

The original documents are located in Box 12, folder “Transition (1977) - Analysis of White House Organization (1)” of the Richard B. Cheney Files at the Gerald R. Ford Presidential Library.

Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material. Gerald Ford donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections. Works prepared by U.S. Government employees as part of their official duties are in the public domain. The copyrights to materials written by other individuals or organizations are presumed to remain with them. If you think any of the information displayed in the PDF is subject to a valid copyright claim, please contact the Gerald R. Ford Presidential Library.

WHITE HOUSE STUDY PROJECT

REPORT NO. 1

DECEMBER 7, 1976

ANALYSIS OF PRESENT WHITE HOUSE OFFICE

WHITE HOUSE STUDY PROJECT

Report No. 1 - December 7, 1976

ANALYSIS OF PRESENT WHITE HOUSE OFFICE

INTRODUCTION

This report is the first of a series of reports that will be prepared as part of the White House Study Project. Its purpose is to provide an initial analysis of the existing White House Office and to identify possible areas of change. It does not include an analysis of the Office of the Military Aide, the Mansion Operation, nor the various agencies within the Executive Office. These areas will be handled in separate reports.

The report was prepared as a result of discussions with Mr. Dick Cheney, Mr. John Marsh and Dr. Jim Connor and the review of various reports and documents, and does not attempt to describe the operation of each office in detail.

The report begins with summary data on the White House Office, followed by a more detailed analysis of each major staff office.

ANALYSIS OF PRESENT WHITE HOUSE OFFICE

CONTENTS

Summary Data

- A. Office of the First Lady
- B. Counsel to the President
- C. Assistant for Domestic Affairs
- D. Assistant for White House Operations
- E. Counsellor to the President (Hartmann)
- F. Counsellor to the President (Marsh)
- G. Press Secretary
- H. Assistant for National Security Affairs
- I. Assistant for Economic Affairs
- J. Intelligence Oversight Board
- K. Presidential Foreign Intelligence
Advisory Board
- L. Operating Offices

ANALYSIS OF PRESENT WHITE HOUSE OFFICESUMMARY DATA

The current White House Office has a budget for FY 77 of \$16.5 million and an authorization for not more than 485 employees. Its basic purpose is to provide personal support for the President. The organization that has been developed to serve President Ford is depicted in the chart on the following page and is discussed in detail in subsequent sections. Summary information about the existing organization is included in this section under the following headings:

