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Presidential Personnel, White House Office of

Bullock, Katja - Agency Files - Candidates

Stack:	Row:	Sect.:	Shelf:	Pos.:	FRC ID:	Location or Hollinger ID:	NARA Number:	OA Number:
W	13	16	5	3	4963	17898	7724	7825

Folder Title:

Cruz, Heidi

Withdrawn/Redacted Material

The George W. Bush Library

DOCUMENT NO.	FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
001	Form	PPO Non-Career Appointment Form	1	09/06/2002	P6/b6;
002	Resume	Heidi Suzanne Cruz [page 1]	1	09/06/2002	P6/b6;
003	Resume	Heidi Suzanne Cruz [page 1]	1	N.D.	P6/b6;
004	Resume	Heidi Suzanne Cruz [page 1]	1	N.D.	P6/b6;

COLLECTION TITLE:

Presidential Personnel, White House Office of

SERIES:

Bullock, Katja - Agency Files - Candidates

FOLDER TITLE:

Cruz, Heidi

FRC ID:

4963

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advise between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

Deed of Gift Restrictions

- A. Closed by Executive Order 13526 governing access to national security information.
- B. Closed by statute or by the agency which originated the document.
- C. Closed in accordance with restrictions contained in donor's deed of gift.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Records Not Subject to FOIA

Court Sealed - The document is withheld under a court seal and is not subject to the Freedom of Information Act.

Senior Advisor for Latin American
Caribbean Nations (SKC)

③ Treasury

rec: Josh Bolton, Tim Adams

Kim 6/12/02

Name, Last	First	Middle	Title	Occupation
CRUZ	HEIDI	S.		Policy Advisor

Position Sought	Position	Firm / Agency
Schedule C, Senior Advisor for Latin American, Caribbean Nations, Treasury Department	Special Assistant 2001 – Present	U.S. Trade Representative

Notables
<ul style="list-style-type: none"> - Nelson Worked For Free For Bush/Cheney During The 2000 Campaign As A Tax And Budget Advisor. - Cruz Was Mentioned In A <i>New York Times</i> Article On Bush Campaign Staffers Who Eventually Got Married To One Another.

Flags
<ul style="list-style-type: none"> - No flags found.

PPO A.D. Dina (kim) DATE RECEIVED BY OPA: 6/12 DATE DUE TO PPO: ASAP POTUS Mtg. Date (if applicable) _____

NAME: Heidi Cruz HOME/VOTING ADDRESS: _____

POTENTIAL AGENCY/POSITION: DTR / Sr. Advisor for Latin American & Caribbean Nations

PAS PA SES SKC ⁽¹⁵⁾ B/C move from USTR * PERMANENT TEMPORARY

REC 1: Josh Bolton POSITION OF REC 1: _____

REC 2: Tim Adams POSITION OF REC 2: DTR COS

POLITICAL CHECK: _____

* Dina talked to B Ogilby @ USTR - they are fine w/ move

NA VOTE CHECK
 NA FEC
 CONFIRM RECOMMENDER
 B/C STATE LEADERSHIP

Notes

eeh sent
needs to be
logged? sent

Talked to: _____ Position: _____ Approve (Y/N): _____
Notes: _____

Talked to: _____ Position: _____ Approve (Y/N): _____
Notes: _____

*original signoff inside

APPROVE DENY

[Signature]
OFFICE OF POLITICAL AFFAIRS

W
RANK

6/27/02
DATE

1 - Known to OPA
2 - Unknown to OPA - full political check completed
3 - Unknown to OPA - abbreviated political check
4 - unknown to OPA - no political check completed because _____

THE WHITE HOUSE
WASHINGTON

PPO Non-Career Appointment Form
IN HOUSE USE ONLY

TO: Elizabeth Hogan, ASSOC DIR, PPO DATE SENT: 9/6/02

FROM: Paul Curry PHONE: 622-0298 DATE IN: 9/6/02

CANDIDATE: Cruz, Heidi Suzanne (Last, First, Middle)

POSITION TITLE: Senior Advisor to Undersecretary Taylor GRADE: GS15 Level 10

DEPT/AGENCY: Treasury SUPERVISOR: Undersecretary John Taylor

NEW: AMENDMENT: _____ RE-ESTABLISHMENT: _____

UPGRADE: _____ AGENCY TRANSFER: USTR

CURRENT ADDRESS: [redacted] (b)(6) PHONE: [redacted] (b)(6)

CITY: [redacted] (b)(6) STATE: [redacted] (b)(6) ZIP: [redacted] (b)(6)

RACE: White ETHNIC HERITAGE: USA DOB: [redacted] (b)(6)

SEX: F SSAN: [redacted] (b)(6) 2000 VOTING STATE: Texas

VOTING ADDRESS: [redacted] (b)(6) CITY: [redacted] (b)(6)

