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12/81

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for

the

President

MEMORANDUM OF CALL

TO: _____

YOU WERE CALLED BY—

YOU WERE VISITED BY—

OF (Organization) _____

PLEASE CALL → PHONE NO. CODE/EXT. _____ FTS

WILL CALL AGAIN

IS WAITING TO SEE YOU

RETURNED YOUR CALL

WISHES AN APPOINTMENT

MESSAGE _____

RECEIVED BY

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TIME

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THE WHITE HOUSE

WASHINGTON

January 12, 1981

MEMORANDUM TO: The President

From: Sarah Weddington

Re: Project to Identify Successful Programs Assisting Women
Federal Employees

The Interdepartmental Task Force on Women, which I chair, recently completed a survey of programs and activities on-going in Federal departments and agencies which benefit women regarding employment in the Federal government. The Task Force undertook this project as part of its mission under Executive Order 12050 to coordinate the cooperation and participation of all Federal departments and agencies in generating initiatives to aid women and to provide a clearinghouse for the exchange of ideas and information.

The objective of the survey was to identify successful programs and activities that have had a significant beneficial impact on women as Federal employees and to encourage other agencies to adopt similar programs and activities. We especially wanted to identify and highlight those efforts that move federally employed women into the economic mainstream of American life by furthering their careers and improving their working conditions.

We sent approximately 2,500 surveys to the heads of all departments and independent agencies and to Federal Women's Program Managers across the nation. Nearly 250 surveys were returned identifying approximately 750 programs and activities affecting such areas as initial appointment, promotion, training, working conditions, and morale. The Federal Women's Program Managers identified programs and activities ranging from mandated "upward mobility" programs to employee-initiated "brown bag lunch" information sessions. The greatest number of programs and activities appear to be in the Veterans Administration and in the Departments of Defense, Army, Navy, and Air Force.

The common factor judged by the respondents to be an element of a "successful" program or activity was backing and support by agency management. Management support included not only the allocation of agency funds but also a personal interest in the program and its goals.

We asked the Federal Women's Program Managers to recommend the types of programs and activities that they felt would most benefit women Federal employees. The majority responded that programs and activities to enhance career planning and development were the most important. The respondents also recommended more programs

designed to move women from "dead-end" clerical positions into jobs with opportunities for advancement, including non-traditional jobs; career planning activities designed to match employees' skills, interests, and abilities with available jobs; special training to develop managerial skills for movement into middle- and upper management positions; and programs for women in clerical positions to improve communications between management and the clerical staff, thereby increasing efficiency.

The Federal Women's Program Managers rated as successful programs and activities that take a positive approach to improving opportunities for federally employed women by removing barriers to employment opportunities and by providing better access to information. Organizational constraints, such as the concentration of women in the lower grades, inflexible civil service regulations, and relatively few women at the upper management levels to serve as role models and to provide guidance all affect the ability of women to move ahead in their Federal careers. We applaud your efforts to increase the numbers of women in the Senior Executive Service; such is important in part because it aids the upward mobility of women in the Federal service generally.

Successful efforts on behalf of federally employed women include those which counteract or eliminate the disproportionate impact of organizational practices and traditional attitudes on the employment opportunities of women. We hope this report will encourage managers to take a critical look at how their organizations work and to consider whether women are effectively served in their recruitment and promotion systems.

The Task Force recognizes here the successful efforts of departments and agencies whose programs and activities are cost-efficient, effective, and benefit large numbers of federally employed women. We have chosen seven programs--from the Departments of Agriculture, Army, Commerce, Labor and Navy, the Library of Congress and the Tennessee Valley Authority--which we consider outstanding. We have also included ten others--from the Departments of Air Force, Defense, Health and Human Services, Labor, State and Transportation, the Nuclear Regulatory Commission, the Tennessee Valley Authority, the United States Postal Service, and the Veterans Administration--for honorable mention.

We encourage agencies to plan more effective programs for upward mobility and career planning and to consider adopting those recognized in this report. We urge them to take advantage of the experience of these programs; savings of time, staff, and money can result. The programs and activities included in this report can be easily adopted to enhance opportunities for other underutilized groups.

I respectfully submit for your information the attached report on successful programs for women in the Federal government.

REPORT OF THE INTERDEPARTMENTAL TASK FORCE ON WOMEN
ON SUCCESSFUL PROGRAMS AND ACTIVITIES
ASSISTING WOMEN FEDERAL EMPLOYEES

December 1980

OUTSTANDING PROGRAMS OR ACTIVITIES

DEPARTMENT/AGENCY	PROGRAM OR ACTIVITY
1. Department of Agriculture Food Safety and Quality Service	Career Development Program for Women
2. Department of the Army	Skills for Helping Awareness to Realize Equality (SHARE)
3. Department of Commerce National Technical Information Service	"Operation Bootstrap"
4. Department of Labor	Day Care Center
5. Department of the Navy	Cooperative Education Program
6. Library of Congress	"Bringing Dead Ends Back to Life"
7. Tennessee Valley Authority	Career Planning Program

AGENCY: Department of Agriculture
Food Safety and Quality Service

PROGRAM: Career Development Program for Women

OBJECTIVE: To build applicant pools for those levels and occupations in the Federal government in which women are underrepresented using internal and external methods.

DESCRIPTION:

The Career Development Program for Women was developed in 1977 as a pilot training program, similar to the Executive Development Program, to prepare women for middle management positions. This training and development program was designed as a means of identifying talent, developing skills, and opening doors for career advancement. The program provides women with management and leadership skills which will enable them to compete on a more equitable basis for middle management positions in the Department of Agriculture.

During the course of the training, participants are evaluated and receive feedback on a set of six behavioral standards: decision-making; decisiveness; oral communications; perceptions and analytical ability; persuasiveness; and planning and organizational ability. These standards are used for the curriculum and assessment activities. Throughout the program, participants receive individual counseling from professional counselors, line managers and personnel specialists who assist them to design individual development plans. The training is performed in a "live-in" setting which allows participants and trainers the opportunity to interact beyond the usual eight-hour workday and provides an atmosphere particularly conducive to training without day-to-day disruptions.

The training is structured in two parts. Program I is designed to meet the needs of women in GS-9 through GS-12 positions and Program II is developed for women in GS-5 through GS-8 positions. Program I participants receive intensive orientation, leadership, and managerial skills training. It stresses individual skills assessment and individual development planning, with large amounts of self-initiated activities. Program II participants receive basic training that emphasizes motivation and self-development.

In FY 1980, 122 women participated in both programs for a total of 4,704 hours of training with the direct cost for training being \$73,000. Ninety women are scheduled to participate in the courses during FY 1981 at a projected cost of \$48,600.

CONTACT PERSON:

Ron Gurley, Chief
Employee Development and Safety Branch
U. S. Department of Agriculture
Food Safety and Quality Service
Washington, D. C. 20250
(202) 447-4937

AGENCY: Department of the Army

PROGRAM: Skills for Helping Awareness to Realize Equality (SHARE) Course in Sex Discrimination and EEO Counseling

OBJECTIVE: To develop skills related to sex discrimination awareness, counseling, obtaining and summarizing information, interpreting status reports, and presenting options and recommendations.

DESCRIPTION:

The Department of the Army has developed the SHARE program as a three to five day, self-paced, criterion-referenced program for Equal Employment Opportunity staff. SHARE was designed using the systems approach. A major consideration was cost-effectiveness and local implementation with standardized content. SHARE was originally developed as a pilot project for the U. S. Army Signal Center, Fort Gordon, Georgia, and is now implemented throughout the Department of Army.

SHARE participants have responsibility to assist management in establishing an equitable environment for women's employment and to resolve issues at the lowest, most informal level, such as EEO counselors and special emphasis program managers. Participants work through 30 modules which require a variety of individual practice. For instance, participants counsel in a role play situation which is video taped and are then evaluated according to set standards. There are a number of short pre-developed vignettes on video tape which present typical work situations where sex stereotyping occurs to both men and women, so that participants may apply principles learned.

Less than a year elapsed from conceptualization of SHARE in January 1978 by a Federal Women's Program Manager to completion of the 30 training modules included in the SHARE program. This would not have been possible without the interest and personal commitment of commanders and key managers in the Army Training and Doctrine Command who readily made staff and resources available to SHARE.

The project director obtained widespread cooperation in SHARE's developmental phases due to the emphasis to managers and trainers of the importance of the project and the positive opportunity being afforded them to get in "on the ground level" in setting up the EEO training.

The estimated cost of designing, developing and initially testing SHARE was approximately \$75,000; the estimated cost of the project, had it been contracted out, would have exceeded \$200,000. The present operating cost of SHARE is negligible and involves only the cost of printing and shipping training

materials to the various training sites. Costs are kept to a minimum by training a core group of trainers who then return to their local installations to conduct the training.

SHARE was evaluated by the Army Research Institute to determine its effectiveness in changing attitudes and in transmitting the intended skills and knowledge to the participants. Test results show that SHARE is highly successful in eliciting positive changes in attitudes toward women by changing the level of knowledge about sex-role stereotyping. By focusing on behaviors and knowledge rather than perceptions and attitudes, SHARE has achieved enthusiastic acceptance and support from managers.

CONTACT PERSON:

Rosemary E. Howard
Federal Women's Program Manager
Office of the Deputy Assistant Secretary of Defense
(Manpower, Reserve Affairs, and Logistics)
OASD (MRL), ODASD (EO)
U. S. Department of Defense
Washington, D. C. 20301
(202) 695-2431

The Department of the Navy has developed an offshoot of the highly successful SHARE program entitled "Training to Prevent Sexual Harassment in the Workplace." Using the same type of training design and techniques, this project involves training sessions of no more than 4 hours in duration which serve both men and women.

