

WHITE HOUSE
OFFICE OF RECORDS MANAGEMENT
WORKSHEET

TR

- ☐ X-MEDIA
☐ H-INTERNAL

Name of Document: BRIEFING PAPERS

FOR PRESIDENT'S

SCHEDULED

APPOINTMENTS FOR

MARCH 1

Subject Codes:

1) Breakfast Meeting with members of the House of Representatives Conservative Democratic Forum to discuss the President's economic recovery program

PR 007-01

FG 032-00

PL 005-02

BE 004-04

LE 000-00

SC 001-00

00 000-00

FG 122-00

00 000-00

00 000-00

00 000-00

HE 001-05

PR 005-07

WE 004-00

~~WE 004-00~~

WE 001-00

00 000-00

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2) Meeting with Anne Gorsuch, Administrator-designate of the Environmental Protection Administration

HE 001-05

PR 005-07

WE 004-00

~~WE 004-00~~

WE 001-00

00 000-00

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3) Meeting with National Cystic Fibrosis poster Children:

A) Jennifer Lynn Haxinger

B) Attilio D'Agostino

C) Douglas Leon MOHLER

HE 001-05

PR 005-07

WE 004-00

~~WE 004-00~~

WE 001-00

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ROUTE TO:		ACTION		DISPOSITION		
Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
RMHENL		RSZ			C	

Referral Note:

WHITE HOUSE
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Name of Document: BRIEFING PAPERS

FOR PRESIDENT'S

SCHEDULED

APPOINTMENTS FOR

MAR0581

Subject Codes:

4) Subject: Meeting to discuss the Red River Waterway Project with members of the Louisiana delegation: Senators Russell Long and Bennett Johnston and Representatives Jerry Huckaby and Buddy Roemer.

P	R	0	0	7	-	0	1
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N	R	0	0	7	-	0	1
F	G	0	3	1	-		
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W	E				-		
P	R	0	1	1	-		
P	R	0	1	6	-	0	1
A	R				-		
P	R	0	0	6	-		
W	E	0	0	4	-		
M	C				-		
P	R	0	1	4	-	1	2
H	E				-		
W	E				-		
H	E	0	0	1	-	0	3

5) Film and video taping sessions for:
A) Academy Awards telecast
B) American Red Cross Centennial
C) Easter Seal Telethon
D) Newsweek corporate/government conference

ROUTE TO:		ACTION		DISPOSITION		
Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
RMHENL		RSZ			C	

Referral Note:

Page 3 of 3

ID #

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WHITE HOUSE
OFFICE OF RECORDS MANAGEMENT
WORKSHEET

☐ X-MEDIA☐ H-INTERNAL

Name of Document: BRIEFING PAPERS

FOR PRESIDENT'S

SCHEDULED

APPOINTMENTS FOR

MAR 05 81

Subject Codes:

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C) Subject: Meeting with the Cabinet to discuss:

A) Barawell and Three Mile Island

B) Senior Executive Service personnel policy

C) Legislative Policy Review

D) Speeches and Press contacts

E) Interdepartmental

Working Groups

ROUTE TO:		ACTION		DISPOSITION		
Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
RMHENL		RSZ			C	

Referral Note:

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT'S SCHEDULE
Thursday, March 5, 1981

UNPUBLISHED
March 4, 1981
4:00 pm

8:30 am (60 min)	Breakfast with Congressional Conservative Democratic Forum (Max Friedersdorf) Press Photo Opportunity (TAB A)	State Dining Room
9:45 am (30 min)	Staff Time (Baker, Meese, Deaver)	Oval Office
10:15 am (15 min)	National Security Briefing (Richard V. Allen) <i>ASSISTANT ADMIRAL JAMES NANCE</i> <i>BUSH, MESE, BAKER, DEVER, MURPHY</i>	Oval Office
10:30 am (15 min)	Meeting with James Baker, Ed Meese, Michael Deaver, Max Friedersdorf and James Brady	Oval Office
11:15 am (15 min)	Meeting with Ann McGill Gorsuch (Craig Fuller) <i>BUSH, MESE, SEC. WATT</i> (TAB B) White House Photographer Only - No Press Coverage	Oval Office
11:30 am (10 min)	The President and Mrs. Reagan Greet Cystic Fibrosis Poster Children (Max Friedersdorf) (TAB C) Press Photo Opportunity	Oval Office
Noon (60 min)	Lunch with the Vice President	Vice President's Office
1:00 pm (15 min)	Meeting with Stu Spencer <i>(MCD LAST 10 min)</i>	Oval Office
1:30 pm (30 min)	Congressional Time - Senators Russell Long and Bennett Johnston; Congressmen Jerry Huckaby and Buddy Roemer of Louisiana (Max Friedersdorf) (TAB D) No Press Coverage	Oval Office
2:00 pm (30 min)	Taping Session (Red Cross, Easter Seal, Newsweek and Academy Awards) (Mark Goode) (TAB E - Remarks Attached)	<i>MAR Room</i> Oval Office
2:55	<i>DRAW PRESS NAMES FOR FRIDAY PRESS CONFERENCE</i>	<i>ROOSEVELT Room</i>
3:00 pm (90 min)	Cabinet Meeting (Craig Fuller) (TAB F) <i>PHOTO w/ GEN'L HALL IN OVAL OFFICE - (2 min)</i>	Cabinet Room
4:45 pm (30 min)	Meeting with Pendleton James <i>MESE, BAKER</i>	Oval Office
5:30 pm (30 min)	Staff Time (Baker, Meese, Deaver)	Oval Office
5:00 6:00 pm	Return to Residence	

THE WHITE HOUSE
WASHINGTON

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March 4, 1981
4:00 pm

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3:00 pm (90 min)	<u>Cabinet Meeting</u> (Craig Fuller) (TAB F)	Cabinet Room
4:45 pm (30 min)	<u>Meeting with Pendleton James</u>	Oval Office
5:30 pm (30 min)	5:30 - <u>David Trean</u> <u>Staff Time</u> (Baker, Meese, Deaver)	Oval Office
6:00 pm	<u>Return to Residence</u>	

THE WHITE HOUSE

WASHINGTON

March 4, 1981

MEETING WITH MEMBERS OF THE CONSERVATIVE DEMOCRATIC FORUM (HOUSE OF REPRESENTATIVES)

DATE: Thursday, March 5, 1981
LOCATION: State Dining Room
TIME: 8:30 A.M. (sixty minutes)
FROM: Max L. Friedersdorf *M. L.*

I. PURPOSE

To become better acquainted with the forty-four member Conservative Democratic Forum--all Democratic Congressmen, many of whom have indicated their individual support of most of the Administration's economic policy initiatives, especially the spending cuts.

II. BACKGROUND

On January 30, 1981, the President met in the Oval Office with Representative Charles W. Stenholm (Democrat-Texas), Chairman of the Conservative Democratic Forum. During this meeting, and in subsequent conversations with the staff, Mr. Stenholm encouraged a Presidential meeting with the Forum's membership as a means of helping the Forum align itself with the Administration on several key votes. The Forum is receiving pressure from the House Democratic Leadership to "come into the fold"; but the group's members are philosophically more in tune with the Administration's economic, social and defense positions.

Several Forum members, including Stenholm, have indicated their strong support for \$10 billion in spending cuts above the President's proposal. Forum members are expected to present the President with their recommendations for \$8 billion in such cuts during the scheduled breakfast meeting on March 5, 1981. Dave Stockman can reply.

Congressmen Montgomery, Barnard (pronounced "Ba-nard") and Bevill spoke on the Floor of the House in support of your spending proposals on the day after your speech to the Congress. Congressman Bo Ginn indicated in a House Appropriations Committee hearing last week his complete endorsement of your economic program, regardless of how the voters in his Georgia District may view this come the 1982 election.