COUNTY: Arlington PARTY AFFILIATION: Republican

IF YOU DID NOT VOTE IN 2000, PLEASE EXPLAIN:

PLEASE INDICATE 2000 BUSH/CHENEY OR OTHER CAMPAIGN INVOLVEMENT:

POSITION/RESPONSIBILITY	SUPERVISOR INCL PHONE NUMBER
<u>Policy Staff - Economic Policy</u>	<u>Josh Bolten 456-6594</u>

APPLICANT'S SIGNATURE: [Signature] DATE: 9/6/02

A completed, political and personal resume with salary history, position description and OPM 1019/1652 form must be included for White House clearance to begin.

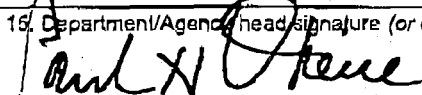
Request for Schedule C Appointment Authority

Part A - Agency Information


1. Agency name Department of the Treasury		2. Date of request (mm, dd, yyyy) 09-04-02		3. Date received at OPM (mm, dd, yyyy) (OPM use only)	
4. Agency point of contact Catherine R. Schmader		Telephone number (202) 622-0396	FAX number (202) 622-2278	E-mail catherine.schmader@do.treas.gov	
5. U.S. Office of Personnel Management Washington Service Center 1900 E Street NW, Room 2469 Washington, DC 20415-9930 Attention <u>Bob Grady/David Guilford</u> FAX number: (202)606-3603			6. Reason(s) for submission: <input type="checkbox"/> New authority <input checked="" type="checkbox"/> Reestablishment of authority <input type="checkbox"/> Upgrade or downgrade from _____ to _____ <input checked="" type="checkbox"/> Change in title <input type="checkbox"/> Change in immediate supervisor <input type="checkbox"/> Change in organizational location or name <input type="checkbox"/> Notice of entry on duty <input type="checkbox"/> Notice of position vacated <input type="checkbox"/> Notice of TTC appointment <input type="checkbox"/> Effective date of action, EOD, vacate or amendment _____		
7. Position title <u>Senior Advisor for Latin American and Caribbean Nations</u>			8. Pay plan, series, grade or salary <u>GS-301-15</u>		
9. Position number (OPM assigned) <u>TREA-359</u>			10. Duty station (city and state code) <u>Washington, DC</u>		
11. Name of candidate <u>Heidi Suzanne Cruz</u>			12. Position description certification (Official's type of appointment) <input checked="" type="checkbox"/> PAS <input type="checkbox"/> PA <input type="checkbox"/> SES - General		
13a. Supervisor's title <u>Assistant Secretary (International Affairs)</u>					
13b. Appointment type <input checked="" type="checkbox"/> PAS <input type="checkbox"/> PA <input type="checkbox"/> SES - General <input type="checkbox"/> Schedule C - provide grade _____					

Certification Statement

I certify the position above, that we request the Office of Personnel Management to except from the competitive service because of its confidential or policy-determining character; was not created solely or primarily in order to detail the employee to the White House.

14. Department/Agency head name Paul H. O'Neill, Secretary		15. Department/Agency head signature (or designee) 		16. Date signed 9/4/02	
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Part B - Agency White House Liaison

1. Agency White House Liaison name April D. Lehman - <u>Paul Cery (Acting)</u>		2. Telephone number (202) 622-2855 0298	
3. Agency White House Liaison signature 		4. Date signed 9/4/02	

Part C - OPM Use Only

1. Your request for a Schedule C exception, reestablishment or amendment is:

Approved Disapproved Returned without action

2. If this action is approved, the Department/Agency's number of Schedule C positions will

Increase Decrease Remain the same

3. OPM White House Liaison signature			4. Date signed		
5. Signature of OPM approving official		6. Title of OPM approving official		7. Date signed	



Print Form



HEIDI SUZANNE CRUZ

(b)(6)
 202.395.9511 (w) (b)(6) (h)
 hcruz@ustr.gov: (b)(6)

397 94K

Education

1998 - 2000

HARVARD UNIVERSITY SCHOOL OF BUSINESS ADMINISTRATION BOSTON, MA

Masters in Business Administration, 2000.

- Research Associate for Professor Kenneth Froot, Director of Research for Harvard Business School. Performed market research on economic factors impacting various asset classes; compared aggregate indicators to empirical data.
- Member of Social Enterprise Club, International Development Club, and Ibero-Americana Club.

1994 - 1995

UNIVERSITE LIBRE DE BRUXELLES, SOLVAY SCHOOL BRUSSELS, BELGIUM

Masters of European Business, with Honors, 1995.

- Rotary International Ambassadorial Scholar.