CONTACT PERSON:

Betty K. Hart
Federal Women's Program Manager
Assistant Deputy Chief of Naval Operations
(Civilian Personnel/EO)
ADCNO (CP/EEO) OP-14C, Room G-814
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Washington, D. C. 20350
(202) 694-5727

AGENCY: Department of Commerce
National Technical Information Service

PROGRAM: "Operation Bootstrap"

OBJECTIVES: To heighten the quality and efficiency of clerical work, to enhance the operation of the agency, and to improve support staff morale.

DESCRIPTION:

"Operation Bootstrap" within the National Technical Information Service of the Department of Commerce, serves to heighten the quality and efficiency of clerical work, to enhance the operation of the agency, and to improve support staff morale. A core group of secretarial and administrative staff works as a team with NTIS management to improve communications between the support staff and other members of the NTIS staff, establish uniform procedures for preparation of correspondence and other related materials, and upgrade the image and prestige of the support staff.

Louisa Walker, the creator of "Operation Bootstrap," began organizing the project 18 months ago. The focus of the program, including speakers and discussion topics, is directed by its members' interests and requests. Ms. Walker administers the program with the assistance of four or five employees who volunteer their time. Maintenance costs of the program are thus minimal.

NTIS has 45 secretarial and administrative employees of a total of 450 employees. Meetings are conducted on a monthly basis to discuss and inform members on topics of interest. Experts address topics ranging from the Freedom of Information and Privacy Acts to personnel procedures and postal regulations. Participants discuss correspondence preparation and procedures, job openings, policy items, and other work-related areas. NTIS program managers speak at the monthly meetings about their programs and answer questions from the group. Other members of the NTIS management team have asked to be included on the staff agenda to discuss their areas of responsibility and current projects.

The first staff effort was to create the Procedures Handbook, designed to be a desk reference and central source of general information, for the use of the participants. It contains information on correspondence, forms, usage and style practices, and a glossary. The secretaries to NTIS Assistant Directors collected relevant information within each of their organizations. Each member of the support staff contributed toward the creation of the handbook.

The major benefits of "Operation Bootstrap" are improved quality of work, elimination of wasted effort, substantial savings in processing time and better communication throughout

the agency. The secretarial and administrative staff has current information on management policy and other decisions and enjoys improved morale. Management now recognizes the importance and professionalism of the support staff. "Operation Bootstrap" receives support from and benefits both top management and lower-graded employees.

CONTACT PERSON:

Louisa Walker
Office of the Director
National Technical Information Service
U. S. Department of Commerce
5285 Port Royal Road
Springfield, VA 22161
(703) 487-4636

AGENCY: Department of Labor

PROGRAM: Day Care Center

OBJECTIVE: To provide quality day care for children of Department of Labor employees.

DESCRIPTION:

A successful, model day care center is housed on the premises of the main Department of Labor building. The modern, well-equipped facility serves primarily Department of Labor employees who need child care during working hours. Approximately 75% of the labor-employed parents participating in the program are women.

The Center began in 1968 under the jurisdiction of the Women's Bureau. The Department of Labor originally gave a \$150,000 grant for a one and a half year period. The ownership and operation was subsequently transferred to the corporation that currently runs the Center. The corporation, consisting of a nine-member Board of Directors, each of whom must have a child enrolled at the Center, is responsible for the Center's operation and controls all major policies. The Board sets the fees and employs a director who manages the Center's day-to-day activities.

The Department of Labor pays the rent, utilities and the maintenance of the facility. All other costs (staff, food, insurance, materials, etc.) are paid for by fees charged to parents: \$48 per week for children 18 months to 2 1/2 years old, and \$38 per week for children 2 1/2 to 5 years old.

The Center currently serves 90 children and employs six certified teachers, six aides, a full-time office manager and other support staff. The Center maintains a waiting list of 40 to 50 names and enjoys a low rate of turnover. Approximately 80% of the parents of the children enrolled at the Center work for the Department of Labor and priority is given to children of Department of Labor employees.

The success of the Center is attributed to the high quality of the staff, the involvement of parents as administrators, and Departmental support and commitment.

The Center solves a number of problems for working parents. The work-site location gives parents and children the security of being nearby. The Center is open every Federal government workday, thus providing continuous reliable service.

CONTACT PERSON:

Susan Brenner, Director
DOL Day Care Center
Frances Perkins Building
Room N-1453
200 Constitution Avenue, NW
Washington, D. C. 20210
(202) 523-8553

NOTE: The Women's Bureau, Department of Labor, sponsors the Alliance for Child Care in Federal Agencies to help develop on-site child care centers which are employee-controlled and operated. In 1980, nine such centers were located in Federal buildings.

AGENCY: Department of the Navy

PROGRAM: Navy Cooperative Education Program

OBJECTIVE: To develop future, permanent staff by providing on-the-job training and experience for college students in areas related to their fields of study.

DESCRIPTION:

Over two-thirds of the high-grade positions in the Department of the Navy are in engineering and scientific fields. Through the Cooperative Education Program, the Department recruits significant numbers of college women into positions with career opportunities. Of the approximately 2,000 students who participate in the program each year, women comprise about 30% of those in engineering positions and 50% to 60% of those in management fields.

Students participating in cooperative education programs alternate classroom study with practical work experience. Co-op programs offer benefits to both employers and students. It provides employers a proven source of quality employees who have experience in specialized areas beyond that of most recent graduates, at a low training cost. Students have the opportunity to gain valuable work experience, evaluate career choices, potentially secure a permanent job, and earn money.

The Navy Cooperative Education Program is highly successful, especially in the recruitment and training of women for non-traditional career fields. Upon completion of their undergraduate studies, cooperative students may be converted to full-time positions at the GS-5 level. Through the Cooperative Education Program, the Department hires women engineers at a rate which exceeds current female enrollments in engineering schools. The Department endeavors to ensure that the colleges and universities that participate in the program have representative enrollments of women and minorities.

The Department of the Navy has participated in and supported the co-op concept for more than 20 years. It began as a decentralized effort aimed primarily at the recruitment of engineers. In 1973, the Department established a decentralized program to develop career management personnel. Based on this program's success, the Naval Material Command implemented a similar centralized program for the engineering co-op efforts.

The decentralized co-op programs were developed through a gradual long-term process. The centralized efforts took approximately one year to develop using 3 to 5 professional staff members.

CONTACT PERSON:

Betty K. Hart
Federal Women's Program Manager
Assistant Deputy Chief of Naval Operations
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ADCNO (CP/EEO) OP-14C, Room G-814
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(202) 694-5727

AGENCY: Library of Congress

PROGRAM: "Bringing Dead Ends Back to Life"

OBJECTIVE: To encourage non-traditional paths in career development.

DESCRIPTION:

In May 1979, the Library of Congress presented a program geared toward women in lower-grade jobs entitled, "Bringing Dead Ends Back to Life." The participants discussed non-traditional paths for development, such as the role of wage grade (WG) positions, which include predominantly blue collar occupations, in furthering careers for those who have not traditionally occupied them. Library of Congress women staff members who have taken non-traditional career paths shared their experiences in male-dominated fields and described training opportunities. Others, representing the Recruitment and Placement Office and the Buildings Management Division in the Library, described positions in their divisions and how to apply for them.

The Federal Women's Program Manager and the Library of Congress Women's Program Advisory Committee planned and implemented the program in less than six months. The only costs were the staff time of five employees, GS-5 through GS-15, for two full days. Of the nearly 1,200 targeted female employees GS-8 and below, approximately one-third or 400 women attended.

The program benefited both the speakers and their audience. The presenters increased their self-confidence and morale and encouraged others in similar positions who are not regularly singled out for attention. In addition, the composition of the panels attracted an audience that generally does not attend Women's Program events, including minority women in lower grades. These women were exposed to the possibility of expanding and furthering their careers within the Library of Congress.

Success of the program is attributed to the support from management, the high level of effort and dedication from the advisory committee, and the willingness of the women staff members, most of whom had had little public speaking experience, to share their experiences.

CONTACT PERSON:

Morrigen Holcomb
Women's Program Office
Office of the Associate Librarian of Congress
U. S. Library of Congress
Washington, D. C. 20540
(202) 287-6598

AGENCY: Tennessee Valley Authority

PROGRAM: Career Planning Program

OBJECTIVE: To define career objectives.

DESCRIPTION:

The Tennessee Valley Authority initiated an agency-wide Career Planning Program to assist program participants to define career objectives. Each TVA division or office has the quarter- to full-time services of a Career Planning Specialist trained in career guidance. The specialist counsels employees in career development or planning.

The specialist conducts an initial interview to determine career objectives and to develop a training/developmental plan to reach the employee's objectives.

Career planning activities include individual counseling, the use of TVA Career Resource Centers, and participation in workshops on career decision making, resume writing and job interviewing. Each Career Planning Specialist provides follow-up on participants for one month to two years depending on the type of developmental plan followed. Information about TVA jobs, such as typical duties and qualifications, is also available through the Career Planning Program. In addition, the TVA has a total of 50 Career Resource Centers, or mini-libraries, with information on available jobs in and out of TVA as well as other career-related information.

TVA estimates the cost of the program to be one full-time staff specialist for every 1,200 employees. TVA currently employs 23 staff specialists. The cost of booklets or workshops is estimated to be minimal. Approximately 950 of the 1,200 employees (79%) participating in this program agency-wide are women.

