE IN THE GLOBAL MARKETPLACE.

THE WINNERS REPRESENT EXECUTIVES WHO ARE CONCERNED WITH THE ENVIRONMENT AND WHO HAVE PLAYED A CRITICAL ROLE IN GAINING INTERNATIONAL SUPPORT FOR POLICIES WHICH PROTECT

SUCH IMPORTANT PARTS OF OUR ENVIRONMENT AS THE OZONE LAYER.

THE OTHER EXECUTIVES HAVE PROVIDED FEDERAL ASSISTANCE TO DISASTER VICTIMS. MOST NOTABLY, ONE WINNER WAS INSTRUMENTAL IN PROVIDING AID TO VICTIMS OF THE RECENT EARTHQUAKE IN THE SAN FRANCISCO BAY AREA OF CALIFORNIA.

I ENCOURAGE YOU TO KNOW MORE ABOUT THESE PROFILES IN PUBLIC SERVICE EXCELLENCE.

WE ARE VERY HONORED TO HAVE THE BEST EXAMPLE OF EXCELLENCE IN PUBLIC SERVICE. PRESIDENT BUSH ON A PREVIOUS OCCASION CHARGED THE EXECUTIVES AS FOLLOWS: "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." WHEN THAT CHARGE IS MET, HE WANTS IT RECOGNIZED. HENCE HIS PARTICIPATION HERE TODAY. IN JUST A FEW MOMENTS THE PRESIDENT OF THE UNITED STATES WILL BE JOINING US TO HONOR EXCELLENCE.

FOR YOUR INFORMATION

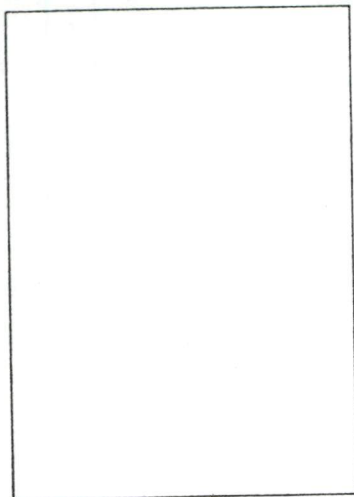
Background

- 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 1991, the President approved ⁶⁹66 Distinguished Executive and 334 Meritorious Executive winners, representing 27 agencies. These winners are men and women who are recognized for outstanding contribution to the management of the government's programs.
- In addition, again this year, we welcome to our ceremony the winners of equivalent awards from the Drug Enforcement Administration and the Federal Bureau of Investigation. The President granted three Distinguished and twelve Meritorious awards to executives from those agencies.

DEPARTMENT OF AGRICULTURE

GEORGE A. BRALEY

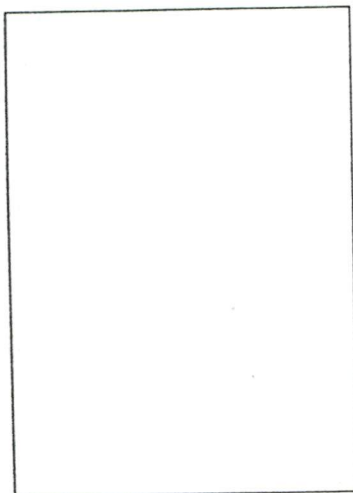
Associate Administrator
Office of the Administrator
Food and Nutrition Service



Mr. Braley has provided distinguished and dynamic executive leadership overseeing the Food Stamp, Child Nutrition, Women, Infants and Children (WIC), and Food Distribution Programs. He has had profound impact on the legislative and policy design of the programs of the Food and Nutrition Service. He was involved extensively during the development of the Farm Bill advocating such areas as administrative funding for the Commodity Supplemental Food Program, program integrity issues and the study of the Food Stamp Program consistent with the Department's intent. He gained a central role for the Department in the development of the Child Nutrition and WIC Reauthorization Act of 1989 through successful personal mediation of the conflicting interests of Congress, States and advocacy groups. Mr. Braley's influence led to a vastly improved bill which was ultimately supported by the Department and signed by the President. He was in the forefront of the Department's efforts to distribute millions of dollars in emergency food stamps and millions of pounds of commodities to victims of Hurricane Hugo and to victims of the California earthquake. Mr. Braley has provided strong leadership in the area of Equal Opportunity and Civil Rights. During Fiscal Year 1990, within his area of responsibility, 74% of all new hires were women, and 39% of all new hires were minorities. In addition, he has provided strong leadership in the areas of workforce diversity and career development with the establishment of task forces in each area in order to develop Agency strategies to promote and improve these areas.

STEPHEN B. DEWHURST

Director
Office of Budget and Program Analysis

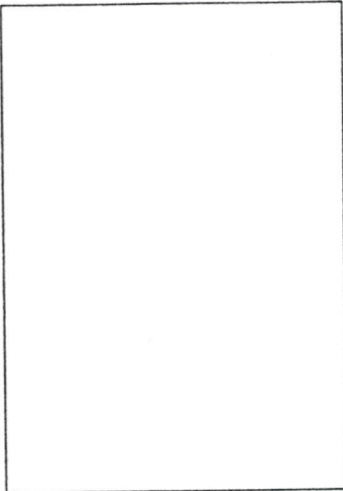


Mr. Dewhurst manages one of the most complicated and diverse resource acquisition and allocation programs in the Federal Government. His responsibilities include not only the traditional agriculture sector programs but major initiatives in natural resource management, science, housing and rural development and income support through the domestic feeding programs. The preparation and presentation of the budget for the Department of Agriculture (USDA) is a complex and arduous task involving the coordination of 35 separate agency budgets; large amounts of money—about \$70 billion for fiscal year 1991 and well over 100,000 staff years. He presents the President's budget for USDA to the Congress. He directed the design and implementation of a budget tracking computer model which became the prototype system for automating budgeting in the Federal Government. As a result, data such as employment ceiling tracking, budget information on a state-by-state basis, and the development of special presentations for use by the Secretary and other policy officials is much more readily available to decision makers. Mr. Dewhurst has developed effective and innovative ways to utilize limited staff resources. He has set up ad hoc working groups and task forces, borrowed analysts when needed and identified and trained underutilized employees that could make a contribution to getting the job done. He has implemented within his organization an upward mobility program for clerical employees to move to analytical positions. The program has been so successful it is cited as one of the Department's most effective upward mobility efforts. Fifty percent of the office's professional workforce is comprised of women and minorities, and 36 percent of these analysts are graduates of the upward mobility program.

DEPARTMENT OF AGRICULTURE *Continued*

B. GLEN LEE

Deputy Administrator
Animal and Plant Health Inspection Service

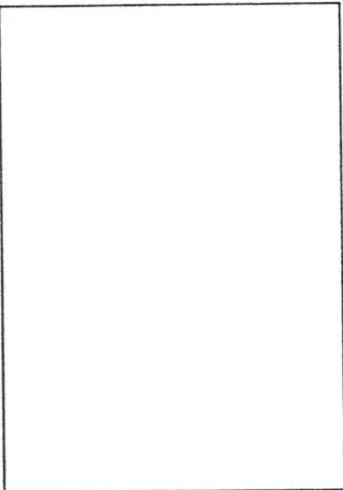


Mr. Lee is the Nation's top plant protection official. He was the Regional Director for Plant Protection and Quarantine's Western Region, a naturally, economically, and culturally diverse Region reaching from the Great Plains to United States possessions in the Western Pacific, encompassing Alaska and Hawaii. He has provided exceptional leadership for programs designed to provide ongoing protection from or to eliminate incursions of important agricultural pests and diseases. He guided the successful eradication of the cotton pest, boll weevil, and Exotic Fruit flies, from California, and made significant progress to achieve the same result in Arizona and northwestern Mexico. To prevent pests and diseases from entering the United States, he has expanded the use of new inspection tools such as x-rays and the well-known "Beagle Brigade," the Plant Protection and Quarantine's detector dog teams. Under his direction, to deal with the special problem of pest movement from Hawaii to the mainland, Plant Protection and Quarantine planned and implemented a first-class mail inspection pilot program at the Honolulu post office and has put special emphasis on programs to make the public more aware of the need to prevent pest movement. He implemented a variety of training, communications, employee assistance, and safety and health initiatives. He guided several recruiting, training, and community outreach programs to serve underrepresented populations. Women and minorities hired in professional series increased from 70 percent to 93 percent from 1987 to 1989.

DEPARTMENT OF COMMERCE

CHARLES D. JONES

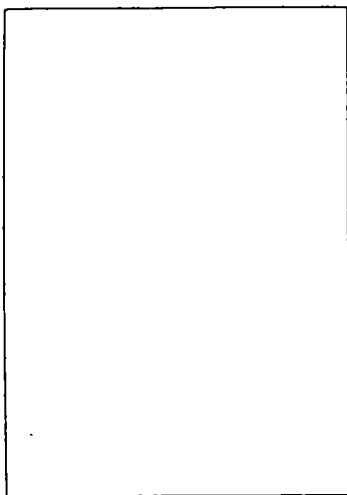
Associate Director for Decennial Census
Bureau of the Census



Mr. Jones has directed the final preparations and implementation for the 1990 Decennial Census—perhaps the largest peace-time activity ever undertaken by this country, and one that will affect, for the next decade, the apportionment of Congress, the redistricting process in every state, and the distribution of billions of dollars of federal, state, and local resources. During 1990, he directed a budget of over \$1 billion; final steps in opening nearly 500 temporary offices nationwide; recruiting and testing of over 1 million applicants for temporary positions; and training of the nearly 500,000 workers hired to conduct census operations. He expertly manages these vast resources to complete successfully thousands of interdependent activities required to print, deliver, collect, and process questionnaires from over 100 million housing units and 250 million people. He was instrumental in the completion of a multi-year cooperative effort with the U.S. Geological Survey to automate the entire cartographic database involving millions of roads and other features. This helped to produce the millions of maps used for collecting and publishing census data for over 6.5 million blocks. By his careful refinement of program goals and superb management of priorities, schedules, and resources, the cost of this program has been reduced by nearly a quarter of a billion dollars without compromising the accuracy, timeliness, or quality of the results.

CURT W. REIMANN

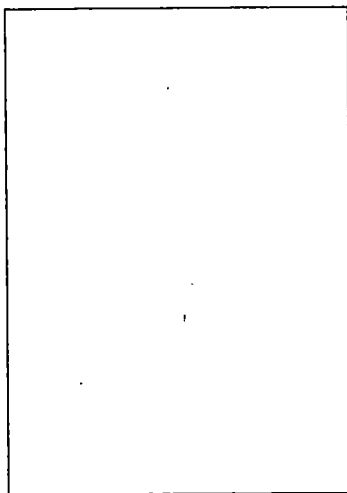
Associate Director for Quality Programs
National Institute of Standards and Technology



Dr. Reimann is responsible for developing and administering the Malcolm Baldrige National Quality Award. The Malcolm Baldrige National Quality Award Foundation membership consists of 44 Chief Executive Officers from many major U.S. companies including McDonnell Douglas Corp., Hewlett Packard, Rockwell International, International Business Machines (IBM), Lockheed, General Electric, Florida Power and Light, etc. The Foundation has raised \$10 million from over 100 private donors to support the award. He developed a design strategy with four key elements to achieve all of the aims of the legislation: criteria, scoring system, evaluation process, and organizational structure. He designed a program to ensure the integrity of the Award process and to help promote information transfer. He developed and defined a demanding set of criteria for judging the overall quality of companies. He developed an examination and applications process by which companies use the criteria. The award criteria compare favorably in rigor and completeness with the basis for the Japanese Deming prize. The Deming Prize Committee has indicated that they intend to incorporate the concepts resulting from Dr. Reimann's efforts in the Deming prize process. More than 20,000 companies, hospitals, schools and Federal, State, and local organizations are using the award material as a guide to total quality management and quality improvement.

JOHN M. ROWE

Chief, Reactor Radiation Division
National Institute of Standards and Technology
Materials Science and Engineering Laboratory

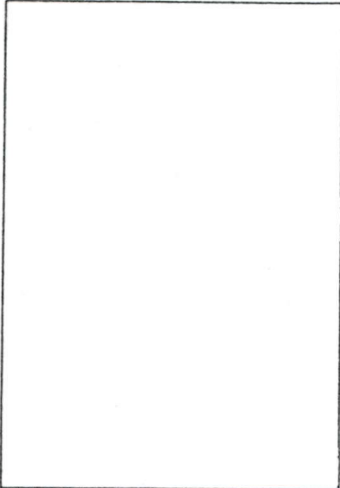


Dr. Rowe is recognized for his conception and development of an internationally competitive Cold-Neutron Research Facility (CNRF) for U.S. science and industry; for his outstanding scientific leadership; and for his exceptional management of the nation's premier research reactor. He recognized a serious gap in the materials research capabilities of the United States with respect to Western Europe and Japan, which could seriously compromise our ability to compete internationally in many critical research areas and that could only be addressed by use of a variety of modern cold neutron measurement probes. He developed an outstanding plan and proposal to establish an internationally competitive cold neutron research facility at the National Institute of Standards and Technology (NIST) Research Reactor. The proposal rapidly became one of the highest priorities of the U.S. scientific community and was approved by Congress for funding. His innovative plan allowed the use of the unique characteristics of the NIST Research Reactor to develop a network of cold neutron beams guided into a large, new experimental hall to create 15 world-class materials research instruments. This new Cold Neutron Research Facility will operate as a National Facility to provide timely access to internationally competitive measurement capabilities needed by scientists and engineers from well over 100 industries, universities and government laboratories from all over the United States. Dr. Rowe has also successfully integrated equal opportunity goals into the CNRF staffing plan. Three of the first scientists and technicians hired were women or minorities. He personally negotiated a cooperative engineering agreement with Howard University for cold neutron source development.

OFFICE OF THE SECRETARY OF DEFENSE

DEBORAH P. CHRISTIE

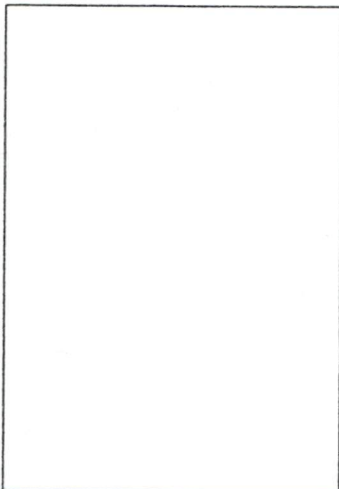
Deputy Assistant Secretary of Defense
(Theater Assessments and Planning)
Office of the Assistant Secretary of Defense
(Program Analysis and Evaluation)



Mrs. Christie plays a critical role in advising the Secretary and Deputy Secretary on investment in our conventional forces and our ability to deploy them. She directed the analytical work for a major study, commissioned by the Congress, of U.S. mobility requirements. This landmark analysis, known as the Congressionally Mandated Mobility Study (CMMS), was one of the first research efforts to produce a comprehensive assessment of strategic mobility requirements (airlift, sealift, and prepositioning) in multiple theaters of operations. She led the analysis and writing of the DOD Sealift Study, which set goals for our strategic sealift forces and for mobility forces for regional contingencies. She played a key role in the Conventional Forces in Europe (CFE) negotiations. She developed a CFE handbook and data comparison model for use by analysts supporting our negotiations in Vienna. She rapidly installed the equipment and models in Vienna, and identified high-caliber analysts to provide the initial analytical support to the negotiators. These efforts were so successful that she was asked to provide analytical support for the duration of the CFE talks, which recently produced a dramatic first-phase agreement. Mrs. Christie promotes equal opportunity and the principles of affirmative action. She helped to establish and continues to work with the OSD Senior Professional Womens Group, which has greatly improved opportunities for women and minorities. She also serves as resident female advisor to women entering the OSD workforce and advises them on getting into and advancing in the SES.