Staff Management

Paper Flow

Scheduling

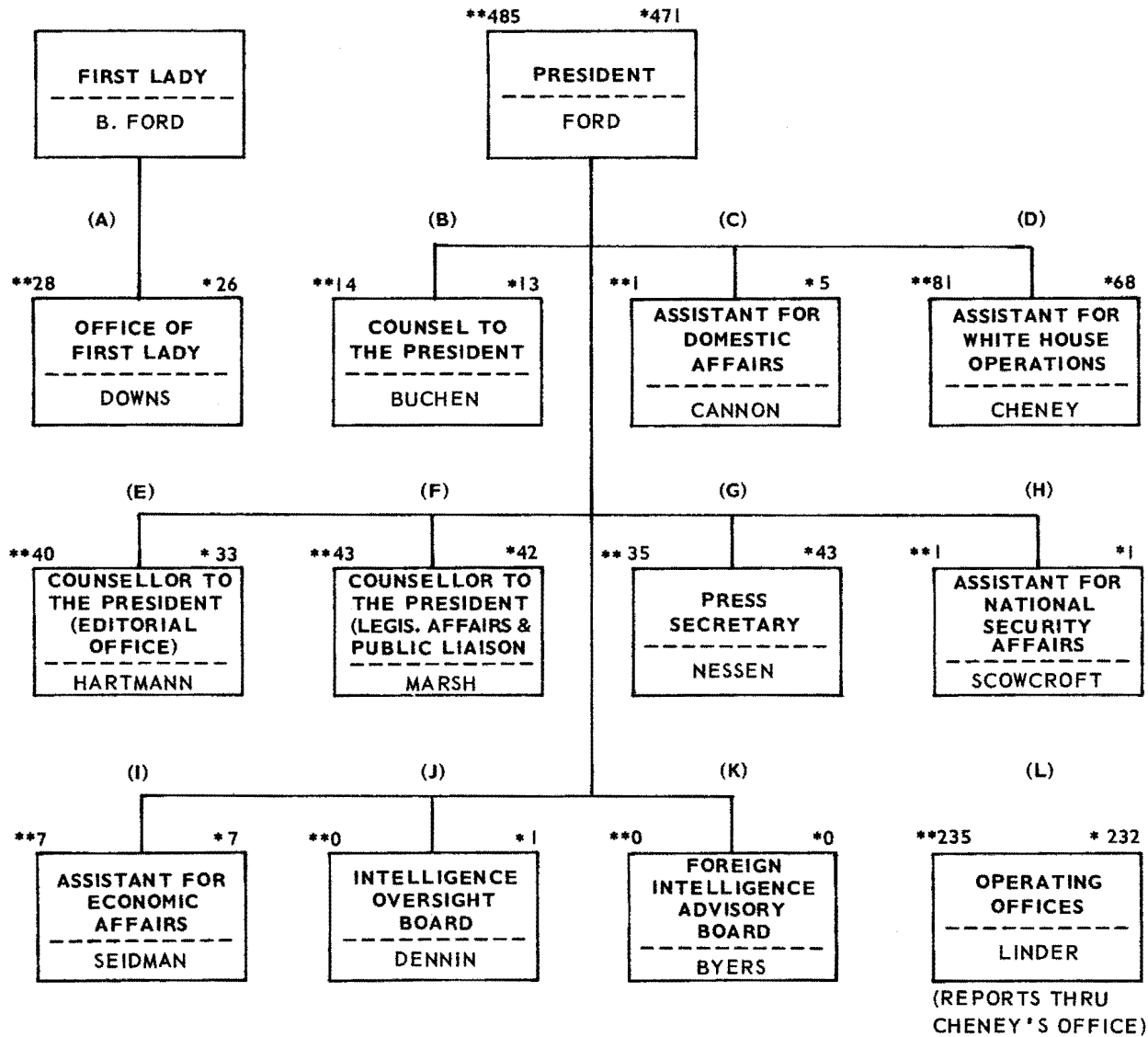
Detailed Employees

Budget Data

Possible Areas of Change

Organizational Worksheet

WHITE HOUSE OFFICE



**** AUTHORIZED**
*** ACTUAL**

Staff Management

The Ford White House does not have a Chief-of-Staff in the sense that one individual controls the flow of all information to the President. Mr. Cheney does, however, have responsibility for insuring the smooth operation of the White House Office. He carries out this responsibility by coordinating the appointments function with the flow of paper to and from the President, by meeting with the President each morning and evening, by managing the administrative operation of the office and by conducting senior staff meetings each morning. While all senior staff members have direct access to President Ford, there is a strict centralized paper flow system for controlling and disseminating all materials flowing to and from the President.

Paper Flow

As might be expected, there is an enormous amount of paper that flows to the White House for Presidential review. In managing the paper flow, the White House staff attempts to accomplish several important objectives:

- Screen material that the President does not need to see.
- Insure that the President receives background material on a timely basis.
- Insure that each document is well prepared -- as short as possible, comprehensive and accurate.
- Insure that the views of all principal advisors are reflected in memos requesting a Presidential decision.
- Insure that the appointments and paper flow functions are properly coordinated.
- Insure that differences in opinion are properly narrowed and sharpened prior to being brought to the President.

Paper Flow, (cont.)

Insure that all papers reviewed by the President are returned for follow-up and proper filing.

These objectives are accomplished by requiring that all papers going to the President flow through the Staff Secretary's Office where they are logged, distributed for staffing, if appropriate, and sent to the President at the appropriate time. Likewise, papers flowing from the Presidential Office go through the Staff Secretary's office for control and proper dissemination.

