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Title 3--Chapter II

E. O. 11456

of the executive branch of the Federal Government or the head thereof, or any function vested by law in or assigned pursuant to law to any such agency or head, to the authority of any other such agency or head or as abrogating, modifying, or restricting any such function in any manner.

(b) This order supersedes Executive Order No. 11426 of August 31, 1968.

Richard Nixon

THE WHITE HOUSE,
February 14, 1969.

Executive Order 11456

PROVIDING FOR A SPECIAL ASSISTANT TO THE PRESIDENT FOR
LIAISON WITH FORMER PRESIDENTS

By virtue of the authority vested in me as President of the United States, it is hereby ordered as follows:

SECTION 1. There shall be in the White House Office a Special Assistant to the President for Liaison with Former Presidents (referred to hereinafter as the Special Assistant).

SEC. 2. (a) On behalf of the President, the Special Assistant shall maintain channels of communication between the President and each former living President of the United States, to the end that (1) each such former President shall be kept abreast of such developments as the President may desire; and (2) the President may avail himself of the counsel and advice of any or all of such former Presidents with respect to major matters, particularly of a national security nature, currently confronting the President.

(b) The Special Assistant shall also—

(1) Keep each former President currently informed of the major aspects of such principal international and domestic problems as the President directs;

(2) Arrange to secure from such former Presidents, or any of them, and convey to the President, their views on such issues as the President may designate; and

(3) Arrange to secure and convey to the President such views as any of the former Presidents may wish to communicate to the President on any issue of current interest or concern.

SEC. 3. (a) The Secretary of State, the Secretary of Defense, the Director of the Central Intelligence Agency, and the Executive Secretary of the National Security Council shall each designate a member of his staff as a point of contact for the Special Assistant. The Special Assistant may call upon such designated staff members to supply information and render such other appropriate assistance as he may require in carrying out his duties under section 2 of this Order.



(b) Upon request of the Special Assistant, the head of any department or agency of the Federal Government shall designate a member of his staff as a point of contact to supply information and assistance for the Special Assistant in the performance of his duties in the same manner as provided in subsection (a) for staff members designated pursuant to that subsection.

SEC. 4. The Special Assistant shall be appointed by the President and shall serve at the pleasure of the President. He shall receive compensation at such rate as the President, consonant with law, may prescribe.

SEC. 5. (a) The Special Assistant shall have such staff and other assistance as may be necessary to carry out his duties under this Order.

(b) The Special Assistant shall be provided with such office space as may be necessary to carry out his duties under this Order, and shall also be provided with such office space, and maintenance thereof, as may be necessary for the use of former Presidents at the seat of Government when they are engaged in any effort of interest or concern to the President.

SEC. 6. (a) The compensation and expenses of the Special Assistant and members of his staff shall be paid from the appropriation under the heading "Special Projects" in the Executive Office Appropriation Act, 1969, or any corresponding appropriation which may be made for subsequent fiscal years, or from such other appropriated funds as may be available under law.

(b) The General Services Administration shall provide, on a reimbursable basis, such administrative services and facilities for the Special Assistant as the White House Office may request.

Richard Nixon

THE WHITE HOUSE,
February 14, 1969.

Executive Order 11457

INSPECTION OF INCOME, EXCESS-PROFITS, ESTATE, AND GIFT TAX RETURNS BY THE COMMITTEE ON GOVERNMENT OPERATIONS, HOUSE OF REPRESENTATIVES

By virtue of the authority vested in me by section 55(a) of the Internal Revenue Code of 1939, as amended (53 Stat. 29, 54 Stat. 1003; 26 U.S.C. (1952 Ed.) 55(a)), and by section 6103(a) of the Internal Revenue Code of 1954, as amended (68A Stat. 753; 26 U.S.C. 6103(a)), it is hereby ordered that any income, excess-profits, estate, or gift tax return for the years 1947 to 1970, inclusive, shall, during the Ninety-first Congress, be open to inspection by the Committee on Government Operations, House of Representatives, or any duly authorized subcommittee thereof, in connection with its studies of the operation of Government activities at all levels with a view to deter-

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THE WHITE HOUSE



Appointments
Delivered to Ted Beal
on a confidential basis
9/14/74

Engel only

From:

Frank Pagnotta

*Contents re
V-P staff
delivered to
Ted Beal on a
confidential basis
9/14/74*

Ww
file

William W. Scranton
Scranton, Pennsylvania 18503

FYI
To:

Philip Buchen
From
Ted Beal

September 16, 1974

The Honorable Donald Rumsfeld
United States Permanent Representative
North Atlantic Council
APO New York 09667

Dear Don:

Your note and the material from your friend, Allan Gilbert, arrived last Friday and I hasten to acknowledge same.

As of last Monday night I returned home after getting Ted Beal and Tony Mayer to take over the personnel operations in the White House - and then we had a meeting with the President on Thursday afternoon about all this and so at long last I think it is in pretty good shape; therefore, I shall send this material down to them and I know they will handle it well.

When you have a moment give me a ring on the telephone as I have some information for you which may be of personal assistance.

Best always.

Most sincerely,

Ww
William W. Scranton

Rootin for you!



UNITED STATES PERMANENT REPRESENTATIVE
ON THE
NORTH ATLANTIC COUNCIL

Brussels, Belgium

APO New York 09667
September 9, 1974

The Honorable
William W. Scranton
Box 116
Dalton, Pennsylvania 18414

Dear Bill:

Here is a copy of a letter and some
material from a friend of mine,
Allan Gilbert, which you might want
to look over.

Regards,

Donald Rumsfeld
Ambassador



LESTER B. KNIGHT & ASSOCIATES, INC.

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MEMBER OF ASSOCIATION OF CONSULTING MANAGEMENT ENGINEERS, INC.

CONSULTING ENGINEERS

549 WEST RANDOLPH STREET, CHICAGO, ILLINOIS 60606, TELEPHONE (312) 346 2100 CABLE ADDRESS KNIGHTENG CHICAGO, TELEX NO 2-54622

ALLAN A. GILBERT
VICE PRESIDENT

August 12, 1974

Mr. Donald Rumsfeld
Ambassador to NATO
The White House
Washington, D. C.

Dear Don:

Gwen and I read with interest the recent announcement that you had been recalled to Washington to serve as coordinator for President Ford's transition team. Congratulations on the new appointment. I am sure you are up to such a challenging and important assignment.

In following the recent events in Washington, I could not help but feel how inadequate the former administration was in the areas of organization and personnel selection. As you know, over the years we have had a great deal of experience both with industry and government.

I am enclosing a copy of our firm brochure to bring you up to date on my activities. If I can be of any assistance during this transitional phase, please feel free to call.

Yours very truly,



Allan A. Gilbert

bjw

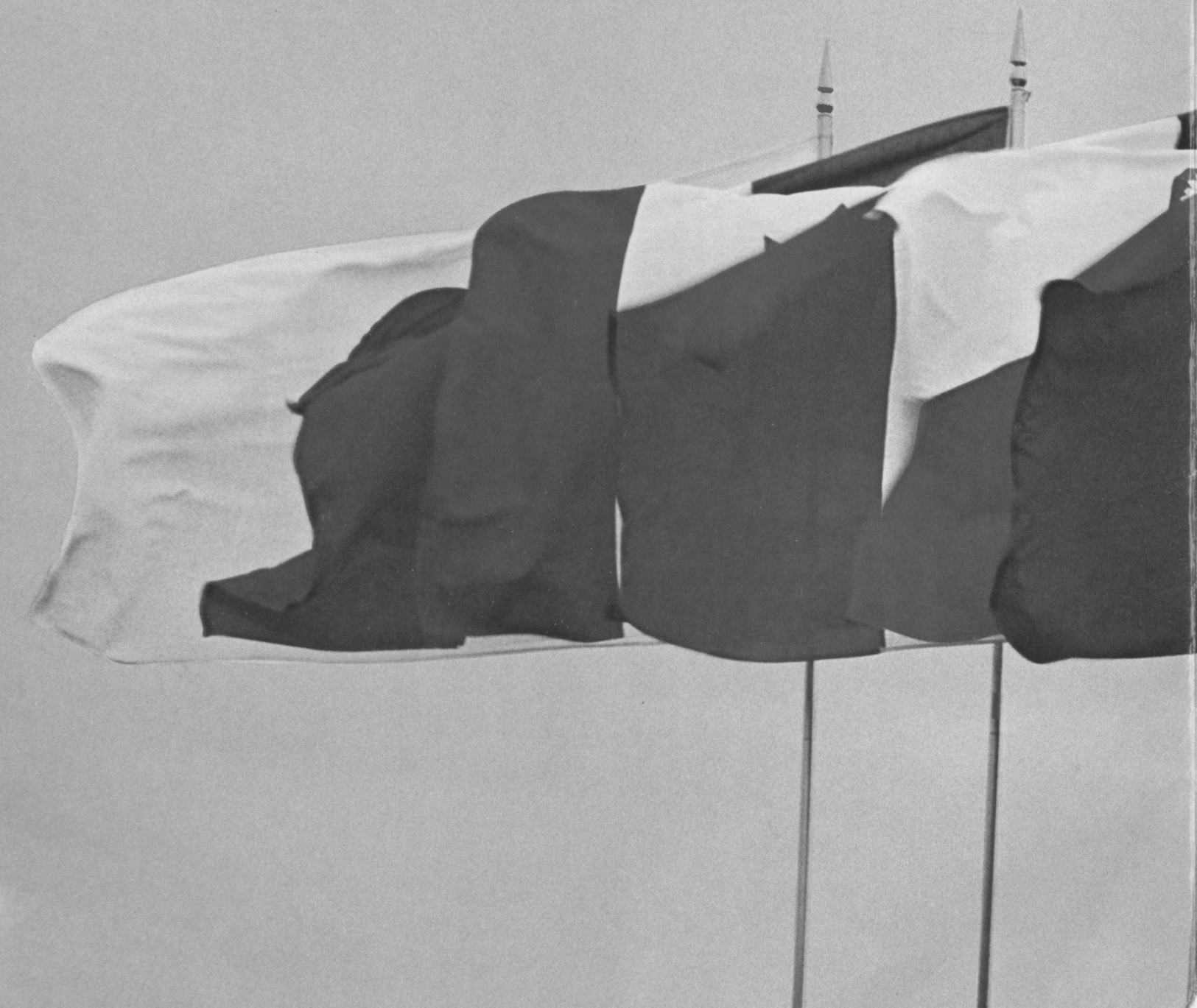
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WE ARE A
DIFFERENT KIND OF
CONSULTING FIRM
BECAUSE WE
ARE THREE
FIRMS IN ONE.

We're experienced management consultants.

We're also consulting engineers,
specialists in the processes
of production and distribution.

And we're architects.
We design buildings, engineer them
and manage their construction.

Our clients—and they include many of the
largest companies here and abroad—
like this troika arrangement. So do we.
It makes our work more knowledgeable and
more productive. Our management
consultants supply new insights to our
consulting engineers and
our architects, and they to them.

It also means we have great practical range.
You can buy overlapping blocks of
expert service in several fields
or specialties from us. But you can also
use us to completely handle a total project
that may begin with management exploration
and decision, and end with an actual
production or distribution process in a
new building, with a new organization to run it.

The next few pages will show you some
of the things we've been doing.

LESTER B. KNIGHT
& ASSOCIATES, INC.



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& ASSOCIATES, INC.**



IS GENEROSITY REWARDED?

It wasn't in the case of a heavy equipment manufacturer who hired us to find out why profits had decreased 35 per cent in five years.

We made an operations audit and found that company salesmen were giving custom options for which customers were not charged.

The company's subcontractors were also enjoying a small windfall. Subcontract work had increased from \$6,600 to \$284,000, although the cost of a subcontract work hour had doubled and although much of our client's machinery was often idle.

