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THE WHITE HOUSE
WASHINGTON



November 21, 1974

MEMORANDUM FOR: THE PRESIDENT
FROM: ROY ~~A.~~ ASH
SUBJECT: Saturday Sessions on Department
and Agency Accountability

You told the Cabinet at its last meeting that two Saturday sessions in the near future would be held to discuss the important matters they are working to accomplish. One approach to this would be to use existing Presidential Objectives as a basis for working with and managing the Departments and as a kind of accountability system (Tabs A and B). Another would be to bring your Cabinet together to discuss new initiatives, legislative or otherwise.

In reflecting on these two approaches, I do not think that trying to meld them together would gain very much. The first approach is based on a comprehensive and orderly review of all important governmental activities going on, including high priority legislation. The second would selectively discuss matters, largely legislative, which the departments would like to bring up. To over simplify, the first is top-down management; the second could become bottom-up selling. Both have their place and value. If they are brought together in one exercise, the management aspect of the first approach would be largely lost and the more "free wheeling mode" needed for the second approach would also suffer. Consequently, it is my judgement that using only one, but not both, of the approaches during the upcoming Saturday sessions would be most appropriate.

If you decide to use the Saturdays to discuss Presidential Objectives, I would provide briefing materials for you that would highlight the main issues in each Department for Presidential discussion, the key questions regarding those issues that you might want to pursue, any pitfalls to be aware of in discussing each objective, and alternative conclusions and positions that you might want to raise with each Cabinet officer. Prepared with these materials, you could then meet with the entire Cabinet,



beginning on Saturday morning, and discuss with each one in turn the Presidential objectives they are trying to obtain. The objectives would be discussed one at a time with particular reference to progress, any problems and further plans for achieving each, during which you could focus on the issues raised by that objective with key questions and discussion with the Cabinet officer.

To make sure this isn't a dog and pony show by each Cabinet member, the information we would provide you would allow your active participation in discussing each objective. Others might join in as appropriate.

By working with only the most important objectives, each Cabinet officer could cover his area in one to two hours. This would enable the significant tasks being worked on across the Executive Branch to be reviewed within the framework of the two Saturdays. In this setting, your personal management of the Executive Branch would be emphasized, as would your direct operating relationship with the Cabinet officers. Such sessions would also demonstrate your policy of decentralizing authority and responsibility to the Cabinet. Finally, and most importantly, they would highlight your intention to hold Cabinet officers fully accountable for the results they are trying to achieve.

This memo itself may sound like we're selling, but we think we have a first class product for you.

Attachments

LIST OF TABULAR MATERIAL

TAB A Memo of November 14, recommending the Saturday meetings, including the talking points that describe the purpose of the proposed meetings and two examples of the kinds of Presidential objectives that would be discussed.

TAB B An earlier memo of October 11, providing some background thoughts on the Presidential Objectives process, along with your September 12 letter to the agencies.

THE WHITE HOUSE

WASHINGTON

November 14, 1974

MEMORANDUM FOR:

THE PRESIDENT

FROM:

ROY ~~A~~ ASH

SUBJECT:

Department and Agency Account-
ability System

One policy of your Administration has been to decentralize authority and responsibility to Cabinet Officers and Agency Heads and to make each department and agency fully accountable for getting results. A means to carry out this policy exists as you acknowledged in your note to Departments and Agencies on September 12 (TAB A) which noted their objectives and your intent to hold them accountable for attaining them.

I suggest that you use these important tasks as a basis for working with and managing the Departments and Agencies and also as a kind of accountability system. This would give you a continual and comprehensive way to track all the important tasks being worked on across government and a means to hold Cabinet Officers and Agency Heads fully accountable for the results they are trying to achieve.

A first step in using the existing management system would be to initiate discussions with Cabinet Officers and Agency Heads about where they are trying to go and how well they are doing in getting there. This would emphasize your personal management of the broad range of activities carried out by the Executive Branch, demonstrate your direct operating relationship to Cabinet Officers and Agency Heads and highlight decentralization of authority and responsibility.

RECOMMENDATION

- ° That you tell the Cabinet you will be working closely with them and the Agency Heads on the important matters they intend to accomplish this year and holding them accountable for the completion of the work they have to do.

- o That you also tell the Cabinet you are planning two Saturday sessions soon after your trip to discuss their Presidential objectives and their progress in achieving them.

In the event that you accept the above recommendation I have suggested talking points for your use at the Cabinet meeting at TAB B. Two options as to the format for the Saturday meetings are at TAB C. For whichever format is chosen, I will work with Don Rumsfeld on the details and will organize from our existing work the briefing material beforehand to cover:

1. The main issues of each department for Presidential discussion,
2. The key questions regarding those issues that we suggest should be pursued,
3. The pitfalls,
4. Alternative conclusions or positions that could be considered.

