

Collection: Office of the Chief of Staff Files

Series: Hamilton Jordan's Confidential Files

Folder: Staff Change – Chief of Staff, 1979 (Follow – Up)

Container: 37

Folder Citation:

Office of the Chief of Staff Files, Hamilton Jordan's Confidential Files,
Staff Change – Chief of Staff, 1979 (Follow – Up), Container 37

WITHDRAWAL SHEET (PRESIDENTIAL LIBRARIES)

FORM OF DOCUMENT	CORRESPONDENTS OR TITLE	DATE	RESTRICTION
Memo	HJ to the President, 13 pp. Re: Implementation of Staff Changes	n.d.	C
Chart	WH Staff Changes, 2 pp. (3 copies)	n.d.	C
Memo	HJ to the President, 10 pp. Re: Personnel matters	n.d.	C

FILE LOCATION

Carter Presidential Papers, Staff Offices, Chief of Staff (Jordan), Confidential File
[Staff Changes]--Chief of Staff, 1979 (Follow-up)

RESTRICTION CODES

- (A) Closed by Executive Order 12356 governing access to national security information.
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Jimmy Carter Library Staff Processing Note: (2/13/87)

Staff archivists have determined that Hamilton Jordan's office staff transferred these materials to Susan Clough, the President's secretary, sometime near the end of the administration. In June 1986, they were subsequently transferred to the Jimmy Carter Library by the Office of Jimmy Carter. The folder titles appear to have been created by Hamilton Jordan.

AGENDA

Status Report

- Management Team
- Staff Evaluation
- Timetable

Focus of Study

- Organization of White House
- Titles and Salaries
- Processes
- Scheduling
- Appointments/Scheduling
- Paperflow
- Space Allocation

Special Problems

- East Wing/West Wing Relations
- Quality Control on Mail
- Utilization of Resources: staff and Cabinet
- Planning Unit

-Broader Outreach on Personnel/Appointments

Personnel Review

-Senior Staff

-Deputies: many weak and others function not as deputies
but as Executive Assistants

-New People In

Campaign

-Progress and Problems

-Tim Kraft

-Senior leadership

THE WHITE HOUSE
WASHINGTON

*Ham
J.*

July 26, 1979

MEMORANDUM TO: PRESIDENT CARTER
FROM: HAMILTON JORDAN *HJ.*

After assuming my new responsibilities, I began to focus on the personnel changes that need to be made here, along with adjustments of process that are obvious to us both. But along the way, I have stumbled on a number of other problems which have compelled me to conclude that we need to take a fresh look at a number of things here in the White House, and that our problems here can only partially be solved by changes in personnel.

In trying to take a look at the larger scheme of White House functions, we have discovered a series of major problems which we will move on immediately, pending your approval and/or guidance. Some of the problems we have discovered are:

I agree

1. There is little relevance or equity in our system of titles or salary levels.

I agree

2. It is clear that office space has not been allocated on the basis of any rational system. People who need to be near your office because you need to have frequent contact with them are housed in the White House complex in a haphazard way. People who don't need to be near your office are housed near you. We are developing a rational system, based on the need for proximity to your office and will develop a plan for space allotment.

good

3. We are grouping the staff in logical units because what we have found is that (theoretically) there are upwards of 40 people who have direct reporting relationships to you. We are moving quickly to streamline the staff organization by putting people into groups or clusters to report through unit managers to you and/or me. Along with this we intend to use these clusters to have people do planning based on the use of management teams or groups rather than the

system we have been using which has been a proliferation of individual memoranda gathered together by one person, put into a single memorandum and then forwarded to you. We hope these groups will be able to come up with plans based on their own interaction and eliminate this profusion of memoranda.

- good ✓
4. We have done a survey of meetings within the White House and what we have discovered is that there are over 200 regular meetings scheduled and held every month. I might add that these meetings which we have uncovered are only meetings which are attended by your top staff (Assistants and Deputies). The 200 number does not include meetings held by any Special Assistants and only a few of the regular unit staff meetings. We are investigating methods for integrating these meeting times and trying to control what seemed to be a maelstrom of meetings.
 5. ✓ Following the individual personnel reviews we are doing, we will be doing a unit by unit review of the functioning and structure of every unit in the White House complex. Additionally, we are reviewing the ways in which units work or don't work together and will come up with an orderly operational plan for how these units might best operate.
 6. ✓ We are doing a systematic review of the skills, competence and loyalties of Sub-Cabinet personnel, so that we can be sure that both the Secretaries and the White House have a team which they can operate.
 7. ✓ We are also looking at the decision-making process within the White House with a view toward developing a system which will work more effectively for both you and the rest of your staff. The reason we are doing that is that at this stage in the game the decision-making process deserves serious scrutiny and adjustment.

8. Finally, a review of current staffing levels by Jim McIntyre and Hugh Carter. There is no way for us to bring in new people, enhance our quality of work, and create a new planning unit without additional staff persons.

The team is composed of members of the staffs of Jim McIntyre, the Vice President and Frank Moore. Jim, the Vice President and Frank have given us the services of their people, and in addition Frank made available Leonard Hirsch and Jan Esbeck who have been working with him on his organization. Further, Frank has given me as much of Les Francis' time as I need, and I have Les overseeing and coordinating this effort. We have a planning group composed of myself, Les Francis, Landon Butler and Len Hirsch, and we meet daily to assess our progress and to create a comprehensive organizational development plan for the White House. Our deadline is to be able to make the important changes which need to be made by August 15; thereafter, to monitor continuously -- and improve constantly -- the effectiveness of the White House as an organization.

Let me hasten to add that we are not going to go through an exhaustive and extended management study and produce a report that is not implemented. Our intention is to take a quick but complete and fresh look at the way we function and conduct business and make the changes immediately. I wanted you to be aware of this process and have your general approval to proceed.

PRESIDENT/VICE-PRESIDENT

JORDAN
CHIEF-OF-STAFF

HEDLEY DONOVAN
SENIOR ADVISOR

?
STAFF DIRECTOR

SENIOR
STAFF

CUTLER
NEW DEPUTY

POWELL
NEW DEPUTY

WATSON
EIDENBERG

WEXLER
NEW DEPUTY

DOBELLE
NONE

MOORE
THOMPSON

WEDDINGTON
NEW DEPUTY

EIZENSTAT
RUBENSTEIN

PLANNING DIRECTOR
?

HUGH CARTER
ADMINISTRATION

RICK HUTCHINSON
STAFF SECRETARY

PHIL WISE
APPOINTMENTS

LOVIE MARTIN
BLACK LIAISON

?
HISPANIC LIAISON