III. PARTICIPANTS

See attachment

March 4, 1981

IV. PRESS PLAN

Photo opportunity immediately prior to meeting

V. SEQUENCE OF EVENTS

- A. Remarks by the President (5 minutes)
- B. Remarks by Congressman Stenholm (5 minutes)
- C. Remarks by the Vice President (2 minutes)
- D. Response by the President

Attachments: Participants
Talking Points

PARTICIPANTS IN BREAKFAST MEETING WITH
MEMBERS OF THE CONSERVATIVE DEMOCRATIC FORUM
(HOUSE OF REPRESENTATIVES)

The President
The Vice President
Deputy Secretary of the Treasury R. T. McNamar
OMB Director David Stockman
CEA Chairman Murray Weidenbaum

Staff

James Baker, III	Sherrie Cooksey
Edwin Meese, III	J. L. Cullen
Max Friedersdorf	Bill Gribbin
Michael Deaver MKD ✓	Jim Brady
Martin Anderson	Dick Allen
Kenneth Duberstein	
Powell Moore	
John Dressendorfer	
Nancy Risque	
David Wright	
M. B. Oglesby	

Conservative Democratic Forum Members Attending Meeting

Charles W. Stenholm (Texas)

- First elected 1978
- Chairman, Conservative Democratic Forum
- Serves on the Agriculture Committee and the Small Business Committee

Ike Andrews (North Carolina)

- First elected 1972
- Serves on the Education and Labor Committee, the Select Committee on Aging and the Congressional Arts Caucus
- Chairman, Education and Labor Subcommittee on Human Resources

Doug Barnard, Jr. (Georgia)

- First elected 1976
- Serves on the Banking, Finance and Urban Affairs Committee and the Government Operations Committee
- former banker

Tom Bevill (Alabama)

- First elected 1966
- Serves on the Appropriations Committee and the Democratic Steering and Policy Committee
- Whip at large
- Chairman, Appropriations Subcommittee on Energy and Water Development

David R. Bowen (Mississippi)

- First elected 1972
- Serves on the Agriculture Committee, the Foreign Affairs Committee and the Merchant Marine and Fisheries Committee
- Chairman, Agriculture Subcommittee on Cotton, Rice and Sugar

John B. Breaux (Louisiana)

- First elected 1972
- Serves on Merchant Marine and Fisheries Committee, the Public Works and Transportation Committee and the Democratic Steering and Policy Committee
- Chairman, Merchant Marine and Fisheries Subcommittee on Fisheries, Wildlife Conservation and the Environment

Beverly B. Byron (Maryland)

- First elected 1978
- Serves on the Armed Services Committee, the Interior and Insular Affairs Committee and the Select Committee on Aging

Bill Chappell, Jr. (Florida)

- First elected 1968
- Serves on the Appropriations Committee

Dan Daniel (Virginia)

- First elected 1968
- Serves on the Armed Services Committee
- Chairman, Armed Services Subcommittee on Readiness

Glenn English (Oklahoma)

- First elected 1974
- Serves on the Agriculture Committee and the Government Operations Committee
- Chairman, Government Operations Subcommittee on Government Information and Individual Rights

Billy Lee Evans (Georgia)

- First elected 1976
- Serves on the Judiciary Committee, the Public Works and Transportation Committee and the Small Business Committee

Ronnie G. Flippo (Alabama)

- First elected 1976
- Serves on the Public Works and Transportation Committee and the Science and Technology Committee
- Chairman, Science and Technology Subcommittee on Space Science and Applications
- Former accountant and former iron worker

L. H. Fountain (North Carolina)

- First elected 1952
- Serves on the Foreign Affairs Committee and the Government Operations Committee
- Chairman, Government Operations Subcommittee on Intergovernmental Relations and Human Resources

Bo Ginn (Georgia)

- First elected 1972
- Serves on the Appropriations Committee and the Democratic Steering and Policy Committee
- Chairman, Appropriations Subcommittee on Military Construction

Phil Gramm (Texas)

- First elected 1978
- Serves on the Budget Committee, the Energy and Commerce Committee and the Veterans' Affairs Committee
- Former economics professor

Ralph M. Hall (Texas)

- First elected 1980
- Serves on the Energy and Commerce Committee and the Science and Technology Committee

Sam B. Hall, Jr.

- First elected 1976
- Serves on the Judiciary Committee and the Veterans' Affairs Committee
- Chairman, Veterans' Affairs Subcommittee on Compensation, Pension, Insurance and Memorial Affairs

Kent Hance (Texas)

- First elected 1978
- Serves on the Ways and Means Committee

W. G. (Bill) Hefner (North Carolina)

- First elected 1974
- Serves on the Appropriations Committee, the Budget Committee and the Democratic Steering and Policy Committee

Jack Hightower (Texas)

- First elected 1974
- Serves on the Appropriations Committee

Ken Holland (South Carolina)

- First elected 1974
- Serves on the Ways and Means Committee and the Special Committee on Standards of Official Conduct
- Chairman, Congressional Textile Caucus

Carroll Hubbard, Jr. (Kentucky)

- First elected 1974
- Serves on the Banking, Finance and Urban Affairs Committee and the Merchant Marine and Fisheries Committee
- Chairman, Merchant Marine and Fisheries Subcommittee on the Pan American Canal/Outer Continental Shelf

Jerry Huckaby (Louisiana)

- First elected 1976
- Serves on the Agriculture Committee and the Interior and Insular Affairs Committee

Earl Hutto (Florida)

- First elected 1978
- Serves on the Armed Services Committee and the Merchant Marine and Fisheries Committee

Andy Ireland (Florida)

- First elected 1976
- Serves on the Foreign Affairs Committee and the Small Business Committee
- Chairman, Small Business Subcommittee on Export Opportunities and Special Small Business Problems

Ed Jenkins (Georgia)

- First elected 1976
- Serves on the Ways and Means Committee

Ed Jones (Tennessee)

- First elected 1969
- Serves on the Agriculture Committee and the House Administration Committee
- Chairman, Agriculture Subcommittee on Conservation Credit and Rural Development
- Chairman, House Administration Subcommittee on Services

Marvin Leath (Texas)

- First elected 1978
- Serves on the Armed Services Committee and the Veterans' Affairs Committee
- Chairman, Veterans' Affairs Subcommittee on Housing and Memorial Affairs
- Former officer and director of five Texas banks

Dave McCurdy (Oklahoma)

- First elected 1980
- Serves on the Armed Services Committee and the Science and Technology Committee

Dan Mica (Florida)

- First elected 1978
- Serves on the Foreign Affairs Committee, the Veterans' Affairs Committee, and the Select Committee on Aging

G. V. (Sonny) Montgomery (Mississippi)

- First elected 1966
- Serves on the Armed Services Committee and the Veterans' Affairs Committee
- Chairman, Veterans' Affairs Committee
- Chairman, Veterans' Affairs Subcommittee on Oversight and Investigation

Stephen L. Neal (North Carolina)

- First elected 1974
- Serves on the Banking, Finance and Urban Affairs Committee and the Government Operations Committee
- Chairman, Banking, Finance and Urban Affairs Subcommittee on International Trade, Investment and Monetary Policy
- former mortgage banker

Bill Nelson (Florida)

- First elected 1978
- Serves on the Budget Committee and the Science and Technology Committee
- Chairman, Science and Technology Subcommittee on Space Science and Applications

Bill Nichols (Alabama)

- First elected 1966
- Serves on the Armed Services Committee
- Chairman, Armed Services Subcommittee on Military Personnel and Compensation

Charles Rose (North Carolina)