APPROVE: (Format Option I) _____

(Format Option II) _____

DISAPPROVE: _____

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THE WHITE HOUSE
WASHINGTON

SEP 12 1974

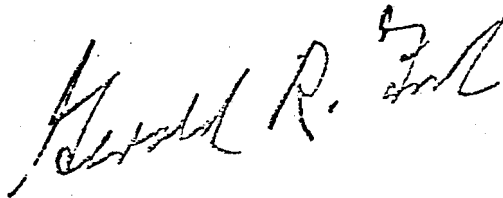
Dear Bill:

As one of my first undertakings in the Presidency, I have reviewed your accomplishments for the past year and the objectives you have set for the current fiscal year.

I commend you on your 1974 results and strongly endorse your new plans. The objectives you have set for your agency are both challenging and important, and I am looking forward to meeting with you soon to further discuss them and to meet with you and your key staff periodically to review your progress.

As you know, I am looking to you to assume the maximum degree of responsibility in operating your agency. I am pleased in this regard that we have a common understanding of the course you will follow and am confident that your important efforts will deliver the public service that the American people deserve.

With warmest personal regards,

A handwritten signature in cursive script, reading "Gerald R. Ford". The signature is written in dark ink and is positioned in the lower right quadrant of the page.

The Honorable William Simon
Secretary of the Treasury
Washington, D. C. 20220

SUGGESTED TALKING POINTS

- A. One policy I want to emphasize in my Administration is that I am looking to each of you to assume full responsibility for your departments. I want to assign as much of government operations as possible to the individual departments and have as small a White House staff as possible.
- B. At the same time, if this degree of delegation is to work, I want you to be fully accountable for achievement of the work you have to do.
- C. There are a number of ways we can assure good communication and accountability. One, of course, is that I want to work with you directly on many matters. Another way is as we are doing on my recent economic message. The 45 specific tasks we have to accomplish together are clearly identified, target dates for completion set, and each is specifically assigned to one of you to accomplish. I'm following your results closely.
- D. In addition to the times we will be working together on daily crises, or even on special programs like the economic one, I also want to make sure we have a continual and comprehensive way to track -- across government -- all of the important tasks we are engaged in. I surely don't want to get into detail or take your work into my office but I do need some general way to know the important things going on, who's doing them and how well we're doing.
- E. We have a good starting place. Just after I became President, I wrote a note to each of you acknowledging your statements of the Presidential objectives for your Departments -- the important matters you intend to accomplish this fiscal year.
- F. I would like to use these statements or objectives as basis for working with you on the important matters of your department and also as a kind of accountability system, such as we're doing on my economic message. To that end, I am planning two Saturday sessions as soon as I return from my trip to go over the 1975 Presidential objectives with you and to discuss in depth your progress and further plans for achieving them.
- G. As a part of our review together of the 1975 Presidential objectives, we can also consider whether we have the

correct objectives in front of us. Our discussions would also consider ways in which some of your goals might be included in the State of the Union message.

- H. I have asked Roy Ash and Don Rumsfeld to help me in organizing the two Saturday sessions, and they will be in touch with each of you and appropriate Agency Heads with further details. In the meantime, I hope you will review your 1975 Presidential objectives with your own staffs in preparation for our meetings.

FORMAT FOR REVIEW OF PRESIDENTIAL OBJECTIVES

Option I. Review Presidential Objectives with Cabinet Members Only

Each Cabinet Officer would present his Presidential objectives and a brief report on progress toward attainment.

Participants would include Secretaries Brennan, Brinegar, Butz, Dent, Kissinger, Lynn, Morton, Saxbe, Schlesinger, Simon, Weinberger.

Attached at TAB 1 is a representative set of objectives from one department that would be covered.

Option II. Review Presidential Objectives with major Agency Heads in addition to Cabinet Members.

Each Cabinet Officer and Agency Head would present his objectives and a brief report on progress toward attainment.

Participants in addition to the Cabinet Officers, would include the heads of ACTION, AEC, CIA, CSC, EPA, FEA, GSA, NASA, NSF, SBA and VA.

Attached at TAB 2 is an example of one Agency's objectives that would be covered.

FY 1975 Presidential Level Objectives

- Involve Indian people in strengthening Tribal Government by increasing direct tribal grants and contracts, consistent with the wishes of Indian Tribes, by \$27 million to \$155 million in FY 75.
- Ensure that at least one-fourth (25) of the Bureau schools will operate under the management system chosen by those served by the schools, by the end of FY 75.
- Complete necessary guidelines, regulations and procedures for full implementation of the Indian Financing Act by October 1, 1974.
- Develop a programmatic definition of Indian Self-Determination and provide for its application in all federal agencies by March 1, 1975.
- Develop and implement a fossil fuel research and development program that will assure that the Nation's fossil fuel resources can be economically developed at acceptable social and environmental costs.
- Secure passage and implement the Surface Mining Reclamation Legislation.
- Improve the capability of the federal government to assess potential shortages of minerals and materials.
- Offer OCS lease sales in FY 1975 as scheduled to meet the Presidential 10 million acre leasing target for CY 1975.
- Develop a leasing and development strategy for the coal resources on public lands.
- Support passage and then implement an acceptable Land Use Planning Assistance Act.
- Develop policy and analytical approach for balancing water needs with resource availability among competing water uses.
- Take all necessary governmental actions to expedite the construction of the Alaska Oil Pipeline and assure compliance with permit stipulations.

