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Job Corps Center-Excelsior Springs, Missouri 9/11/92 [OA 7580]

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McGroarty/Walters
September 10, 1992
8:00 p.m.
[JCMO]

PRESIDENTIAL REMARKS: JOBS CORPS CENTER
EXCELSIOR SPRINGS, MISSOURI
SEPTEMBER 11, 1992
12:40 P.M.

Thank you, Booker [T. Jones, President and CEO of the company that runs the Job Corps Center], for those kind words. Governor John Ashcroft; John Douglas and Wayne Jenkins from the Department of Labor; and John Thomas, president of the student body here, thank you. /

Just before I came here today, I met with a home-team hero -
- Derrick Thomas, who runs the Third and Long Foundation, when *Press Release*
he's not running down opposing quarterbacks. On Sundays you know
him as Number 58 -- but today, he's number 832: America's 832nd *TWP*
Daily Point of Light. // Actually, when I got right up next to
Derrick, I didn't know whether "Point of Light" would do it -- I
thought maybe we should name him a lighthouse. //

And I know Derrick will agree when I say it's great to see
the team spirit here at Job Corps. //

We're in a political season so tough it makes what goes on
in Arrowhead Stadium seem like two-hand touch. So when you're
all done with your training, I'd like to invite all the
carpenters here back to Washington. There's a certain House on
Capitol Hill that's in need of a little renovation. // You know
Bob Vila's (Veel-ah's) show: This Old House? Well, there's an
old House of Representatives back in Washington that hasn't been
cleaned out for 38 years. //

Rich Wmson
9/2/92

Let me tell you why I'm here at Jobs Corps cutting into your lunch hour. I've just seen first-hand the fruits of your labor - *schedule* - the skills you'll use to succeed in an economy that seems to change by the day. Today, I want talk to you about your world: Tell you how America as a nation is ready to move forward to a future of peace and prosperity -- if we but make the right choices.

As we gather today, I am proud to be the first President who can say: The Cold War is over -- and freedom finished first. But with change comes new challenges. The defining challenge of the 90s is to win the peace -- to win the competition of the new global economy. // In the 21st Century, America must be not only a military superpower, but an export superpower and an economic superpower.

We start with an honest appraisal of our weaknesses -- and our strengths. My opponent talks about an America in decline -- but just remember: If you want to talk to the most productive workers in the world -- you don't have to fly to Japan ... you don't have to hop a flight to Germany: You can look right here in the USA -- because the American worker is the most productive *industrial* worker in the world. // *SNV* *5/16/92*

How do we guarantee that our workers will still be the world's most productive -- and that there will be plenty of high-wage jobs in your future? / Yesterday in Detroit I set out a strategy -- what I call my Agenda for American Renewal: Six challenges we must meet to move America forward. And I set a

VSTR

goal: Today our national economy is nearing \$6 trillion dollars.

My agenda will make America the world's first \$10 trillion dollar economy by the first years of the 21st Century. //

My Agenda for American Renewal starts with these facts:

Right now, in our factories, 1 of every 6 manufacturing jobs is tied to trade. On our farms, produce from 1 in every 3 acres we harvest will be sold abroad. In the century ahead -- in your lifetimes -- the percentage of your paycheck that comes from what America sells abroad is only going to grow. The bottom line in our new world economy is this: Exports equal jobs. //

I have faith that if we open foreign markets, our workers will satisfy the demand for our products. So my agenda starts with a global trade strategy -- a network of new free trade arrangements from Chile to Czechoslovakia, from the Pacific nations to Poland. Give America the opportunity, and I believe we can respond to the needs of any customer -- anywhere.

But developed economies need developing minds. That's why my Agenda for American Renewal takes aim at the critical challenge -- preparing our children for the new century ahead. That means a revolution in American education.

Competition works in our economy -- it's time to bring some competition to the classroom. I have a GI Bill for Kids -- which would give thousand dollar scholarships to every parent, so that they can choose where their kid should go to school. Whether it's the public school across town or the private or religious

Detroit

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Ed. Rounthick
6/25/92

school across the street, I believe parents, not the government, should decide which school is best for their kids. //

Now, the third key component of my agenda for American renewal: Helping America's businesses sharpen their competitive edge. Small businesses create 2/3 of all new American jobs -- and they're the first to turn change to advantage in a fast-moving economy. When you finish this program, a small business is where you'll most likely end up with a job.

8 Presdc.
5/14/92

We must ease the burden on small business. Small businesses need relief -- from tight credit / over-regulation / taxation / and litigation.

Let me expand on this last point. America has become the land of the lawsuit -- each year we spend \$200 billion on direct costs to lawyers. I think that's crazy, and I have a plan to put an end to crazy lawsuits. America won't work until we start suing each other less -- and start caring for one another more.

Detroit
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Fourth, my Agenda for American Renewal means promoting economic security for working Americans. That means health care reform -- to make health insurance affordable to all Americans, and make sure you're never locked into a job you want to leave because you're worried you may lose your health care coverage. It means a retirement or pension plan that you can take with you throughout your career.

10

Fifth, our Agenda for American Renewal must mean an America that leaves no one behind. That means programs that break the

cycle of dependency. That help public housing tenants become homeowners . . . that help people on welfare find work . . . that help people without hope take heart. We don't owe every American a living -- but we do owe every American an opportunity. //

And finally, my agenda won't be complete until we bring change to one of the most hide-bound institutions in America: The government. I call my idea "right-sizing" government. But whatever we call it, I know you'll agree: Government is too big, and it spends too much. //

My opponent wants to make big government even bigger. To be precise, he's already on record for at least \$220 billion dollars in new spending -- and \$150 billion in new taxes. REC 8/6/92

Now my opponent likes to tell you he'll only raise taxes on the rich. But I'll tell you this: Bill Clinton's going to end up taxing all working Americans for the same reason outlaw Willie Sutton robbed banks: "Because that's where the money is." //

Well, I don't think people are undertaxed. I think government spends too much. That's why my agenda includes a new idea to drive down the deficit -- by giving the American taxpayer power to earmark a full 10 percent of his federal tax dollars for one purpose, and one purpose only: to pay down the national debt. It is time to rightsize our government.

My new plan is comprehensive -- filled with specific answers to questions Americans are asking around their dining room tables these days. One of those questions is -- how will I stay ahead of the changes in the world economy?

Robert
Hall

According to some studies, just 2 percent of you will work the same job from now until retirement. The average worker can expect to change jobs 10 times during the course of his career. You need real-world security -- skills you can put to work now - - and ten years from now. //

(12)
Econ. Rpt.
of Pres.
1991

But just as you can't drive a nail without a hammer, you can't build a dream without a job. You're here at Job Corps because you know that it takes more and better skills to earn good jobs -- and you decided you were going to do something about it. //

Well, America has work to do -- and we can't let your drive go to waste. // Maybe fifty years ago, a strong back might have been enough to get a good job. In our changing economy, it's not enough any more. What you earned yesterday with sweat -- you've got to earn tomorrow with skills.

That's why last month, I announced new initiatives to focus federal job training on the kind of real-world skills Americans like you -- and Americans of all ages need in this new world economy.

(13)

To help young people find that first job -- we have a program called the Youth Training Corps, modeled after Job Corps programs like this one, to get inner-city kids off the mean streets, and give them a second chance to build the skills they need to succeed. For older workers who've lost their job -- or worry that next pay envelope may bring a pink slip, we've developed a new idea called Skill Grants. We want to give

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workers vouchers worth \$3000 dollars -- to be used towards the training program of their choice.

15

And let me say: choice is critical. You know what I mean. I don't see job training as an excuse to shoehorn you into whatever program has an open slot, or the next box on some bureaucrat's checklist. I want to give you the power to go where you want to get training -- in the kind of career that you choose. //

These are some of the ideas I'm talking about to Renew America. Many are underway, others are just beginning.

You see, I'm committed in this campaign -- to providing serious answers -- to the questions Americans are asking about our future. I have diagnosed the problem, and offered serious solutions -- not all of which are popular. And I'm asking for a mandate -- to put my solutions into action, and get this country moving.

For now at least, my opponent has chosen a different strategy. Rather than talk about what he wants for America, he spends his time belittling my ideas, and playing on fears.

One example. I want to talk about limiting the growth of government spending -- which my opponent says he agrees with. But instead of offering any ideas of his own, he simply says -- watch out seniors, watch out Veterans.

Governor Clinton is running a Freddie Krueger candidacy, "he's more interested in playing on people's fears, than in dealing with this country's problems.

I know times are tough, and that Americans have real concerns. But I reject a candidate who'll say anything to get elected. I'm going to talk about real ideas -- ideas that are right for America.

You see, we stand on the cusp of a new age in our nation. We have changed the world, and our children sleep safer because of our actions. Now we can devote the same energy, the same determination we used to win the Cold War -- to building a safer and more secure America here at home.

With the agenda I've outlined today, I believe we can Renew America, and build a better and brighter future.

Thank you all for this warm welcome -- and may God bless this great nation, the United States of America.

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Thank you all for this warm welcome -- and may God bless this great nation, the United States of America.

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OFFICE OF
PRESIDENTIAL ADVANCE
COVER PAGE

TO: Ed Matters
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(including cover page)
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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

July 16, 1992

The President today recognized Derrick Thomas, of Independence, Missouri, as the 832nd Daily Point of Light for the Nation. Mr. Thomas, an All-Pro outside linebacker for the Kansas City Chiefs, devotes his time to providing exceptional care for children and youth, helping them develop good character and values.

A native of South Miami's Perrine neighborhood, Derrick Thomas was convicted of burglary at age 14 and sent to the Dade County Marine Institute. There he learned the value of self-discipline, positive thinking, and teamwork.

In 1990, having established a successful career in professional football and eager to create opportunities for at-risk children to build their self-esteem, Mr. Thomas founded the Third and Long Foundation. On the Saturday before each Chiefs home game, and one Saturday each month during the off-season, the Derrick Thomas Reading Club gathers children ages 9 to 13 to read and discuss difficulties they may be having in school. Mr. Thomas himself reads stories and newspaper articles with 58 children from low-income neighborhoods, then facilitates smaller group discussions. He prefers to work directly with those children who have had the greatest disciplinary problems and reading difficulties.

Through the Third and Long Foundation, Derrick Thomas has mobilized other volunteers for service, including fellow Chiefs Kevin Ross and Chris Martin. He has developed close relationships with many of the youth, encouraging their social and academic development. The Reading Club enables Mr. Thomas and other players to serve as role models and motivators while encouraging children to improve in fundamental skills.

The President salutes Derrick Thomas for exemplifying his belief that, "From now on in America, any definition of a successful life must include serving others."

FOR FURTHER INFORMATION CONTACT: Miah Homstad or Karen Barnes
(202) 456-6266

Derrick Thomas
4203 Maybrook Drive
Independence, Missouri 64055
(708) 205-0997

Representatives: Derrick Thomas
Donna Woolard, Teacher
Stephen Williams, Student

Let's touch the future

EXCELSIOR SPRINGS HIGH SCHOOL 612 LYNN RD.
EXCELSIOR SPRINGS, MISSOURI 64024

EXCELSIOR SPRINGS
SCHOOL DISTRICT

To the attention of John Horn
Date: Sept. 9, 1992
From: The Excelsior Springs School District
Re: Alternative School-A cooperative agreement between
the Excelsior Springs School District and the
Excelsior Springs Job Corp.

The Excelsior Springs School District and the Excelsior Springs Job Corp have taken seriously the concerns of our community, the nation, and President Bush. Keeping in mind the goals of America 2000 "Making this land all that it should be" we have during this school year cooperatively established an Alternative School which we hope will address area and national concerns and needs in regard to At-Risk Students and High School Drop Outs. This unique partnership within the state is an example of a community working together in cooperative effort, utilizing community and government resources to meet the needs of our country's future-its children.

MR. PAUL ALLEN
PRINCIPAL

MR. DENNIS KRAMER
ASST. PRINCIPAL

HEY! WHO GAVE HIM
A PLATFORM?

PARTY
POOPER!

HISS!

BIGOT!

BOO!

RIGHTS
AND
WRONGS

HILLARY'S
KIDS'
RIGHTS

WOODY'S
PRIVACY
RIGHTS

FEMINISTS'
ABORTION
RIGHTS

SCHROEDER'S
WOMEN'S
RIGHTS
GAY
RIGHTS

BEAN &
GORDON
REAGAN

Presdoc

1,2,3,7,8,11,13,14,15

David Walters

3,4,5,

Detroit

4,5,6

Steve

9

Dan

10

U.S. BUREAU OF LABOR STATISTICS
DIVISION OF LABOR FORCE STATISTICS
Postal Square Building
Room 4675
2 Massachusetts Avenue, N.E.
Washington, D.C. 20212
Fax Number: 202-606-6426

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The Importance of Lifetime Jobs in the U.S. Economy

By ROBERT E. HALL*

Though the U.S. labor market is justly notorious for high turnover and consequent high unemployment, it also provides stable, near-lifetime employment to an important fraction of the labor force. This paper investigates patterns of job duration by age, race, and sex, with the following major conclusions:

1) The typical worker today is holding a job which has lasted or will last about eight years. Over a quarter of all workers are holding jobs which will last twenty years or more. Sixty percent hold jobs which will last five years or more.

2) The jobs held by middle-aged workers with more than ten years of tenure are extremely stable. Over the span of a decade, only 20 to 30 percent come to an end.

3) Among workers aged 30 and above, about 40 percent are currently working in jobs which eventually will last twenty years or more. Three-quarters are in jobs which will last five years or more.

4) The duration of employment among blacks is just as long as among whites. Even though the jobs held by blacks are worse in almost every other dimension, they are no more unstable than those held by whites.

5) Women's jobs are substantially shorter than men's, on the average. Only about one-quarter of all women over the age of 30 are employed in jobs which will last over twenty years, whereas over half the men over 30 are holding these near-lifetime jobs.