The program is inexpensive to operate and helpful to employees. Strong management commitment is reflected, in part, by the adequate resources allocated for program implementation. Participants have the opportunity to identify career objectives, test the feasibility of their objectives, to develop a plan to reach these objectives. They also learn how to create networks throughout the agency and to gain confidence through the total career planning process.

CONTACT PERSON:

Helena Thompson
Coordinator of Career Planning
Employee Relations and Development Branch
Tennessee Valley Authority
413 Miller's Building
Knoxville, TN 37902
(615) 632-6420 or FTS 856-6120

HONORABLE MENTION PROGRAMS OR ACTIVITIES

DEPARTMENT/AGENCY	PROGRAM OR ACTIVITY
1. Department of the Air Force HQ Electronics Security Command San Antonio, Texas	Civilian Career Advisory Program
2. Department of Defense Defense Logistics Agency Defense Depot Ogden, Utah	Worker-Trainee Program
3. Department of Health and Human Services Social Security Administration Office of Hearings and Appeals	Career Advisory Workshops
4. Department of Labor	Upward Mobility Program
5. Department of State Foreign Service	Mid-Level Hiring Program
6. Department of Transportation Federal Aviation Administration Central Region	Electronics Technician Upward Mobility Program
7. Nuclear Regulatory Commission	Individual Career Counseling
8. Tennessee Valley Authority	Student Training and Employ- ment Program (STEP)
9. United States Postal Service	Progressive Promotion Opportunities
10. Veterans Administration Medical Center Roseburg, Oregon	Medical Terminology Program

AGENCY: Department of the Air Force
HQ Electronics Security Command
San Antonio, Texas

PROGRAM: Civilian Career Advisory Program

OBJECTIVE: To enhance advancement potential of lower graded employees by offering career advisory service.

DESCRIPTION:

Under the Civilian Career Advisory Program, employees at and below the GS-08 level participate in career goal briefings and attend individual career advisory sessions. In the individual sessions both a personnel management specialist and an equal employment opportunity specialist assess each employee a promotion potential assessment and provide them with career guidance. Employees and advisors discuss opportunities with other agencies that relate to the employee's career interests and skills.

Of the 250 employees who have participated in this program since its inception, 80% are women. Planning proceeded in three phases. The one month conceptual phase involved eight planners, including the Federal Women's Program Manager, members of the EEO advisory committee, and civilian personnel staff. The pilot phase lasted one month, during which time a personnel management specialist and an EEO specialist counseled ten employees. During the ten week evaluation phase, personnel specialists assessed the program. The only costs were staff salaries.

Implementation of the full program began in August 1980 and, again, no outlay of funds was necessary. The initial Career Advisory Program was so successful that it has now become an on-going program. It represents an example of what special programming can be accomplished utilizing the expertise of an agency's professional staff members to facilitate and encourage upward movement and growth for lower level employees.

CONTACT PERSON:

Betty L. Blohm
U. S. Department of the Air Force
HQ Electronic Security Command/DPCO
San Antonio, TX 78243
(512) 925-2674

AGENCY: Department of Defense
Defense Logistics Agency
Defense Depot
Ogden, Utah

PROGRAM: Worker-Trainee Program

OBJECTIVE: To recruit women and minorities into non-traditional Federal positions at the trainee level by restructuring job duties and lowering grade levels.

DESCRIPTION:

The Defense Depot at Ogden is a military storage installation which has a significant number of wage grade (WG) positions that can be easily restructured and filled temporarily at a lower grade level. In an effort to attract women for these "traditionally male" positions, management initiated a program to hire worker-trainees at the WG-01 level and to non-competitively promote them 6 months later to the WG-02 level after successful completion of on-the-job training and skills development. After one year the worker-trainees become eligible to compete for WG-04 level positions.

The first hiring under this program brought on board 55 new employees to the Depot, seven of whom were women (13%). This percentage is significant as the women were competing for these trainee positions with men who received veteran's preference.

Planning for this program took six weeks and required no additional funds. During the planning process a team consisting of the Federal Women's Program Manager and personnel staffing and classification specialists prepared a needs assessment/recruitment model analysis.

The success of the Worker-Trainee Program illustrates a valuable recruitment tool for agencies to bring women on board as trainees into positions for which, by other means, they may not qualify. Job restructuring, temporary lowering of initial grade levels, and planned on-the-job training facilitate entry into Federal service for women. These employees develop skills and acquire knowledge which enable them to assume greater responsibility and to compete successfully for higher graded positions after only one year on the job.

CONTACT PERSON:

Ms. Ann Gunnarson
U. S. Department of Defense
Defense Logistics Agency
Defense Depot
Equal Employment Opportunity Office
Ogden, UT 84407
(801) 399-7533

AGENCY: Department of Health and Human Services
Social Security Administration
Office of Hearings and Appeals

PROGRAM: Career Advisory Workshops

OBJECTIVE: To provide employees with information on career possibilities.

DESCRIPTION:

The Office of Hearings and Appeals (OHA), a small bureau of the Social Security Administration, offered a series of career advisory workshops to their employees. Through this series, OHA staff described the purpose and function of OHA as well as the variety of career opportunities within the Office. Representatives from various occupational areas described the progress of their own careers and the scope of their current work. The first four programs of the series were presented on four separate days and included the following occupational areas: Personnel/Training/Equal Employment Opportunity; Technical Operations; Program/Budget/Management Analysis; and Secretarial/Staff Assistant. Of the 211 employees who attended the series of workshops, 80% were women, most of whom serve at the GS-8 level or below.

The original series was expanded to include workshops on job interviewing techniques, special employment programs (such as management internships), and training opportunities (CETA-funded as well as local self-development and financial aid opportunities). In addition, OHA promotes informal networking within their headquarters. A network of volunteer "mentors" will also advise individual employees interested in their particular field of work.

CONTACT PERSON:

Bronwen Stimpert
EEO Staff, Room 614-BCT2
Office of Hearings and Appeals
Social Security Administration
U. S. Department of Health and Human Services
P. O. Box 2518
Washington, D. C. 20013
(703) 235-1833

AGENCY: Department of Labor

PROGRAM: Upward Mobility Program

OBJECTIVE: To provide employees in positions with limited promotional avenues the opportunity to be trained to qualify for positions with known career advancement possibilities.

DESCRIPTION:

The Department of Labor conducts an Upward Mobility Program which helps employees move from mundane, "dead-end" jobs to career ladder positions with increased promotion potential. The program is structured in accordance with Office of Personnel Management definitions and guidelines for Upward Mobility Programs.

Management commitment and the assurance that positions are allocated at the beginning of each year contribute to the success of this program. The Department's Equal Employment Opportunity Office tracks these positions quarterly to assure that management fulfills its commitments and advises management of the degree of progress being made. Each DOL regional and district office endeavors to identify and fill positions through upward mobility.

Planning took approximately one year from inception to implementation. Since 1977, the number of positions filled through upward mobility has increased yearly: 70 positions in FY 1977; 92 positions in FY 1978; 139 positions in FY 1979; and 203 in FY 1980. Approximately 85% of the positions are filled by women.

CONTACT PERSON:

Elaine B. Murrell
U. S. Department of Labor
OASAM/EEO, Room N-4603
200 Constitution Avenue, N.W.
Washington, D. C. 20210
(202) 523-7026

AGENCY: Department of State
Foreign Service

PROGRAM: Mid-Level Hiring Program

OBJECTIVE: To allow women and minorities without prior Foreign Service experience to directly enter mid-level positions.

DESCRIPTION:

Since women and minorities are underrepresented in mid-level jobs with the Foreign Service, a Mid-Level Hiring Program has been initiated by the State Department as part of its affirmative action program to hire women and minorities as mid-level Foreign Service Reserve Officers. Qualified women and minorities between the ages of 31 and 54 may apply directly anytime during the year. Appointments are based on prior education and experience that demonstrate an ability to succeed in the foreign service, and an oral assessment of the candidates.

The Department selects approximately 20 applicants a year, 50% of whom are women. Those appointed receive basic training in the Foreign Service; then they move into posts according to normal assignment procedures.

CONTACT PERSON:

June Hajjar
Federal Women's Program Manager
Office of Equal Employment Opportunity
U. S. Department of State
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AGENCY: Department of Transportation
Federal Aviation Administration
Central Region

PROGRAM: Electronics Technician Upward Mobility Program

OBJECTIVE: To provide opportunities for women to enter a non-traditional, career-ladder occupation.

DESCRIPTION:

The Federal Aviation Administration, Central Region, administers an Electronics Technician Upward Mobility Program. Qualified women are selected to enter this training program which teaches them to install and maintain electronics equipment. The FAA established an "academy" in Springfield, Missouri where the first six months of training are conducted.

The program permits managers to promote participants on a non-competitive basis to an intermediate level after successfully completing the required training. Later, they may compete for higher-grade positions. The program is successful as it allows managers to seek out and encourage women to enter a career-ladder profession instead of "dead-end" positions with no promotion potential.

The planners invested approximately two years before implementation. The success of the program is attributed to management commitment and the allocation of adequate resources.

CONTACT PERSON:

William M. Massey
Civil Rights Staff
Federal Aviation Administration
U. S. Department of Transportation
Kansas City, MO 64106
(816) 374-5006

AGENCY: Nuclear Regulatory Commission

PROGRAM: Individual Career Counseling

OBJECTIVE: To aid employees in furthering their careers.

DESCRIPTION:

The Nuclear Regulatory Commission employs a counseling firm to provide an individual career counseling program for its employees. The counseling service emphasizes self-reliance and self-help in making career choices.

As a result of the counseling, many employees have taken specific steps on their own to enhance career potential, including enrollment in both in-house courses and classes at outside institutions, conducting career investigations, communicating more effectively with supervisors and personnel management specialists about career advancement, and exploring options at other agencies.