At the same time, there had been a \$660,000 increase in wages and salaries, never offset by price increases or production efficiencies.

We showed our client how the situation could be turned around and predicted that if it was, they could bring back their profits to within a million dollars of the old level — assuming the same sales.

They not only followed our recommendations, but they also increased their sales around 10 per cent. As a result, in one year, they were back to their original, desirable dollar profit figure.



TOTAL PLANT: A TO Z

Near the Illinois River outside Mapleton, Illinois, there's a big, modern foundry. It uses 150,000 kva of electricity to turn out 125,000 tons of castings a year.

It has its own sewerage and water systems. Its water treatment plant takes Illinois River water for work and for human use and returns the water to the river cleaner than it was originally.

The foundry's air filtration system cleans 640,000 cubic feet of air a minute.

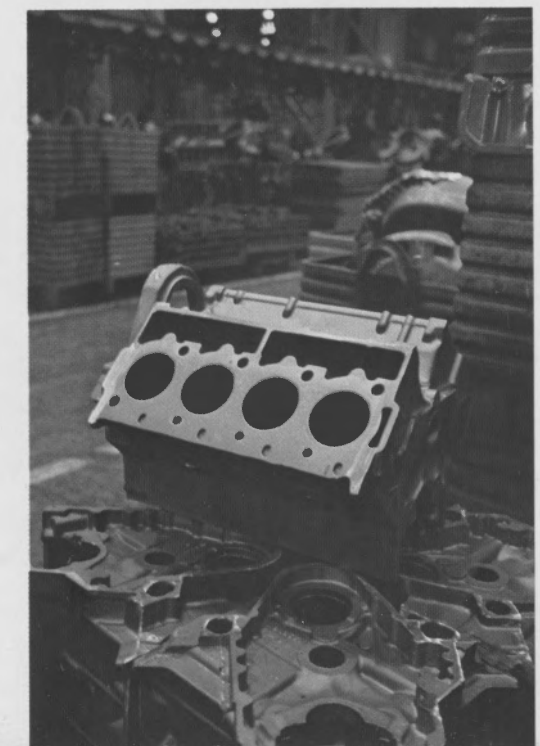
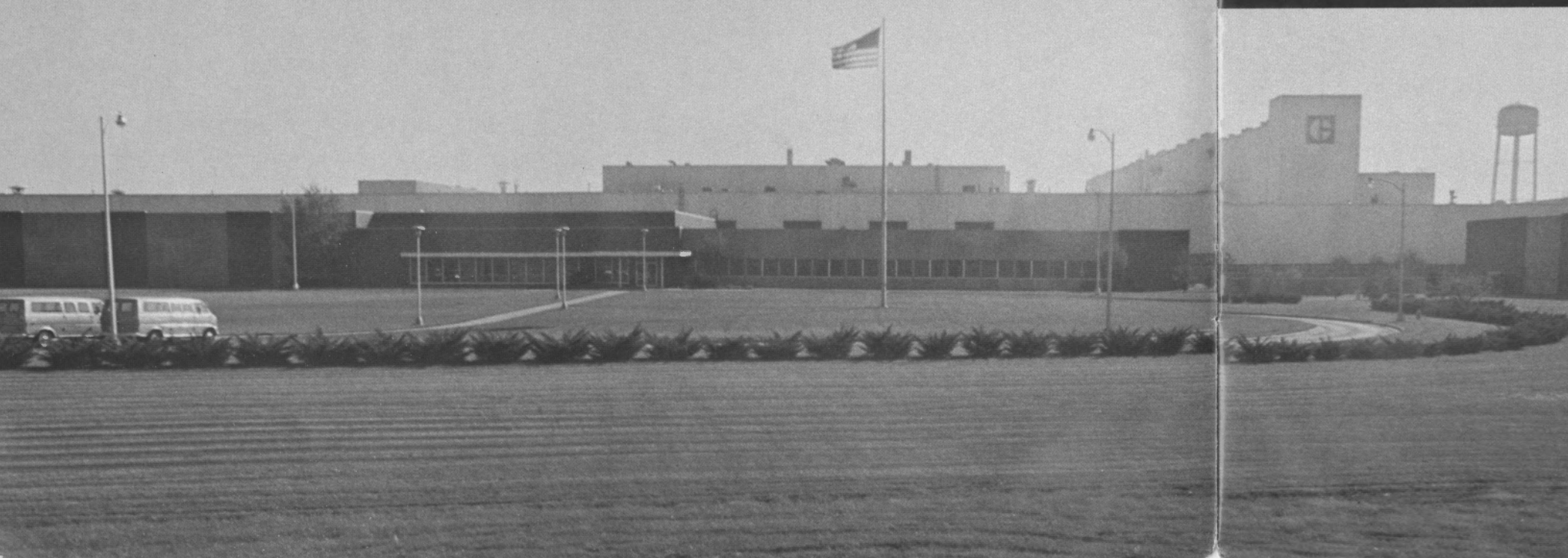
We began our work on this project by looking for the best way to ensure a continuous supply of castings for our client. Our studies analyzed such options as: Should an old foundry be modernized or supplemented? Should an existing foundry be bought? What part of the casting mix should come from suppliers?

When the studies showed that part of the answer was to build a sizable modern foundry, we designed one — both the process and the structure.

From the outset, we controlled progress of the entire project, using the critical path method. We also oversaw all of the construction and equipment installation.

We set up the plant maintenance program and, when the foundry was ready for operation, we helped train key employees.

It's a good example both of a very advanced plant and of the kind of total project we've handled for many of our clients.





FORESIGHT

In 1954, we handled our first assignment for an industrial company which then had sales of 50 million dollars.

The company was headed by an exceptional chief executive. Under his guidance, it began to grow, strongly and steadily.

As it did, we were asked to work along with its management — both to help solve problems that came with growth and to keep its organization abreast of the needs of a larger and larger corporation.

As the years went by, we helped shape much of the internal structure of the corporation. We analyzed and helped plan its decision-making process, including formation of the office of the chief executive. We assisted in strategic planning to realize long-term goals. We wrote the first plan and the present plan for the management of its operating divisions. (It now has 25 divisions, organized by groups.) We helped put together the organization plan for its international operation.

At the same time, our people worked with many of the company's divisions on management consulting and consulting engineering assignments.

This company's sales are now around a billion dollars a year. We continue to work with it as we have in the past.



THE NINE-MILE SORTING MACHINE AT JERSEY CITY

Several years ago, the U.S. Postal Service asked us to design a special center for sorting and routing bulk mail — the first one of its kind.

We began with 143 acres of New Jersey meadow, and we wound up with what is probably the most efficient mail-handling plant ever built.

To do it, we had to solve two major problems. The first was that the natural flow of mail is in peaks and valleys. It peaks every time the loaded trucks arrive and idles in between, which is a very poor way to feed costly sorting machines.

We took care of that by setting up an hour-to-hour, hold-release inventory in the delivery trailers. It provides the machines a constant input.

The second difficulty was that the Postal Service had not been able to use sorting machines effectively beyond the initial sorting operation. The machines would sort into groups of 20 to 60 ZIP numbers. After that, it was all by hand.

What we did was analyze the intricate pattern of the secondary, manual operation. Then we planned a machine-use pattern that dovetailed into it, so machines could replace manual sorters at lower cost.

The result is the country's most highly automated postal center. It uses 13 computer-controlled sorting machines and nine miles of belt conveyor, and it can sort over 500,000 parcels a day to 1,400 ZIP code destinations. Once a parcel enters the process, it is out and on its way in between 30 minutes and two hours.



The new mail center at Jersey City, New Jersey, has 1,400,000 square feet of building with 240 truck docks. We designed all of this, in addition to the process itself. We planned all operating activities, from administration on down. We also planned and assisted with start-up.



THE BUILDING WHERE THE LIGHTS HEAT THE WATER

The architect's rendering you see here represents one of our most fascinating architectural assignments.

It's a distinctly individual building that nevertheless will utilize a special set of components which have been pre-planned for a series of buildings.

These components — called the systems package — include the basic interior structure; the floors, ceilings and partitions; the electrical distribution and lighting; and the heating, air conditioning and ventilating network in typical office spaces.

The systems package is costed on the basis of a 40-year life cycle and uniquely planned for energy conservation. For instance, the water used to heat part of the building will flow over the lighting system to pick up heat from this source.

In three different cities, three very different buildings are going up, each using the same systems package arranged in different ways.

Our own ten-story design will house the Great Lakes Region Program Center of the Social Security Administration.





THE BANK WITH THE PROBLEM ACCOUNT

Bankers often tend to be conservative.

So while their big corporate customers have become much sharper money-handlers over the past decade, many banks have tended to hang on to traditional operating methods.

This can be costly. We recently helped a bank with a problem account — their own P & L. Between 1969 and 1971, operating income had climbed 20 per cent. And pre-tax operating earnings had fallen 12 per cent.

We went in, made a thorough study and proceeded to apply the same techniques of profit-planning we use in industrial corporations. Each department, division and branch was budgeted and made responsible for its own cost control and profit contribution.

At the end of the first year of the program, income was up and so were pre-tax earnings — for the first time in four years. In its year-end report, the bank said: "Much of the reduction in controllable operating expenses can be traced to the use of a new profit-planning system throughout 1972."

HOW YOU CAN USE LESTER B. KNIGHT & ASSOCIATES, INC.

If you were to sit down and talk with us, you'd find our capabilities match a surprising number of your company's possible needs. This stems naturally from our being, in effect, three firms in one: management consultants; consultants in production and distribution processes; and specialists in architecture, engineering and construction management.

It also stems from making each of our three divisions as complete as possible — staffing each with a range of minds experienced and expert in every facet of the work.

These highly diverse minds are our tools. Knowing which to use when, and how to coordinate them, is one of our skills. Keeping them sharp is another. We demand that any specialist be able to think in terms of — and employ — the most sophisticated techniques currently available.

That's how you get the most good from our arrangement — and so do we.

Here are some of the various ways you can put us to work for you:

STAFF ASSIGNMENTS

There are many ways you can use our specialists to supplement your own staff.

You may find you don't have enough of the right people to handle a temporary situation. Our specialists can handle it for you. We will also contract to supply interim management. One of our men, for instance, has recently been serving as president of a large manufacturing division.

Or we can help when you need a specialist it wouldn't pay you to keep on your own staff regularly. For example, an expert in site location studies, compensation studies, market research, or any of a great number of special fields.

TOTAL PROJECTS

Another way to use us is for broader, more complex projects that require a project team of diverse skills. On a single project, such skills may range from market research to architecture.

Typical projects are:

OPERATIONS AUDIT. A team of specialists analyzes the client's total operation to identify opportunities for improvement, with and without major expenditures. The team develops detailed plans for implementing its findings.

STRATEGIC PLANNING. We develop the strategies needed for our client's marketing organization, financial capabilities and physical facilities to achieve growth objectives.

FACILITIES DEVELOPMENT. We plan the facilities strategy to meet production and distribution needs. We then locate the site and design the equipment and building. We manage construction and assist with start-up.

MANAGEMENT INFORMATION SYSTEMS. We analyze management decision-making, identify the decision logic and data required, define the computer systems needed and prepare detailed programming specifications. We then supervise programming and assist with bringing the system on stream.

Our corporate plane gives us speed and flexibility to better serve our clients. It's shown here at Weir Cook Municipal Airport, Indianapolis — one of many airports planned by our subsidiary, Arnold Thompson Associates, well-known airport consultants.