- First elected 1972
- Serves on the House Agriculture Committee, the House Administration Committee, the Permanent Select Committee on Intelligence, and The Speaker's Advisory Committee on Broadcasting
- Chairman, Agriculture Subcommittee on Tobacco and Peanuts
- Chairman, Permanent Select Committee on Intelligence Subcommittee on Evaluation
- Chairman, House Recording Studio
- Chairman, House Administration Committee, Policy Group on Information and Computers
- Founder, Congressional Clearing House on the Future

Buddy Roemer (Louisiana)

- First elected 1980
- Serves on the Public Works and Transportation Committee and Small Business Committee
- former bank director

Richard C. Shelby (Alabama)

- First elected 1978
- Serves on the Energy and Commerce Committee and Veterans' Affairs Committee

Samuel S. Stratton (New York)

- First elected 1958
- Serves on the Armed Services Committee
- Chairman, Armed Services Subcommittee on Procurement and Military Nuclear Systems

Bob Stump (Arizona)

- First elected 1976
- Serves on the Armed Services Committee, the Veterans' Affairs Committee and the Permanent Select Committee on Intelligence

W. J. (Billy) Tauzin (Louisiana)

- First elected 1980
- Serves on the Energy and Commerce Committee and Merchant Marine and Fisheries Committee

Wes Watkins (Oklahoma)

- First elected 1976
- Serves on the Appropriations Committee
- Chairman, Congressional Rural Caucus

Richard C. White (Texas)

- First elected 1964
- Serves on the Armed Services Committee and the
Science and Technology Committee
- Chairman, Armed Services Subcommittee on Investigations

Charles Whitley (North Carolina)

- First elected 1976
- Serves on the Agriculture Committee

Conservative Democratic Forum Member Not Attending MeetingWalter Jones (North Carolina)

- First elected 1966
- Serves on the Agriculture Committee and the Merchant
Marine and Fisheries Committee
- Chairman, Merchant Marine and Fisheries Committee
- Unable to attend due to hospital confinement

SUGGESTED TALKING POINTS FOR
MEETING WITH MEMBERS OF THE
CONSERVATIVE DEMOCRATIC FORUM

- Mention your experience in both political parties.
- Stress the need for a bipartisan coalition in the Congress to work on your highest priority, your economic package.
- State that you have a great deal in common philosophically with the Conservative Democratic Forum; and indicate that the Forum members will play a very important role in Committees and on the House Floor in the passage of your economic package (especially your proposed spending cuts).
- Point out that while you recognize that most of the Forum's members support your spending cuts, you also hope you can count on their support for your supply-side tax cut.
- Note that time is of the essence; and urge Forum members to push for House action on your proposals as quickly as possible.

THE WHITE HOUSE

WASHINGTON

March 4, 1981

MEETING WITH: ANN MCGILL GORSUCH, EPA ADMINISTRATOR-DESIGNATE
DATE: March 5, 1981
LOCATION: Oval Office
TIME: 11:15 a.m. (15-20 minutes) *OK*

I. PURPOSE

Ann M. Gorsuch, Administrator-designate of the Environmental Protection Agency, wishes to discuss the Administration's plans regarding the Agency.

II. BACKGROUND

Ann Gorsuch will focus her comments on EPA personnel policy, on changes in EPA legislation, and on regulatory reform. With respect to personnel, she plans to draw back on the delegation of hiring authority to regional EPA directors, at least until her new (Reagan) people are in place. With respect to changes in EPA legislation, she would like to push for amendments within the basic structure of the Clean Air and Water Acts as written, as opposed to a repeal and rewrite approach. With respect to regulatory reform, she recommends a comprehensive approach -- rather than singling out specific regulations and raising flags.

Talking points for the President are attached.

III. PARTICIPANTS

The Vice President ✓
Secretary James Watt ✓
Ann McGill Gorsuch ✓

Meese

IV. PRESS PLAN

There will be White House photographers only. No press coverage.

V. SEQUENCE OF EVENTS

The President will welcome Ann Gorsuch and lead discussion on the Environmental Protection Agency according to the attached talking points.

Ann Gorsuch will raise the discussion points outlined in the "Background" section (II) above.

Talking Points

For March 4th Meeting With Ann Gorsuch

- This Administration will of course act to protect the people's health.
- Such action must occur in the context of tested scientific findings, not mere speculation.
- Although our aim will be to protect the environment, we must always look at the costs and benefits, so that we can protect the environment in the most effective way.
- The prompt handling by EPA of applications for permits is important. Projects should not languish for want of attention by EPA personnel. Applicants should receive a yes or no as quickly as possible.
- The Administration should take a strong role in the upcoming debate over changes in the Clean Air and Water Acts. Even so, the Administrator should act within her discretionary authority where advisable rather than being paralyzed by the fact that changes are pending.
- There must be a recognition that economic recovery and energy development must enter the calculus of environmental improvement.
- I want you to know that your efforts will have my full support.

THE WHITE HOUSE

WASHINGTON

March 4, 1981

MEETING WITH NATIONAL CYSTIC FIBROSIS POSTER CHILDREN

DATE: March 5, 1981
LOCATION: The Oval Office
TIME: 11:30 A.M. (10 Minutes)

FROM: Max L. Friedersdorf

M. L. F.

I. PURPOSE

To meet and have photographs taken with three National Cystic Fibrosis poster children and their families.

II. BACKGROUND

Each year the National Cystic Fibrosis (CF) Poster Child visits Washington and has in the past had photograph sessions with the President, Cabinet members, and Members of Congress. In keeping with CF's theme of growth, and symbolic of the progress of medical research in this area, there are three poster representatives this year. They are ages 3½, 9, and 18. Only a few years ago a child with CF living to age 18 would have been inconceivable. Cystic fibrosis is a congenital disease of mucous glands throughout the body that usually develops during childhood and causes pancreatic insufficiency and pulmonary disorders.

Congressman Doug Barnard (D-Georgia) requested the photograph session in behalf of one of his constituents who has been in charge of the Washington trip for several years. The Congressman is a member of the Conservative Democratic Forum and will have attended that group's breakfast with you earlier in the day. Republican Senator Mack Mattingly and Democrat Senator Sam Nunn both from Georgia, will also attend the photograph session. In addition, the poster children's congressmen will be in attendance. They are:

1. For Jennifer Lynn Haninger, age 3½, from Irvine, California--Congressman Bob Badham.
2. For Attilio (Otto) D'Agostino, age 9, from Agoura, California--Congressman Barry Goldwater, Jr.
3. For Douglas Leon Mohler, age 18, from Oregon, Ohio--Republican freshman Congressman Ed Weber.

March 4, 1981

III. PARTICIPANTS

See attachment

IV. PRESS PLAN

White House photographer, as well as the National Cystic Fibrosis Foundation photographer.

V. SEQUENCE OF EVENTS

No specific agenda

Attachments: Participants
Talking Points

~~The First Lady~~

The Vice President

Senator MaCk Mattingly (R-Georgia) ✓

Senator Sam Nunn (D-Georgia) ✓

Congressman Doug Barnard (D-Georgia)

and members of the National Cystic Fibrosis Foundation

Ann Brewer, CF Area Director, Congressman Barnard's constituent
who is in charge of the Washington trip.