These findings are highly relevant in the debate over the existence and nature of long-term employment contracts. I have elaborated this point elsewhere (1980) and have given extensive citations, which will not

be repeated here. If most workers in the United States were holding relatively brief jobs, then theories of long-term employment arrangements would be off the point. The findings reported here of the considerable importance of lifetime work do not clinch the case in favor of any particular theory of long-term contracts. Even in markets for completely homogeneous products, where simple ideas of competitive spot markets work perfectly, it is conceivable that the typical buyer deals with the same seller year after year. But the finding of extensive long-term employment in the U.S. labor market does add to the interest in understanding long-term employment arrangements.

All of the results in this paper are derived from published tabulations of job tenure, that is, the length of time that workers have been employed to date in their jobs. Most of the results rest on projections of how much longer workers will remain on their current jobs. These projections are most important for workers in midcareer, where many have just started jobs which will ultimately last twenty or thirty years. The techniques used in this research were inspired by the related literature on the duration of unemployment, for example, the work of Hyman Kaitz. My concentration on the distribution of job duration across workers was suggested by the work of Kim Clark and Lawrence Summers on the distribution of the duration of unemployment across unemployed workers. This paper will not make any explicit use of a very different distribution, that of the duration across jobs. It is true, but not relevant for the points to be made here, that the typical job is extremely brief, lasting only a matter of months (see R. A. Jenness). Most workers hold very stable jobs, even though stable jobs are a small fraction of the flow of jobs filled each month. The relationship between the distribution of the lengths of jobs, sampled randomly from the universe of newly started jobs, and the distribution obtained by sampling randomly among workers, is ex-

*Hoover Institution, and department of economics, Stanford University; National Bureau of Economic Research. This research was supported by the National Science Foundation through a grant to the National Bureau of Economic Research, and is part of the NBER's research program on economic fluctuations. I am grateful to Jane Mather for exceptionally capable assistance. All opinions expressed are my own.

plained in detail by Stephen Salant, and by George Akerlof and Brian Main. Everything in this paper is based on sampling workers.

The stability of jobs among middle-aged and older workers has been noted by a number of earlier authors, though the computation in this paper of additional time on the job is new, as far as I know. My own earlier work (1972) presented low estimates of separation rates from the National Longitudinal Survey of Work Experience for older men, but without any comment on the significance of the low rates. Martin Neil Baily cited the same source in defense of theories of long-term employment contracts. Kazuo Koike has compared data on tenure for the United States and Japan, and concluded that tenure of fifteen years or longer is actually more common in the United States, in spite of the celebrated *nenko* system of lifetime employment in Japan. Akerlof and Main present computations of the mean length of jobs held by workers in the United States, with results that are fully compatible with the complete distributions reported here. Main shows that jobs lasting twenty years or more are slightly more prevalent in Britain compared to the United States.

I. Data on Job Tenure

On six different occasions in the postwar period, the *Current Population Survey* has inquired about the starting date of the current job of each of the roughly 100,000 workers included in the survey.¹ A job is defined as continuous employment with the same employer, possibly in different occupations. Interruptions in jobs for vacation, illness, strikes, and layoffs of less than thirty days are not counted. For the self-employed and household service workers with multiple employers, the entire spell in the same line of work is counted as a single job.² Tenure is

defined as the number of years since the workers' current job began.

The data on tenure do not immediately suggest that lengthy employment is an important feature of the American labor market. The median job tenure among workers in general was only 3.6 years in 1978; 40 percent had tenure of less than two years and only 9.5 percent had been on the same job for twenty years or more. The distribution of all workers among the categories (years) of tenure was

Category	Percent
0-0.5	19.0
0.5-1.0	9.2
1-2	11.7
2-3	7.7
3-5	12.3
5-10	16.7
10-15	8.7
15-20	5.0
20-25	3.7
25-30	2.8
30-35	1.7
35+	1.3

The median was 3.6 years.

However, the labor force contains a large proportion of young workers who could not possibly have long tenure even if lifetime jobs were the general rule. A better way to diagnose long-term employment from data on tenure is among older workers. The percentages of workers who have had the same jobs for twenty or more years are

Age	Percent
35-39	1
40-44	7
45-49	17
50-54	25
55-59	30
60-64	33
65+	35

From these data, one might reasonably infer that lifetime employment is the exception in the U.S. labor market. Only about one-third of older workers are currently in jobs which have lasted a large fraction of their careers. But this inference is obscured by the failure to count large numbers of middle-aged workers who are now working in jobs which ultimately will last twenty or

¹See Bureau of the Census and Bureau of Labor Statistics 1963, 1967, 1969, 1975, and 1979.

²Only 1.5 percent of workers are in household service, and, in any case, their distribution by tenure is very similar to the distribution for workers in general. The self-employed form 8.4 percent of all workers and have typically longer tenure (especially farmers). However, for most of the self-employed, the definition of a job used in the survey is probably quite reasonable.

twenty-five years, but which have lasted less than twenty years to date. Among the 45 to 49-year-olds, for example, in addition to the 17 percent who are working in jobs which have lasted at least twenty years so far, another 44 percent are in jobs which have lasted five to twenty years, and, as I will demonstrate, there is a large probability that these jobs will last a good many more years. Over 40 percent of all 45 to 49-year-olds are in near-lifetime jobs. This inference is not inconsistent with the small fraction—again about one-third—of workers near retirement age who have twenty or more years of tenure. Ages of retirement vary widely; many of the workers in this age group are now holding new jobs after retiring from near-lifetime jobs in the recent past. There is no single age at which the fraction of workers with long tenure reveals the true importance of long-term jobs.

II. Inferring the Prospective Length of a Job

In order to get a clearer picture of the importance of long jobs, it is necessary to project the likely additional time a worker will spend in his current job. Then what I will call "eventual tenure" can be computed as the sum of actual reported tenure and the projected additional time on the job. The key element in the projection is the probability that a worker with a given age and tenure will retain his current job for one, ten, twenty years, and so on. In the work presented here, the retention probabilities are measured from the number of workers in one age-tenure category who move on to higher age-tenure categories. If the fraction is large, it means that there is considerable prospective additional time on the job for a worker in the first category. This kind of comparison can be made for widely separated categories; for example, to compute the probability that a worker aged 25 to 29 who has been on the job for five years will remain on the job for ten more years, I use the number of workers aged 35 to 39 with fifteen years of tenure divided by the number of workers aged 25 to 29 with five years of tenure.

The computation of job retention rates can be done historically by comparing the

number of workers in an age-tenure category in one survey with the number in a later survey in correspondingly higher age and tenure categories. Job retention rates computed in this way appear in Table 1 for the ten-year period 1968–78. Alternatively, what I will call "contemporaneous" job retention rates can be computed by comparing two categories in the same survey. In this approach, an adjustment for differences in the population by age must be used. The effect of the adjustment is to compare the fraction of the population in an age group who have a specified amount of tenure with the fraction of the population in an older group with correspondingly higher tenure. The two methods of calculating job retention rates will give the same results if the distribution of tenure within age groups remains stable over time. Both are just estimates of future retention rates, and it is not clear as a theoretical matter which is better. At the practical level, the contemporaneous retention rates are the only ones that can be calculated for less than five-year spans because the survey has been taken only at five-year intervals in the past decade. Examples of the differences between the two rates appear in Table 1 for selected age-tenure groups. The only important discrepancy occurs among 40 to 44-year-olds with fifteen to twenty years of tenure. An unusually large fraction of this age group in 1968 took jobs in the immediate postwar period, 1948–53. As a result, the numerator in the contemporaneous retention rate, which contains the same group ten years later, is biased upward as an estimate of the likely fraction of 50 to 54-year-olds with twenty-five to thirty years of tenure in 1988. Biases of this kind are largely offsetting because the same high number appears in the denominator of other estimates of retention rates. The fact that the disturbance in job-taking patterns caused by World War II shows up clearly in the 1978 data on job tenure is an illustration in itself of the importance of long-term jobs.

The computation of retention rates in Table 1 takes account of all the major sources of departure from jobs—movements to other jobs and departures from the labor force through permanent retirement or temporary

TABLE 1—TEN-YEAR JOB RETENTION RATES

Age in 1968	Tenure in 1968 (years)	Percent of Age Group in this Category		Age in 1978	Tenure in 1978 (years)	Percent of Age Group in this Tenure Category 1978	Historical Retention Rate 1968-78 (percent)	Contemporaneous Retention Rate 1978 (percent)
		1968	1978					
20-24	0-5	50.76	58.83	30-34	10-15	7.36	14.5	12.5
30-34	0-5	39.24	45.27	40-44	10-15	10.83	27.6	23.9
	5-10	14.25	16.61		15-20	7.61	53.4	45.8
40-44	5-10	12.30	15.36	50-54	15-20	7.10	57.7	46.2
	15-20	9.24	7.61		25-30	6.02	65.2	79.1
	20-25	4.93	4.61		30-35	3.58	72.6	77.7
50-54	5-10	11.12	12.58	60-64	15-20	4.23	38.0	33.6
	20-25	7.25	6.42		30-35	3.40	46.9	53.0
55-59	20-25	6.54	5.45	65-69	30-35	1.09	16.7	20.0

Source: Computed from Bureau of Labor Statistics (1969, 1979).

withdrawal. This is achieved by taking the percent of the population in each age-tenure category, rather than the percent of workers (which is what is reported in the tabulations of the survey). Data on the civilian noninstitutional population were used to restate the data in this form; details on the computations and the resulting distribution are given in an appendix which is available from the author. Two other less important sources of departure from jobs are not counted in Table 1: death and emigration. An examination of data on deaths and on population changes within cohorts showed that neither flow has any perceptible effect on the calculation of retention rates. In the modern U.S. economy, almost nobody dies or emigrates while holding a job. Finally, the restriction to civilian employment and population means that military service is not included—the reported retention rates are correct estimates for nonmilitary jobs.

III. Computed Job Retention Rates and the Distribution of Eventual Tenure for the U.S. Labor Force

Table 1 shows that both measures of job retention rates agree that all but the youngest workers face a substantial probability of remaining on their current jobs for at least another ten years. Eventual tenure is far greater than tenure to date, especially for

workers in their forties. About half of those aged 40 to 44 who have been on their current jobs for five to ten years so far will retain their jobs ten years from now. And for those in their forties who have spent most of their working lives in their current jobs, the great majority (65-79 percent) will remain in those jobs for the next ten years as well. Job retention rates are lower among younger workers, who are still in the process of finding good lifetime matches, and for older workers, who have substantial probabilities of retirement in the next ten years.

With a complete set of job retention rates, it is possible to calculate the distribution of additional years of work for workers in each observed age-tenure category. The results for 40 to 44-year-olds with eventual tenure of twenty-plus years are

Category	Percent
0-0.5	4.6
0.5-1	7.8
1-2	11.3
2-3	15.7
3-5	20.4
5-10	35.5
10-15	59.0
15-20	98.0
20+	100.0

For all tenure groups, the percent was 39.5.

Although the entire distribution can be inferred, all that is shown here is the fraction of workers whose additional years of work

will be enough to give them eventual tenure of at least twenty years on the current job. As in every group in the labor force, those aged 40 to 44 who have just taken new jobs have only a small likelihood of remaining in those jobs for the next twenty years. But those who have been on their current jobs for five to ten years have a 35 percent chance of keeping their current jobs for the ten to fifteen additional years necessary to give them an eventual tenure of twenty years or more. Those who have already lasted ten to fifteen years have a 59 percent chance of lasting the additional five to ten years, and those with fifteen to twenty years on their current jobs are 98 percent likely to reach twenty years of eventual tenure. In the entire age group, just under 40 percent will have eventual tenure on their current jobs of twenty years or more. This should be compared to the much smaller figure—7.5 percent—who have already reached twenty years of tenure. Very long-term jobs are quantitatively important in this age group, but that fact is not apparent directly in the distribution of tenure. Computations of eventual tenure from job retention rates are needed to appraise the incidence of very long jobs.

The following is the distribution of eventual tenure across all age and tenure categories for all U.S. workers in 1978:

Years	Percent
0-0.5	9.8
0.5-1	6.7
1-2	7.0
2-3	5.0
3-5	13.5
5-10	14.8
10-15	10.4
15-20	4.7
20-25	4.7
25-30	6.2
30-35	10.0
35+	7.0

The median was 7.7 years; the percent with twenty-plus years was 28.0.

The typical worker is currently on a job which will last about eight years in all, counting the years it has already lasted. An important minority—about 28 percent—are currently employed in near-lifetime jobs lasting twenty years or more, and 17 percent are in jobs which will last thirty years or more.

An equally important minority are at work in what will turn out to be very brief jobs—about 23 percent will have eventual tenure of less than two years. A clear majority of workers—58 percent—are currently holding reasonably long jobs, those which will last five years or more.

IV. The Process of Moving into Long-Term Work

The data on job tenure reveal a good deal about the probability process through which most workers eventually settle into near-lifetime jobs. The typical pattern is to hold a number of very brief jobs in the first few years after leaving school. Eventually one job turns out to be a good match and lasts several years. The probability that any given new job will become a lifetime job is extremely low for young workers and never rises above 6 percent in any age group. But after a job has lasted five years, the probability that it will eventually last twenty years or more in all rises to close to one-half among workers in their early thirties. As a general matter, the data suggest that most job changes occur in the first few years after a job begins, because the worker or the employer or both perceive that the worker and the job are poorly matched. Once this period of job shopping reaches a successful conclusion, workers have very low probabilities of losing or leaving jobs. Again, it is important to emphasize that good matches are not necessarily good jobs in any absolute sense—a worker who is placed above his competence will not last any longer than will a worker who realizes he would be happier in another job for which he is qualified.