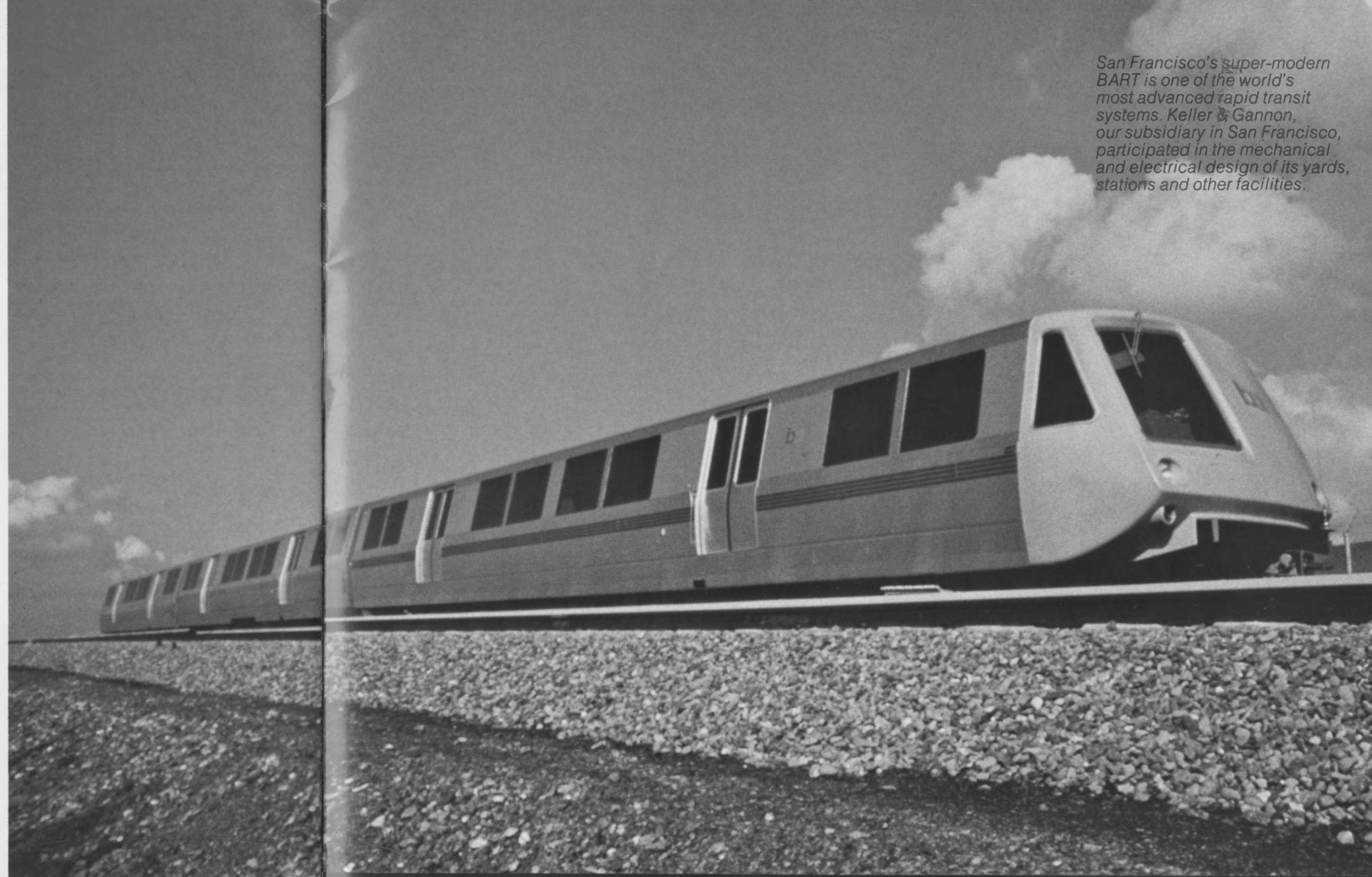


WHO USES LESTER B. KNIGHT & ASSOCIATES, INC.?

Since we were founded in 1945, we've handled over 15,000 assignments. We work for national and international business, banks, government, associations and institutions. Our clients include about 25 per cent of America's largest industrial companies and about 30 per cent of the 200 largest non-domestic industrial companies.

Our clients also include companies with as few as 50 people.

In the five years ended December 1973, our billings doubled — going from ten million to twenty million dollars. And the greater portion of our increased assignments came, as it always has, from clients we had served before. We think one of the main reasons for this is the breadth of our services. It produces a wider range of helpfulness, quicker and better understanding of our client's business, and in turn, smoother working relationships and more valuable results.



San Francisco's super-modern BART is one of the world's most advanced rapid transit systems. Keller & Gannon, our subsidiary in San Francisco, participated in the mechanical and electrical design of its yards, stations and other facilities.

Among our clients are:

General Motors Corporation
Caterpillar Tractor Company
AMF Incorporated
The Singer Company
Universal Oil Products Company
Emerson Electric Company
Fingerhut Corporation
Commonwealth Edison Company
Gulf States Paper Corporation
Canadian Bronze Company, Ltd.,
Subsidiary CAE Industries, Ltd.
Standard Oil Company (Indiana)
Midland Ross Corporation

General Housewares Corporation
Lilliston Corporation
First National Bank of Chicago
Subsidiary,
First Chicago Corporation
Bunker Ramo Corporation
Pitney-Bowes, Inc.
International Harvester Company
Ford Motor Company
Prestolite Company
Division, Eltra Corporation
Swedish Covenant Hospital

Metropolitan Sanitary District
of Greater Chicago
Rockwell International Corporation
International Playtex Corporation
Subsidiary,
Rapid-American Corporation
Crane Company
St. Louis Metropolitan Area
Airport Authority
United States Postal Service
United States Government
General Services Administration
United States Government
Commission on
American Shipbuilding
Rolls-Royce, Ltd.
Mitsubishi Heavy Industries Ltd.
Georg Fischer AG
Acindar, Industria Argentina de
Aceros, S.A.

Saab-Scania AB
AB Volvo
ASEA (Allmanna Svenska
Elektriska AB)
AB Bofors
Uddeholms AB
Kockums Mekaniska Verkstads AB
AB Svenska Kullagerfabriken
AB Asea-Atom
Subsidiary & Associate, ASEA
(Allmanna Svenska Elektriska AB)

Elektriska Svetsnings AB
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(Allmanna Svenska Elektriska AB)
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Motor Corporation, Ltd.
Sekretariat der Ständigen
Konferenz der Kultusminister
der Länder, Bonn
Behörde Für Inneres Freie
und Hansestadt Hamburg
Der Senator Für Inneres, Berlin
Bundesministerium Für
Wirtschaft, Bonn
Blohm & Voss AG, Hamburg



WE ARE INTERNATIONAL IN SCOPE

We're a worldwide organization of over 700 people. We are headquartered in the United States, with offices and affiliates in four large cities, including our main office in Chicago.

Today, however, approximately 40 per cent of our business is done out of the country. We handle most of this international work through 20 offices located in Great Britain, Germany, Sweden, Austria and Switzerland.

DOMESTIC

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KELLER & GANNON
560 MISSION STREET
SAN FRANCISCO, CALIFORNIA 94105
TELEPHONE: (415) 781-7015

(continued overleaf)



One of our overseas assignments has been the reorganization of the 12,000-man police force of Hamburg, Germany to produce more effective and less costly law enforcement. The project was handled by our European subsidiary, Knight Wegenstein AG.

BOYNTON ENGINEERS, INC.
549 WEST RANDOLPH STREET
CHICAGO, ILLINOIS 60606
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REINBOLD INDUSTRIEBERATUNG GmbH
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LIEBIGSTRASSE 48
D-6000 FRANKFURT/MAIN 1
TELEPHONE: 0611-726617 TELEX: 414617