1990 - 1994

CLAREMONT MCKENNA COLLEGE CLAREMONT, CABachelors of Arts in Economics and International Relations, *magna cum laude*, 1994.

- Phi Beta Kappa.
- Economics Faculty honors for best senior thesis in Economics.
- Lowe Institute of Political Economy Scholar.
- President of Claremont McKenna College Republicans; California Youth Delegate, 1992 Republican National Convention, Houston, TX.

Experience

2001-present

UNITED STATES TRADE REPRESENTATIVE EXECUTIVE OFFICE OF THE PRESIDENT WASHINGTON, DC

Special Assistant to Ambassador Robert B. Zoellick

- Responsible for all policy briefings to the Ambassador.
- Responsible for policy preparation for Congressional testimony.
- Oversee interagency process.
- Manage career staff responsible for publication of all statutorily mandated trade policy reports to the Congress.
- Attend meetings with the Ambassador on range of key trade agenda areas.
- Developed small business trade policy strategy.
- Help manage career staff to implement the Ambassador's agenda on trade agreements around the world, including Singapore, Chile, FTAA.
- Help coordinate and oversee Latin American trade strategy.
- Part of team that launched the new WTO round of trade talks.

January 2001

BUSH - CHENEY TRANSITION TEAM WASHINGTON, DC

Member of U.S. Department of the Treasury Transition Policy Team

- Helped brief Secretary O'Neill for confirmation hearings.
- Helped assess policy challenges at the Department of Treasury, and initial considerations for U.S. currency policy.

HEIDI SUZANNE CRUZ (cont.)

January-
November
2000

BUSH - CHENEY 2000

AUSTIN, TX

Member of Campaign Economic Policy Team

- Prepared quantitative analyses of campaign tax plan and developed cross-comparisons with Vice President Gore's tax proposals.
- Responsible for quantifying tax policy for political events around the country.
- Participated in ongoing strategy discussions with senior economic policy advisors.
- Assessed impact of pension reform proposals and prepared pension reform recommendations.
- Principal author of *W Stands for Women*, campaign book outlining policy issues of particular relevance to women.
- Responsible for quantitative analysis during Florida presidential recount; worked with political team and statisticians to develop county-by-county strategy.

Summer
1999

BANCOSTON ROBERTSON STEPHENS & CO.

SAN FRANCISCO, CA

Corporate Finance Senior Associate, eCommerce Services Group

- Helped develop IPO valuation models, positioned strategy and risks for investors, participated in financial and management due diligence, helped prepare roadshow presentation.
- Led process for lead managed initial public offering and participated in co-managed secondary offering.
- Developed business plan for new industry group; analyzed sector performance and published first quarterly newsletter to investors for eCommerce group; presented IPO process to pre-IPO client

Summer
1998

UNITED STATES SENATE

WASHINGTON, DC

Assistant Economic Advisor to then-Senator John D. Ashcroft

- Helped research, design, and negotiate economic policy.
- Recommended changes in marginal tax rates, national debt paydown schedule, budget surplus, and government spending.
- Quantified recommendations to determine what was economically feasible yet politically saleable.
- Conducted focus meetings with other Senate staff and key lobbyists to develop consensus on the plan.

1995 - 1998

J.P. MORGAN AND CO., INC.

NEW YORK, NY

Investment Banking, Associate

- Developed valuation analyses, performed due diligence, prepared offering memoranda, and analyzed strategic issues for companies in various industries.

Latin America Mergers and Acquisitions

- *Venezuelan consumer products advisory*: advised on expansion strategy in Latin America
- *Mexican privatization*: advised Mexican government on privatization strategy for state-owned petrochemical plants.
- *Advisory for US multinational*: built model of stock merger, advised on international strategy.

Cross-Border Structured Finance

- *Argentine forward asset sale*: led the execution of a \$400m forward sale of oil for largest company in Argentina, participated in negotiations to obtain a rating on the bonds.
- *Brazilian forward asset sale*: wrote sell book to investors, helped build cashflow model for \$200m.
- *South African private placement*: sold \$400m of privately placed debt to institutional investors.

Publications

- Book chapter in "Exchange Rate Policies for Emerging Market Economies" (with Richard Burdekin and Thomas Willert), Westview Press, 1999.
- *American International Group*, Harvard Business School case for Capital Markets (with Kenneth Froot), 2000.

Personal

Conversant in Spanish, French. Classically trained pianist. Completed Paris Marathon.