Develop environmental assessments and impact statements for the Arctic gas pipeline systems for the Alaska North Slope with the Federal Power Commission by July 1975.

Implement the Bicentennial Program on schedule, including National Park Service construction and other approved Bicentennial activities.



TAB 2



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

FY 1975 Presidential Level Objectives

- Develop space shuttle within current schedule and cost estimates.
- Undertake major cooperative efforts involving manned space flight through a joint docking mission with the USSR, and joint development of the spacelab with the European Space Research Organization (ESRO).
- Explore the planet Mars for evidence of life and conduct comparative studies of the Jupiter and Saturn systems.
- Study the nature of the universe through observation of high energy processes.
- Develop and utilize the unique advantages of satellites to locate, map, measure, and predict earth resources and the earth's meteorological, environmental, and physical characteristics and for remote area communication experiments.
- Develop technology vital for improving the nation's aircraft by focusing on: (1) reduction in energy requirements and improved performance of civil and military aircraft, and (2) quiet powered lift propulsion for short haul and short take-off and landing aircraft, and (3) technology for quieting current transport aircraft.
- Develop a Tracking and Data Relay Satellite System (TDRSS).
- Complete comprehensive review of NASA facilities and people. Reduce total in-house workforce (Civil Service and support contractor) by an additional 2,000 while increasing minority and female participation at all levels.



TAB B

THE WHITE HOUSE

WASHINGTON

October 11, 1974

MEMORANDUM FOR:

THE PRESIDENT

FROM:

ROY L. ASH

You have acknowledged the agencies 1975 Presidential objectives and have indicated you will be following progress toward achieving them. (See TAB A for typical letter dated Sept. 12, 1974 to Departments and Agencies).

As the next step of Presidential leadership, I suggest a program by which you visibly assume another of your Chief Executive responsibilities; that of managing the broad-ranging activities of the Executive Branch. The program described below allows you to demonstrate your direct operating relationship with your Cabinet, the decentralization of authority and responsibility directly to the Cabinet, and your personal leadership in important government activities.

BACKGROUND

Obviously, no President can or should manage the detail of agency operations (except as special issues of Presidential importance arise). Instead, he manages by providing policy direction, by "coming into agreement" on agency goals and objectives, and by systematically following progress toward achieving them. Only with these broad processes in place can authority and responsibility be effectively decentralized to the agency heads.

A key function of OMB has been to coordinate for the President the necessary staff work by which he can fulfill his responsibilities to oversee the work of the Executive Departments and Agencies.

We have done this by working with the agencies and other White House staff to ensure that agency priorities are consistent with your own objectives.



RECOMMENDATION

1. You hold an early weekend meeting (possibly Camp David) of the Cabinet and key agency heads. Each of them (20) take 30 minutes to discuss his 1975 Presidential objectives, followed by Cabinet discussion for 15 minutes. Total: 15 hours for two days. (Alternatively, you may prefer a full round of individual meetings with the Department and Agency heads, for 1-2 hours each, over a period of two weeks).
2. You establish a format of meeting, thereafter, with the Cabinet and agency heads periodically (some quarterly, some semi-annually, depending on the importance of their activities) to assess together their departmental objectives and accomplishments. This would be in addition to the ad hoc meetings you will be having with each as issues arise. Total: 50-80 one hour meetings per year, 1 1/2 per week.

For whichever format chosen, I can organize from our existing work the briefing material beforehand to cover:

1. The main issues of each agency for Presidential discussion
2. The key questions regarding those which we suggest be pursued
3. The pitfall's
4. Alternative conclusions or positions that could be considered



THE WHITE HOUSE

WASHINGTON

SEP 12 1974

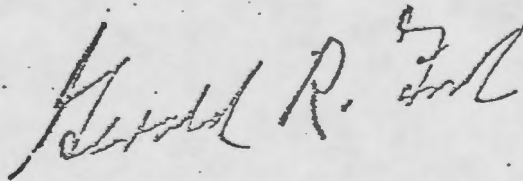
Dear Bill:

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I commend you on your 1974 results and strongly endorse your new plans. The objectives you have set for your agency are both challenging and important, and I am looking forward to meeting with you soon to further discuss them and to meet with you and your key staff periodically to review your progress.

As you know, I am looking to you to assume the maximum degree of responsibility in operating your agency. I am pleased in this regard that we have a common understanding of the course you will follow and am confident that your important efforts will deliver the public service that the American people deserve.

With warmest personal regards,



The Honorable William Simon
Secretary of the Treasury
Washington, D. C. 20220

