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# THE CAPITOL LETTER

BY RICHARD REEVES

File [Kennedy]

## THE MANIPULATED PRESIDENT

*Newsweek*, which usually has more important things to do, reported the other day that "some senior Ford aides" wanted to get rid of the president's extroverted photographer, David Hume Kennerly. That would be a shame, because Kennerly is the most competent member of the Ford administration—

press secretary within a month or two. But, even as Greener was saying that, Rumsfeld was telling other people that Bill Greener was not up to the top job and that he wanted to get someone with real prestige, like David Broder of the *Washington Post*.

Broder certainly has prestige, and

Office and Hartmann-inspired columns about Haig's subversion of presidential directives. Hartmann won that leaking match, partly because speculation began appearing that Haig was taking his real orders in daily telephone conversations from Richard Nixon in San Clemente. That was untrue, but Haig was

Kilburg

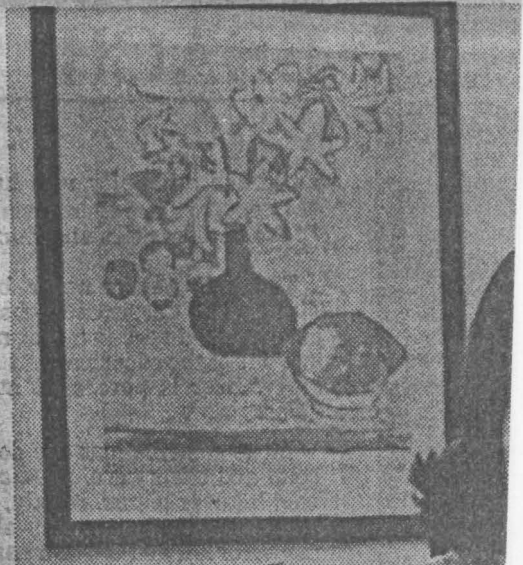
# Another Top-Level Woman Added to White House Staff

By Isabelle Shelton  
Washington Star Staff Writer

The White House has added another top-level woman to its staff, as associate counsel to the President.

She is Bobbie Greene Kilberg, and she is the first woman to serve on the Counsel staff. She will be one of the top five or six top women on the White House staff.

record in a very unfair way. They would run ads saying 'Keating Against Aid for Education.' Then they would single out some amendment he had voted against because it would take money away from New York state — and they wouldn't ever say he voted for the final bill. It was factually accurate about his amendment vote, but it distorted the meaning of his record."



(Kissinger)

N107

RW

**INTELLIGENCE-KISSINGER LEAD  
BY BARRY SCHWEID**

WASHINGTON (AP) -- PRESIDENT FORD HAS DECIDED TO SPREAD CONTROL OF THE ADMINISTRATION'S PRINCIPAL INTELLIGENCE PANELS AMONG THREE TOP ADVISERS INSTEAD OF KEEPING IT IN THE HANDS OF ONE MAN, SECRETARY OF STATE HENRY A. KISSINGER.

THE CHANGES WERE SET IN MOTION LAST NOVEMBER WHEN FORD RESHUFFLED HIS TOP DEFENSE AND NATIONAL SECURITY AIDES. A WHITE HOUSE SPOKESMAN FRIDAY GAVE THIS RUNDOWN OF WHO HEADS THE COMMITTEES NOW:

THE PRESIDENT'S NEW ASSISTANT FOR NATIONAL SECURITY AFFAIRS, LT. GEN. BRENT SCOWCROFT, IS RUNNING THE FORTY COMMITTEE, PROBABLY THE MOST SECRETIVE GOVERNMENT ORGANIZATION.

SCOWCROFT, WHO SUCCEEDED KISSINGER AS HEAD OF THE NATIONAL SECURITY COUNCIL IN FORD'S SHAKE-UP OF DEFENSE AND NATIONAL SECURITY AIDES LAST NOVEMBER, ALSO HEADS THE SENIOR REVIEW GROUP, WHICH HANDLES OVER-ALL POLICY COORDINATION AT THE EXECUTIVE LEVEL, AND THE NATIONAL INTELLIGENCE COMMITTEE, WHICH ASSISTS THE PRESIDENT IN INTELLIGENCE DECISIONS.

KISSINGER IS KEEPING HIS JOB AS CHAIRMAN OF THE VERIFICATION PANEL, WHICH OVERSEES SOVIET COMPLIANCE WITH NUCLEAR WEAPON TREATIES, AND THE WASHINGTON SPECIAL ACTION GROUP, WHICH PROPOSES POLICY DURING SUCH CRISES AS THE 1975 MIDDLE EAST WAR.

DONALD RUMSFELD, THE NEW SECRETARY OF DEFENSE, IS TAKING OVER THE DEFENSE PROGRAM REVIEW COMMITTEE. THE COMMITTEE ANALYZES PENTAGTN SPENDING PRIORITIES.

01-16-76 16:49EST



Office of the White House Press Secretary

Kissinger  
FCTHE WHITE HOUSE

## STATEMENT BY THE PRESIDENT

I have several announcements to make tonight.

First, with respect to foreign policy and national security affairs: You will recall that when I became President a year ago last August, I indicated that I believed it was essential to guarantee stability and continuity in the conduct of U.S. foreign policy. I made a conscious decision, at that time, not to change personnel in the important national security area. I have, however, made a number of significant changes in the Cabinet in the domestic area.

We have now successfully reassured our allies that the United States will stand firm in the face of any threat to our national interest and convinced potential adversaries that America will aggressively seek out ways to reduce the threat of war.

Therefore, I am tonight announcing several personnel changes, which I believe will strengthen the Administration in the important area of national security affairs.

I intend to nominate Donald Rumsfeld as my new Secretary of Defense. Don has served with distinction as a Congressman from Illinois, Director of the Office of Economic Opportunity, Director of the Cost of Living Council, and Ambassador to NATO. For the past year he has been my senior White House Assistant and a member of my Cabinet. He has the experience and skill needed to help our country maintain a defense capability second to none.

I want to say a special word about Jim Schlesinger. The nation owes Secretary Schlesinger a deep debt of gratitude for his able service to his country as Chairman of the Atomic Energy Commission, Director of Central Intelligence and Secretary of Defense.

Henry Kissinger has been serving with distinction as Secretary of State and as my Assistant for National Security Affairs. Secretary Kissinger will relinquish his post as Assistant to the President to devote full time to his responsibilities as Secretary of State.

Brent Scowcroft, who has been serving ably for 3 years as Deputy Assistant at the White House, will move up to Assistant to the President for National Security Affairs.