At no age is the probability very high of a given new job becoming a lifetime job (the percent shown is the probability that a job will last twenty-plus years):

Age	Percent
16-17	0.4
18-19	0.3
20-24	2.2
25-29	4.8
30-34	5.3
35-39	5.7
40-44	4.6
45-49	1.8
50-54	1.0

TABLE 2—ASPECTS OF THE PROCESS OF MOVING INTO LONG-TERM JOBS, ALL WORKERS, 1978

Age	Percent Working in New Jobs (1)	Probability of Retaining Job to 5 Years (2)	Percent of All Workers 5 Years Older Who Have Reached Tenure of 5+ Years (3)	Percent of those Who Reach 5 Years of Tenure Who Go on to Reach Tenure of 20+ Years (4)
16-17	59.5	1.7	5.5	26.2
18-19	52.5	1.2	5.5	26.2
20-24	34.1	5.9	19.9	36.6
25-29	22.3	10.8	35.3	44.9
30-34	17.1	13.6	46.3	39.3
35-39	13.6	16.0	53.7	35.5
40-44	11.3	18.1	61.7	25.2
45-49	8.6	20.0	67.1	8.7
50-54	7.1	24.4	71.4	4.3
55-59	6.2	20.0	73.7	—
60-64	6.2	9.8	63.5	—
65-69	8.2	7.1	72.9	—

Note: Column (1) is the reported fraction of workers in the age group who have zero to six months of tenure. Column (2) is the contemporaneous five-year job retention rate from 0-6 months tenure to 5-10 years tenure. Column (3) is the reported fraction of workers in the age group with five or more years of tenure. Column (4) is the fifteen-year contemporaneous job retention rate from five to ten years tenure to twenty to twenty-five years tenure. Source for all data is Bureau of Labor Statistics (1979).

The very low chance of success in any given new job means that the typical worker has to take a number of different jobs in order to have a good chance of finding a lifetime match. The small probability in each new job presumably reflects the paucity of information available to workers about prospective jobs before they try them out, and the similar paucity of information available to employers about the talents of prospective workers before they can be observed at work. Even workers in their thirties and forties, who generally have substantial amounts of experience, face low chances of landing lifetime jobs on any given try.

Still, most workers do wind up in lifetime work, as earlier parts of this paper have shown. Table 2 illustrates how multiple tries eventually succeed. It uses the point of five years of tenure as an intermediate milestone in describing the process. Column (1) gives the fraction of workers who are in new jobs, that is, jobs which began in the six months before the survey. The fraction declines smoothly from a majority of teenagers to about 6 percent of workers aged 55 to 64; it rises slightly around retirement age. Column (2) gives the probability that a newly em-

ployed worker will reach the milestone of five years on the job. The chances are insignificant among teenagers, rise to a peak of about one in four among workers in their early fifties, and then fall back to low levels for workers near retirement age. The third column shows the fraction of all workers in each age group who have reached the five-year point on their current jobs. The fraction rises smoothly from close to zero for teenagers to about three-quarters for workers in their early sixties. At age 40, a majority of workers have passed the five-year milestone, generally after a number of trials. For example, if the chances are about 10 percent that any given job will last at least five years, and half of all workers have made it, then the typical worker has taken roughly five tries. Column (4) gives the prospects for a total duration of twenty years or more at the five-year point. The probability reaches a peak of nearly half among workers in their early thirties and then declines among older workers, who will probably retire within the next fifteen years.

The result of this process of moving into long-term jobs is the following fraction of workers with eventual tenure of at least

twenty years on the job they currently hold:

Age	Percent
16-17	0.0
18-19	0.6
20-24	7.4
25-29	18.6
30-34	27.7
35-39	35.5
40-44	39.5
45-49	41.0
50-54	41.1
55-59	40.1
60-64	39.4
65-69	40.9

The fraction of workers rises until they are in their late thirties, as more and more find good job matches. The fraction then remains remarkably constant at about 40 percent until retirement age. However, these aggregate results conceal very important differences between men and women, a topic I will take up shortly.

Another way to express the movement of workers into stable jobs is by the number of jobs held by the average worker. The flow of new jobs is recorded directly in the tenure data in the form of the number of workers who have tenure of six months or less, though this measure understates the total flow of new jobs because some workers will have started two or more jobs in the six months before the survey. The annual number of new jobs started by the average person in an age group is roughly twice the fraction of the age group that is found in the zero to six-month tenure category. The average number of jobs held over a two-year span is twice the annual rate, and the average over a five-year span is five times the annual rate. These simple computations yield the results shown in Table 3 for the number of jobs held by the average worker (again, brief jobs are undercounted somewhat). Job shopping is most intense in the early twenties—by age 24, the average worker has held four jobs out of the ten he or she will hold in an entire career. The next fifteen years, from age 25 through 39, will contribute another four jobs. Then, during the ages when near-lifetime work is characteristic, less than three more jobs will be held on the average.

TABLE 3—NEW JOBS

Age Group	New Jobs per Year	New Jobs over the Age Interval	Cumulative Number of Jobs Held to this Age
16-17	.394	0.8	0.8
18-19	.534	1.1	1.9
20-24	.425	2.1	4.0
25-29	.309	1.5	5.5
30-34	.240	1.2	6.7
35-39	.192	1.0	7.7
40-44	.167	0.8	8.5
45-49	.126	0.6	9.1
50-54	.096	0.5	9.6
55-59	.076	0.4	10.0
60-64	.054	0.3	10.3
65-69	.032	0.2	10.4
70+	.010	0.1	10.5

V. Long-Term Jobs among Blacks and Women

Many accounts of the disadvantages facing blacks and women in the labor market emphasize their lack of success in finding and holding permanent jobs. The techniques of this paper reach a surprising conclusion in testing this view—it is upheld strongly for women, but not at all for blacks. Lifetime employment is almost as common among blacks as among whites, and long-term employment is actually more common.³ (See Table 4.)

TABLE 4—COMPARISON OF BLACKS AND WHITES

1978	Percent with Eventual Tenure of	
	5+ Years	20+ Years
All Blacks	63.4	26.4
All Whites	57.3	28.7

The lower-paying jobs where blacks are concentrated are not systematically briefer than are the better jobs typically held by whites. Discrimination against blacks does

³ The same conclusion is reached by Steven Director and Samuel Doctors using personnel data from three firms, and by Akerlof and Main.

not take the form of exclusion from lifetime jobs. Blacks are heavily represented in certain occupations with lower status and pay, but these are not occupations with systematically shorter jobs. Moreover, the vastly higher incidence of unemployment among blacks—generally double the white rate—is not at all the result of larger flows of workers out of jobs. Further investigation of the surprising finding of equal or higher job stability among blacks relative to whites cannot be done with the published data and will require tabulation of the survey itself.

On the other hand, the comparison between men and women confirms the general impression that men typically hold longer jobs than do women (see Table 5). Shorter job duration among women is almost unrelated to their concentration in certain occupations. For example, more than one-third of all employed women (34.9 percent) in 1978 were in clerical occupations, against 6.4 percent of men. Median tenure for women clerical workers was 2.6 years compared to 4.7 years for men. The gap between women and men in the total labor force was close to the same—median tenure was 2.6 years for women and 4.5 years for men. Similarly large sex differences in tenure are found in the other two major occupations employing women, professional-technical and service workers. It is not possible to compute the distribution of eventual tenure by occupation with the published data, but it seems likely that large differences in eventual tenure would be found within occupations as well.

Although lifetime work is much less common among women than among men, the typical number of jobs held over a lifetime is about the same for both sexes—about ten or eleven jobs. Longer periods spent out of the labor force by women almost exactly offset the shorter durations of the jobs they hold. In other words, although the time between starting one job and starting the next is the same for women and men, women spend a larger part of that time not working. This is roughly true within age groups as well as over the typical entire career (see Table 6). Women slip behind men by about 0.6 jobs during the period of most intense job shopping and then recover a little after age 35.

TABLE 5—COMPARISON OF WOMEN AND MEN

1978	Percent with Eventual Tenure of	
	5+ Years	20+ Years
Women	49.6	15.1
Men	63.8	37.3

TABLE 6—CUMULATIVE JOBS FOR WOMEN AND MEN

Age	Cumulative Number of Jobs Held	
	Women	Men
16-17	0.7	0.8
18-19	1.8	1.9
20-24	3.8	4.1
25-29	5.2	5.8
30-34	6.4	7.0
35-39	7.4	7.9
40-44	8.3	8.7
45-49	9.0	9.3
50-54	9.4	9.8
55-59	9.8	10.2
60-64	10.0	10.5
65-69	10.2	10.7
70+	10.2	10.8

VI. Further Results for Men

Because lifetime work is so much more common for men than for women, it seems worthwhile presenting some further detailed results for men alone. Actual and eventual tenure are shown in Table 7. Once past the

TABLE 7—TENURE AND EVENTUAL TENURE FOR MEN

Age	Percent Who had Worked 20+ Years to Date	Percent with Eventual Tenure of 20+ Years
16-17	0.0	0.3
18-19	0.0	1.2
20-24	0.0	11.5
25-29	0.0	27.0
30-34	0.1	38.4
35-39	1.7	47.0
40-44	10.2	51.1
45-49	24.4	52.6
50-54	33.4	51.0
55-59	39.3	49.5
60-65	41.4	48.0
65-69	38.9	50.2

TABLE 8—JOB RETENTION FOR MEN

Age	Percent of Jobs Retained for 10 Years, Starting from Tenure of:	
	10-15 Years	20-25 Years
30-35	73	—
35-39	81	—
40-44	64	79
45-49	66	61
50-54	47	59

years of job shopping, half of all men are in lifetime jobs.

The jobs held by middle-aged men are remarkably stable—ten-year job retention rates are shown in Table 8. Monthly separation rates, which are of the order of 3 percent for workers in general, are about 0.25 percent for middle-aged men with at least ten years on the job.

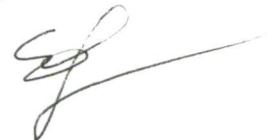
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THE WHITE HOUSE
WASHINGTON

September 10, 1992

Dan -
Will you pls. check
for language?



MEMORANDUM FOR THE PRESIDENT

FROM: DAN MC GROARTY

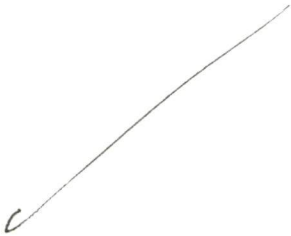
SUBJECT: PROPOSED REMARKS FOR JOB CORPS CENTER, EXCELSIOR
SPRINGS, MISSOURI

I. SUMMARY

On Friday, September 11, at 12:40 p.m., you will address approximately #### people at a job training site, the Job Corps Center in Excelsior Springs, Missouri. In the audience will be 300 students from the program, ages 18-21.

II. DISCUSSION

Your remarks (approximately 13 minutes / cards) reprise your economic address from Detroit, putting special emphasis on the impact your agenda will have on young people entering the job market.



It reminds me of what Senator Dirksen used to say about the size of government, back in the 1960s. He used to say: "A million here, a million there -- pretty soon, you're talking about real money." //

Well, I've asked my economic advisors to index Senator Dirksen's million dollars for inflation. In 1992 it's "x.x million here, x.x million there...." / And if you think that's bad -- what about the federal budget: It's grown from (xx) billion back when you were born to \$1.5 trillion dollars a year today. Nowadays, you can't get a bureaucrat up out of bed in the morning unless he's got a few billion to push around.

That's what's wrong with government. People who never met a payroll, never started a business -- people who don't know the first thing about making a buck -- playing with billions of your money.

It all reminds me of Bill Clinton's favorite crossword puzzle: What's a three-letter word for "invest."

I'll give you a hint. It starts with T, and it ends ... in your pocket. //

Now that we've got capitalists in the Kremlin --

We need a new approach -- one that doesn't cripple the economy and then offer workers a crutch. One that helps people keep the jobs they've got ... and creates new ones. One that helps America retool for the challenges of a new century -- for the challenge of your lifetimes. //

//////////CUTS

And when I see this idea drawing the scorn of liberal economists and editorial writers -- then I know I'm really on to something. I see this "10 percent solution" as the latest in a long and honorable series of populist tools for sending a message to government -- right up there with the recall, and the referendum -- and yes, an old idea whose time has come: Term limits. // I say: If it's good enough for Presidents, than it ought to be good enough for Congress, too.

Let's strike a blow for the citizen-legislator -- and put an end to career Congressmen. //

CUTS.....

Between now and November 3rd, you'll hear two versions of how to do this: My opponent's answer is to look inward -- to pretend we can protect what we already have. Our answer is to look forward -- open new markets, prepare our people to compete, strengthen our families, to save and invest -- so that, when it comes to the global competition -- America will win. //

ADD??

But job training is just part of the picture. If we want to win the competition I've just spoken about we need a coherent strategy -- one that sees that in today's world, foreign policy, domestic policy and economic policy are three sides of a single issue. /

THE WHITE HOUSE
Office of the Press Secretary
(Detroit, Michigan)

For Immediate Release

September 10, 1992

REMARKS BY THE PRESIDENT
TO THE DETROIT ECONOMIC CLUB

Cobo Hall
Detroit, Michigan

1:00 P.M. EDT

THE PRESIDENT: Thank you all very, very much. Good morning to everyone. And, Governor Engler, I'm proud to be with you, sir, and thank you for that kind introduction. Greetings to Chick Fisher, your Chairman, and Jerry Warren, both of whom have been most hospitable to me. I've been here several times before this most distinguished American forum and I'm delighted to be back.

This morning I am here for a very serious speech, serious business. And I'm releasing today an agenda for the American renewal. And I've come here today to introduce it to you and to the nation.

My agenda diagnoses the economic problems our nation faces, lays out the principles that should guide us in the years ahead, and explains the integrated approach that I am pursuing to meet the challenge.

Over the past weeks I have been discussing certain elements of my economic agenda, and in the weeks ahead I will be expanding on those and other ideas. The document that I'm releasing today shows how the pieces all fit together.

But let's begin this morning by stepping back, taking stock of where we are as a great nation in the broader sweep of history.

The American people have just completed the greatest mission in the lifetime of our country -- the triumph of democratic capitalism over imperial communism.