GESCHÄFTSBEREICH PERSONALBERATUNG
HÄNDELSTRASSE 12
D-6302 LICH
TELEPHONE: 06404-2083

FREIBURGER UNTERNEHMENSBERATUNG GmbH
HANSASTRASSE 4
D-78 FREIBURG/BRSG.
TELEPHONE: 0761-31429

AZ-ANZEIGENDIENST GmbH
HÄNDELSTRASSE 12
D-6302 LICH
TELEPHONE: 06404-2083

GREAT BRITAIN

KNIGHT WEGENSTEIN LIMITED
46 ST. JAMES'S PLACE
LONDON, SW 1A 1NS
TELEPHONE: 01-629-4715
TELEGRAPH: KNIWEGEN LONDONSW1

75 MOSLEY STREET
MANCHESTER M2 3HR
TELEPHONE: 061-228-1393 TELEX: 668541
TELEGRAPH: KNIWEGEN

ASHLEY ASSOCIATES LIMITED
46 ST. JAMES'S PLACE
LONDON, SW 1A 1NS
TELEPHONE: 01-629-4714

75 MOSLEY STREET
MANCHESTER M2 3HR
TELEPHONE: 061-228-1393 TELEX: 668541

MOUNCEY & PARTNERS LIMITED
YORK HOUSE
EMPIRE WAY
WEMBLEY, MIDDLESEX HA9 OPA
TELEPHONE: 01-903-4901

AUSTRIA

KNIGHT WEGENSTEIN GmbH
SPRINGSEIDELGASSE 16
1190 WIEN
TELEPHONE: 37-22-55

SWEDEN

AB KNIGHT KONSULTERANDE INGENJÖRER
KOLVGATAN 7
S-653 41 KARLSTAD
TELEPHONE: 054-15 67 50
TELEGRAPH: KNIGHTENG KARLSTAD

STORA GÅTAN 36
S-722 12 VÄSTERAS
TELEPHONE: 021-18 01 90

HARPSUNDSVÄGEN 153
S-124 40 BANDHAGEN
TELEPHONE: 08-47 26 55

DAVIDSHALLSGATAN 16-18
S-211 45 MALMÖ
TELEPHONE: 040-97 30 60

KUNGSGATAN 18
S-411 19 GÖTEBORG
TELEPHONE: 031-13 36 67

THIGERS ELEKTRISKA KONSTRUKTIONSBYRÅ AB
STORGATAN 26
852 30 SUNDSVALL
TELEPHONE: 060-12 80 80

LASARETTSGATAN 12
891 01 ÖRNSKÖLDSVIK
TELEPHONE: 0660-104 55

SMEDJEGATAN 26
951 00 LULEÅ
TELEPHONE: 0920-290 20

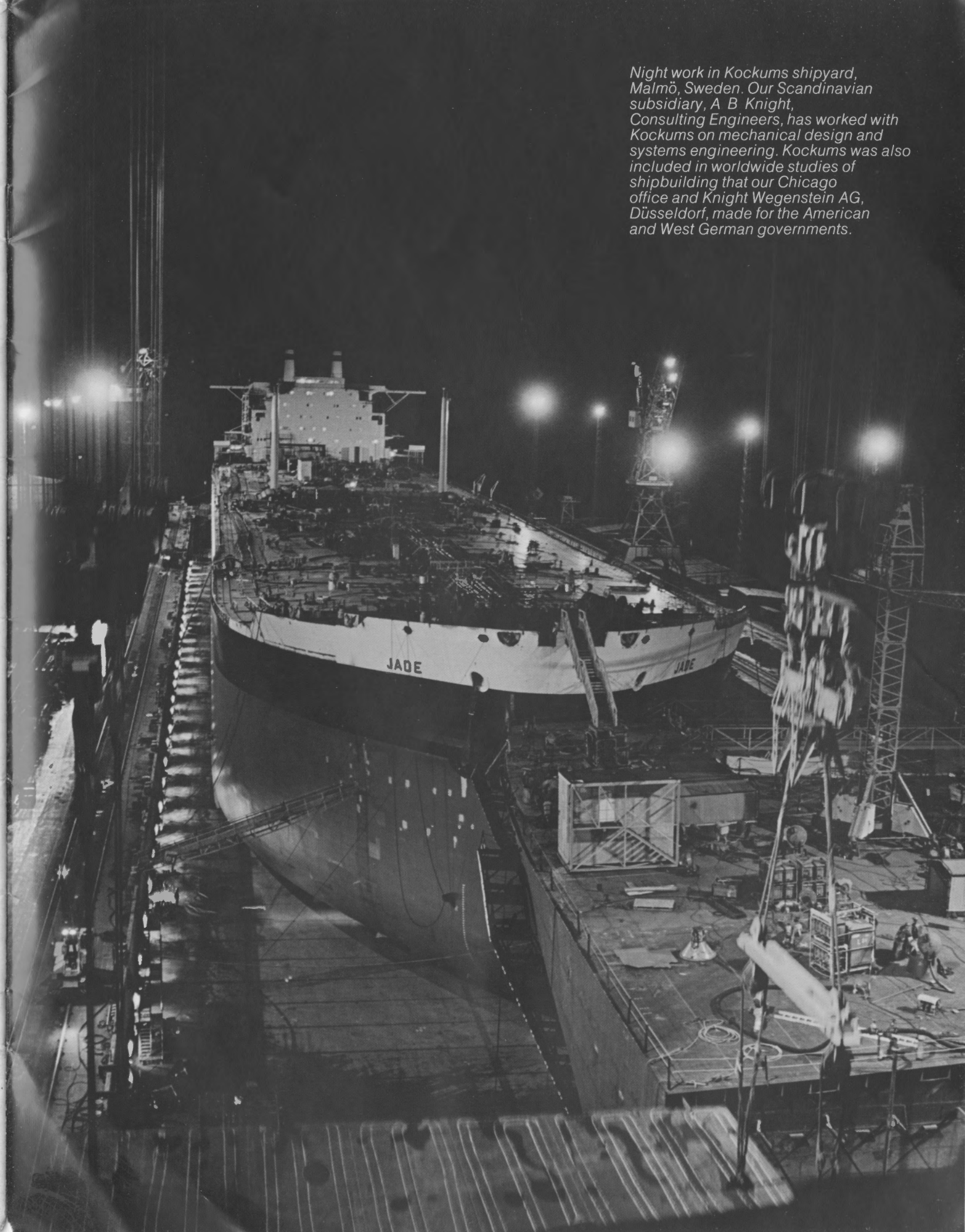
Ö KYRKOGATAN 4
902 45 UMEÅ
TELEPHONE: 090-12 40 91

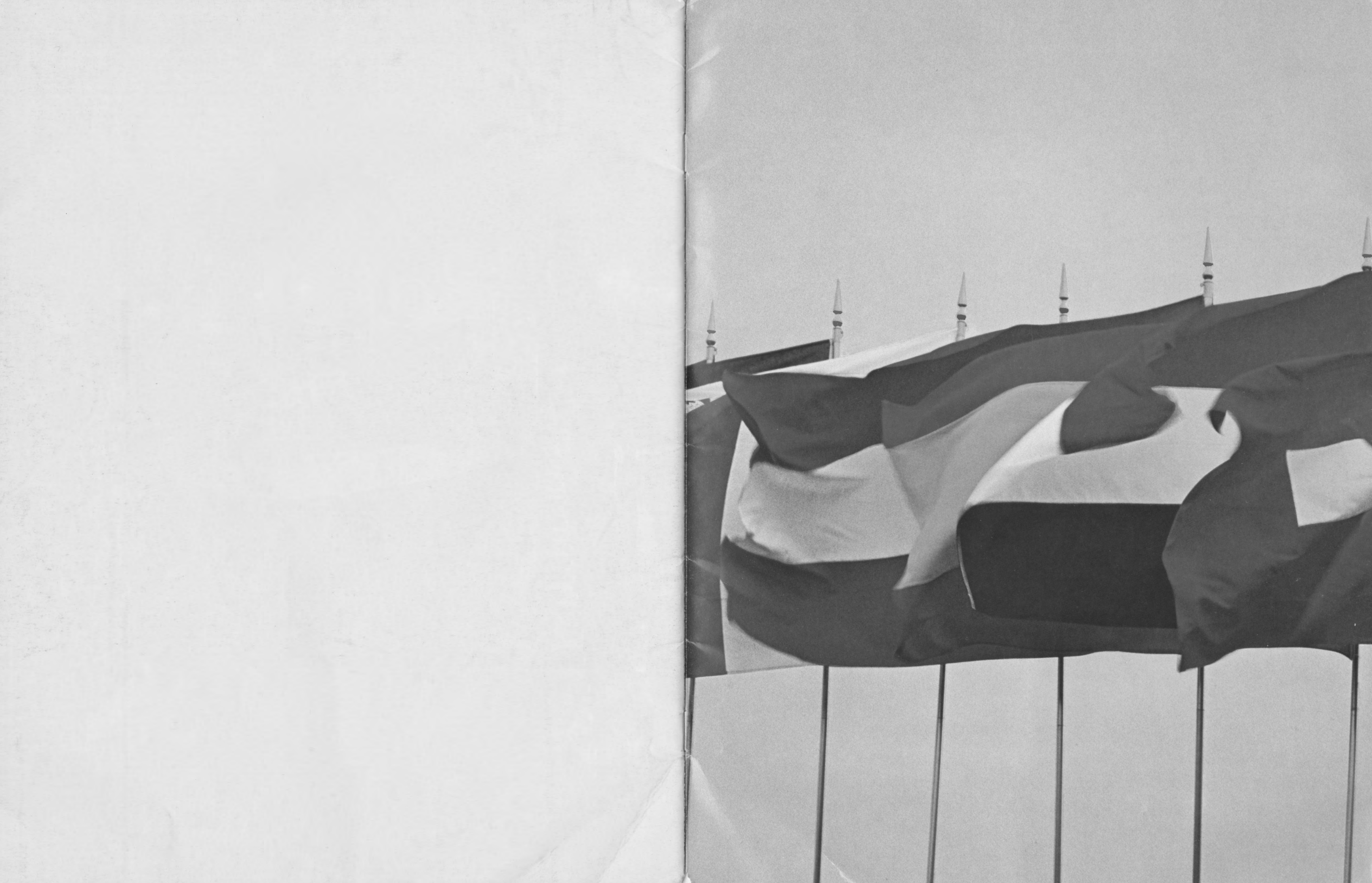
CENTRALPLAN 5
803 51 GÄVLE
TELEPHONE: 026-10 39 40

MEXICO

LESTER B. KNIGHT DE MEXICO
AV. COYOACAN 912
MEXICO 12, D. F. MEXICO
TELEPHONE: (905) 559-1019

Night work in Kockums shipyard, Malmö, Sweden. Our Scandinavian subsidiary, A B Knight, Consulting Engineers, has worked with Kockums on mechanical design and systems engineering. Kockums was also included in worldwide studies of shipbuilding that our Chicago office and Knight Wegenstein AG, Düsseldorf, made for the American and West German governments.





THE WHITE HOUSE
WASHINGTON


September 18, 1974

MEMORANDUM FOR: Philip W. Buchen
Counsellor to the President

I strongly recommend that the following individuals be considered to fill the vacancy created by the departure of General Haig.

I have listed them in order of preference.

L. William Seidman
Governor William Scranton
Kenneth E. Belieu
Stanley Resor
Thaddeus Beal



Frank R. Pagnotta



*For return
to file*

September 25, 1974

Walker
William

Dear Bill:

Further with respect to our recent visit. I think we're pretty close to being set in terms of organizing and staffing the White House legal office.

As we pursued that assignment, my associates and I reviewed carefully and discussed your own background and qualifications. Since the office will be a small one, we felt that we had to blend and balance in it several special areas of expertise and experience -- and in the process we concluded that an assignment there would not be the most appropriate use of your talents. Believe me, because of the excellence of those talents this was not an easy decision. On the other hand, I am forced to confess to a feeling that the job here will be just a bit easier than it otherwise might be, knowing that your capabilities are being applied in the very responsible assignment you are handling so well right now.

Again, many thanks for checking in -- and I do want to keep in touch with you.

Most sincerely yours,

Philip M. Buchen
Counsel to the President

Mr. William H. Walker
5019 Reno Road, N. W.
Washington, D. C. 20008

William N. Walker

Virginia Law School, 1963. Six years private practice with large Chicago firm. Two and one-half years, Office of Economic Opportunity in Washington. One year as Assistant for Consumer Affairs in the Nixon White House. Two years, General Counsel for the Cost of Living Council. Currently General Counsel for the Federal Energy Office.

Evidently acquainted with Mr. Buchen and met personally with him August 16.

Dear Bill:

Further with respect to our recent visit. I think we're pretty close to being set in terms of organizing and staffing the White House legal office.

As we pursued that assignment, my associates and I reviewed carefully and discussed your own background and qualifications. Since the office will be a small one, we felt that we had to blend and balance in it several special areas of expertise and experience -- and in the process we concluded that an assignment there would not be the most appropriate use of your talents. Believe me, because of the excellence of those talents this was not an easy decision. On the other hand, I am forced to confess to a feeling that the job here will be just a bit easier than it otherwise might be, knowing that your capabilities are being applied in the very responsible assignment you are handling so well right now.

Again, many many thanks for checking in -- and I do want to keep in touch with you.

Sincerely,



*Excellent record
May be too broad
to fit in at middle
level.*

Was in Nipon W.H.

August 16, 1974

FEDERAL ENERGY ADMINISTRATION
WASHINGTON, D.C. 20461

*Walker
William*

*For filing in legal
staffing file
after attaching
resume which
came in
separately*

Philip Buchen, Esq.
Counsel to the President
The White House
Washington, D.C.

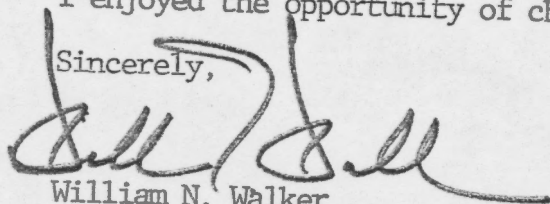
Dear Phil:

I have listed below how I can be reached for the next
several weeks. Please let me know if I can be of assistance.

August 17 & 18	Mr. A.H. Taylor, Birmingham, Michigan 313/646-6194
August 19-Sept. 2	Camp Wipigaki, Lac de Flambeau, Wisconsin 715/588-3733
Sept. 3-6	Mr. D.D. Drake, Winnetka, Illinois 312/HI 6-1491

I enjoyed the opportunity of chatting with you this afternoon.

Sincerely,



William N. Walker
Counselor to the Administrator



APRIL 1974

RESUME

WILLIAM NICKERSON WALKER

*Ronald...
until...
Day...
Third Chicago*

PERSONAL BACKGROUND

Born April 3, 1938 in Newton, Massachusetts

Married Janet Mason Smith in Coral Gables, Florida on June 21, 1961

Two children, Gilbert Nickerson Walker, born November 14, 1968;
Helen Anne Walker, born May 10, 1972

Home Address: 5019 Reno Road, N.W., Washington, D.C. 20008

Home Telephone: 202/244-7854

Business Telephone: 202/961-8001

EMPLOYMENT RECORD

General Counsel, Federal Energy Office - January 8, 1974 to date

I serve as chief legal officer for FEO which is responsible for administering the mandatory petroleum allocation and price control program. I was appointed at an Executive Level III position by William E. Simon, FEO Administrator, and am the third-ranking official of the Agency. My responsibilities encompass policy formulation as well as legal advice, with particular emphasis on the Agency's regulatory functions. Since FEO was newly-created Agency, one of my first responsibilities was to assemble a staff, which now numbers about 60, with a projected ceiling of 85. I have line responsibility for interpretation and modification of the petroleum allocation and price control regulations and for providing legal advice in connection with Project Independence, a program designed to move the United States toward energy self-sufficiency.

