

10/3/79 [2]

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THE PRESIDENT'S SCHEDULE

NOT ISSUED

Wednesday - October 3, 1979

7:30 Dr. Zbigniew Brzezinski - The Oval Office.

✓ 8:00 Domestic Policy Breakfast. (Mr. Jack Watson).
(60 min.) The Cabinet Room.

✓ 9:00 Secretary Juanita Kreps. (Mr. Jack Watson).
(30 min.) The Oval Office.

9:45 Mr. Hamilton Jordan and Mr. Frank Moore.
The Oval Office.

✓ 10:30 Meeting with Democratic State Party Leaders.
(15 min.) (Ms. Sarah Weddington) - The Roosevelt Room.

11:30 Vice President Walter F. Mondale, Admiral
(30 min.) Stansfield Turner, Dr. Zbigniew Brzezinski,
and Mr. Hamilton Jordan - The Oval Office.

12:30 Lunch with Mrs. Rosalynn Carter - The Residence.

1:30 President William McGill, Columbia University,
(15 min.) Mr. Alonzo McDonald and Mr. Hedley Donovan.
The Oval Office.

THE WHITE HOUSE
WASHINGTON

10/3/79

Arnie Miller

The attached was returned in
the President's outbox today
and is forwarded to you for
appropriate handling.

Rick Hutcheson

THE WHITE HOUSE

WASHINGTON

October 2, 1979

MEMORANDUM FOR THE PRESIDENT

FROM: ARNIE MILLER *AM*

SUBJECT: Office of Government Ethics

The Ethics in Government Act of 1978 establishes an Office of Government Ethics in the Office of Personnel Management. The director of the Office is nominated by the President and confirmed by the Senate.

Since the effective date of legislation, January, 1979, the Office has been headed by an acting director who recently accepted a position with Secretary Duncan at DOE. He is considered to have done an outstanding job and we worked very closely with him, and the White House Counsel's Office, in conducting the search for his successor.

J. Jackson Walker (Democrat-Florida) headed Florida's Department of Business Regulation during the Askew Administration. He was considered an objective, judicious regulator and a very good manager. Prior to his government experience he was a practicing attorney for five years. In considering candidates for this position we felt that quality professional experience in the public and private sectors was most important.

Scotty Campbell and Michael Cardozo concur with the following recommendation.

RECOMMENDATION

Nominate J. Jackson Walter for the Directorship of the Office of Government Ethics.

approve disapprove

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for Preservation Purposes**

J. JACKSON WALTER
Tallahassee, Florida

EMPLOYMENT

1979 - Present	Assistant Secretary, Florida Department of Labor and Employment Security
1978 - 1979	Secretary, Florida Department of Business Regulation
1976 - 1978	Executive Director, Florida Department of Business Regulation
1970 - 1976	Attorney, private practice in New England concentraing on land development and regula- tory matters

EDUCATION

1962	A.B. Amherst College
1966	LL.B. Yale Law School

PERSONAL

White Male
Age 39
Democrat

CARTER/MONDALE PRESIDENTIAL COMMITTEE, INC.
1413 K STREET, N.W., WASHINGTON, D.C. 20005

September 28, 1979

*Tim -
action on
Casey*

MEMORANDUM FOR THE PRESIDENT

FROM: TIM KRAFT *TK*

SUBJECT: Telephone Calls - Week of October 1, 1979.

J

Bob Casey
Scranton, Pennsylvania
717/346-7569

Casey is the former Pennsylvania State Auditor General and currently an attorney practicing in Scranton. He is a three time candidate for the governorship losing in 1978 in a primary battle to Pete Flaherty. He has a State-wide organization and a image as a good and honest public servant. While Auditor General he cleaned up the Department considerably hiring many professionals. He would be a great asset to our Pennsylvania campaign, particularly in the Northeast section of the State. His former campaign manager, Paul Tully, currently Executive Director of the ADA in Philadelphia, is heading up the Kennedy effort.

NOTES: *Things going well - in Harrisburg - Philly law firm - Kennedy helped in 1st campaign*

*Tim call. go over Penn setup with Bob
wants to stop by Gov's Office for photo, personal address*

Alan Dixon
Alton, Illinois
217/782-2201

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Alan Dixon is the Illinois Secretary of State. He was previously State Treasurer and a long time State Senator. In recent years, he has consistantly been the top Democratic vote getter in the State. As Secretary of State, he is the highest ranking State-wide Democratic public elected official. Dixon is an announced candidate for the Senate seat being vacated by Senator Adlai Stevenson. He has an announced opposition - Bob Wallace. Additionally, Alex Sieth; Senator Percy's opponent in 1978, is expected to run for the nomination. Dixon is the favorite. Dixon as Secretary of State has a very large patronage base including a large number of County Chairs. Dixon is from the 23rd District (Mel Price's District) and can deliver that District's delegates to the 1980 Convention. Dixon is close to Paul Simon and Dan Rostenkowski.

NOTES: *His campaign going well - Sieth may not
have carry a county. Recently "I'm
w Ed Kelly & Tom Wall - Has a friend"
Will be with is "born again Christian Sat. at
Oral Roberts Univ.*

THE WHITE HOUSE
WASHINGTON

10/3/79

rick --

this one was from a
"permanent/regular" call
list which tim kraft had
submitted -- therefore
probably best to send cc
via sarah.xxxxxxx

thanks

-- susan

10/3/79

Note--call was placed by operator on 10/2/79, and
will be returned. Although it was from your
"regular" call list, you should probably take the call.

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Budget msg → City council
Everything going well in Seattle - Admin
great help
10/1 Speech - Editorial, "measured response,
SALT call good" - contrary to national
press.

Aero Mechanics Union - 10/17 national
day of outrage x oil companies

Wimpington said I violated some
commitment to him re natural
gas dereg. I pointed out that
this was congressional action -
all done publicly & that I
approved of what was done.

(W. is a discredit to his
union members who believe in
capitalism & the free enterprise
system - Someone should bust him)

THE WHITE HOUSE
WASHINGTON

10/3/79

Landon Butler

The attached was returned in
the President's outbox. It is
forwarded to you for your
information.

Rick Hutcheson

4307

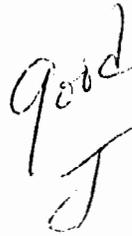
THE WHITE HOUSE
WASHINGTON

Mr. President--

You might be interested in
seeing how the AFL-CIO treated
the "National Accord" in its
own newspaper.



Landon



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Labor, White House Adopt Broad Accord on Economy

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AFL-CIO News



Issued weekly at
Vol. XXIV 915 Sixteenth St., N. W.
Washington, D. C. 20006
12 a year

Saturday, September 29, 1979 No. 39

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Set Framework For Cooperation

By Saul Miller

A historic "national accord" setting out the basis for American labor's "involvement and cooperation" with the Carter Administration on dealing effectively and equitably with inflation and full employment has been approved by the AFL-CIO Executive Council.

At a special meeting in Washington the council adopted the accord covering general fiscal, anti-recession, pay-price and international economic policies, energy, human environment and other matters and concluded:

"It is our purpose to establish procedures for continuing consultations between American labor leadership and the Administration on these and other issues of vital concern to working people, as workers and citizens."

AFL-CIO Sec.-Treas. Lane Kirkland, who presided at the council meeting in place of ailing President George Meany, told a press conference that the accord is an "American adaptation" of the concept of a social contract between labor and government, an approach "never tried before" in the United States. He stressed that the accord is addressed to basic economic and social issues facing the nation and is not related to political positions or personalities.

The accord was approved by a unanimous vote of the special council meeting. Because it was called on very short notice, Kirkland said, there were 12 vice presidents absent.

The UAW issued a statement supporting the principles of the national accord and anti-inflation policies "based on equal sacrifice by all sectors of our society." President Douglas A. Fraser said the UAW board will be considering the specific proposals that are developed in the weeks ahead.

Reviewing the long period of consultations and negotiations that led to the accord, Kirkland said it provides the framework for a national economic policy that covers voluntary self-restraint on wages, that it is concerned with the broad national interest, not narrow or parochial concerns.

The primary problem is inflation.
(Continued on Page 3)

Tripartite Pay Board Established

By David L. Perlman

Former Sec. of Labor John T. Dunlop will head a new tripartite Pay Advisory Committee that will seek to develop "fair and equitable" wage guidelines with active participation of unions and employers.

Labor will participate in the 15-member advisory panel to the Council on Wage & Price Stability, and President Carter said he hopes the business community will do likewise. Dunlop will be one of the five public members.

The Pay Advisory Committee will plunge immediately into consideration of changes in the existing government wage guidelines and will be asked to submit by Oct. 31, 1979, its recommendations in the following areas:
(Continued on Page 3)



THE NATIONAL ACCORD between labor and the Administration is detailed for the Executive Council by AFL-CIO Sec.-Treas. Lane Kirkland, who led the months-long negotiations and discussions on the agreement for the federation.

House Clears Canal Treaty Legislation

The House voted final approval to legislation to carry out the terms of the Panama Canal treaties, averting an international crisis just days before the treaties were to take effect.

Two tries were needed to clear a House-Senate conference agreement for the President's signature before the Oct. 1 effective date of the treaties. The labor-supported measure provides for administration of the waterway and its environs by a joint U.S.-Panamanian commission until the year 2000 when Panama is to assume full control, and contains protections for canal workers.

The first attempt to move the
(Continued on Page 6)

August CPI Up 1%:

Price Surge Erodes Workers' Real Pay

By James M. Shevils

American workers absorbed another body blow as inflation at the consumer level eroded their purchasing power for the fourth month in the past five.

Real spendable earnings, or take-home pay adjusted for the impact of inflation since 1967, declined nine-tenths of 1 percent in August, chiefly the result of a sharp 1 percent rise in retail prices, the Bureau of Labor Statistics reported.

In the past 12 months, the government's consumer price index has risen 12 percent. Over the past three months, prices have climbed even faster, increasing at a compound annual rate of 12.7 percent.

The August CPI increase marked

the eighth consecutive monthly increase of 1 percent or more in consumer prices, BLS observed. For the third straight month, about two-thirds of the increase was due to higher energy and home ownership costs.

The average price for all types of gasoline was 96.7 cents a gallon, up 3.7 cents from July. During the first eight months of 1979, average gasoline prices have surged by 28.2 cents a gallon.

The average price for a gallon of home heating oil in August was 80 cents. The price has now climbed by 25.5 cents per gallon so far this year, BLS said.

Household costs were up 1.4 percent over the month, the seventh consecutive month of large increases and the biggest monthly jump this year. Rising home ownership costs and heating fuel prices accounted for most of the increase.

Besides heating oil, house prices jumped 1.6 percent and home financing costs rose 3.1 percent. Natural gas and electricity prices also rose substantially in August.

With the exception of grocery prices, which remained unchanged,
(Continued on Page 8)

Congress Tightens Ban On Alaskan Oil Swap

Congress made clear its continued opposition to the export or swap of Alaskan oil as it passed a labor-supported bill that also tightens controls on exports that would weaken the United States or push up prices to consumers.

Oil companies pressed unsuccessfully to ease existing restrictions and allow "excess" Alaskan oil to be shipped to Japan on foreign-flag tankers in exchange for Mexican or Canadian oil purchased by Japan.

Instead, Congress voted even tighter conditions on any such exchange.

As a starter, the President would have to approve the proposed swap as enhancing national security, and

the agreement would have to require that at least 75 percent of the oil company "savings" be passed on to consumers in lower prices.

Even then, both the House and Senate would have to pass resolutions specifically approving the transaction. The only exception to the export restrictions would be if
(Continued on Page 3)

Meany to Step Down At Coming Convention

AFL-CIO President George Meany informed the Executive Council that he will not be a candidate for re-election at the federation's next convention, slated to open Nov. 15 in Washington.

Meany, 85, has been president of the AFL-CIO since it was created by merger of the AFL and CIO in 1955. Before that he had been president of the AFL, succeeding the late William Green in 1952 after serving as secretary-treasurer since 1939.

AFL-CIO Sec.-Treas. Lane Kirkland reported Meany's message at a news conference following the special council meeting, Sept. 28. He said expressions from council members "reflected our deep love and respect for this great man who has meant so much to the trade union movement and to American workers for many years, who has stood on the firing line and taken the attacks and brickbats that come with the normal territory of someone who has the responsibility of advocating and defending the rights of plain people in this society."

In response to a question, Kirkland confirmed that he will be a candidate to succeed Meany at the convention.

Meany recently returned to work at the federation's headquarters after a lengthy illness growing out of a leg injury he suffered last spring. He had intended to preside at the special council meeting but came down with the flu on its eve, Kirkland reported.

THE WHITE HOUSE
WASHINGTON

10/3/79

Jim McIntyre

The attached was returned in
the President's outbox today
and is forwarded to you for
appropriate handling.