Today, this year, for the first time since December of 1941, the United States is not engaged in a war, hot or cold. Throughout history, at the close of prolonged and costly wars, victors have confronted the problem of securing a new basis for peace and prosperity. The American people recognize that we stand at such a watershed.

We sense the epic changes at work in the world and in the economy, the uneasiness that stirs the democracies who served as our partners in the long struggle.

We feel the uneasiness in our own homes, our own communities; and we see the difficulties of our neighbors and friends who have felt change most directly.

And we know that while we face an era of great opportunity, we face great risks as well -- if we fail to make the right choices, if we fail to engage this new world wisely.

But America has always possessed unique powers, and foremost among them is the power of regeneration -- to transform

MORE

uncertainty into opportunity. Only in America do we have the people, the talents, the principles and ideals to fully embrace the world that opens before us.

For America to be safe and strong, we must meet the defining challenge of the 1990s: to win the economic competition -- to win the peace. We must be a military superpower, an economic superpower, and an export superpower.

My agenda for renewal asks that we look forward -- to open new markets, prepare our people to work, strengthen our families, save and invest so that we can win. Our renewal depends on economic growth -- but growth not for the few at the expense of the many, not for the present at the expense of the future.

In our country we've always prized an entrepreneurial capitalism that grows from the bottom up, not the top down; a prosperity that begins on Main Street and extends to Wall Street -- not the other way around.

That's the lesson I learned as a young man, packed up a Studebaker and moved to Texas after another war, at the start of another era. I saw jobs, prosperity -- an entire future -- built with the hands of ordinary men and women with extraordinary dreams.

Our nation has never been seduced by the mirage that my opponent offers -- of a government that accumulates capital by taxing it and borrowing it from the people -- and then redistributing it according to some industrial policy. We know that the clumsy hand of government is no match for the uplifting hand of the marketplace.

My international economic and trade strategy will guarantee our position as an export superpower, extending our global economic reach in tandem with our security presence -- to stretch beyond our borders so that we can create more jobs within our borders.

At the same time, we need to foster at home the capabilities that will keep us in the lead: radical changes in our education system to prepare our children for a constantly changing workplace; incentives for the entrepreneurs and new technologies to sharpen our competitive edge; job training, health care reform, to promote the economic security of our working men and women; and new approaches for reaching out to those who have been left behind, since in the century ahead we will need the talent and the energy of every single American.

And finally, because our greatest strengths flow not from government but from the personal initiative of free men and women, my agenda aims to check the growth of government, and, in some important ways, to reverse it. Together, the components of this new agenda should renew America according to her most cherished principles.

And this renewed America will be empowered toward a grand goal: to nearly double the size of our economy, to \$10 trillion, by the early years of the next century.

To place this agenda in a larger context, let me turn briefly to five profound changes now at work in our economy. When Americans gather around the kitchen table at night and talk about how they'll meet a mortgage, or pay the doctor's bill, they're feeling these changes in their daily lives. And before the changes have run their course, they will have forever altered the way Americans buy and sell, work and create.

The first great change in our economy is ironically caused by our very success in ending the Cold War. In the short run, deductions in defense spending have meant painful lay-offs in

MORE

many industries, and we are taking steps to ease this transition. But in the medium and long run, deductions in defense spending will free up priceless skills and technologies for peacetime growth.

Second, most of our industries are transforming themselves from old-style hierarchies into flatter organizations, with fewer layers between customer and executive. The new organizations emphasize a skill-based workforce, "lean production," and shorter production cycles. From castings to computers, this is a revolution as dramatic as the one made earlier this century, when Henry Ford led the country from craft-based production to mass manufacturing.

While these changes are essential to maintaining our competitive edge, they've come with a cost; everyone in this room knows that -- lay-offs, cutbacks among both white- and blue-collar workers. These hard-working people need reassurance -- not only about their economic security, but about preserving the sense of self-worth that only work can provide. The third change: While the 1980s brought us the greatest peacetime expansion in our history, the boom also led too many of us to take on too much debt. We have been paying that down, that debt -- and lower interest rates have helped us do it. The process is largely over, but consumers and companies remain cautious.

The fourth change involves our financial system. We entered the '80s with a 50-year-old banking system, designed for the days when tellers wore green eye-shades, not for an era when billions -- billions of investment dollars can cross borders at the speed of light.

In the late '70s, record interest rates and inflation rates rocked this anachronistic system. The less efficient institutions could not survive, obligating the federal government to protect the savings of millions of Americans.

Now, this process of paying debt down is nearing its end. Our financial system will become more flexible and efficient. But for now, lenders are cautious and, despite low interest rates, small business still can find it hard to get the credit.

But the most far-reaching of these five changes is the emergence of a global economy. No nation is an island today. One out of every six manufacturing jobs is directly tied to exports. The crops sown from one out of every three acres of farmland are sold abroad.

Consider some implications of the global economy: when growth slows abroad, as it has recently, our own growth slows as well. And America will only grow in the next century if we can compete globally -- in every part of the world. So we must seize every opportunity to open new markets, particularly those with the greatest potential for expansion.

Now, in drafting an agenda for America's future, we had to assess our strengths as well as our weaknesses. Conveniently, the other side has discovered many weaknesses and very few strengths. And, of course, they might find temporary political gain in portraying an America as past her prime, over the hill. But they have no more right to argue, for partisan purposes, that our economy is weaker than it is, than I have to understate our problems.

Our strengths are real. Now, here are some facts. The Misery Index -- the sum of inflation and unemployment -- is 10.8 percent, down from 19.6 Percent in 1980. Inflation stands at about three percent. Interest rates are at a 20-year low. The purchasing power of Americans gives us the highest standard of living in the world. We enjoy the highest home ownership rate of all major industrialized countries. And we send 68 percent of our

children on to higher education -- more than any other country -- and well above Germany's 32 percent and Japan's 30 percent. And with 5 percent of the world's population, we produce 25 percent of the world's total output -- and 37 percent of its high-tech products.

Now, I don't mean to suggest that all is well -- that we don't need to lead and manage the changes that are transforming our economy. But you can't chart the stars if you think the sky is falling down. Over the past 12 years we have almost doubled the size of our economy. It's as if we'd created two extra economies the size of Germany's from scratch.

And how will we meet our goals? Before you hear the specifics of this agenda, let me tell you a little bit about what I believe -- because change, if it is to be a force for good, must be guided by principles. And the principles that must guide change are the principles that never change.

I believe we are a nation of special individuals, not special interests. Individuals draw their enduring strength from their families, from their neighbors and communities, not from the government. So I believe we must never ask government to do what families and neighbors and individuals can better do for themselves -- and for one another.

I believe -- because I've seen it -- economic growth comes from the small businesswoman who takes a risk on a new product, from the computer hacker working in a garage, in a cluttered way; from the merit scholar in South L.A., South Central L.A. with a future as big as his dreams.

And I believe government owes it to them, and to you, to keep tax rates low and make them even lower; to keep money sound; to limit government spending and regulations; and to open the way for greater competition, and freer trade.

But I do not believe, as some might, that government's obligation ends there. As a conservative I believe that government can help people -- offer them hope and opportunity -- by giving them the means and the confidence to make the decisions that matter in life.

My background has also prepared me for the task of bringing our foreign policies and our domestic policies together; to turn our strength as a world power to our advantage as an economic power; to match the security we feel militarily with the economic security that we must build at home. From now on, if America is to lead the world, we need a leader who knows the territory.

My agenda for American renewal calls for action on six interconnected fronts. There's no single cause of our present situation. There can be no single cure. The whole of our agenda will be -- must be -- greater than the sum of its parts.

First, challenging the world. During the Cold War, we built a global security structure with military alliances across the Atlantic and the Pacific. And in the same way, the post-Cold War era requires a strategic economic and trade policy -- global in scope, and built on our foundation as an economic and export superpower.

We are uniquely positioned to achieve this goal. As the largest fully integrated market in the world, we wield leverage with other countries that want access to our market. As both a Pacific and a European power, we are tied to the largest and most rapidly growing economies across both oceans. And as the strongest nation in our hemisphere, we are looked to for leadership by free economies emerging from Chile all the way up to Mexico.

The same holds true for the newly born economies of Eastern Europe and the former Soviet Union, where our values, our products, even our language, carry a unique appeal. In Moscow today, the lines at McDonald's are longer than the lines at Lenin's Tomb.

The key to America's growth, expansion, and innovation has always been our openness to trade, investment, ideas, and people. As this openness is at last being reciprocated around the world, we find ourselves again at a special advantage.

The next steps in my strategic trade policy are to secure congressional approval of the North American Free Trade Agreement and to complete the global trade negotiations, the GATT round, creating high-wage American jobs and expanding the pool of customers hungry for the fruits of American labor.

Let me emphasize: these agreements are steps, not ends in themselves. And so I want to announce today that it is my goal to develop a strategic network of free trade agreements -- with Latin America; with Poland, Hungary and Czechoslovakia; and with countries across the Pacific. And then, as these external barriers fall, I believe we can help reduce internal barriers to competition as well -- in North America, Western Europe, Japan, and elsewhere. Greater competition will encourage entrepreneurial capitalism at the expense of government power and entrenched interests, spurring unprecedented economic growth.

Traveling around the country I've seen it happen already -- particularly in some small businesses, as they strengthen themselves for international competition. A couple of weeks ago, in St. Louis, I visited Public Safety Equipment -- they're a company -- they make the light-bars that you've seen on police cars. The president of Public Safety told me that a few years ago, they recognized they could no longer just sell their products in 50 states, leave it at that. And so they took on the world. And now 35 percent of what they make is sold in 48 countries, creating good jobs right here in the United States of America.

Public Safety, and the hundreds of thousands of companies like it, offer a glimpse into the future I see for all American business. But a business is only as efficient, as resilient as innovative, as the people who keep its books and build its products and devise its strategy. Materials, machines, methods -- they'll come and go, but the American worker will remain the key to our economic security.

That brings me, then, to the second part of our agenda: preparing our children.

The workplace of the 21st century will be constantly changing. I've heard that from many businesspeople sitting right here at the tables in this hall. We must prepare the American people for a lifetime of learning, to keep a step ahead of that process of change. Now, developed nations need developing minds. The burden will fall on our educational system. As in the past, education should be the ladder that children can climb to better themselves.

Our current school system is not up to the task. Designed for the 19th century, it will collapse under the weight of the 21st. And our educational establishment is caught in the same time warp, where standing still means falling behind.

Money alone is not the answer -- the United States already spends more per pupil than any other country but Switzerland. The answer is a radical overhaul of the system itself. If we want to change our country, we've got to change our schools.

The catalyst for change -- the one reform that drives all others -- is school choice, giving children scholarships so that

all parents have the freedom to choose which schools will best serve their children. Competition is the principle that must underlie education reform, to break the establishment's monopoly on the system. And competition will not work unless parents are allowed to choose their children's schools -- whether it's the public school across town or the parochial school across the street. (Applause.)

Consider just one statistic: in Chicago, 46 percent of public school teachers send their children to private schools. Clearly they know something about monopoly education that my opponent doesn't. Our different approaches to education reform reveal the grand canyon that divides me and my opponent. You see the same contrast in child care, or health care, and a host of other issues. My opponent prefers uniformity to variety and choice, relying on these government bureaucracies to offer "one-size-fits-all service." I don't want to pull everyone down to make everyone equal. I want to give everyone the tools to climb as high as they can dream.

Even as we fix our schools, the question remains: Will there be good jobs for the kids? And that's the third part of my agenda: sharpening businesses' competitive edge. I learned my economics the way most of you did -- a lot of late nights sweating over a balance sheet, or P & L statement, trying to meet a payroll. And I saw that if people are allowed to keep more of what they produce, they will produce more. It's common sense.

When capital is taxed lightly, there's more of it. And when it is taxed heavily, it becomes scarce -- available only to those who are already wealthy, who need it least of all. That's not the kind of economy that I want.

And if capital were more abundant, labor would be more in demand, wages would rise, unemployment lines would shrink. That is the kind of economy that I want. And that's why I want enterprise zones in our inner cities and in our rural areas. That's why I want to make this research and development, this R & D tax credit permanent. And that's why I want to cut the capital gains tax and index it for inflation. (Applause.)

Those are the fundamentals. I also see three other ways to sharpen the competitive edge of American business:

- first, strengthening small business, by cutting taxes, making sure that credit is available, and by lifting the deadweight of government regulation;

- second, supporting civilian R & D, by bringing the development, production and marketing of technology closer to the consumer;

- and third, reforming our legal system. Every year American business and consumers spend up to \$200 billion just in direct costs to lawyers -- far more than our competitors in Japan and Europe. And my product liability reform and access to justice act will restore rationality to the system and stop undermining the American worker. (Applause.)

This is a fact: We will never lead the world in the 21st century until we learn to sue each other less and care for each other more. (Applause.)

The fourth part of my agenda: promoting economic security -- for working men and women.

Again, common sense shows the way: true security will come only by developing individual capability, not dependency. And that independence, in turn, comes through the private sector, not the government.

Government's role will be to ease individuals' adjustment to a fast-changing marketplace. The average worker today will change jobs, it's estimated, 10 times over the course of his or her working life.

So we need a wider and more flexible range of job training and placement services -- for both the young and old, the blue and white-collar worker, and now especially for our workers from the defense industries.

Pensions must be portable -- and health care must be affordable. Our health care system today, I think everyone here would agree, provides the best care, but at an unacceptable price. More than thirty million Americans have no health insurance. Health care costs are the fastest-rising part of our budget for government, businesses, and yes, families.

My reforms get to the base of these problems while preserving and building on our system's strengths -- our state-of-the-art care, openness to innovation, and consumer choice. Taken together, my reforms cut health care costs by \$394 billion over five years.

My opponent's plan could eventually place a full 13 percent of our economy under the control of the federal government -- meaning more bureaucracy, rationed care, inefficient service and, in the end, higher costs.