General Counsel, Cost of Living Council - September 1972 to January 7, 1974

I served as the chief legal officer of the Council which was responsible for administration of the Economic Stabilization Program. As the third-ranking official of the Agency, I participated in the policy deliberations of the Agency on a regular and continuing basis. I was involved in the planning and design of Phase III, the June 1973 freeze and Phase IV and was responsible for preparation and issuance of the Executive Orders and regulations implementing these programs. I supervised a staff of 65 and had line responsibility for the interpretation and modification of the Economic Stabilization Regulations.



Deputy Director, White House Office of Consumer Affairs, May 1971 - August 1972

Presidential appointment. I supervised day-to-day operation of the Office and had responsibility for policy formulation. My duties included representing the Office in policy deliberations within the government and in appearances before Congressional Committees.

Acting Deputy General Counsel, Office of Economic Opportunity, November 1970 - April 1971

I served as the No. 2 legal officer in the Agency and supervised the three divisions comprising the Office of General Counsel, composed of a total of about 85-90 persons. For much of this time, I was Acting General Counsel for the Agency due to the absence, because of illness, of the General Counsel.

Special Counsel, Office of General Counsel, Office of Economic Opportunity, February - November 1970

I served as Special Counsel to the General Counsel, a Level IV Presidential Appointee, and, in addition, performed a variety of special tasks, principally of a legal nature, for the Director of the Agency. I was a member of the Agency's senior staff and participated in most major policy deliberations.

Chief, Evaluation and Planning, Office of Legal Services, Office of Economic Opportunity, September 1969 - January 1970

My position was that of a Division chief in which I supervised 8 to 12 attorneys and analysts. I played an active part in the reorganization of the Office of Legal Services and had responsibility for developing a uniform, systematic evaluation plan for the 265 OEO-funded Legal Services Programs throughout the country.

Associate, Price, Cushman, Keck & Mahin, 134 South LaSalle Street, Chicago, Illinois, June 1963 - September 1969

My work with the firm was almost exclusively in the area of corporate law, with a heavy emphasis on antitrust matters. I was more involved in day-to-day counseling of executives of corporate clients than in litigation, though I was counsel of record and participated actively in several large litigated antitrust cases. A portion of my time was spent in counseling trade associations represented by the firm, principally in the building materials and water resources fields.



Law Clerk, MacLeish, Spray, Price and Underwood, 134 South LaSalle Street, Chicago, Illinois, Summer 1962

Law Clerk, Bureau of Land Management, Department of the Interior, Washington, D.C., Summer 1961

Professional baseball, Baltimore Orioles Farm Club, Bluefield, West Virginia; released July 1960 and worked as a cookware salesman in Washington, D.C. for remainder of the summer.

Travel in Yugoslavia with the Experiment in International Living, Summer 1959

Prior to Summer 1959, a variety of jobs as waiter, bartender, postman, grocery clerk and the like.

EDUCATIONAL HISTORY

Attended the Newton, Massachusetts public schools, graduated from Newton High School in 1956

Wesleyan University (Middletown, Connecticut) B.A. degree, cum laude, June 1960

Varsity baseball for three years, co-captain, senior year

College Newspaper, Business Manager, senior year

Mystical Seven Senior Honorary Society

History Major

Scholarship recipient all four years

Psi Upsilon fraternity, Vice President, senior year

University of Virginia Law School, Charlottesville, Virginia, J.D. degree, June 1963

Class Standing: Top Quarter

Student Assistant to Professor Richard Speidel, 2nd and 3rd years

Student Assistant to the Law School Placement Office, 3rd year

Co-founder, Virginia Rugby Club

OTHER ACTIVITIES

POLITICAL

1972 Republican National Convention - I was responsible for scheduling events at the Republican National Convention aside from the convention itself.



sessions themselves. I was also in charge of arrangements for the 12 seconders to the President's nomination.

Campaign Manager for Evanston Township for Congressman Donald Rumsfeld, 1968

Evanston Young Republican Club, 1966 to 1969; Civic Affairs Vice President, 1968; Political Affairs Vice President, 1969

Evanston Regular Republican Organization, Precinct Captain, 1968-1969.

Ward Attorney, Operation Eagle Eye, 1964 and 1966 (Eagle Eye is a Republican poll watching organization designed to reduce vote fraud in Chicago)

Sustaining member, Republican Party, 1970 to date

CIVIC

Precinct worker, Evanston United Fund, 1968; Budget Committee member of United Fund, 1969

Volunteer attorney for the Garfield Organization, a community organization in Chicago's West Side. I assisted in efforts to secure land and financing for a community shopping center and provided corporate advice to the organization during the spring and summer of 1969.

Founder and President, Chicago Lions Rugby Football Club, 1963-1965

Founder and Executive Secretary, Midwest Rugby Football Union, 1963-1965

Chairman, Convention called to establish a United States Rugby Football Union, 1968

President, Chicago Wesleyan Alumni Club, 1967-1969.

PROFESSIONAL

Admitted to practice before the Illinois Supreme Court, the Federal District Court for the Northern District of Illinois and the United States Court of Appeals for the Seventh Circuit.

Member of the Chicago Bar Association and the American Bar Association



Received OEO Exceptional Service Award "In recognition of exceptional contributions to programs which serve the disadvantaged of the Nation." May 22, 1971

REFERENCES

On request.



Personnel

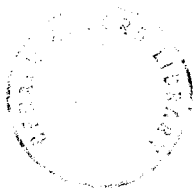
Wednesday 9/25/74

2:20 Mr. Pagnotta is going to switch Kathy over to work for Mildred Leonard ---- and will have Edna Mathias report to us. He recommends her highly; she can take dictation. And he feels we might want to consider her for a third girl in the office. I take it that Mr. Areeda has decided on Eleanor (who works now for Leonard Garment) to be his secretary. Also, Mr. Pagnotta said Hazel Fulton has talked with Mr. Areeda ---- so we can square all this away when we have time.



THE WHITE HOUSE
WASHINGTON

For filing in
"White House Personnel
Operations"



MEMORANDUM

THE WHITE HOUSE

WASHINGTON

September 26, 1974

MEMORANDUM FOR: Phil Buchen

FROM: Ted Beal 

Here is the report on the White House Personnel Office which can be used as a talking paper in my interview with Don Rumsfeld. I hope I can get to see him today or tomorrow, if possible.

Not only would I like to discuss the subject of the paper but also the qualifications for the head of that office and some suggested names.

Finally, we should all be on the same wavelength as to what kind of help is to be provided to hold-overs of the Nixon staff.

I will be here today and until shortly after 1:00 o'clock tomorrow, but can fly down Monday morning if you need me. I do think an early meeting with Rumsfeld on these matters is very important.



Mr. Buchen

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

September 26, 1974

MEMORANDUM FOR: Donald Rumsfeld
FROM: Ted Beal *TRB*
SUBJECT: Report on White House Personnel Office

At the request of Governor Scranton, I undertook a review of the White House Personnel Office (WHPO) during the latter part of September. The following comments result from that review. They assess the present situation, point out two options for change, and recommend an expanded role and improved access to the President.

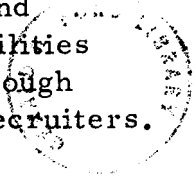
In the present atmosphere of uncertainty as to the responsibility and authority of the office, it would be difficult, and probably unwise, to attempt to select a permanent director of the office until more is known of what the President wants the office to do. Accordingly, pending clarification of its role, I recommend that Sam Schulhof be designated as Acting Director and that Tony Mayer continue to act in a consulting role with respect to the office, if he is willing to do so.

I. Present Status of WHPO

The office is capable of providing a timely response to requests for evaluated and coordinated recommendations of personnel for Presidential appointment. It provides such recommendations primarily for Presidential appointments in the Departments, Commissions and Agencies outside the White House Staff and outside the Executive Office of the President. In general, however, it does not have responsibility for judicial or ambassadorial appointments, which are initiated at Justice and State, respectively.

The office also deals with non-career appointments other than Presidential, as permitted by Civil Service Commission regulations.

The office is organized to keep in close touch with Departments and Agencies outside the White House so that its recruiting responsibilities will be responsive to their personnel needs. It keeps in touch through four "liaison" assistants; it recruits through three experienced recruiters.



It maintains a "Talent Bank" of approximately 6,000 names stored in a computer. It arrives at its recommendations after seeking the opinions of appropriate people on the White House Staff and, when necessary, after resolving as best it can frequently conflicting interests in particular appointments.

Because of its liaison activities, the office is equipped to provide from time to time an overall performance evaluation of Presidential appointees based on the judgments of their superiors or others.

Although the office seems to perform its role well, I have the following suggestions for improving its performance:

1. More forward planning. The office should be able to provide at any time one or more potential nominees for every Presidential appointment (other than judicial and ambassadorial appointments, which are generally initiated elsewhere), regardless of the likelihood of the position becoming vacant in the near future. The liaison assistants should constantly review probable vacancies and lead times therefor with the respective Departments and Agencies.

The Talent Bank should be screened to cull out a much smaller list of likely names so that an inventory of some 500 names would be maintained rather than the present 6,000, most of which appear to be self-generated.

2. Clarify its role with respect to Departments by limiting its responsibility and authority to establishing overall guidelines and providing staff assistance in personnel selection so that it does not, without specific Presidential direction, interfere with the right of Cabinet Secretaries to make the final hiring decisions. In this connection, the President can strengthen the effectiveness of the office by emphasizing to his Cabinet officers the importance he places on the role of the office and his interest in their suggestions for its improvement.
3. Improve access to the President or to one of his Counsellors on important personnel matters. The morale and effectiveness of the office will be improved by the assurance that it is obtaining direction and support from the President. The Transition Report in this regard in effect makes the same recommendation.

4. Internally, the organization of the office should be reviewed to provide better overall supervision and coordination, particularly in a more even assignment of the work loads of recruiters; to see whether there is unnecessary duplication in the political clearance process, since the White House Liaison Office and RNC conduct clearance operations also; and to see whether recruiter effectiveness could be enhanced by selective use of White House mess privileges for interviews or by arranging for occasional recruiting trips outside the area.
5. Review the activities of the office in the area of providing occasions for morale-boosting for Presidential appointees -- such as, cruises and special dinners to emphasize the significance of their service and the appreciation of the President. These activities would seem more appropriately handled elsewhere.

II. Options for Changes in Role of Office

There are at least two important changes that could be made in the role of WHPO. One is to diminish the staff assistance to Departments and Agencies outside the White House in finding personnel. The other is to expand the responsibilities of the office to include personnel staff assistance to the White House Staff and the Executive Office of the President, regardless of whether assistance to outside Departments and Agencies is diminished or maintained.

Decreasing the office's personnel responsibilities with respect to outside Departments and Agencies would probably be welcomed by Cabinet officers. On the other hand, the capacity to maintain Presidential influence in key appointments and to coordinate from time to time overall reviews of personnel performance is a valuable one, particularly at a time when so few Department and Agency appointees were appointed by President Ford. As suggested above, residual hostility to prior management interference by WHPO could be allayed by confining WHPO activities to staff functions and hence getting it out of the management functions which properly belong to the outside Departments and Agencies.

The inclusion of the White House and the Executive Office of the President within the responsibility of WHPO, however, would enable it to provide much-needed organizational planning assistance. Without organizational framework, staffs proliferate and people and functions

fall over each other. In the case of the White House Staff and of those agencies of the Executive Office of the President established by Executive Order, the office would be operating in an area where the President is in direct charge and, therefore, the responsibility for organizational planning is appropriate. Such planning would include analysis of functions and jobs performed, with a view to better definition of responsibilities and authorities and the number of people needed to discharge such responsibilities.

III. Recommendations

1. Designate one of the key Presidential Advisers having direct access to the President as responsible for personnel and the overall supervision of WHPO.
2. Expand the role of WHPO to provide personnel staff assistance, including organizational planning responsibilities, for the White House Staff and appropriate Agencies of the Executive Office of the President.
3. Recruit a new Director of the office under the general guidance of the Presidential Adviser designated as above.
4. Presidential Adviser and new Director forthwith review the operation in order to redefine its responsibilities and to restructure its organization and personnel as necessary to enable the office to discharge such responsibilities effectively.