For the past year, George Bush has been U.S. Representative to the People's Republic of China. He has served with great skill as a Congressman, and as Ambassador to the United Nations. It is my intention to nominate Ambassador Bush to be Director of the Central Intelligence Agency.

The CIA is one of our nation's most important institutions. In recent months, it has been the focus of some controversy. During this difficult period, Bill Colby, as Director of the CIA, has done an outstanding job of working with the Congress to look into and correct any abuses that may have occurred in the past, while maintaining an effective foreign intelligence capability.

Mr. Richard Cheney, who has been serving effectively as Deputy Assistant, will replace Don Rumsfeld as Assistant to the President and will take over his responsibilities for coordinating the White House staff.

MORE

In a separate area, I have one additional personnel announcement to make.

Some weeks ago Secretary of Commerce Rogers Morton indicated to me that after the first of the year he would like to reduce the pace of his activities and resign his current position to return to the private sector.

Rog Morton has served with great distinction in the Congress and in two Cabinet posts for nearly five years. He has earned the respect of Americans everywhere. He has been a long, close, personal friend. I am deeply grateful for his valuable service and I will be calling on him for assistance in the future.

Elliot Richardson will be nominated to become Secretary of Commerce. An able former Secretary of Defense, Secretary of HEW, and Attorney General, Mr. Richardson is presently serving as our Ambassador to Great Britain. I know he will do an outstanding job in his new assignment.

I hope that the Senate will move rapidly to confirm my nominees for those positions which require confirmation.

# # #

Office of the White House Press Secretary  
-----THE WHITE HOUSE

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# # #

Kissinger

UP-158

(BETTY)

WASHINGTON (UPD) -- BETTY FORD JOINED HER HUSBAND WEDNESDAY IN VOICING SUPPORT FOR HENRY KISSINGER, SAYING SHE WOULD LIKE HIM TO BE SECRETARY OF STATE AS LONG AS PRESIDENT FORD IS IN OFFICE.

THE FIRST LADY TOLD REPORTERS FORD "HASN'T DISCUSSED IT WITH ME," BUT "HE PROBABLY IS UPSET" BY CRITICISM KISSINGER HAS HAD RECENTLY. SHE ADDED: "I THINK IT IS UNDERMINING A LITTLE BIT. I THINK IT'S BAD FOR THE AMERICAN PEOPLE AND I ALSO THINK IT AFFECTS US WORLDWIDE."

ASKED IF SHE WANTED KISSINGER TO STAY ON THE JOB AS LONG AS HER HUSBAND IS PRESIDENT, SHE REPLIED, "I CERTAINLY WOULD."

SEVERAL HOURS EARLIER, FORD CALLED KISSINGER "ONE OF THE GREATEST SECRETARIES OF STATE" IN HISTORY AND SAID HIS OWN VICTORY IN TUESDAY'S WISCONSIN PRIMARY "CERTAINLY FULLY JUSTIFIED MY FAITH" IN THE CONTROVERSIAL DIPLOMAT.

MRS FORD, WHO CELEBRATES HER 58TH BIRTHDAY THURSDAY, CAMPAIGNED FOR HER HUSBAND SUNDAY AND MONDAY IN WISCONSIN. BUT "I TAKE NO CREDIT WHATSOEVER FOR THE DEFEAT OF RONALD REAGAN, SHE SAID, BEFORE SIDESTEPPING WHEN ASKED TO IDENTIFY THE ISSUES IN THAT RACE.

"I DON'T TALK ABOUT POLITICAL ISSUES BECAUSE SOMETIMES MY HUSBAND AND I DIFFER," SHE SAID WITH A SMILE.

MRS FORD SAID SHE PLANNED TO CELEBRATE HER BIRTHDAY WEDNESDAY NIGHT AT "A FAMILY PARTY" IN THE WHITE HOUSE BECAUSE SHE WOULD BE IN NEW YORK THURSDAY TO RECEIVE AN AWARD AS ONE OF AMERICA'S OUTSTANDING WOMEN.

SHE SAID SHE WOULD CONTINUE CAMPAIGNING FOR HER HUSBAND AND HER NEXT TRIP WOULD BE TO TEXAS, SITE OF THE NEXT FORD-REAGAN PRIMARY CONTEST MAY 1.

UPI 04-07 07:34 PES

Done  
4/9/76



# Henry Kissinger's Lively Scene

By BARONESS GARNETT STACKELBERG

Secretary of State, Dr. Henry Kissinger, superb negotiator and tantalizing symbol to the distaff side livens up the scene with his brilliance and charm wherever he goes, but nowhere more than in duller than dull Peking.

During his November visit to China, Ambassador David K. E. Bruce, Chief of the U.S. Liaison Mission to the Peoples Republic of China, and Mrs. Bruce, gave a cocktail party in his honor in their large yellow striped, unfurnished, first floor reception room at the residence in Peking which the Chinese government had built for them in only five months. (The Bruces live on the second floor and are patiently awaiting furnishings they have ordered.) While in Peking Dr. Kissinger also saw his old friends, former German Ambassador to the United States and Mrs. Rolf Pauls.

Reporters accompanying the secretary said that there were no glamor girls at the Bruce party, except several wives of young career officers. "But, he was accompanied on that trip by three very pretty, very bright, secretaries."

While in Washington recently the chic and gracious Mrs. Bruce commented that life in Peking is nothing like it was in the old days. "It is still a majestic and arresting city, however, especially the Forbidden City area. There is very little social life, except for the dinners given by our diplomatic colleagues for which we take the opportunity to dress up. (There are 80 countries represented in Peking, and 30 people in the American Liaison office.) All of us, including wives, and marine guards at the office, ride bicycles. There are no private cars and very few taxis. Only officials like my husband are provided with cars. The household staff (they are no longer referred to as servants) arrive on bicycles at 8 a.m. and work eight hours only. Most of them do not speak English."

Mrs. Bruce and Mrs. Pauls both report that when at home dinner must be served around 5:30 p.m. so the help can leave early. "Most everyone eats Chinese food at home, as do we, and we often have Chinese beer! There is no night life and of course no television."

It is easy to see how the arrival of

DECEMBER 23, 1974

Office of the White House Press Secretary

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THE WHITE HOUSE

HENRY A. KISSINGER  
Biographical Data

Henry A. Kissinger was sworn in as the 56th Secretary of State on September 27, 1973. Secretary Kissinger was appointed Assistant to the President for National Security Affairs on January 21, 1969. Since 1954 he had been a member of the faculty of Harvard University both in the Department of Government, and at the Center for International Affairs. He was Associate Director of the Center from 1957 to 1960. He served as Study Director, Nuclear Weapons and Foreign Policy, for the Council on Foreign Relations from 1955 to 1956, and Director of the Harvard International Seminar in 1951.