TOTAL P.02

POSITION DESCRIPTION (Please Read Instructions on the Back)					1. Agency Position No.		
2. Reason for Submission <input type="checkbox"/> Redescription <input type="checkbox"/> New <input checked="" type="checkbox"/> Reestablishment <input type="checkbox"/> Other		3. Service <input checked="" type="checkbox"/> Hdqtrs <input type="checkbox"/> Field		4. Employing Office Location Washington, DC		5. Duty Station Washington, DC	
Explanation (Show any positions replaced)		7. Fair Labor Standards Act <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Nonexempt		8. Financial Statements Required <input checked="" type="checkbox"/> Executive Personnel Financial Disclosure <input type="checkbox"/> Employment and Financial Interest		9. Subject to IA Action <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
10. Position Status <input type="checkbox"/> Competitive <input checked="" type="checkbox"/> Excepted (Specify in Remarks) <input type="checkbox"/> SES (Gen.) <input type="checkbox"/> SES (CR)		11. Position Is <input checked="" type="checkbox"/> Supervisory <input type="checkbox"/> Managerial <input type="checkbox"/> Neither		12. Sensitivity <input type="checkbox"/> 1-Non-Sensitive <input checked="" type="checkbox"/> 3-Critical <input type="checkbox"/> 2-Noncritical Sensitive <input type="checkbox"/> 4-Special Sensitive		13. Competitive Level Code	
15. Classified/Graded by		Official Title of Position		Pay Plan		Occupational Code	
a. Office of Personnel Management		Senior Advisor for Latin American and Caribbean Nations		GS		0301	
b. Department Agency or Establishment				Grade		15	
c. Second Level Review				Initials		Date	
d. First Level Review							
e. Recommended by Supervisor or Incoming Office							
16. Organizational Title of Position (if different from official title)				17. Name of Employee (if vacant, specify)			
18. Department, Agency, or Establishment Department of the Treasury				c. Third Subdivision Ofc of Latin American and Caribbean Nat			
a. First Subdivision Departmental Offices				d. Fourth Subdivision			
b. Second Subdivision Under Secretary (IA)				e. Fifth Subdivision			
19. Employee Review-This is an accurate description of the major duties and responsibilities of my position.				Signature of Employee (optional)			
20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that:				this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.			
a. Typed Name and Title of Immediate Supervisor Randal K. Quarles Asst Secretary (International Affairs)				b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)			
Signature: M. D. [Signature] for R. Quarles				Signature: [Signature]			
Date: 19/4/02				Date: [Date]			
21. Classification/Job Grading Certification. I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.				22. Position Classification Standards Used in Classifying/Grading Position			
Typed Name and Title of Official Taking Action Melissa L. Talavera Supv Personnel Management Specialist				Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.			
Signature: [Signature]				Date: 19/4/02			
23. Position Review		Initials		Date		Initials	
a. Employee (optional)							
b. Supervisor							
c. Classifier							
24. Remarks Schedule C							
25. Description of Major Duties and Responsibilities (See Attached)							

Senior Advisor for Latin American and
Caribbean Nations
GS-0301-15

FLSA: Exempt

I. INTRODUCTION

The function of this position is to serve in a close and confidential capacity as the Senior Advisor for the Office of Latin American and Caribbean Nations in the Deputate for Eurasia and Latin American and the Caribbean. The Senior Advisor is responsible for supervising the analysis of economic, monetary, and financial policy developments in Latin America and Caribbean nations. The Senior Advisor directs the work of several international economists and clerical employees and supervises the development of policy proposals and recommendations in support of the Treasury Secretary, Under Secretary for International Affairs, Assistant Secretary for International Affairs, Deputy Assistant Secretary, and other senior Treasury officials. The Senior Advisor oversees the preparation of extensive briefing material for use by U.S. Government representatives who participate in international economic negotiations and policy discussions in a variety of multilateral fora and bilateral meetings and who testify before Congressional committees. This includes U.S. strategy for promoting economic development, stability, and advancing U.S. economic and trade interests in Latin American and Caribbean nations.

The incumbent of this position requested for Schedule C exception will not be able to adequately perform his/her duties without being privy to the political, personal, and management philosophies of the Assistant Secretary (International Affairs). The working relationship between the incumbent and supervisor are of the confidential nature required by Schedule C exception.

II. DUTIES AND RESPONSIBILITIES

Plans, directs, analyses and forecasts economic and financial developments in Latin America and the Caribbean. Provides direction to the Office's economists in their preparation of country economic assessments with the objective of developing an in-depth understanding of the overall economic and financial situation in each of the region's countries. Evaluates prospects for financial instability that would affect U.S. interests, and prioritizes economic policy actions that the U.S. should encourage other countries to pursue.

Plans and directs staff preparation of policy analysis and recommendations on bilateral economic and financial issues consistent with U.S. economic interests and U.S. strategy towards promoting economic development and stability in the Latin America and the Caribbean.