RICHARD LEONHARDT HAVER

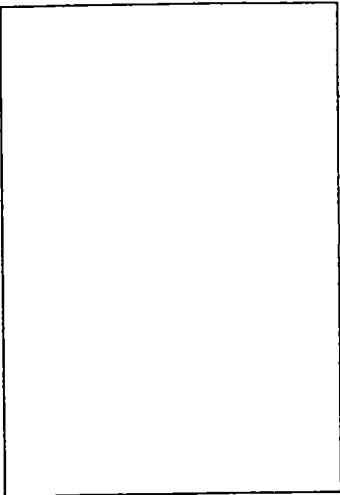
Assistant to the Secretary of Defense for Intelligence Policy
Office of the Secretary



Mr. Haver has been a driving force in leading a complete national foreign intelligence program review which resulted in reductions of more than three billion dollars. He has been the focal point for the Department of Defense and U.S. Government in the formulation of policy initiatives related to the sale of major telecommunications capabilities and the transfer of critical technology to the Soviet Union. His presentations to senior government officials were decisive in ensuring a decision responsive to national security interests which was adopted and approved by the President and British Prime Minister. He has aggressively led a national intelligence community effort in forging a new approach to U.S. intelligence relationships with foreign governments. He was a forceful and successful advocate of reorganizing the Office of Naval Intelligence personnel policy. The reorganization created improved opportunities for women and minorities in both the Navy and National Intelligence Community. He was responsible for developing a new civilian personnel management system for the Defense Intelligence Community which was subsequently adopted by Congressional legislation.

MICHAEL L. IOFFREDO

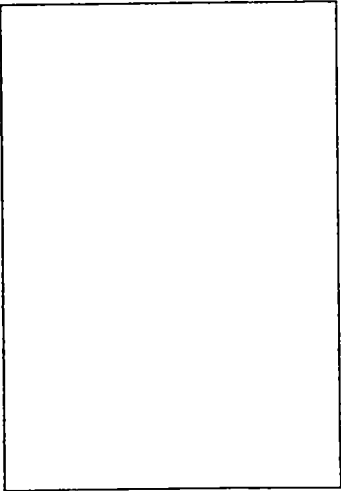
Deputy Assistant Secretary of Defense
(Strategic Programs)
Office of the Assistant Secretary of Defense
(Program Analysis and Evaluation)



Dr. Ioffredo directs the analysis and evaluation of U.S. strategic and theater nuclear forces. He analyzes alternative forces and acquisition programs in terms of their capabilities, cost-effectiveness, and affordability. The Secretary and Deputy Secretary of Defense use his results to make critical decisions on the allocation of defense resources department-wide. He has been effective in fostering arms control and international cooperation. For example, he anticipated the need for analysis to support Intermediate-Range Nuclear Forces (INF) arms control negotiations. He prepared a comprehensive study of various INF arms control options that were under consideration. His analyses supported subsequent recommendations by the Secretary of Defense on revisions to the United States negotiating position in the talks, which ultimately were successful in reducing Soviet and U.S. nuclear weapons. He played a leading role in reshaping U.S. ballistic and cruise missile programs to maximize their cost-effectiveness within START limitations. He works hard to develop his staff's technical and managerial skills. His total dedication to affirmative action and equal opportunity is reflected in the outstanding staff he has recruited.

DONALD B. SHYCOFF

Principal Deputy Comptroller

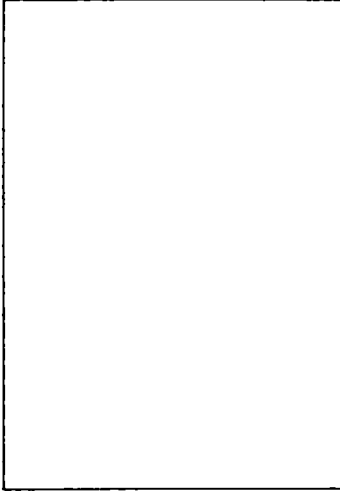


Mr. Shycoff has developed a productivity plan demonstrating his personal commitment to improved human resource management. He incorporated programs to integrate quality management by restructuring the workforce, to promote improved technology and decision making tools; to establish guidelines for improved quality of work life; and to develop an innovative gainsharing approach which recognized the efforts of all employees in production of products and services. He designed and implemented a complete renovation of budgetary, management, productivity, and accounting processes. His efforts increased focus on the cost of operations and resulted in improved management through adaption of business management concepts to Government operations. He implemented the Unit Cost System and has since enlarged it to incorporate much of the Department's support establishment. The improved information available through this system provides improved decision making at all levels within the Department. His efforts to capture the cost of specific activities provides a reliable management tool for making informed decisions. Mr. Shycoff provides personnel management for the entire DOD Comptroller staff. He devotes his personal attention to ensure the career needs of his employees are met by providing them with opportunities for professional development. Many of his current and former employees, including women and minorities, are now in high level positions of management and responsibility.

OFFICE OF THE SECRETARY OF THE DEFENSE *Continued*

DAVID T. SIGNORI, JR.

Associate Director
Engineering, Technology, and Corporate Planning
Defense Communications Agency

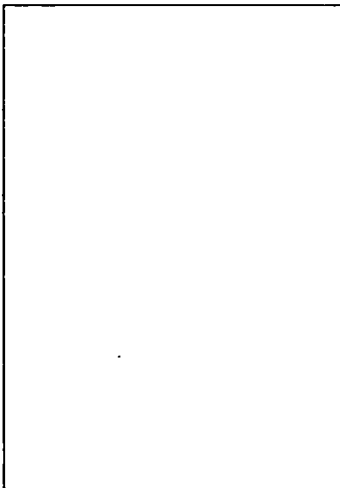


Dr. Signori is responsible for system engineering on a national level and Command-in-Chief (CINC) command centers. He plans, engineers and evaluates systems for connectivity to strategic and non-strategic nuclear forces. He designs and plans for defense-wide and theater CINC Command, Control, and Communications (C3) systems. He is also responsible for the technical oversight of virtually all DOD C3 and business information systems. He forged a common engineering approach to modernizing command centers at the national, Joint Staff and CINC levels. He pioneered integrated application of modular designs, commercial technology, rapid prototyping and innovative acquisition methods in order to achieve major improvements in operational capability at fractions of the time and cost being experienced by major project offices. He led the planning effort that established C3 programs for the President's Strategic Modernization program and later supervised development of the Strategic Connectivity Master Plan. This plan contained quantitative measures that permitted the Joint Staff to identify the most cost effective programs for assuring an effective nuclear command and control capability.

DEPARTMENT OF THE AIR FORCE

FRED I. DIAMOND

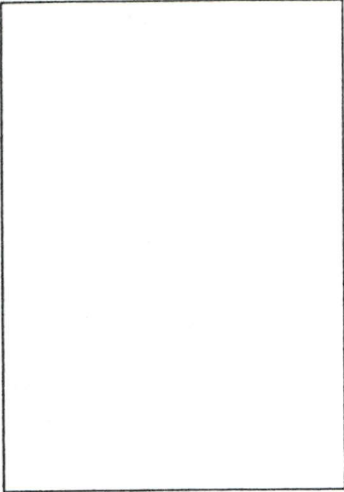
R and D Executive
(Chief Scientist, Rome Air Development Center)
Electronic Systems Division
Griffis AFB, NY



Dr. Diamond oversees the Center's entire technical program, which encompasses the research and development activities of more than 900 scientists and engineers operating on an annual budget of over \$400 million. He provides expertise in surveillance, communications, information processing, and supporting technology in electronics, electromagnetics, and computer science. He has proposed, developed, and directed major programs in radar and communications. He initiated many of the antenna and signal processing developments now incorporated in strategic and tactical radar and communications systems currently deployed throughout the world. He established the Northeast Artificial Intelligence Consortium of eight universities, and the Air Force Office of Scientific Research, an innovative group with immense potential. He has testified as an expert on artificial intelligence before the House Science and Technology Committee. He actively encourages and fosters promotions and career developmental opportunities for women and minorities in the work force. He initiated a new career track for program managers and system engineers, insisting on high standards of performance supplemented by training and education.

JIMMIE D. HILL

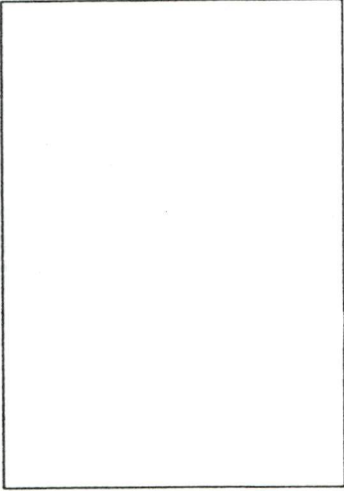
Principal Deputy Assistant Secretary (Space)



Mr. Hill manages the design, development, acquisition, and operation of classified space systems. He provides the day-to-day direction for a space program encompassing design laboratories, production factories, launch facilities and ground stations worldwide. He leads a team of more than 2,500 Government employees and over 60,000 contractors. He led a major restructuring of the organization, aimed at increased efficiency and more effective support to its users. His recommendations were approved by the Secretary of Defense and other cabinet-level officials and forwarded to the Congress, which has endorsed and funded the changes. Mr. Hill's organization designs, develops, builds and operates the most capable, most advanced, and most cost-effective space systems in the world. The organization is recognized throughout the Department of Defense and among many other agencies of the Federal Government as a leader in streamlined and innovative management. He oversees the preparation of an annual budget which exceeds six billion dollars each year. He also directs the preparation of congressional testimony to defend and justify the budget throughout the budget enactment cycle.

GARY D. VEST

Deputy Assistant Secretary of the Air Force
(Environment, Safety and Occupational Health)
Office of the Assistant Secretary

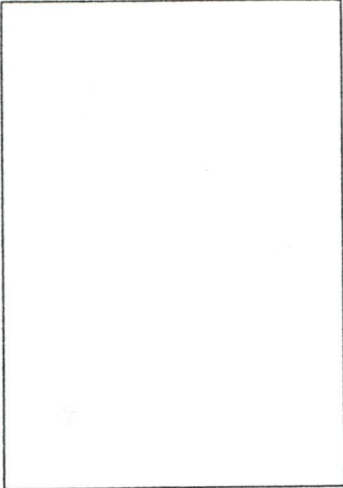


Mr. Vest is regarded as the father of the modern Air Force environmental program. He directs and oversees all worldwide Air Force Active and Reserve Forces matters relating to environment, occupational safety and health, base planning, natural, cultural and historic resources, economic impact, and intergovernmental coordination. He is responsible for a wide range of operational infrastructure matters such as air-space, weapons ranges, munitions storage, air base operability and related classified matters. He achieved what had been eluding the Air Force for many years—the senior leadership's true attention on Environment, Safety and Occupational Health. The environmental program is now funded at nearly \$700 million annually and will approach and probably exceed one billion dollars next year. The highly successful hazardous waste cleanup program is now at \$435 million, a 261 percent increase over last year. He headed the U.S. delegation to an environmental study recognized as one of the best in NATO history by the North Atlantic Council and was recently elected to chair a multi-year program. He initiated and currently oversees bilateral environmental technology exchanges between the U.S., Germany, and the United Kingdom.

DEPARTMENT OF THE ARMY

FRED H. BAYLEY III

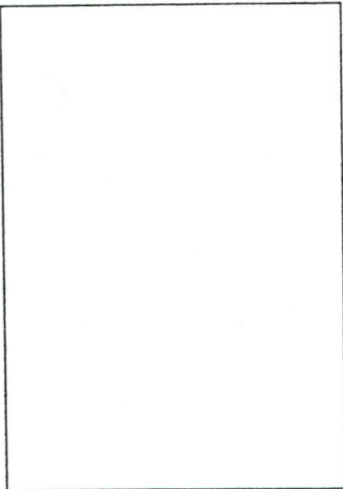
Director of Engineering
Corps of Engineers
Vicksburg, MS



Mr. Bayley is responsible for planning as well as design and operation of the largest and most complex water resources project ever undertaken by any nation, the Mississippi River and Tributaries project. This project directly benefits seven states, indirectly benefits 34 others, and is vital to the entire nation. He is recognized as an outstanding consultant and leader throughout the Corps of Engineers and serves as a Corps advisor to the State Department in service to other countries. He has served on many task forces developing leadership initiatives within the U.S. Army Corps of Engineers. He has been an advisor to foreign nations, including China, Thailand, Nigeria, and Bangladesh. Under his leadership, a flood-wall test section was constructed and new, more realistic design criteria developed that will result in savings of more than \$100 million in construction of floodwalls within the lower Mississippi valley area. The use of these design criteria will result in less costly flood protection for future Corps projects. Mr. Bayley has been an effective active leader in the Division's efforts to improve opportunities and representations of minorities and women in under-represented areas. He has increased high-grade minority engineers in his Division by 200 percent. He advocates participation of women and minority owned businesses in programs such as "8A set-aside" and subcontracting. His efforts have contributed to more than \$50 million having been awarded to small, disadvantaged, and women-owned businesses in a single year.

WILLIAM O. DAVIES

Deputy for Technology, Programs, and Systems
Integration for Strategic Defense
U.S. Army Strategic Defense Command
Huntsville, AL

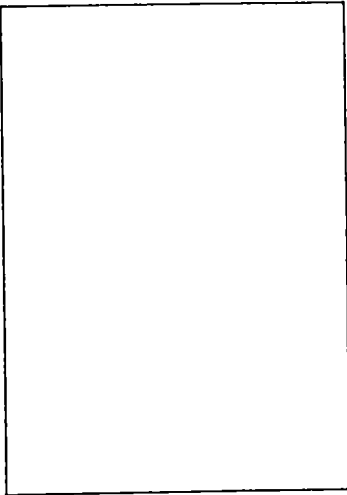


Dr. Davies serves as Technical Director and Program Integrator for the Army's Strategic Defense Programs. This includes the \$1.4 billion annual Strategic Defense Initiative (SDI), Air Defense Initiative (ADI), and AntiSatellite (ASAT) programs. He has been instrumental in establishing concepts and technology to support the President's strategic defense vision. He directed the program that provides affordable responses to: the President's arms control initiatives; congressional interest in a limited defense; and policy initiatives for global protection in a changing international environment. He established the first capability to assess battle management performance of the complex SDI system. He planned and managed the Army's strategic defense optics program that established cold background infrared technology as the basis for SDI surveillance concepts. He directed the free electron laser program that led to the Army's Ground Based Laser Project which maintains the Army at the forefront of laser technology and provides the country with the next generation high power laser. He has achieved major cost savings by implementing recovery and reuse of (\$10 million) payloads in rocket-borne sensor tests for air-sea recovery costs of \$200 thousand. His concerted action to transfer strategic technology to other Army programs offers an immeasurable potential for reallocation of Army research and development resources. Dr. Davies actively recruits women and minorities for the professional staff; assigns those with high potential to increased responsibilities; and seeks out disadvantaged contractors. He selected a minority engineer for a prestigious, career-building developmental assignment and facilitated selection of the first female SES member in the program.

DEPARTMENT OF THE ARMY *Continued*

LESTER EDELMAN

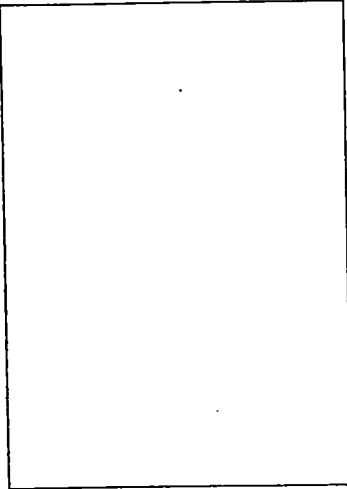
Chief Counsel
Corps of Engineers



Mr. Edelman is the personal adviser to the Chief of Engineers, and the leader of 430 attorneys in the Corps worldwide, the largest organization of civilian attorneys in the Department of the Army. He organized and led the legal support of the Corps' implementation of the Camp David accords through the construction of the Israeli air bases in the Negev, the extensive construction of military and national infrastructure projects in Saudi Arabia, and the cleanup of hazardous and toxic Superfund sites for EPA and present and former military sites for the DOD. He has been innovative in defending the government's position in litigation and contractual claims. He has established himself as a nationally recognized leader in implementing Alternative Dispute Resolution (ADR) techniques. One example of cost saving resulting from his initiatives in ADR is that of the "mini-trial" procedure utilized to resolve a contract dispute of \$55.6 million arising out of the Tennessee-Tombigbee waterway project. Avoiding a lengthy and expensive proceeding before the Engineer Board of Contract Appeals, the matter was settled for \$17.2 million. Mr. Edelman's personal attention to the EEO and Affirmative Action programs has led to impressive results: nearly 30% of the 430 attorneys in the Corps is comprised of minorities and women, and nearly 50% of the hiring opportunities and promotions during the past two years were made to minorities and women.