The staff also asks that Presidential memos be kept to a maximum of two pages and follow a standard format. Any required supplemental information is included as an attachment.

The President and senior staff members also receive a daily news summary in order to minimize the time required to keep abreast of the events of the day.

Scheduling

The preparation of the President's schedule involves a three-level process. There is a scheduling office which handles formal scheduling requests and, working with Mr. Cheney, sets the President's long range schedule and his basic daily schedule.

Mr. Cheney refines each daily schedule the prior evening and insures that the related material has been sent to the President for his review.

Each morning and at points during the day, Mr. Cheney reviews the schedule with the President to make interim adjustments.

Detailed Employees

A detailed employee is an individual who is employed by one agency but is assigned to another for work on a specific project for a specific period of time. In previous administrations as many as 287 employees have been detailed to the White House from various Federal agencies. A complete analysis of the use of detailed employees during previous administrations is included on the following pages. President Ford has limited the number during his administration to 25. The following rules govern the detailing of employees.

State Department Employees

The State Department must be fully reimbursed from day one for any employees detailed to the White House.

Military Personnel

There is no reimbursement for military personnel detailed to the White House.

Other Agencies

For all other agencies, reimbursement for detailed employees begins after the first six months of an assignment.

ANALYSIS OF WHITE HOUSE OFFICE
SUMMARY ANALYSIS OF DETAILED EMPLOYEES

(Prepared by Dr. James Connor)

FULL TIME EMPLOYEES**

<u>PRESIDENT</u>	<u>FISCAL YEAR</u>	<u>SALARIES AND EXPENSES</u>	<u>SPECIAL PROJECTS</u>	<u>TOTAL</u>	<u>DETAILED EMPLOYEES*</u>	<u>REAL TOTAL</u>
Roosevelt	1934	45	-	45	120	165
	1935	45	-	45	127	172
	1936	45	-	45	115	160
	1937	45	-	45	112	157
	1938	45	-	45	119	164
	1939	45	-	45	112	157
	1940	63	-	63	114	177
	1941	62	-	62	117	179
	1942	47	-	47	137	184
	1943	46	-	46	148	194
1944	47	-	47	145	192	
Truman	1945	48	-	48	167	215
	1946	51	-	51	162	213
	1947	190	-	190	27	217
	1948	245	-	245	23	268
	1949	220	-	220	26	246
	1950	223	-	223	25	248
	1951	257	-	257	40	297
	1952	252	-	252	31	283

ANALYSIS OF WHITE HOUSE OFFICE

SUMMARY ANALYSIS OF DETAILED EMPLOYEES, (cont.)

FULL TIME EMPLOYEES**

<u>PRESIDENT</u>	<u>FISCAL YEAR</u>	<u>SALARIES AND EXPENSES</u>	<u>SPECIAL PROJECTS</u>	<u>TOTAL</u>	<u>DETAILED EMPLOYEES*</u>	<u>REAL TOTAL</u>
Eisenhower	1953	262	-	262	28	290
	1954	250	-	250	23	273
	1955	272	-	272	28	300
	1956	273	78	351	41	392
	1957	271	93	364	59	423
	1958	272	80	352	51	403
	1959	275	79	354	31	385
	1960	275	80	355	33	388
Kennedy	1961	270	72	342	134	476
	1962	253	56	309	123	432
	1963	249	69	318	111	429
Johnson	1964	236	70	306	125	431
	1965	235	59	294	154	448
	1966	219	37	256	219	475
	1967	209	42	251	246	497
	1968	203	47	250	206	456

ANALYSIS OF WHITE HOUSE OFFICE
SUMMARY ANALYSIS OF DETAILED EMPLOYEES, (cont.)