Secretary Kissinger is the author of six books and over forty articles on foreign policy. He is a recipient of the Guggenheim Fellowship (1965-66) and the Woodrow Wilson prize (1958) for the best book in the fields of government, politics, and international affairs.

A Summa Cum Laude graduate of Harvard College, he received his M.A. in 1952 and Ph.D. in 1954 from the Harvard University Graduate School of Arts and Sciences. From 1943 to 1946 he served in the Army Intelligence Corps and from 1946 to 1949 he was Captain of the Military Intelligence Reserve. Born May 27, 1923 in Furth, Germany, Secretary Kissinger is the father of two children, Elizabeth and David, and is married to the former Nancy Maginnes. They reside in Washington, D.C.

# # #

COMMENT

Will Kissinger Stay On?

by Godfrey Sperling Jr.

Condensed from the Christian Science Monitor

"Kissinger watching" is a Washington preoccupation. Much of this intense interest in the Secretary of State still focuses on the question "will he stay on?" -- despite the recent Presidential assurances that Kissinger will stick it out until the end of 1976.

Says one long-time associate of Kissinger's: "Henry's frustrated about events everywhere now -- in the Mideast and Southeast Asia particularly -- and I don't know whether he will be able to stand it. Despite his promise to the President, he may yet leave his job before this Presidential term is over."

Elaborating on this view, this staunch admirer of the Secretary said: "The simple truth is this. Kissinger's staying on is at a risk to his place in history. He knows he can't be at the zenith always. He is past his zenith, and he knows it.

"So if the going gets really heavy in the next few months, I don't know what he might do. He is very emotional, short-fused, impatient -- all qualities of a genius. One of these days he may well tell the President he intends to quit -- and then refuse to be talked out of it."

It also should be reported that there are several among the President's friends from Congress days who have passed the world along to Mr. Ford that he should get rid of Kissinger.

However, this anti-Kissinger feeling within the President's old inner circle of congressional buddies has not persuaded Mr. Ford to displace his Secretary. Instead, the President's admiration for Kissinger has grown in the months he has been in office. At this point Mr. Ford is said to view his top foreign-policy adviser as "absolutely irreplaceable," as one aide puts it.

One highly placed White House aide feels that in the event of further Kissinger threats to resign the President will be able to talk him out of it. "I'm close to the President's view on this," he says. "He thinks Kissinger is doing a magnificent job. He feels Kissinger did the best he could recently in an impossible situation in the Mideast. And he blames Congress -- not Kissinger -- for what is happening in Vietnam."

COMMENT

Kissinger on "War Path"; Ford's Toughness

by Helen Thomas

UPI

Kissinger clearly is spending more time at the White House these days as rumors persist that some of Ford's aides would like to see him stripped of his dual position as National Security Affairs Adviser.

Kissinger is on the war path, according to close aides, and is determined to keep both his Cabinet position and the national security role.

When Ford's top aides take complaints to him about individual staff members, Ford has little patience and usually tells his staffer to fire the employee who is not fitting in to the picture.

Aides said that he can be very tough on such questions and does not believe in continuing uncomfortable situations.  
(4-18-75)

N013

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KISSINGER

BY MARGARET SCHERF

WASHINGTON (AP) -- SECRETARY OF STATE HENRY KISSINGER, WHO HAS ATTRACTED SOME POLITICAL LIGHTNING THIS ELECTION YEAR, SAYS HE WOULD PREFER TO QUIT HIS POST AFTER THE NOVEMBER ELECTION EVEN IF PRESIDENT FORD WERE NOMINATED AND ELECTED.

KISSINGER ALSO SAID THE UNITED STATES WOULD DEFEND THE PANAMA CANAL "IF NECESSARY."

REFERRING TO HIS FUTURE IN THE ADMINISTRATION, KISSINGER SAID: "ON THE WHOLE, I WOULD PREFER NOT TO STAY" EVEN IF FORD WERE ELECTED. HIS COMMENTS CAME IN AN INTERVIEW WITH BARBARA WALTERS BROADCAST TODAY ON NBC'S "TODAY" SHOW. A TRANSCRIPT WAS RELEASED SUNDAY.

"ON THE OTHER HAND, I DON'T WANT TO SAY TODAY, WHEN I DON'T KNOW THE CIRCUMSTANCES THAT EXIST, THE NECESSITIES THAT THE PRESIDENT MAY FEEL HE HAS, THAT I WON'T EVEN LISTEN TO HIM, BUT ON THE WHOLE I WOULD PREFER TO LEAVE." IF FORD LOST, KISSINGER PRESUMABLY WOULD NOT BE ASKED TO JOIN THE NEW ADMINISTRATION SINCE MANY OF THE PRESIDENT'S OPPONENTS HAVE CRITICIZED SOME ASPECTS OF KISSINGER'S POLICIES.

SOME OF FORD'S ADVISERS BELIEVE THAT ONE OF THE PRESIDENT'S NECESSITIES NOW, IF HE IS TO WIN NOMINATION AND ELECTION, IS TO GET RID OF HIS CONTROVERSIAL SECRETARY OF STATE.

"I DON'T WANT TO TIE THE CONDUCT OF FOREIGN POLICY TO ME PERSONALLY," KISSINGER SAID IN THE INTERVIEW. "IF A FOREIGN POLICY IS WELL DESIGNED, THEN IT SHOULD BE ABLE TO BE CARRIED OUT BY MANY PEOPLE. SO, ON THE WHOLE, I WOULD PREFER NOT TO STAY."

05-17-76 09:25EDT

N097

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PEACE--OLYMPIAD

WASHINGTON (AP) -- A PEACE AWARD, FIRST PRESENTED TO U.S. SECRETARY OF STATE HENRY KISSINGER, WILL NEXT BE GIVEN TO THE 21ST OLYMPIAD IN MONTREAL, THE FOUNDATION FOR THE ADVANCEMENT OF HUMAN AWARENESS SAID TODAY.

THE OLYMPIAD, WHICH OPENS SATURDAY IN THE CANADIAN CITY, IS THE SECOND RECIPIENT OF THE UNIVERSAL SYMBOL OF PEACE LIFE AWARD SINCE KISSINGER RECEIVED IT IN 1974.

THE FOUNDATION SAID IT SELECTED THE OLYMPIAD FOR THE AWARD BECAUSE "THROUGH SPORTS IT BRINGS TOGETHER ALL NATIONS, REGARDLESS OF RACE, CREED OR SEX AND FOSTERS BROTHERHOOD, HUMAN AWARENESS AND PEACE AMONG EACH PARTICIPANT ABOVE AND BEYOND THE POLITICAL IDEOLOGIES REGARDLESS OF THE NATION WHICH THEY REPRESENT."