A total of 341 employees have participated in the program, two-thirds of whom are women. There are presently 225 people on a waiting list for the program.

CONTACT PERSON:

Ruth J. Anderson
Federal Women's Program Manger
Office of Administration
U. S. Nuclear Regulatory Commission
Washington, D. C. 20555
(301) 492-7082

AGENCY: Veterans Administration
Medical Center
Roseburg, Oregon

PROGRAM: Medical Terminology Program

OBJECTIVE: To improve employee skills and abilities to increase their advancement potential.

DESCRIPTION:

The Veterans Administration in its Roseburg, Oregon Medical Center administers a medical terminology program for its employees. Its goal is to improve employees' understanding and usage of technical medical terms. The Federal Women's Program Manager administers the program and a Center staff member teaches the course, which increases the participants' chances for promotion by improving their language skills and job performance.

The training is given one hour each week for twelve consecutive weeks. The Medical Center purchases medical textbooks/workbooks which participants may keep. Currently, 24 people participate in the program, 80% of whom are women. Other agencies which use specialized terminology can adopt this course for their individual needs.

CONTACT PERSON:

Charlotte Carter
Federal Women's Program Manager
Veterans Administration Medical Center
Roseburg, OR 97470
(503) 672-4411, Ext. 224

THE WHITE HOUSE
WASHINGTON

1/13/81

JACK WATSON
ANNE WEXLER
LLOYD CUTLER

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

Rick Hutcheson

THE WHITE HOUSE
WASHINGTON
December 18, 1980

C

MEMORANDUM TO THE PRESIDENT

FROM: JACK WATSON
ANNE WEXLER
LLOYD CUTLER

SUBJECT: MEDAL OF FREEDOM

Jack
Anne

Electrostatic Copy Made
for Preservation Purposes

Attached are our joint recommendations for the Medal of Freedom Awards and a list of previous awards.

As you will recall, the Executive Order establishing the Medal of Freedom calls for the Medal to be awarded by the President to "any person who has made an especially meritorious contribution to

1. The security or the national interest of the U.S.
2. World Peace, or
3. Cultural and other significant public or private endeavors."

Many of your previous appointments have been in the third category, so for this final list we have concentrated more heavily on the first two.

Our suggestions are as follows:

Roger Baldwin, Civil liberties activist.

ok
Roger Baldwin was the founder of the American Civil Liberties Union and the International League for Human Rights. His leadership in the area of civil rights and civil liberties is legendary in this country. He is now in his 80's and his nomination has been submitted by every major civil liberties group in the country.

Harold Brown, Physicist, government official.

ok
Brown has served his government for 30 years as Secretary of the Air Force, as President of Cal Tech, as a member of the President's science advisory commission, as a delegate to the

Strategic Arms Limitation Talks in 1969, and as Secretary of Defense from 1977 to 1980. For ability to master his job, continuity, loyalty and devotion to the national interest, Harold is the most deserving Cabinet Member for the Medal of Freedom. Your predecessors have all honored their outstanding Cabinet figures with the Medal, including the following Secretaries of Defense: Gates, McElroy, McNamara, Clifford, Laird, Rumsfeld.

Warren Christopher, Deputy Secretary of State.

ok
Warren Christopher is one of the most able, selfless and dedicated citizen-statesmen of this age. His loyalty, judgment and coolness under stress become more evident with every passing day. He played a key role in the ratification of the Panama Canal treaties; he is conducting the current hostage negotiations with tact and skill; and he has been the cement that has kept the State Department functioning in times of stress. There are a number of precedents for conferring the Medal of Freedom on a sub-Cabinet official (Donald Quarles, James Douglas, Robert Lovett, John McCloy, Cyrus Vance (then Deputy Secretary of Defense), and Christopher is certainly their equal.

Walter Cronkite, Radio-TV news correspondent.

ok
Generations of Americans have learned about the world through the eyes and ears of Walter Cronkite. He first gained national prominence in his coverage of the Nuremberg war crimes trials in 1946, and moved on to CBS to earn a Peabody Award in 1962 and an Emmy Award in 1970. As the anchor for the CBS Evening News, Cronkite has reported and commented on the events of the last two decades with skill and insight which stands out in the news world.

Kirk Douglas, Actor, goodwill ambassador for the U.S.

ok
While Kirk Douglas is known to millions of Americans as a brilliant actor and academy award winner, this award is being proposed to recognize his service to the United States as a goodwill Ambassador who has made trips all over the world for both the State Department and the U.S. Information Agency. He has traveled to thirty countries in this capacity meeting with heads of state and speaking to large groups.

Milton Eisenhower, University president and diplomat.

Eisenhower began his career in government at the Department of Agriculture, and has since served as the U.S. delegate to UNESCO

*Strauss
Bryant*

and other diplomatic posts, and as the chairman of the 1968 President's Commission on the Causes and Prevention of Violence. He has combined these years of government service with service to America's youth as president of Kansas State University, Pennsylvania State University, and Johns Hopkins University where he is presently President emeritus. He was also the mind who created the "military-industrial complex" in his brother's farewell address.

Ella Fitzgerald, Popular singer.

No other jazz vocalist has been as unanimously acclaimed as Ella Fitzgerald. She was discovered in 1934 at an amateur contest at Harlem's Apollo Theatre. In 1938, her recording of "A Tisket, a Tasket" brought her financial success and a large following among the general public. Her praises have been sung by Bing Crosby, Duke Ellington and Richard Rodgers. Her versatility and ability to use her voice like an instrument (she can sing ballads, swing, Dixieland, calypso, pop, jazz, non-syllable scat, and whatever else she chooses) have made her a favorite with other musicians, as well as, devotees of almost every aspect of popular music. A leading jazz interpreter of the popular song, Fitzgerald was awarded the Kennedy Center Honors in 1979.

Helen Hayes, Actress.

A native of Washington, D.C., Helen Hayes has affectionately been called "the first lady of American theatre". Her many memorable performances in theatre, films, TV, and radio, have entertained millions. In addition to her great contributions to her profession, she must also be noted for her encouragement of young actors in the Helen Hayes Drama Group, a company under her patronage. She is the recipient of numerous awards and honorary degrees, and has a distinguished record of social service, most notably, as chairman of the women's division of the National Infantile Paralysis Association.

Edmund S. Muskie, Secretary of State.

old Every Secretary of State beginning with Dean Acheson (Dulles, Herter, Rusk, Rogers, Kissinger, Vance) has been awarded the Medal of Freedom. While Ed Muskie will have served as Secretary for only eight months, his record of public service as a senator, his selflessness, loyalty and good judgment make him worthy to stand among the ablest holders of the office.

Mrs. Robert F. McNamara, Creator, Reading is FUNdamental.

ok
Mrs. McNamara saw a need in our society and created an answer -- she watched large numbers of children going through school without reading a book, and she began the Reading is FUNdamental program to see if children would read more if given a chance to choose, and own, books they liked. The experiment worked, and today, millions of children own books through this program. Reading is FUNdamental has become one of the largest volunteer programs in the country. Through Margie McNamara's effort, some 130 thousand volunteer parents, teachers and other concerned citizens are devoting their energies to RIF. Nearly 4500 RIF projects are serving young people in every state, D.C. and the U.S. off shore possessions. In 1980 alone, these projects distributed 11 million free books. In migrant worker communities, Indian reservations, big city schools, hospitals, day care centers and correctional institutions, RIF is opening children's minds to the joys of reading and satisfaction in learning.

Esther Peterson, Consumer Advocate.

ok
Esther Peterson has had a long career in the consumer and labor fields. She was introduced to labor issues at Columbia University in the late 1920s by her soon-to-be husband who first explained to her "what the American Federation of Labor was all about." A few years later, her interest deepened when, as a volunteer teacher in the industrial union department of the local YWCA, she "came face to face for the first time with strikes and strikers." Ms. Peterson continued to teach and remained active in the labor field even when her family was stationed overseas from 1948 to 1957. She has worked for the Amalgamated Clothing Workers of America (1939-1948) and the AFL-CIO (1957-1961). As Assistant Secretary of Labor under President John F. Kennedy, she was the highest ranking woman in the U.S. government. As Special Assistant for Consumer Affairs under both Presidents Carter and Johnson, vice president of a major food corporation, and a board member of many consumer, education and civic organizations across the country, Esther Peterson has spearheaded innumerable consumer related projects and programs. Her work has inspired thousands of community leaders and groups, as well as, ordinary citizens wishing to begin action in their own neighborhoods.

Irving Shapiro, Corporate executive.

As an executive for E.I. duPont de Nemours since 1951, Shapiro has forged new links between the business world and the government. Retiring next April, Shapiro deserves recognition for his accomplishments as a corporate executive, and as a leading voice for the revitalization of America's urban centers. President Johnson recognized several business leaders (Edgar Kaiser, Henry Ford) in this way.

Gerard C. Smith, Diplomat, arms control and non-proliferation negotiator

ok
First U.S. Chairman of the Trilateral Commission. Smith's career in government began at the Atomic Energy Commission and culminated in arms control work as Director of the Arms Control and Disarmament Agency, chief delegate to the U.S. delegation to the Strategic Arms Limitation Talks in 1969, and as the U.S. Special Representative for non-proliferation matters from 1977 to 1980. If you wish to recognize a long-term career contributor to national security policy, Gerard would be an excellent candidate.

ok
→ Elbert Tuttle, U.S. Court of Appeals Judge, Georgia
Frank Johnson, U.S. District Judge, Alabama

ok
Elbert Tuttle and Frank Johnson are true judicial heroes -- judges who took the mandate of the Supreme Court's decision in the Brown case and applied it in the Deep South despite public criticism, social ostracism and physical threats from their peers in the White Establishment. By now they have survived this ordeal and are publicly honored in their own communities. As one who took the same risks in the political arena, which lacks the shelter of a lifetime appointment, you could, by honoring Elbert Tuttle and Frank Johnson, commemorate the most significant social achievement of our time.