We must enhance competition and market forces, not restrict them; we must preserve individual choice, not hand decision-making over to centralized bureaucracies; we must reduce the burden on employers and employees, not bury them in a tide of new taxes and government regulations. (Applause.)

The programs I've outlined and that are detailed in this agenda are based on the principles that will empower all Americans to make their own choices and better their lives. But I believe we need to do more for some of our citizens who have been left behind. And that is the fifth component of this agenda: leaving no one behind.

The American Dream is nothing more than the belief that all Americans can make a better life for their children. The dream has made us the most dynamic society in the world; it's yet another strength we can draw upon for the challenge ahead. And so we must give every American a shot at making good on the dream.

And I reject the shopworn logic that sees poverty as a simple lack of income -- a kind of economic shortfall that can be replaced with a government check. A conservative philosophy of empowerment must have at its foundation the creation of character, through the ownership of property, through the dignity of work. That means sweeping away the nightmare of crime from our cities, building a core of property owners, creating business incentives, and making individual discipline and self-reliance the goal of all of our programs.

I call the final component of my agenda -- "rightsizing government."

You'll recognize that I take the term from the business world -- which has a lot to teach those of us in government. At a time when companies across the country have been restructuring, increasing efficiency -- all to prepare for the economic competition of tomorrow -- the federal government faces an obligation to do the same. (Applause.)

Today the federal government spends nearly twenty-four cents of every dollar -- twenty-four cents of every dollar of the nation's income. And that's the fact: government is too big and

spends too much. The size and structure of government are relics of a different age -- artifacts more suited to the dilemmas of 50 years ago than the problems of today. Every institution in our society has learned that by pushing power down through organizations, by using technology to speed the flow of information, you don't just save money, you improve productivity. It's time for the government to do the same.

I will streamline government -- consolidating agencies, tightening budgets, and cutting the salaries of highly paid federal employees. And I'll start by cutting the White House budget 33 percent if the Congress cuts its own budget by the same amount. (Applause.) You might say: Why the linkage? Well, with fewer congressional staff badgering us for endless reports and endless visits to Capitol Hill, I know we can cut costs by that amount. (Applause.) And I'll cut the salaries of all federal employees earning more than \$75,000 by 5 percent. Taxpayers have tightened their belts. The better-paid federal workers should do the same.

The agenda I publish today contains specific proposals to cut the fat: a cap on the growth in mandatory spending -- without touching social security -- and a freeze on domestic spending; a balanced budget amendment, a line-item veto -- (applause) -- and a new mechanism -- disciplinary mechanism -- a check-off box on tax returns to give the taxpayer the power to cut the deficit. I will fight to reduce spending and spur growth so we can get this budget in balance.

And unlike my opponent, I do not believe the American people are undertaxed. Quite the opposite: I am committed to cutting taxes across the board. And let me offer an example -- this is just an example -- as an illustration of what we could do: My cap on the growth of mandatory spending allows for population growth and inflation. It specifically exempts Social Security. But that cap alone, with those caveats, would save about \$300 billion over five years. If we used just \$130 billion in specific spending cuts that I have already proposed -- specific spending cuts of \$130 billion that I have already proposed -- we could cut income tax rates by one percentage point across the board; reduce the small business tax rate from 15 percent to 10 percent, and reduce the tax on capital gains.

That's the direction that I want to go: tax less, spend less, cut the deficit, and redirect our current spending to serve the interests of all Americans. I honestly believe that this is the way -- the only way -- to control the size of the federal government. The facts are painful, but plain: For congressmen, spending is power. And they will exercise that power until they have spent every last dime they can squeeze from the working men and women of America. And it's as simple as this: raising taxes won't cut the deficit.

Here, then, is my agenda for American renewal. It comes at a time unique in our history, a turning point, a moment when one era is passing away and another is being born.

In the agenda published today, you'll find 13 proposals that I intend to achieve in the first year of my second term. I present them as a single program, a unified strategy to make change work for America.

Over the last three years I've shown how America can change the world; and we've made a respectable start managing the change at home. Our primary task now is to target America.

I intend to fight for this agenda, to fight as hard as I can. With a new Congress that can have as many as 150 new members, I am optimistic. If congress balks, will move forward anyway -- just as I have done with education, regulatory and welfare reform. I'll work with our great governors, like John Engler, with the state and local governments, with the private sector -- with anyone who shares the urge to renew our country.

The American people know that the events of recent years have shaken the world. With the close of the Cold War we can achieve peace, prosperity and promise at home. The American people want that. The American people deserve that.

And I want America to seize this moment. I want to stimulate entrepreneurial capitalism, not punish it; I want to empower people to make their own choices, not yoke them to new bureaucracies. I want a government that spends less, regulates less, and taxes less. And I will fight without hesitation for a free flow of trade and capital and ideas around the world -- because Americans never retreat -- we always compete. (Applause.)

My agenda draws together our people and our government to meet this challenge. We will create a \$10-trillion economy. And we will renew America. And we will win the peace. (Applause.)

I know that times have been very, very difficult for many Americans. The world that we knew as children -- no matter your age -- will never be the same. America will change -- that's our destiny; how it will change will soon be decided.

I ask, as you consider the choice that you face, to consider carefully whose agenda for change best fits America's principles, our national experience, and our hopes for lasting peace and prosperity.

Thank you for your attention. And may God bless our great country. Thank you. (Applause.)

END

1:40 P.M. EDT

LEVEL 1 - 10 OF 22 DOCUMENTS

Copyright 1983 Gerald F. Lieberman
3,500 Good Quotes for Speakers

SUBJECT: MONEY

LENGTH: 22 words

SOURCE: Anonymous American Congressman

QUOTE:

... fellas. Since I'm on the Appropriations Committee

I'd feel like a cheapskate if I said "Thanks a million. "

LEVEL 1 - 2 OF 54 STORIES

Copyright 1992 The Atlanta Constitution
The Atlanta Journal and Constitution

May 26, 1992

SECTION: EDITORIAL; Section A; Page 8

LENGTH: 346 words

HEADLINE: Senate's urban aid package is epitome of pork-barrel

BYLINE: Durwood McAlister

KEYWORD: los/angeles; police; assault; verdicts; violence; congress; aid; disasters

The U.S. Senate is modern-day proof of the dictum of the late Sen. Everett Dirksen, the gravelly voiced Illinois conservative. "A **billion** here and a billion there," he once said, "and pretty soon you're talking about real money."

Thank Ed

The Toronto Star, March 25, 1992

But while the major zillion-dollar economic issues of the day may be too awesome for average folks to grasp easily (as the late great Illinois Sen. Everett M. Dirksen once said, "A **million** here and million there, and pretty soon you're talking about real money"), everybody can relate to a bounced cheque.

How appropriate that the same Capitol Hill gang that proved itself incompetent ("Stop me before I spend again!") to control the runaway deficits of the Reagan era is full of members who are unable to live within their own means.

It only confirms what so many have suspected all along, that the Democrat-controlled Congress could be doing a lot more to respond to the problems of ...

LEVEL 1 - 6 OF 54 STORIES

Copyright 1992 Chicago Tribune Company
Chicago Tribune

March 18, 1992, Wednesday, NORTH SPORTS FINAL EDITION

SECTION: PERSPECTIVE; Pg. 21; ZONE: C

LENGTH: 799 words

HEADLINE: House bank scandal catches Congress with its ethics down

BYLINE: Clarence Page.

... practice they didn't think was worthy of much attention until now.

Small wonder. The thousands of dollars involved sound like small potatoes next to the deficit, the savings-and-loan scandal and the evaporation of the "peace dividend."

But, while the major zillion-dollar economic issues of the day may be too awesome for average folks to grasp easily (as the late great Illinois Sen. Everett M. Dirksen once said, "A million here and million there, and pretty

LEVEL 1 - 15 OF 54 STORIES

Copyright 1991 American Lawyer Newspapers Group, Inc.
The Connecticut Law Tribune

April 8, 1991

SECTION: THE BOTTOM LINE; Pg. 30

LENGTH: 861 words

HEADLINE: A Million Matters Even in Billion Dollar Bailout

BYLINE: BY ALLAN SLOAN; Allan Sloan is a columnist with New York Newsday.

... New York City less than market prices for nautical memorabilia taken over from a dead S&L. Add the discount the state of California will probably get on Pacific Lumber junk bonds that it wants to buy from the FDIC to trade for redwood forests.

None of these deals matter in the big picture, but they add up. Or, to paraphrase the late Sen. Everett Dirksen, "A million here, a million there, and pretty soon you're talking about real money."

1991 Los Angeles Times, June 17, 1991

Not anymore. Today, according to Deutsch, vice president in charge of the Washington office of TPF&C, a consulting firm, there is no such thing as a "typical employee."

With the growing diversity in the workplace, more and more single parents, women and minorities are entering the job market, and fewer are making a career with a single employer. The federal government predicts that the average worker will change jobs at least six times and change careers as many as three times before retiring past the traditional age of 65.

... plan for any kind of benefit means an employer knows at the start of the fiscal year exactly how much money it will cost to provide employee benefits.

But while the gamble for the company with a defined-benefit plan is higher, the savings are apt to be greater. With fewer and fewer workers spending their careers with a single company, employers with defined-benefit plans will probably pay out much less money.

As a result, Deutsch sees a lot of his clients maintaining a mix of defined-benefit pensions and savings plans in which the company makes a matching contribution of some level.

The Washington Post, January 4, 1991

her congressional career. Martin's nomination has the support of Illinois's two Democratic senators, including her November election rival, Paul Simon. Confirmation hearings have not been scheduled, but she is expected to win Senate approval easily.

... major issue facing Martin is stepped-up enforcement of federal pension laws and an ongoing study started by Dole two years ago to devise a way to make pensions portable so workers would not lose retirement credits as they shifted from one job to another over a lifetime. The government predicts the average worker entering the work force today will change jobs at least six times over his or her lifetime.

Another major enforcement area under Dole has been health and safety regulations. Under the Bush administration, the department's Occupational Safety and Health Administration has dramatically increased activity, with major new programs in the meatpacking and petrochemical industries and a general willingness to take on major corporations.

...

LEVEL 1 - 7 OF 33 STORIES

Copyright 1990 Newspaper Publishing PLC
The Independent

November 25, 1990, Sunday

SECTION: BUSINESS ON SUNDAY MONEY PAGE; Page 16

LENGTH: 762 words

HEADLINE: Thatcher's legacy to homeowners

BYLINE: By VIVIEN GOLDSMITH, Money Editor

... pension entitlements going back to 1975. The service is free and aims to put people in touch with scheme trustees.

More than four million people have preserved benefits, and some people have more than one. When you add in widows' and widowers' benefits, there may be as many as six million potential claims.

The Occupational Pensions Board estimates that the typical worker will change jobs an average of four times in the course of a career and some

LEVEL 1 - 8 OF 33 STORIES

Copyright 1990 The Press Association Limited
Press Association Newsfile

November 24, 1990, Saturday

SECTION: HOME NEWS

LENGTH: 107 words

HEADLINE: BOARD PLANS 'LOST' PENSIONS SERVICE

BYLINE: Andrew Stevens, Press Association Economics Correspondent

KEYWORD:
ECONOMY; Pension

The board is demanding details of all pension schemes with two or more members at April 30 next year when it will launch a tracing service to help locate preserved pensions and benefits dating back to 1975. The board estimates that the average worker will change jobs an average of four times in the course of a career and some will inevitably lose track of their schemes. And schemes may be taken over, their names changed, and companies may disappear. The cost

1990 Los Angeles Times, June 28, 1990

"The days of working for one employer for 30 or 40 years are now the exception and not the rule," Dole said. One in five Americans changes jobs each year, and one in 10 changes careers. "Some experts predict that the average worker will soon hold up to 10 jobs during his career," she said.

So Dole has made pension portability a main goal of her tenure at Labor.

But the rollover figures make it clear that the kind of portability now offered poses too great a temptation for the worker. If employees are passing through the BMW dealership on the way from Job 1 to Job 2, portability ...

(c) 1990 The New York Times, May 17, 1990

More People Changing Jobs

Each year, one in five working Americans changes jobs and one in 10 changes careers, Mrs. Dole said. Some experts predict the average worker will soon hold up to 10 jobs before retiring, she said.

"The days of working for one employer for 30 to 40 years are now the exception and not the rule," she said.

Mrs. Dole also called for the expansion of pension coverage for employees of small businesses.

Businesses with fewer than 25 workers, often unable to ...

McGroarty/Walters
September 10, 1992
3:00 p.m.
[JCMO]

PRESIDENTIAL REMARKS: JOBS CORPS SITE
KANSAS CITY, MISSOURI
SEPTEMBER 11, 1992
12:40 P.M.

Thank you, -----, for those kind words. / When you're done here, I'd like to pack you up and take you back to Washington. There's a certain House on the Hill back there that's in need of a little renovation. // You know Bob Vila's show: This Old House? Well, there's an old House back in Washington that hasn't been cleaned out for 38 years. //

Let me tell you why I'm here at [Xxxx Center] cutting into your coffee break. I've just seen first-hand the fruits of your labor -- the skills you'll use to succeed in an economy that seems to change by the day. Today, I want talk to you about your world: Tell you how America as a nation is ready to move forward to a future of peace and prosperity -- share with you my Agenda for American Renewal, the agenda that's going to shape that world for the better. //

I am proud to be the first President who can say: The Cold War is over -- and freedom finished first. But with change comes new challenges. Now that the Cold War is over, we've got to cope with the consequences of our success. The defining challenge of the 90's is to win the peace -- to win the competition of the new global economy. // Let me put the challenge this way: In the 21st Century, America must be not only a military superpower, but an economic superpower -- an export superpower.

economy. / America won't be right until we start suing each other less -- and start caring for one another more. //

Fourth, our Agenda for American Renewal must mean an America that leaves no one behind. That means programs that break the cycle of dependency. That help public housing tenants become homeowners ... That help people on welfare find work ... That help people without hope take heart. We don't owe every American a living -- but we do owe every American an opportunity. //

Fifth, my agenda will bring change to one of the most hide-bound institutions in America: The government. I call my idea "right-sizing" government. But whatever we call it, I know you'll agree: Government is too big, and it spends too much. //

It reminds me of what Senator Dirksen used to say about the size of government, back in the 1960s. He used to say: "A million here, a million there -- pretty soon, you're talking about real money." //

Well, I've asked my economic advisors to index Senator Dirksen's million dollars for inflation. In 1992 it's "x.x million here, x.x million there...." / And if you think that's bad -- what about the federal budget: It's grown from (xx) billion back when you were born to \$1.5 trillion dollars a year today. Nowadays, you can't get a bureaucrat up out of bed in the morning unless he's got a few billion to push around.