Rick Hutcheson

cc: Frank Moore

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	CUTLER
	DONOVAN
	EIZENSTAT
	MCDONALD
✓	MOORE
	POWELL
	WATSON
	WEDDINGTON
	WEXLER
	BRZEZINSKI
✓	MCINTYRE
	SCHULTZE
	ANDRUS
	ASKEW
	BERGLAND
	BROWN
	CIVILETTI
	DUNCAN
	GOLDSCHMIDT
	HARRIS
	KREPS
	LANDRIEU
	MARSHALL

	MILLER
	VANCE
	BUTLER
	CAMPBELL
	H. CARTER
	CLOUGH
	CRUIKSHANK
	FIRST LADY
	FRANCIS
	HARDEN
	HERTZBERG
	HUTCHESON
	KAHN
	LINDER
	MARTIN
	MILLER
	MOE
	PETERSON
	PRESS
	SANDERS
	SPETH
	STRAUSS
	TORRES
	VOORDE
	WISE

THE WHITE HOUSE
WASHINGTON

10/3/79

Mr. President:

Frank Moore concurs.

Rick/Bill



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

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for Preservation Purposes**

*Jim,
Move strongly
& specifically. Be
sure each problem
is addressed by
the agency head
involved.*
JR

MEMORANDUM FOR THE PRESIDENT

FROM: James T. McIntyre, Jr. *JT*

SUBJECT: Seriously Objectionable Bills Pending in Congress

Although Congress has enacted few major bills so far this year, OMB has identified a number of bills that are moving on the Hill with provisions that are seriously objectionable from the standpoint of the Administration's policies.

Attached is a list of those bills, arrayed in three tiers, representing an initial judgment of the magnitude and importance of the issues presented. Tier I contains the most troublesome bills; Tiers II and III are of successively less magnitude. Descriptions of Tier I bills and their objectionable features are also attached, as well as a summary of the estimated budget impact of those bills.

The following points should be made about the list of seriously troublesome bills:

- ° Congress has been moving slowly. Many of the bills are still at a stage in the legislative process that gives the Administration an opportunity to try to get changes in them before final congressional action or to prevent their enactment. As a result, some of the bills may be improved enough to make a veto unnecessary, and some may not be enacted. A definite decision to veto or approve a particular bill, therefore, need not be made now. Should a veto signal be needed on a bill, we can give it after checking with you. (Last year, of the 38 bills initially considered seriously troublesome, 15 did not pass, you vetoed seven, and you signed 16.)
- ° The pace in Congress is likely to pick up during the fall. Other bills may come along that will present problems as serious as those represented by the bills now on the list. (Last year you vetoed eight bills that were not on the initial list of bad bills.)

The bills in Tier I that currently appear most likely to be enacted this session and present you with a clear question of veto are:

1. H.R. 3000/H.R. 4839: Department of Energy Authorization Act for Fiscal Year 1980 - Civilian Applications. Includes continuation of authorization for the Clinch River Breeder Reactor as its principal objectionable feature.
2. H.R. 3994/S. 1156: Solid Waste Disposal Act Amendments of 1979. Exempts surface impoundments (pits, ponds, and lagoons) from regulation of disposal of hazardous wastes and contains an unconstitutional legislative encroachment.
3. H.R. 3546: Extension of Federal Insecticide, Fungicide, and Rodenticide Act. Overturns for two years EPA's ban on the use of Mirex and provides for legislative veto of rules and regulations under the Act.
4. H.R. 2313: FTC Authorizations. Provides for legislative veto of all FTC rules.
5. H.R. 3282/S. 1658: Asbestos School Hazard Detection and Control Act of 1979. Authorizes a new \$30 million grant program for detection of asbestos in local public and private schools and new \$300 million interest-free loan program for removing or containing the asbestos. (You decided to oppose this bill but not threaten a veto and asked that a substitute be devised that would involve State financial responsibility for removal.)
6. H.R. 3942/S. 413: Aircraft Noise. Substantially exceeds budget request (\$190-280 million in 1980) and contains numerous objectionable features that would weaken compliance with aircraft noise regulations.

Attachments

October 1979

SERIOUSLY TROUBLESOME BILLS WHICH
HAVE AT LEAST BEEN REPORTED BY
COMMITTEE IN ONE HOUSE

TIER I

Agriculture

H.R. 3398: Increase Agriculture Target Prices

Energy

H.R. 3000/H.R. 4839/S. 688: Department of Energy
Authorization Act for
Fiscal Year 1980 - Civilian
Applications

Environmental Protection Agency

H.R. 3994/S. 1156: Solid Waste Disposal Act Amendments of
1979

H.R. 3546: Extension of Federal Insecticide, Fungicide,
and Rodenticide Act

Federal Trade Commission

H.R. 2313*: FTC Authorizations

Health, Education, and Welfare

H.R. 3282/S. 1658: Asbestos School Hazard Detection and
Control Act of 1979

H.R. 3464: Supplemental Security Income (SSI) Disability
Amendments of 1979

H.R. 3434: Social Services and Child Welfare Amendments
of 1979

Interior

S. 1119: Transportation and Storage of Spent Nuclear Fuel in Territories and Possessions of the United States

S. 14: Reclamation Reform Act of 1979

H.R. 4930: Interior and Related Agencies Appropriation Bill

S. 1403: Surface Mining Act Amendments

Justice

S. 1477: Federal Courts Improvement Act

Labor and Commerce

H.R. 1543/S. 227: Trade Adjustment Assistance Amendments

United States Postal Service

H.R. 79: Postal Service Act of 1979

Transportation

H.R. 3942/S. 413: Aircraft Noise

Veterans Administration

H.R. 3892/S. 1039: Veterans Medical Program Extension Act

*Included in list because of legislative veto provisions.

TIER IIAgriculture

H.R. 4195: Cotton Program Adjustments

H.R. 2727/S. 55: Meat Import Quotas

S. 892: Extension of Title V of the Rural Development Act (gasohol)

Commerce

H.R. 4034/S. 737: Export Administration Act Renewal

H.R. 20: Development of Aquaculture

Energy

S. 1030: Energy Emergency Conservation Act of 1979

Justice

S. 265: Equal Access to Justice Act (attorneys fees)

Office of Personnel Management

H.R. 2850/S. 383: Special Benefits for Former Non-Federal Employees of Agricultural Stabilization and Conservation Service (ASCS) County Committees

TIER IIIAgriculture

S. 261: Agricultural Subterminal Storage Facilities

H.R. 2043: Water Bank Amendments

S. 670/H.R. 3580: Rural Development Policy and Coordination Act

Commerce

H.R. 2519*: Marine Protection, Research, and Sanctuaries
Act of 1972

S. 1097: National Tourism Policy Act

General Services Administration

H.R. 3930*/S. 932*: Defense Production Act Extension
(Synfuels Amendments)

Interior

H.R. 3756*: Omnibus Territories Legislation

H.R. 3927*: Union Station/Visitors Center

*Included in the list because of legislative veto provisions.

October 1979

POTENTIAL BUDGET IMPACT
TIER I SERIOUSLY TROUBLESOME BILLS

NOTE: The figures in this table represent the amounts by which the authorizations in the bills exceed the FY 1980 budget request, unless otherwise indicated in the comment column.

(\$ IN MILLIONS)

<u>Bill</u>	<u>FY 1980</u>	<u>FY 1981</u>	<u>FY 1982</u>	<u>Comment</u>
<u>Agriculture</u>				
Increase Agriculture Target Prices H.R. 3398	+ 100	N/A	N/A	This is an entitlement and translates directly into outlay. Potential amendments could add several hundreds of million dollars in 1981 and 1982.

N/A = Not available or not applicable.

<u>Bill</u>	<u>FY 1980</u>	<u>FY 1981</u>	<u>FY 1982</u>	<u>Comment</u>
<u>Energy</u>				
Department of Energy Authorization				
Act of FY 1980 - Civilian				
Applications				
H.R. 3000/H.R. 4839	+ 384	N/A	N/A	
S. 688	+1,445	N/A	N/A	
<u>Environmental Protection Agency</u>				
Solid Waste Disposal Act Amendments				
of 1979				
H.R. 3994	+ 72	N/A	N/A	Anticipate final appropriations action will be line with or lower than the President's request. Principal objection is exemption of certain hazardous waste pits, ponds, and lagoons from regulatory control.
S. 1156	+ 80	+ 93	+105	
Extension of Federal Insecticide, Fungicide, and Rodenticide Act				
H.R. 3546	+ 9.7	N/A	N/A	No significant budget issues. Principal concerns are legislative veto and MIREX provisions.
<u>Federal Trade-Commission</u>				
FTC Authorizations				
H.R. 2313	+ 6	N/A	N/A	No significant budget issue. Principal concern is legislative veto provision.

<u>Bill</u>	<u>FY 1980</u>	<u>FY 1981</u>	<u>FY 1982</u>	<u>Comment</u>
<u>Health, Education, and Welfare</u>				
Asbestos School Hazard Detection and Control Act of 1979 H.R. 3282/S. 1658	+ 110	+110	+110	The figures assume that the new Federal asbestos-removal, interest-free direct loan program, authorized at \$100 million a year, would operate at full authorization level. Assumes the new Federal asbestos-detection grant program, authorized at \$30 million for the three-year period, would be fully funded, with appropriations spread evenly over the three years.
Supplemental Security Income (SSI) Disability Amendments of 1979 H.R. 3464	+ 8	+ 66	+157	Figures represent increased outlays for the substantial liberalizations of SSI disability benefits in this bill. They are based on CBO estimates for added SSI and Medicaid costs and HEW estimates for added Disability Insurance Program costs. The 1980 figure is only for the last quarter when the bill becomes effective.

<u>Bill</u>	<u>FY 1980</u>	<u>FY 1981</u>	<u>FY 1982</u>	<u>Comment</u>
<u>Health, Education, and Welfare</u>				
(Continued)				
Social Services and Child Welfare				
Amendments of 1979				
H.R. 3434	+ 226	+226	+226	H.R. 3434 would add \$226 million annually to <u>outlays</u> , including \$200 million by raising the Title XX social services ceiling to \$3.1 billion (our proposal calls for an increase to \$2.9 billion). In addition, the bill does not cap foster care funding as proposed by the Administration, which would likely result in further add-ons that cannot be estimated at this time.

<u>Bill</u>	<u>FY 1980</u>	<u>FY 1981</u>	<u>FY 1982</u>	<u>Comment</u>
<u>Interior</u>				
Transportation and Storage of Spent Nuclear Fuels in Territories and Possessions of the United States S. 1119	N/A	N/A	N/A	A policy, not budgetary issue.
Reclamation Reform Act of 1979 S. 14	N/A	N/A	N/A	A policy, not budgetary issue.
Interior and Related Agencies Appropriation Bill H.R. 4930				
Budget Authority	+1,779	+592	+412	1980 Budget Authority includes \$1,500 million for synfuels program which we have agreed not to object to. Outlay estimates assume continuation of program levels beyond 1980.
Outlays-	+ 326	+558	+440	
Surface Mining Act Amendments S. 1403	N/A	N/A	N/A	A policy, not budgetary issue.
<u>Justice</u>				
Federal Courts Improvement Act S. 1477	N/A	N/A	N/A	A policy, not budgetary issue.
<u>Labor and Commerce</u>				
Trade Adjustment Assistance Amendments				
H.R. 1543	+ 250	+250	+250	These are estimates of H.R. 1543's and S. 227's increased <u>outlays</u> for trade adjustment assistance to workers and firms.
S. 227	+ 200	+200	+200	

<u>Bill</u>	<u>FY 1980</u>	<u>FY 1981</u>	<u>FY 1982</u>	<u>Comment</u>
<u>United States Postal Service</u>				
Postal Services Act of 1979 H.R. 79	+ 390	+585	+775	In the last two years, appropriations have been identical to authorizations. Major objectionable provision is increase in public service subsidy to USPS.
<u>Transportation</u>				
Aircraft Noise				
H.R. 3942	+ 280	+150	+150	Significant proportions of authorizations over President's budget are for contract authority so no further appropriation action would be required.
S. 413	+ 250	N/A	N/A	
<u>Veterans Administration</u>				
Veterans Medical Program				
Extension Act				
H.R. 3892	+ 145	+141	+137	The costs for the House bill reflect the mandating of specific numbers of FTE employees in the VA medical program, which would cost \$50 million annually, as well as benefit liberalizations. The Senate bill contains some of the Administration's cost savings proposals, which more than offset add-ons in the bill.
S. 1039	- 23	- 11	- 9	

THE WHITE HOUSE
WASHINGTON
03 Oct 79

Frank Moore

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the President's outbox today
and is forwarded to you for
appropriate handling.

Rick Hutcheson .