NEIL R. GINNETTI

Acting Principal Deputy Assistant Secretary
of the Army (Financial Management)

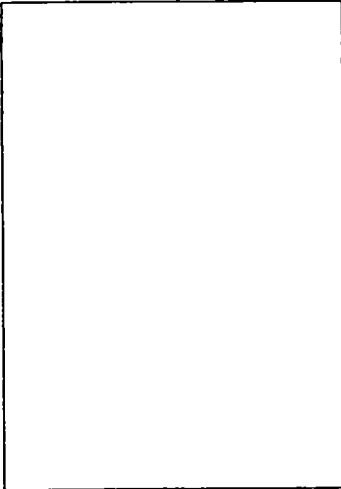


Mr. Ginnetti developed the Fiscal year 1991 budget; increased the responsiveness and value of the Program Performance Budget Execution Review System; and, monitored the synchronization of the Army's response to multi-million/billion dollar draft Program Budget Decisions and Defense Management Review Decisions. He dramatically improved the management of the Conventional Ammunition Working Capital Fund by developing new procedures that stabilized ammunition pricing policy, reduced management turbulence, and lowered staff requirements, resulting in a decrease of resource requirements and improving efficiency. He improved the execution of the Army's ammunition budget, resulting in a 50 percent reduction in unused funds carryover from \$1.2 to \$0.6 billion. He organized and chaired a review team for troubled weapons systems resulting in a series of actions involving financial and managerial controls that produced over \$170 million of acquisition cost savings. Mr. Ginnetti launched an aggressive program to attract women and minority applicants for financial management positions in the Senior Executive Service. In the last year, representation of women in Comptroller career program SES positions has doubled to 10%.

DEPARTMENT OF THE ARMY (Continued)

EDWARD J. KORTE

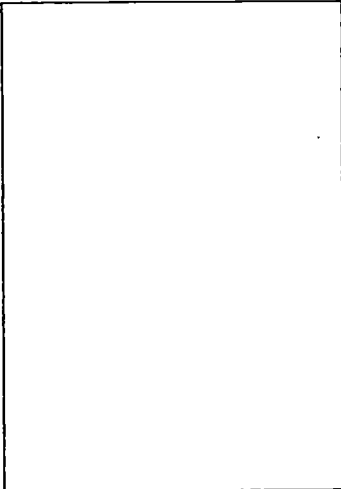
Command Counsel
U.S. Army Materiel Command



Mr. Korte and his attorneys address the legal needs of 104,000 civilian and 10,000 military personnel worldwide. He counsels in the most complex major weapon system procurements such as the \$4.3 billion Mobile Subscriber Equipment (MSE) combat radio. Working closely with the Defense Department, Congress, GAO, contractor teams and foreign governments, he resolved many complex issues in executing an innovative, nondevelopmental acquisition strategy. He designed and executed the "Program for Evaluation of Contractor Past Performance" developing the methodology for the Army Materiel Command (AMC) source selections and represented the Army on the DOD Task Force. He established one of the most respected legal offices in the Army and his innovative "Preventive Law Program", has been emulated by legal offices throughout DOD. He led AMC's streamlining and automation of AMC's defense procedures for protests to the Comptroller General, issuing policies and guidance. AMC's new system defends nearly 250 protest cases each year in less than half the time previously required and is so effective it has been acclaimed as a model system by the GAO. Mr. Korte supports EEO and affirmative action efforts. Qualified female and minority attorneys now comprise more than 36% of the AMC legal community. Recognizing the impact of reductions on these accomplishments, Mr. Korte designed the Army's "Attorney Placement Assistance Program" to assist displaced attorneys in finding other Government positions.

RAYMOND J. SUMSER

Director of Civilian Personnel
Office of the Deputy Chief
of Staff for Personnel

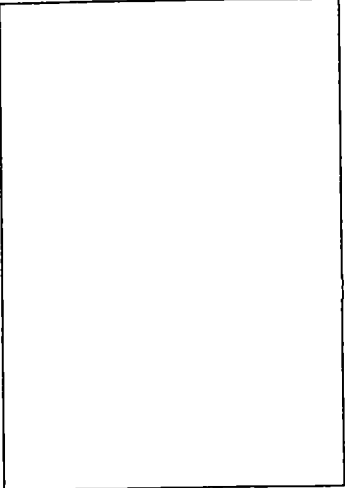


Mr. Sumser is responsible for obtaining \$21 million from a special DOD Capital Improvement Program to equip over 150 Army Civilian Personnel Offices with mini-computers which increased responsiveness to customers, reduced paperwork, streamlined operations, and reduced staffing requirements by over 300. He obtained DOD support for changing the inflated overseas appropriated fund wage schedule for blue collar employees, resulting in a savings of over \$3.5 million. He was the driving force for Executive Order 12362 which provides a special hiring authority through which Army has employed over 8,000 family members returning from overseas. He established a formal priority placement program to help Army family members obtain employment when their sponsors are relocated within the U.S. Operational since 1983, 1,800 family members have been placed. He pioneered a world-wide system of "one-stop" employment centers where military and civilian family members can obtain both Federal and private sector job information and assistance. He also guided development and testing of a new, "business oriented" personnel system for non-appropriated fund employees which has been approved for implementation DOD-wide covering over 200,000 employees. Under his leadership and direction, representation of minorities and women within Army has risen. At the GS-13 level, minority and women employees have increased by 25.7% and 53.2% respectively. He directed outreach programs which doubled the number of women in Army SES positions.

DEPARTMENT OF THE ARMY *Continued*

ERNEST A. YOUNG

Deputy for Procurement and Readiness
U.S. Army Missile Command
Redstone Arsenal, AL

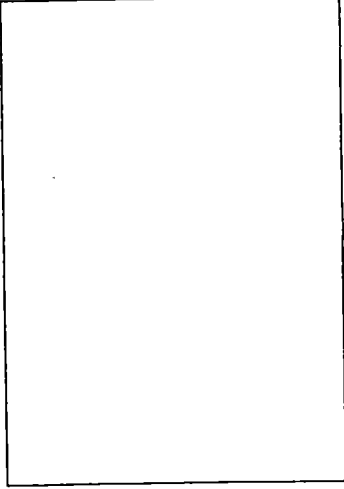


Mr. Young is the leader of 17 command reportable missile systems that have exceeded the Department of the Army's readiness goal of 90% for over seven years. He is a leader in the security assistance and foreign military sales program. In August 1990, U.S. Army Missile Command (MICOM) had 1,283 open sales (an 11% increase over July), valued at \$8.8 billion, involving 45 countries worldwide. Because of his enterprising direction, the increase in the security assistance workload required no increase in personnel. He ensured that missile-related repair parts were available for issue to the soldiers wherever they were needed. Stock was available for issue 88.4% of the time when requested, exceeding the Army goal of 85%. His efforts to encourage competition and contracting in the most cost-effective manner resulted in program savings of over \$250 million. He is a major influence in value engineering, achieving \$11.3 million in savings and \$14.1 million in cost avoidance in FY 90. Mr. Young was instrumental in the establishment of a MICOM "Logistics University" with classes taught by three local universities. The first session enrolled 75 employees consisting of 12 minorities and 41 females. During FY 90, 124 employees participated in the programs, 8 were selected for developmental assignments, and 5 employees were selected for promotion.

DEPARTMENT OF THE NAVY

RONALD L. HAAS

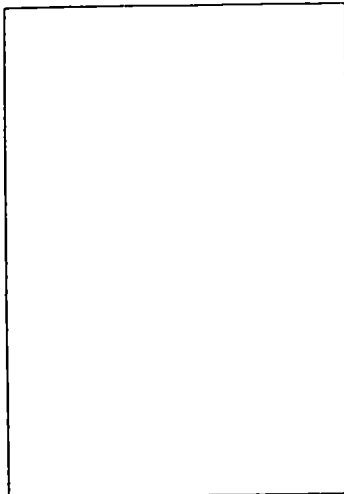
Director, Budget and Management,
Policy and Procedures
Office of the Comptroller of the Navy



Mr. Haas is responsible for providing essential advice and assistance to the Secretary and the Comptroller of the Navy and the Chief of Naval Operations across a wide range of topics. Among the more significant issues were the development and publication of the Departmental Budget Guidance Manual that serves as a model; development of a Departmental automated budgeting system; implementation of the Goldwater-Nichols Act of 1986; implementation of the Gramm-Rudman-Hollings Deficit Reduction Act; and, the reorganization of the Navy Secretariat to implement the Defense Management Review initiatives and the Packard Commission Report. He took the lead in developing the Navy Headquarters Budgeting System (NHBS). The NHBS represents a complex set of computer aids to budgeting. He developed an automated budgeting tool which has played a remarkable role in allowing the Department of the Navy to respond to the unique demands of generating large amounts of data necessary to implement the Gramm-Rudman-Hollings Deficit Reduction Act and to prepare amended budgets required by recent administrations. The availability of this system has saved thousands of hours of work and has enabled the Secretary and the Chief of Naval Operations to make more informed decisions. He is also responsible for the development of a multi-volume manual providing guidance for the preparation, submission, and review of the Department of the Navy's budget. This manual has served as an archetype of guidance for budget submitting offices in the federal sector and has been used as a teaching tool for graduate level courses in federal budgeting.

JOHN A. MONTGOMERY

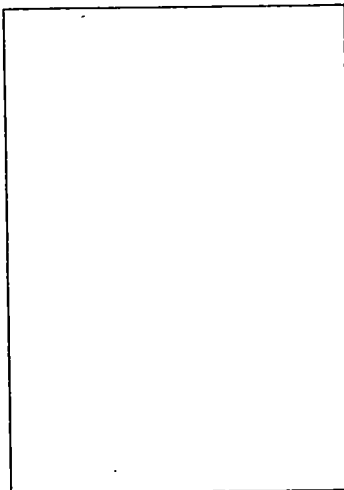
Superintendent
Tactical Electronic
Warfare Division
Naval Research Laboratory



Dr. Montgomery conducted rapid response programs that applied results of advanced technology base programs to solve the unique problems presented by anti-ship missiles in confined waters during the last Persian Gulf crisis. Special receiver technologies from the Electronic Warfare Technology Base program, hundreds of millions of times more sensitive than ordinary receivers, allowed detection of previously undetectable attack warning signals; and an entire system development cycle culminating in at-sea installation and deployment was successfully compressed into months. Foreign military hardware was exploited in days, with new Electronic Warfare techniques developed, programmed, and installed in Persian Gulf ships within weeks. He is the Navy's principal architect for the Electronic Warfare systems of the future. He planned for, acquired, and developed Electronic Warfare modeling and simulation facilities that are unique in the world. These were applied to the Persian Gulf crisis with great success, predicting systems effectiveness values within a few percentage points of those measured at extremely high cost in the field. These facilities will save the Navy hundreds of millions of dollars in test and evaluation costs over their lifetime, while providing for quicker and more effective Electronic Warfare responses to Navy needs. He also devised a highly robust and original approach to counter the Wartime Reserve Mode problem for the Chief of Naval Operations that could be implemented for substantial savings.

JOEL A. SINISKY

Technical Director, Undersea Warfare
Program Directorate
Space and Naval Warfare Systems Command

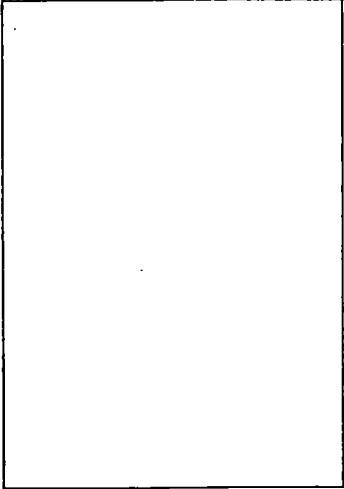


Dr. Sinsky is responsible for the technical leadership and quality of the multidisciplinary programs which make up the Integrated Undersea Surveillance System and associated Undersea Surveillance programs. He is responsible for program management, fiscal planning and control, and technical direction of undersea warfare programs. These programs involve a staff of 170 officers, professionals, and administrative personnel. He recognized over a decade ago that the Soviets had the technological capability to reduce the radiated noise of their submarines and had begun to produce new classes of quiet submarines. This represented a challenge to the viability and effectiveness of the surveillance system deployed by the U.S. Navy at a cost of \$15 billion dollars. He initiated development of improved systems to replace the existing sensors and improved operating procedures, tactics, and modifications, which have more than doubled the effectiveness of existing sensors increasing the effective service life of these systems by two decades. He realized that in an era when Third World submarines can be as quiet as the Soviet's, it is essential that we use all of the energy radiated by submarines not just the selected portions used in the past. He initiated a program called "Full Spectrum Processing" to exploit all the radiated energy. This is designed to be used in parallel with an active system that can operate effectively against even the quietest of submarines. There are benefits from full spectrum analysis that are only available with new hardware. Dr. Sinsky has led the effort to bring early benefits to the Fleet operational sites through his personal involvement. This has improved operational effectiveness significantly.

DEPARTMENT OF THE NAVY *Continued*

JAMES L. CHERNY

Director, Navy Publishing and
Printing Service
Naval Supply Systems Command

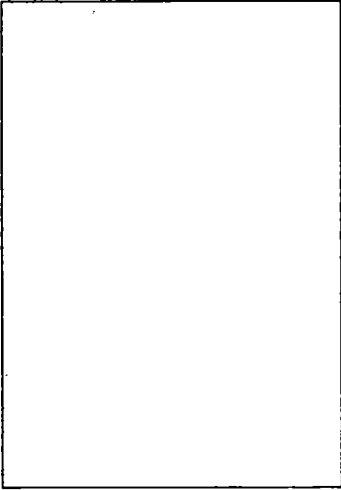


Mr. Cherny is responsible for the development, execution and management of plans, programs and policies which achieve the objectives of efficient, economical and effective graphic communications service to all Navy and Marine Corps components, the Office of the Secretary of Defense and the Executive Office of the President. He manages an organization of over 1700 personnel in a variety of general schedule and direct labor disciplines, producing and procuring printing and related products in excess of \$225 million annually. He also manages the Navy's reprographic (copier) program involving an additional \$100 million. He planned, created and developed the Navy Automated Publishing System to the extent that over 800 million pages per year are produced from a digital data base. This rapidly expanding effort has recently become a vital part of the effort to automate all technical information under the Computer Aided Logistics Support program to provide the operating forces with more accurate and timely information and reduce the need for paper aboard ship. Although production requirements have increased by over four billion units (80%) since 1976, his workforce has increased less than 19% during that period. The productivity of that workforce has improved by 110%. In his Management Intern Program, 72% of those selected have been minorities and women, some of whom have reached the highest grade levels available in the organization and now successfully manage plants.

DEPARTMENT OF DEFENSE INSPECTOR GENERAL

ROBERT J. LIEBERMAN

Assistant Inspector General for Auditing
Office of the Inspector General

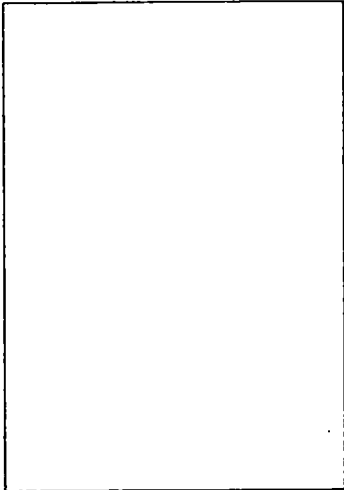


Mr. Lieberman is responsible for solving two long-standing management problems: first, no fair process existed to determine if disputed audit recommendations would be adopted; and second, there was no systematic followup to ensure that agreed-upon audit recommendations were actually carried out. He designed, implemented and managed systems which proved so effective that the Secretary of Defense labeled the effort "one of the most important management improvements made in the Department of Defense in recent years." Over 3,000 disputed internal audit issues were decided from 1982 to 1990, either to the mutual satisfaction of auditors and managers or after adjudication by independent officials. He mediated the resolution of hundreds of contentious Defense Inspector General recommendations, ensuring that the DOD maintained one of the best records in the Government for timely resolution of internal audits. He has issued recommendations involving potential savings of over \$3 billion. He established a process for coordinating effective audit and inspection oversight of Operation Desert Shield and reprioritized audit plans to implement the Defense Management Report.