That's what's wrong with government. People who never met a payroll, never started a business -- people who don't know the first thing about making a buck -- playing with billions of your

For Ed

McGroarty/Walters
September 10, 1992
12:00 noon
[JCMO]

PRESIDENTIAL REMARKS: JOBS CORPS SITE
KANSAS CITY, MISSOURI
SEPTEMBER 11, 1992
XX:00 A.M.??

Thank you, -----, for those kind words.

Let me tell you why I'm here at [Xxxx Center] cutting into your coffee break. I've seen first-hand what you're doing here - - how you're learning the skills that will help you succeed in an economy that seems to change by the day. Today, I want talk to you about your world: Tell you how America as a nation is ready to move forward to a future of peace and prosperity -- share with you my Agenda for American Renewal, the agenda that's going to shape that world for the better. //

I am proud to be the first President who can say: The Cold War is over -- and freedom finished first. But with change comes new challenges. Now that the Cold War is over, we've got to cope with the consequences of our success. The defining challenge of the 90's is to win the peace -- to win the competition of the new global economy. // Let me put the challenge this way: In the 21st Century, America must be not only a military superpower, but an economic superpower -- an export superpower.

Between now and November 3rd, you'll hear two versions of how to do this: My opponent's answer is to look inward -- to pretend we can protect what we already have. Our answer is to look forward -- open new markets, prepare our people to compete,

strengthen our families, to save and invest -- so that, when it comes to the global competition -- America will win. //

And I don't know about you, but I just can't join the crowd that's always ready to run this country down. If you want to talk to the most productive workers in the world -- you don't have to brush up on your German, or take a crash course in Japanese. You can start right here in the USA -- because the American worker is the most productive worker in the world. //

But just as you can't drive a nail without a hammer, you can't build a dream without a job. You're here at [xxxx] because you made the decision to meet the real-world head-on. / Last month, I announced a series of new initiatives to focus federal job training on the kind of real-world skills Americans of all ages need in this new world economy. //

To help young people find that first job -- a program we call the Youth Training Corps, to get inner-city kids off the mean streets ... get them a second chance to build the skills they need to succeed. For older workers who've lost their job - - or worry that next pay envelope may bring a pink slip, we've developed a new idea called Skill Grants: vouchers worth \$3000 dollars, to be used towards the training program of their choice.

And let me say: choice is critical. I don't see job training as an excuse to shoehorn you into whatever program has an open slot, or the next box on some bureaucrat's checklist -- I want to give you the power to decide your own future, get you training in the kind of career that you choose.

But job training is just part of the picture. If we want to win the competition I've just spoken about we need a coherent strategy -- one that sees that in today's world, foreign policy, domestic policy and economic policy are three sides of a single issue. / Yesterday in Detroit I set out such a strategy -- what I call my Agenda for American Renewal: Six challenges we must meet to move America forward. //

America must challenge the world with a global trade strategy -- a network of free trade arrangements East and West, North and South. At the same time, we're going to foster the capabilities at home that will keep us in the lead.

My Agenda for American Renewal starts with these facts: Right now, in our factories, 1 in 6 jobs are tied directly to trade. On our farms, 1 in three acres we plant will be sold abroad. And in the century ahead -- in your lifetimes -- the percentage of your paycheck that comes from what America sells abroad is only going to grow. The bottom line in our new world economy is this: Exports equal jobs. //

But developed economies need developing minds. That's why my Agenda for American Renewal takes aim at the critical challenge -- preparing our children for the new century ahead. That means a revolution in American education.

Think about a government policy that gave you one store to shop in, and one product to buy. Think about the quality you could expect. No, I'm not talking about the old Soviet Union. Change the word "store" to "school," and you'll see I'm talking

about America's public education system, and the monopoly power it has over our kids.

Competition works in our economy -- it's time to bring some competition to the classroom. Whether it's the public school across town or the private or religious school across the street, parents, not the government, should decide which school is best for their kids. //

Now, the third key component of my agenda for American renewal: Helping America's businesses sharpen their competitive edge. Small businesses are the heartbeat of this American economy; they create 2/3 of all new American jobs -- and they're the first to turn change to advantage in a fast-moving economy.

We sharpen our competitive edge in several ways: By funding a strong federal R&D program, with a focus on basic research. From electric cars, to aerospace, biotechnology to the next generation of supercomputers: We can help push ahead the technologies of tomorrow. We've also got to ease the burden on small business. Small businesses need relief -- from over-regulation / taxation / and litigation.

And let me expand on this last point. America's become the land of the lawsuit -- a \$200 billion dollar a year drain on our economy. / America won't be right until we start suing each other less -- and start caring for one another more. //

Fourth: we've got to promote economic security for working Americans. That means job training -- the reason you're here -- to give you the skills that mean success. Health care reform -

- to make health insurance affordable to all Americans, and make sure you're never locked into a job you want to leave because you're worried you may lose your health care coverage. And security means a retirement or pension plan that you can take with you throughout your career.

I really believe you've got opportunities your parents never dreamed of -- but I know you've also got worries your Mom and Dad didn't have. According to some studies, just 2 percent of you will work the same job from now until retirement. The average worker can expect to change jobs 10 times during the course of his career. You need real-world security -- security that means something in the new world you'll work in.

Fifth, our Agenda for American Renewal must mean an America that leaves no one behind. That means programs that break the cycle of dependency. That help public housing tenants become homeowners ... That help people on welfare find work ... That help people without hope take heart. We don't owe every American a living -- but we do owe every American an opportunity. //

Finally, my Agenda for American renewal will not be complete unless it brings change to one of the most hide-bound institutions in America: The government. I call my idea "right-sizing" government. But whatever we call it, I know you'll agree: Government is too big, and it spends too much. //

It reminds me of the old saying of Senator Everett Dirksen. He used to say: "A million here, a million there -- pretty soon, you're talking about real money." // Well, since then, that

million's been adjusted for inflation. Nowadays, you can't get a bureaucrat up out of bed in the morning unless he's got a few billion to push around. //

That's what's wrong with government. People who never met a payroll, never started a business -- people who don't know the first thing about making a buck -- playing with billions of your money. // Right now, every year, the federal government spends \$1.5 trillion dollars -- \$1.5 trillion. My opponent isn't big on bringing that up -- because Bill Clinton wants to make government even bigger. // To be precise, he's already on record for \$220 billion dollars in new spending -- and \$150 billion in new taxes.

Now my opponent likes to tell you he'll only raise taxes on the rich. But I'll tell you this: Bill Clinton's going to end up taxing the Middle Class for the same reason Willie Sutton robbed banks: "Because that's where the money is." //

Well, I don't think people are undertaxed. I think government spends too much. And if Congress enacted the package of spending cuts I proposed in this year's budget -- those cuts would let us lighten the tax burden on small business, and cut income tax rates across the board. / And my agenda includes a new idea to drive down the deficit -- by giving the American taxpayer power to earmark a full 10 percent of his federal tax dollars for one purpose, and one purpose only: to pay down the national debt.

This Agenda for American Renewal is about all the things we must do to prepare for our future -- and about the one thing all

of us want. Together, we can empower America to reach a grand goal: To become a \$10 trillion dollar economy by the year 2000.

Every election is a referendum on the future. The real question is: how we get there? One side wants to use government to dictate the course of change -- I want to use government to clear the way for people to make the decisions that matter in life. One side puts its trust in government. I say: let's trust the American people. //

The great ideas that make this economy grow don't begin in the marbled halls of some federal building back in Washington. More great ideas -- more of our GDP -- begin at a basement workbench, at the computer on your kitchen table, with the savings you set aside to start a business of your own. //

America is the envy of the world: not because its government is great -- but because its people are great. Because the American people are builders who dream, and dreamers who build.

We need a government that understands that fundamental fact. A government that knows when to help -- and when to get out of the way. My program -- my Agenda for American Renewal -- will make the next American Century a new American Century, a time of peace and prosperity for all. //

Thank you all for this warm welcome -- and may God bless this great nation, the United States of America.

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McGroarty/Walters
September 10, 1992
8:00 p.m.
[JCMO]

PRESIDENTIAL REMARKS: JOBS CORPS CENTER
EXCELSIOR SPRINGS, MISSOURI
SEPTEMBER 11, 1992
12:40 P.M.

Thank you, Booker [T. Jones, President and CEO of the company that runs the Job Corps Center], for those kind words. Governor John Ashcroft; John Douglas and Wayne Jenkins from the Department of Labor; and John Thomas, president of the student body here, thank you. /

Just before I came here today, I met with a home-team hero - - Derrick Thomas, who runs the Third and Long Foundation, when he's not running down opposing quarterbacks. On Sundays you know him as Number 58 -- but today, he's number 832: America's 832nd Daily Point of Light. // Actually, when I got right up next to Derrick, I didn't know whether "Point of Light" would do it -- I thought maybe we should name him a lighthouse. //

And I know Derrick will agree when I say it's great to see the team spirit here at Job Corps. //

We're in a political season so tough it makes what goes on in Arrowhead Stadium seem like two-hand touch. So when you're all done here, I'd like to invite all the carpenters here back to Washington. There's a certain House on the Hill back there that's in need of a little renovation. // You know Bob Vila's show: This Old House? Well, there's an old House of Representatives back in Washington that hasn't been cleaned out for 38 years. //

Let me tell you why I'm here at Jobs Corps cutting into your lunch hour. I've just seen first-hand the fruits of your labor - the skills you'll use to succeed in an economy that seems to change by the day. Today, I want talk to you about your world: Tell you how America as a nation is ready to move forward to a future of peace and prosperity -- share with you my Agenda for American Renewal, the agenda that's going to shape that world for the better. //

I am proud to be the first President who can say: The Cold War is over -- and freedom finished first. But with change comes new challenges. Now that the Cold War is over, we've got to cope with the consequences of our success. The defining challenge of the 90s is to win the peace -- to win the competition of the new global economy. // Let me put the challenge this way: In the 21st Century, America must be not only a military superpower, but an economic superpower -- an export superpower.

We start with an honest appraisal of our weaknesses -- and our strengths. My opponent talks about an America in decline -- but just remember: If you want to talk to the most productive workers in the world -- you don't have to fly to Japan ... you don't have to hop a flight to Germany: You can look right here in the USA -- because the American worker is the most productive worker in the world. //

Now: How do we guarantee that our workers will still be the world's most productive -- and that there will be plenty of high-wage jobs in your future? / Yesterday in Detroit I set out a

strategy -- what I call my Agenda for American Renewal: Six challenges we must meet to move America forward. And I set a goal: Today our national economy is nearing \$6 trillion dollars. My agenda will make America the world's first \$10 trillion dollar economy by the first years of the 21st Century. //

My Agenda for American Renewal starts with these facts: Right now, in our factories, 1 of every 6 jobs is tied to trade. On our farms, produce from 1 in every 3 acres we harvest will be sold abroad. In the century ahead -- in your lifetimes -- the percentage of your paycheck that comes from what America sells abroad is only going to grow. The bottom line in our new world economy is this: Exports equal jobs. //

I have faith that if we open foreign markets, our workers will satisfy the demand for our products. So my agenda starts with a global trade strategy -- a network of new free trade arrangements from Chile to Czechoslovakia, from the Pacific nations to Poland. At the same time, we're going to foster the capabilities at home that will keep us in the lead.

But developed economies need developing minds. That's why my Agenda for American Renewal takes aim at the critical challenge -- preparing our children for the new century ahead. That means a revolution in American education.

Competition works in our economy -- it's time to bring some competition to the classroom. Whether it's the public school across town or the private or religious school across the street,

I believe parents, not the government, should decide which school is best for their kids. //

Now, the third key component of my agenda for American renewal: Helping America's businesses sharpen their competitive edge. Small businesses create 2/3 of all new American jobs -- and they're the first to turn change to advantage in a fast-moving economy. We've got to ease the burden on small business. Small businesses need relief -- from tight credit / over-regulation / taxation / and litigation.

Let me expand on this last point. America has become the land of the lawsuit -- a \$200 billion dollar a year drain on our economy. / America won't work until we start suing each other less -- and start caring for one another more. //

Fourth, my Agenda for American Renewal means promoting economic security for working Americans. That means health care reform -- to make health insurance affordable to all Americans, and make sure you're never locked into a job you want to leave because you're worried you may lose your health care coverage. It means a retirement or pension plan that you can take with you throughout your career. And security means job training -- the reason you're here -- to give you the skills that mean success.

Fifth, our Agenda for American Renewal must mean an America that leaves no one behind. That means programs that break the cycle of dependency. That help public housing tenants become homeowners . . . that help people on welfare find work . . . that

help people without hope take heart. We don't owe every American a living -- but we do owe every American an opportunity. //

And finally, my agenda won't be complete until we bring change to one of the most hide-bound institutions in America: The government. I call my idea "right-sizing" government. But whatever we call it, I know you'll agree: Government is too big, and it spends too much. //

My opponent wants to make big government even bigger. To be precise, he's already on record for at least \$220 billion dollars in new spending -- and \$150 billion in new taxes.