FOR STAFFING
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ADMIN CONFID
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FYI

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	JORDAN
	CUTLER
	DONOVAN
	EIZENSTAT
	MCDONALD
/	MOORE
	POWELL
	WATSON
	WEDDINGTON
	WEXLER
	BRZEZINSKI
	MCINTYRE
	SCHULTZE
	ANDRUS
	ASKEW
	BERGLAND
	BROWN
	CIVILETTI
	DUNCAN
	GOLDSCHMIDT
	HARRIS
	KREPS
	LANDRIEU
	MARSHALL

	MILLER
	VANCE
	BUTLER
	CAMPBELL
	H. CARTER
	CLOUGH
	CRUIKSHANK
	FIRST LADY
	FRANCIS
	HARDEN
	HERTZBERG
	HUTCHESON
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	MARTIN
	MILLER
	MOE
	PETERSON
	PRESS
	SANDERS
	SPETH
	STRAUSS
	TORRES
	VOORDE
	WISE

THE WHITE HOUSE
WASHINGTON

*Frank
done
J*

CONGRESSIONAL TELEPHONE CALL

TO: Senator Nancy Kassebaum
DATE: Wednesday, October 3
RECOMMENDED BY: FRANK MOORE *F.M./B.B.*
BOB BECKEL
PURPOSE: To congratulate her on her important SALT statement of last Friday (Tab A).

BACKGROUND: Although Senator Kassebaum is proposing a reservation to the Treaty preventing SALT II from taking effect until such time as the President certifies that the Soviet Union has no combat capability, she made a very strong plea for de-linking and taking up the Treaty soon and judging it on its merits. She said not to do so would be "more than a missed opportunity; it will be a failure of courage."

Hopeful that we can get debate going. Glad in Senate to help get SALT to floor. No commitment on final vote

We get the sense she is on the verge of endorsing SALT. She chose her words carefully, "I have been uncommitted on SALT." From staff, we know that she chose the words "combat capability" deliberately.

TOPICS OF DISCUSSION: A call from you thanking her for the statement even before your speech would be most appropriate. You should not indicate, however, that we expect her to come out for SALT in the near future.

DATE OF SUBMISSION: Tuesday, October 2 *MM*

W. M. Beckel
MM

Mr. STEVENS. Mr. President, the Senator from Kansas is here and I have yielded her our time.

The PRESIDING OFFICER. Under the previous order, the Senator from Kansas (Mrs. KASSEBAUM) is recognized for not to exceed 15 minutes.

SALT II TREATY—EX. Y, 96-1

AMENDMENT NO. 448

(Ordered to be printed and to lie on the table.)

Mrs. KASSEBAUM. Mr. President, in my short time in this body I have tried to be observant. Following my intuition and the advice of more senior or former members, I have attempted to choose with care the issues I address in this Chamber. Today, I am going to address an issue which, if left completely to my free choice, I would not otherwise seek to influence. While I do not wish to be an interloper on a matter of the magnitude of arms limitations, I feel that it is incumbent on me to make an effort at continuing the SALT debate.

In the press, we have read varying descriptions, often from the same source, of Soviet troops in Cuba as posing no military threat to the United States; as a Soviet maneuver that is insensitive to U.S. interests; and, as a major, growing obstacle to SALT II. We have been treated to predictions that there is no chance for SALT's passage while the status quo continues; that there are not sufficient votes for ratification while Soviet troops remain in this hemisphere; and that the Cuban issue will halt even committee consideration of the treaty.

Mr. President, I think we are observing the phenomenon of self-fulfilling prophecy. This kind of behavior is unbecoming to the world's most deliberative body. Without doubt, Madison's remonstrance in the Federalist Papers is relevant here. In paper No. 37, Madison wrote:

It is a misfortune, inseparable from human affairs, that public measures are rarely investigated with that spirit of moderation which is essential to a just estimate of their real tendency to advance or obstruct the public good.

Surely the current debate on Cuba is just such a misfortune.

A Soviet combat capability in Cuba, even if it presents no military threat, represents an unacceptable, aggravating intrusion upon the public's peace of mind. That capability is, at minimum, an affront and an embarrassment to America's foreign policy. The true measure of this situation lies somewhere on a spectrum starting with "nuisance" and ending with "clear and present danger." In short, I agree, and am committed to assuring, that the status quo cannot remain static.

But what, Mr. President, is the public measure, as Madison puts it, that we will advance as a remedy to this unacceptable situation? The public measure to date has been that the Senator has unofficially delayed and imperiled ultimate discussion of the second strategic arms limitation treaty. Is this being done "with that spirit of moderation" that allows us to calculate the "real tendency to ad-

vance or obstruct the public good"? I do not think so, nor do I think the American public thinks so.

I have been uncommitted on SALT II. I will discuss my views on the treaty's merit in the near future. For now, Mr. President, I want to confine myself to the impact of Cuba on the SALT process. It seems to me that both ratification proponents and opponents can reach a consensus on the question of whether debate should proceed. I would like to tentatively offer a mechanism around which such a consensus might grow.

When I rose to speak today, I mentioned that I have tried to be observant. One observation that is relevant to the Cuban connection is that we frequently, and usually on the most serious matters, do not debate issues on the floor until they have become "sure things." There is a good practical rationale for not taking unnecessary chances on passage. There is surely a good argument that the Senate should not waste time on measures that do not stand a chance of passage. But the practice of waiting until a sufficient number of votes have been flatly committed to a measure before it comes to the Senate, before it comes to a vote, is a disturbing new direction in this body. It is reminiscent of that scene in "Alice in Wonderland" in which the characters are confused about whether the verdict comes before or after the trial. It is a practice which contributes to the declining value of persuasive rhetoric and candid public debate. It is an obstacle to honest deliberation.

Mr. President, I am not doubting the sagacity of our leadership nor prejudging its determinations. I am not urging treaty proponents to rush willy-nilly into immediate floor consideration of the SALT II treaty. I am not asking the administration to ignore the unofficial vote counts and plunge into a possibly self-defeating Senate debate. What I am seeking is to restore some calm to the debate, get it moving again, and ask my colleagues on both sides of SALT to have some confidence in the institutions of the U.S. Senate and free debate.

In preparing the amendment I am submitting today, I sought advice on when debate might be expected to begin, if ever, and how long debate would last. Estimates were that the ratification debate might be the Senate business by mid-November. I was told that that debate might last anywhere from 2 or 3 weeks to 5 or 6 weeks. That strikes me as a sufficient amount of time, given the intensity of Senator's attention to SALT issues over the course of the past year, to fully air the merits of the treaty and even some peripheral issues. It strikes me as sufficient time to judge the developing situation in Cuba and relate that situation, as is the want of many Members, to the treaty. It seems a sufficient amount of time for the administration to alter the status quo and a sufficient amount of time to judge the public acceptability of the then alerted status quo. It probably even permits time for Congress to play a role in constructing an answer to the Cuban question.

Today, I am proposing a course that

will allow us to proceed with genuine debate on the treaty before it is too late—before our pessimistic predictions take on a life of their own and become self-fulfilling prophecies. To opponents of the treaty I am offering a mechanism that will allow them to bring a satisfactory resolution to the Cuban situation as it relates, in their view, to SALT. To those who are uncommitted but find it difficult to maintain their position in light of the Cuban situation, I am offering productive moderation.

Mr. President, as in executive session, I send to the desk an amendment to the resolution of ratification which embodies a reservation to the SALT treaty. In essence the reservation prevents the treaty from taking effect until such time as the President certifies that the Soviet Union has no combat capability located in Cuba. The President, under the strictures of this reservation, would also be required to communicate to the Soviet Union that the future existence of a combat capability in Cuba could jeopardize the continuation of the SALT process.

It is not my intention to call for consideration of this reservation if an appropriate resolution of the Soviet combat situation has been agreed upon before debate concludes on the treaty. If the Cuban issue has been satisfactorily dealt with through firm and unilateral action on the administration's part, I would vote against my reservation as an unnecessary encumbrance on a treaty that might otherwise advance U.S. interests even marginally.

If SALT opponents believe that the treaty should be defeated on its merits, let them state their case in open debate before the Senate. If they see a way of resolving the Cuban issue, I urge them to begin work on that resolution. If opponents want more than is provided by action between now and a vote on ratification then my amendment offers them that opportunity. If those treaty proponents who see some linkage between the Cuban debate and the SALT debate have confidence in themselves and merits of SALT, then my reservation offers a way around the obstacle they themselves have placed in the path of the ratification debate.

Mr. President, I think the SALT treaty should be brought to the floor promptly. I think it should be debated and judged on its merits. I think we owe it to the reputation of the Senate to deal directly with difficult issues. I think we owe it to the Nation to judge whether our people are more secure, our defense stronger, our strategic priorities more orderly, and our allies more protected with or without the second arms limitation treaty. To fall in even attempting to make such a judgment will be more than a missed opportunity; it will be a failure of courage.

Mr. STEVENS. Mr. President, will the Senator yield?

Mrs. KASSEBAUM. I yield.

Mr. STEVENS. Mr. President, the Senator from Kansas has made a very important point in the Senate this morning, in terms of a careful, measured analysis of the situation. She certainly has made a valid suggestion: that if the combat troop brigade problem in Cuba has not

been resolved by the time the treaty is voted upon, a reservation should be considered to give the President the authority she suggests.

I point out to the Senator from Kansas that when we were in a meeting with the President a week ago, I inquired of him, Secretary Brown, Secretary Vance, and Mr. Brzezinski as to whether the United States had requested permission from Cuba to take a look at these troops, to ascertain whether or not they were, in fact, combat troops, from observation on the ground, and I was told that that request had not been made.

I hope that the impact of the reservation of the Senator from Kansas would be that if the troop problem has not been resolved by the time the treaty is debated and considered on the floor of the Senate, this authorization and requirement, as her amendment provides, that the President certify that there are no combat troops in Cuba—no combat capability, I believe she said—would require an actual inspection on the ground in order to determine it.

I believe it is time we faced up to the situation and asked the Cubans and the Soviets for permission for our experts to take a look at these troops, to determine what they are, because the debate rages even again this morning in the newspapers and on the wire services as to the question of whether or not these are, in fact, combat troops. We say they are, and the Soviets and the Cubans say they are not.

A quick and easy way to resolve this question would be to request them to allow us to send our experts to Cuba to take a look at these troops on the ground and find out what their role is, what their capability is, and have them face us directly, right there, and try to explain to us why a combat brigade is not a combat brigade.

I think this is one way we might deal with the problem, if we are to get to the consideration of the treaty this year.

I congratulate the Senator from Kansas.

Mrs. KASSEBAUM. I thank the Senator from Alaska.

Mr. President, I yield back the remainder of my time.

Mr. ROBERT C. BYRD. Mr. President, will the distinguished Senator not yield back her time for the moment? Will she yield to me?

Mrs. KASSEBAUM. I yield to the majority leader.

Mr. ROBERT C. BYRD. Mr. President, I have had my confidence in the character of this body strengthened in listening to the speech by the gentle lady from Kansas. She has spoken in a way that contributes to the national debate, contributes to perhaps a calming of the near hysteria that appears to have been created in some quarters with respect to Soviet troops apparently long located but only recently identified in Cuba.

I did not hear all of her speech, but I heard parts of it in my office; and I noted with interest that she suggested that too much of the current debate on Cuba creates self-fulfilling prophecies. I think she is 100 percent on target.

I saw last night that the Security Council was meeting, and it is meeting again this morning. I do not know what to make of all this. I have been informed as to what is developing. That is not to say that it is necessary that I be informed. But too many things have been said and done that have created an air of apprehension, urgency, and crisis.

The distinguished Senator from Kansas believes that we should have faith in the Senate's ability to deliberate and to reach a considered judgment. She does not advocate rushing into debate tomorrow.

Sometimes I wonder whether people have been listening to what has been said. One would get the impression that the debate started yesterday on the Senate floor or would start tomorrow or next week or even the week after next. There has been no indication by the Senate leadership that that is imminent.

The Senate Foreign Relations Committee will continue to conduct its very thorough work. I hope that, in the meantime, the committee will mark up the treaty and report it to the Senate.

As I understand the statement of the Senator from Kansas, she feels that there may be some waiting for enough votes declared for SALT before beginning deliberations. In this regard, I say to the distinguished Senator that that is not the case precisely at this moment.

There will be time enough to count the votes and they probably will never be fully counted until the roll is called. But she is quite right in not asking us to plunge into self-defeating debate. She wants calmness restored to the process. That is the way it should be—calmness in this situation.

I have been in one or two crises here in my 27 years in Washington. I have never seen anything in this situation that appears to me to be a crisis. Certainly there should be no connection between that treaty and what is happening in Cuba.

The benchmark I have maintained from the beginning is and should be: Is this treaty in the interest of the United States? If it is not in the interest of the United States, then it should be rejected, Cuba aside. If it is in the interest of the United States, the security interests of the United States, then it should be approved with whatever resolutions and understandings appear to be appropriate and necessary.

And if it is in the interest of the United States, then it should not become the hostage or the victim of a pseudo-crisis that has erupted upon the discovery and identification of a few hundred Soviet troops in Cuba, apparently long there on an island on which the United States also has a few hundred personnel in a military force.