Earl Warren, Former Chief Justice

ok
Earl Warren was the keystone of the Supreme Court majority that reversed a century of judicial history and upheld the constitutional rights of black people. Without the Supreme Court's leadership it would have been as hard for us to legislate the end of discrimination in this country as it still is for the United Kingdom in Northern Ireland. Warren's role as a governor, presidential candidate and Chief Justice has always been a healing one, bringing out the best in us all. Suprisingly, he was never awarded the Medal of Freedom. You have an opportunity to correct this omission while his memory is fresh.

If you reject any of the above 16 or wish to consider additional nominees, we suggest the following:

James Callaghan, Former Prime Minister, U.K.

Former Prime Minister and longtime leader of the Labor Party, Jim Callaghan has been the most successful political centrist in recent British political history, under the most trying of conditions. Your mutual relations have been excellent. An award

of the Medal of Freedom as he passes from the political scene would be greatly appreciated by everyone in Britain. It would follow a precedent set in previous awards to foreign leaders by President Eisenhower (Mademoiselle Genevieve de Gaulle de Galard-Terraube), President Kennedy (Paul Henri Spaak), President Johnson (Jean Monnet and Pope John XXIII) and President Nixon (Ambassador Brosio of Italy).

Allard K. Lowenstein, Civil rights activist, former Congressman.

Al Lowenstein was a leading figure in the civil rights movement of the sixties, responsible for recruiting large numbers of whites into the movement across the country. Many in government today attribute their choice of public service to the inspiration and leadership of Al Lowenstein.

Mike Mansfield, Ambassador and former Senator.

Mike Mansfield has had a remarkable success as Ambassador to Japan. Coupled with his great career in the Senate, he is most deserving of the honor of a Medal of Freedom award. It would be a suitable recognition of the many top grade non-career ambassadors you have appointed to major posts.

John Minor Wisdom, U.S. Court of Appeals Judge, Louisiana.

As a District and Court of Appeals judge, John Wisdom demonstrated the same courage in civil rights cases as Elbert Tuttle and Frank Johnson. A Republican, he led the Eisenhower slate in the credentials battle that was the key to the 1952 Republican Convention. Eisenhower named him to the bench and, but for his civil rights record, Nixon would probably have named him to the Supreme Court, an appointment he would have fully deserved. A Medal of Freedom would go some way to correct this omission.

THE MEDAL OF FREEDOM

Presented by President Truman

	<u>Date</u>		<u>Date</u>
CHARMAN, William H. Mr.	1/26/46	POULLET, Pierre A., Father	1/26/46
HOWE, George L.	2/18/46	PULESTON, Dennis	2/18/46
JACKSON, Gordon Thorpe	1/26/46	SUN, Chen	2/18/46
MAZZARINI, Richard	2/18/46	WEST, Norman H.	1/26/46
		WHEELER, William M., Jr.	2/18/46

Presented by President Eisenhower

	<u>Date</u>		<u>Date</u>
ANDERSON, Robert B.	8/3/55	HERTER, Christian A.	1/18/61
DOUGLAS, James H.	1/18/61	KISTIAKOWSKY, George Bogdan	1/18/61
DULLES, John Foster	5/19/59	McELROY, Neil	12/1/59
GALARD-TERRAUBE, Mademoiselle Genevieve de	6/29/54	QUARLES, Donald A.	7/9/59
GATES, Thomas S.	1/18/61	STRAUSS, Lewis L.	7/14/58
GRAY, Gordon	1/18/61	VON NEUMANN, Dr. John	2/15/56
		WILSON, Charles E.	10/9/57

Presented by President Kennedy

	<u>Date</u>
SPAAK, Paul-Henri	2/21/61

THE PRESIDENTIAL MEDAL OF FREEDOM

Presented by President Johnson

	<u>Date</u>		<u>Date</u>
ACHESON, Dean G.	9/14/64	McCLOY, John J. ²	12/6/63
ANDERSON, Marian	12/6/63	McGILL, Ralph	9/14/64
BLACK, Eugene R. ²	1/20/69	McNAMARA, Robert S.	2/28/68
BRONK, Detlev W.	9/14/64	MacDONALD, J. Clifford	12/6/63
BUNCHE, Ralph J. ²	12/6/63	MACY, John W., Jr.	1/20/69
BUNDY, McGeorge	1/20/69	MEANY, George	12/6/63
BUNKER, Ellsworth ²	12/6/63	MEIKLEJOHN, Alexander	12/6/63
BUNKER, Ellsworth	2/6/68	MONNET, Jean ²	12/6/63
CASALS, Pablo	12/6/63	MORISON, Samuel Eliot	9/14/64
CAULFIELD, Genevieve	12/6/63	MUMFORD, Lewis	9/14/64
CLIFFORD, Clark ²	1/20/69	MUNOZ-MARIN, Luis ²	12/6/63
CONANT, James B. ²	12/6/63	MURROW, Edward R.	9/14/64
COPELAND, Aaron	9/14/64	NIEBUHR, Reinhold	9/14/64
DeBAKEY, Dr. Michael E.	1/20/69	PECK, Gregory	1/20/69
deKOONING, Willem	9/14/64	POPE JOHN XXIII, His Holiness ³	12/6/63
DISNEY, Walter	9/14/64	PRICE, Leontyne	9/14/64
DOBIE, J. Frank	9/14/64	RANDALL, Clarence B.	12/6/63
DUBINSKY, David	1/20/69	RANDOLPH, A. Philip	9/14/64
EDWARDS, Lena F.	9/14/64	ROCKEFELLER, Laurance S.	1/20/69
ELIOT, Thomas Stearns	9/14/64	ROSTOW, Walt Whitman	1/20/69
ELLISON, Ralph	1/20/69	RUSK, Dean ²	1/16/69
ENDERS, John F.	12/6/63	SANDBURG, Carl	9/14/64
FONTANNE, Lynn	9/14/64	SERKIN, Rudolf	12/6/63
FORD, Henry, II	1/20/69	SMITH, Merriman	1/20/69
FRANKFURTER, Felix ²	12/6/63	STEICHEN, Edward	12/6/63
GARDNER, John W.	9/14/64	STEINBECK, John	9/14/64
HARRIMAN, W. Averell ²	1/20/69	TAUSSIG, Helen B.	9/14/64
HESBURGH, Theodore M.	9/14/64	TAYLOR, George W.	12/6/63
HOLTON, Karl	12/6/63	VANCE, Cyrus R. ²	1/20/69
HOPE, Bob	1/20/69	VAN DER ROHE, Ludwig Mies	12/6/63
JOHNSON, Clarence L.	9/14/64	VINSON, Carl	9/14/64
KAISER, Edgar F.	1/20/69	WATERMAN, Alan T.	12/6/63
KAPPEL, Frederick	9/14/64	WATSON, Mark S., Mr.	12/6/63
KELLER, Helen	9/14/64	WATSON, Thomas J., Jr.	9/14/64
KENNEDY, John Fitzgerald ¹	12/6/63	WAUNEKA, Annie D.	12/6/63
KIPHUTH, Robert J.	12/6/63	WEBB, James E.	12/9/68
LAND, Edwin H.	12/6/63	WHITE, E. B., Mr.	12/6/63
KOMER, Robert W.	2/6/68	WHITE, Paul Dudley	9/14/64
LASKER, Mary	1/20/69	WHITE, William S.	1/20/69
LEHMAN, Herbert H. (Governor) ¹	1/28/64	WILDER, Thornton N.	12/6/63
LEWIS, John L.	9/14/64	WILKINS, Roy	1/20/69
LIPPMANN, Walter	9/14/64	WILSON, Edmund	12/6/63
LOCKE, Eugene Murphy	2/7/68	WYETH, Andrew	12/6/63
LOVETT, Robert A.	12/6/63	YOUNG, Whitney M., Jr.	1/20/69
LUNT, Alfred	9/14/64		

Presented by President Nixon

	<u>Date</u>		<u>Date</u>
ALDRIN, Edwin E., Colonel, USAF	8/13/69	KROCK, Arthur	4/22/70
APOLLO XIII		LAIRD, Melvin R.	3/26/74
Mission Operations Team	4/18/70	LAWRENCE, David	4/22/70
ARMSTRONG, Neil A. ²	8/13/69	LINCOLN, George Gould	4/22/70
BEHRENS, Earl Charles	4/22/70	LOVELL, James Arthur, Jr.	4/18/70
BROSIO, Manlio	9/29/71	LOWMAN, Dr. Charles LeRoy	7/27/74
COLLINS, Michael, Colonel, USAF ²	8/13/69	MOLEY, Raymond	4/22/70
ELLINGTON, Edward Kennedy	4/29/69	ORMANDY, Eugene	1/24/70
FOLLIARD, Edward T.	4/22/70	ROGERS, William P.	10/15/73
FORD, John	3/31/73	ST. JOHNS, Adela Rogers	4/22/70
GOLDWYN, Samuel	3/27/71	SWIGERT, John Leonard, Jr.	4/18/70
HAISE, Fred Wallace, Jr.	4/18/70	VANN, John Paul ¹	6/16/72
HENRY, William M. ¹	4/22/70	WALLACE, Dewitt	1/28/72
HOFFMAN, Paul G.	6/21/74	WALLACE, Lila	1/28/72
HOPKINS, William J.	6/2/71		