THERE WAS NO MENTION IN A STATEMENT ANNOUNCING THE AWARD OF THE POLITICAL CONTROVERSIES BETWEEN THE GOVERNMENT OF CANADA AND THE OLYMPIC SQUAD FROM THE REPUBLIC OF CHINA (TAIWAN), AND BLACK AFRICAN NATIONS WHO ARE THREATENING TO PULL OUT IF NEW ZEALAND IS ALLOWED TO PARTICIPATE.

KISSINGER RECEIVED THE AWARD "FOR HIS RECOGNITION THAT ALL PERSONS OF THE WORLD COULD CONTRIBUTE TO A SENSE OF WORLD PEACE BY ACCEPTING INDIVIDUAL RESPONSIBILITY FOR THEIR ACTIONS," THE FOUNDATION SAID.

07-16-76 15:52EDT



N057

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MRS. KISSINGER

BOSTON (AP) -- THE WIFE OF SECRETARY OF STATE HENRY KISSINGER WAS TO ARRIVE HERE THIS AFTERNOON TO ENTER MASSACHUSETTS GENERAL HOSPITAL FOR POSSIBLE STOMACH SURGERY, A HOSPITAL SPOKESMAN SAID.

NANCY KISSINGER, 41, WAS TO BE ACCOMPANIED BY HER HUSBAND. MRS. KISSINGER HAS BEEN TROUBLED BY STOMACH ULCERS FOR SEVERAL YEARS AND WAS HOSPITALIZED IN WASHINGTON LAST MONTH.

A HOSPITAL SPOKESMAN SAID A DECISION WILL BE MADE LATER TODAY ON WHETHER TO OPERATE, INDICATIONS FROM PRELIMINARY INFORMATION WERE THAT SURGERY WILL PROBABLY BE NECESSARY, HE SAID.

IF REQUIRED, THE SURGERY WILL LIKELY INVOLVE REMOVAL OF PART OF MRS. KISSINGER'S STOMACH. IT WOULD BE PERFORMED SATURDAY BY DR. W. GERALD AUSTEN, THE HOSPITAL SURGEON-IN-CHIEF, AND DR. GEORGE L. NARDI, A PROFESSOR OF SURGERY AT HARVARD MEDICAL SCHOOL.

MRS. KISSINGER WILL BE UNDER HEAVY SECRET SERVICE PROTECTION DURING HER STAY AT MASSACHUSETTS GENERAL HOSPITAL.

THE SECRETARY OF STATE WAS EXPECTED TO REMAIN WITH HIS WIFE THROUGH THE WEEKEND.

THE POSSIBLE SURGERY, CALLED A SUBTOTAL GASTRECTOMY, IS USED WHERE EFFORTS HAVE FAILED AT MANAGEMENT OF THE DISORDER BY BLAND DIET, FREQUENT EATING OR MEDICATION.

02-06-76 11:49EST



UP-068

(STATE DEPARTMENT PRESS)

WASHINGTON (UPI) -- SECRETARY OF STATE HENRY KISSINGER ANNOUNCED THE APPOINTMENT TODAY OF CAREER FOREIGN SERVICE OFFICER ROBERT FUNSETH AS HIS NEW PRESS SPOKESMAN, REPLACING ROBERT ANDERSON.

FUNSETH, 50, HAS BEEN SERVING AS DIRECTOR OF THE OFFICE OF PRESS RELATIONS AND REGULARLY BRIEFING THE PRESS.

ANDERSON WAS NOMINATED BY PRESIDENT FORD TODAY TO BE U.S. AMBASSADOR TO MOROCCO.

UPI 01-06 02:06 PES

UP-088

(NANCY)

WASHINGTON (UPI) -- NANCY KISSINGER, WIFE OF SECRETARY OF STATE HENRY KISSINGER, HAS BEEN ADMITTED TO BETHESDA NAVAL HOSPITAL FOR TREATMENT OF AN ULCER, THE STATE DEPARTMENT SAID TODAY.

MRS. KISSINGER ORIGINALLY CHECKED INTO SIBLEY HOSPITAL, A PRIVATE FACILITY IN GEORGETOWN, BUT WAS TRANSFERRED TO BETHESDA BECAUSE SECURITY IS BETTER THERE, A DEPARTMENT OFFICIAL SAID.

THE OFFICIAL SAID THERE HAD BEEN NO CHANGE IN HER CONDITION.

MRS. KISSINGER HAS BEEN HOSPITALIZED SEVERAL TIMES AS A RESULT OF THE ULCER CONDITION.

UPI 01-09 02:23 PES

December 18, 1974

Office of the White House Press Secretary

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THE WHITE HOUSE  
VIRGINIA H. KNAUER  
Biographical Data

Mrs. Virginia H. Knauer has been Special Assistant to the President since February 5, 1973. In this position she serves as Chairman of the President's Committee on Consumer Interests and as Executive Secretary of the Consumer Advisory Council.

In February, 1968, she became Director of the Bureau of Consumer Protection, the Department of Justice, of the State of Pennsylvania. She is the only woman in the United States who actually administered such a bureau, devoted to consumer protection and consumer education. She also directed the operation of five branch offices in Philadelphia, Pittsburgh, Harrisburg, Erie and Scranton.

Born and educated in Philadelphia, Mrs. Knauer won a Board of Education scholarship to the Pennsylvania Academy of Fine Arts. She is a graduate of the University of Pennsylvania and did postgraduate work at the Royal Academy of Fine Arts in Florence, Italy.

She was the first Republican woman elected to the Philadelphia City Council as a Councilman-at-Large in 1960.

She is married to Wilhelm F. Knauer, a Philadelphia attorney, and they have two children.

# # #

FOR IMMEDIATE RELEASE

JANUARY 15, 1976

Office of the White House Press Secretary

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THE WHITE HOUSE

The President today announced the appointment of C. William Kontos, of Chicago, Illinois, as Special Representative of the President and Director of the United States Sinai Support Mission. This is a new position created by Executive Order 11896 of January 13, 1976. He is currently a member of the Policy Planning Staff in the Department of State.

Mr. Kontos was born on August 10, 1922, in Chicago, Illinois. He attended the University of Chicago and received his B.A. degree in 1947 and his M.A. in 1948. During 1948-49, he did additional graduate work at the London School of Economics and Political Science of the University of London. From 1943 to 1946, he served in the United States Army.