Now my opponent likes to tell you he'll only raise taxes on the rich. But I'll tell you this: Bill Clinton's going to end up taxing all working Americans for the same reason outlaw Willie Sutton robbed banks: "Because that's where the money is." //

Well, I don't think people are undertaxed. I think government spends too much. That's why my agenda includes a new idea to drive down the deficit -- by giving the American taxpayer power to earmark a full 10 percent of his federal tax dollars for one purpose, and one purpose only: to pay down the national debt. It is time to rightsize our government.

My new plan will touch each of your lives. I really believe you've got opportunities your parents never dreamed of -- but I know you've also got worries your Mom and Dad didn't have. According to some studies, just 2 percent of you will work the same job from now until retirement. The average worker can expect to change jobs 10 times during the course of his career.

You need real-world security -- skills you can put to work now -
- and ten years from now. //

But just as you can't drive a nail without a hammer, you can't build a dream without a job. You're here at Job Corps because you know what it's like to have the determination but lack the skills to get a job -- and you decided you were going to do something about it. //

Well, America has work to do -- and we can't let your drive go to waste. // Maybe fifty years ago, a strong back might have been enough to get a good job. In our changing economy, it's not enough any more. What you earned yesterday with sweat -- you've got to earn tomorrow with skills. That's why last month, I announced new initiatives to focus federal job training on the kind of real-world skills Americans like you -- and Americans of all ages need in this new world economy.

To help young people find that first job -- a program we call the Youth Training Corps, modeled after Job Corps programs like this one, to get inner-city kids off the mean streets, and give them a second chance to build the skills they need to succeed. For older workers who've lost their job -- or worry that next pay envelope may bring a pink slip, we've developed a new idea called Skill Grants: vouchers worth \$3000 dollars, to be used towards the training program of their choice.

And let me say: choice is critical. You know what I mean. You don't need I don't see job training as an excuse to shoehorn you into whatever program has an open slot, or the next box on

some bureaucrat's checklist -- I want to give you the power to decide your own future, get you training in the kind of career that you choose. //

My Agenda for American Renewal is about all the things we must do to prepare for our future -- and about the one thing all of us want. Together, we can empower America to reach a grand goal: To become the world's first \$10 trillion dollar economy.

Every election is a referendum on the future. The real question is: how do we get there? One side wants to use government to dictate the course of change -- I want to use government to clear the way for people to make the decisions that matter in life. One side puts its trust in government. I say: let's trust the American people. //

((These days, it seems my opponent's taking his campaign strategy from Hulk Hogan. I'm trying to take this campaign to the high-ground -- and deal head-on, in a serious way, with the problems and the possibilities . . .))

I'm offering a diagnosis of the economic problems facing our country. I'm presenting a comprehensive agenda of integrated ideas to address these problems. And I'm running a campaign to seek a mandate for my agenda.

The great ideas that make this economy grow don't begin in the marbled halls of some federal building back in Washington. More great ideas -- more of our GDP -- begins at a basement workbench, at the computer on your kitchen table, with the savings you set aside to start a business of your own. //

America is the envy of the world: not because its government is great -- but because its people are great. Because the American people are builders who dream, and dreamers who build.

We need a government that understands that fundamental fact. A government that knows when to help -- and when to get out of the way. My program -- my Agenda for American Renewal -- will make the next American Century a new American Century, a time of peace and prosperity for all. //

Thank you all for this warm welcome -- and may God bless this great nation, the United States of America.

#

Instructions to Sender: Please be certain all shaded areas are completed and no staples.

FACSIMILE COVER SHEET
OFFICE OF THE UNITED STATES TRADE REPRESENTATIVE

Executive Office of the President
Washington, D.C. 20506

Clearance (to Geneva) _____

Section # 09

Time Sent _____

Date 9/9/92

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Number of Pages Excluding Cover 3

TO: NAME:

AGENCY:

PHONE #:

FAX #:

JENNIFERWHITE HOUSE
SPEECHWRITING() 7750() 6218()()()()()()()()()()

FROM:

DAVID WALTERS, CHIEF ECONOMIST

PHONE:

x 3583

FAX #:

(202)395-3911

CONTACT:

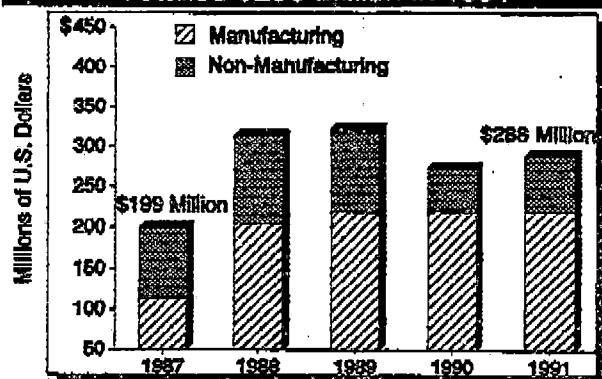
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MISSOURI EXPORTS & JOBS

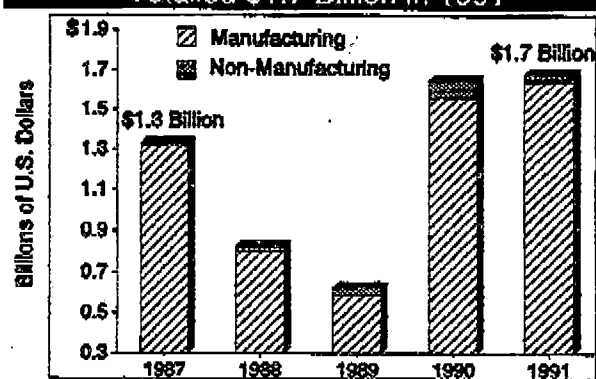


THE NORTH AMERICAN FREE TRADE AGREEMENT

Missouri's Merchandise Exports to Mexico
Totalled \$288 Million in 1991



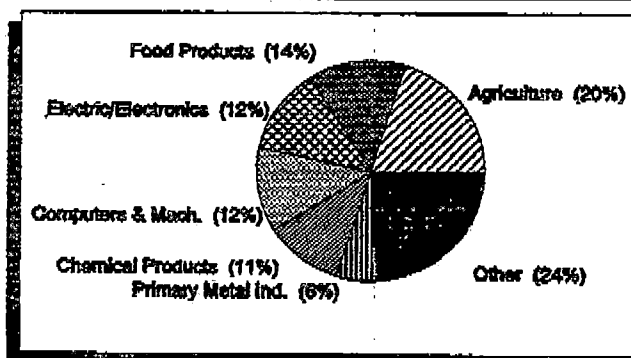
Missouri's Merchandise Exports to Canada
Totalled \$1.7 Billion in 1991



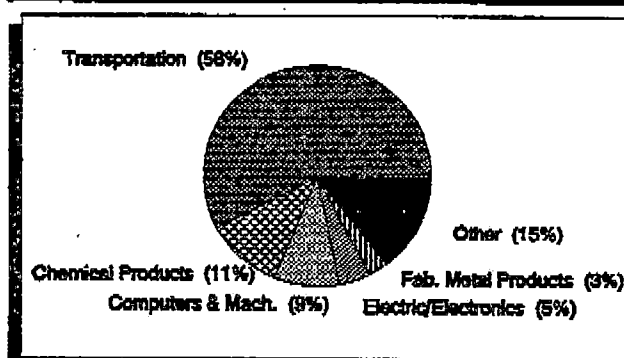
Manufactured exports accounted for 95 percent of Missouri's \$2.0 billion in exports to Canada and Mexico in 1991, and supported an estimated 78,000 jobs.

- Missouri's sales to Mexico and Canada accounted for 52 percent of the state's total exports.
- Since 1987, Missouri's exports to Mexico have grown 45 percent, while its exports to Canada have grown by more than one-fourth.
- Canada and Mexico are now Missouri's first- and second-largest export markets.
- An estimated 23,000 new jobs have been created by growth in Missouri's manufactured exports to our North American trade partners since 1987.

Composition of Missouri's Exports to
Mexico 1991: Total \$288 Million



Composition of Missouri's Exports to
Canada 1991: Total \$1.7 Billion



Exports and Employment By State:
To the World, Canada and Mexico
Merchandise Exports and Estimated Employment Related to Manufactured Exports*

STATE	Exports and Estimated Employment: 1991				Change: 1987-1991				Job Change 1987- 1991
	Exports are in Billions of U.S. Dollars		(In Percent)						
	World	Exports Employment	Canada & Mexico	Exports Employment	World	Exports Jobs	Canada & Mexico	Exports Jobs	
TOTAL	421.6	7,423,000	118.0	2,339,400	71%	33%	74%	38%	619,700
Alabama	3.8	110,000	0.8	25,700	55%	39%	50%	20%	4,300
Alaska	3.5	10,000	0.2	600	93%	11%	132%	49%	200
Arizona	5.5	107,000	1.5	29,400	83%	40%	60%	18%	4,500
Arkansas	1.3	59,000	0.5	21,200	90%	32%	101%	43%	6,400
California	63.1	972,000	12.0	184,500	84%	34%	113%	50%	61,300
Colorado	3.0	80,000	0.6	15,400	72%	29%	90%	37%	4,200
Connecticut	5.7	169,000	1.5	44,000	72%	33%	84%	39%	1,200
Delaware	1.8	17,000	1.2	11,700	107%	19%	105%	19%	1,800
Florida	17.6	276,000	2.1	28,300	70%	29%	126%	60%	10,600
Georgia	8.1	153,000	2.0	36,000	103%	34%	167%	99%	18,800
Hawaii	0.2	9,000	0.02	750	8%	30%	9%	64%	300
Idaho	1.0	26,000	0.2	4,400	100%	27%	108%	28%	1,000
Illinois	16.5	369,000	6.4	145,700	89%	33%	112%	50%	48,700
Indiana	6.4	221,000	2.8	95,000	54%	42%	37%	26%	19,500
Iowa	2.6	78,000	0.9	26,000	40%	29%	4%	13%	(3,800)
Kansas	2.4	65,000	0.8	20,000	46%	25%	97%	91%	9,500
Kentucky	3.6	88,000	1.1	30,000	56%	35%	60%	31%	7,000
Louisiana	16.5	70,000	1.1	68,000	21%	22%	39%	12%	700
Maine	1.0	32,000	0.4	11,200	59%	34%	54%	26%	2,300
Manitoba	4.0	90,000	0.8	18,200	90%	34%	27%	18%	(4,000)
Massachusetts	11.9	254,000	2.8	60,000	42%	33%	110%	95%	29,000
Michigan	23.2	360,000	16.8	260,000	28%	34%	18%	23%	48,200
Minnesota	6.4	153,000	1.8	40,000	55%	26%	51%	16%	5,700
Mississippi	2.0	57,000	0.5	15,000	52%	32%	76%	54%	5,200
Missouri	3.8	151,000	2.0	78,000	26%	36%	29%	41%	22,700

Exports and Estimated Employment: 1991				Change: 1987-1991		Job	
Exports are in Billions of U.S. Dollars				(In Percent)		Change	
World	Exports	Employment	Canada & Mexico	World	Canada & Mexico	1987-1991	
Exports	Employment	Exports	Employment	Exports	Jobs	Jobs	
Montana	0.3	10,000	0.2	4,200	7%	19%	1,300
Nebraska	1.1	34,000	0.3	9,500	42%	30%	900
Nevada	0.5	14,000	0.1	3,800	27%	37%	1,800
New Hampshire	1.1	45,000	0.3	13,600	29%	29%	4,500
New Jersey	10.9	242,000	3.2	72,000	61%	31%	36,400
New Mexico	0.3	18,000	0.1	2,700	106%	40%	34,800
New York	31.0	536,000	7.6	133,100	56%	37%	17,800
North Carolina	10.1	227,000	2.3	57,000	71%	39%	900
North Dakota	0.4	10,000	0.2	7,700	33%	14%	61,300
Ohio	16.9	424,000	7.6	185,000	68%	36%	7,600
Oklahoma	2.0	65,000	0.7	23,000	84%	31%	2,700
Oregon	5.1	91,000	0.8	17,100	67%	29%	44,400
Pennsylvania	11.3	377,000	4.0	132,300	84%	38%	4,200
Rhode Island	0.8	42,000	0.2	13,200	54%	36%	5,200
South Carolina	4.3	115,040	0.9	24,500	90%	32%	600
South Dakota	0.2	15,000	0.1	6,800	261%	35%	13,300
Tennessee	5.0	134,000	1.7	47,500	98%	35%	61,400
Texas	47.0	448,000	19.1	185,000	86%	29%	11,000
Utah	2.1	34,000	0.3	6,000	156%	36%	2,000
Vermont	2.4	28,000	2.0	23,300	227%	43%	8,500
Virginia	11.0	132,000	1.0	14,700	64%	30%	12,100
Washington	29.9	184,000	2.1	12,300	129%	29%	1,400
West Virginia	1.8	39,000	0.3	9,000	46%	32%	1,400
Wisconsin	6.1	177,000	2.2	64,500	55%	31%	8,500
Wyoming	0.3	6,000	0.04	600	43%	33%	1,400

NOTES:

1. Areas with negative values are highlighted or extremely small in the case of New Mexico.
2. State employment related to manufactured exports for 1991 are USTR estimates based upon 1987 state export-related employment data, the most recent data reported by the Department of Commerce.
3. Numbers may not add due to rounding.