FULL TIME EMPLOYEES**

<u>PRESIDENT</u>	<u>FISCAL YEAR</u>	<u>SALARIES AND EXPENSES</u>	<u>SPECIAL PROJECTS</u>	<u>TOTAL</u>	<u>DETAILED EMPLOYEES*</u>	<u>REAL TOTAL</u>
Nixon	1969	217	97	314	232	546
	1970	250	95	345	287	632
	1971	547	8	555	17	572
	1972	522	28	550	34	584
	1973	483	13	496	24	520
	1974	506	-	506	47	553
Ford	1975	533	-	533	27	560
	Feb. 1976	478	-	478	27	505
	Aug. 1976	474	-	474	25	499

* Detailed employees are as of June 30th of each year.

** Full time employees are the average number of employees as printed in the actual budgets for 1934 thru 1962.

Full time employees from 1963 to 1969 are as reported to Civil Service Commission on June 30th of each year.

Budget Data

The following two schedules show the total FY 77 White House Office appropriation and a summary of the personnel budget by function.

As indicated by the first schedule, the total appropriation for 1977 is \$16.5 million. The major portion of this amount is provided for salaries (67%), related personnel benefits (5%) and rents and communications (20%). Accordingly, the only way to make any significant reduction in the cost of operating the White House is to reduce the personnel complement.

The second chart provides more detailed data regarding the White House staff by function, including the authorized and actual numbers employed, the amounts budgeted, and the numbers of detailed employees.

WHITE HOUSE OFFICETOTAL APPROPRIATION - SALARIES AND EXPENSESFISCAL YEAR 1977

<u>Object Classification</u>	<u>Total Appropriation</u>	<u>% of Total</u>
Personnel Compensation	\$11,110,000	67%
Personnel Benefits	830,000	5
President's Travel	100,000	2
Other Travel	190,000	
Official Entertainment	10,000	-
Transportation of Things	5,000	-
Rents and Communications	3,350,000	20
Printing and Binding	600,000	4
Other Services	70,000	-
Supplies, etc.	230,000	1
Equipment	35,000	-
	<u>\$16,530,000</u>	
	TOTAL	

Note: White House personnel indicate that budgeted funds have been expended on a pro-rata basis; accordingly, approximately two-thirds of the total White House Office appropriation will be unobligated as of February 1, 1977.

ANALYSIS OF THE EXISTING WHITE HOUSE OFFICE

SUMMARY OF PERSONNEL COSTS

		<u>WHITE HOUSE PAYROLL</u>			<u>DETAILED</u>
		<u>Authorized</u>	<u>Actual</u>	<u>Amount Budgeted</u>	
First Lady's Staff	Downs	28	26	563,000	
Counsel to the President	Buchen	14	13	364,000	2
Assistant for Domestic Affairs	Cannon	1	5	202,000	
Assistant for White House Operations	Cheney				
Assistant's Office	Cavanaugh	8	6	177,000	
Staff/Cabinet Secretary	Connor	14	15	383,000	1
Director of Scheduling and Advance	Jones	24	23	605,000	
Director of Personnel	Bennett	25	14	309,000	1
Director of Photography	Kennerly	5	5	139,000	2
President's Office	Leonard	5	5	126,000	
Counsellor to the President	Hartmann				
Counsellor's Office	Smith	8	4	124,000	1
Editorial Staff	Orben	32	29	615,000	1
Counsellor to the President	Marsh				
Counsellor's Office	Raoul-Duval	4	6	180,000	2
Assistant for Legislative Affairs	Friedersdorf	16	15	399,000	
Assistant for Public Liaison	Baroody	23	21	588,000	4
Press Secretary	Nessen	35	43	1,019,000	3
Assistant for National Security Affairs	Scowcroft	1	1	45,000	1
Assistant for Economic Affairs	Seidman	7	7	201,000	
Intelligence Oversight Board	Dennin	--	1	38,000	2
Foreign Intelligence Advisory Board	Byers	--	--	--	6
Subtotal		<u>250</u>	<u>239</u>	<u>6,077,000</u>	<u>26</u>
Operating Offices	Linder	235	232	4,005,000	--
Other Personnel Cost				<u>1,028,000</u>	
TOTALS		<u>485</u>	<u>471</u>	<u>11,110,000</u>	<u>26</u>

Possible Areas of Change

Included in the analysis of each office is a discussion of the possible areas of change. These changes may be grouped into the following general categories.