Mr. President, I am concerned about two or three things here. I have not definitely made up my mind finally on the treaty and will not do so until I have studied the report of the Intelligence Committee, read the transcripts of the Armed Services Committee and the Foreign Relations Committee's hearings. I am inclined to support the treaty. But it is a little bit like having an option on the

purchase of a house, having a 90-day option. I may purchase the house on the 90th day or I may turn down the sale. But I want to keep the option open, so that on the 90th day I may exercise it. So I do not want to see the treaty go down the drain without debate by the Senate on its merits. I think that option should be kept open.

To hold the treaty hostage or to connect it by some unnatural umbilical cord to a handful of Soviet troops in Cuba is to crush, nay, crack an egg with a sledgehammer. It is like taking one of my violins and swatting at a fly. The violin is broken into smithereens and the fly gets away. So we can end up losing on both the SALT treaty and on the issue of troops in Cuba.

I can be as hardnosed, as bullheaded, and as firm as anyone else can be. And I have made my share of anti-Soviet statements. I voted against the 1964 test ban treaty. I spoke out against Soviet adventurism in Africa and elsewhere. I have condemned the Soviets for suppression of dissidents, and I have been just as anti-Communist as anyone in this Chamber. I have my credentials. They are cleared good on that score. And I can be as firm in Cuba as can anyone else.

But I think we should stop, look, and listen and not let the situation be distorted to the extent that we destroy a treaty which may be in the interest of this country and which deals with strategic nuclear systems and has not one thread of connection with Soviet troops in Cuba. We may destroy that because of political glaucoma that obscures our wider vision of the Nation's interest in bringing about some eventual limit on strategic nuclear weapons.

So, Mr. President, I am encouraged by the address that has been made by the distinguished Senator from Kansas. She has correctly perceived the situation as it is. She has advocated going ahead in due time, not in haste, with the debate on the treaty. But she has also advocated not delaying it. I say she is correct. The Senate and the American people are entitled to hear the debate on this treaty.

So my compliments to her, and I will look forward to reading the speech in its entirety. I will not comment on the amendment that she offered at this point, but it certainly is not without reason that might require a change or two, but at least she is thinking positively.

Mr. President, I yield the floor.

Mrs. KASSEBAUM. I thank the majority leader for his kind and thoughtful remarks.

I share with him the great pride we take in the history of the Senate and its precedents that guide us in dealing with these issues. I am sure that under his objective leadership, we will have a prompt and full debate.

ROUTINE MORNING BUSINESS

Mr. ROBERT C. BYRD. Mr. President, I ask unanimous consent that there be a period for the transaction of routine business and Senators may speak therein

8:00 AM

THE WHITE HOUSE

WASHINGTON

October 2, 1979

SR 71 - Mr. Trip

MEMORANDUM FOR THE PRESIDENT

FROM:

JACK WATSON *Jack*

SUBJECT:

Domestic Policy Breakfast
Wednesday, October 3, 1979
8:00 a.m. Cabinet Room

Participants

The Vice President
Secretary Harris
Secretary Goldschmidt
Secretary Marshall
Secretary Landrieu
Stu Eizenstat
Hamilton Jordan
Jack Watson

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Press Plan

Although there will be no press present, the film crew working for Jerry Rafshoon will be in the room. As you know, the film is being shot for possible use in a campaign film.

Proposed Agenda

1. I think it would be helpful, both to you and to the Cabinet members, to discuss your upcoming travel schedule. The Secretaries may have some useful information or advice regarding those events and, in any event, it would be helpful to let them know where you are planning to be during the next couple of weeks.

(?) -- October 10 - Albuquerque, New Mexico
(Proposed trip to Albuquerque to meet with Western Governors and then to San Diego for the Building Traders Convention speech.)

- October 13 - Speech at the Kennedy-King Fund Raising Dinner sponsored by the Washington, D. C. Democratic Party.
 - October 15 - Kansas City
(Conference of Catholic Charities)
 - October 15 - Chicago, Illinois
(Jane Byrne Fund Raiser)
 - October 16 - Chicago Suburbs
(Town Hall Meeting)
 - October 20 - Boston, Mass.
(Dedication of Kennedy Library. You might solicit their advice on the best "tone" and "themes" for your speech at the Kennedy Library.)
2. You might make a point of commending Moon Landrieu, Ray Marshall and Neil Goldschmidt for their campaign efforts in recent weeks. Each of them has been extraordinarily helpful. (Pat Harris hasn't been doing much traveling, but I understand she is scheduled to go to Florida Thursday and Friday of this week.)
 3. You might ask the Secretaries to comment on what they are hearing and seeing (politically) as they travel around the country and what they think we ought to be doing differently, or better. (I continue to believe that one of our major political problems, if not the overriding one, is how to be more effective in the presentation of "our case.") I suggest that you draw the Secretaries out with respect to their political evaluations and insights. They would like to be asked, and I have no doubt that they have some valuable things to say.
 4. You should reiterate your desire for the Cabinet Secretaries to be constantly alert to opportunities to demonstrate how our domestic policy and programs are actually working, e.g., through proper orchestration of grants announcements, major program initiatives, good news announcements, etc. At Ham's request, I have been working on ways to improve our grants announcement and calendar of events system, and the process is beginning to work better. For it to work most effectively, the Cabinet Secretaries and their key people have to help us spot good opportunities.

Footnote:

You might ask whether the Secretaries think it is useful and politically helpful for them to travel occasionally with you on your out of town speeches, town meetings, etc. You might also ask whether or not they think it is a good idea for Cabinet members to "team up" from time to time on visits around the country. For example, Moon and Neil are going to Los Angeles on October 10 to talk jointly about the Century Freeway project, housing, economic development, and your urban policy. I think that's a good way for us to get more local and regional press attention and to demonstrate how your Administration is really "working together to get things done."

cc: The Vice President
Stu Eizenstat
Hamilton Jordan

9:00 AM

THE WHITE HOUSE

WASHINGTON

October 2, 1979

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MEMORANDUM FOR THE PRESIDENT

FROM: JACK WATSON *Jack*

SUBJECT: Your Meeting with Secretary Juanita Kreps
Wednesday, October 3, 1979 9:00 a.m.

Juanita requested this time to report to you on her trip last week in Europe. She spent two days in Geneva as your representative at the World Administrative Radio Conference (WORC), and while there, also met with some of the heads of the UN agencies.

She was in Brussels for one day of meetings at the European Community Headquarters; one day in London with some of Prime Minister Thatcher's advisers; and one day in Paris at the Organization for Economic Cooperation and Development.

She would like to give you a general report on the trade discussions she had, including discussion of MTN implementation, trade reorganization and their reaction to our plans in this area.

1:30pm

THE WHITE HOUSE

WASHINGTON

Wednesday, October 3, 1979

Oval Office, 1:30 p.m., (15 min)

①

- I. PURPOSE: To discuss Commission to propose a National Agenda for the 1980's. Memorandum describing proposed make-up of the commission is attached.
- II. PARTICIPANTS: William McGill, President of Columbia University (who has accepted as chairman of the commission)
- Alonzo McDonald
- Hedley Donovan
- (off-the-record)
- III. COMMENT: John Gardner, Frank Pace, Bill Scranton and Bill Moyers have accepted to be members of the commission. Carl Holman, President of the National Urban Coalition, and Ruth Hinerfeld, President of the League of Women Voters, have been approached to join and will respond shortly.

Hedley Donovan

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DONOVAN
9/20/79

The President intends to appoint a Commission to propose A National Agenda for the 1980's.

The Commission would be divided into a number of panels:

The General Panel

Panel on Productivity

Panel on Inflation

Panel on Energy

Panel on Urban Affairs

Panel on Land and Water Use

Panel on Education

Panel on Role of the Federal Government.

Additional panels might be appointed to explore other subjects.

All panel members would be members of the Commission. The Chairman of the Commission would also be Chairman of the General Panel. The panels would be assisted by staff supplied by the Government and also would be empowered to retain outside consultants.

Each panel would be expected to submit to the President by Mid-December a preliminary paper appraising problems, opportunities and choices in its field. ~~The President might want to draw on these papers in preparing his State of the Union message.~~ After discussion of these papers with the President and his representatives, the Panels would begin work on detailed reports to be submitted in mid-November 1980.

The initial use of the word Agenda rather than Goals or Program is deliberate, to avoid any implication that a Presidential Commission thinks it can "plan" the ten-year future of the country.

The final reports in mid-November 1980 are, however, expected to contain specific policy recommendations and where appropriate (e.g., inflation rate, productivity rate of increase) specific targets.

The choice of a ten-year frame, rather than, say, five, fits the popular sense that a decade has a certain unity, and that the start of a new decade is a time of fresh beginnings.

The Panels would consist of 10 to 15 members each. The President wants to appoint men and women of outstanding experience and competence in all the fields under study. The Panels should reflect some balance by age, sex, geography, ethnic background, but the final criterion is ability to contribute important insights to the problems at hand.

Appointments would be entirely non-partisan in character. The non-partisan nature of the Commission is further underlined by the mid-November reporting date and by giving the studies a ten-year dimension rather than a shorter time-span which would fall entirely within the next Presidential term. Membership of the Commission would be announced and its reports made public (unlike those of the Lyndon Johnson task forces, which were treated as private reports to the President). The President would stress his hope that the studies would be of value to the U.S. Government (at least two Presidential Administrations) throughout the 1980's, and above all to the American people.

* * * *

This project arises out of a conviction that America is not itself when it lacks faith in the future and lacks a vision of the future.

The President has gone so far as to say the country is suffering a "crisis of confidence." Others have spoken of a "national malaise" or even "national despair."

I myself think these characterizations are somewhat overdrawn, but there is no doubt that over the past 15 years something has changed in the national spirit, and the change is for the worse. The country rebounded well from Viet Nam and Watergate in many ways, but there are still residues of mistrust of institutions, including, perhaps especially, the Presidency. The energy experience of the past half dozen years has been deeply unsettling to long-standing American habits and assumptions. The vicious rate of inflation can hardly fail to shake individual confidence in the future, and at the same time weakens the moral fibre of the country by ~~discouraging saving~~ ^{discouraging saving} ~~encouraging waste~~ and undermining many forms of contract.

Over the past 15 years we have also seen a decline in the relative strength of America in the world, not the fault of this Administration or any other but an inevitable historical development. ^{Many} Americans who ~~came to maturity~~ ^{Compare 1979} ~~in~~ the early post World War II years of overwhelming U.S. dominance, military and economic, ¹²⁰⁰ feel we are being "pushed around." And it feels worse when the pushing-around also has painful consequences for the U.S. standard of living, as in the overthrow of the Shah.

Out of these factors, then, and doubtless others — many years of affluence; growth in the highly educated class (sophisticated, hard-to-please); ~~the~~ growing tension between egalitarianism and excellence; the disappointing or perverse consequences of many well-meant "reforms" — come the present currents of skepticism and irritability.

The General Panel would address itself to the present national mood and to the very broad question of how some sense of common purpose and optimism might be restored. The Panel might conclude that the national mood will take care of itself if the specific problems of inflation, energy, productivity, etc., can be successfully dealt with. Or it might conclude that in addition to these crucial specifics, there is also a larger need that must be addressed. Here it might attempt to define a role for Presidential leadership, governmental leadership at all levels, and the many private centers of leadership in holding out a vision (and visions) as to where the nation could be going.

THE WHITE HOUSE
WASHINGTON
03 Oct 79

Al McDonald

The attached was returned in
the President's outbox today
and is forwarded to you for
appropriate handling.

Rick Hutcheson

4301

FOR STAFFING
FOR INFORMATION
FROM PRESIDENT'S OUTBOX
LOG IN/TO PRESIDENT TODAY
IMMEDIATE TURNAROUND
NO DEADLINE
FOR APPROPRIATE HANDLING
LAST DAY FOR ACTION

ADMIN CONFID
CONFIDENTIAL
SECRET
EYES ONLY

ACTION
FYI

VICE PRESIDENT
JORDAN
CUTLER
DONOVAN
EIZENSTAT
MCDONALD
MOORE
POWELL
WATSON
WEDDINGTON
WEXLER
BRZEZINSKI
MCINTYRE
SCHULTZE
ANDRUS
ASKEW
BERGLAND
BROWN
CIVILETTI
DUNCAN
GOLDSCHMIDT
HARRIS
KREPS
LANDRIEU
MARSHALL

MILLER
VANCE
BUTLER
CAMPBELL
H. CARTER
CLOUGH
CRUIKSHANK
FIRST LADY
FRANCIS
HARDEN
HERTZBERG
HUTCHESON
KAHN
LINDER
MARTIN
MILLER
MOE
PETERSON
PRESS
SANDERS
SPETH
STRAUSS
TORRES
VOORDE
WISE

THE WHITE HOUSE
WASHINGTON

*Good
J*

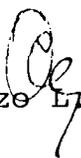
October 2, 1979

Mr. President:

Attached are the materials we reviewed on Tuesday morning with the corrections you suggested incorporated in the series of normal steps.

In addition, I have discussed with the speechwriters the following points:

- a) Your hand-written suggestions of May 3 should be strictly followed;
- b) Cover sheet with identification of clearance checks will be shown on each of the drafts you receive.