Doris Tulcin, CF National President

Robert Beall, CF National Director

Adam Kelley, CF Photographer

Jennifer Lynn Haninger, 3½ years old, from Irvine, California

Mr. and Mrs. Edward R. Haninger, Parents

Congressman Bob Badham (R-California)

Attilio (Otto) D'Agostino, 9 years old, from Agoura, California

Mr. and Mrs. Saverio D'Agostino, Parents

Congressman Barry Goldwater, Jr. (R-California)

Douglas Leon Mohler, 18 years old, from Oregon, Ohio

Mr. and Mrs. Richard E. Mohler, parents

Congressman Ed Weber (R-Ohio)

Max L. Friedersdorf

Powell Moore

Nancy Risque

Congressman Goldwater

SUGGESTED TALKING POINTS FOR MEETING WITH
NATIONAL CYSTIC FIBROSIS POSTER CHILDREN

- Relay to these three young people and their families how much it means to you and the First Lady to meet with them.
- Express your gratitude, which is shared by Americans everywhere, for the tireless work of the Foundation in supporting research efforts to combat this disease.
- Thank Congressman Barnard (pronounced "Ba-nard") for arranging for you, the children and their families, and the members of the Foundation to meet this year.
- Invite each child and his/her family to pose for separate photographs with you, the First Lady, the Vice President, and their congressman.

THE WHITE HOUSE

WASHINGTON

March 4, 1981

MEETING WITH SENATOR RUSSELL B. LONG (D-LA.),
SENATOR BENNETT JOHNSTON, JR. (D-LA.),
CONGRESSMAN JERRY HUCKABY (D-LA.) and
CONGRESSMAN BUDDY ROEMER (D-LA.)

DATE: THURSDAY, MARCH 5, 1981

LOCATION: THE OVAL OFFICE

TIME: 1:30 P.M. (30 MINUTES)

FROM: MAX L. FRIEDERSDORF *M. L. F.*

I. PURPOSE

To satisfy a Congressional delegation request to appeal the halting of construction on the Red River Waterway Project in Louisiana.

II. BACKGROUND

OMB recommended, because of its great cost and low economic return, the suspension of construction on the Red River Waterway between the Mississippi River and Shreveport, Louisiana. OMB views this project as showing the greatest potential investment loss of any Corps project now under construction. Both Senators Long and Johnston have called personally to strongly object. Senator Long, the ranking Democrat on Senate Finance and crucial to the tax cut legislation, recommends the project be trimmed back rather than killed. Senator Johnston calls the project, "the Number One project in Louisiana. We expect to be with the President 99 percent of the time, but can't permit the loss of this project." Both are powerful members of the Senate and can be expected to fight this decision with all possible vigor.

Former Congressman Joe Waggoner (D-La.), a strong supporter of the President, sent word that Senator Long is very serious about his protest on this project. Mr. Waggoner further indicated that the city of Shreveport will be 100 percent dependent on the River for its drinking water in the future.

III. PARTICIPANTS

The President
Dave Stockman
Senator Russell B. Long
Senator Bennett Johnston, Jr.
Congressman Jerry Huckaby
Congressman Buddy Roemer
Governor David Treen
Staff

Jim Baker
Max Friedersdorf

IV. PRESS PLAN

None, White House photographer only.

V. SEQUENCE OF EVENTS

The delegation will enter through the Northwest Gate; proceed to the West Lobby, and meet the President in the Oval Office.

Attachment: Talking Points

SUGGESTED TALKING POINTS FOR MEETING WITH LOUISIANA
CONGRESSIONAL DELEGATION REGARDING RED RIVER WATERWAY

- Reiterate your policy to reduce spending across the board in order to reduce inflation, balance the budget and get the economy back in good shape.
- Acknowledge that this policy cannot be implemented without the burden falling on all regions of the country.
- Indicate other projects are being halted, and Red River Waterway appears to be one of those with the greatest cost and lowest economic return.* (See attachment for project's negative aspects.)
- Indicate your strong willingness to listen to the delegation's presentation, but stress your determination and commitment to sending a budget to Congress on March 10 for fiscal 1982 that reduces spending.
- Express willingness, as work on the '82 budget gets underway, to take a second look at this project and work with the delegation, as well as Senator Baker, Senator Hatfield, Senator Domenici and others.
- Do not leave any impression that you have changed your mind about eliminating this project.

Red River Waterway-Mississippi River to Shreveport, Louisiana

- ° Project will shorten a natural meandering river by 48 miles, creating a 236-mile navigation channel with 5 locks and 5 dams thereby allowing reliable navigation from Shreveport to the Gulf.
- ° Red River Waterway is being proposed for termination of funding (reduction of \$120 M in FY 1982)
- ° It is not the only project proposed for termination of funding (Yatesville, Ky. and Big South Fork, Tn. are others)
- ° Unlike the Carter "hit list" which was targeted at water resources, this proposal is being made in the broad context of the Economic Recovery Program.
- ° The criteria used to make this decision were: Low percentage of sunk costs; poor economics, and environmental damage.
 - Red River is only 17% complete
 - Project costs have been increasing rapidly -- 400% in last ten years. Current cost estimate is \$1.6 billion.
 - Project benefits are questionable -- 20% for "bank stabilization," 11% for area redevelopment, and 15% for other non-navigation benefits.
 - Project is not a sound economic investment regardless of the type of benefits. The ratio of remaining benefits to remaining costs at the current Federal discount rate of 7 3/8% is less than unity 0.64.
 - Environmental damages and losses include 48 miles of natural streams, loss of 40,000 acres of agricultural land and 13,000 acres of wetland.
- ° If some water projects are not terminated, the agreement that we are being evenhanded with budget reductions cannot be made.
- ° It should be pointed out that the Tennessee-Tombigbee project which is as costly and controversial is being protected because, unlike Red River, it is very far along its completion schedule (53%) and it has a much higher ratio of remaining benefits to costs.
- ° This project authorized in 1968 and first funded in 1973 has a history of impoundment and controversy. It was on the initial Carter hit list but soon cleared for continued funding by the Administration.

March 3, 1981

Red River

1. Budget Planning Numbers (\$ in millions)

	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>
January Budget	120	168	215	252	185
Budget level as a result of Feb. 18 stretchout	120	168	160	177	209

2. Current Total Estimated Federal Cost, dated Jan. 15, 1981, is \$1,619,000,000.

3. Project History

- Authorized by River and Harbor Act of 1968 and Water Resources Development Act of 1976. Funds to initiate construction first appropriated in FY 1973 as a congressional addition to budget. Impounded for a short while and then released with other new starts. Since that time \$326 M has been allocated to the project. This is almost the original estimated total cost, which was \$393 M.
- Project is located in central and Northwest Louisiana and would provide a 236 mile navigation route from the Mississippi River at its juncture with the Old and Red River to Shreveport. Project has long been controversial, and has proceeded slowly in part because local entities have not met construction schedules in supplying rights-of-way.
- Project was on the initial Carter "hit list" but was ultimately cleared for continued funding by the previous Administration.

4. Project Completeness

- Project is 17% physically complete. Project is divided into 5 "pools" of development. One of these pools is 44% complete. The other four have had no more than 15% of work accomplished. A large portion (22%) of sunk costs is for engineering and administration - \$70 M. Remaining sunk costs have been allocated in such a way as to preclude the use, in an as-is condition, of most existing facilities. However, the project could be completed to the city of Alexandria, La. for approximately \$100 M. This would complete "pool 1" and about 50 miles of canal.

5. Benefit/Cost Ratio

- Project was authorized in 1968 using a discount rate of 3 1/4%. Using this rate, project has B/C ratio of 1.5.
- Using the rate currently prescribed by the Principles and Standards for water resource development, 7 3/8% the ratio of remaining costs to remaining benefits is 0.64/1.