Presented by President Ford

	<u>Date</u>		<u>Date</u>
ABEL, I. W.	1/10/77	JOHNSON, Lady Bird	1/10/77
BARDEEN, John	1/10/77	KISSINGER, Henry A.	1/13/77
BERLIN, Irving	1/10/77	MacLEISH, Archibald	1/10/77
BORLAUG, Norman	1/10/77	MICHENER, James Albert	1/10/77
BRADLEY, General Omar N.	1/10/77	O'KEEFFE, Georgia	1/10/77
BRUCE, David K. E. ²	2/10/76	OWENS, Jesse	8/5/76
BURKE, Admiral Arleigh	1/10/77	ROCKEFELLER, Nelson A.,	
CALDER, Alexander ¹	1/10/77	Vice President	1/10/77
CATTON, Bruce	1/10/77	ROCKWELL, Norman	1/10/77
DiMAGGIO, Joe	1/10/77	RUBINSTEIN, Arthur ²	4/1/76
DURANT, Ariel	1/10/77	RUMSFELD, Donald H.	1/19/77
DURANT, Will	1/10/77	SHOUSE, Katherine Filene	1/10/77
FIEDLER, Arthur	1/10/77	THOMAS, Lowell	1/10/77
FRIENDLY, Judge Henry J.	1/10/77	WATSON, James D.	1/10/77
GRAHAM, Martha ²	10/14/76		

Presented by President Carter

	<u>Date</u>		<u>Date</u>
ADAMS, Ansel	6/9/80	MITCHELL, Clarence, Jr.	6/9/80
CARSON, Rachel ¹	6/9/80	PETERSON, Roger Tory	6/9/80
CHASE, Lucia	6/9/80	RICKOVER, Admiral Hyman	6/9/80
HUMPHREY, Hubert	6/9/80	SALK, Jonas E., Dr.	7/11/77
GOLDBERG, Arthur J.	7/26/78	SILLS, Beverly	6/9/80
IAKOVOS, Archbishop	6/9/80	WARREN, Robert Penn	6/9/80
JOHNSON, Lyndon B. ²	6/9/80	WAYNE, John ³	6/9/80
KING, Martin Luther, Jr. ¹	7/11/77	WELTY, Eudora	6/9/80
MEAD, Margaret ¹	1/20/79	WILLIAMS, Tennessee	6/9/80
		ALBRIGHT, Horace Marden	12/7/80

¹Posthumously

²With Distinction

³Posthumously and With Distinction

THE WHITE HOUSE
WASHINGTON

1/12/81

Lloyd Cutler:

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

Rick Hutcheson

2119 Leroy Place, Northwest
Washington, D. C. 20008

cc Lloyd
info only
J

Electrostatic Copy Made
for Preservation Purposes

December 19, 1980

Dear Mr. President,

I would like to ask you
for a personal favor that
would mean a great deal
to me.

A request for a Presidential
Pardon for Peter Yarrow is
on its way to you through
regular channels.

Peter Yarrow has been a
vocal supporter and advocate
for your Presidency. He devoted
many hours to fund raising for you.

Most particularly, he gave
almost the entire Spring of 1980

to help the 15th Anniversary celebration of ULSTA. He travelled across the country visiting projects and ULSTA Volunteers because of his deep commitment to the program and what it stands for.

If I did not believe that Peter was one of the finest people I have ever known, I would not be making this personal plea to you.

It would not only be a most worthy and deserving gesture, but it is something for which I would feel enormous personal appreciation.

Best wishes for a Merry Christmas.

Yours,
Harry E. King

THE WHITE HOUSE
WASHINGTON

1/12/81

Jack Watson:

A handwritten signature in black ink, appearing to be 'Jack Watson', written over the typed name.

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

Rick Hutcheson

THE WHITE HOUSE

WASHINGTON

January 9, 1981

Electrostatic Copy Made
for Preservation Purposes

MEMORANDUM FOR THE PRESIDENT

FROM: JACK WATSON *Jack*

SUBJECT: John Dalton's Request to see Camp David

John Dalton asked me to arrange for him to drive up to Camp David with his family on Saturday, January 17. He would like to see the camp, but does not ask to stay overnight or for meals.

Since you will most likely be at Camp David on Saturday, January 17, I thought I should ask you before making the necessary arrangements for his visit.

APPROVE brief visit _____ ✓

DISAPPROVE _____ *J*

THE WHITE HOUSE
WASHINGTON

1/12/81

Lloyd Cutler:

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

Rick Hutcheson

ADMINISTRATIVELY CONFIDENTIAL

THE WHITE HOUSE
WASHINGTON

January 6, 1981

MEMORANDUM FOR THE PRESIDENT

FROM:

LLOYD CUTLER

LNC

SUBJECT:

SECRETARY OF STATE'S NIGHT NOTES

*Lloyd -
All of the
originals should
be part of my
papers -
I just want a
complete record re
Iran, Mid East, etc
L*

Attached is a note describing the status of State Department copies of the Secretary's night notes to you, including the copies you returned containing your handwritten comments.

The note was prepared by Bill Lake, Deputy Legal Adviser of the Department. It was dictated to us by telephone and there is no copy of the note in the Department files.

**Electrostatic Copy Made
for Preservation Purposes**

Enclosure

ADMINISTRATIVELY CONFIDENTIAL

January 6, 1981

Note from Bill Lake for LNC:

Subject: Record Status of the State Department's Night
Notes to the President.

This is to confirm our recent conversation about the record status of the night notes prepared by this department for the President. The Department has in its files both: (1) a copy of the night notes sent to the President during this Administration, and (2) in some cases the original which was returned from the White House with handwritten notations by the President.

We have concluded that these documents must be considered to be State Department records within the definition found in the federal records statutes, 44 U.S.C., §3301. The night notes were used to report information and views on official matters from this Department to the President and, where he returned them with marginal notations, to inform the Department of the President's reactions. Like other communications with the White House, the night notes have been held closely by the Department's Executive Secretariat.

I am informed by our records officers that the Department's records include documents comparable to the night notes from a number of previous administrations. These documents have been combined with other documents of similar sensitivity in separate collections for each Secretary of State that are held in the Department under special access restrictions.

The Department plans to follow this policy with respect to the night notes, including them in the collections of the official papers of Secretaries Vance and Muskie. As with the other secretarial collections, access will be controlled through the Director of our Foreign Affairs Information Management Center.

THE WHITE HOUSE
WASHINGTON

1/12/81

Jim McIntyre:

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

Rick Hutcheson



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

JAN 7 1981

MEMORANDUM FOR THE PRESIDENT

FROM: Jim McIntyre
SUBJECT: Budget Message

This draft budget message has been provided to Brzezinski, Eizenstat, Hertzberg, Moe, Powell, Schultze and Watson. We have taken account of the comments received. To meet the printing schedule, your changes or comments are needed no later than Friday, January 9.

*Told John
White ok. To
add section on
\$1 bil for Unemp Ins.
Edit & simplify
J*

Electrostatic Copy Made
for Preservation Purposes

January 7, 1981

BUDGET MESSAGE OF THE PRESIDENT

To the Congress of the United States:

My administration has faced a wide range of challenges at home and abroad. They stem from our strengths, not our weaknesses: our strengths as a world leader, as a developed industrial nation, and as a heterogeneous democracy with high goals and great ambitions. Meeting these challenges satisfactorily requires that we establish priorities and that we recognize limits to even our Nation's enormous resources. We cannot do all that we wish at the same time. But we can provide for our security, establish the basis for a strong economy, protect the disadvantaged, build human and physical capital for the future, and safeguard this Nation's magnificent natural environment.

This budget continues a 4-year policy of prudence and restraint. While deficits have been higher than I would have liked, their size has been determined for the most part by economic conditions. Even so, the trend has been downward. In 1976, the budget deficit equalled 4.0% of gross national product. This was reduced to 2.3% in the budget year that ended 3 months ago. The 1982 budget deficit is estimated to equal only 0.9% of gross national product.

The rate of growth in budget outlays has been restrained. In spite of significant increases in indexed programs, real increases in outlays for nondefense programs have been held to low levels.

The 1982 budget calls for outlays of \$[739] billion, an increase of 1.0% when adjusted for inflation. Nondefense spending is projected to decline by 0.2% in real terms. Tax reductions that I proposed as part of the economic revitalization program have been retained, but some have been delayed or phased in over a longer period in recognition of the continued high inflation rate. The budget deficit -- which is now projected at \$55.2 billion in 1981 -- is estimated to decline to \$27.5 billion in 1982.

[INSERT TABLE: THE BUDGET TOTALS]

In planning this budget, I have considered four major issues:

- & What is the economic policy that will ensure prosperity for all while minimizing inflation?
- & How much of our Nation's wealth should be used by the Federal Government?
- & ~~What are desirable spending proposals~~ and strategies for defense, human resources, and investment?
- & How can the management of Government be improved?

THE BUDGET TOTALS
(in billions of dollars)

	1980 actual	1981 est.	1982 est.	1983 est.	1984 est.
Outlays.....	579.6	662.7	739.3	817.3	890.3
Receipts.....	520.0	607.5	711.8	809.2	922.3
Surplus or deficit (-).....	-59.6 =====	-55.2 =====	-27.5 =====	-8.0 =====	32.0 =====
Budget authority.....	658.8	726.5	809.8	892.0	962.7
Credit budget.....	119.1	148.7	144.4	---	---

The Economy

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During the last decade we withstood a series of economic shocks unprecedented in peacetime. The most dramatic of these were the explosive increases of OPEC oil prices. But we have also faced world commodity shortages, natural disasters, agricultural shortages and major challenges to world peace and security. Our ability to deal with these shocks has been impaired because of slower growth in productivity and the persistence of underlying inflationary forces built up over the past 15 years.