DEPARTMENT OF EDUCATION

MITCHELL L. LAINE

Assistant Inspector General for Audit
Office of the Inspector General

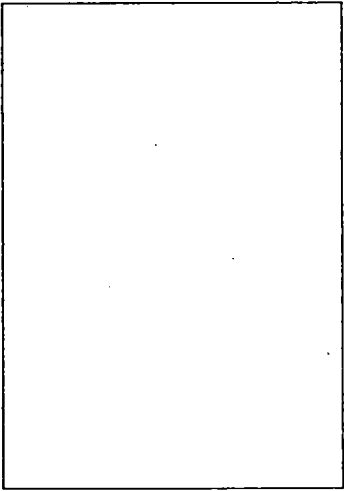


Mr. Laine leads a professional staff of approximately 200 persons dedicated to improving the use of Federal education programs. He has identified and recommended necessary changes in legislation, regulations, and operating procedures. His efforts have resulted in issuance of numerous reports which have identified opportunities and made specific recommendations for more efficient use of Federal education funds totalling over two billion dollars. He has identified and eliminated entities that abuse Federal programs from future participation and recovered Federal funds improperly spent. Hundreds of audit reports have been issued and results include recovery by the Federal Government of over \$200 million in misspent funds including over \$70 million in fiscal year 1990. He is a coauthor of the American Institute of Certified Public Accountants', Audit and Accounting Guide—Audits of State and Local Government Units, which is required for use in all audits. Mr. Laine is also the chief architect of the Student Financial Assistance Program Audit Guide which is required for use in performing biennial audits of over 6,000 institutions of higher education responsible for \$18 billion annually in Federal higher education funds and student loans.

DEPARTMENT OF ENERGY

JOSEPH R. CIPRIANO

Superconducting Super Collider Project Manager
Office of Energy Research
Dallas, TX

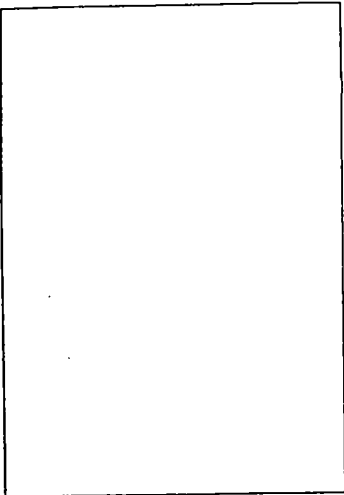


Mr. Cipriano is responsible for the on-site activities for the Superconducting Super Collider (SSC), one of the most complex scientific undertakings ever attempted by the Federal Government. The SSC is an \$8 billion, 54 mile circumference "atom smasher" now being built near Dallas, Texas. The SSC will be the world's most powerful particle accelerator and will keep the U.S. high energy physics program in a leadership position in the world scientific community. He identified significant contractor management deficiencies and worked with the SSC Laboratory to rectify them and to strengthen overall project management. He led the final negotiations with the State of Texas on the administration of the Texas contribution of \$1 billion, plus the land for SSC. He also led very successful negotiations with State utilities to ensure that electricity, water, roads, and other infrastructure improvements are available to the project. He is an acknowledged expert in the field of reliability engineering and has achieved major reductions in costs of Government programs. For example, while employed at the Navy Department, he led a review of a gas turbine engine which resulted in savings of approximately \$300 million in life cycle costs. His management of the Navy's Ordnance industrial activities resulted in savings of \$300 million per year through reduction of indirect costs and consolidation of activities into centers of excellence.

EXECUTIVE OFFICE OF THE PRESIDENT

DONALD E. GESSAMAN

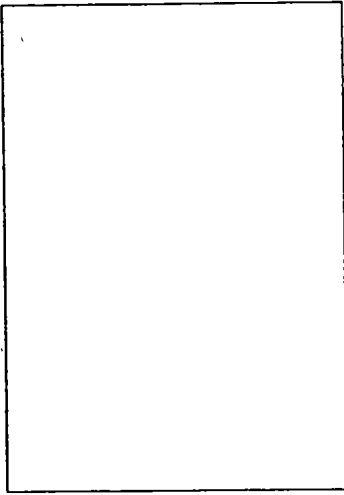
Deputy Associate Director
National Security Division
Office of Management and Budget



Mr. Gessaman is responsible for advising the Director of the Office of Management and Budget (OMB) on funding for important and sensitive defense and intelligence programs. These programs comprise roughly one-third (about \$300 billion) of the Federal budget, involving highly complex policy and management issues. He developed innovative proposals for funding aircraft carriers that led to savings of several hundred million dollars. His analyses of funding options resulted in a Presidential initiative to include funds in the 1983 budget for two aircraft carriers. He worked with key Congressional staff to obtain Congressional approval for the plan. Up to then, funds were requested for one ship at a time, and the funding for that one ship was sometimes spread over several years. Obtaining all of the funds needed for two ships in one year avoided the need for multiple appropriations and permitted the shipbuilder to plan on a stable workload over a period of years. He has directed the preparation of options for reshaping military forces and weapons programs within constrained budget limits to meet the threats facing the United States in the 1990's. His analyses have been used by the Director of OMB and the President in far-reaching decisions on the defense budget including a planned reduction in military forces of 25 percent by 1995 with five year savings of over \$100 billion. He has been instrumental in implementing major Presidential policies involving the multi-hundred billion dollar national defense and intelligence programs. His ability to clarify complex issues and to propose creative and workable solutions to difficult problems have resulted in substantial improvements in defense programs.

BARRY B. ANDERSON

Assistant Director
Budget Review Division
Office of Management and Budget

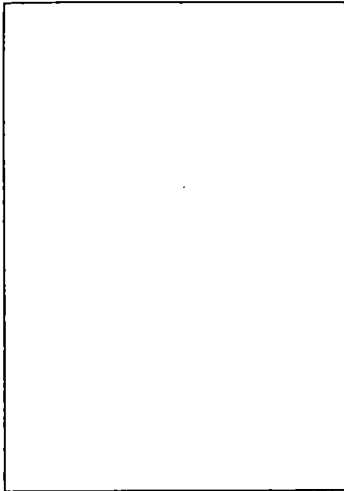


Mr. Anderson helped revamp subsidized housing policies to rely on more efficient subsidy mechanisms. He led a team of officials that implemented a new mortgage insurance premium structure that is modeled after private mortgage insurance industry practices. This new structure saves the Government over \$100 million in administrative and borrowing costs each year. In 1985, he drafted and produced most of the documents that make up the President's Budget and conducted cross-cutting analyses of major budgetary issues. Under his leadership, the Fiscal Analysis Branch conducted critical analyses of: the structural deficit; reasons for the growth in entitlement programs and mechanisms to restrain that growth; innovative financial transactions, including loan asset sales and loan prepayment options; and budget process reform legislation. In May 1990, the President convened a series of negotiations with the bipartisan leaders of Congress on how to address the intractable budget deficit problems. Mr. Anderson coordinated the estimates of the potential impacts on the deficit of all the Administration's policy options: discretionary spending cuts; entitlement reforms; user fee proposals; and revenue options. He negotiated the application of "caps" (i.e., ceilings) on discretionary spending, and he established the level of the caps of domestic, defense, and international discretionary spending.

FEDERAL RETIREMENT THRIFT INVESTMENT BOARD

FRANCIS X. CAVANAUGH

Executive Director

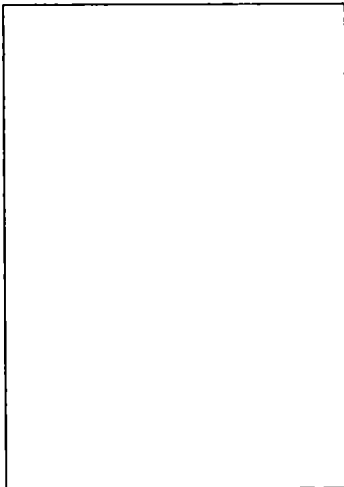


Mr. Cavanaugh is responsible for putting into operation the Federal employees' Thrift Savings Plan, a 401(k) type tax-deferred savings plan enacted by Congress in 1986. Five months later, on April 1, 1987, the Thrift Savings Plan went into operation with 600,000 participant accounts and \$148 million in assets. By December 1990, the Plan had grown to 1.6 million accounts and \$7.5 billion in assets. He established a novel participant loan program designed to be largely self-administered through automation and clerical staff processing of loan applications. Under Mr. Cavanaugh's leadership the Board resolved all the problems attendant to staffing and housing a new and independent Federal agency, overseeing the development of a huge new data processing system, and communicating effectively with three million Federal employees worldwide. He accomplished this in a period of only five months while operating within all of the existing Federal rules applicable to personnel and procurement. He was especially successful in enlisting the support of personnel and payroll officials throughout the Government. His efforts in communicating the financial benefits of the Plan to Federal employees through the Board's exceptional communication materials have contributed to a steady increase in Plan participation. He promotes equal opportunity and the principles of affirmative action. Forty-four percent of the Board's professionals are women (including two members of the Senior Executive Service) as compared to the Governmentwide average of 21 percent. In addition, 31 percent of the Board's white-collar staff are minorities, as compared to the Governmentwide average of 21 percent.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

ELI J. GLATSTEIN

Chief, Radiation Oncology Branch
National Cancer Institute
National Institutes of Health

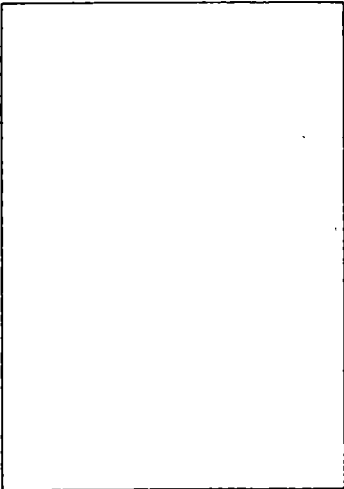


Dr. Glatstein is known internationally for radiotherapy studies of Hodgkin's disease, lymphoma, sarcoma, ovarian cancer and cancers associated with AIDS. He has linked the Government's leading radiotherapy facilities in the Washington Area and created a premier program for the training of radiotherapists. He has taken fundamental laboratory observations in radiation sensitization and photodynamic therapy (the selective destruction of malignant cells using laser light) to the treatment of patients with cancer. Those studies have shown promising initial results in the treatment of both bladder and ovarian cancer. He is pioneering clinical studies of monoclonal antibodies linked to radioisotopes, an important method of selectively delivering radiation to cancer cells throughout the body, while sparing surrounding normal tissues. These unique trials, which require an understanding of dosimetry, physics, radiochemistry, and cellular biology have shown impressive tumor regression in patients with drug-resistant leukemia.

CLAUDE J. M. LENFANT

Director

National Heart, Lung, and Blood Institute
National Institutes of Health



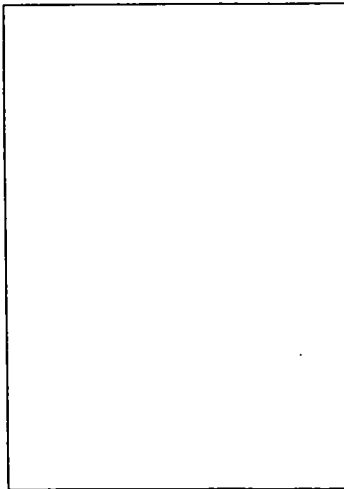
Dr. Lenfant is responsible for the management and scientific development of the National Bone Marrow Donor Program. He marshalled support and cooperation of expansion of the registry and brought together the many individual registries across the country to find a matched donor for any patient. The pool of registered donors has increased from approximately 25,000 to more than 208,000 and the number of transplants has increased from about 3 per month to almost 25 per month. In addition, a network is being developed to link the Institute's program not only to other domestic registries, but to foreign programs as well; these include western and eastern European networks. He established the Laboratory of Cardiac Energetics that will include one of the most powerful magnetic resonance imaging instruments in the nation. Evaluating the long term outlook for an intramural cardiac surgery program in terms of scientific and economic viability, he phased out intramural cardiac surgery and made the transition to a contract supported surgery program. This resulted in a significant cost savings to the intramural program, while maintaining the highest quality patient care, and bolstered the cardiology research program. As a result of resources made available by contracting out surgery, the Institute initiated a new program of gene therapy, including plans to establish an experimental bone marrow transplantation unit. The gene therapy and bone marrow transplantation program will be the only one of its kind in the nation. He has encouraged employment of women and minorities and developed scientific programs relative to minority health initiatives.

RICHARD A. MILLSTEIN

Deputy Director

Alcohol, Drug Abuse, and Mental Health
Administration

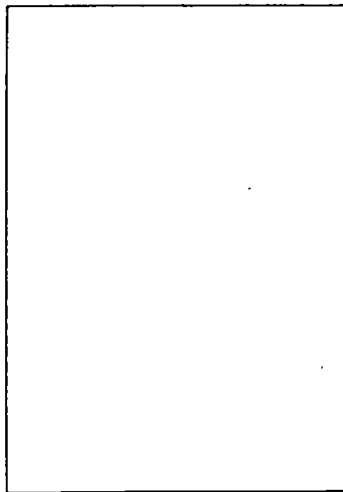
National Institute on Drug Abuse



Mr. Millstein is responsible for developing the legislative specifications for the Department's bill to implement the recommendations, and President's Commission on Mental Health's *Toward a National Plan for the Chronically Mentally Ill*, a national action plan for the Federal Government, the States, communities and the private sector. He was the Agency leader in implementing a \$500 million block grant program which was a major departure from the previous discretionary services program. His skill in developing and implementing the block grant contributed to the success of the President's New Federalism effort. He was also involved in all aspects of the development of Federal agency drug testing plans and timetables, and a carefully drafted strategy to respond to concerns about the fairness and reliability of these tests and their use as a deterrent and preventive, not as a punitive measure. He provided the essence of the conceptual development and was a major contributor in planning the structure and role of the Federal drug demand reduction strategy. He has facilitated the advancement of the Administration's efforts to reduce the national demand for drugs. He directed a comprehensive process for implementation of the recent Anti-Drug Abuse Acts.

FREDERICK J. EGGERS

Associate Deputy Assistant Secretary
for Economic Affairs
Office of the Assistant Secretary
for Policy Development and Research

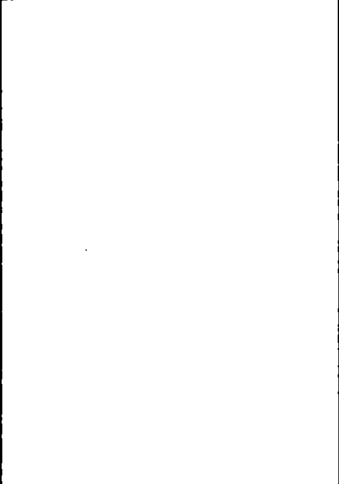


Dr. Eggers' is responsible for the economic analysis work in four key areas—Federal Home Administration (FHA) insurance, taxes, oversight of Fannie Mae and Freddie Mac, and economic data for program operations—all involve large Federal outlays or financial exposure and are vital to the housing finance system of the United States. In 1990, Housing and Urban Development (HUD) terminated both its multifamily coinsurance program and its Retirement Service Center program because of large projected losses. He prevented the coinsurance program from being extended to the refinancing of private retirement service centers, a move which would have greatly increased HUD's risk exposure. Actuarial analysis under his direction was an important factor in convincing the Department that the coinsurance program could not be reformed and should be terminated. He was instrumental in successful efforts by the Office of Policy Development and Research to tighten FHA single-family underwriting practices covering rebates from builders in the form of temporary buydowns of the mortgage interest rate. In 1988, he oversaw the development of new techniques for estimating the correct FHA premiums for reverse mortgages as part of a demonstration designed to help elderly homeowners use the equity in their homes to stay in their homes and enhance their incomes. The demonstration program was limited to 2,500 cases. The program was so successful that Congress approved a permanent expansion of 25,000 cases.