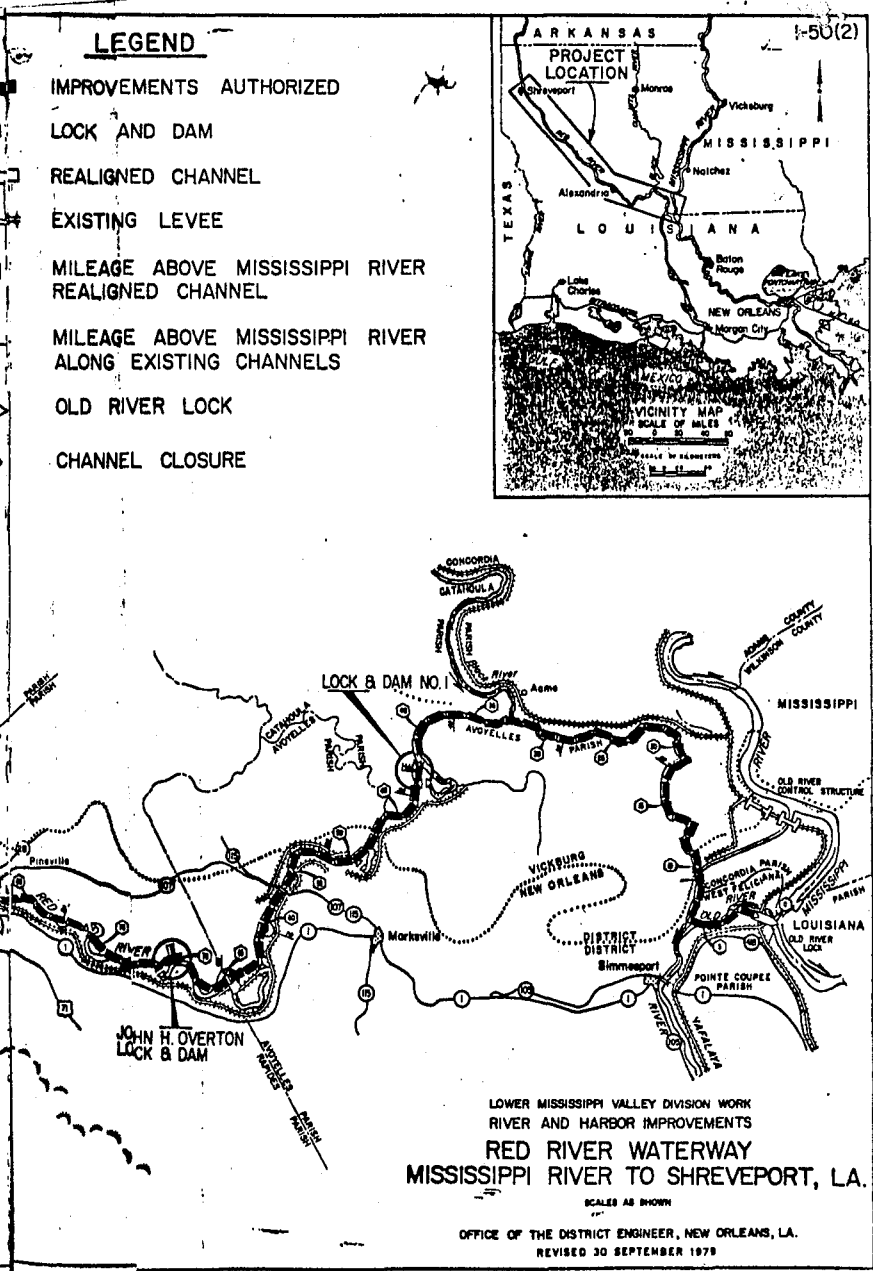
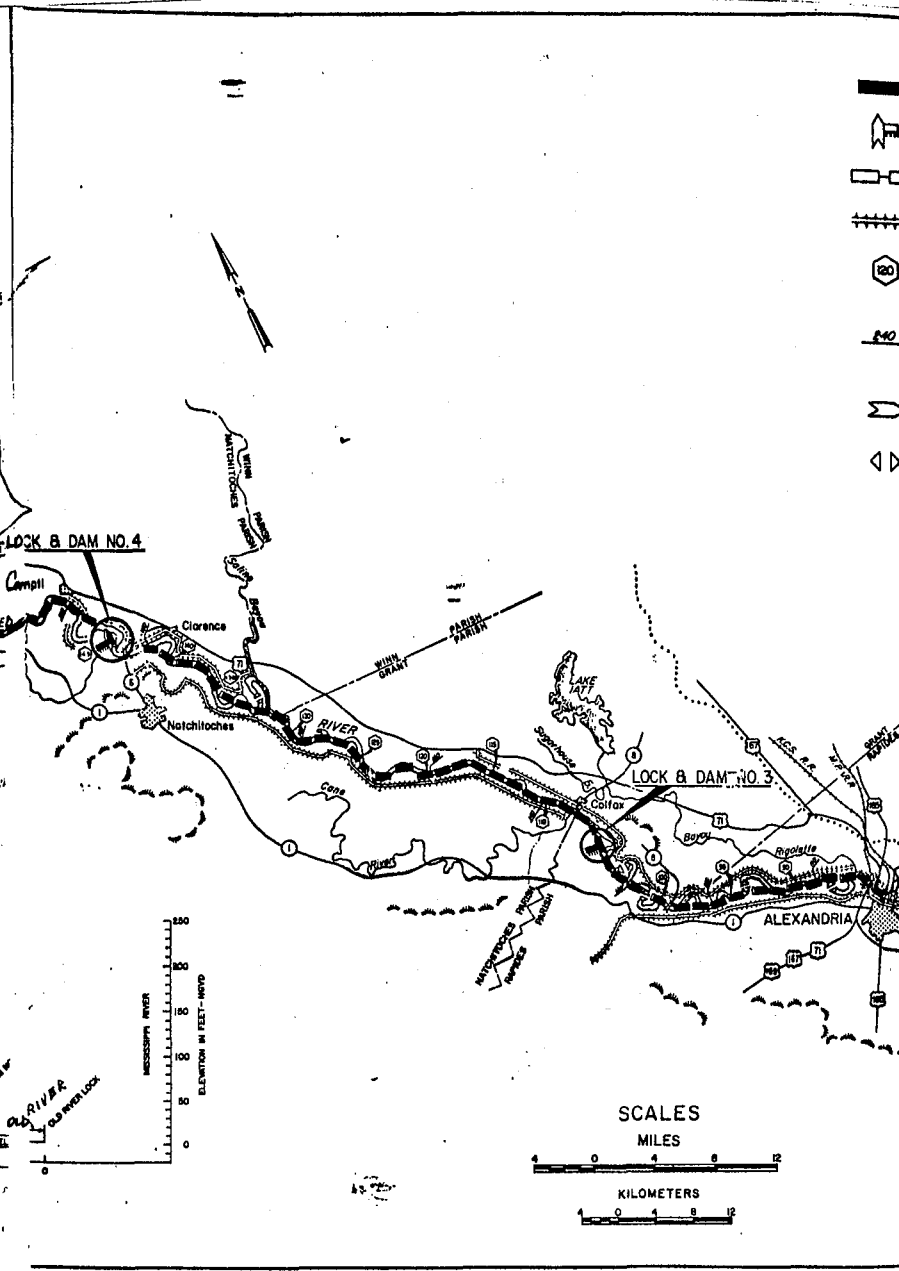
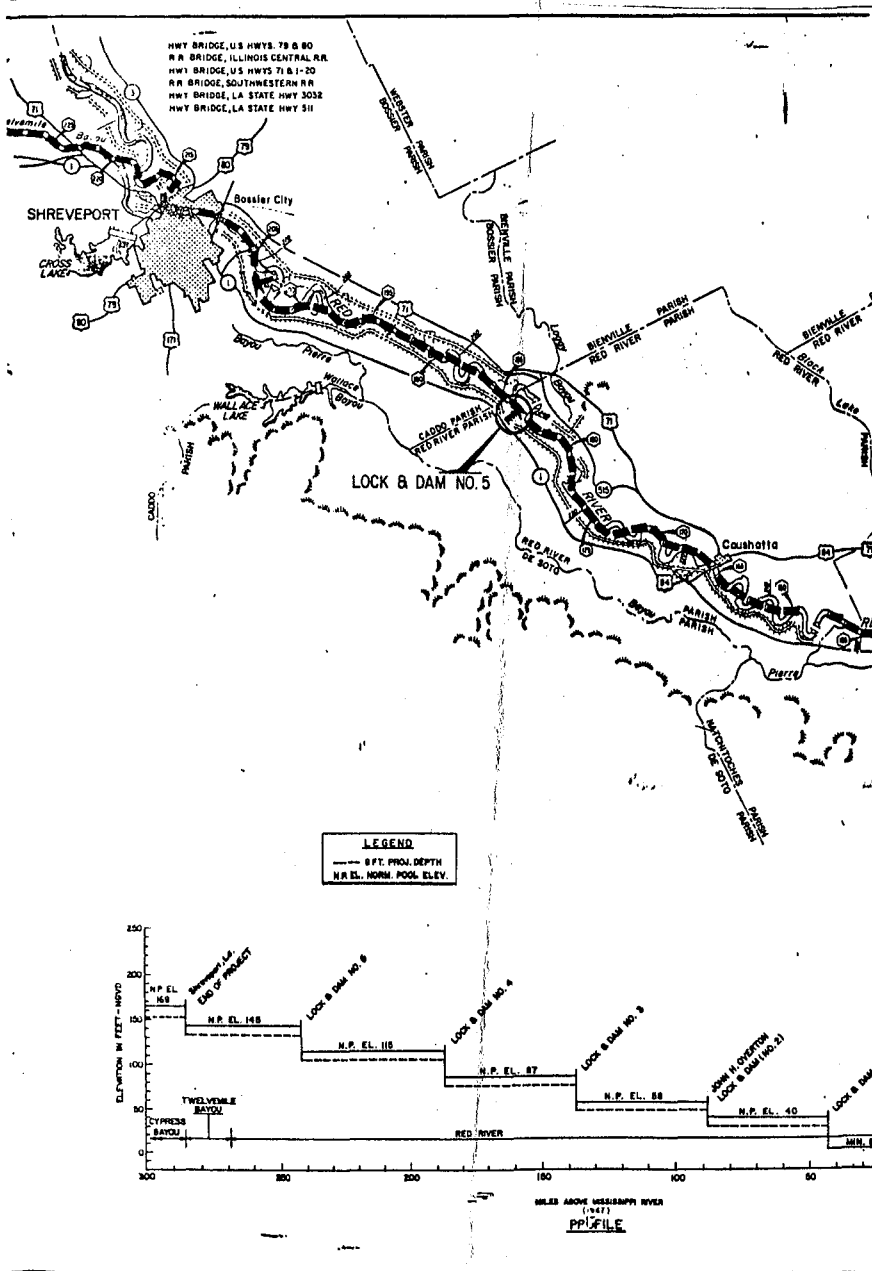
6. Benefits