Nevertheless, the economy has proved to be remarkably resilient. Real output has grown at an average rate of 3.1% per year since I took office, and employment has grown by 2.5%. Over 7.8 million productive private sector jobs have been added to the economy. However, unacceptably high inflation -- the most difficult economic problem we have faced -- persists.

per year

This inflation -- which threatens the growth, productivity, and stability of our economy -- requires that we restrain the growth of the budget to the maximum extent consistent with national security and human compassion. I have done so in this budget, and in my earlier budgets. However, while restraint is a necessary aspect of any appropriate economic policy, high inflation cannot be attributed solely to government spending. The growth in budget outlays has been more the result of economic factors than the cause of them. For fiscal year 1981 alone, budget outlays must be increased by \$13 billion over last year's estimate as a result of higher interest rates. Yet this increase

results not only from inflation but from the monetary policies undertaken to combat it. Nearly \$18 billion for 1981 reflects higher automatic inflation adjustments and higher defense costs than were anticipated a year ago.

We are now in the early stages of economic recovery following a short recession. Typically, a post-recessionary period has been marked by vigorous economic growth abetted by anti-recessionary policy measures such as large tax cuts or spending programs. I have declined to recommend such actions to stimulate economic activity, because the persistent inflationary pressures that beset our economy today dictate a restrained fiscal policy. I have continued to recommend specific tax reductions that contribute directly to increased productivity and long-term growth. These overall concerns form the basis for my 1982 budget recommendations.

The Size and Role of Government

We allocate about [23]% of our Nation's output through the Federal budget. The total share of our gross national product allocated at all levels of government is about one-third. We must come close to matching Federal outlays with tax receipts if we are to avoid excessive and inflationary Federal borrowing. This means that we must control our appetite for spending or accept the burden of higher taxes.

Many Americans are puzzled by the rapid growth of budget outlays. The forces behind this growth arise from valid social

and national security concerns. They are ones we share with other developed countries. We face a threat to our security, as events in Afghanistan, the Middle East, and Eastern Europe make clear. We have a steadily aging population; as a result, the biggest single increase in the Federal budget is the rising cost of retirement programs, particularly social security. We face other important domestic needs: to continue responsibility for assisting the disadvantaged; to provide the capital needed by our cities and our transportation systems; to protect our environment; and to revitalize American industry.

All of these needs must be met as efficiently and economically as possible. But efficiency and economy alone will not eliminate our budget problems. No matter how efficient we are, the solutions to our problems will not be free.

In our response to national problems, I have been concerned with the proper role of the Federal Government. The Federal Government must not usurp functions that are best left to the private sector or to State and local governments. My administration has always sought to achieve the proper assignment of responsibility for the most efficient resolution of problems.

We have also recognized the need to simplify the system of grants to State and local governments. I am again proposing several grant consolidations in the 1982 budget, including a new proposal that would consolidate several highway programs. This latter recommendation is in addition to consolidation proposals I have previously recommended in the areas of youth training and employment, environment, energy conservation, airport development, and rehabilitation services. These consolidations can be an important step to improve the intergovernmental system.

However, the Congress has so far agreed to consolidate only rehabilitation services grants. Therefore, I am again recommending my other earlier consolidation proposals.

The pressures for growth in Federal use of national resources are great. My administration has initiated many approaches to cope with this pressure. We started a multi-year budget system, and we began a system for credit control. Later in this budget we discuss the structure and controllability of Federal spending and how these could be improved.

Spending growth can be constrained; not easily, not quickly, but it is possible. My longer-range budget projections reflect this view. The longer-range receipts projections also show the effects the tax proposals I am recommending in this budget. In addition, the budget shows the additional tax rate reductions that would be necessary to prevent tax burdens from increasing.

Major Budget Priorities

Three years ago in my 1979 budget message I outlined the following principles:

- ¶ The Nation's armed forces must always stand sufficiently strong to deter aggression and to assure our security.
- ¶ An effective national energy plan is essential to reduce our increasingly critical dependence upon diminishing supplies of oil and gas, to encourage conservation of scarce energy resources, to stimulate conversion to more abundant fuels, and to reduce our large trade deficit.

§ The essential human needs of our citizens must be given high priority.

§ The Federal Government must lead the way in investment in the Nation's technological future.

§ The Federal Government has an obligation to nurture and protect our environment -- the common resource, birthright, and sustenance of the American people.

My 1982 budget continues to support these principles. It proposes responsible tax reductions to encourage a more productive economy, and adequate funding of our highest priority programs within an overall policy of restraint. It reflects my long-standing concern to reduce Federal tax burdens and the relative size of the Federal Government.

Tax policy and economic revitalization.--I continue to believe that large inflationary individual income tax cuts are neither appropriate nor possible today, however popular they might appear in the short run. My economic revitalization program stresses tax reductions we can afford and that will fight inflation by encouraging capital formation and increasing industrial productivity. This program stresses:

- § simplification and liberalization of depreciation allowances;
- § modification of the investment tax credit to encourage investment by temporarily depressed firms and by growing new firms;
- § an income tax credit to offset increases in social security taxes;

- § a liberalized earned income credit to also offset social security taxes and to encourage low-income earners to work;
- § a working-spouse deduction to make more equitable the way working husbands and wives are taxed; and
- § more favorable tax treatment for Americans in certain areas overseas to help American exports and strengthen the dollar.

Defense.--Maintaining a strong defense has been a primary objective of this administration. In order to meet the security needs of the Nation, real spending for defense increased in 1979 and 1980 by more than the 3% target I set at the NATO ministerial meeting in 1977. This real growth rate in defense spending has been maintained despite the adverse effects of higher than anticipated inflation, and highly restrained ^{overall} budgets.

In order to meet critical remaining needs, this budget includes a \$6.2 billion supplemental request for 1981, largely for military pay increases and combat readiness. Together with congressional add-ons to my earlier 1981 request, this supplemental will increase defense programs almost 6% in real terms over 1980. For 1982 and beyond, the budget charts a course of sustained and balanced improvements in defense programs that will require annual increases in funding of about 5% per year, after adjusting for inflation.

The budget request reflects a careful balance between the need to meet all critical defense needs, and yet maintain fiscal restraint. There will be advocates for higher defense levels, but after careful review I do not believe that higher spending on

defense would add significantly to our national security. My budget already provides for the three major defense requirements.

¶ Personnel recruitment and retention.--Our armed forces can be no better than the quality of the people who serve in them. Accordingly, I recently approved the largest pay and benefits increase in history -- a \$4.5 billion compensation package that provides for an average compensation increase of 16%. This increase in base pay, plus better housing allowances, expanded enlistment and reenlistment bonuses, and special pay enhancements for submariners and other specialists will help attract and retain highly qualified men and women.

¶ Improving combat readiness.--Increased compensation will be a key factor in overcoming key personnel shortages, which are the major source of readiness problems. In addition, there have been shortages in critical spare parts and in a few cases inadequate funds for training. The funds recommended by this budget should alleviate these problems.

¶ Modernizing our forces.--I also propose major investments to substantially enhance the capabilities of our forces. Strategic forces are being upgraded through continued procurement of Trident submarines and missiles, procurement of cruise missiles, modification of the B-52 bomber, and development of the MX missile. Army equipment, including tanks, armored vehicles, helicopters, and air defense and other missile systems, is being modernized. Fighter and attack planes are being added to Navy and Marine forces, and a continuing

major shipbuilding program will add over 80 ships to our growing fleet between 1982 and 1986. The rapid deployment of our forces is being improved through the acquisition of more cargo ships and modification of airlift aircraft.

Foreign aid.--Foreign assistance remains crucial in achieving our country's international political and economic goals. From the start of my administration, I have stressed the need for substantial increases in assistance to friendly nations, many of whom are drastically harmed by constantly increasing oil prices and other external economic and security pressures. At the same time, I have insisted upon improved management of both our security and development assistance.

In the first 2 years of this administration, the Congress reduced my foreign aid requests but permitted some program growth. For the past 2 years, however, the Congress has failed to pass regular foreign aid appropriations. Assistance programs in 1981 are being funded under a continuing resolution that provides amounts slightly above the 1979 levels in nominal terms, and substantially below them in real terms.

I believe in the need for higher levels of aid to achieve foreign policy objectives, promote economic growth, and help needy people abroad. I recognize that foreign aid is not politically popular and that it represents an easy target for budget reduction. But it is not a wise one. For 1982, therefore, I am requesting a foreign assistance program level that is higher by 19% in real terms than the amount currently

available for 1981. This request would reverse the recent real decline in aid and demonstrate that the United States retains its commitment to a world of politically stable and economically secure nations.

The bilateral development aid budget includes a U.S. response to the 1980 Venice Summit agreement that the major industrial countries should increase bilateral aid for food production, energy production and conservation, and family planning in the developing countries. Such an effort to increase the availability of resources on which the industrial countries depend will serve U.S. national security, and will stimulate additional actions by the private sector in the recipient countries. This U.S. effort is planned in the expectation that the other Summit countries will also be increasing aid in these sectors, in response to the Venice Summit agreement. It is hoped that this initiative will lead to agreement on arrangements for increased consultation and cooperation among the major industrial countries providing increased bilateral aid to these three vital sectors.