In 1949, Mr. Kontos joined the Agency for International Development Mission in Greece as a staff member in the Civil Government Division. He became the Special Assistant to the Chief of the Mission in 1952. From 1953 to 1956, he was Program Budget Coordination Officer and Chief Management Analyst of AID in Washington. In 1956, he became Regional Executive Officer for the Africa-Europe Bureau, serving until 1959. He served as Deputy Director of the AID Mission to Ceylon from 1959 to 1961, and became Deputy Director of the Mission in Nigeria from 1961 to 1964.

In 1964, Mr. Kontos attended the National War College prior to becoming Director of Personnel for the Agency for International Development in Washington. He was named Director of the Mission to Pakistan with the personal rank of Minister in 1967. During 1970, he was Director of the Joint State/AID Office for Nigerian Affairs, while serving as Director of Program Evaluation for AID from 1969 to 1972. He served as Deputy Commission General of UNRWA at the United Nations from 1972 to 1974.

Mr. Kontos is married and has two children. They reside in the District of Columbia.

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FOR IMMEDIATE RELEASE

December 18, 1974

Office of the White House Press Secretary

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THE WHITE HOUSE

The President today announced the appointment of Kenneth A. Lazarus as Associate Counsel to the President. Mr. Lazarus will be associated with Philip W. Buchen, Phillip E. Areeda and William E. Casselman, II, in the White House legal office.

Prior to his appointment, Mr. Lazarus had served as Minority Counsel to the Senate Committee on the Judiciary and earlier was a trial attorney with the Tax Division of the Department of Justice.

Mr. Lazarus was born on December 10, 1942, and received his B.A. degree from the University of Dayton in 1964. He was awarded a J.D. degree from the Law School of the University of Notre Dame in 1967 and was admitted to the New Jersey bar in the same year. In 1971, he received a Master of Laws degree from the George Washington University Law School.

He is married to the former Marylyn Flemming of Dayton, Ohio and they have three children. They reside in Vienna, Virginia.

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MARCH 25, 1975

Office of the White House Press Secretary

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THE WHITE HOUSE

CHARLES LEPPERT, JR.  
Biographical Data

Charles Leppert will serve as Special Assistant for Legislative Affairs with the House of Representatives. Mr. Leppert has been a consultant in the office of Max L. Friedersdorf since January 1, 1975.

Prior to joining the White House staff, Mr. Leppert served since 1965 as Minority Counsel on the Committee on Interior and Insular Affairs in the United States House of Representatives. From 1961 to 1965, he was engaged in the private practice of law.

Mr. Leppert was born on October 31, 1932 in Johnstown, Pennsylvania. He received his B.A. degree from the University of Pennsylvania in 1954. From 1954 to 1958 he served in the United States Marine Corps. He was awarded his LL.B. degree from the University of Richmond, T.C. Williams School of Law in 1961. He was admitted to the Virginia State Bar in 1961 and is a member of the Virginia Trial Lawyers Association. He is a member of the American Bar Association and the Federal Bar Association.

Mr. Leppert is married to the former Karen Ann Rowe of Richmond, Virginia and they have two children. They reside in Alexandria, Virginia.

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JANUARY 14, 1975

Office of the White House Press Secretary  
-----THE WHITE HOUSE

The President today announced his intention to nominate Edward H. Levi of Chicago, Illinois, to be Attorney General. He will succeed William B. Saxbe, who has been named Ambassador to India.

Since 1968, Dr. Levi has been President of the University of Chicago. Prior to becoming President, he was Provost of the University. From 1950 to 1962, he was Dean of the University of Chicago Law School, after having served successively as Assistant Professor and Professor of Law at the University of Chicago Law School from 1936 to 1950. In 1940, he took a leave of absence from the Law School and became Special Assistant to the Attorney General, serving until 1945.

Dr. Levi was born on June 26, 1911, in Chicago, Illinois. He received his Ph. B. degree in 1932 and his J. D. degree in 1935 from the University of Chicago. He was awarded his J. S. D. degree from Yale University in 1938. Dr. Levi served on the Board of the Social Science Research Council from 1959 to 1962 and was Chairman of the Council on Legal Education and Professional Responsibility. He was a member of the President's Task Force on Priorities in Higher Education from 1969 to 1970.

Dr. Levi is married to the former Kate Sulzberger and they have three children. They reside in Chicago, Illinois.

# # #

Office of the White House Press Secretary

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THE WHITE HOUSE

The President today announced the appointment of Patricia Sullivan Lindh, of Baton Rouge, Louisiana, as Special Assistant to the President for Women. Since June of 1974 she has been Special Assistant to Counsellor Anne L. Armstrong for Women's Programs.

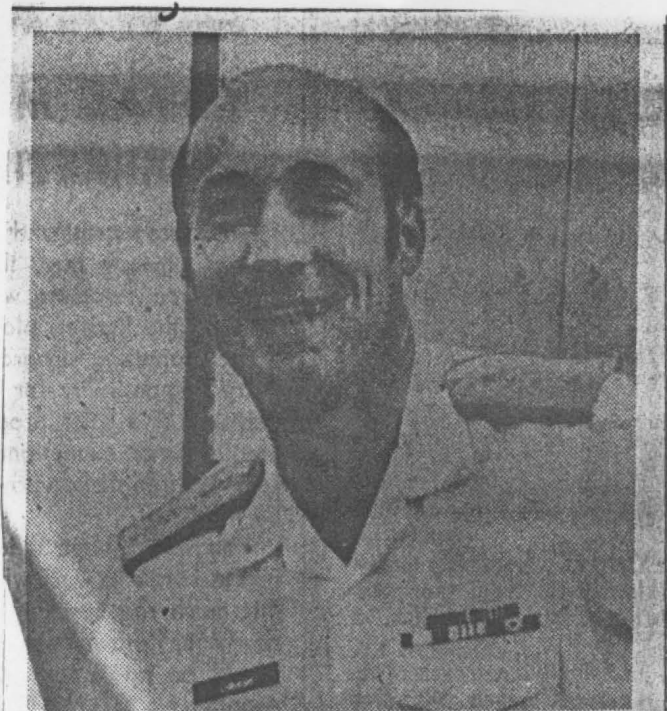
Mrs. Lindh was one of the founders of Women in Politics which is now affiliated with the Louisiana National Women's Political Caucus. She has previously served as First Vice President. She is currently a member of the Board of the organization. She served as Republican National Committeewoman for the State of Louisiana and resigned this position in order to devote full time to her White House duties. She was a delegate and member of the Platform Committee of the Republican National Convention in 1972. She was a member of the Horizons Committee of the Baton Rouge Bicentennial Commission.

While living abroad from 1955 to 1965, she was Editor of the Singapore American Newspaper; founding President of the International Women's Club in Kuwait; member of the Board of the American Association of Singapore; and the Women's Club in Karachi, Pakistan.