Different Requirements

President-elect Carter's management style and programmatic objectives are different from those of President Ford, and therefore, there will need to be changes in organization and staffing to adjust the White House Office to Carter's mode of operation.

Different Staff Talents

The individuals on Carter's staff will no doubt have a different mix of skills, and therefore, there will need to be changes made to make maximum use of the skills each individual brings to the organization.

Eliminating Non-Essential Activities

In general, there is enough interest and activity centered around the White House to permit a person to stay "busy" without performing any useful function, and quite often create additional work for someone else. By keeping the staff lean, these non-essential activities can be eliminated.

Transfer of Organization Units

As noted earlier, the basic purpose of the White House Office is to serve the personal needs of the President. As a general rule for this presentation, any organization unit that can function outside of the White House Office has been transferred out. The actual location and the relationship to the President will be determined after a detailed study of the unit.

Possible Areas of Change, (cont.)

Working under these general guidelines, it might be possible to reduce the staff positions in the White House Office from 250 to 162 by making the reductions and transfers outlined in the chart on the following page. These changes are discussed in more detail in the remaining sections of the report and are included to stimulate discussion. Final changes can be recommended only after the comprehensive study outline in the overall work program has been completed. It might also be possible to make reductions in the operations offices after their functions have been studied in detail.

ANALYSIS OF PRESENT WHITE HOUSE OFFICE

POSSIBLE PERSONNEL REDUCTIONS

	<u>WHITE HOUSE PERSONNEL</u>			<u>Reason For Change</u>
	<u>Current Level Authorized</u>	<u>Possible Reduction</u>	<u>Revised</u>	
First Lady's Staff	28	1	27	Reduction
Counsel to the President	14	2	12	Reduction
Assistant for Domestic Affairs	1	1	-	Transfer Out
Assistant for White House Operations				
Assistant's Office	8	5	3	Reduction
Staff/Cabinet Secretary	14	2	12	Reduction
Director of Scheduling & Advance	24	2	22	Reduction
Director of Personnel	25	20	5	Reduction
Director of Photography	5	2	3	Reduction
President's Office	5	1	4	Reduction
Counsellor to the President				
Counsellor's Office	8	8	-	Elimination
Editorial Staff	32	3	29	Reduction
Counsellor to the President				
Counsellor's Office	4	4	-	Elimination
Assistant for Legislative Affairs	16	1	15	Reduction
Assistant for Public Liaison	23	23	-	Transfer Out
Press Secretary	35	5	30	Reduction
Assistant for National Security Affairs	1	1	-	Transfer Out
Assistant for Economic Affairs	7	7	-	Transfer Out
Intelligence Oversight Board	-	-	-	Transfer Out
Foreign Intelligence Advisory Board	-	-	-	Transfer Out
Subtotal	250	88	162	
Operating Offices	235	-	235	
Total	485	88	397	

Organizational Worksheet

This final section of the Summary provides a worksheet to aid in developing alternative plans for the White House Office organization. The matrix on the following page provides down the left side a list of some of the major White House functions identified in the following sections. Across the top is a series of blank spaces for entering position titles or names of individuals. The body of the matrix may be used for indicating by checkmarks (✓) which individual has responsibility for each function.