Alonzo L. McDonald

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MEMORANDUM

THE WHITE HOUSE
WASHINGTON

October 2, 1979

FOR : MR. RICK HERTZBERG
FROM : Alonzo L. McDonald 
SUBJECT: Process for Speech Planning

This outlines a beginning set of information and control documents for planning and controlling the preparation of the President's speeches and messages. We have an urgent priority to improve and regularize the speech-writing process.

Attachments include the following:

1. A listing of normal steps in the speech writing process
2. A monthly calendar of Presidential Speaking Events
3. An illustrative speech planning schedule: code A
4. A control sheet for monitoring the progress on Presidential speeches: code B
5. A form for collecting communication strategy suggestions (either in writing or by telephone) before the actual drafting gets too advanced: code C (option 1); prose request for similar information (option 2).

Our aims are to make sure that we (a) get the correct inputs for speech preparation, (b) build in enough time to assure the quality we must have, (c) provide appropriate clearances and feed-back, and (d) still get a finished draft of the item into the President's hands in adequate time for him to give it the final polish he wishes without shifting his schedule or causing a crisis review. Of course, we must accomplish these tasks in an orderly and professional manner.

We should begin to develop a set of lead time deadlines by event. In the meantime, our initial guideline should be a minimum of two full working days for any important speech and at least one full working day even for smaller items, except in emergency situations where immediate reactions are required. For standard material that is not dated, we should be able to produce these up to a week or more ahead of time and have them funneled into the system so that all of our last minute attention can be devoted to unexpected items as they occur.

We will experiment with this process over the next few weeks, making modifications and improvements as your group feels may be appropriate. Then we can move ahead into the heat of the heavily scheduled period with a bit more confidence that we can stay ahead of his requirements.

As we discussed on Thursday, I have asked Bob Meyers to work with you and Gordon Stewart over the next three or four weeks to shake down this process, have it running smoothly and recruit additional speechwriters, as needed.

Attachments:a/s

NORMAL PROCESS IN THE WRITING OF PRESIDENTIAL SPEECHES

1. Information on origin of speech and rationale for scheduling
2. Collection of Ideas/Themes/Facts
3. Early decision on "Communications Strategy"--(e.g., aims, themes/messages, illustrations/examples, tone/style, desired audience response and desired length)
4. Proposed communications strategy and outline to President for reaction
5. Initial working drafts or sections from others
6. Initial completed drafts by speechwriting unit
7. Review/clearance process
8. Final rewrite and policy checks; identify options clearly in brackets for Presidential decision
9. Completed draft to the President
10. Meeting between President and Speechwriter
11. Preparation of delivery copy with phrasing and emphasis
12. Completed text for distribution

(10/2/79 11:00 am)

October 1979

CALENDAR FOR PRESIDENTIAL EVENTS

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 1) SALT/Cuba Speech 2) Mrs. Carter greets Pope 3) J. Wright tape	2 1) Country Music luncheon 2) Ford Theater Gala 3) Askew swearing in	3	4	5	6 1) Pope's arrival 2) Pope's visit
7	8 Columbus Day	9	10	11	12	13 1) National Radio call-in 2) Kennedy, King Dinner
14	15 1) Mayor Byrne fundraiser 2) Nat. Conf. of Catholic Charities	16 So. Illinois trip; possible major speech	17 Nat. Minority Purchasing Council	18 Alliance to Save Energy	19	20 JFK Library Dedication
21	22	23	24	25 NJ trip fundraiser	26	27
28	29	30	31			

PRESIDENTIAL SPEECH PLANNING SCHEDULE

CODE: A
DATE: Oct.
TIME: 1400

Delivery Date	Event/Length	RATING		COMMUNICATION STRATEGY			DRAFTING PROCESS					CLEARANCE PROCESS				
		Importance (A-D)	Difficulty (1-4)	Subject	Themes	Tone	Data Collection/Date	Initial Drafters	Date	Final WH Draft	Date	Clearance Group	Date	Final Rewrite	Due Date	
9/28	Lopez-Portillo Dinner 5 min.	B	2	US/Mexican relations	-Visit is another step forward -Record of cooperation	Warm/neighborly	Erb	Erb	Wed., 9/26	Stewart	Wed., 9/26	ZB, Torres	Thurs., 9/27	Stewart	Thurs., 9/27	
9/28	Announcement on Wage/Price Accord 5 min.	A	3	Agreement reached	-Important anti-inflation measure	Uplift/break-through	Butler	Butler	Wed., 9/26	Butler	Thur., 9/27	Butler, Kahn, Miller, Schultze, Wexler, Powell	Thur., 9/27	Miller to McDonald	Thur., 9/27	
9/30	SALT/Cuba National TV 20-30 min.	A	1	SALT/Russian troops	-Great risk with SALT future -Merits of treaty -Disposition of Cuba issue -Posture on defense spending	Calm leader in action	ZB	Aaron/ZB	Thur., 9/27	Hertzberg	Thur., 9/27	ZB-Staff, Jordan, Donovan, Brown, Rafshoon, Christopher, DOS, Cutler, Claytor, DOD	Thur., 9/27	Hertzberg	Fri., 9/28	*Additional anticipated
10/1	Mrs. Carter greets Pope 3-5 min.	A	4	Welcome	-Introduction to American people	Uplift/Eloquent/Emotional	Maddox	Stewart, ZB, Maddox	Wed., 9/26	Stewart	Thur., 9/27	Dobelle, McDonald	Thur., 9/27	Stewart	Thur., 9/27	
10/1	Jim Wright tape 2 min.	C	4	Wright		Warm/friendly		Wright	Wed., 9/26	Coleman	Wed., 9/26	Moore	Thur., 9/27	Hertzberg	Thur., 9/27	
10/2	Askew swearing in 5-10 min.	C	4	Askew	-MTN accomplishment -Commitment to fair trade and implementation	Proud/upbeat		Bacchus, STR	Wed., 9/26	Nesmith	Thur., 9/27		Sun., 9/30	Nesmith	Mon., 10/1	

PRESIDENTIAL SPEECH CONTROL SHEET

DUE DATE

EVENT:

DATE, PLACE, TIME:

AUDIENCE:

STRATEGY:

AIMS:

MESSAGE:

LENGTH OF SPEECH:

DESIRED AUDIENCE RESPONSE:

STONE/STYLE:

THEMES:

FINAL WRITER:

GUIDANCE GROUP PRIOR TO DUE DATE:

TIMETABLE

INITIAL INFO SOURCES

- 1.
- 2.
- 3.

<u>Step</u>	<u>Due</u>	<u>Completed</u>
Initial Draft	_____	_____
WH Draft	_____	_____
Clearance Reactions:	_____	_____
_____	_____	_____
_____	_____	_____
Final Rewrite TO PRESIDENT	_____	_____

COMMUNICATIONS STRATEGY INPUT REQUEST

Code C:
Option 1

To:

(Event)

(Date)

(Place)

(Time)

(Audience)

(Due back to Speechwriters)

1. Aims:

2. Themes/Messages:

3. Illustrations, Examples:

4. Tone:

5. Desired Audience Response:

6. Desired Length:

7. Specific Requests from Speechwriters

(Signature)

THE WHITE HOUSE
WASHINGTON

S A M P L E

[Date]

MEMORANDUM FOR [NAME OF RECIPIENT]

From: Rick Hertzberg

Subject: President's remarks to [name of group]
at [place], [date]

[Name of speechwriter] of my staff needs your input on this one by COB on [day and date].

The tentative subject of the speech is [. . .].

In pulling your thoughts together, you might want to consider these specific questions:

What should be the President's overall message to the American public in this talk? What should his message be to this specific group?

What should be the lead out of it on the evening news or in the next day's paper?

What specific points should he make?

What particular facts, illustrations or examples would be especially useful to him in making these points?

What particular pitfalls should she avoid?

We would also be interested in your views about how long he should speak, whether he should speak off-the-cuff or from a prepared text, and what general tone he should strike. Thanks.

THE WHITE HOUSE

WASHINGTON

03 Oc t79

Rick Hertzberg

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the President's outbox today
and is forwarded to you for
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Rick Hutcheson

Al McDonald

*Call
Hertzberg's
office*

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ACTION
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VICE PRESIDENT
JORDAN
CUTLER
DONOVAN
EIZENSTAT
✓ MCDONALD
✓ MOORE
POWELL
WATSON
WEDDINGTON
WEXLER
BRZEZINSKI
MCINTYRE
SCHULTZE
ANDRUS
ASKEW
BERGLAND
BROWN
CIVILETTI
DUNCAN
GOLDSCHMIDT
HARRIS
KREPS
LANDRIEU
MARSHALL

MILLER
VANCE
BUTLER
CAMPBELL
H. CARTER
CLOUGH
CRUIKSHANK
FIRST LADY
FRANCIS
HARDEN
✓ HERTZBERG
HUTCHESON
KAHN
LINDER
MARTIN
MILLER
MOE
PETERSON
PRESS
SANDERS
SPETH
STRAUSS
TORRES
VOORDE
WISE

THE WHITE HOUSE
WASHINGTON
October 3, 1979

*Good
J*

MEMORANDUM FOR THE PRESIDENT

FROM: GORDON STEWART *RS*

SUBJECT: PROGRESS REPORT ON REMARKS FOR POPE'S VISIT

BACKGROUND

**Electrostatic Copy Made
for Preservation Purposes**

1. You are scheduled to make a five minute welcoming speech on the North Lawn and a slightly longer one on the South Lawn after the Pope's visit.
2. As of today only the North Lawn arrival is assured of live coverage by all three networks.
3. Thoughts, suggestions, and interpretations are being gathered from the Catholic community, thinkers, church leaders, and John Paul's own words. Zbig is the major contact for international issues, Pat Caddell for domestic.
4. The Pope has set an impressive and exhaustive schedule of major speeches which we will be following. So far his messages offer great common ground on:
 1. Individual and family strength
 2. Spiritual growth
 3. Human rights, and
 4. Peace and arms limitation
5. Here are the themes from which we are working.
 1. The need for renewed and strengthened spiritual values in our lives, our families, our communities, our country, and our world.
 2. The importance of individual moral forces and actions to major domestic and foreign developments.
 3. The material greatness of this country demands that we find again the confidence to act for the common good, not selfish, individual or narrow purposes. (Pat C.)

4. Faith and spiritual strength come alive in action. (Pope)
 5. Human rights is the compelling idea of our times. (Zbig).
 6. The power of the spirit cannot be broken by the power of the State. In America they complement each other. (Zbig)
 7. Material and spiritual values are interconnected. Injustice and inequality breeds war. (Pope's UN speech.)
 8. Arms limitation is an imperative. (Pope)
 9. We have sought a just peace in Rhodesia, Nicaragua, The Mid-East, and Ireland. (Chancery)
 10. We hope to reach a joint statement on the refugee problem. (State, NSC)
6. These are big issues. It is a big occasion.
7. Pope John Paul's accomplishments in poetry, ministry, diplomacy, and serious philosophy are considerable. So is his good will. The meeting between you can be even more "historic" than the events dictate. I look forward to your suggestions.

#

PRESIDENTIAL SPEECH CONTROL SHEET

DUE DATE
Oct 4

EVENT: POPE'S ARRIVAL

DATE, PLACE, TIME: Saturday, October 6, North Lawn 1:30 pm

AUDIENCE: General Public, via live TV, Press, US and foreign.

STRATEGY:

AIMS: Welcome Pope on behalf of American people, convey our awareness of his contribution to our spiritual goals, our joint convictions for peace, arms limitation, human rights.

MESSAGE: The greatness of America, our nation's special love for John Paul. Our need to act on his call for spiritual strength -- as individuals and as a nation.

LENGTH OF SPEECH: 5 minutes

DESIRED AUDIENCE R SPONSE: Sense of occasion as fitting and proper, generate a commitment to peace, renew enthusiasm for a united America.

TONE/STYLE: Uplifting, gracious, welcoming, inspiring

- THEMES:
1. Need for spiritual strength
 2. Family & Community
 3. Human Rights & Dignity
 4. Peace & Arms Limitation

FINAL WRITER: Stewart

GUIDANCE GROUP PRIOR TO DUE DATE: ZB, JP, MADDOX, CADDELL

TIMETABLE

INITIAL INFO SOURCES

1. Renchler, NSC
Maddox
ZB
2. Caddell
Father Brian Hehir and others
of US Catholic Conference
3. Gino Varoni, HUD
Father Hesburg
Archbishop Quinn
Archbishop Roche
State

<u>Step</u>	<u>Due</u>	<u>Completed</u>
Initial Draft		
WH Draft		
Clearance Reactions:	Oct. 4 am	
<u>ZB Caddell</u>		
<u>JP Maddox</u>		
<u>McD</u>		
Final Rewrite	Oct 4	
TO PRESIDENT	Oct 4 pm	

PRESIDENTIAL SPEECH CONTROL SHEET

DUE DATE
Oct 4

EVENT: POPE'S VISIT TO WH

DATE, PLACE, TIME: Saturday Oct 6, South Lawn, 3:45 pm

AUDIENCE: general public via media

STRATEGY:

AIMS: To reinforce our confidence that America and Americans have been and can be a vast force for good. To rededicate ourselves to united action.