DEPARTMENT OF JUSTICE

ROBERT E. KOPP

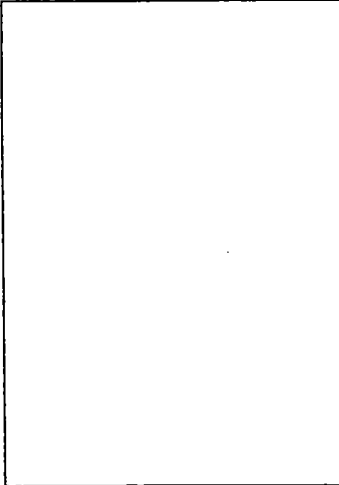
Director
Appellate Staff
Office of the Deputy Attorney General
Civil Division



Mr. Kopp is responsible for seeking reversal of lower court decisions against the Government, defending decisions favorable to the Government from reversal in the courts of appeals; and, preparing petitions and briefs for filing by the U.S. Solicitor General in the Supreme Court. He has argued on behalf of the United States in the Supreme Court and in all of the regional courts of appeals. He has supervised some of the most significant appellate litigation in the United States. He was instrumental in developing legal strategy designed to protect the power of the Executive Branch from encroachment by the other branches. He supervised the successful litigation invalidating portions of the Gramm-Rudman-Hollings Act and protecting the Chief Executive's power to implement that law. He supervised the recent, significant victory in *Perpich v. Department of Defense*, which affirms Congressional power to raise armies and upholds the President's authority to train U.S. reserve forces. He argued in the Court of Appeals *Snepp v. United States*, in which the court held that the United States can recover damages when a former CIA agent breaches his agreement not to disclose information concerning that agency; the Supreme Court affirmed this significant victory. Mr. Kopp established the Scholar-in-Residence Program, in which a law school professor is invited to work with the Appellate staff for one to two years. This program has attracted very gifted participants who have provided valuable legal expertise in the service of the Government.

ROBERT E. LINDSAY

Director
Office of Policy and Tax Enforcement
Office of the Deputy Attorney General
Tax Division

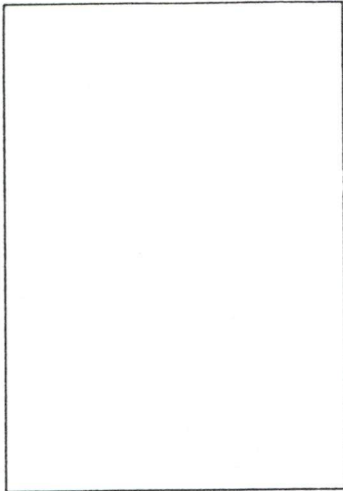


Mr. Lindsay is responsible for all the Tax Division's criminal appellate work and formulates the policies governing the prosecution of criminal tax cases throughout the Federal system. He formulates Department of Justice policy governing criminal tax cases and directs Tax Division involvement in international evidence acquisition and the negotiation of information exchange treaties with foreign Governments. He oversees significant IRS summons enforcement activities. He implemented the Federal Sentencing Guidelines in criminal tax cases; the use of IRS summonses to attorneys regarding cash legal fees; the legal, procedural, and legislative analysis of the Internal Revenue Service's new electronic return filing program. He formulated a new statistical data base for retrieval of information on important Tax Division initiatives, such as savings and loans, motor fuel excise taxes, and drug task force.

DEPARTMENT OF JUSTICE *Continued*

MARK M. RICHARD

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

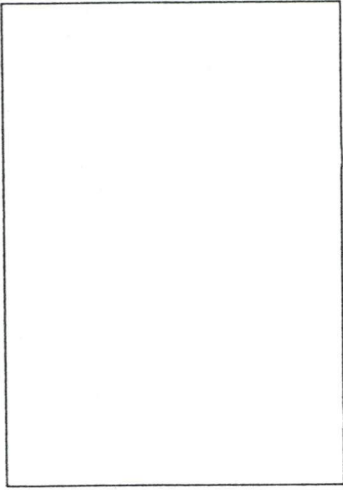


Mr. Richard is responsible for establishing a negotiating position with respect to nations with whom the United States has entered into Mutual Legal Assistance Treaties. He supervised requests for foreign held evidence, the prosecutive and investigative program regarding former Nazi war criminals living in the United States, and the emerging areas of Asset Forfeiture and Money Laundering as well as the critical prosecutive priority of drug enforcement. He participated in some of the most critical aspects of the prosecution of General Manuel Noriega. He has worked closely with the intelligence community in prosecuting a number of significant espionage cases, and has been instrumental in developing inter-agency cooperation to provide a credible export control enforcement program. He has conducted discussions with foreign leaders over Federal prosecutions. He has been in Panama to ensure cooperation in the use of seized evidence. He has travelled to Colombia to meet with Colombian officials and to negotiate terms of our Mutual Legal Assistance Treaties. He has met with Israeli officials to develop evidence in other cases. He has worked harmoniously with the Office of Independent Counsel to obtain evidence from foreign countries in the Iran Contra investigations.

DEPARTMENT OF LABOR

ALAN D. LEBOWITZ

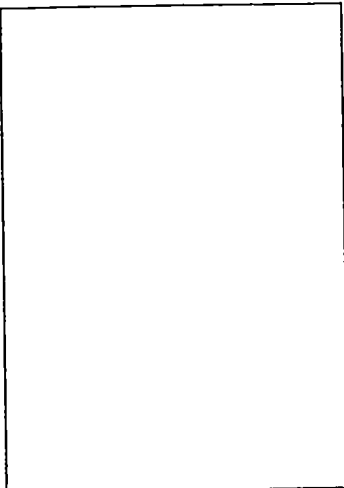
Deputy Assistant Secretary for Program Operations
Pension and Welfare Benefits Administration



Mr. Lebowitz is responsible for developing and implementing the Employee Retirement Income Security Act of 1974 (ERISA). The goal of ERISA is to protect the retirement security and welfare of a majority of American workers. The statute affects approximately 915,000 private sector pension plans, 4.5 million health and welfare plans serving over 66 million pension plan participants and 200 million health and welfare plan participants. These plans, representing the largest source of private capital in the economy, now control assets of over \$2.0 trillion, a figure expected to increase to well above \$3.0 trillion by the year 2000. He enforces the financial safeguards contained in the statute and regulates the management of the nation's private pension and welfare plans which are particularly vulnerable to fraud and abuse in today's economic climate. He is responsible for the program's most important management effort to date: an ERISA information system which has been designed and implemented, in conjunction with the Internal Revenue Service, to (1) improve the quality and timeliness of data used in Pension and Welfare Benefits Administration's enforcement, policy analysis and research programs; (2) utilize more sophisticated case targeting techniques on the vast employee benefit plan universe—as is done by the IRS in its income tax auditing strategies; (3) improve case management and evaluation capabilities; and, (4) automate field investigative work to improve staff productivity.

ROY S. ESTESS

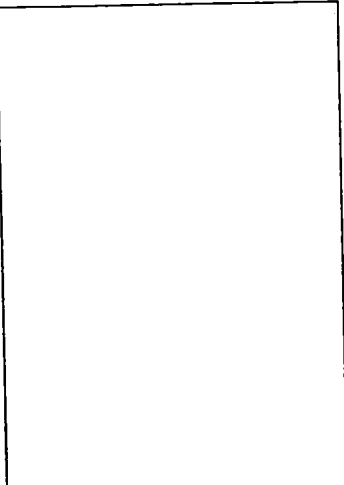
Director
NASA Stennis Space Center
Stennis Space Center, MS



Mr. Estess directs the activities of a unique national facility for testing of space propulsion systems. He also oversees a science and technology laboratory which develops and manages a comprehensive research program in satellite photography technology. Along with its NASA-assigned programs, the Center supports the programs of 19 resident Federal and state agencies and university activities coordinated through interagency agreements. In 1986, in response to concerns raised by the Challenger accident which was investigated by a Presidential Commission and the House Committee on Science and Technology, he chaired a Shuttle Processing Contract Review Team to: assess the way the Shuttle was processed for launch at Kennedy Space Center; examine the contractor relationships at Kennedy, and to develop options and recommendations for improvements in processing. The findings and recommendations of this team provided the framework for many of the changes introduced in the processing of flight hardware at Kennedy to enhance the safety and reliability of the Space Shuttle. He served for three years as the chairperson of the NASA Equal Opportunity Council. Mr. Estess' commitment to equal opportunity goals and objectives is maintained through his decisions on hiring, developmental training, promotions, awards and appointments to boards and committees of minorities, females and persons with disabilities.

CHARLES T. FORCE

Associate Administrator for Space Operations

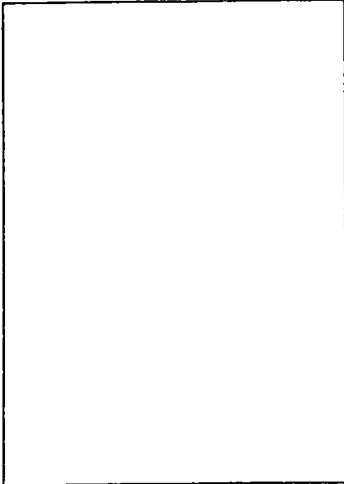


Mr. Force provides the communications and data relay operations required for successful completion of most NASA missions. A specific example of Mr. Force's initiative and leadership involved the enhancements to the Deep Space Network (DSN) required by increasingly complex planetary missions. He directed implementation of a concept arraying a number of remote, large dish-type antennas with unique signal processors to pick up faint radio signals over one billion miles from earth. This approach vastly improved the reception capability of the NASA network and avoided the extraordinary cost of building new antennas to achieve comparable results. These innovations were key to the impressive success of the Voyager-2 encounters with the planet Uranus in 1986 and with the planet Neptune in 1989. The DSN facilitated major scientific achievements and discoveries about comets and the outer planets of our solar system. He was responsible for negotiations that transferred several stations to other countries or government agencies, saving many millions of dollars in site restoration and other costs. Prior to the Voyage-2 encounter with Uranus and Neptune, He oversaw the integration of antenna capabilities of other U.S. Government agencies and foreign countries with those of NASA. Using existing capabilities, he saved the government an estimated \$50 million. Mr. Force directs a successful Affirmative Action program within the Office of Space Operations, which has achieved a notable representation in its workforce of 42 percent minorities and women. He continually and successfully motivates his personnel to seek and accept new career opportunities.

THOMAS J. LEE

Director

NASA Marshall Space Flight Center
Marshall Space Flight Center, AL

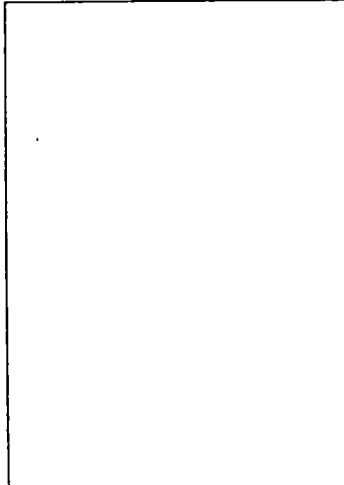


Mr. Lee manages the NASA Marshall Space Flight Center, its component installations in Louisiana and Mississippi, and resident management offices throughout the U.S. and Europe. He directs the activities of 3,700 civil servants and 4,900 prime support contractors and manages a \$3 billion annual operating budget. Current major activities at the Center include the Space Shuttle, Spacelab, Hubble Space Telescope, Space Station Freedom, Advanced X-Ray Astrophysics Facility, and development of the next generation of heavy lift launch vehicles. Between 1960 and 1969 he managed significant portions of the Mariner and Surveyor missions, was NASA resident plant manager during the Pegasus Satellite Program, and managed Saturn vehicles at the launch site from development test flights through the second lunar landing. From 1969 to 1973, he served as a technical expert and assistant to Marshall's Deputy Director, participating in daily decisions associated with the Apollo moon landings, the Lunar Rover, early Shuttle and Space Station Task Teams, Apollo Telescope Mount, Skylab, and the High Energy Astronomy Observatories. Mr. Lee's personal commitment to career development has produced a Center environment in which upward mobility is flourishing at entry level. As the leader of NASA's participation in implementing the goals of the Task Force on Women, Minorities and the Handicapped in Science and Technology, he has been particularly sensitive to the development of this group at Marshall. Minorities and women have advanced to mid-level and senior management positions including three women who now hold Senior Executive Service positions. Particular attention has been paid to disabled individuals and the Center led the Agency in hires in this area.

J. WAYNE LITTLES

Deputy Director

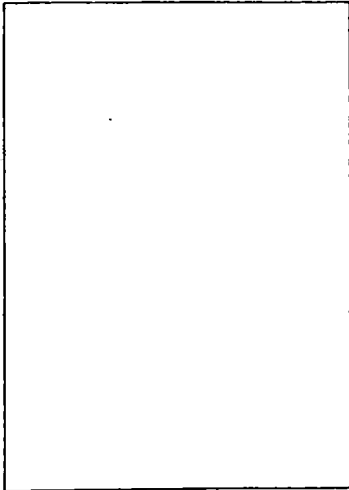
NASA Marshall Space Flight Center
Marshall Space Flight Center, AL



Dr. Littles directs activities of over 3,700 civil servants and 4,900 prime support contractors, manages a capital investment of \$847 million, and manages a \$3 billion annual budget. In the early years, he led the design and development of the life support and thermal control system for Skylab; developed the computer models which verified system performance and the test programs which substantiated hardware performance; and, provided real-time mission support. When Skylab's decaying orbit demanded immediate attention, he played the dominant role on a special team which developed the reentry plan, bringing the spacecraft to a successful reentry without personal injury or property loss. Dr. Littles established a cooperative community effort to address the reluctance of students to enter the fields of science and technology. As a senior member of the community's Engineering, Science and Technology Steering Council, he has influenced the direction of a cooperative educational effort in which NASA has joined forces with local school systems to establish Project LASER, "Learning About Science, Engineering and Research." The Center's expertise in these fields is being used to help motivate and educate future scientists and engineers. Dr. Littles encourages an environment in which affirmative action flourishes. Minorities and women accounted for 53 percent of all hires and 48 percent of all promotions during FY 1990. They advanced to management and supervisory positions at grade levels ranging from GM-13 to GM-15; one woman advanced to the SES level.

VICTOR L. PETERSON

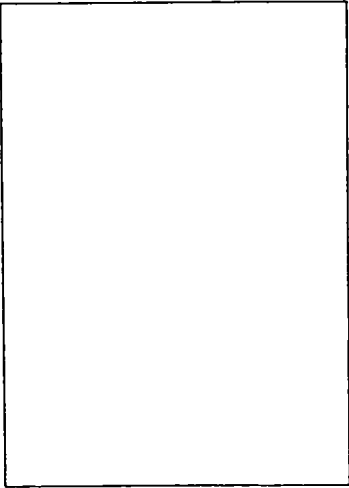
Deputy Director
NASA Ames Research Center
Moffett Field, CA



Mr. Peterson manages a unique array of scientific and engineering programs in aeronautics, space sciences, life sciences, earth sciences, aerophysics, and the advancement of large-scale scientific computational systems for use in aerospace activities. He serves as the focal point at Ames for all of the aeronautics and large-scale computational efforts, and for the development and execution of an annual budget exceeding \$600 million. He also oversees management of computational, laboratory, flight simulator, wind tunnel, and flight research facilities located at both Moffett Field and Edwards AFB, California and having a replacement value of about \$3 billion. He is currently providing the management direction for the development of the highly innovative American Technology Initiative, which has a goal of leveraging government funds with private funds to accomplish technical goals common to government and industry while simultaneously promoting technology transfer and commercialization. Mr. Peterson has a strong record of accomplishments in affirmative action. He prepared for management and then successfully advocated selection of the first two women and the first Asian to receive Senior Executive Service appointments at Ames. He has provided management direction and support for an initiative to increase the number of minorities, particularly African Americans and Hispanics, in the professional workforce at Ames through management incentives. He is working with Ames disabled persons advisory group to identify changes needed in the institutional facilities to satisfy the requirements of the disabled persons, and to develop a program for systematically meeting these requirements through phased expenditures of Center resources.