In completing the organization worksheet, consideration should be given to the following guidelines:

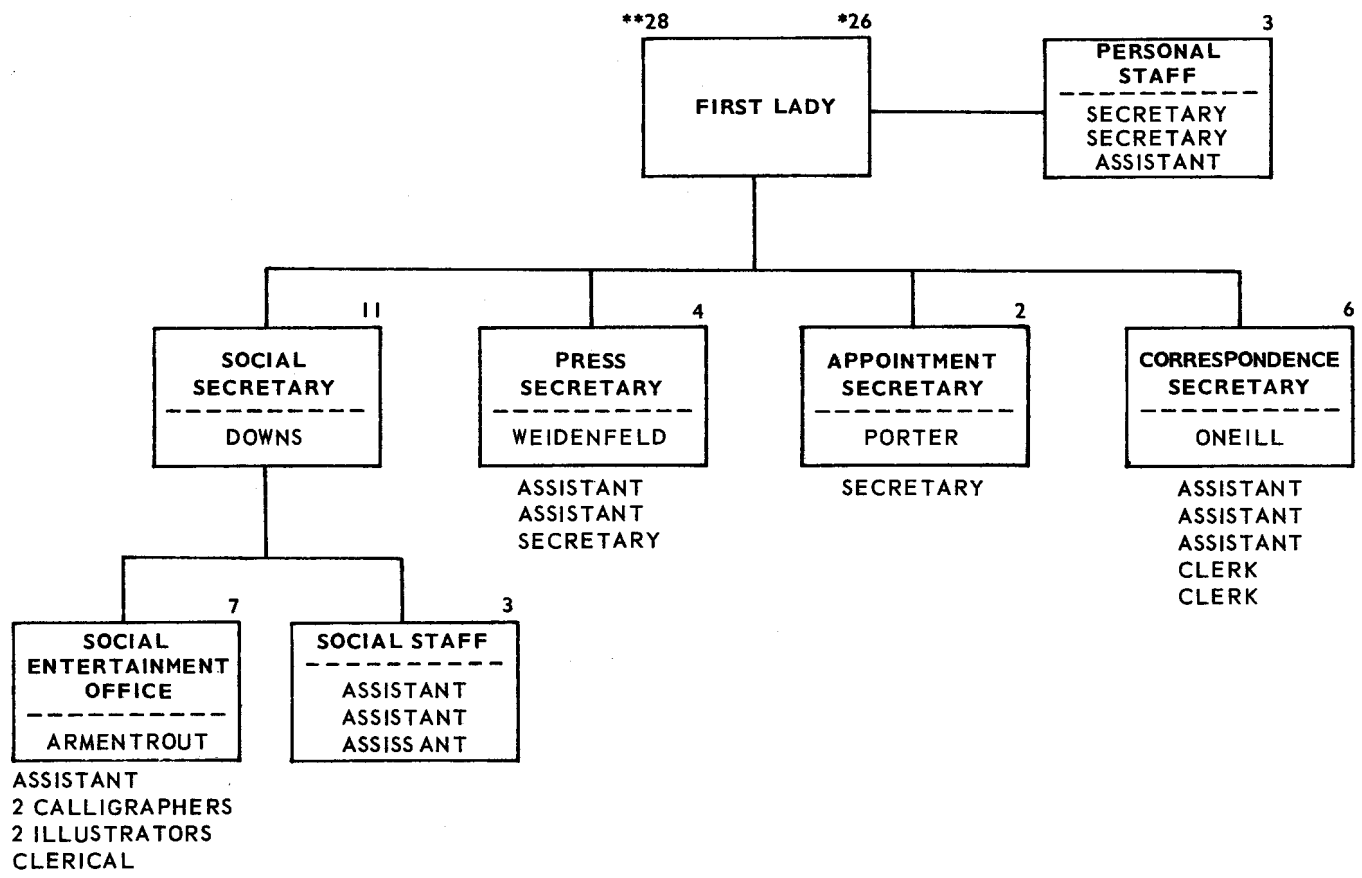
- Assign functions to an individual with the skills needed to perform that function.
- Distribute the workload evenly among staff members.
- Insure that no single individual has a disproportionate share of authority.

In developing a proposed White House Office organization, it should be kept in mind that all such organizational structures change over time, and that the ideal structure may be unattainable. However, our objective should be to insure that the initial Carter White House Office be organized in a manner that will best serve the President's needs.