THE WHITE HOUSE

WASHINGTON

Sept 27.

Phil -

As to names for
a successor to Dave
Warner in the Personnel
Office, ideally Don and
the President will
have a candidate.

But in case
they don't, here are
some suggestions
offered primarily to
stimulate clarification
of what kind of a




THE WHITE HOUSE
WASHINGTON

Man is wanted.

1. Despite Wimer's suggestion that one or more of the present people in the office could take over, I recommend against that route.

2. Tony Mayer who has worked with me the last 2+ weeks has good recruiting experience as a Reg Man in a top New York search firm



THE WHITE HOUSE
WASHINGTON

and has good political
instincts but no
Washington experience
He is very well motivated
and a good age - about 40.

3. Names of people
now in the Administration
who might be suitable:-

- Joseph McCullen, Jr.
Asst Sec of the Navy for
Manpower & Reserve affairs
He was formerly in the
White House Personnel
Office & has extensive



THE WHITE HOUSE

WASHINGTON

private search firm
~~search experience~~

— Joseph E. Wright, Jr.
 Asst Sec. of Agriculture
 for Administration.
 Good administrator.

— William Cinner.
 At FEA office. Known
 to Don Rumsfeld as
 campaign assistant.

— Frank Zarb. at
 OMB. You know
 about him.

— Webster Todd, Jr. - at State
 Dept.
 None of these, of course, have been
 rounded up

THE WHITE HOUSE

WASHINGTON

I will be in Boston
Monday and
thereafter but ready to
fly down whenever
you need me. Tony
will be on deck
until about 5:30 pm
today and will be
back Monday.

Ted



September 30, 1974

MEMORANDUM FOR: Don Rumsfeld

FROM: Phil Buchen

Ted Beal called me at the hotel last night to ask me to let you know that he would be glad to have you call him at his office in Boston about his coming down to discuss with you his memo to you of September 26, 1974, on the White House Personnel Office and to offer suggestions on a person to head the office.



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CSC

Monday 9/30/74

10:10 Skip called Jay to say he had had a call from Sam Schulhof (Dave Wimer's assistant) regarding scheduling a meeting for Chairman Bob Hampton, Sam Schulhof and you concerning the investigation of the method of appointments made --- apparently the pressure is building.

2794

Chairman Hampton would not be available on Tuesday 10/1 between 10 and 12 or on Friday 10/4 at any time.

Lazarus will
meet with them —
he will call them



W/H
Personnel

October 9, 1974

Dear Tony:

You have certainly made a tremendous contribution to the new Administration, and I know personally how important your assistance was to the President in the first weeks after his taking office. We will all miss your expertise and warm friendship in the coming months.

I will certainly remember your kind offer to assist in the future, and you may be assured we will call upon you if the occasion arises.

With deep appreciation.

Most sincerely yours,

Philip M. Buchen
Counsel to the President

Mr. Worthington S. Mayer
10 Spring House Road
Greenwich, Connecticut 06830

PWB:em



THE WHITE HOUSE

WASHINGTON

October 4, 1974

Dear Phil

Dear Phil:

With my White House Personnel consultancy now at an end, I simply wanted to underscore how much I enjoyed serving the Ford Administration over the past few weeks, as well as my personal pleasure in meeting and working with you.

While it is obvious that the President must confront a myriad of critical problems in the weeks and months ahead, I am confident that he has built and will continue to build an outstanding group of people to assist him. And if I can continue to help in any way in the future, I would consider it a privilege to do so.

Cordially,

W. S. Mayer

Worthington S. Mayer

*10 Spring House Rd
Greenwich, Conn.*

The Honorable Philip W. Buchen
Counsel to the President
The White House
Washington, D. C. 20500

06830

*W. S. Mayer
Personnel*



*Personal
Presidential
appointments*

319 Riviera Drive
St. Clair Shores, Michigan 48080
October 9, 1974

Mr. Phillip Buchen
The White House
Washington, D. C.

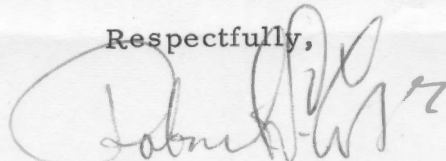
Dear Phil:

Thank you for your most courteous reception on the phone this morning regarding top-level candidates to assist the President.

Again, my very best wishes to the President and Mrs. Ford.

Your secretary, Mr. French, was most courteous in taking the memorandum regarding the candidates I revealed to you.

Respectfully,



Robert S. Lee

RSL/af

Bob



October 9, 1974

FOR: BILL WALKER
FROM: PHILIP W. BUCHEN
SUBJECT: Suggested persons for high-level appointment

This morning I spoke with a friend of mine, Robert Leigh, from Michigan who would like me to convey the names of two people he believes very qualified to fill high-level positions in the Administration. Each person indicated to Bob Leigh that they might be interested in pursuing this further. They have asked that their interest be kept confidential.

- (1) Calvin A. Campbell
1210 West Park Drive
Midland, Michigan
(H) 517-835-4100
(O) 631-1025
Formerly General Counsel and Chief Patent Counsel
for Dow Chemical. Now retired from Dow.
- (2) George Perrault, Jr.
Salem, Ohio
(H) 216-337-6422
(O) 331-6600
Formerly Board Chairman/President of Sharon Steel Company.

If you would like to explore this, please feel free to contact them at their homes. I cannot say what areas they might be interested in, but presumably Presidential appointment level. I do not personally know either gentleman.

Would you please keep me informed by memo of any action you choose to take.



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FROM: PHILIP W. BUCHEN
SUBJECT: Suggested persons for high-level appointment

This morning I spoke with a friend of mine, Robert Leigh, from Michigan who would like me to convey the names of two people he believes very qualified to fill high-level positions in the Administration. Each person indicated to Bob Leigh that they might be interested in pursuing this further. They have asked that their interest be kept confidential.

- (1) Calvin A. Campbell
1210 West Park Drive
Midland, Michigan
(H) 517-835-4100
(O) 631-1025
Formerly General Counsel and Chief Patent Counsel
for Dow Chemical. Now retired from Dow.
- (2) George Perrault, Jr.
Salem, Ohio
(H) 216-337-6422
(O) 331-6600
Formerly Board Chairman/President of Sharon Steel Company.

If you would like to explore this, please feel free to contact them at their homes. I cannot say what areas they might be interested in, but presumably Presidential appointment level. I do not personally know either gentleman.

Would you please keep me informed by memo of any action you choose to take.



October 9, 1974

FOR: BILL WALKER
FROM: PHILIP W. BUCHEN
SUBJECT: Suggested persons for high-level appointment

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Memorandum



To: Bill Walker

From: PWB

Subject: ~~\$ Suggested names for high level~~
~~positions~~ Suggested persons for
high level appointment.

Robert Leigh

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~~Loraine~~, Ohio

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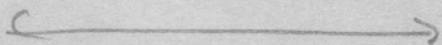


Bob Leigh - former G.R. -
↳ has two choices for high level posts
313-773-1584

8:40 - ~~talked to~~ Bob Leigh

Calvin A. Campbell - "Punk"
G.C. - Chief Patent Counsel. Dow Chemical
U. M. - law Harvard Schl -

1210 West Park Drive (H) 517-835-4100
Midland, Mich. (O) 631-1025
(O) 616-MA74083



George Penrault Jr.
former Bd Chairman/Pres.

Sharon Steel -

~~was~~ U.P. of EW Bliss

Lorraine, Ohio → Lee-Wilson Engineering
216-~~331~~ 6600

Salem, Ohio (H) 216-337-6422



Prepare memo to



For immediate release
Thursday, October 10, 1974

THE WHITE HOUSE
Office of the Press Secretary to Mrs. Ford

Bradley H. Patterson, Jr., was born in Wellesley, Massachusetts, December 5, 1921. He attended Wellesley public schools and the University of Chicago (B.A. and M.A.).

After two years of teaching, Mr. Patterson entered government service in June of 1945 in the Department of State. He served as Assistant Cabinet Secretary at the White House from 1954 to 1961, as Executive Secretary at the Peace Corps from 1961 to 1962, in the Office of the Secretary of the Treasury from 1962 to 1966. He attended the National War College (Class of 1966) and then served as Executive Director of the National Advisory Commission on Selective Service in 1966 to 1967, and as Executive Director of the National Advisory Council on Economic Opportunity from 1967 to 1969. He rejoined the White House Staff as Executive Assistant to Leonard Garment where he has been serving for the last five years.

Mr. Patterson received the Arthur S. Flemming Award in 1960 as one of the Outstanding Young Men in the Federal Service.

He is married to the former Shirley DoBos of Chicago, and they have four children and a grandchild.

###



For immediate release
Thursday, October 10, 1974

THE WHITE HOUSE
Office of the Press Secretary to Mrs. Ford

Shelia Rabb Weidenfeld has been named Press Secretary to Mrs. Ford.

Mrs. Weidenfeld has been the producer and creator of NBC/WRC-TV's "Take It From Here," a daily morning program aired in Washington, D. C. She produced WTTG-TV's "Panorama" in Washington prior to joining WRC.

Mrs. Weidenfeld, 31, was born in Cambridge, Massachusetts on September 7, 1943. She is a graduate of Miss Hewitt's Classes and Brandeis University (1965).

Mrs. Weidenfeld joined WNEW-TV in New York as a production assistant in 1965 and was promoted to associate producer after three months. She joined NBC in 1968 as Talent Coordinator for Joan Rivers' "That Show." She became coordinator for "Who, What and Where," and "The Sale of the Century," two daily network game shows.

Among documentaries produced by Mrs. Weidenfeld are "A Tribute to Rocky Marciano," "The Crime of Punishment," and "Nixonomics." She is the recipient of the National Academy of Television Arts and Sciences Emmy Award and the Metropolitan Area Mass Media Award by the American Association of University Women for "Panorama" (1973) and "Take It From Here," (1974). She has been a consultant to the State Department and is a member of the Secretary of State's Advisory Council on the Foreign Service Institute.

She is married to Edward L. Weidenfeld, former counsel to the House Interior Committee and a senior member of the Tulsa-Washington, D. C. law firm of Hall, Estill, Hardwick, Gable, Collingsworth & Nelson, P.C.

#



For immediate release
Thursday, October 10, 1994

THE WHITE HOUSE
Office of the Press Secretary to Mrs. Ford

Nancy Lammerding has been appointed Social Secretary. Miss Lammerding has been an assistant in the Office of the Chief of Protocol at the State Department since 1970. In that capacity, Miss Lammerding was involved in arrangements for official social functions for visiting heads of state and in the selection of State gifts.

Prior to joining the Chief of Protocol's office, Miss Lammerding worked in the White House Press Office from February 1969 until June 1970.

Miss Lammerding has also been a protocol specialist for Vice President-designate and Mrs. Rockefeller. She directed the largest diplomatic dinner ever given by a Secretary of State, hosted by Dr. Kissinger for United Nations ambassadors in New York last year.

Miss Lammerding is a graduate of Trinity College in Washington, D.C. and holds a Master of Arts degree from Columbia University in New York.

#



10/11/74

TO: Lynn May

FROM: Eva Daughtrey

As requested, we are
returning your memo
on the proposed E. O.
re transfer of overseas
allowance authority to
Civil Service.

As you will note, Dudley Chapman
had prepared a memo on the
subject for Mr. Buchen.