Mrs. Lindh was raised in Cleveland, Ohio and Chicago, Illinois. She received her B.A. degree from Trinity College. Mrs. Lindh and her husband, Robert, have three children. They reside in McLean, Virginia.

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Associated Press

*A gift for setting his patients at ease*

## *The President's Doctor*

*William Matthew Lukash*

By **LAWRENCE K. ALTMAN**

Special to The New York Times

WASHINGTON, Aug. 23—  
He is from Michigan, his  
wife is from Grand Rapids,  
and they prefer informality.  
He played football, and  
spends his few free hours ex-

amination and "my clinical  
impressions watching how he  
reacts to everything."

After graduating from  
Michigan State University,  
where he tried out as a quar-

Lynn

FCR IMMEDIATE RELEASE

JANUARY 1, 1975

Office of the White House Press Secretary  
(Vail, Colorado)



THE WHITE HOUSE

The President today announced his intention to nominate James T. Lynn of Cleveland, Ohio, to be Director of the Office of Management and Budget. Secretary Lynn will continue to have Cabinet rank in his new position. He will succeed Roy L. Ash, who has resigned.

Secretary Lynn has served as Secretary of Housing and Urban Development since February 2, 1973. He was Under Secretary of Commerce from April 27, 1971, until he became Secretary of HUD, and from 1969 to 1971 he was General Counsel of the Department of Commerce.

Before joining the Department of Commerce, Secretary Lynn practiced corporation law, specializing in the fields of corporate acquisitions, dispositions and joint ventures both in the U. S. and abroad. He was with the firm of Jones, Day, Cockley and Reavis in Cleveland, Ohio, from 1951 to 1969, and was a partner in the firm from 1960 to 1969.

Secretary Lynn was born in Cleveland, Ohio, on April 27, 1927. In 1948 he received an A. B. degree, summa cum laude, from Adelbert College of Western Reserve University, where he was elected to Phi Beta Kappa. He received the LL. B. degree, magna cum laude, from Harvard Law School in 1951 and was an officer of the Harvard Law Review. During 1945-46 he served with the U. S. Navy. Secretary Lynn is a member of the American, Ohio and Cleveland Bar Associations. While in Cleveland, Secretary Lynn was a member of the Cleveland World Trade Association and the Greater Cleveland Growth Association and was active in mental retardation programs of the Cleveland Welfare Federation.

He is married to the former Joan Miller of Cleveland. They have three children and reside in Bethesda, Maryland.

# # #

*Ki  
James Lynn*

**EXCLUSIVE FROM**



**RELEASED TO THE PRESS, RADIO AND TELEVISION**

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(202) 333-7400

**EDITORS:**

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U.S. NEWS & WORLD REPORT

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# **GETTING GOVERNMENT OFF PEOPLE'S BACKS**

*Interview With James T. Lynn,  
Director, Office of Management and Budget*

# GETTING GOVERNMENT OFF PEOPLE'S BACKS

*Interview With James T. Lynn,  
Director, Office of Management and Budget*

**Is there any real hope of cutting back the federal bureaucracy, ending excessive regulation, trimming the paper work that hobbles business? "Yes" says President Ford's budget chief—"but it won't be easy."**

**Q** Mr. Lynn, President Ford says he wants to get Government off people's backs. Can it be done?

**A** Yes, Government's involvement in people's lives can be reduced. We're starting to move in that direction right now, but it won't be easy.

**Q** Isn't it true that federal programs keep right on expanding and multiplying all the time, despite what Presidents say?

**A** They have in the past, but I don't think it necessarily has to continue that way forever. All we have to do is exercise restraint on the old business that goes: "Here's a new program that we've given you American people. Here's a new program for you and you and you—for business, for consumers, for the cities, for the States, for whoever it may be, ad infinitum."

It's one of the greatest "stings" in history, and I think the American people are beginning to wake up to it. The sting is that we give everybody money for something and then take it out of their back pocket—in the form of inflation. It's just a con game, and it's a con game that's got to end.

**Q** Can anyone really end a federal program, once it has begun?

**A** It's true that people are schizophrenic in this regard. If you sent out a poll asking people if they want to cut back on federal spending, probably 85 per cent would say, "Yes, cut

it back." But if you listed 150 programs out of the 1,009 federal domestic-assistance programs we have today, about 80 per cent of the people you polled would list at least one of them where they think more money should be spent. Therein lies the rub.

The American people have not yet put the totals together and realized what it's doing to them, what it's doing to their jobs, what it's doing to their pocketbooks. There's still the attitude of people who run for office, saying:

"Spend, spend, spend. Re-elect, re-elect, re-elect."

I detect, however, a growing awareness that people are catching on in this regard. Voters are becoming edgy about whether the old politics makes sense.

**Q** Do people in general feel the Government bureaucracy is too large?

**A** There's no doubt that this is true. People see federal employees doing things, and they wonder why they're doing them at all. They'll go into a Government office and see all those people sitting there, and they wonder what their functions are. People are asking themselves: "Are my tax dollars really being spent effectively?"

**Q** Do you have any idea what the cost of federal paper work adds up to?

**A** We don't have any really good figures, but the total figures have to be huge. And we are trying to cut down the amount of paper work. Every time a Government agency comes out with a request for a new form, our office asks people how much time it takes to fill it out and—where applicable—what it costs the Government to process the form.

We also have created the Commission on Paper Work, comprised of Government officials and people representing private industry and consumers. I don't know how much frustration we'll run into, but we mean business. The President has said several times that we're going to reduce the number of federal forms substantially in the near future. You don't make a statement like that unless you expect your people to perform and carry it out.

You may be interested to know there was a net reduction of 175 federal reports last year.

**Q** What is the usual response when a federal agency is found to have fouled up some program?

**A** Many times a program officer will add still another regulation to solve the problem. He says, "That's never going to happen again, because we passed a new regulation to avoid it."

What we have to do is to get some backbone into the Federal Government to resist that kind of cosmetic solution. The real answer may well be to simply say, "That's right—somebody goofed." Rather than adopt new rules or add more people to the federal payroll, we're going to have to put up with some mistakes now and then. Now, that isn't easy to admit in public, but I think there's a lot of room to have that done.

**Q** What can agencies themselves do to eliminate excessive regulations?

**A** I think there is quite a bit we can do without legislation. One thing that we're trying to get the departments to do is take a look at their major pro-



Mr. Lynn, 48, is a graduate of Harvard Law School and an attorney with 17 years' experience in a private law practice in Cleveland. He came to Washington in 1969 and served successively as general counsel of the Commerce Department, as Under Secretary of Commerce and as the Secretary of Housing and Urban Development. President Ford named him federal budget chief in February, 1975. In that post, Mr. Lynn is a member of the Cabinet as well as an Assistant to the President.