NOTE

The organization charts and personnel counts shown in this report were developed from a roster of White House Office personnel prepared in November. The detail listings of personnel provided in the following sections were obtained in December, and, accordingly, there are some inconsistencies between the charts and the detail listings.

OFFICE OF FIRST LADY



**** AUTHORIZED
* ACTUAL**

OFFICE OF THE FIRST LADYResponsibilities

1. Assist the First Lady in pursuing activities in which she has a special interest.
2. Process correspondence for the First Lady and other family members.
3. Handle the First Lady's schedule and coordinate her appointments with those of the President.
4. Handle the First Lady's press relationships including setting up interviews, preparing press releases and making arrangements for the traveling press.
5. Coordinate all social events at the Mansion. This includes deciding upon menu, guest list, protocol, decorations, invitations, place cards, etc.

Possible Areas of Change

1. Since Amy, Chip and Caron, and Jeff and Annette will all be living at the White House, there is some question as to whether the existing correspondence staff will be able to handle the work load.
2. There is currently no programmatic staff to work with the First Lady on special projects. The best way to handle this situation might be to detail employees from the agencies involved.

OFFICE OF FIRST LADY'S STAFF

AS 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
WEIDENFELD, SHEILA R. (W.H.C.)	PRESS SECRETARY TO THE FIRST LADY	WHO(S/A)	01 NOV 74
DOWN, MARIA (W.H.C.)	SOCIAL SECRETARY	WHO(S/A)	06 OCT 75
PORTER, SUSAN ANNE (W.H.C.)	APPOINTMENTS SECRETARY TO THE FIRST LADY	WHO(S/A)	01 JUN 71
ONEILL, ELIZABETH M. (W.H.C.)	DIRECTOR OF CORRESPONDENCE FOR MRS. FORD	WHO	06 MAR 72
PULLEN, FRANCES KAYE (W.H.C.)	STAFF ASSISTANT	WHO	01 DEC 74
MATSON, PATRICIA JO	ASSISTANT TO THE PRESS SECRETARY FOR THE FIRST LADY	WHO	29 MAY 73
POKEMBKA, CAROLYN K.	PERSONAL SECRETARY TO MRS. FORD	WHO	18 AUG 74
HOWARD, PATRICIA K.	ASSISTANT TO THE SOCIAL SECRETARY	WHO	22 APR 71
CHIRDON, NANCY C.	PERSONAL SECRETARY TO MRS. FORD	WHO	27 OCT 74
VON PAWEL, CHARLENE C.	CORRESPONDENCE ASSISTANT	WHO	22 DEC 74
PARIS, FRANCES J.	SECRETARY (MRS. WEIDENFIELD)	WHO	25 MAY 75
BAKER, LINDA LEE	ASSISTANT TO THE SOCIAL SECRETARY	WHO	15 JAN 75
MCCOY, THOMAS R.	ASSISTANT TO THE DIRECTOR OF CORRESP. FOR THE FIRST LADY	WHO	18 FEB 62
QUENNEVILLE, SALLY A.	SECRETARY (MRS. WEIDENFLD)	WHO	22 DEC 74
JEFFERSON, FRED E.	ASSISTANT TO THE SOCIAL SECRETARY	WHO	01 AUG 54

**WITHIN-GRADE INCREASE

***QUALITY INCREASE

****CERTIFICATE HAS NOT YET BEEN ISSUED

OFFICE OF FIRST LADY'S STAFF

AS OF 31 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
ARMENROUT, RUSSELL H., JR.	ADMINISTRATIVE OFFICER (HEAD OF SOCIAL ENTERTAINMENTS OFFICE)	WHO	30 MAR 75
SEMPELL, WILLIAM T.	ASSISTANT CHIEF (CALLIGRAPHY), SOCIAL ENTERTAINMENTS OFFICE	WHO	16 JUL 67
INGERSOLL, JANICE M.	ASSISTANT CHIEF (ARRANGEMENTS), SOCIAL ENTERTAINMENTS OFFICE	WHO	19 JAN 59
SCARFONE, JOHN J.	GRAPHIC DESIGNER-CALLIGRAPHER	WHO	04 OCT 70
MCCANN, KATHLEEN S.	ILLUSTRATOR	WHO	16 APR 72
SCHIAVONI, ALEXANDER B.	ILLUSTRATOR	WHO	04 OCT 70
BESEDNIK, BARBARA A.	CLERICAL ASSISTANT	WHO	02 JAN 74