- Transportation benefits are based on annual movement of 8.3 million tons of commodities, principally alcohol, clay, coal, iron, and fertilizers.
- These benefits do not take into account damage which would be done to railroad shipping and do not take into account the decrease in barge traffic which will result from imposition of increased fuel tax. (In time available, we were unable to develop good information on this, but it does not appear that there are significant alternative transportation damages.)
- Bank stabilization, redevelopment, and recreation account for nearly 40% of project benefits. Bank stabilization has little economic value aside from protecting a navigation waterway, once completed; redevelopment counts for part of the project costs as benefits; and recreation is a notoriously soft benefit category, both economically and analytically.
- These are low priority localized outputs which have little or no "national" benefit.

7. Louisiana Fiscal Condition

- State of Louisiana had a general fund budget surplus for the fiscal year ending July 1, 1980, of \$544 M, and a total surplus of \$572 M.
- In 1979 the State collected \$198 M in royalties on oil and gas development.
- Without this project, Corps will send \$218 M on construction and operation and maintenance in Louisiana in 1982.

8. Map (See attached)




MEMORANDUM

THE WHITE HOUSE

WASHINGTON

February 27, 1981

MEETING WITH: Film and Video Taping Session
DATE: March 5, 1981
LOCATION: Oval Office
TIME: 2:00 PM
FROM: Mark Goode 

I. PURPOSE

To video tape an opening for the Academy Awards telecast, 2 spots for the Red Cross and a message to be used during the Easter Seals telethon and to film a message to a Newsweek gathering of chief executive officers.

II. BACKGROUND

The Red Cross spots are for general television use during this year's campaign. The Easter Seals message will be used during a national telethon, to be aired March 28 and 29. The Academy Awards piece will be used at the opening of their telecast on March 30th. The Newsweek message is being produced in lieu of personal attendance at their conference in Reston, Virginia. Several administration spokesmen will be appearing there and Jim Baker's remarks are scheduled to follow the film.

III. PARTICIPANTS

Only the President will appear on camera.

IV. PRESS PLAN

Not established at this time. Possible photo opportunity at conclusion.

V. SEQUENCE OF EVENTS

The President should arrive in the Oval Office at 2 or 3 minutes before 2:00 PM. Several areas in the office will be used. The spots vary in length, and the overall duration will be approximately 40 minutes.

1981 MARKS THE 100TH BIRTHDAY OF THE AMERICAN RED CROSS -- AN IMPORTANT MILESTONE IN OUR COUNTRY'S HISTORY. THIS GREAT HUMANITARIAN ORGANIZATION, STARTED BY CLARA BARTON IN 1881, CONTINUES TO BE THE CONSCIENCE OF OUR NATION TODAY, RALLYING US TO WORKS OF MERCY AND LOVE. RED CROSS VOLUNTEERS ARE ON THE JOB IN TOWNS ACROSS THIS LAND AND STAND READY FOR A NEW CENTURY OF SERVICE. I AM PROUD TO BE HONORARY CHAIRMAN OF THE AMERICAN RED CROSS AND I URGE YOU TO BECOME PART OF THE RED CROSS FAMILY.

1981 MARKS THE 100TH BIRTHDAY OF THE AMERICAN RED CROSS -- AN IMPORTANT MILESTONE IN OUR COUNTRY'S HISTORY. THIS GREAT HUMANITARIAN ORGANIZATION, STARTED BY CLARA BARTON IN 1881, CONTINUES TO BE THE CONSCIENCE OF OUR NATION, RALLYING US TO WORKS OF MERCY AND LOVE. THIS IS THE WORK OF GIVING EMERGENCY CARE TO TENS OF THOUSANDS OF OUR COUNTRYMEN AFFECTED BY NATURAL DISASTERS EVERY YEAR -- THE WORK OF COLLECTING AND DISTRIBUTING LIFE SAVING BLOOD NEEDED EVERY DAY -- THE WORK OF TEACHING THE SKILLS OF FIRST AID, WATER SAFETY, AND HOME NURSING -- THE WORK OF HELPING OUR YOUTH -- THE WORK OF ASSISTING OUR VETERANS AND SERVICEMEN AND WOMEN.

THIS IS THE JOB OF THE RED CROSS. RED CROSS VOLUNTEERS ARE THERE IN TOWNS ACROSS THIS LAND, STANDING READY FOR A NEW CENTURY. I AM PROUD TO BE HONORARY CHAIRMAN OF THE AMERICAN RED CROSS AND I URGE YOU TO BECOME PART OF THE RED CROSS FAMILY.