LAWRENCE J. ROSS

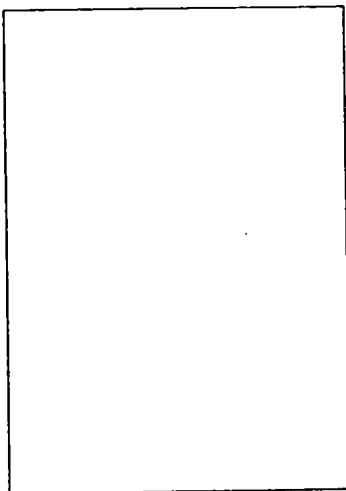
Director
NASA Lewis Research Center
Cleveland, OH



Mr. Ross manages a major NASA installation comprised of approximately 2,800 civil service and 1,800 on-site contractor personnel with a total annual budget of over \$800 million. Early in his career he had responsibilities for the Titan/Centaur rockets that launched the two Viking spacecraft, to Mars, the two Helios spacecraft, which investigated the Sun, and the twin Voyager spacecraft which sent remarkable pictures and data from Jupiter, Saturn, and Uranus. As Director of Space Flight Systems, he managed three highly visible programs: Advanced Communications Technology Satellite, the Atlas/Centaur launch vehicle, and the Shuttle/Centaur Program. He directed both contract and in-house research and development activities in support of these technology efforts. Mr. Ross undertook a special initiative to review high potential applications from minorities and females last year which resulted in a record growth of 47.7 percent, the largest growth of minority employees of any NASA center. He instituted a program whereby more than 400 supervisors at the Center will meet with an Executive Council to discuss the multicultural vision for Lewis. The program reiterates the importance top management places on multiculturalism and increases the sensitivity of managers to the differences and strengths inherent in a diverse workforce. He has focused on programs aimed at reaching and educating minority youth in order to ensure a well-qualified and diverse workforce in the future. A joint program is underway with a Cleveland, Ohio high school which provides special training and mentoring of students and faculty by NASA employees in math and science.

ROBERT J. SCHWINGHAMER

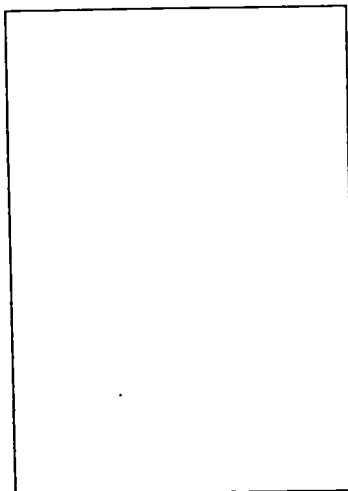
Deputy Director for Space Transportation
Systems NASA Marshall Space Flight Center
Marshall Space Flight Center, AL



Mr. Schwinghamer manages major laboratories, unique research and test facilities, and the work of over 2,000 scientists, engineers and technicians dedicated to the national space program. He plans and executes the engineering overview, analysis, evaluation, and supports all space transportation systems projects which are in the hardware development stage, such as the Solid Rocket Booster and Motor, the Shuttle Main Engines, and the External Tank. When the redesign of the solid rocket motor joints emerged as a critical requirement for the return to safe manned flight, Mr. Schwinghamer personally initiated and directed more than 3,000 laboratory tests of O-ring material and joint performance characteristics. He also initiated a major contamination and cleanliness improvement program for processing the redesigned motors which greatly improved safety and reliability. He has an outstanding record of establishing cooperative programs between government and industrial laboratories in development of materials for use in the space program. For example, he successfully instituted the development of a unique thermal insulation material and transferred this development material to commercial operation through a cooperative effort with industry. When he detected a flaw in material being used in the Inertial Upper Stage airborne support equipment, he worked with the U.S. Air Force and the contractor to effect a significant change which provided a quantum improvement in safety and reliability for manned flight.

JAMES H. TRAINOR

Associate Director
NASA Goddard Space Flight Center

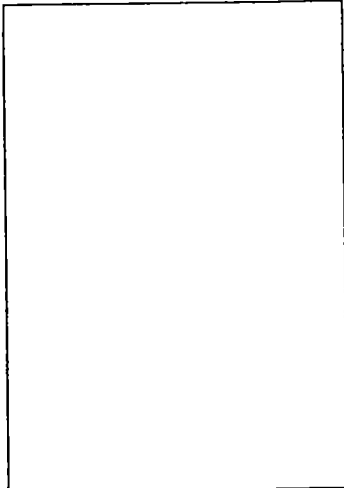


Dr. Trainor assists the Center Director in the technical direction and management of NASA's largest field installation, consisting of approximately 3,850 engineers, scientist, computer scientists, technicians and administrative civil service employees and more than 6,000 on-site contractor employees. Goddard Space Flight Center, with a yearly budget of \$2.4 billion, is principally responsible for the implementation of space science and applications programs using earth orbital space systems and suborbital platforms; for the development and flight of autonomous robots and telerobots for servicing and construction in space; and, for the development and operations of the world-wide space and ground tracking network to support NASA and other space missions. Dr. Trainor's responsibilities have included overseeing many advanced technology developments; acting as Goddard's Competition Advocate (procurement); overseeing the Center's planning, procurement and operations of automatic data processing equipment; managing the Center Director's Discretionary Fund (funds set aside for developments in state-of-the-art technology); and, overseeing the Center's housing allocations and upgrades. He was the manager for the design and development of 14 major spaceflight experiments in several programs (including Voyager and Pioneer), as well as being the Principal Investigator or Co-Investigator for associated science investigations. Dr. Trainor has initiated a NASA-wide effort to substantially increase the annual funds set aside for building modifications for persons with disabilities. He advocated a special workshop for 40 professors from Historically Black Colleges and Universities designed to teach them how to write a competitive proposal.

NATIONAL SCIENCE FOUNDATION

MARY E. CLUTTER

Assistant Director
Directorate for Biological, Behavioral
and Social Sciences

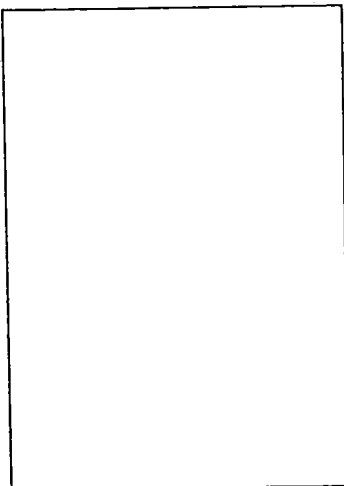


Dr. Clutter's activities to develop modern plant biology have contributed greatly to the recent progress in this field of science throughout the Nation. Her ability to identify unique and exciting programs for National Science Foundation support has been critical to the development of several fields of biology which are now mature and productive, but were nascent when she recognized their potential. She was a major participant in the planning and implementation of the Competitive Grants Program at the U.S. Department of Agriculture (USDA). She served as an advisor to draft the guidelines for the Competitive Research Grants Office and to define program areas. The Office has been successful in stimulating basic research needed for the future of agriculture. She has continued to interact with the USDA Competitive Research Grants Office, and currently serves as a member of the Policy Advisory Committee for the Competitive Grants Program. She has worked untiringly and with great effectiveness to develop ways to increase the participation of women, minorities and other underrepresented groups in science. In addition, she has served as advisor, role model and mentor to other women entering careers in science both within the Foundation and throughout the Federal Government.

NUCLEAR REGULATORY COMMISSION

JOSEPH F. SCINTO

Deputy General Counsel for Hearings,
Enforcement and Administration
Office of the General Counsel

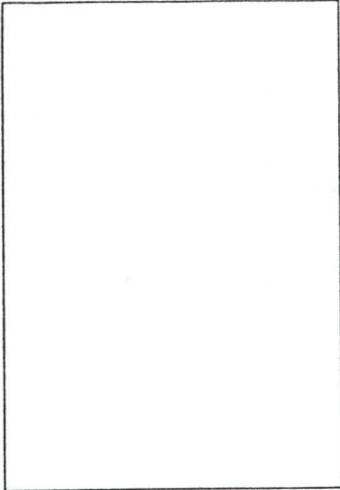


Mr. Scinto is the principal legal advisor to the staff on all licensing, inspection and enforcement activities and interagency and international agreements, procurement, intellectual property, security, personnel, and administrative functions. He supports the General Counsel on major legal and policy issues of broad scope. He is the principal counsel to the Executive Director for Operations, providing legal advice regarding the most significant matters before the Commission. He is a nationally acknowledged expert in the application of the statutes and regulations governing nuclear facilities. He has participated in the development of most of the major rules governing the design and operations of nuclear power reactors, including the rules governing fire protection, equipment qualification, anticipated transients without scram, protection against dynamic effects, and emergency core cooling systems. He consolidated the Hearing Division and the Enforcement Division to provide a single source of coordinated legal advice covering the entire range of enforcement and regulatory issues, from initial evaluation through administrative litigation. This results in earlier identification and resolution of potential legal issues, improving the overall efficiency of the Commission's enforcement process.

NUCLEAR REGULATORY COMMISSION *Continued*

HUGH L. THOMPSON, JR.

Deputy Executive Director for Nuclear
Materials Safety, Safeguards and Operations
Support Office of the Executive
Director for Operations

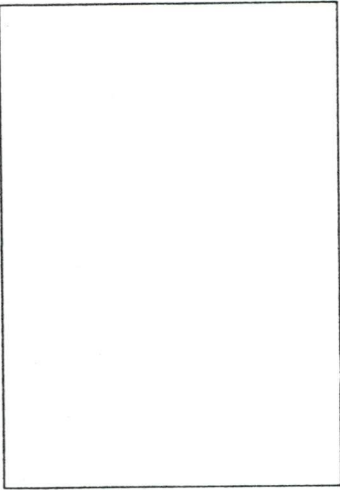


Mr. Thompson is responsible for: the nuclear material safety program; safeguards and enforcement programs; investigation of license wrongdoing; Headquarters consolidation effort; administrative support activities; and telecommunication and automated data processing information management services. He has made major contributions to the safe use of nuclear energy, nuclear medicine and radioactive waste management. He has managed the licensing, inspection, and regulation of medical, industrial, academic, and commercial users of radioactive materials; the transportation of nuclear materials; safeguarding nuclear material at fuel facilities and during transport; and, disposal of radioactive waste. He also developed programs to improve the nuclear materials licensing and inspection programs; spearheaded a fundamental evaluation of the high-level waste repository licensing program, which identified the critical issues that must be resolved by the Nuclear Regulatory Commission and charted a course for their timely resolution; and, led the nationwide regulatory response to a major breakdown in the performance of devices using radioactive isotopes. Mr. Thompson is directly responsible for one of the most productive nuclear power plant licensing efforts since the accident at Three Mile Island. Over 30 major licensing actions were completed, including the issuance of 15 full-power reactor operating licenses.

OFFICE OF PERSONNEL MANAGEMENT

BARBARA L. FISS

Assistant Director for Pay and Performance
Personnel Systems and Oversight Group

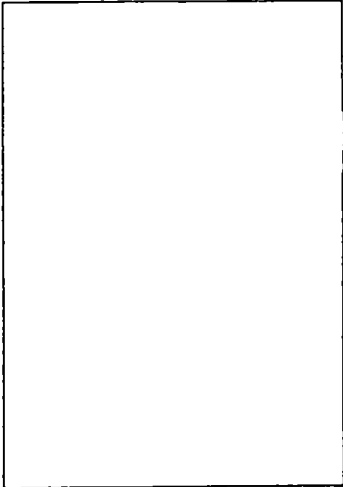


Mrs. Fiss had a lead role in the development of the innovative provisions of the Federal Employees Pay Comparability Act of 1990, the most comprehensive pay reform in two decades—a major achievement for the Federal service. She provided much of the technical expertise that went into the reform effort. She laid the groundwork for the comprehensive reform of the Federal white collar pay system by conducting in-house research, developing data bases, and contracting for outside expertise. She made significant breakthroughs in the use of computer analysis for developing policy options. She led the group of pay specialists that developed complex, dynamic mathematical models to project the costs of implementing pay reform under the alternative legislative proposals. These models gave the decision-makers the ability to change policy assumptions quickly and get immediate feedback on the effects of these changes which proved indispensable in negotiations with Congress. She worked closely with the Office of Management and Budget and the Congressional Budget Office and was viewed by these agencies as the expert on all pay reform policy proposals. Mrs. Fiss also played a lead role in development of the revolutionary flexitime program for the Federal Government. This highly popular and widely implemented program has enabled a major portion of the Federal workforce to adopt work schedules to meet their personal needs and has been particularly valuable to employees with child-care responsibilities.

SECURITIES AND EXCHANGE COMMISSION

JOSEPH I. GOLDSTEIN

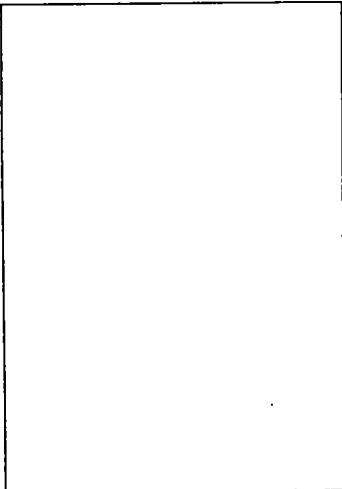
Associate Director
Division of Enforcement



Mr. Goldstein headed the Penny Stock Task Force that targeted the international problem of fraud in the over-the-counter market for low-priced securities. As a result of his leadership, creativity and energy, the efforts of the Task Force led to major changes in the penny stock industry which have increased investor protection and deterred manipulative conduct. In fiscal year 1990, the SEC brought 86 enforcement actions involving penny stock fraud compared to 25 actions in fiscal year 1988. The Task Force has written three investor bulletins on penny stock fraud which have been distributed to millions of investors and have been the subject of numerous stories in the national and local press. He was asked to testify on this subject at Congressional hearings in Oregon, Nevada, and Washington, DC. As a result of the national concern about penny stock fraud, President Bush signed into law the Securities Enforcement Remedies and Penny Stock Reform Act. He also directed the expedited investigation of an individual, who defrauded investors of over \$10 million by falsely representing himself as a highly successful money manager and a registered investment advisor. Mr. Goldstein and his staff helped preserve over \$4 million of assets for investors. The national publicity that resulted from the Security and Exchange Commission's civil action against this individual and the criminal action that followed helped to alert investors to the risks of investing their money without carefully checking the qualifications and reputations of their advisors.

PHILLIP D. PARKER

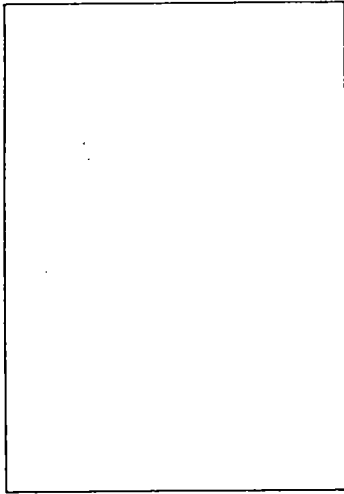
Associate General Counsel
(Counseling, Legislative and Administrative)
Office of the General Counsel



Mr. Parker is responsible for advising the Commission on legal and policy issues that arise from enforcement and rulemaking recommendations. He drafts legislation, develops the agency's position on pending bills in Congress, and prepares testimony for Congressional hearings. He is an expert in all facets of the securities laws. His most significant accomplishment was the passage of the Securities Enforcement Remedies and Penny Stock Reform Act of 1990, which dramatically increased the strength and flexibility of the Commission's enforcement remedies. He also was a principal draftsman of the International Securities Enforcement Cooperation Act of 1990, which facilitates the agency's ability to enforce the law in an international context by enabling it to cooperate more effectively with foreign securities authorities. He played a key role in the successful efforts to combat fraudulent insider trading. He supervised the investigations preceding two of the Commission's most significant cases in this area (SEC v. Musella; SEC v. Thayer), each of which resulted in a disgorgement claim exceeding \$1.5 million and led to a successful criminal prosecution. He was a principal draftsman of the agency's proposed legislation to define insider trading. He also developed guidelines for the implementation of the Insider Trading Sanctions Act of 1984, under which the agency has recovered more than \$100.4 million.