Directs and oversees subordinate staff analysis and recommendations on U.S. positions

relating to Latin American and the Caribbean in international fora such as the IMF, World Bank, Inter-American Development Bank, and the Committee on Hemispheric Financial Issues.

Serves as Treasury representative in interdepartmental meetings that deal with U.S. policy on economic and financial issues in Latin America and the Caribbean. Presents Treasury's position on a wide range of complex, highly sensitive issues. Guides and oversees subordinate staff who represent the Treasury Department in interdepartmental meetings and in meetings with officials from countries of Latin America and the Caribbean.

Directs the work of the Treasury Attachés in Latin America. Assigns analytical and reporting tasks, reviews and discusses regular and special output. Ensures that efforts are coordinated and closely monitored to conform to the needs of senior Treasury officials.

Develops and manages the program areas for which the Office is responsible, under the guidance and direction of the Deputy Assistant Secretary. Consults with and provides authoritative advice to subordinate staff members in conforming their objectives, approaches, and practice to the requirements and policies of the Treasury Department. Directs and oversees subordinate staff preparation of briefings, policy recommendations, congressional testimony, correspondence, and speeches by senior Treasury officials. Review proposals, recommendations, and reports that require the incumbent's approval before action can proceed. Studies particular problems assigned by the Deputy Assistant Secretary. Develops and presents proposals for addressing them the issues.

Represents the Deputy Assistant Secretary (DAS), as necessary, in both internal and external meetings and serves in this capacity in his/her absence. Supervises and directs the activities of several assigned economists and clerical employees. This involves making personnel selections, evaluating performance, recommending awards, disciplinary action, and providing necessary training, overall motivation and direction.

FACTOR LEVEL DESCRIPTIONS

FACTOR 1 - Knowledge Required by Position FL 1-9 1850 points

Mastery of the principals of economics with expertise in the areas of fiscal/monetary policy; bank and corporate restructuring; balance of payments; domestic and foreign debt; and international macroeconomics. Incumbent should be an authoritative expert on these issues as they relate to Latin America and the Caribbean.

Excellent analytical understanding of the policies and programs of the IMF, World Bank, and the Inter-American Development Bank.

Skill in working closely and cooperatively with a variety of groups including other USG agency officials, IMF and MDB officials, and private sector financial analysts.

Excellent writing and oral presentation skills specifically, skill in writing quickly under tight deadlines and in briefing senior Treasury officials.

FACTOR 2 – Supervisory Controls FL 2-5 650 points

The supervisor provides administrative direction with assignments in terms of broadly defined mission and functions. The work of the incumbent is considered technically authoritative and is normally accepted without significant change. The incumbent is expected to initiate analytical work and policy analysis, subject to consultations with the AS. Completed work is reviewed by the AS to ensure adherence to policy objectives of the Treasury Department.

FACTOR 3 – Guidelines FL 3-5 650 points

The incumbent carries out his/her role within the scope of general policy guidance from supervisory Treasury officials. The incumbent is expected to have sufficient understanding of Treasury's role with respect to the achievement of the U.S. Government's and Treasury's policy objectives to assume responsibility for satisfactory accomplishment of work assigned by Treasury officials.

Guidelines consist of broad policy statements and goals. The incumbent must use judgment and ingenuity in interpreting and adopting guidelines to the achievement of policy goals. Frequently, the incumbent is recognized as a technical authority in the development and interpretation of guidelines.

FACTOR 4 – Complexity FL 4-5 450 points

Work performed by the incumbent is considered difficult due to the complexity in analyzing the economies in Latin America and the Caribbean. The interlocking nature of macroeconomic and structural reform issues in Latin America and the Caribbean can be complex particularly in the context of stabilization policies and transition to market economy. There are a number of interacting countries and institutions that need to be considered in the analysis and performance equation. Adding to the complexity is the need to accurately articulate U.S. Government position and the ability to work closely with multiple foreign officials, U.S. Government agencies and international organizations.

FACTOR 5 – Scope and Effect FL 5-6 450 points

The purpose of this position is to plan, formulate, and conduct in-depth, expert reviews, analyses, and evaluations of a wide range of complex and critically important financial and economic developments in Latin America and the Caribbean. The incumbent is also responsible for providing expert authoritative technical advice to senior level Treasury officials on questions of USG policy vis a vis these economies and broader issues.

FACTOR 6 – Personal Contacts FL 6-4 110 points

Contacts include Treasury officials, including the Secretary, Deputy Secretary, Under Secretary for International Affairs, Assistant Secretary for International Affairs, Deputy Assistant Secretaries, Office Directors, and staff in IA.

To effectively execute job responsibilities, close contacts must be maintained with officials of other USG agencies, foreign government officials of the Finance Ministries, Central Banks, and other official agencies, officials for the IMF and MDBs, private sector financial analysts, and academics.