THE WHITE HOUSE

WASHINGTON

October 9, 1974

MEMORANDUM FOR:

PHILIP BUCHEN

FROM:

DUDLEY CHAPMAN *DC*

SUBJECT:

Proposal to Transfer Overseas
Allowance Authority to Civil
Service Commission

The proposal is to shift from State to CSC the determination of overseas benefits for State Department employees. State and AID strongly oppose; CSC, GAO, OMB (and to some degree Senator Fulbright appears to) favor the shift. My recommendation would be to side with State.

The issue is bureaucratic. The benefit to be gained is abstract -- uniformity of treatment; but even this is illusory since Defense will not lose the right to determine benefits for its enormous overseas establishment.

As a practical matter, this will only make operational problems for State. I do not buy State's claim that it is "uniquely qualified," and I am sure the benefits will be larger under State than under CSC. But the Foreign Service is an elite corps whose morale is important; and there is something to be said for the proposition that State's functions and needs are distinct from other agencies, and that its discretion should control in the conduct of its own operations. The fact that State and AID account for only 19% of overseas employees that would be subject to CSC only underscores the likelihood of new bureaucratic frictions developing if CSC is given the authority.

While Secretary Kissinger's letter is obviously something his bureaucracy concocted, he did sign it, and it can be counted a plus for the President to support him.



THE WHITE HOUSE

WASHINGTON

October 9, 1974

MEMORANDUM FOR PHIL BUCHEN

SUBJECT: Proposal to Transfer Overseas Allowance
 Authority to Civil Service Commission

Attached is a draft memo from Ken Cole to the President on this matter. Would you please review the memo and appended letters from Henry Kissinger, Senator Fulbright and Stan Ebner and furnish me your recommendation on the matter. Thank you.

F. Lynn May
F. Lynn May

Attachments



DRAFT

THE WHITE HOUSE

WASHINGTON

October 8, 1974

MEMORANDUM FOR THE PRESIDENT

FROM: KEN COLE

SUBJECT: Proposed Executive Order entitled "Delegations of Authority with Respect to Certain Overseas Benefits and Allowances of Government Employees"

BACKGROUND

This order would delegate to the Civil Service Commission (CSC) responsibility for determining allowances for all U. S. Government civilian personnel in foreign areas, currently a duty of the State Department. The order was prompted by a recent GAO report to the Congress that enumerated the great diversity of benefits and allowances that are available to government personnel from different agencies stationed abroad.

OMB maintains that CSC is the best agency to administer allowances because of its impartiality and expertise in personnel and pay policy matters. OMB also argues that State and AID only account for 19% of the total U. S. civilian and military presence abroad. OMB maintains that CSC is more experienced than State in dealing with the pay and allowance demands of unions and professional groups, OMB stresses that the order would not remove any authority from the Secretary of State authorized by the Foreign Service Act of 1946.

State opposes the order because it maintains the Secretary of State's ability to preside over personnel representing the U. S. abroad is fundamental to an effective foreign affairs program and have cited State's ability to increase allowances in Cyprus as an example. State feels it must control allowances because they are important inducements in recruitment and retention of good people. Finally, State affirms that it is uniquely qualified to administer those allowances because of its familiarity with overseas operating and its communications capability.



The Departments of the Treasury, the Interior, Commerce and CSC favor the order. DOD, Transportation, NASA and the VA have no objections. GSA favors transfer of the authority to itself. State and AID oppose the order.

Senator Fulbright has expressed the interest of the Senate Committee on Foreign Relations in achieving a more regular system of benefits and allowances.

RECOMMENDATIONS



FRANK CHURCH, IDAHO
STUART SYMINGTON, MO.
CLAIBORNE PELL, R.I.
SALE W. MCCOY, WYO.
EDMUND S. MUSKIE, MAINE
GEORGE MCCOY, S. DAK.
HUBERT H. HUMPHREY, MINN.

JACOB K. JAVITS, N.Y.
HUGH SCOTT, PA.
JAMES B. PEARSON, KANS.
CHARLES H. PERCY, ILL.
ROBERT F. GRIFFIN, MICH.

United States Senate

COMMITTEE ON FOREIGN RELATIONS

PAT M. HOLT, CHIEF OF STAFF
ARTHUR M. KUHL, CHIEF CLERK

OT 1 12 11 12 WASHINGTON, D.C. 20510

September 26, 1974
BUDGET

Mr. Roy L. Ash
Director
Office of Management
and Budget
Executive Office Building
Washington, D. C. 20503

Dear Mr. Ash:

The Comptroller General has sent me a comprehensive report (B-180403) entitled "Fundamental Changes Needed to Achieve a Uniform Government-Wide Overseas Benefits and Allowances System for U.S. Employees," dated September 9, 1974.

On the last page it says: "OMB officials subsequently informed us that they were drafting an executive order which if approved will transfer responsibility for the most significant benefits and allowances to CSC. Legislation will be required to transfer others."

The Committee on Foreign Relations has long had a keen interest in achieving a more uniform system of overseas benefits and allowances. Several years ago, the Committee encouraged the old Bureau of the Budget to take steps in this direction, but without result.

I would appreciate your comments on the GAO report, as well as an opportunity for the Foreign Relations Committee to review your proposed course of action before it becomes irreversible.

Sincerely yours,

J. W. Fulbright
J. W. Fulbright
Chairman

DIRECTOR'S MAIL ROOM	
To: <i>Mr. Ash</i>	
Prepare reply for:	
<i>Roy L. Ash, Director</i>	
Log No. <i>0282</i>	Date <i>OCT 10 1974</i>
Referred to:	
<i>U.C.</i>	
<i>Int. Relations</i>	
<i>OMB-GAO Control # 79-75</i>	

THE SECRETARY OF STATE
WASHINGTON

August 20, 1974

Dear Mr. President:

The Secretary of State has held the responsibility for determining allowances for all U.S. Government civilian personnel in foreign areas by delegation of authority from the President (E.O. 9870, July 8, 1947 and subsequent executive orders). This activity has been conducted over the years in close association with all interested agencies and the Congress.

Apparently basing itself on a draft General Accounting Office report, OMB recently concluded that this function should be transferred to the Civil Service Commission in the interest of conformity with predetermined standards for all civil servants.

I strongly oppose this recommendation. The authority and responsibility of the Secretary of State to preside over the internal administration of the Foreign Service and of personnel representing many U.S. Government agencies abroad is fundamental and basic tenet in an effective cohesive foreign affairs program for the United States.

A responsive and professional staff abroad has been our goal. I do not believe we can permit standardization and centralization to be the sole determinants when an action of this nature is contemplated. Allowances are, as you know, an important management responsibility in recruiting and retaining the caliber of personnel we need representing the U.S. during this vital period.

I believe the Secretary of State, acting on behalf of the President, is best qualified to determine those conditions of service which form the basis for allowances in our many posts abroad.

The President,
The White House.



I respectfully request that you not permit these management authorities now delegated to the Secretary of State to be rescinded and delegated to the Civil Service Commission.

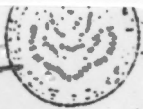
Respectfully,

A handwritten signature in black ink, appearing to be "H. A. Kissinger", with a long horizontal stroke extending to the right.

Henry A. Kissinger



old the Govern-
ation 1947



OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

GENERAL COUNSEL

300 9 1964

Honorable William B. Saxbe
Attorney General
Washington, D. C. 20530

Dear Mr. Attorney General:

Herewith, in accordance with Executive Order No. 11030, as amended, is a proposed Executive order entitled "Delegations of Authority With Respect to Certain Overseas Benefits and Allowances of Government Employees."

This proposed Executive order, which was prepared in this office, would reassign from the Department of State to the Civil Service Commission certain Presidential delegations of authority contained in Titles 5 (Government Organization and Employees) and 20 (Education) of the United States Code, with respect to the issuance of regulations governing overseas benefits and allowances of all Government civilian employees in foreign areas. Primarily, benefits affected by the proposed transfer of administrative authority are allowances for housing, cost-of-living, and dependent education and a differential for hardship at foreign posts. Reassignment of these responsibilities would be in keeping with proposals contained in a recent General Accounting Office draft report on the administration of overseas benefits and allowances. This proposal does not purport to relieve the Secretary of any of his authority under the Foreign Service Act of 1946, as amended, or under any other provisions of Title 22 of the United States Code.

The proposed Executive order was circulated for comment to the agencies most directly affected by its provisions. The Departments of the Treasury, the Interior, and Commerce and the Civil Service Commission favor



its issuance. The Departments of Defense and Transportation, the National Aeronautics and Space Administration, and the Veterans Administration have no objection to its issuance. The General Services Administration supports transfer from the State Department, but favors assignment of the responsibility to itself instead of the Civil Service Commission. The Department of State and the United States Information Agency object to issuance of the Order.

The recommendation of the General Services Administration has not been accommodated because the delegations that would be made by this proposed Order relate more directly to personnel and pay policy functions, and should, more logically, be placed in the Civil Service Commission.

The Civil Service Commission recommended that the proposed Executive order include the delegation of certain additional functions to it with respect to the regulation of overseas allowances for non-appropriated fund employees and administration of official residence expenses, housing in non-foreign areas and the United States, emergency evacuation payments, and per diem for travel in foreign areas. These recommendations involve secondary issues that should be deferred for later consideration, after the Civil Service Commission has gained sufficient experience in administering the basic overseas allowance program.

The Department of State believes that it is uniquely qualified to administer the overseas allowances program, because of its orientation to overseas operations, its communications capability, and the expertise of its staff. They believe these advantages enable them to be more responsive especially in unusual overseas situations, and consider, therefore, that the program is an important element in the Secretary of State's responsibility for coordination and direction of overseas operations. They specifically cite the example of the recent outbreak of civil war in Cyprus as a demonstration of their ability to respond quickly in adjusting appropriate overseas allowances. Furthermore, the Department asserts that transferring the Titles 5 and 20 allowances to the Civil Service Commission would be a duplicative and cumbersome arrangement, since certain overseas benefits authorized by the Foreign Service Act of 1946 are, by law, administered by the Secretary of State.



In the opinion of this office, the position of the Department of State does not sufficiently overcome findings of the General Accounting Office disclosing the need to have an institutional framework that assures impartial, disinterested administration of overseas benefits. Our own continuing study of the administration of these allowances by the Department of State identified instances where overly generous procedures are used in determining allowance rates. The best remedy would be to transfer Titles 5 and 20 allowance authorities to the Civil Service Commission -- an agency which has no overseas employees and which already regulates similar benefits in non-foreign areas. We believe further that since the proposed Order provides for the transfer of personnel from the Department of State's allowances staff, along with the shift of functional responsibilities, the loss of technical expertise would not be significant. We would also anticipate no difficulties in continued use of the Department of State communications system. We would expect the administration of these overseas allowances by the Civil Service Commission to be no more administratively complex or difficult than other personnel authorities centrally administered by the Civil Service Commission for most Federal agencies.

Finally, it should be noted that the allowances involved apply not only to State Department personnel, but to overseas personnel of other Federal departments and agencies, as well. The fact is that State Department personnel, including those in the Agency for International Development, represent only 19% of the total number of overseas employees involved. We believe that this, too, weighs in favor of transferring these allowance regulation functions to the Commission.

This proposed Executive order has the approval of the Director of the Office of Management and Budget. I would appreciate your prompt consideration of it so that it may be submitted for the consideration of the President at the earliest possible time. Early issuance of the Order would be of considerable assistance to this office since it would simplify budget and appropriation arrangements, and the transfer of personnel, property, and records.

Sincerely,

(Signed) Stanley Ebner

Stanley Ebner
General Counsel

Enclosure



Disposal

Personnel
Pres. Apts.

THE WHITE HOUSE
WASHINGTON

November 5, 1974

MEMORANDUM FOR:

PHILIP BUCHEN

FROM:

WILLIAM N. WALKER *Walker*

SUBJECT:

Your Memorandum of
October 9, 1974

Al Parmenter has talked with Messrs. Campbell and Perrault. Both individuals expressed interest in serving the President if the right assignment were to come to their attention. My immediate reaction would be to consider them for part time advisory positions rather than full time employment.