Energy.--My administration, working with the Congress, has established fundamental new policies that will profoundly change the way the Nation produces and uses energy. They have already led to more domestic exploration, and to substantial energy conservation. This energy program represents a major long-range national commitment to meeting one of our most pressing problems. It includes:

- § Deregulation and decontrol of oil prices to be completed by October of this year.
- § Establishment of the Synthetic Fuels Corporation, which will share with the private sector the risk in producing oil and natural gas substitutes that directly reduce U.S. oil imports.
- § Support for energy research and development in technologies, such as solar and fusion energy that the private sector would not finance.
- § Development of the strategic petroleum reserve to reduce the impact of disruptions in world oil supplies.
- § Energy conservation in public and nonprofit enterprises.
- § Research on the environmental effects of energy production and use to assure that adverse effects on environmental quality are minimized.

Continuation of a sound energy policy is essential to the Nation's well being in the coming decades. Such a policy must be founded on reality. It must include the pricing of energy at its true cost, mechanisms to stimulate conservation, incentives for the continued development of our own domestic sources of energy, encouragement for longer-run renewable forms of energy, and equity for all our citizens as we adjust to this new reality.

Basic science and space technology.--Basic research is essential to the long-term vitality of the Nation's economy. Because the benefits of such investments cannot be fully realized by individual companies, the Federal Government has a key role in supporting such research.

My budgets have reversed a long period of decline in Federal support for basic research. The 1982 budget continues that policy by providing for 4% real growth in support for the conduct of basic research across all Federal agencies. The budget includes added support for efforts to foster cooperation among government, business, and universities in research.

With the increase provided in the 1982 budget, Federal support for basic research will, ^{have} increase ^d by 61% over 1978. The attention given to basic research by my administration reflects a commitment to and an investment in the Nation's future.

In the budget, recognition is also given to the growing importance of improving scientific technology in the Nation's universities. They are critical to the advancement of science and to the training of scientific and engineering manpower.

My administration's comprehensive space policy encourages the practical, effective use of information obtained from orbiting satellites and the coordinated use of the Space Shuttle, which is now near completion. Successful resolution of development problems is expected to lead to the first manned orbital flight of the Shuttle in 1981.

Social programs.--My budget supports my deep commitment to programs that help our citizens develop their full potential and that assist the poor, the unemployed, the elderly, and the sick.

The most extensive such programs are social security and medicare. Parts of this system are expected to experience short-run financing problems because higher than expected unemployment has decreased payroll taxes below previous forecasts, and high

inflation has increased benefit payments. Therefore, the administration continues to urge legislation that would permit the three major social security trust funds to borrow from each other. In addition, it is essential that the Congress and the American people give early consideration to medium-term financing concerns.

The report of the Commission on Pension Policy, which I established 2 years ago, should stimulate constructive debate on these issues. The Commission will complete its final report during the coming weeks.

My administration has consistently maintained a strong commitment to remedying youth unemployment and the problems it causes. This budget includes an increase of \$1.2 billion in 1982 and an additional increase of \$0.8 billion in 1983 for the youth initiative I proposed last year. This initiative emphasizes the mastery of basic arithmetic and literacy skills, as well as the link between the classroom and the workplace.

The Job Corps would be continued at this year's level, serving twice as many youth as when my administration took office. In addition, my budget provides 240,000 public service jobs for low-income, long-term unemployed persons in 1982. This program is designed for the hard-core structurally unemployed, and includes substantial training in order to place men and women in permanent jobs. At the same time, the budget continues the countercyclical public service employment program through 1982 at the 100,000 level set by the Congress for 1981. The budget also provides a slight increase for the administration's private sector jobs initiative and maintains the 1980 level of summer youth employment.

I am again proposing to augment medicaid with a child health assurance program effective by the end of 1982. This proposal, which the House of Representatives passed last year, would extend medicaid coverage to an additional 2 million children and pregnant women eligible for medicaid.

It is important for all the programs in the budget that benefits be provided effectively, fairly, and efficiently. In order to maintain programs to help those most in need, I am proposing a number of changes in existing programs. The budget includes legislation to make unemployment benefits more uniform among States, and to coordinate benefits more precisely with unemployment rates. This proposal would save about \$2 billion in 1982.

Similarly, I am again proposing that retirement benefits for government employees be adjusted for inflation once, rather than twice, a year. This change would make these adjustments comparable to those for social security and most private sector automatic adjustment practices. The Congress approved a similar administration initiative last year for the food stamp program. This proposal would save \$1.1 billion in 1982.

Benefits that are adjusted by statute for inflation will comprise nearly one-third of total Federal spending in 1981. During the last year, my administration has been assessing whether these adjustments are fair and equitable. We have concluded that the Consumer Price Index has several deficiencies as a measure of the true cost of living, particularly because of the manner in which it represents housing costs. I am therefore proposing, in this budget, that future benefits be based on an alternative, more accurate index. This alternative index is

already calculated and published by the Bureau of Labor Statistics. This proposal is designed to improve the technique of indexing these programs, not to reduce benefits. Therefore, no cost savings are assumed in my budget.

I remain committed to the concept of a national health plan that would assure basic and catastrophic medical coverage for all Americans, as well as prenatal and infant care. An estimated 22 million Americans lack any private or public health insurance coverage. Another 60 million people lack protection against catastrophic medical expenses. Given the overall budgetary restraints, the budget does not include specific amounts for this plan. However, it is important that the Nation attempt both to meet these needs and to restructure the incentives in the health care system. I regard a clear demonstration of success in constraining medical care costs as an essential prerequisite to the enactment of a national health plan.

The proposals I have made for an effective system of welfare reform should also be enacted as soon as possible. The program is essential to ensure that no American goes hungry or lacks a reasonable income.

Improving Government Management

This budget reinforces my commitment to use resources not only wisely, but also efficiently. During my administration we have:

- installed new Offices of Inspectors General in 15 major agencies to combat waste, fraud, and abuse;
- carried out a major Government-wide reform of the civil service system;
- reorganized important areas of the Federal Government, particularly those concerned with education and energy;
- reduced permanent Federal civilian employment by 45,000;
- achieved budgetary savings directly through improved cash management; and
- reduced paperwork and established a paperwork budget.

These and other efforts to streamline the way the Government conducts its business are rarely dramatic. Improved efficiency is not the product of a simple sweeping reform but, rather, of diligent, persistent attention to many aspects of Federal [program] management.

An important aspect of improved management has been the budget itself. Zero-base budgeting is now an integral part of the decisionmaking system and provides a more systematic basis for decisions. We have also instituted a 3-year budget planning horizon so that the longer-range consequences of short-term budget decisions are understood and considered.

In 1978 I made a major commitment to establish a system of controlling Federal credit since, in the past, the very large loan guarantee programs of the Federal Government had largely escaped the discipline of the budget process. This system is now in place.

I am gratified that the Congress has supported our efforts to improve budget control in these areas. Appropriations bills now include limits on many credit programs. The congressional

budget resolutions place significantly greater emphasis on longer-range budget trends and include overall credit targets.

Credit continues to be among the most complex aspects of the budget. While the credit control system provides a means of assessing and limiting Federal credit programs, I believe the programs for extending Federal credit have become unduly complex and are an increasing threat to the effective and efficient operation of private capital markets. In particular, the Federal Financing Bank has become a major and rapidly growing source of off-budget funds for direct loans to a wide range of borrowers.

I believe that a panel of outstanding financial and budget experts should be established to examine these issues. Such a panel should consider the treatment of credit activities in the budget, the adequacy of program administration, uniform rules and procedures for Federal credit programs, the role of the Federal Financing Bank, and the relationship of tax-exempt financing to overall credit and tax policies.

Conclusion

My budget recommendations reflect the major changes that have taken place in our country over recent decades. Thirty years ago social security and railroad retirement benefits accounted for less than 3% of budget outlays. Last year they accounted for more than one-fifth of the total. Mandatory outlays for entitlement programs, the levels of which are fixed by law, for interest on the public debt, and for payments under

binding contracts account for three-fifths of total budget outlays. Because so much of the budget is committed under current law before either the President or the Congress begins the annual budget formulation process, controlling budget growth has been difficult and uneven. It has been difficult because benefit payments and other legal obligations have too often been spared from annual budget scrutiny. It has been uneven because budget restraint has fallen disproportionately on programs subject to the annual appropriations process.

My administration and the Congress began to redress this imbalance in the 1981 budget. The Congress passed, and I signed into law, a reconciliation bill that for the first time was used as a mechanism for changing a variety of entitlement and tax programs. I do not propose that we break faith with the American people by arbitrarily or unfairly reducing entitlement programs. However, these programs have developed independently and they should be less duplicative, more consistent, and more equitable. The size of these programs, and our need for budget restraint, require us to address these problems. I urge that the Congress build upon last year's experience and review all aspects of the budget with equal care.

The allocation of one-fifth of our Nation's resources through the Federal budget is a complex, difficult, and contentious process. Restraint on any program, small or large, is usually subject to heated debate. At a time when there is broad consensus that the size of the Federal budget is too large, we can no longer -- as individuals or groups -- make special pleas for exceptions to budget discipline. Too often we have taken the attitude that individual benefits or particular

programs or specific tax measures are not large enough to require restraint. Too often we have taken the attitude that there must be alternative sources for reductions in programs that benefit our particular group. This attitude is in part responsible for the rapid budget growth we have experienced -- and can no longer afford.

The broad principles that I have set forth in this message have led to my budget recommendations. These principles transcend the detail and complexity of the budget. As a result, I believe my recommendations meet the fundamental needs of our society: a strong defense, adequate protection for the poor and the disadvantaged, support for our free enterprise economy, and investment in the Nation's future.

Jimmy Carter.

January 15, 1981.