FACTOR 7 - Purpose of Contacts **FL 7-4** **220 points**

The purpose is to justify, defend, negotiate, or settle matters involving significant or controversial economic policy issues and to gather information required for that purpose. The work involves participating in meetings or presentations involving problems or issues concerning the economies of assigned countries and concerning the broader international financial environment. Contacts often have diverse viewpoints, goals, or objectives and require the incumbent to achieve a common understanding of the problem and a satisfactory solution by convincing them, arriving at a compromise, or developing suitable alternatives.

FACTOR 8 - Physical Demands **FL 8-1** **5 points**

The work is primarily sedentary.

FACTOR 9 - Work Environment **FL 9-1** **5 points**

Work is performed in an office setting. Incumbent will also travel as necessary to visit economies in the region either alone or while accompanying senior Treasury officials.

Total Points = 4390 equates to GS-15
Point Range (4055 - up)



DEPARTMENT OF THE TREASURY
WASHINGTON, D.C. 20230

Fax

To: Elizabeth Hogan	From: Paul Cragg
Fax: 456-6615	Date: 9/6/02
Phone:	Pages: 10
Re:	CC:

Urgent For Review Please Comment Please Reply Please Recycle

•Comments:

Sender's Fax # (202) 622-0073

Senior Advisor for Latin American and
Caribbean Nations
GS-110-???

FLSA: Exempt

I. INTRODUCTION

The Senior Advisor is detailed to the Office of Latin American and Caribbean Nations in the Deputate for Eurasia and Latin America and the Caribbean for the purpose of supervising the analysis of economic, monetary, and financial policy developments in Latin America and Caribbean nations. The Senior Advisor directs the work of several international economists and clerical employees and supervises the development of policy proposals and recommendations in support of the Treasury Secretary, Under Secretary for International Affairs, Assistant Secretary for International Affairs, Deputy Assistant Secretary, and other senior Treasury officials. The Senior Advisor oversees the preparation of extensive briefing material for use by U.S. Government representatives who participate in international economic negotiations and policy discussions in a variety of multilateral fora and bilateral meetings and who testify before Congressional committees. This includes U.S. strategy for promoting economic development, stability, and advancing U.S. economic and trade interests in Latin American and Caribbean nations.

II. DUTIES AND RESPONSIBILITIES

Plans, directs, analyses and forecasts economic and financial developments in Latin America and the Caribbean. Provides direction to the Office's economists in their preparation of country economic assessments with the objective of developing an in-depth understanding of the overall economic and financial situation in each of the region's countries. Evaluates prospects for financial instability that would affect U.S. interests, and prioritizes economic policy actions that the U.S. should encourage other countries to pursue.

Plans and directs staff preparation of policy analysis and recommendations on bilateral economic and financial issues consistent with U.S. economic interests and U.S. strategy towards promoting economic development and stability in the Latin America and the Caribbean.

Directs and oversees subordinate staff analysis and recommendations on U.S. positions relating to Latin American and the Caribbean in international fora such as the IMF, World Bank, Inter-American Development Bank, and the Committee on Hemispheric Financial Issues.

Serves as Treasury representative in interdepartmental meetings that deal with U.S. policy on economic and financial issues in Latin America and the Caribbean. Presents Treasury's position on a wide range of complex, highly sensitive issues. Guides and oversees subordinate staff who represent the Treasury Department in interdepartmental meetings and in meetings with officials from countries of Latin America and the

Caribbean.

Directs the work of the Treasury Attachés in Latin America. Assigns analytical and reporting tasks, reviews and discusses regular and special output. Ensures that efforts are coordinated and closely monitored to conform to the needs of senior Treasury officials.

Develops and manages the program areas for which the Office is responsible, under the guidance and direction of the Deputy Assistant Secretary. Consults with and provides authoritative advice to subordinate staff members in conforming their objectives, approaches, and practice to the requirements and policies of the Treasury Department. Directs and oversees subordinate staff preparation of briefings, policy recommendations, congressional testimony, correspondence, and speeches by senior Treasury officials. Review proposals, recommendations, and reports that require the incumbent's approval before action can proceed. Studies particular problems assigned by the Deputy Assistant Secretary. Develops and presents proposals for addressing them the issues.

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FACTOR LEVEL DESCRIPTIONS

FACTOR 1 – Knowledge Required by Position FL 1-9 1850 points

Mastery of the principals of economics with expertise in the areas of fiscal/monetary policy; bank and corporate restructuring; balance of payments; domestic and foreign debt; and international macroeconomics. Incumbent should be an authoritative expert on these issues as they relate to Latin America and the Caribbean.

Excellent analytical understanding of the policies and programs of the IMF, World Bank, and the Inter-American Development Bank.