## INTERVIEW ON THE REGULATORS

[continued from preceding page]

grams—some that have been on the books for years—as if they had just been enacted by Congress. We want them to see how many barnacles have become encrusted on the bottom over the years by way of new regulations.

**Q** Won't Congress have to change a lot of laws?

**A** If we're really going to cut back on Government's role, it will certainly require some legislative changes, too. A lot of the forms we have in Government are mandated by the design of a program specified in a statute. If we're really to have meaningful reform about how much we're hassling people who do business with the Government, we'll have to change some statutes.

I have to say in that connection, though, that many laws on the books today are broad enough so that agencies could reduce the red tape and long delays if they really wanted to do it. But after many efforts have failed in that direction, it's now felt that the only way it is going to get done with some agencies is by congressional action.

**Q** Is there anything the White House can do to put pressure on federal agencies to cut their red tape?

**A** With independent regulatory agencies, not much in the form of direct action. Have you ever seen what happens if a President or somebody in the executive branch tries to tell a regulatory agency what to do?

If a President doesn't like what the Secretary of X, Y or Z Department is doing, he can fire him and get somebody else. But with an independent regulatory agency, neither the President nor Congress—even together—can get rid of those people. Usually, they are appointed for a fixed term, and they cannot be removed from office except for reasons specified in law. Disagreement with the President or the Congress on matters of regulatory policy is not one of those reasons. This is no accident. The statutes intended that such agencies be *independent*.

Now the President has been urging the agencies to take action on their own, and we have seen some signs that are encouraging. The Civil Aeronautics Board, for example, is trying some innovations. The Federal Trade Commission and the Federal Communications Commission also are taking a hard look at how they operate.

**Q** Then Mr. Ford is getting some support in his attempt to reduce Government's role in everyday life—



Mr. Ford with the chiefs of regulatory bodies. "The President has urged agencies to take action on their own" to reduce red tape.

**A** To some extent, yes. It is a mixed situation.

Frankly, this direction the President is on is not one that is going to give him uniform kudos from everyone involved. Every time you change an existing regulation that alters the competitive balance in an industry, somebody wins and somebody loses. The people who are going to lose will be very vocal and make great efforts to keep changes from being made.

Is it going to be easy to change the ways of fifty, one hundred years? No, it isn't. We have some areas where we have an uphill struggle just keeping even, but we are determined to make real progress.

**Q** Can't your office force agencies to act by holding back part of their funds?

**A** There's really very little we can do on that now. Until recently, the President had some authority to withhold appropriated funds if he felt that the agency was not performing the way it should. But under the Congressional Budget and Impoundment Control Act of 1974, Presidents no longer have that authority. Now if we want to withhold appropriated funds, even for a limited period of time, the Congress has to approve the action—explicitly or implicitly.

What the new law did was to establish new bodies in Congress—the budget committees, plus the congressional budget office—in spending areas formerly controlled almost exclusively by the executive branch and the appropriations committees. That's why it is absolutely vital that the new budget process in Congress be made to work. If it doesn't work, we've gotten rid of the old handle on runaway spending without putting an effective control in its place.

In another area, the movement is more and more away from having most of the budget-review function within the executive branch. I hope it won't happen, but I think that Congress may rue the day that they moved in this direction. Maybe some of it was provoked by Watergate and a response to the problems in the executive branch at that time.

**Q** What is your own Office of Management and Budget doing to cut down the size of the bureaucracy?

**A** Last fiscal year the President announced he would trim planned employment in fiscal year 1975 [starting July 1, 1974] by 40,000 persons. When the year was over, we actually had reduced the planned work force by about 53,000. We did it by telling the agencies: "Look, don't come to us for more people. Even though Congress has given you more responsibility, we believe that your particular department is too heavy in this area or that on manpower."

Sometimes that isn't true. Sometimes a department does need more people. But often it's amazing that, if we get a little bit firm with regard to this, they can find ways to get along with fewer people. The President wants us to recommend to him another cut this year.

Besides that, we're doing a lot on productivity measurement: what kind of work hours it takes to perform certain tasks, and whether the agencies can justify the manpower they already have. We're getting pretty hard-nosed about this. I think it's essential, because it's one way for a budget examiner to gauge whether the taxpayers are just being ripped off because some program head wants to keep the people he has and use any new program as an excuse to add personnel.

**Q** Do you look into cases of overregulation? There's the report about the Iowa mayor who got three calls from federal officials telling him that his city had to have flood insurance, when they didn't even have a creek there—

**A** We certainly do investigate these things. When something like that comes to our attention, we write a note to the people involved and expect a reply. Most of the time you can tell whether the answer coming back is a gobbledygook response or a genuine one.

Sometimes it takes two or three cracks, but we have follow-ups on those.

**Q** Do Government regulations cost consumers instead of saving them money, as originally intended?

**A** My own judgment is that in many, many cases it raises the cost to the consumer. One example is fair-trade laws, which the President has proposed to repeal. It is nothing but a price-maintenance program.

But there are even more vicious regulations that contain hidden costs to us. Rules on railroads and the trucking industry are costing people one heck of a lot of money by increasing the price of products we buy.

**Q** Are there instances where a regulation meant to protect consumers really acts to restrain free competition?

**A** There's no way of making an all-encompassing statement on that. It is true that there are numerous regulations which do more to protect the industry than the consumer. But you can argue that unless you keep the people who are already in that industry healthy, there won't be any business at all for the consumer to utilize.

But I do think that the balance has gotten out of whack in many, many cases. Some areas are especially hard to judge. Take product safety, for instance: If you can prevent injury to a single child by adding 25 per cent to the cost of pajamas, can you justify not taking that step? Or the new regulations on job safety: If you try to implement them too fast, you can end up with a plant shutdown that puts lots of people out of work.

The rhetoric on both sides can become very high. And there's no way of solving it by any sweep of the pen. That's why I want to see the departments and agencies go toward more and more open hearings before they make policy decisions.

### TRUST-BUSTING TO FOSTER COMPETITION—

**Q** Does the White House intend to use the antitrust laws in lieu of adding new regulations on business?

**A** Yes, there will be some of that. I think the President believes that the Sherman Act is the most important consumer-protection law on the books.