BERNARD KULIK

Associate Administrator for Disaster Assistance
Office of Finance, Investment and Procurement

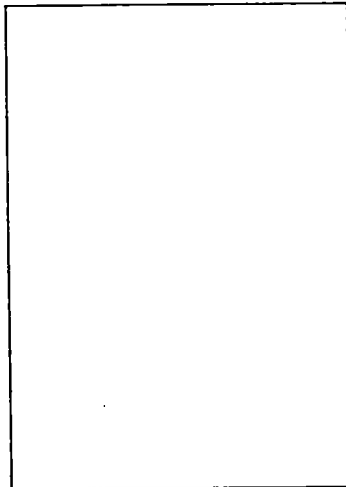


Mr. Kulik helped launch the Small Business Administration's minority enterprise program and assisted in the creation of the Office of Field Operations, where he served as Deputy Associate Administrator. He spearheaded the implementation of the Agency's farm disaster loan program which made 84,692 loans for \$4.1 billion in just 4 years. He has worked with Federal departments and agencies to set, for the first time, specific, ambitious goals for procurement from small businesses and small businesses owned by disadvantaged individuals. He also led the initiative to involve private bankers, accountants and other private sector professionals in helping disaster victims in the aftermath of a disaster. Mr. Kulik has emphasized affirmative action. He was one of the first to use the upward mobility program and has successfully placed three former clerical employees in professional positions. He changed the makeup of the disaster loan staff (the most critical and numerous function and the key source of management candidates) from predominantly white males to more than half minority and female. When a staff member became confined to a wheel chair, he sought and obtained approval of the Comptroller General to place a government computer terminal in the employee's residence to avoid disrupting work contributions in periods of immobility.

DEPARTMENT OF STATE

RICHARD E. CURL

Director, Office of Resources Policy
Bureau of Intelligence and Research



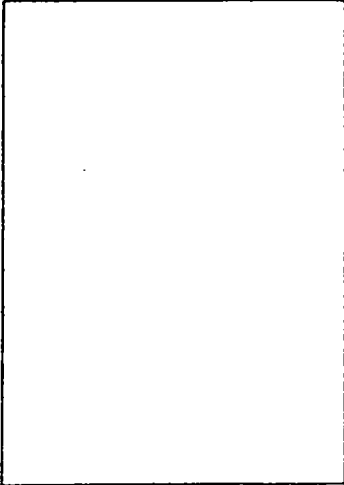
Mr. Curl created and performed a unique role of leadership in coordinating and overseeing U.S. foreign policy interests in the wide-ranging and vastly complicated world of technical intelligence. He has established the role of the Department of State in one of cost effective intelligence programs which has made indispensable contributions to foreign policy decisions and actions on the Persian Gulf, the Middle East, Southern Africa, Central America, the Philippines, and Eastern Europe. He created and managed a coordination system for foreign policy review in which senior officials have closely scrutinized all aspects of operations from the standpoint of intelligence value, political risk, and the requirements of law. He has strengthened the voice of the Department of State in the allocation of resources in intelligence needs of high priority in the conduct of U.S. political, economic, and security policies. He has been a leading architect of some of the most important cooperative programs and intelligence exchange relationships with foreign nations. He successfully negotiated major changes in the positions of other U.S. agencies concerning assistance to foreign intelligence programs. He had the key Department of State's role in the conclusion of new agreements and arrangements which significantly improved the status and functioning of vitally important facilities operated jointly with a foreign country in support of arms control verification and other purposes. As a result of his extensive experience and expertise in this area, Mr. Curl is working with other Government agencies to review U.S. intelligence relations worldwide and establish the framework for new and revised exchange programs in response to developments in Europe, the Near East, and elsewhere.



NANCY ELY-RAPHEL

Deputy Assistant Secretary
Policy and Programs

Bureau of Human Rights and Humanitarian Affairs



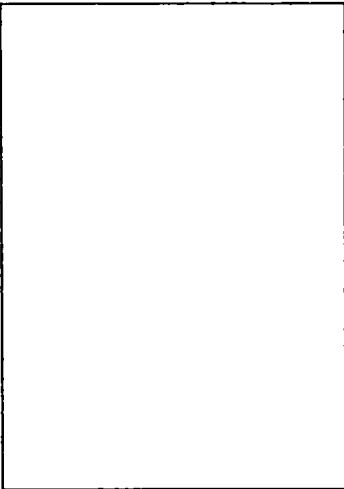
Ms. Ely-Raphel is responsible for formulating the Administration's programs to address human rights and humanitarian concerns in Eastern and Central Europe and the Soviet Union. She developed seminars on rule of law and constitutionalism, training programs for Soviet judges and programs addressing psychiatric abuse, the disabled, the elderly, occupational, health and safety and citizenship education. She designed programs providing assistance to Eastern and Central Europe in the drafting of constitutions, in legal reform, the creation of an independent judiciary and the establishment of legal protections of individual and minority rights. She is a leading expert in asylum matters. She spearheaded the adoption of asylum and refugee policy regarding Eastern and Central Europe to reflect the new democratic developments in those countries. While working for the Agency for International Development in Pakistan, she played a critical role in developing a legal assistance program for political detainees inside South Africa, now an integral part of the effort to provide assistance to black South Africans. Ms. Ely-Raphel has fostered the career development of the professional and support staff she has supervised, particularly women and minorities. She has successfully nominated subordinates for awards and bonuses and has established new training programs. She established a worldwide award for the employee in foreign affairs who has done the most to foster and encourage the careers of young officers.

DEPARTMENT OF TRANSPORTATION

ANTHONY J. BRODERICK

Associate Administrator for Regulation
and Certification

Federal Aviation Administration

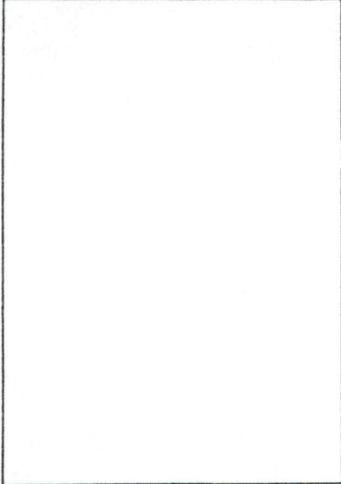


Mr. Broderick developed and implemented several high priority national programs to enhance the aviation safety programs of the agency. He was directly involved in implementing significant changes to assist in speeding up the process of issuing regulations. His direct involvement and leadership resulted in regulatory actions making it unlawful for any person to smoke in the passenger cabin or lavatory of an airplane during most scheduled flight segments in the United States; an amendment to limit the seating in exit rows in large aircraft to only those able-bodied individuals who can reasonably be expected to provide assistance in the case of an emergency; and the requirement that air carriers allow parents carrying approved child restraint systems on board to use those systems for their children. Mr. Broderick has made personal attempts to reach applicants other than through the normal recruitment procedures. He sent a personal letter to members of minority aviation organizations encouraging females and minorities to apply under the new Aviation Safety Inspector Announcement. He also sent a personal letter to every eligible female and minority within his organization encouraging them to apply for the SES Candidate Development Program.

DEPARTMENT OF TRANSPORTATION *Continued*

JON H. SEYMOUR

Assistant Secretary for Administration

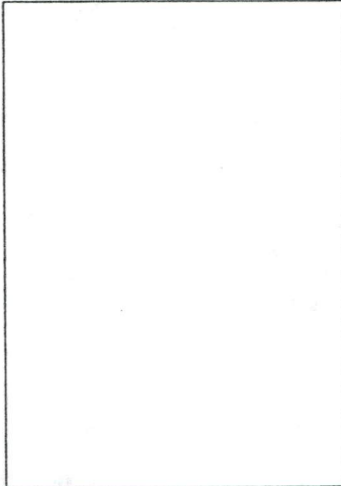


Mr. Seymour is a recognized leader in government administration. He took the lead in implementing dramatic changes in policy and procedures to enhance and support the Department of Transportation (DOT) ability to meet the objectives and goals of the National Transportation Policy. He redesigned DOT's printing operation and streamlined their Working Capital Fund, a central fund providing uniform support services throughout DOT's nine diverse administrations. This standardization has already saved DOT hundreds of thousands of dollars. He has upgraded the Department's multi-million dollar computer center and standardized employee workstations. Under his leadership, a uniform acquisition plan has been developed for procurement of all general purpose computing hardware and support required to meet current and long term requirements. This uniform approach to meeting the needs of information resource management has saved the Department millions of dollars. He has equipped DOT with an information infrastructure of the latest and best automation hardware and along with a cost efficient network to support it.

DEPARTMENT OF TREASURY

SAMUEL H. BANKS

Assistant Commissioner (Commercial Operations)
U.S. Customs Service

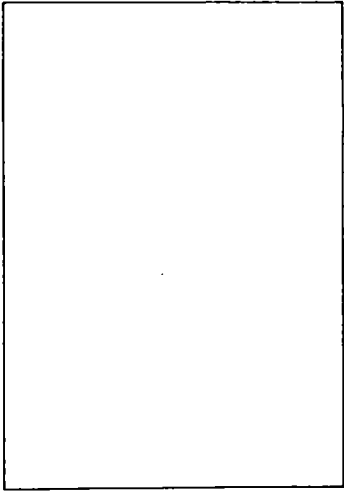


Mr. Banks designed and implemented a totally revamped airport passenger clearance system based on advanced passenger data, roving inspection and risk management systems. Typical customs delays at major airports are being cut from one hour to fifteen minutes for many travellers; virtually as fast as their bags could be delivered. The system has been acclaimed as a model for other inspection agencies by the airline industry and tourism groups. He provided key leadership to the computerization of imported cargo clearance at seaports and airports which has radically altered the way imports are processed into the United States. He was principally responsible for the implementation of an automated trade interface with ocean carriers and the airlines. Today, 80% of all ocean freight is released by Customs prior to arrival in the United States and 65% is released electronically to the carriers. He was instrumental in promoting and improving an automated selective examination system that now releases 90% of all imports without physical examination. Mr. Banks' effectiveness in law enforcement was proven in interdicting narcotics in containerized cargo. He aggressively developed a multi-tiered strategy that led to the seizures of over 83 tons of cocaine, and 550 tons of marijuana and \$411 million in illicit money transfers. He has significantly improved the representation of minorities, particularly women, in key Customs jobs. Most recently, of the six selectees for the Commercial Operations Management Development Program, four were women, and two minorities.

DEPARTMENT OF TREASURY *Continued*

THOMAS P. COLEMAN

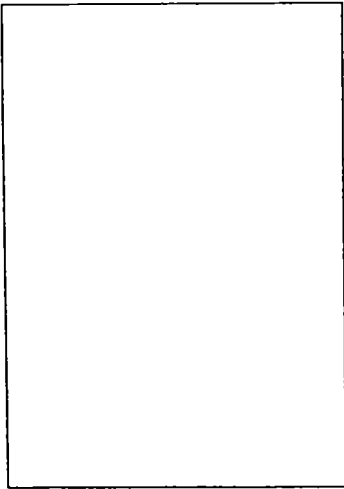
Regional Commissioner
Internal Revenue Service
San Francisco, CA



Mr. Coleman administers the Internal Revenue tax laws to a population of over 32 million individuals. Under his leadership and direction, 18,000 employees in the Western Region provide for a wide range of tax assistance, tax processing, compliance efforts, and the collection of approximately \$132 billion in taxes each year. The Western Region has consistently been a leader in program accomplishments and in developing innovative methods to improve the quality and efficiency of operations. All major programs have consistently been delivered in a timely and effective manner and continue to improve. For example, the Fresno Service Center, which employs over 6,000 employees at peak season and processes approximately 32 million tax returns, had a nearly flawless filing season last year. The Western Region has the most successful Employment Tax Examination Program in the nation. The results have been outstanding; over \$31 million in assessments were proposed during the past fiscal year. The Western Region, alone, assessed 39 percent of the total nationwide agreed assessments and 48 percent of all unagreed or proposed assessments. In addition, \$1.1 million of the agreed assessments were collected at the time of the examination, greatly reducing collection costs. Mr. Coleman has been especially active in hiring and promoting persons with disabilities. He also has been in the forefront in developing and implementing an Adopt-A-School program. Under his leadership, the Western Region has achieved outstanding results in decreasing the underrepresentation of women and minorities in professional, technical, and managerial positions.

HENRY H. PHILCOX

Chief Information Officer
Office of the Commissioner
Internal Revenue Service

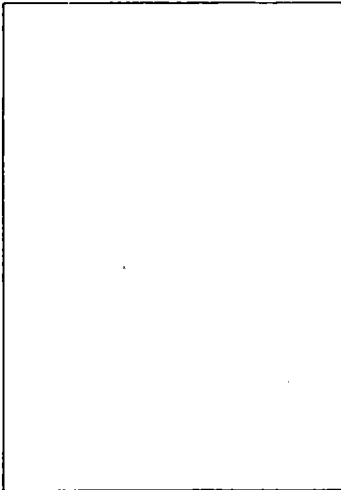


Mr. Philcox provides all computer and telecommunications systems support for the Agency, and has direct line authority or provides program direction for over 8,500 employees nationwide. He is responsible for a comprehensive modernization of the Agency's information systems, which is a Presidential priority project and one of the largest non-military systems development and integration efforts ever undertaken worldwide. He developed a refund program that sped tax processing operations in the Austin Service Center and was adopted nationwide. He restructured IRS' \$942 million information systems budget, applying tough review procedures and a rational, IRS-wide prioritization. He initiated nationwide cataloguing of field applications to eliminate over 1700 redundant applications, significantly reducing maintenance and conversion costs. Mr. Philcox significantly improved the representation of minorities and women in executive levels of information systems organizations and established strong affirmative action programs for professional and managerial ranks. Five selections of minority and female executives introduced diversity into what has been a predominately white male executive cadre. Studies were conducted to determine the equity of selection rates, evaluations, awards, training and disciplinary actions to isolate barriers to the upward mobility of women and minorities. A Disability Resource Center containing unique, state-of-the-art adaptive equipment was also established.

DEPARTMENT OF TREASURY *Continued*

RICHARD C. VOSKUIL

Regional Commissioner
Internal Revenue Service
Dallas, TX

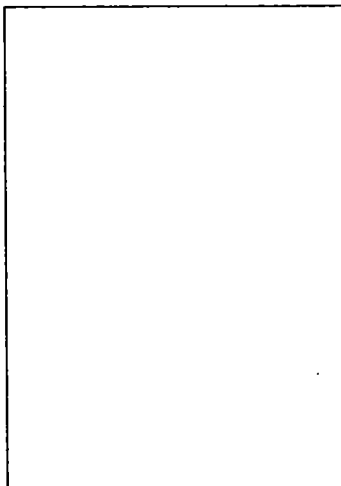


Mr. Voskuil administers all IRS Federal tax programs in the largest and fastest growing of the seven IRS regions. He supports an IRS program which is designed to fund innovative test projects with potential to increase productivity, save money, and increase revenue. The program grants awards to individual employees for completed projects resulting in cost savings and increased revenue. During the past 3 years, 43 productivity award nominations claimed cost savings or cost avoidance of over \$43 million, and increased revenue of over \$56 million. A total of 85 proposed test projects, each with the potential to save money and increase revenue, were received during this 3 year period. He collects \$96 billion annually from a population of 33 million. Tax deficiency assessments range from \$4 billion to \$4.5 billion annually. During 1989, productivity in field and automated collections improved more than 20 percent over 1988. In 1990, the Southwest Region led the Nation in delinquency investigations and the collection of delinquent accounts. Mr. Voskuil directs a very effective Treasury EEO Complaints Center. The Region supports two Historically Black Colleges. Active HIRE (Hispanic Internal Revenue Employees) chapters have been installed in most offices. Women and minorities are given top level assignments on task forces and study groups. He has been personally responsible for developing women and minorities for entry into the Senior Executive Service.

U.S. INFORMATION AGENCY

WALTER J. LA FLEUR

Director, Office of Engineering and Technical Operations
Voice of America

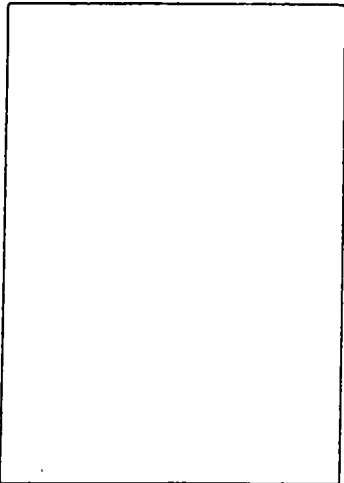


Mr. La Fleur revised the Voice of America's (VOA) modernization program. He has led his worldwide engineering team in its effort to improve maintenance, performance and safety, and has squeezed every capability out of the network to enable the Voice of America to cover crises from Tiananmen Square to the war with Iraq. He organized a review of the network's \$1.5 billion multi-year modernization program designed to renovate an aging network in support of U.S. foreign policy interests worldwide. The entire system was then reconfigured and rescheduled to obtain the greatest benefit from the funding available. He coordinated the procurement and logistical elements, including multi-million dollar contracts for transmitters, antennae, feed lines, site construction, satellite links, and a worldwide network control center. He hammered out agreements, defused problems, and found solutions with the governments of Morocco, Thailand, Belize, Botswana, the Philippines, the United Kingdom, the Federal Republic of Germany, and others. He has recruited, trained, and retained a professional engineering, technical, and support staff. He has been effective in initiating a technical training program for foreign national employees. The success of this program was dramatically demonstrated during the civil war in Liberia. After all the American staff was evacuated, the local Liberian employees were able to keep the relay station broadcasting for four months—a tribute to the effectiveness of the training program. He has been notably successful in recruiting and promoting qualified women and minorities within the engineering organization.