GOOD EVENING. YOU AND I ARE ABOUT TO WATCH, BETWEEN NOW AND TOMORROW EVENING, THE 10TH ANNUAL NATIONAL EASTER SEAL TELETHON ON BEHALF OF DISABLED CHILDREN AND ADULTS THROUGHOUT THE NATION.

SOME YEARS AGO, AS GOVERNOR OF CALIFORNIA, I WAS PRIVILEGED TO MEET THE SOCIETY'S YOUNG POSTER BOY, PETER STINSON. HE STOLE ALL MY JELLY BEANS. PETER, WHEREVER YOU ARE TONIGHT, YOU ARE FORGIVEN. THIS ONCE.

THE EASTER SEAL SOCIETY IS A GOOD EXAMPLE OF HOW A PRIVATE, VOLUNTARY ORGANIZATION CAN LEAD THE WAY IN PROVIDING SERVICES AND PROGRAMS NEEDED BY A COMMUNITY, AND PROVIDE THEM MORE QUICKLY AND

DIRECTLY THAN GOVERNMENT. NINETY-FIVE PERCENT OF THE CONTRIBUTION YOU GIVE TO EASTER SEALS WILL STAY IN YOUR COMMUNITY TO FUND

GOOD AFTERNOON. I'M DELIGHTED THAT NEWSWEEK AND PETER DEROW HAVE BROUGHT TOGETHER THE LEADERS OF AMERICA'S BUSINESS AND OUR NEW ADMINISTRATION FOR A FRESH EXCHANGE OF VIEWS. I KNOW THAT MANY OF MY SENIOR STAFF ARE WITH YOU DURING THIS CONFERENCE AND I ALSO KNOW THAT YOU'LL HAVE SOME ENLIGHTENING AND PRODUCTIVE DISCUSSIONS TOGETHER. THESE ARE DISCUSSIONS I HOPE WILL CONTINUE LONG AFTER THIS CONFERENCE IS OVER.

THOSE OF US IN GOVERNMENT -- AND I'VE MADE A POINT OF THIS SINCE I WAS GOVERNOR OF CALIFORNIA -- NEED YOUR ADVICE, YOUR PERSPECTIVE, AND YOUR WISDOM.

AND I WOULD BE VERY REMISS IF I DID NOT SAY A WORD OF GRATITUDE TO YOU FOR ALL THE SUPPORT YOU HAVE GIVEN OUR PROGRAM FOR ECONOMIC RECOVERY. WE'RE WELL AWARE OF THE INDIVIDUAL EFFORTS MANY OF YOU HAVE MADE, AND WE'RE GRATEFUL FOR THEM.

AS YOU KNOW, SHORTLY BEFORE WE ANNOUNCED OUR ECONOMIC PROGRAM, WE MET WITH MANY DIFFERENT GROUPS, INCLUDING MAYORS AND GOVERNORS. DURING THOSE DISCUSSIONS, ONE GOVERNOR TOLD US THAT IF WE CAN SHAVE A FEW POINTS OFF THE RATE OF INFLATION -- WE CAN DO MORE FOR THE BUDGETS OF STATE AND LOCAL GOVERNMENT

THAN ANY PACKAGE OF FEDERAL PROGRAMS EVER COULD. ONE OF THE MAYORS SAID SOMETHING SIMILAR -- CUT THE RATE OF INFLATION AND YOU'LL DO MORE FOR THE ELDERLY AND THE POOR THAN ALL THE FEDERAL PROGRAMS COMBINED.

I DON'T HAVE TO TELL YOU WHAT REDUCING THE LEVEL OF FEDERAL SPENDING, MAKING SHARP CUTS IN TAXES, REDUCING INTEREST RATES, STABILIZING THE MONEY SUPPLY, AND RIDDING OURSELVES OF IRRATIONAL AND SENSELESS REGULATIONS WILL DO FOR AMERICAN BUSINESS. I BELIEVE THIS WILL PUT US BACK ON THE ROAD TO ECONOMIC PROSPERITY.

I KNOW THAT SOME PEOPLE REALLY QUESTION WHETHER THIS CAN BE ACHIEVED. I THINK THEY'VE FORGOTTEN THAT FOR MANY YEARS NOW SAVERS, INVESTORS, AND BUSINESSMEN HAVE LACKED CONFIDENCE THAT GOVERNMENT COULD STEP BACK AND SET LOOSE AGAIN THE AMAZING INGENUITY AND THE VITAL ENERGIES OF THE AMERICAN PEOPLE. I THINK THAT CONFIDENCE IS RETURNING AND I DON'T THINK WE CAN UNDERESTIMATE ITS IMPACT ON OUR ECONOMY.

ONE OTHER ENCOURAGING DEVELOPMENT HAS TAKEN PLACE AND UNDOUBTEDLY YOU'LL BE DISCUSSING THAT DEVELOPMENT DURING THIS CONFERENCE.

FOR THE FIRST TIME IN MANY DECADES, ECONOMISTS HAVE STOPPED RECOMMENDING THAT GOVERNMENT OVER-SPEND AND OVER-TAX. THEY ARE REALIZING WHAT THE AMERICAN PEOPLE FULLY UNDERSTAND TODAY: THAT GOVERNMENT SPENDING ONLY CONSUMES WEALTH AND BY DOING SO DISCOURAGES THE HARD WORK, PERSONAL INITIATIVES, AND RISK-TAKING THAT "SUPPLIES" WEALTH TO OUR ECONOMY. NO GOVERNMENT CAN SPEND ITSELF RICH. NO NATION CAN CONSUME WITHOUT CREATING.

WE ALSO KNOW THAT NO LARGE COLLECTION OF STATISTICS OR THE AGGREGATE NUMBERS ECONOMISTS ARE SO FOND OF CAN TRULY REPRESENT THE COMPLEXITY AND INTERPLAY OF MILLIONS OF ECONOMIC

TRANSACTIONS THAT TAKE PLACE EVERY DAY BETWEEN INDIVIDUALS AND BETWEEN BUSINESSES. YET IT IS IN THESE TRANSACTIONS -- THE WORKER WHO EARNS A HIGHER WAGE FOR STRIVING HARDER -- THE BUSINESSMAN WHO DEVELOPS A BETTER PRODUCT OR LESS EXPENSIVE WAY TO DELIVER A SERVICE -- THESE ACTIVITIES "SUPPLY" THE WEALTH IN OUR ECONOMY.

THIS VIEW OF OUR ECONOMY -- THIS SO-CALLED "SUPPLY SIDE ECONOMICS" -- MERELY STATES THE OBVIOUS: WEALTH IS CREATED FOR ALL OF US ONLY WHEN THOSE WHO WORK HARDER OR TAKE MORE RISKS IN THE MARKETPLACE RECEIVE GREATER REWARDS FOR DOING SO.

ONE EMINENT WRITER ON ECONOMICS HAS RECENTLY NOTED THAT A BUSINESS, LIKE AN ARMY OR EVEN A SPORTS TEAM, CAN HAVE ROUGHLY THE SAME RESOURCES AS A COMPETITOR AND YET CONSTANTLY OUT-PERFORM THAT COMPETITOR. THE WRITER ATTRIBUTES THIS HIGHER PERFORMANCE TO AN INDEFINABLE FACTOR -- A SPIRIT THAT MOTIVATES AND ACHIEVES.

WELL, OUR ECONOMY HAS A SIMILAR FACTOR -- AN X FACTOR THAT ECONOMISTS HAVE IGNORED AND GOVERNMENT HAS STIFLED -- THAT X FACTOR IS THE SPIRIT OF CREATIVITY AND PERSONAL INITIATIVE AMONG WORKERS AND BUSINESSMEN THAT CREATES OUR NATIONAL WEALTH.