THE WHITE HOUSE

WASHINGTON

September 9, 1992

MEMORANDUM FOR THE CHIEF OF STAFF

PAUL BATEMAN
DAVID BATES
TONY BENEDI
PHILLIP BRADY
ANN BROCK
MICHAEL BUSCH
NICK CALIO
BILLY DALE
DAVID DEMAREST
BILL FARISH
LAURIE FIRESTONE
MARLIN FITZWATER
CLAYTON FONG
GARY FOSTER
JOHN GAUGHAN
BOYDEN GRAY
KAREN GROOMES
CONSTANCE HORNER
TOM HUFFORD
RON KAUFMAN
BOBBIE KILBERG
CECE KREMER
WILLIAM KRISTOL
MICHAEL LUCAS

CHRISTINA MARTIN
DAN MCGROARTY
LAURA MELILLO
HENSON MOORE
JANE MOORE
JANET MULLINS
ED MURNANE
ROGER PORTER
PATTY PRESOCK
STEVEN PROVOST
SUSAN PORTER ROSE
DENNIS ROSS
BRENT SCOWCROFT
DORRANCE SMITH
JUDY SMITH
KATHY SUPER
PEGGY SWIFT
MARGARET TUTWILER
DAVID VALDEZ
ROSE ZAMARIA
ROBERT ZOELICK
USSS/PPD OPS
WHCA OPS
MEDICAL UNIT
AIRLIFT OPS
WHTV

FROM:

JOHN G. KELLER, JR. *JK*

SUBJECT:

TRIP OF THE PRESIDENT TO JOPLIN, KANSAS CITY,
AND EXCELSIOR SPRINGS, MISSOURI; AND VIRGINIA
BEACH, VIRGINIA, ON FRIDAY, SEPTEMBER 11,
1992

For your use and planning purposes, the attached is a preliminary outline schedule for the Trip of the President to Joplin, Kansas City, and Excelsior Springs, Missouri; and Virginia Beach, Virginia, on Friday, September 11, 1992.

Please keep in mind the following information has not been finally approved and is subject to change.

Attachments

PRELIMINARY OUTLINE SCHEDULE

Revised 9/9 3:30 pm EDT

Friday, September 11, 1992

GUEST AND STAFF INSTRUCTIONS:

6:15 am Vans depart West Basement
en route Andrews Air Force
Base.

6:35 am Those with own transportation
should arrive Andrews Air Force
Base, Distinguished Visitor's
Lounge, at this time.

7:00 am MARINE ONE departs White House en route Andrews
Air Force Base.

(Flying Time: 10 Minutes)

7:10 am MARINE ONE arrives Andrews Air Force Base.

7:20 am AIR FORCE ONE departs Andrews Air Force Base en
(E.D.T.) route Joplin, Missouri.

(Flying Time: 2 Hours 35 Minutes)

(Interchange: Yes/C-9/C-20)

(Time Change: Back 1 Hour)

8:55 am AIR FORCE ONE arrives Joplin Regional Airport,
(C.D.T.) Joplin, Missouri.

9:05 am MOTORCADE departs Joplin Regional Airport en route
Oval at Missouri Southern State College.

(Drive Time: 5 Minutes)

9:10 am MOTORCADE arrives Oval at Missouri Southern State College.

- * REMARKS TO MISSOURI SOUTHERN STATE COLLEGE
 - Open Press
 - Remarks
 - Teleprompter
 - 7,500 Attendees
- (9:15 am - 9:45 am)

9:50 am MOTORCADE departs Oval at Missouri Southern State College en route Contract Freighters, Inc.

(Drive Time: 10 Minutes)

10:00 am MOTORCADE arrives Contract Freighters, Inc.

- * ASK GEORGE BUSH WITH CONTRACT FREIGHTERS EMPLOYEES AND FAMILIES
 - Open Press
 - Question and Answer Session
- (10:05 am - 10:25 am)

10:35 am MOTORCADE departs Contract Freighters, Inc. en route Joplin Regional Airport.

(Drive Time: 5 Minutes)

10:40 am MOTORCADE arrives Joplin Regional Airport.

10:45 am AIR FORCE ONE departs Joplin, Missouri
(C.D.T.) en route Kansas City, Missouri.

(Flying Time: 55 Minutes)
(Interchange: Yes/C-9/C-20/Press)
(Time Change: None)

11:40 am AIR FORCE ONE arrives Kansas City International
(C.D.T.) Airport, Kansas City, Missouri.

11:50 am MARINE ONE departs Kansas City International Airport, Kansas City, Missouri, en route Job Corps Center, Excelsior Springs, Missouri.

(Flying Time: 20 Minutes)

12:10 pm MARINE ONE arrives Excelsior Springs Landing Zone.

12:15 pm MOTORCADE departs Excelsior Springs Landing Zone en route Job Corps Center, Excelsior Springs, Missouri.

(Drive Time: 5 Minutes)

12:20 pm MOTORCADE arrives Job Corps Center.

- * TOUR OF CARPENTRY SHOP
 - Pool Coverage(12:25 pm - 12:35 pm)

- * ADDRESS JOB CORPS CENTER STUDENTS AND EMPLOYEES AND LOCAL COMMUNITY
 - Open Press
 - Remarks
 - Teleprompter
 - 1,500 Attendees(12:40 pm - 1:05 pm)

1:10 pm MOTORCADE departs Job Corps Center en route Excelsior Springs Landing Zone.

(Drive Time: 5 Minutes)

1:15 pm MOTORCADE arrives Excelsior Springs Landing Zone.

1:20 pm MARINE ONE departs Excelsior Springs, Missouri en route Kansas City International Airport.

(Flying Time: 20 Minutes)

1:40 pm MARINE ONE arrives Kansas City International Airport.

1:45 pm MOTORCADE departs Kansas City International Airport en route Airport Hilton Plaza Inn.

(Drive Time: 5 Minutes)

1:50 pm MOTORCADE arrives Airport Hilton Plaza Inn.

- * REMARKS TO MISSOURI VICTORY '92 LUNCHEON
 - Closed Press
 - Brief Remarks
 - 250 Attendees
 - (1:55 pm - 2:10 pm)
- * PHOTO WITH VICTORY '92 MAJOR DONORS
 - Closed Press
 - 10 Photos
 - (2:15 pm - 2:25 pm)
- * PHOTO WITH VICTORY '92 SUPPORTERS
 - Closed Press
 - 35 Photos
 - (2:30 pm - 2:40 pm)
- * PRIVATE TIME: 30 MINUTES
 - (2:45 pm - 3:15 pm)

3:20 pm MOTORCADE departs Hilton Airport Plaza Hotel en route Kansas City International Airport.

(Drive Time: 5 Minutes)

3:25 pm MOTORCADE arrives Kansas City International Airport.

3:30 pm AIR FORCE ONE departs Kansas City, Missouri en
(C.D.T.) route Virginia Beach, Virginia.

(Flying Time: 2 Hours 25 Minutes)
(Interchange: Yes/C-9/C-20/Press)
(Time Change: Ahead 1 Hour)

6:55 pm
(E.D.T.)

AIR FORCE ONE arrives Norfolk Naval Air Station,
Virginia Beach, Virginia.

7:05 pm

MOTORCADE departs Norfolk Naval Air Station en
route Founders Inn and Conference Center.

(Drive Time: 10 Minutes)

7:15 pm

MOTORCADE arrives Founders Inn and Conference
Center.

- * RECEPTION AT PAT ROBERTSON'S RESIDENCE
 - Closed Press
 - Talking Points TBD
 - (7:20 pm - 7:35 pm)
- * PRIVATE TIME: 10 MINUTES
(7:37 pm - 7:47 pm)
- * ADDRESS CHRISTIAN COALITION ROAD TO VICTORY
CONFERENCE
 - Open Press
 - Remarks
 - Teleprompter
 - (7:52 pm - 8:20 pm)

8:25 pm

MOTORCADE departs Founders Inn and Conference
Center en route Norfolk Naval Air Station.

(Drive Time: 10 Minutes)

8:35 pm

MOTORCADE arrives Norfolk Naval Air Station.

8:40 pm
(E.D.T.)

AIR FORCE ONE departs Virginia Beach, Virginia
en route Hagerstown, Maryland.

(Flying Time: 45 Minutes)
(Interchange: No)
(Time Change: None)

9:25 pm
(E.D.T.)

AIR FORCE ONE arrives Hagerstown, Maryland.

9:35 pm

MARINE ONE departs Hagerstown, Maryland en route
Camp David.

(Flying Time: 15 Minutes)

9:50 pm

MARINE ONE arrives Camp David.

To

JEANIE

Date

Time

3:08

WHILE YOU WERE OUT

M

Sheila Turner

of

Sec. of Labor's Office

Phone

523 8274

Area Code

Number

Extension

TELEPHONED	☒	PLEASE CALL	
CALLED TO SEE YOU		WILL CALL AGAIN	
WANTS TO SEE YOU		URGENT	

RETURNED YOUR CALL



Message

Operator

AMPAD
EFFICIENCY®23-021 - 200 SETS
23-421 - 400 SETS

CARBON

To TEANNIE

Date _____ Time 10:47

WHILE YOU WERE OUT

M. Sheila
of John Shaw Sec. at Apt Labor
Phone 523 8274

Area Code

Number

Extension

TELEPHONED	☒	PLEASE CALL	
CALLED TO SEE YOU		WILL CALL AGAIN	
WANTS TO SEE YOU		URGENT	

RETURNED YOUR CALL ☒

Message

change job w/ 16 times; change careers

John Shaw: Asst. Sec. &

employment and train

are separate #1's for jobs v. careers

Operator

ON BACK



AMPAD
EFFICIENCY®

23-021 - 200 SETS
23-421 - 400 SETS

CARBONLESS

Workers change jobs righty
10 times —→

1991 ECONOMIC REPORT PRES.

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NOTICE

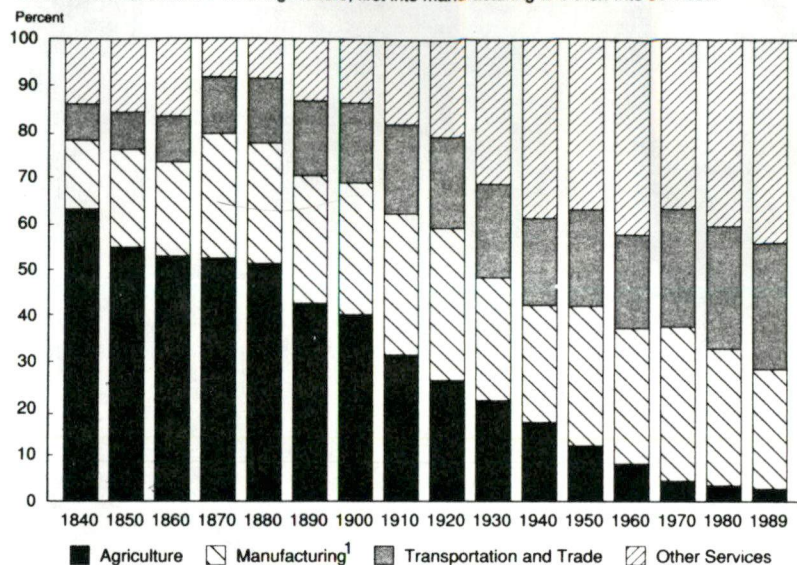
There Should Be No Release
of Material in This Document
Until 10:00 a.m. (E.S.T.)
Tuesday, February 12, 1991

Economic Report of the President

Transmitted to the Congress
February 1991

Chart 4-1 Labor Force Shares by Industry

U.S. workers have moved out of agriculture, first into manufacturing and then into services.



¹Includes manufacturing, mining, and construction.

Sources: Department of Commerce and Department of Labor.

most jobs were business services, including advertising and computer and data-processing services, and health services (discussed below). More than 5 million net new jobs, or 27 percent of the net employment gain in the 1980s, were in business or health services.

This growth in service-sector employment has absorbed labor resources freed by rising manufacturing productivity, just as the growth in manufacturing employment absorbed resources released by rising productivity in agriculture in earlier decades. Manufacturing productivity increased at an average annual rate of 4.5 percent from 1982 to 1990. This allowed manufacturing to maintain a roughly constant share of real gross national product (GNP), even though only about half of the 3 million manufacturing jobs lost between 1980 and 1982 were regained by 1990.

Within these broad sectoral movements, many other changes occurred. During the last 10 years increased demand for convenience was a major force for change. The growth in retail grocery stores during the decade reflected this trend, as the concept of a "super" store with one-stop shopping for groceries, drugs, flowers, hardware, and other products took hold. Eating and drinking establishments enjoyed rapid growth, partially because the increase of two-

worker families raised the value of people's time. On the supply side, advances in computer technology led to rapid expansion of such industries as computer and data-processing services, which alone added 499,000 jobs during the last 10 years.

Changing lifestyles and family structure have also led to a rapid increase in industries providing care to the old and the young. Industries providing residential, nursing, and personal care, largely for the elderly, and child day-care facilities added 825,000 net new jobs from 1982 to 1990.

Flexibility and Change in Labor Markets

The constant reallocation of resources from shrinking industries to growing industries means that jobs are constantly being created and lost in the economy. This process of reallocation occurs without necessarily preventing the achievement of full employment. Indeed, the simultaneous creation and destruction of jobs continues whether the overall economy is in an expansionary period or a recession. During the two contractions between January 1980 and November 1982, for example, total employment fell by 2.1 million jobs. However, this net decrease consisted of a loss of 2.8 million manufacturing jobs, partially offset by increased employment outside of manufacturing. Even within manufacturing, jobs were both created and lost. It is estimated that in an average quarter during this period, 6 percent of all manufacturing jobs disappeared, while 5 percent were created.

Simultaneous employment gains and losses can be seen at the level of individual establishments. A recent study of data from Wisconsin for the period 1977-82 found that each year 45 percent of all establishments experienced net employment gains, with an average net gain of 30 percent; 47 percent experienced net job losses, with an average net loss of 21 percent; and the remaining 8 percent maintained stable net employment levels.

The dynamic nature of the labor market is also evident in unemployment statistics. In November 1988, for example, the jobless rate was 5.3 percent, and 6.5 million workers were unemployed. The following month both of these statistics were essentially unchanged. On the surface this lack of change might seem to indicate a static labor market. Yet, out of the 6.5 million unemployed in November, 3.0 million had left unemployment by December. About half of them had found jobs; the other half had withdrawn from the labor force. In the same month, roughly 1.5 million previously employed workers became unemployed and 1.5 million people entered or reentered the labor force and began looking for work.

This continual reallocation of workers requires that labor markets be flexible and that workers be mobile. Studies estimate that the average worker holds more than 10 jobs in a lifetime. Survey data show that every year 10 percent of all workers change occupa-