MESSAGE: A positive challenge to ourselves and all nations to renew our spiritual energy in the service of family, community, country and humanity.

LENGTH OF SPEECH: 7 - 8 minutes

DESIRED AUDIENCE RESPONSE: Encouraged, enlivened, moved to join in support

STONE/STYLE: Inspirational

THEMES: Peace and arms limitation
Human rights and dignity
Spiritual leadership
Family and community
Possible announcement of accord by President and Pope on human rights.

FINAL WRITER: Stewart

GUIDANCE GROUP PRIOR TO DUE DATE:
ZB, JP, Maddox, Caddell

TIMETABLE

INITIAL INFO SOURCES

1. Renschler, NSC
Maddox
ZB
2. Caddell
Father Brian Hehir and others
of US Catholic Conference
3. Gino Varoni, HUD
Father Hesburg
Archbishop Quinn
Archbishop Roche
State

<u>Step</u>	<u>Due</u>	<u>Completed</u>
Initial Draft		
WH Draft	Thursday Oct. 4 am	
Clearance Reactions:		
ZB Caddell		
JP Maddox		
MCD		
Final Rewrite	Oct 4	
TO PRESIDENT	Oct 4 pm	

Pope's Visit

Senior Staff Members

~~Z. Brzezinski~~ _____

~~L. Cutler~~ _____

S. Eizenstat _____

H. Jordan _____

~~A. McDonald~~ _____

F. Moore _____

~~J. Powell~~ _____

J. Watson _____

Others

CADDELL _____

MADDOX _____

Final Check:

~~J. Powell~~ _____

~~A. McDonald~~ _____

Key Policy Offices:

2 B _____

MADDOX _____

CADDELL _____

THE WHITE HOUSE
WASHINGTON

03 Oct 79

The Vice President
Hamilton Jordan
Stu Eizenstat

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Rick Hutcheson

Jody Powell
Len Hirsch

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CC

Hirsch

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	MOORE
✓	POWELL
	WATSON
	WEDDINGTON
	WEXLER
	BRZEZINSKI
	MCINTYRE
	SCHULTZE
	ANDRUS
	ASKEW
	BERGLAND
	BROWN
	CIVILETTI
	DUNCAN
	GOLDSCHMIDT
	HARRIS
	KREPS
	LANDRIEU
	MARSHALL

	MILLER
	VANCE
	BUTLER
	CAMPBELL
	H. CARTER
	CLOUGH
	CRUIKSHANK
	FIRST LADY
	FRANCIS
	HARDEN
	HERTZBERG
	HUTCHESON
	KAHN
	LINDER
	MARTIN
	MILLER
	MOE
	PETERSON
	PRESS
	SANDERS
	SPETH
	STRAUSS
	TORRES
	VOORDE
	WISE

THE WHITE HOUSE

WASHINGTON

MEMORANDUM FOR: THE PRESIDENT

FROM: VICE PRESIDENT
STU EIZENSTAT
HAMILTON JORDON

SUBJECT: Presidential Commission on American
Voter Participation

Per your agreement in a previous decision memo, we have been exploring various election reform proposals that might help increase voter participation in the United States. Below are comments on our review and a recommendation for a Presidential commission on American voter participation.

BACKGROUND

In 1960, 63.8% of eligible American voters participated in the presidential election. In every presidential contest since that year, the percentage has dropped and in 1976 it reached 54.4%, the lowest presidential voter turnout since 1948. Every other Western Democracy has a better voter participation record than the United States. The "mean turnouts" of eligible voters between 1945 and 1977 for Australia, Germany, and Great Britain were 95.3%, 86.9% and 77% respectively, compared to 58.3% for the United States for the same time period. Among the many reasons that have been suggested by political scientists and other experts for the low turnout in this Country are:

- People do not believe that voting for a particular candidate will make any change in their lives or the system.
- There is a lack of political party commitment and strong identification with ideologies.
- There are obstacles and complications in both the registration and voting processes.

In an effort to develop programs to help remedy this situation, we researched a variety of proposals ranging from making election day a National Holiday to post card registration. Michael Berman and Steve Simmons of our staffs also met here at the White House in an off-the-record session with a dozen election and political analysts in a five hour meeting to discuss possible initiatives (participants included individuals such as Richard Scammon, Professor Richard Smolka, the League of Women 'Voters' election expert, etc).

Our own internal research and discussions came to the same conclusion as many of the experts at our meeting: that with an election year fast approaching, it would be almost impossible to enact any legislation which would impact American voting. The election day registration proposal we sent to the last Congress died in Committee, and provides a good indication of how difficult it is to move any legislation concerning voters. Any legislation sent up at this point would be politically suspect as favoring Democrats in an election year. An unsuccessful and divisive fight in Congress would result.

The one idea which all of the election experts and congressional staff we checked with agreed on is the creation of a blue ribbon presidential commission which would thoroughly study the problem and make recommendations after the 1980 election.

RECOMMENDATION - A PRESIDENTIAL COMMISSION ON VOTER PARTICIPATION.

President Kennedy appointed a "Commission on Registration and Voting Participation" in 1963, which was chaired by Richard Scammon. It made a number of recommendations such as limiting state residency requirements before a citizen can register to vote, eliminating the poll tax, and lowering the voting age to 18. Many of these recommendations have since been enacted into law at the state and federal level. A Carter presidential commission on registration and voting participation would be the first such commission to fully review election reform issues since 1963. The commission would be bipartisan, created by the end of this year, and report back in March, 1981. Its principal functions would be to:

- Assess the specific causes for the decline in voter participation in the United States.
- Review election and voter registration laws and practices, and monitor how they operate during the 1980 elections throughout the United States.
- Recommend specific steps for increasing American voter participation including federal, state, and local legislative and administrative action, as well as private sector action.

Members of the commission would include several key Congressional Democratic and Republican leaders, academic specialists, key state officials, and interest group representatives. Careful selection and advanced Congressional consultations would minimize any charges of partisanship. Also, the fact that the commission would report after the 1980 election would eliminate any impact on the campaigns. Although we have not worked out an exact budget, we estimate that the commission would cost less than \$1,000,000. It could also work with private foundations and encourage them to make grants to study various election reform projects during the 1980 campaign, minimizing the need for it to spend commission funds on such projects.

There are pros and cons to the creation of such a commission. Arguments in favor of setting up this commission are:

- A truly comprehensive study would be undertaken which could develop concrete proposals to help increase the participation of voters.
- By taking this study outside of the Administration, and insuring a bipartisan commission, chances for legislative success and bipartisan momentum behind the proposals are significantly increased.
- This would be a historical document, and a permanent legacy of the Carter Administration.
- Such a commission fits in nicely with the theme you have been stressing about the crisis in confidence in America, and the need for rededication and reinvolvement.

Arguments against such a commission are that:

- It might make recommendations in 1981 with which the Administration disagrees (although we could, of course, back only those we supported).
- Such a commission would cost money (although not a substantial amount).
- There is the possibility that the commission during 1980 might hold a hearing or make a statement that might cause some minor controversy surrounding the respective campaigns.

House and Senate Democratic staff on the relevant committees have urged us to go ahead with such a commission, concurring with the recommendations of the election experts. Although we at first had some reservations about the idea of a commission, on balance we believe that the pros outweigh the cons and that we should go forward. We have checked with John White of the DNC, Sarah Weddington, and Tim Kraft, and all of them agree that creating such a commission is a good idea. We have not checked further with members of Congress because we first wanted to get your reaction to this proposal. If you agree, we will explore further on Capitol Hill and work with OMB on an exact budget figure.

DECISION

- (Recommended) A presidential commission is a good idea, explore further and present a final decision memo.
- Do not proceed forward with the commission idea.

no commitment pending exploration

J

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THE WHITE HOUSE
WASHINGTON

03 Oct 79

Harold Brown

The attached was returned in
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Rick Hutcheson



THE SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

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MEMORANDUM FOR THE PRESIDENT

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SUBJECT: Admiral Hyman G. Rickover

Admiral Rickover's recall to active duty expires on January 31, 1980. Since his retirement in January 1964, he has been recalled to active duty by various Secretaries of the Navy for successive two-year terms as Deputy Commander for Nuclear Propulsion, Naval Sea Systems Command, and has simultaneously been reappointed to the civilian position now designated as Director, Division of Naval Reactors of the Department of Energy. In these two positions he has headed the joint Navy/Energy Nuclear Propulsion Program. In January 1980, he will be 80 years old.

Admiral Hayward has recommended Admiral Rickover's reappointment for an additional two-year term. Acting Secretary of the Navy Woolsey and Secretary-designate Hidalgo both agree with Graham Claytor and me that it would be appropriate under present circumstances to reappoint him to January 1, 1981, about one year. Age is one factor here. But what I am suggesting is that his enormous experience and reputation can be most effectively used in the broader area of general nuclear safety, including civilian power plant safety, rather than solely in the naval reactor field. To this end, an additional one-year term will allow him to transfer his responsibilities in naval reactors while he begins to spend more time advising on general matters of nuclear regulation and safety, providing a basis for his possible transition to that field.

I recommend that you discuss this plan with him, emphasize that this is a national problem involving the public's confidence in the future of nuclear power, and enlist his support in gradually directing his talents toward the objective of improved nuclear safety in the field of civilian power plant design and operation. This is an area in which his unique experience and talents -- and, equally as important, his reputation and personal integrity -- are certainly badly needed.

Harold Brown

THE WHITE HOUSE
WASHINGTON

03 Oct 79

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Rick Hutcheson

4297

**ECONOMICS OF DEFENSE PROCUREMENT:
SHIPBUILDING CLAIMS**

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ADMHR
J*

**HEARINGS
BEFORE THE
SUBCOMMITTEE ON
PRIORITIES AND ECONOMY IN GOVERNMENT
OF THE
JOINT ECONOMIC COMMITTEE
CONGRESS OF THE UNITED STATES
NINETY-FOURTH CONGRESS
SECOND SESSION
AND
NINETY-FIFTH CONGRESS
FIRST SESSION**

**PART 2
APPENDIXES**

Printed for the use of the Joint Economic Committee



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The added cost makes sense, O'Green says, as Litton will benefit from the "learning" another shipyard already has. Marine experts say that it will slow the critical "learning curve" for the Litton shipyard—a key to cutting costs on repeat model—because Litton's men won't be doing the work.

The Navy's not saying much yet, but has sent an admiral to supervise shipbuilding there, something done in only two other yards in the country. (Often the Navy's yard supervisor is a captain.) And it has ordered a production audit team of shipbuilding experts to Pascagoula. "The audit will be under way for several months," says Rear Admiral Nathan Sonnenshein, chief of the Naval Ships Systems Command. Admiral Sonnenshein admits there are problems at the shipyard, but he says, "You know, this was the first new shipyard built in this country since World War II."

Still, the Navy obviously doesn't like what rising costs at Pascagoula are doing to its program. To save money it has cut the Litton amphibious-assault-ship contract from nine vessels to five. Still at issue between Litton and the Navy is a \$109.7 million cancellation payment. Secretary of the Navy John Chafee has already told Congress that the price per ship, if the full cancellation costs claimed by Litton are paid, will be up from \$154 million to \$197 million.

BACK TO THE WELL?

How much protection does Litton have against possible overruns on the Navy contracts? It's hard to say. The Navy's contract for 30 destroyers, for instance, carried a set "target price" of \$1.8 billion. Above that, Litton has to pay 20 cents on the dollar up to a ceiling price of \$2.14 billion; after that Litton would be stuck with all the overrun. O'Green says confidently that design changes ordered by the Navy, escalation clauses and "target reset provisions" will allow Litton to collect more than the ceiling price if necessary.

Meanwhile, another new Litton shipyard, this one at Erie, Pa., ran into difficulties with its first vessel, an ore boat for Bethlehem Steel. Litton is working out a deal to sell the yard to American Ship Building, its major Great Lakes competitor, but there is some dispute about the terms.

What it all boils down to is this: Litton has taken a major risk in the hope of a major reward. Litton's bosses, Chairman Charles B. Thornton and President Roy L. Ash, insist it was a sound risk. Echoing them, Executive Vice President O'Green says: "We've built ourselves a competitive edge that can't be matched today * * * As for costs, there will be no surprises. We're not walking up to a cliff and know we're going to fall off."

Litton's top men may be right, but they can't deny that there is a terribly steep precipice out there.

ITEM 4.—June 6, 1972—Memo for File—Meeting among Roy Ash, President, Litton Industries; Assistant Secretary of the Navy (I&L); Commander, Naval Material Command; and Contracting Officer, Naval Ship Systems Command—Discussion of Litton's alternative solutions to performance of LHA contract because of Litton's tenuous cash flow position

Subject: 6 June 1972 Meeting among Mr. R. Ashe, President, Litton Industries Inc., ASN (I&L), MAT 00 and SHIPS 02.