Skill in working closely and cooperatively with a variety of groups including other USG agency officials, IMF and MDB officials, and private sector financial analysts.

Excellent writing and oral presentation skills specifically, skill in writing quickly under tight deadlines and in briefing senior Treasury officials.

FACTOR 2 – Supervisory Controls FL 2-5 650 points

The supervisor provides administrative direction with assignments in terms of broadly defined mission and functions. The work of the incumbent is considered technically authoritative and is normally accepted without significant change. The incumbent is expected to initiate analytical work and policy analysis, subject to consultations with the

DAS. Completed work is reviewed by the DAS to ensure adherence to policy objectives of the Treasury Department.

FACTOR 3 – Guidelines

FL 3-5

650 points

The incumbent carries out his/her role within the scope of general policy guidance from supervisory Treasury officials. The incumbent is expected to have sufficient understanding of Treasury's role with respect to the achievement of the U.S. Government's and Treasury's policy objectives to assume responsibility for satisfactory accomplishment of work assigned by Treasury officials.

Guidelines consist of broad policy statements and goals. The incumbent must use judgment and ingenuity in interpreting and adopting guidelines to the achievement of policy goals. Frequently, the incumbent is recognized as a technical authority in the development and interpretation of guidelines.

FACTOR 4 – Complexity

FL 4-5

450 points

Work performed by the incumbent is considered difficult due to the complexity in analyzing the economies in Latin America and the Caribbean. The interlocking nature of macroeconomic and structural reform issues in Latin America and the Caribbean can be complex particularly in the context of stabilization policies and transition to market economy. There are a number of interacting countries and institutions that need to be considered in the analysis and performance equation. Adding to the complexity is the need to accurately articulate U.S. Government position and the ability to work closely with multiple foreign officials, U.S. Government agencies and international organizations.

FACTOR 5 – Scope and Effect

FL 5-6

450 points

The purpose of this position is to plan, formulate, and conduct in-depth, expert reviews, analyses, and evaluations of a wide range of complex and critically important financial and economic developments in Latin America and the Caribbean. The incumbent is also responsible for providing expert authoritative technical advice to senior level Treasury officials on questions of USG policy vis a vis these economies and broader issues.

FACTOR 6 – Personal Contacts

FL 6-4

110 points

Contacts include Treasury officials, including the Secretary, Deputy Secretary, Under Secretary for International Affairs, Assistant Secretary for International Affairs, Deputy Assistant Secretaries, Office Directors, and staff in IA.

To effectively execute job responsibilities, close contacts must be maintained with officials of other USG agencies, foreign government officials of the Finance Ministries, Central Banks, and other official agencies, officials for the IMF and MDBs, private sector financial analysts, and academics.

FACTOR 7 – Purpose of Contacts

FL 7-4

220 points

The purpose is to justify, defend, negotiate, or settle matters involving significant or controversial economic policy issues and to gather information required for that purpose. The work involves participating in meetings or presentations involving problems or issues concerning the economies of assigned countries and concerning the broader international financial environment. Contacts often have diverse viewpoints, goals, or objectives and require the incumbent to achieve a common understanding of the problem and a satisfactory solution by convincing them, arriving at a compromise, or developing suitable alternatives.

FACTOR 8 – Physical Demands

FL 8-1

5 points

The work is primarily sedentary.

FACTOR 9 – Work Environment

FL 9-1

5 points

Work is performed in an office setting. Incumbent will also travel as necessary to visit economies in the region either alone or while accompanying senior Treasury officials.

Total Points = 4390 equates to GS-15

Point Range (4055 – up)

HEIDI SUZANNE CRUZ

(b)(6)
202.395.9511 (w) (b)(6) (h)
hcruz@ustr.gov; (b)(6)

Education

1998 – 2000

HARVARD UNIVERSITY SCHOOL OF BUSINESS ADMINISTRATION BOSTON, MA
Masters in Business Administration, 2000.

- Research Associate for Professor Kenneth Froot, Director of Research for Harvard Business School. Performed market research on economic factors impacting various asset classes; compared aggregate indicators to empirical data.
- Member of Social Enterprise Club, International Development Club, and Ibero-Americana Club.

1994 – 1995

UNIVERSITE LIBRE DE BRUXELLES, SOLVAY SCHOOL BRUSSELS, BELGIUM
Masters of European Business, *with Honors*, 1995.

- Rotary International Ambassadorial Scholar.

1990 – 1994

CLAREMONT MCKENNA COLLEGE CLAREMONT, CA
Bachelors of Arts in Economics and International Relations, *magna cum laude*, 1994.

- Phi Beta Kappa.
- Economics Faculty honors for best senior thesis in Economics: *Exchange Rate Policies in Emerging Market Economies*.
- Lowe Institute of Political Economy Scholar.
- President of Claremont McKenna College Republicans; California Youth Delegate, 1992 Republican National Convention, Houston, TX.