The other side of it is that if you have a monopoly, you have to have price control. The best example is a public utility. It is given monopoly protection against competition in exchange for giving up the freedom to charge what rates it thinks the service is worth. Sometimes utilities get the

## Latest Tally of Federal Regulators

A summary of rough estimates by the Office of Management and Budget shows this breakdown of employes in regulatory agencies and workers with regulatory jobs in other agencies—

<b>Agriculture Department</b> (animal and plant-health inspection; Forest Service; stabilization, conservation and marketing services; commodity-credit functions)	<b>25,187</b>
<b>Environmental Protection Agency</b>	<b>11,208</b>
<b>Department of Health, Education and Welfare</b> (food and drug rules, medicare regulation)	<b>9,000</b>
<b>Treasury Department</b> (tax regulation, Comptroller of the Currency, Bureau of Alcohol, Tobacco and Firearms)	<b>7,705</b>
<b>Labor Department</b> (employment standards, occupational safety)	<b>4,790</b>
<b>Commerce Department</b> (Maritime Administration, Patent Office)	<b>4,724</b>
<b>Interior Department</b> (mine safety, land management)	<b>3,713</b>
<b>Federal Energy Administration</b>	<b>3,257</b>
<b>Federal Deposit Insurance Corporation</b>	<b>2,966</b>
<b>National Labor Relations Board</b>	<b>2,404</b>
<b>Department of Transportation</b> (traffic safety, marine safety)	<b>2,285</b>
<b>Equal Employment Opportunity Commission</b>	<b>2,220</b>
<b>Nuclear Regulatory Commission</b>	<b>2,141</b>
<b>Interstate Commerce Commission</b>	<b>2,076</b>
<b>Federal Communications Commission</b>	<b>2,060</b>
<b>Securities and Exchange Commission</b>	<b>1,959</b>
<b>Federal Trade Commission</b>	<b>1,622</b>
<b>Army Corps of Engineers</b> (inland-waterways regulation)	<b>1,500</b>
<b>Federal Reserve Board</b>	<b>1,488</b>
<b>Federal Home Loan Bank Board</b>	<b>1,435</b>
<b>Federal Power Commission</b>	<b>1,316</b>
<b>Consumer Product Safety Commission</b>	<b>1,098</b>
<b>Department of Housing and Urban Development</b> (housing regulations, federal insurance rules)	<b>826</b>
<b>Justice Department</b> (Antitrust Division)	<b>768</b>
<b>Civil Aeronautics Board</b>	<b>718</b>
<b>Other agencies</b>	<b>2,514</b>
<b>TOTAL</b>	<b>100,980</b>



"We are trying to cut down paper work. Every time an agency requests a new form, our office asks what it costs to process."



Government employees. "We're trying to identify the really able people who want to get ahead, and give them special training."

## INTERVIEW ON THE REGULATORS

[continued from preceding page]

worst of both worlds, and sometimes consumers think utilities get the best of both worlds. You can choose whatever argument you want.

The important thing is that if we are going to get rid of the red tape that tells a businessman when to get up in the morning, then we ought to tell him, "Go out and compete."

**Q Do people expect too much from the Government?**

**A** What I'm saying is that it is rare that a correction of a problem by the Federal Government does not overcorrect. Take the environment issue as an example:

For years, pollution was neglected as a problem. The philosophy was to churn out the goods and services, and if you fouled the streams and the air—well, that's the price of jobs, and so be it.

Finally, the problem became so acute that people became worried and organized themselves. They became very strong politically. Now, in some instances at least, the pendulum has swung too far the other way. It has gone beyond simply cleaning up the air and water to protect people's health. Nobody argues against doing that. But the issue now in some cases is how fast we can clean up things beyond the basic health requirement.

It seems to me that you should pay some attention to trade-offs. How many jobs is it going to cost? Will spreading out the time a little mean development of a technology to do the job better or cheaper so that consumer-product prices don't go up so rapidly?

**Q Do you think that we're in too much of a hurry to create a perfect society?**

**A** Sometimes that is the case. It's a little like football. You've got the long touchdown pass—the "bomb," as they call it. But most problems can't be handled that way. What we need, if the President will forgive me, is the kind of football that Woody Hayes coaches at Ohio State—3 yards and a cloud of dust.

We're not going to solve all these problems in one year—even five years. But the American people deserve to see a real start and some real steps toward progress.

**Q Will people accept this slower approach?**

**A** It might not be popular politically, because nobody wants to talk about those trade-offs.

I could make every street in America safe against jaywalk-

ing, for instance. I could simply put up a 9-foot concrete wall along the road on each side—concave, with oil dripping down the sides and underpasses at every corner. Now, that's absurd, but it makes my point that there are always trade-offs on these matters.

**Q Mr. Lynn, are you doing anything to improve the caliber of federal employes and their efficiency?**

**A** Well, first, let me say there are many fine, dedicated people in Government, but as for upgrading this potential, there are a number of things we can do, and I think we are doing some of them, but more will be done.

One thing we are trying to do is get a better handle on our own executive-training programs. We've had programs on the books over the years that are called executive-training or refresher courses and so on. But in many cases those programs have either been abused or we haven't had the right selection of people going into them.

We're trying to identify, agency by agency, who the "comers" are—the really able people who have imagination and drive and energy, who want to get ahead. We intend to single those people out and give them special training, give them an upwardly mobile track into the executive slots of Government. We've made a start in that regard, but we've got a long way to go.

**Q How do you measure efficiency in Government when there is no such thing as a profit or loss in an operation?**

**A** We have to do it by evaluation—by getting every program manager to constantly look for ways to do things better.

It's much more fun to announce a new program or increase the size of a program than it is to go down and do the dirty, day-to-day work that has to be done. That isn't very "pizzazzy," but nonetheless it's the only way we're going to get a handle on this whole thing.

**Q Isn't one of the reasons for complaints today the fact that people don't see any response from bureaucrats with whom they have to deal?**

**A** I think in some cases it even goes deeper. When the President met with members of Congress recently on regulatory reform, there were many instances cited around the table of downright impoliteness or worse on the part of some people in the Federal Government. The President made his position very clear. He will do everything in his power to prevent that kind of thing from happening.

There are two ways of being a policeman if you have to be a policeman under the law. One is to do your job but do it with grace and understanding that you were hired by those people out there that you're regulating. The other way is just to think that you own the world and be nasty about what you're doing.

The President followed up that meeting with a very strong discussion with the Cabinet. He asked the Cabinet to go back to their departments and make it top priority to treat the public with respect and consideration.

## GOAL: "BETTER, CHEAPER SERVICE"—

**Q You do see some hope, then, that Government regulations can be cut back—**

**A** Yes. As I said, it won't be easy. But we're already seeing within the regulatory agencies the beginning of a response to a kind of coalition formed between the executive branch and Congress. If a regulatory agency sees that Congress and the President mean business, it won't take them long to look harder at ways to reduce the red tape, enhance competition, improve the consumer's lot, and improve business' lot.

We hope the result will be more-efficient service, better service and cheaper service than Americans have received from their Government in the past.