1. At the request of Mr. R. Ashe subject meeting was held between 1030-1200 on 6 June to discuss Litton's analysis of alternative solution to performance of the LHA contract. Mr. Ashe indicated that based on consultation with his lawyers, the following alternatives appear to be available to the parties:

- a. Navy continue cost reimbursement payment basis beyond the 40 month current contract limit.
- b. Navy terminate the contract.
- c. Navy order work stopped.
- d. Litton stop work.
- e. Parties agree to reformation of the contract.
- f. Parties agree to reduce contract quantity from 5 to 3 LHAs.
- g. Litton could sell the West Bank facility to the Navy.
- h. Litton could sell or spin-off the West Bank facility to absolve Litton Industries of the guarantee responsibility.

2. A general discussion understanding of the Littor the extreme seriousness of were required to convert t 1972. Should that occur, Li on an already tenuous cash Mr. Ashe also explained tl least the lead ship.

3. Mr. Ashe also recomm contract problem along with presentation would be in tl perhaps require \$1 to 2 Bill an approach with Mr. Con program should be positive bigger than the Congress.

4. Admiral Kidd then inc sented:

a. Continue cost funding; acknowledgement of Navy r

b. Termination—the Navy not get the Navy the 5 LHA

c. Stop work—would undc any ships.

d. Litton stop work—if sc interests.

e. Reformation—the retro does not appear feasible or

f. Reduction from 5 to 3— get the 5 LHAs needed.

g. Sale to Navy—No com it impracticable for a myria

h. Spin off—no reason to rights against the parent Lit

5. Mr. Ashe again explaine that the Navy will continue progress). Mr. Ashe also ind until the Request for Equita

6. Adm. Kidd queried Mr. ing relief under PL S5-S04 implications, but doubted tha

7. Mr. Ashe indicated that (this possibility was discuss

8. Admiral Kidd indicated Litton to abide with the con performance under the cont Navy had failed to perform

9. RADM. Woodfin indicat 2 letters—one requested ext requested extension of cost ty Woodfin indicated that the e factual substantiation of the table Adjustment—as yet L Woodfin indicated that sinc information in July, the Nav at that time.

10. Mr. Ashe indicated tha sense of self-righteousness co would have to relax this view Mr. Ashe indicated that he Warner and then on to the V

11. The meeting was clos Litton's letter requests in the

as Litton will benefit from the line experts say that it will slow shipyard—a key to cutting costs on joining the work.

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Ashe, President, Litton Industries 2.

meeting was held between 1030-1200 alternative solution to performance at based on consultation with his be available to the parties: ment basis beyond the 40 month

act. from 5 to 3 LHAs. o the Navy. nk facility to absolve Litton Indus-

2. A general discussion among the participants ensued to achieve a better understanding of the Litton alternatives. In this discussion Mr. Ashe indicated the extreme seriousness of this LHA matter to Litton, particularly if Litton were required to convert to a physical progress payment basis in September 1972. Should that occur, Litton would be unable to perform due to the impact on an already tenuous cash flow position Litton had presented on 2 June 1972. Mr. Ashe also explained that reformation meant a cost type contract for at least the lead ship.

3. Mr. Ashe also recommended that the Navy consider presenting this type contract problem along with other similar shipyard problems to Congress. This presentation would be in the form of a procurement policy change and would perhaps require \$1 to 2 Billion. Mr. Ashe indicated that he had discussed such an approach with Mr. Connally. Mr. Connally was quoted as saying such a program should be positively presented, on a grand program scale—make it bigger than the Congress.

4. Admiral Kidd then indicated his general reaction to the alternative presented:

a. Continue cost funding—Navy not likely to agree since it would be an acknowledgement of Navy responsibility for delay.

b. Termination—the Navy is considering its termination rights but this would not get the Navy the 5 LHAs it needs.

c. Stop work—would undoubtedly cost both parties money but would not yield any ships.

d. Litton stop work—if so, the Navy would resort to litigation to protect its interests.

e. Reformation—the retroactive application of 5000.1 to the LHA contract does not appear feasible or reasonable.

f. Reduction from 5 to 3—while accomodating Litton, the Navy would not get the 5 LHAs needed.

g. Sale to Navy—No comment is considered appropriate except to consider it impracticable for a myriad of reasons.

h. Spin off—no reason to believe that the Navy would give up its guarantee rights against the parent Litton Corp.

5. Mr. Ashe again explained that the Litton in its financial planning assumes that the Navy will continue payments on a cost basis (as opposed to physical progress). Mr. Ashe also indicated that he considered payments should continue until the Request for Equitable Adjustment is resolved.

6. Adm. Kidd queried Mr. Ashe as to whether Litton had considered requesting relief under PL 85-804. Mr. Ashe said he was not fully aware of the implications, but doubted that Litton would do so.

7. Mr. Ashe indicated that Litton would not request an advance payment loan (this possibility was discussed in 2 June meeting).

8. Admiral Kidd indicated in summary that the Navy will have to require Litton to abide with the contract and it appears to be within the law to oblige performance under the contract. Mr. Ashe indicated in LITTON's view, the Navy had failed to perform under the contract.

9. RADM. Woodfin indicated that in any event Navy owed Litton answers to 2 letters—one requested extension of reset from 34 to 54 months, the second requested extension of cost type progress payments from 40 to 60 months. RADM Woodfin indicated that the extension of either would require Litton to provide factual substantiation of the time related portion of Litton's request for Equitable Adjustment—as yet Litton has not provided any such basis. RADM Woodfin indicated that since Litton had indicated the availability of such information in July, the Navy would give this information every consideration at that time.

10. Mr. Ashe indicated that it appears that some in the Navy have a built-in sense of self-righteousness concerning Litton's performance, and that the Navy would have to relax this view if Litton is expected to proceed with the contract. Mr. Ashe indicated that he intended to meet with Secretaries Sanders and Warner and then on to the White House to explain the problem.

11. The meeting was closed by the Navy indicating it would respond to Litton's letter requests in the future.

THE WHITE HOUSE
WASHINGTON

Q

Oct. 3, 1979
12:50 p.m.

MR. PRESIDENT:

We won. The Muskie/Ribicoff
EMB Bill was tabled 58 to 39.
Randolph was with us.

FRANK

We will have additional votes
and amendments this afternoon.

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THE WHITE HOUSE
WASHINGTON

03 Oct 79

Alfred Kahn

The attached was returned in
the President's outbox today
and is forwarded to you for
appropriate handling.

Rick Hutcheson

Anne Wexler

FOR STAFFING
FOR INFORMATION
✓ FROM PRESIDENT'S OUTBOX
LOG IN/TO PRESIDENT TODAY
IMMEDIATE TURNAROUND
NO DEADLINE
FOR APPROPRIATE HANDLING
LAST DAY FOR ACTION

*Did this
come in
Thurs?*

ADMIN CONFID
CONFIDENTIAL
SECRET
EYES ONLY

ACTION
FYI

	VICE PRESIDENT
	JORDAN
	CUTLER
	DONOVAN
	EIZENSTAT
	MCDONALD
	MOORE
	POWELL
	WATSON
	WEDDINGTON
✓	WEXLER
	BRZEZINSKI
	MCINTYRE
	SCHULTZE
	ANDRUS
	ASKEW
	BERGLAND
	BROWN
	CIVILETTI
	DUNCAN
	GOLDSCHMIDT
	HARRIS
	KREPS
	LANDRIEU
	MARSHALL

	MILLER
	VANCE
	BUTLER
	CAMPBELL
	H. CARTER
	CLOUGH
	CRUIKSHANK
	FIRST LADY
	FRANCIS
	HARDEN
	HERTZBERG
	HUTCHESON
✓	KAHN
	LINDER
	MARTIN
	MILLER
	MOE
	PETERSON
	PRESS
	SANDERS
	SPETH
	STRAUSS
	TORRES
	VOORDE
	WISE

X ~~REGINALD JONES~~

X ~~DAVID FITZMAURICE~~

~~JOHN ONG~~

X ~~ROBERT KIRBY~~

THE WHITE HOUSE

WASHINGTON

September 26, 1979

MEMORANDUM TO THE PRESIDENT

FROM: ALFRED E. KAHN

Fred

**Electrostatic Copy Made
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SUBJECT: Suggested Telephone Calls

This memorandum will provide you the background information you'll need to make the telephone calls which I discussed with you earlier today to the Chief Executives of General Electric, Westinghouse, and B. F. Goodrich, and the President of the International Union of Electrical, Radio and Machine Workers.

General Electric and Westinghouse

General Electric and Westinghouse reached collective bargaining agreements with the International Union of Electrical, Radio and Machine Workers and other similar unions, covering a total of 175,000 workers (120,000 at G.E. and 55,000 at Westinghouse) that fall within the pay standards.

The Chief Executive officer at General Electric is Reginald Jones. His telephone number is 203/373-2431.

*"stealing talk
last note"*

The Chief Executive officer at Westinghouse is Robert E. Kirby. His telephone number is 212/692-3211.

In making those calls, I would suggest that you say that you know the negotiations have been difficult and that you greatly appreciate their efforts to reach a settlement that is both in the interest of their companies and in the national interest.

The International Union of Electrical, Radio and Machine Workers (IUE)

That the IUE is the principal union involved in the settlements at G.E. and Westinghouse - representing the vast majority of the workers.

*Good!
will spread word
Horn GE
"tough"
good result
Benjamin
Hodges*

*Good speech
10-1*

The President of the IUE is David J. Fitzmaurice. His telephone number here in Washington is 296-1200.

In talking to Fitzmaurice I would suggest that you indicate your understanding of the difficult negotiations and that you appreciate his effort to reach a settlement that is both in the interest of his members and in the national interest as well. In your discussion with Fitzmaurice, you should avoid talking in terms of the guidelines.

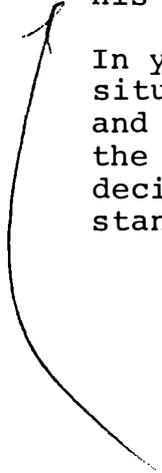
B. F. Goodrich

After considerable discussion, B. F. Goodrich has accepted a COWPS proposal that it reframe from passing on to the public the portion of its recent noncomplying wage settlement with the rubber workers that exceeds the guidelines. Goodrich has agreed to reduce its second year price or profit margin target by that amount. And that is a real genuine consensus on its part.

So far Goodyear has refused to accept a similar condition.

The Chief Executive officer at B. F. Goodrich is John D. Ong. His telephone number is 212/826-2500.

In your call to Ong, you might want to recognize the difficult situation in which Goodrich found itself in the negotiations, and the pressures on them to accede to a settlement exceeding the guidelines. Under those circumstances, the Goodrich decision to absorb the cost of the settlement above the standards is particularly laudible.



*Cancelled -
Overseas*

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10:30 AM

THE WHITE HOUSE
WASHINGTON

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Wednesday, October 3, 1979

MEETING WITH DEMOCRATIC STATE PARTY CHAIRS AND VICE CHAIRS

Roosevelt Room, 10:30 a.m. (15 minutes)

by Sarah Weddington *SW*

- I. PURPOSE: Brief courtesy greeting with representatives of the State Democratic Parties (and their guests).
- II. BACKGROUND, PARTICIPANTS, PRESS:
- A. BACKGROUND: This is a continuation of a series of breakfast meetings/briefings to which the State Party leadership has been invited. Each was invited to bring one guest. Most of the participants for today's meeting have not been in for this type of meeting before, either due to previous scheduling problems or because they are newly-elected.
- They will have spent time this morning with Sarah Weddington, Anne Wexler, Hamilton Jordan, Stu Eizenstat, Zbigniew Brzezinski, and John White. The Vice President may speak to them shortly after your visit.
- Please stress the importance of their work in the Democratic Party and the notion that they do serve as a cohesive force within their own states. We need their consultation on what issues are of the utmost importance in their own home bases. We want to strengthen our ties to them.
- B. PARTICIPANTS: List attached
- C. PRESS: None/White House Photo
- III. TALKING POINTS:
1. Welcome them to the White House and thank them for making the effort to join you and your staff this morning.

2. Sarah is available to work with them. (She went to their State Chairs meeting at the end of August in order to quickly get acquainted with many of them.) Sarah is very concerned that the State Parties and the DNC get the attention they deserve for a variety of purposes; sometimes we will be calling to notify them of major legislative initiatives; at other times we will call on them for their opinions on certain considered initiatives; at other times we will be asking for their help.
3. Some of these people have served in some other function as an elected official, and should be able to identify with the difficulty of trying to implement some of the programs we would like to see working around the country, due to special interest interference. Stress the need to keep the national interest in mind, when looking at some of our priorities.
4. You may wish to make special note of Morley's long service to the Michigan State Democratic Party, and our appreciation of his leadership as Chairman of the State Chairs Association. (He will retain this position even though he has resigned as the MI State Chair.)