Experience

2001-present

UNITED STATES TRADE REPRESENTATIVE WASHINGTON, DC
EXECUTIVE OFFICE OF THE PRESIDENT

Special Assistant to Ambassador Robert B. Zoellick

- Responsible for all policy briefings to the Ambassador.
- Responsible for policy preparation for Congressional testimony.
- Participate in regular teleconferences with senior economists at leading investment banks and advise the Ambassador on macroeconomic developments.
- Oversee interagency process.
- Manage career staff responsible for publication of all statutorily mandated trade policy reports to the Congress.
- Attend meetings with the Ambassador on range of key trade agenda areas.
- Developed small business trade policy strategy.
- Help manage career staff to implement the Ambassador's agenda on trade agreements around the world, including Singapore, Chile, FTAA.
- Help coordinate and oversee Latin American trade strategy.
- Part of team that launched the new WTO round of trade talks.

January 2001

BUSH - CHENEY TRANSITION TEAM WASHINGTON, DC
Member of U.S. Department of the Treasury Transition Policy Team

- Helped brief Secretary O'Neill for confirmation hearings.
- Helped assess policy challenges at the Department of Treasury, and outline initial considerations for U.S. currency policy.

HEIDI SUZANNE CRUZ (cont.)

January-
November
2000

BUSH - CHENEY 2000

AUSTIN, TX

Member of Campaign Economic Policy Team

- Prepared quantitative analyses of campaign tax plan and developed cross-comparisons with Vice President Gore's tax proposals.
- Responsible for quantifying tax policy for political events around the country.
- Participated in ongoing strategy discussions with senior economic policy advisors.
- Assessed impact of pension reform proposals and prepared pension reform recommendations.
- Principal author of *W Stands for Women*, campaign book outlining policy issues of particular relevance to women.
- Responsible for quantitative analysis during Florida presidential recount; worked with political team and statisticians to develop county-by-county strategy.

Summer
1999

BANCBOSTON ROBERTSON STEPHENS & CO.

SAN FRANCISCO, CA

Corporate Finance Senior Associate, eCommerce Services Group

- Helped develop IPO valuation models, positioned strategy and risks for investors, participated in financial and management due diligence, helped prepare roadshow presentation.
- Led process for lead managed initial public offering and participated in co-managed secondary offering.
- Developed business plan for new industry group; analyzed sector performance and published first quarterly newsletter to investors for eCommerce group; presented IPO process to pre-IPO client.

Summer
1998

UNITED STATES SENATE

WASHINGTON, DC

Assistant Economic Advisor to then-Senator John D. Ashcroft

- Helped research, design, and negotiate economic policy.
- Recommended changes in marginal tax rates, national debt paydown schedule, budget surplus, and government spending.
- Quantified recommendations to determine what was economically feasible yet politically saleable.
- Conducted focus meetings with other Senate staff and key lobbyists to develop consensus on the plan.

1995 - 1998

J.P. MORGAN AND CO., INC.

NEW YORK, NY

Investment Banking, Associate

- Developed valuation analyses, performed due diligence, prepared offering memoranda, and analyzed strategic issues for companies in various industries.

Latin America Mergers and Acquisitions

- *Venezuelan consumer products advisory*: advised on expansion strategy in Latin America.
- *Mexican privatization*: advised Mexican government on privatization strategy for state-owned petrochemical plants.
- *Advisory for U.S. multinational*: built model of stock merger, advised on international strategy.

Cross-Border Structured Finance

- *Argentine forward asset sale*: led the execution of a \$400m forward sale of oil for largest company in Argentina, participated in negotiations to obtain a rating on the bonds.
- *Brazilian forward asset sale*: wrote sell book to investors, helped build cashflow model for \$200m.
- *South African private placement*: sold \$400m of privately placed debt to institutional investors.

Publications

- Book chapter in "Exchange Rate Policies for Emerging Market Economies" (with Richard Burdekin and Thomas Willett), Westview Press, 1999.
- *American International Group*, Harvard Business School case for Capital Markets (with Kenneth Froot), 2000.

Personal

Conversant in Spanish, French. Classically trained pianist. Completed Paris Marathon.

To: Kim Nickles

Fax: 456-2890

Ph: 6-2105

From Heidi Cruz

Fax: 5.4549 (395-4549)

Ph: 5.9511

Thank You Kim!

Contributor	Occupation	Date	Amount	Recipient
NELSON, HEIDI S MRS CAMBRIDGE, MA 02139	HARVARD BUSINESS SCHOOL/MBA STUDENT	11/16/1999	\$250	Bush, George W

HEIDI SUZANNE CRUZ

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