WE WANT TO RENEW THAT SPIRIT BY REWARDING HARD WORK, RISK-TAKING, GOOD MANAGEMENT, AND SOUND INVESTMENT.

TO DO THIS, THOSE OF US IN THE NEW ADMINISTRATION HAVE HAD TO ENGAGE IN SOME PLAIN TALK. THIS ONLY MEANS THAT WE HAVE TO TAKE SOME POLITICAL RISKS -- JUST AS YOU, EVERY DAY, TAKE BUSINESS RISKS. WE HAVE TO WORK WITH HOPE AND THRIVE ON OUR OWN FAITH IN THE FUTURE -- BUT IT'S JUST THAT KIND OF FAITH IN THE FUTURE THAT IS NOT ONLY THE FOUNDATION OF OUR ECONOMIC SYSTEM BUT OF OUR SOCIETY AND OUR CIVILIZATION.

WE WANT TO MAKE CAPITAL FORMATION EASIER FOR BUSINESS AND ADD TO OUR NATION'S MATERIAL WEALTH. THESE ARE IMPORTANT OBJECTIVES. BUT WE ALSO SEEK TO EXTEND THE ECONOMIC RIGHTS OF EVERY AMERICAN BECAUSE THESE RIGHTS COMPRISE ONE OF OUR MOST IMPORTANT FREEDOMS AND THEY ARE INDIVISIBLE FROM POLITICAL AND SOCIAL FREEDOM.

ALL OF THIS OF COURSE IS JUST TO REPEAT A WISDOM WELL KNOWN TO THOSE WHO FOUNDED THIS COUNTRY -- A WISDOM THAT SHOULD BE BORNE IN MIND DURING CONFERENCES LIKE THIS ONE AS WE TRY TO KEEP IT IN MIND HERE IN WASHINGTON. AS THOMAS JEFFERSON SAID, "A WISE AND FRUGAL GOVERNMENT, WHICH SHALL

RESTRAIN MEN FROM INJURING ONE ANOTHER, WHICH SHALL LEAVE THEM OTHERWISE FREE TO REGULATE THEIR OWN PURSUITS OF INDUSTRY AND IMPROVEMENT AND SHALL NOT TAKE FROM THE MOUTH OF LABOR THE BREAD IT HAS EARNED. THIS IS THE SUM OF GOOD GOVERNMENT . . ."

I MAKE YOU ONE PROMISE FOR MYSELF AND FOR THOSE MEMBERS OF MY ADMINISTRATION WHO ARE WITH YOU. WE WILL MAKE NO DECISIONS NOR TAKE ANY ACTIONS BASED ON WHAT WE MIGHT THINK IS THE POLITICALLY RIGHT THING TO DO. OUR COURSE WILL BE DETERMINED BY WHAT WE BELIEVE IS THE MORALLY RIGHT THING TO DO.

THE WHITE HOUSE


WASHINGTON

MEETING WITH THE CABINET

DATE: March 5, 1981

LOCATION: Cabinet Room

TIME: 3:00 p.m. (90 minutes)

FROM: Craig L. Fuller 

I. PURPOSE

This is a scheduled meeting of the full Cabinet. No items have been set which require decisions. All items on the agenda are for discussion only.

II. BACKGROUND

The following items will be discussed:

1. Barnwell and the Three Mile Island decision
2. Personnel: the Senior Executive Service (SES) and reduced personnel levels
3. Legislative Policy Review
4. Speeches and press contacts
5. Interdepartmental Working Groups

III. PARTICIPANTS (list attached to the agenda)

IV. PRESS PLAN (Photo opportunity)

V. SEQUENCE OF EVENTS

The President will call the meeting to order. The Barnwell and Three Mile Island decisions will be announced by the President (talking points will be presented and reviewed prior to the meeting by Mr. Meese.)

The President should call on Lyn Nofziger to introduce a discussion on personnel matters.

THE WHITE HOUSE

WASHINGTON

March 4, 1981

MEMORANDUM FOR THE SECRETARY OF STATE
THE SECRETARY OF THE TREASURY
THE SECRETARY OF DEFENSE
THE ATTORNEY GENERAL
THE SECRETARY OF THE INTERIOR
THE SECRETARY OF AGRICULTURE
THE SECRETARY OF COMMERCE
THE SECRETARY OF LABOR
THE SECRETARY OF HEALTH AND HUMAN SERVICES
THE SECRETARY OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY OF TRANSPORTATION
THE SECRETARY OF ENERGY
THE SECRETARY OF EDUCATION

FROM: FRED FIELDING *FF*

SUBJECT: Senior Executive Service

The Senior Executive Service (SES) is divided into career and non-career positions and this distinction affects selection, qualifications, reassignment and removal of individuals in the SES. Following is a very brief explanation of Agency Heads' authority in dealing with the SES:

SES Positions

There are a set number of SES positions in each agency. Allocation is made by the Office of Personnel Management from a pool established by statute. Positions are designated either career-reserved or general. Career-reserved positions may be filled only with career people on a merit basis under the agency's career recruitment program. General positions may be filled by either career or non-career people, but the number of non-career appointments is also fixed by OPM.

Non-career SES

- o Positions may be filled by the agency on a non-competitive basis,
- o Qualifications are determined by the agency,
- o May be reassigned to other non-career positions in agency head's discretion,

- o May be removed or asked to resign because of "lack of confidence" but not solely on the basis of political affiliation unless affiliation is essential to job performance,
- o No rights to appeal removal.

Career SES

- o Career-reserved positions must be filled on a competitive basis under agency selection procedures,
- o Qualifications of the appointee are subject to review by the Office of Personnel Management,
- o May be reassigned on a truly voluntary basis,
- o May not be involuntarily reassigned or removed except for cause for 120 days after appointment and commissioning of the agency head or immediate non-career supervisor,
- o May be involuntarily reassigned after 120 days if given 15 days notice. Reassignment may be made to any career or general SES position in the agency or to another agency so long as the individual is qualified and the other agency agrees,
- o May not be rated on performance during the first 120 days after appointment of agency head or supervisor,
- o May be removed from SES for unsatisfactory executive performance only after notice and opportunity for informal hearing before the Merit Systems Protection Board and may retain placement rights in a non-SES position with the agency,
- o May be removed from government service for cause with proper notice, hearing and appeal procedures,
- o Regulations on procedures and placement rights in instances in which functions are abolished or personnel complements are reduced are being prepared by OPM and will be furnished later.

Procedural Protections

OPM has issued regulations concerning the selection, appointment, reassignment and removal of persons in the SES. In addition, individual agencies have issued supplementary regulations.

Failure to follow the regulations may result in reversals of agency action by the Merit Systems Protection Board or the courts. Historically more personnel actions are reversed for procedural irregularity than on substantive grounds. Moreover, some courts have held officials personally liable for improper personnel actions.

Individual Status

The rights of an individual in SES are determined not only by the classification of the position but also by the status of the individual. Thus, a career SES official may accept a Presidential appointment yet retain rights to return to the SES. The rights of an individual to placement in a non-SES position in the agency may depend on his status prior to appointment to the SES. Before taking any action on an SES member the status of the individual should be checked.

Individualized Judgments

The creation of SES was intended to give an agency head greater flexibility in managing his agency with people in whom he had confidence. SES personnel are rated on executive performance which includes ability to carry out the policies of the Administration and the agency head. Unsatisfactory performance is a basis for removal from SES. The system was also intended to establish a corps of career managers who would bring continuity and government expertise to federal service. The 120 day restriction on removal or reassignment was designed to assure that agency heads would review the actual performance of individual SES managers rather than make blanket judgments based on service in a prior Administration. In the first test of SES following a change of Administration, care must be taken to insure that the spirit of the process is observed and that procedural requirements are followed.