Wednesday, October 3, 1979
List of Participants
State Democratic Party Leaders

**Morley Winograd, Chairman, Association of State Democratic Chairs
Larry Bengston, Chairman, Kansas State Democratic Party
Floyd Evans, guest
Patty Evans, Vice Chair, Indiana State Democratic Party
Ruth Giles, guest
Nathalie Gray, Vice Chair, Florida State Democratic Party
Judy Kaplan, guest
Mark Kaplan, Chairman, Vermont State Democratic Party
Dale Lambert, Chairman, Utah State Democratic Party
Joe Murphy, Chairman, Washington State Democratic Party
Tom Riddell, Chairman, Mississippi State Democratic Party
Karen Townsend, guest
Larry Townsend, Chairman, Kentucky State Democratic Party
Sid Warner, guest
Bobby Watson, Executive Director, Virginia State Democratic Party
William P. Williams, guest
Mario Cooper, Executive Director, Association of State Chairs
Sarah Weddington, Assistant to the President
John C. White, Chairman, Democratic National Committee
Henny Wright, Associate Deputy to Sarah Weddington

THE WHITE HOUSE
WASHINGTON
03 Oct 79

Al McDonald

The attached was returned in
the President's outbox today
and is forwarded to you for
appropriate handling.

Rick Hutcheson

4331

To Al
M = Donald -
Please distribute
J.C. ①

Author's Note:

The following article has been provided in response to a request. I have written it reluctantly, for I realize the futility of expecting that articles such as this will have any impact.

I am convinced it is impossible to "teach" management in schools, in books, or in articles such as this. I am reminded of the high ranking military officer who, a number of years ago, had been appointed to head a major Federal Agency in Washington. He advised me he would be in Washington soon and would like to visit me for half an hour to learn how to run a large organization. I told him he could not learn to be king in half an hour, and not to waste his precious time seeing me. The vast majority of readers, those who "believe," or "hope" or who have been "taught" that there are a few simple principles of management which can be learned, will find my thoughts unconvincing, prosaic, or dated. Perhaps the few who already "know" how to manage or who recognize that the necessary skills can only be developed by long personal experience and hard work, will take some heart from reading my comments amidst the flood of modern "management double-speak" so prevalent today.

Today the American people have little trust in those who work for the Federal Government. To an extent this lack of confidence is justified, particularly when it involves senior managers. Since the end of World War II the number of high grade civilians in relation to the total Government workforce has steadily increased to the point where we have more managers and checkers than we have doers. This increase has been brought about by the purveyors of the "techniques of modern management." Our senior employees have been schooled in this "new" philosophy which holds that as long as a person is well-versed in a few simple rules of how to handle people and situations, he need not know anything about the details of the programs he is managing or the increasingly sophisticated technologies on which many of these programs are based. This has allowed the non-professional to achieve high status and high pay within the Government. These "managers" can move easily from one position to another without the slightest pause. As long as their area does not become a public disaster they are safe. If trouble erupts, they are lost; they can then blame those beneath them or those who preceded them. Until this false concept is rooted out of the Federal Government we cannot expect the American people to regain their trust. Indeed they should not.

I do not hold much hope for this being done before a major disaster befalls the United States. But I can provide some basic principles for doing a job that I

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have followed for over 50 years of government service and which I have instilled in my senior managers. If these principles were emphasized instead of the present ones, it would go a long way toward reversing the current trend. Unfortunately, many of those who have been brought up in the "new management" system will probably never understand the significance of the principles I offer.

Ownership

A person doing a job—any job—must feel that he owns it and that he will remain on that job indefinitely. If he feels he is a temporary custodian, or is using the job as a stepping stone to a higher position, his actions will probably not take into account the long-term interests of the country. Lack of commitment to the present job will be perceived by those who work for him and they also will tend not to care. If he feels he owns his job and acts accordingly, he need not worry about his next job. He should exercise a devotion to his work as if his children were the direct beneficiaries of what he is doing, as indeed they are. Too many spend their entire lives looking for the next job. We need to make it challenging and rewarding for managers to remain in one organization for more than a few years. Thereby the organization will benefit from their knowledge, experience, and "corporate" memory.

Responsibility

Along with ownership comes the need for acceptance of full responsibility for the work. It is now common in government to deal with problems in a collective way. For example, a program will be divided into component parts or into sub-programs, but with no one responsible for the entire effort. Another approach is to have a committee run the program in some pseudo-democratic form, or to establish more and more levels of managers to theoretically give better control. All of these are but different forms of shared responsibility, and shared responsibility means that no one is responsible. Unless the one person truly responsible can be identified when something goes wrong, then no one has been really responsible.

Attention to Detail

A tendency among managers, particularly as they move to higher positions, is to think they no longer need to be concerned with details. If the boss is not concerned about details, his subordinates also will not consider them important. Yet "the devil is in the details." It is hard, monotonous, and onerous to pay attention to details; most managers would rather focus on lofty policy matters. But when the details are ignored, the project fails; no infusion of policy or lofty

ideals can then correct the situation. This principle is particularly important in those programs where the application of special skills or technology is needed for success.

Priorities

The need to pay attention to details does not mean that you should do everything. Any individual has only so much time to work, with an absolute limit of 24 hours each day. If you are to manage your job you must set priorities. Too many people let the job set the priorities. On any given day, small, unimportant but seemingly "interesting" trivia pass through an office; you must avoid letting these monopolize your time. A tendency of human beings is to while away time with unimportant matters because these do not require mental effort or energy. That is why television is popular. You must apply self-discipline to ensure your energy is focused on where it is most needed.

Know What Is Going On

You must establish simple and direct means to find out what is going on in detail in the area of your responsibility. There are ways of doing this, but all involve constant drudgery. For this reason most managers avoid keeping up with details; instead they create "management information systems." Gimmicks such as these merely demonstrate you are incapable or unwilling to use the necessary effort on your job.

I require regular, periodic reports directly to me from key personnel throughout my program. I insist that they report the problems they have found in plain English, and that they report the specific action they are taking, and what assistance they need from me. The concept that the use of complex systems can simplify matters is specious. It may sound attractive but it flies in the face of nature's laws, as I have observed them.

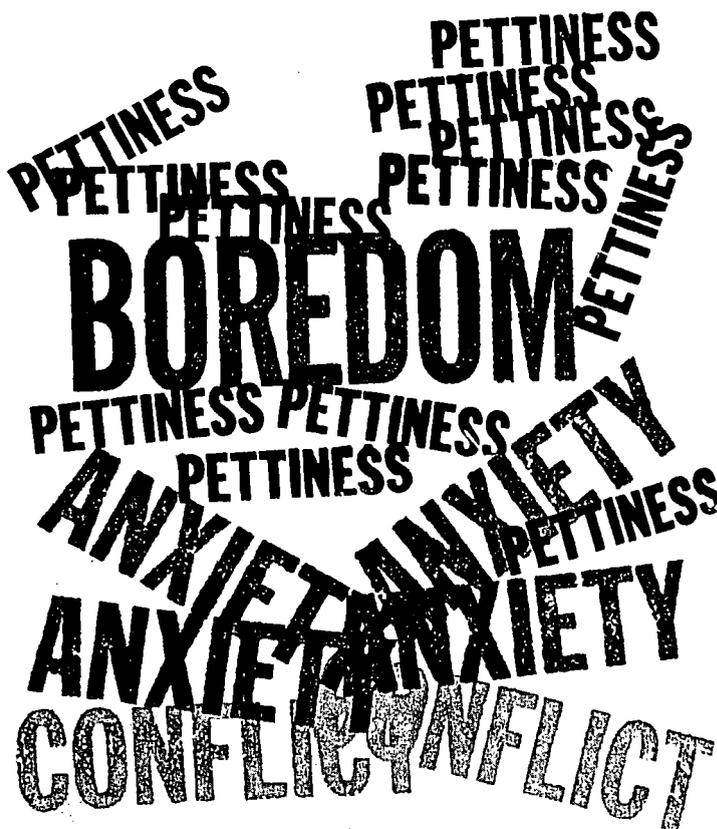
Hard Work

For this there is no substitute. A manager who does not work hard or devote extra effort can not expect his people to do so. You must set the example. Hard work compensates for many shortcomings. You may not be the smartest or most knowledgeable person. But if you dedicate yourself to the job and put in the required effort, your people will follow your lead.

Checking Up

An essential element of carrying out my work is the need to have it checked by an independent source. Even the most dedicated individual makes mistakes. Further, many are less than fully dedicated to their work. In industry an independent check is usually referred to as "quality control" and is widely used in engineering applications. But the concept is valid for

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MANAGING STRESS

Managing stress can mean increasing it, as well as seeking to reduce it when your stress gauge registers too high. Although we'll focus on reducing stress insights, it's important to remember that at times you may need to "light a fire" under yourself to avoid the distress which comes from boredom. You have two options: decrease the amount of stress, or learn to live with it. It's vital to choose wisely. For example, if you decide to "fight" a troublesome boss by going around him or her, you'd better be pretty sure you can be successful or you may find yourself in a dead-end position. Yet, if you decide just to put up with the boss, rather than taking action, you may end up with an ulcer.

Being able and willing to take things in stride is a great asset. You, yourself, have some power at your disposal in determining whether normal stressors become distressful, for your individual response to a stressor is by far the greatest factor in how stressful an event is for you. For example, before the details of a massive reorganization are fully known, two people may respond to the impending changes quite differently. One person may experience it as eustress (good stress)—a time of excitement, stimulation, change, and new opportunities. The second person may experience it as distress—a time of fear, anxiety, uncertainty, and upheaval. What makes the responses so different is their differing perceptions, which are probably based upon their own abilities and levels of self-confidence.

④

more than just engineering. Much poor work and sheer nonsense is generated in Government because it is not subjected to impartial review and oversight.

Formality

A corollary of the concept of checking work is in the need for formalizing communications and actions. If this is not done, then one is dependent on individual memory which is quickly lost as people leave or move to other jobs. In my work an invaluable feature has been the ability to go back a number of years to determine the basis for an action. In this way an emerging problem can be put into proper perspective, and can facilitate taking the action needed for correction. If actions are not formalized, one can never be sure they are understood or executed.

Facing the Facts

Another principle for managing a successful program is to resist the natural human inclination to hope things will work out, despite evidence or doubt to the contrary. This may seem obvious, but it is a factor one must be conscious of and actively guard against. It can have a subtle effect, particularly if the manager has spent much time and energy on a project and has come to feel possessive about it. It is not easy to admit that what you thought was correct did not turn out that way.

If conditions require it, one must face the facts and brutally make needed changes despite considerable costs and schedule delays. The man in charge must personally set the example in this area and require subordinates to do likewise. Figuratively, he must, if necessary, kill his own child, regardless of the consequences to himself. After all, he is the trustee for the Government; he is not the owner.

Conclusion

The principles I have stated have many ancillary facets that can be further developed. I have merely provided the key elements. I suspect most of those reading this article will give passing acknowledgment and may even agree with the principles. But unless tangible action is taken to put them into practice, they have been of no merit. There is a desperate need in Government for responsible management; for managers who pay attention to substance and not to glib "management techniques." If there continues to be little movement toward more responsible and effective management along the lines I have outlined, it should come as no surprise if the "taxpayers revolt" takes on an increasingly tangible form which extends even into the *Federal* Government. Ⓞ

Admiral H. C. Rickover is Director, Division of Naval Reactors, Department of Energy, and Deputy Commander of Nuclear Pro-

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THE WHITE HOUSE
WASHINGTON

10/3/79

Phil Wise

The attached was returned in the President's outbox today and is forwarded to you for appropriate handling.

Rick Hutcheson

cc to kraft

October 1, '79

*Phil -
Prefer lunch
for not 712
J*

To: President Carter

via Phil Wise *AW*

From: Tim Kraft *TK*

Your New York visit last week was a damned good political hit. According to Cuomo, McCleary and others, you changed some minds and gave some people second thoughts about the strength of your incumbency and candidacy.

We feel very strongly that a 'closing' meeting is an absolute must for this week --- that is, 15 to 20 City leaders for a meeting in the Residence in which we sign them on unequivocally. Joel and Mario and others think that such a lock would have a profound effect on the city and state, and the northeast for that matter.

A brief Thursday dinner would be ideal, although a late afternoon session Thursday or Friday would work.

We've got to try for a political punch every week. This would be a superb one and a logical follow-up. The rest of the month is very busy, this one is sort of now or no.

_____work it out _____the hell with it

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staff meeting

10/3/79

THE WHITE HOUSE
WASHINGTON

EMB

SALT

Panama to Fitz

Bldg Trades Conv - W Gov's
Labor records. Sanctions

WPT - Exempt st/sec revenues

Sec of Ed

Ken campaign - FEC ruling
10/20 speech

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Sid Warren

Dale - Utah =

Larry Baker - Kansas - RR

Robby Evans - COVU = Sid

Tom Adcox - Miss

Larry Townsend - Tex ^{John V Br} Trade Deficit
regulation

Joe Whippley - Wash Health rates

Mark Kaplan - Ill

Mario Cozzi - So. Cal.

Bobby Walker - Defense

democratic state party leaders 10/3/79

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