DEPARTMENT OF VETERANS AFFAIRS

ALAN G. HARPER

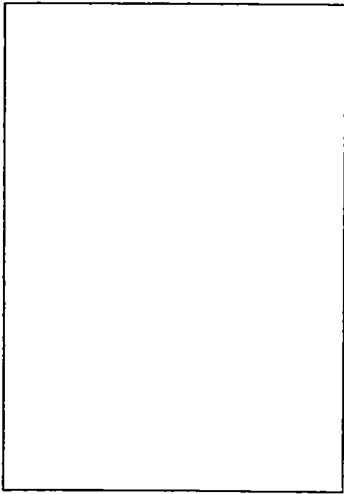
Director, VA Medical Center
Veterans Health Services and Research Administration
Dayton, OH



Mr. Harper manages the VA Medical Center (VAMC) which houses 1,404 beds for acute, intermediate, nursing home, and domiciliary care of patients with a budget of \$95 million, and 1,833 employees. The Dayton VAMC is a dynamic "state-of-the-art" health care organization that has earned the respect of the community and the VA system. As a direct result of his energetic interventions, the Dayton VAMC has obtained a new computerized tomography (CT) scanner (a non-invasive aid in diagnosis), and a new cardiac catheterization laboratory. He brought about the construction and installation of new linear accelerator which will enable the VAMC to provide in-house treatment to cancer patients. A joint venture with three local community hospitals to purchase a magnetic resonance imager (MRI) (high-technology diagnostic equipment), came to fruition with the opening of a free-standing MRI Center in October 1988. These endeavors have resulted in the efficient provision of quality health care for veterans. Mr. Harper created a pilot child care program located on VA grounds utilizing an already accredited day care program. This program provides care to children of VA employees, as well as children from the surrounding community. Another of his initiatives is the Hospitality House operated by the VFW in a vacated VA building. This provides inexpensive accommodations for family members of hospitalized veterans who might otherwise not be able to afford to stay in Dayton. Since its opening in November 1987, the Hospitality House has had more than 4,500 guests.

C. WAYNE HAWKINS

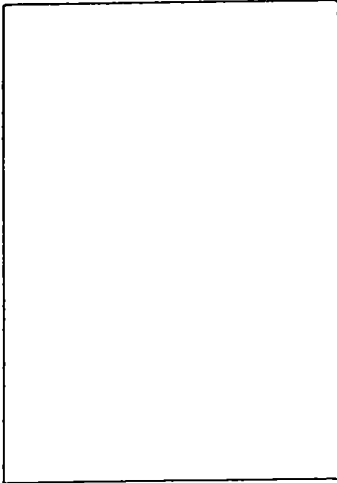
Deputy Chief Medical Director for Administration and Operations
Veterans Health Services and Research Administration



Mr. Hawkins has made a notable impact on the quality of services provided to veteran patients, the financial and operational management of Veterans Affairs (VA) medical centers, and on the delivery of health care to veterans nationwide. He is the Chief Operating Officer for the largest health care system in the United States. He is responsible for the general supervision and operational management of 172 Medical Centers, 233 Out-patient Clinics, 119 Nursing Homes and 27 Domiciliaries. He oversees a \$12.4 billion budget and the administration, planning and construction elements under his supervision. In 1990, while Director of the Dallas VA Medical Center (VAMC), he established the VA's first Comprehensive Homeless Center. This consortium of VA programs, in cooperation with the local business community, enabled this Medical Center to implement a program which will assist approximately 800 homeless veterans annually, and encourage them to abandon street life and receive the necessary health care needs and rejoin society as productive citizens. By working with local businesses, he was able to gain contracts from local industries at no cost to the government valued at \$100,000 annually to provide training and productive jobs for these homeless veterans. Mr. Hawkins has ensured upward mobility and employment of minorities and women. Currently, 65% of the workforce at the Dallas VAMC consist of women and minorities.

RICHARD P. MILLER

Regional Director
Veterans Health Services and Research Administration
Southern Region
Jackson, MS

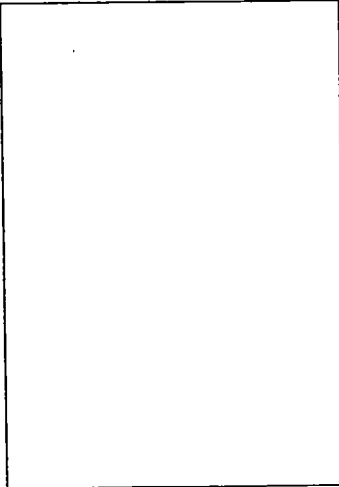


Mr. Miller manages 43 Veterans Affairs (VA) Medical Centers, 1 Independent Outpatient Clinic, 29 Satellite Outpatient Clinics, 30 Nursing Home Care Units and 7 Domiciliaries. The medical facilities in the Southern Region delivered three million episodes of Outpatient Treatment and treated 164,000 Inpatients during FY 90. He has improved health care to veterans, and expanded and improved the medical care provided to active duty and retired military personnel and their dependents. He is responsible for a major joint venture with the Department of the Army in El Paso, Texas. Planning is largely completed and construction will begin in FY 93 that will result in the co-location of VA's Independent Outpatient Clinic with the William Beaumont Army Medical Center. This joint venture will provide VA with in-patient beds and shared use of the Army's Computerized Tomography Scanner and Magnetic Resonance Imaging while the Army will benefit from expanded Outpatient Care Services, including Ambulatory Surgery. He established a unique Quality Management Information System which provides training, disbursement of information and the monitoring and follow-up of Quality Assurance programs at individual medical centers and clinics. During the past year, half of the medical facilities in the region were surveyed by the Joint Commission on the Accreditation of Health Care Organizations. In order to ensure compliance with Joint Commission standards, he initiated a number of management actions prior to the survey. As a result, the hospitals surveyed scored an average 85.4 points out of a possible 100. This average compares most favorably with the overall VA average of 72.4 and the private sector average 77.

DRUG ENFORCEMENT ADMINISTRATION

THOMAS V. CASH

Special Agent-in-Charge
Drug Enforcement Administration
Miami, FL

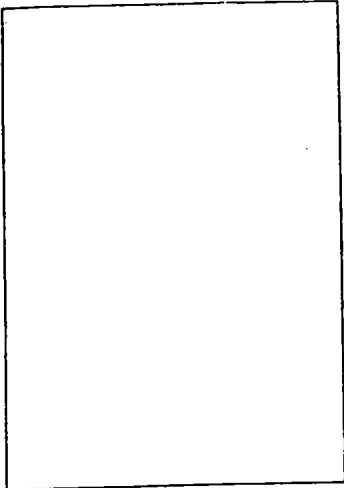


Mr. Cash prioritized financial investigations as equal partners with narcotic oriented investigations. As a result of this shift in investigative emphasis, seizures of cash and property increased from \$134 million in FY 1987 to \$336 million in FY 1990. He is responsible for devoting specific resources for the final three years of an investigative effort known as "Operations Man." The subsequent trial and conviction led to the judicial forfeiture of the largest privately owned casino in the United States and financed with drug proceeds. This \$130 million property became the largest single judicial forfeiture in history. He took personal leadership for all investigative decisions in the Manuel Noriega case and directed the Drug Enforcement Administration resources used for this massive effort. After the invasion of Panama, the Miami Division handled the Noriega case and the entire staffing, operation, and support of the Panama City Office for a six-month period. The case is ongoing and remains under his direction. He is a leader in the area of resource management. He maintains tight control on operating funds managed by the Miami Division, ensuring the best utilization of funds available. Mr. Cash's involvement in planning for space, equipment and human resources has resulted in a smooth running, highly effective organization.

FEDERAL BUREAU OF INVESTIGATION

WAYNE R. GILBERT

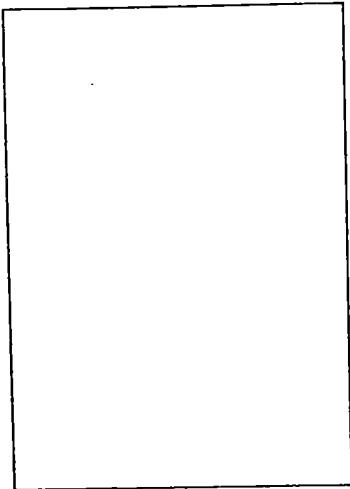
Special Agent in Charge
Philadelphia, PA



Mr. Gilbert directed all operations of the Pittsburgh and Philadelphia Field Offices from 1986 to 1991. He contributed to extremely important and successful investigative operations, superior relations with local, and state and federal law enforcement agencies. He lead agents and support employees in a kidnapping investigation that resulted in the rescue of a little boy, recovery of all the ransom money, and conviction of the kidnappers. During the kidnapping investigation, he illustrated the respect he has earned from the media when he obtained their cooperation to embargo the story until he was sure that the victim was safe. He coordinated the Special Weapons and Tactics operations and hostage negotiations during the Atlanta and Talladega Federal Prison uprisings. The uprisings were successfully concluded without any lost of life. Mr. Gilbert is also committed to equal opportunities for everyone and has increased training and career advancement possibilities for minorities and women.

WELDON L. KENNEDY

Assistant Director
Administrative Services Division



Mr. Kennedy directed multi-agency efforts to successfully overcome the violent uprising of over 1,400 prisoners at the Atlanta Federal Prison in 1987. He demonstrated extraordinary skills in managing a life-threatening, domestic crisis of major proportions and was involved with the release of the hostages from their captors without the loss of any lives. Since 1990, he has directed the Federal Bureau of Investigation's (FBI) financial and personnel policies, programs, and services. Under his leadership, the FBI has obtained significant funding increases for critical administration initiatives. Mr. Kennedy has streamlined initiatives which have improved the delivery of personnel services, including position classification and the handling of adverse personnel actions. He also contributed to the establishment of the FBI's unique Senior Executive Service and improved the implementation of its equal employment opportunities and responsibilities.

Peace Corps

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Nomination of Fred M. Zeder II To Be President of the Overseas Private Investment Corporation

January 25, 1989

The President today announced his intention to nominate Fred M. Zeder II to be President of the Overseas Private Investment Corporation, U.S. International Development Cooperation Agency. He would succeed Craig A. Nalen.

From 1987 to 1988, Mr. Zeder was senior adviser for President Bush's transition office. He served on the committee on special projects and surrogate speakers panel for the Bush-Quayle '88 campaign and on the finance committee of the George Bush for President campaign. Prior to this he was

President Reagan's personal representative for Micronesian status negotiations serving with the rank of Ambassador, 1982-1987. He has also served as Director of Territorial Affairs at the Department of the Interior, 1975-1977.

Mr. Zeder attended the University of Michigan and the University of California at Los Angeles. He served in the U.S. Army Air Force, 1941-1946, and Air Force Reserve, 1946-1950. He is married, has 5 children and 10 grandchildren.

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

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se experience and ex-
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nagers, knowledgeable
ted by your colleagues.
o 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 disadvan-
taged children, promoting American ex-
ports, 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, protect-
ing the environment, and certainly in fight-
ing 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 com-
passion, 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 vol-
untary 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 dedicat-
ed 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

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,

Nomination of Paul D. Coverdell To Be Director of the Peace Corps *January 25, 1989*

The President today announced his intention to nominate Paul D. Coverdell to be Director of the Peace Corps. He would succeed Loret M. Ruppe.

Mr. Coverdell is currently president and chief executive officer of Coverdell & Co., Inc., in Atlanta, GA. He has served in the Georgia State Senate since 1970; as senate minority leader since 1974; and chairman of the Fulton County senate delegation, 1974-

1984. He was chairman of the Georgia Republican Party, 1985-1987, and was president and a member of the board of directors of the Urban Study Institute of Georgia and the Georgia Health Foundation.

Mr. Coverdell received a bachelor of arts degree from the University of Missouri. He served as a captain in the U.S. Army. He is married to the former Nancy Nally of Atlanta, GA.

Nomination of Constance Berry Newman To Be Director of the Office of Personnel Management

January 25, 1989

The President today announced his intention to nominate Constance Berry Newman to be Director of the Office of Personnel Management. She would succeed Constance Horner.

Ms. Newman has been a codirector for outreach programs in President Bush's transition office. Prior to this she was deputy director of national voter coalitions for the Bush-Quayle '88 campaign. She has also

served as Assistant Secretary of Housing and Urban Development, Director of VISTA, Commissioner of the Consumer Product Safety Commission, and president of the Newman & Hermanson Co., a consulting firm.

Ms. Newman received an A.B. degree from Bates College and a bachelor of science degree from the University of Minnesota Law School.

Nomination of Bruce S. Gelb To Be Director of the United States Information Agency

January 25, 1989

The President today announced his intention to nominate Bruce S. Gelb to be Director of the United States Information Agency. He would succeed Charles Z. Wick.

Mr. Gelb is currently vice chairman of the board of directors of Bristol-Myers Co. Mr. Gelb became president of Bristol-Myers consumer products group in 1981 and was named executive vice president in charge

of both Bristol-Myers consumer products and health care groups in 1984. He is a member of the Public Sector Committee of the USIA, and vice president and a board member of the Proprietary Association.

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

January 14, 1992

MEMORANDUM FOR BETH HINCHLIFFE

FROM:

MICHELE NIX

SUBJECT:

1991 SENIOR EXECUTIVE SERVICE RANK AWARDS

On January 23, at 10:30 a.m., here in Room 450, POTUS will attend a ceremony honoring Distinguished Rank Award winners. There are 69 winners of these awards, 334 Meritorious winners; the 69 include 1 from the FBI and 2 from the DEA -- they are decided on separately because of confidentiality concerns.

Approximately 200-250 people will attend. This is open press. Agency heads of the various award winners are invited to attend. We will have a better sense of what agency heads are attending as the ceremony approaches.

Connie Newman will introduce the President. She has been in her current position for 3 years, but has a long history in civil service. (Her chief o' staff is checking on how many years of civil service time she's racked up.)

The President is slated to speak at approximately 10:45 a.m. His remarks should be about the same length as last year's -- about 4 to 5 minutes (no longer than 5). The ceremony can get long -- so that's why they're looking for such brief remarks.

After the Pres speaks, he will stand on stage with Connie and shake hands with each winner. The winner will stand between them and get his or her picture taken and then move on to receive his certificate.

The remarks need to be light (a couple jokes), but sincere in recognizing the service of these individuals. Included in the research materials is a list of the Distinguished Executive Award Winners, their affiliations, and write-ups. The highlighted names in the write-ups were suggested names (courtesy OPM) in case we wanted to mention some of the winners.

If we can tie in the President's successes here, without being out of place, we should -- i.e. mentioning the successes and the role these people have played in helping these successes materialize. You know, "Many of you worked hard to make my recent trip to Asia the productive success that it was . . .

working together to bring jobs and economic opportunities for the people of this country . . ." (insert violin music here). Also "you have worked hard to stir growth -- creating opportunity for business, farmers . . ." You can review the list of names and what agencies they're from to get a sense of what kind of role they've played over the year. Anything that sort of prefaces SOU rhetoric -- but it has to be tied in with gov't service.

However, it is a brief address, so it should be straightforward and succinct.

I've included the following materials:

- A copy of the program for the event -- which lists the logistics for the event and the list of Distinguished Award winners.
- Last year's remarks
- Last year's remarks by Connie Newman
- Write-ups on each of the Distinguished Award Winners
- A few points from Claire about the SES awards
- Publications -- about SES and last year's winners

Let me know if you need anything else.