Mr. Campbell is 72 and is a retired Vice President and General Counsel of the Dow Chemical Company. Mr. Perrault is 62 and is a retired President and Chief Executive Officer of the Sharon Steel Corporation.

I will keep you posted on all developments.



Personnel
W/H

December 10, 1974

MEMORANDUM FOR: Ken Lazarus

FROM: Phil Buchen

SUBJECT: Request of December 5 from
the Deputy Comptroller General

I would appreciate your giving careful consideration as to what employees within the White House Complex performing police or investigative services fall within the scope of this request as directed to me. If you find that any or all such employees are those of an agency or department not covered by our questionnaire, I think we should find out how the employing agency will be reporting in regard to those employees.

Please keep me advised and seek whatever help you need from Jerry Jones' office.

Attachment

PWBuchen:ed



COMPTROLLER GENERAL OF THE UNITED STATES

WASHINGTON, D.C. 20548

Mr. Phillip Buchen
Counsel to the President
The White House Office
1600 Pennsylvania Avenue, NW.
Washington, D.C. 20500

DEC 5 1974

Dear Mr. Buchen:

Senator Charles Percy, as Ranking Minority Member of the Committee on Government Operations, has asked the General Accounting Office to obtain budgetary, organizational and personnel information for all departments and agencies in the Federal Government that perform police and investigative or intelligence activities. The Committee Chairman, Senator Sam J. Ervin, Jr., has endorsed Senator Percy's request noting that such information would benefit congressional oversight responsibilities in this area of Government operations.

The enclosed questionnaire is being sent to all Federal departments and agencies. A description of the activities to be reported on is also enclosed.

Please return the completed questionnaire in the envelope provided by January 10, 1975. Because of the large number of organizational units involved and the requirements for comparable data from each, it will probably be necessary for us to do some followup work with your agency.

The questionnaire does not solicit information pertaining to foreign intelligence activities. This information is also central to this study but recognizing that it may be of a "sensitive" nature, we plan to obtain such data through on-site visits rather than by questionnaire.

If your organization or any of its subdivisions performs foreign intelligence activities, please provide Mr. John Anderson of our Washington Regional Office (703-557-2151) with the name of an official that we should contact. He will be available to help you with any questions that you may have. If you plan to assign a liaison for this request, please provide his name as well.

Sincerely yours,

Deputy Comptroller General
of the United States

Enclosures - 2



POLICE AND INVESTIGATIVE OR INTELLIGENCE
ACTIVITIES RELATING TO DOMESTIC AFFAIRS
Code 91286

In carrying out their missions, agencies may perform a variety of policing and investigative or intelligence activities relating to domestic affairs. (Foreign intelligence activities are to be covered by interview rather than questionnaire). To respond to Senator Percy's request, the following types of activities should be covered. "Policing and investigative activities"--include preserving and maintaining law and public order, protecting life and property, and investigating and apprehending persons for violations of criminal law. These activities would include uniformed guards as well as "sworn" law enforcement officers having authority to arrest. "Intelligence activities"--include the collection and dissemination of information for purposes of preventing criminal activities or conspiracies. In addition, the following listing of Civil Service Occupation/Job Titles illustrates the type of activities to be included:

- GS-007 --Correctional Officer
- GS-072 --Fingerprint Identification Series
- GS-080 --Security Administration Series
- GS-082 --U.S. Marshalls
- GS-083 --Police Series
- GS-085 --Guard Series
- GS-1810--General Investigators
- GS-1811--Criminal Investigators
- GS-1812--Game Law Enforcement
- GS-1816--Immigration Inspection
- GS-1890--Customs Inspectors
- GS-1891--Customs Enforcement Officers
- GS-1896--Border Patrol Agent

It should be noted that THIS LISTING IS NOT ALL INCLUSIVE. Our intent is that all persons engaged in police and investigative or intelligence activities be reported regardless of job titles. If you have any questions, call.



1. Does your department or agency or any division or subdivision thereof perform police and investigative or intelligence activities as defined in enclosure I?

Yes _____ No _____

If the answer to question 1 is no, disregard the remaining questions. However, if the answer is yes, please complete the rest of the questionnaire. Under either circumstance, please return the questionnaire.



2. Please provide the following information concerning all divisions and/or subdivisions of your department or agency that perform police and investigative or intelligence activities. Separately identify those divisions or subdivisions that solely perform the training for such activities and those that involve only guard functions. USE THE FOLLOWING FORMAT TO PROVIDE THE INFORMATION.

Line item (division, subdivision or function)	Brief description of division or activities	Total obligation authority for each line item listed			Total number of employees programmed for each line item listed		Total man-years ^{1/}					
							6/30/73		6/30/74		6/30/75	
		FY 73	FY 74	FY 75	Full	Part	Full	Part	Full	Part	Full	Part
					Time	Time	Time	Time	Time	Time	Time	Time

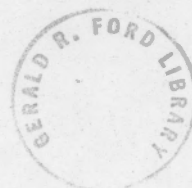


NOTE 1: Please footnote how man-year computation is made.

3. What other costs of your organization would be applicable to the units reported above? What basis is used for allocating such costs and what were the allocations for fiscal years 1973, 1974, and 1975?

4. Do you expect to increase your programs for police and investigative or intelligence activities in fiscal year 1976, discounting the effects of inflation or cost-of-living increases? If not, will these programs remain at the same level or decrease? Please explain.

5. What is the average grade level of the personnel performing police and investigative or intelligence activities?



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GAO-68-F-WI

15

173

Dec. 10, 1974

To: Bill Walker

From: Phil Buchen

I believe this was intended
for you; it is redirected
to you for action.



Ev:

I believe this must
have been intended for
Bill Walker. Please advise
we are redirecting it to
him w/o action by us.

T.



15
JOHN ALEX MC CONE
612 SOUTH FLOWER STREET
LOS ANGELES 90017

November 14, 1974

Dear Mr. President:

BW
Thank you very much for receiving me as you did last Monday. It was a privilege to talk with you and I appreciate the opportunity to discuss with you problems of the Central Intelligence Agency and the intelligence community because I have a deep interest in this area of government activity and a great appreciation of the contribution that the Agency has made to the interests of our country both in the past and can make in the future.

You asked for names of men, particularly from the West Coast, who you might consider for positions in your government. Following is a list of names I discussed with Governor Scranton a few weeks ago.

Mr. David Packard
Dr. William Banowsky, President of
Pepperdine University
Mr. William French Smith, Attorney
Mr. J. J. Carlson, retired President and
Chief Executive Officer of Kaiser Iron
and Steel Company
Dr. Earl Bryan - head of California Health,
Education and Welfare
Mr. Vernon Orr - California Director of
Finance
Mr. Norman Livermore - California State
Secretary of Natural Resources
Mr. William G. Anelli - Water consultant
and environmentalist
Mr. James Schmidt, Executive Vice President,
San Diego Federal Savings & Loan,
expert on transportation



November 14, 1974

- Mr. Howard Allen, Executive Vice President,
Southern California Edison Company
- Mr. Donald Miller, Counsel for Carter-Hawley-
Hale, Inc.
- Mr. William Lane - Owner and Publisher of
Sunset Magazine, expert in environmental
problems and problems relating to Department
of Interior
- Mr. Thomas Klausen, President and Chief Executive
Officer, Bank of America - most outstanding
banker in the West if not the United States

All of the foregoing are men of experience and ability. Naturally, I have made no attempt to check on their availability.

With respect to Mr. J. J. Carlson, retired President and Chief Executive Officer of Kaiser Iron and Steel, I have been told by Edgar Kaiser that Carlson, who is about 55 or 56 years old, is anxious to serve in government. He retired because a new executive officer was brought into the parent company, Kaiser Industries, and the new man, a steel executive himself, wanted his own man in charge of Kaiser Iron and Steel.

Jack Carlson has a long background in industry. He has handled important executive positions, commanded large organizations and holds the respect of a great many who have been employed by him or enjoyed business associations with him through the years. The principal criticism I have heard of him was that he did not have the background of a steel operator and, therefore, lacked a certain technical know-how. On the other hand, those who know him feel he is a man of initiative and executive capacity.

Mr. Vernon Orr, who served as State Director of Finance, and Mr. Norman Livermore, who has been State Secretary of Natural Resources, both appear to have performed well and are highly spoken of in California.

Mr. William Lane, the Publisher of Sunset Magazine, is a highly respected individual and considered an expert in environmental problems.

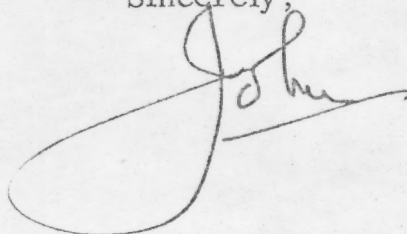


November 14, 1974

I hope to have other names for you in the next day or two and will send them to you. As mentioned, I advanced all of the names listed to Governor Scranton a few weeks ago.

With warm personal regards and again, thank you very much for sparing me a little of your valuable time.

Sincerely,

A handwritten signature in cursive script, appearing to read "John", with a large, sweeping loop at the end.

The President
The White House
Washington, D. C. 20500

bb



THE WHITE HOUSE
WASHINGTON

January 10, 1975

Personnel
(see GAO)

Dear Mr. Anderson:

This is in response to Mr. Keller's letter to me dated December 5, 1974, requesting budgetary, organizational and personnel information relevant to any employees of the White House Office who perform police, investigative or intelligence activities.

While employees of several departments and agencies; i.e., the United States Secret Service, the Executive Protective Service, the Federal Bureau of Investigation and the Department of Defense, may from time to time perform such activities on behalf of the White House, there are no employees of the White House Office who perform either police investigative or intelligence activities. It is my understanding of Mr. Keller's request that these other departments and agencies have been contacted directly by the General Accounting Office and that their responses are expected to include information relevant to any such persons who may from time to time perform such activities on behalf of the White House.

By copy of this letter, I am notifying the above-named agencies of my response to you. I trust this satisfies your inquiry but do not hesitate to contact me if I can be of further assistance.

cc. Silberman
Kelley
Hoffman
Gnight
Macdonald

Sincerely,

Philip W. Buchen
Philip W. Buchen
Counsel to the President

Mr. John Anderson
Washington Regional Office
U.S. General Accounting Office
803 West Broad Street, Fifth Floor
Falls Church, Virginia 22046

Attachment



Wednesday 3/19/75

Personnel
(general)
resume in
(Sandoloski)

10:05 Personnel advises that Pam Powell handles the summer employment.

6767

Pam tells me they have started their selection process; they have 750 applications for 40 jobs -- at the most!! They will have to select those of the highest caliber -- those with junior standing and Civil Service summer exam (which was given at various points throughout the year -- last one was in February). Or if the person has a 3.5 grade point average or above. She indicates if they are graduate students or at least junior standing, they don't have to take the exam.

(I see that Lee Sandoloski has a GPA of 3.78/4.00)



April 19, 1975

*Pres.
Appt*

Dear Mr. Reaves:

Your letter of April 16 with enclosure has been received, and I have noted that you have properly referred the matter to Mr. William Walker for his consideration.

Sincerely yours,

Philip W. Buchen
Counsel to the President

Mr. William E. Reaves, Jr.
Director
Grand Rapids Public Schools
Office of Curriculum Planning
and Evaluation
110 Ionia Avenue, N. W.
Grand Rapids, Michigan 49502



Personnel
Pres. Gupta

Monday 5/5/75

1:20 Rosalie was checking about 7 memos re
Presidential appointments.

2244

According to Jackie who is sitting in for
Brenda today, the memos went forward on
Friday from Casselman (through Mr. Hills);
apparently Personnel hasn't received them yet
and they're quite anxious.