W.A.E. EMPLOYEES

COOKE, L. JULIANNE	STAFF ASSISTANT	WHO(S/A)
GOLTRA, KATHERINE	CORRESPONDENCE ASSISTANT	WHO(S/A)
SMITH, HAROLD G.	CORRESPONDENCE ASSISTANT	WHO(S/A)
HAENN, LEUDORA, K.	CORRESPONDENCE CLERK	WHO(S/A)

**WITHIN-GRADE INCREASE
 ***QUALITY INCREASE

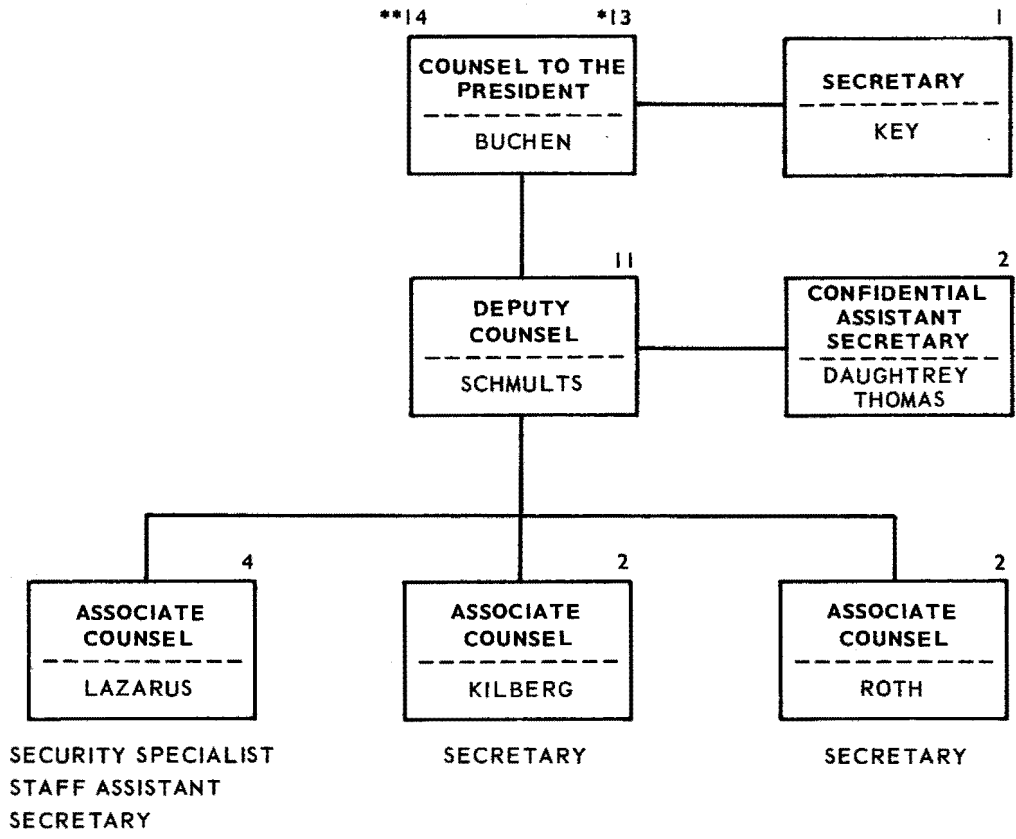
OFFICE OF FIRST LADY'S STAFF

AS 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
HAAS, MARY ANN	CORRESPONDENCE ASSISTANT	WHO	01 APR 74
AMCHAN, SUSAN L.	CORRESPONDENCE CLERK	WHO	20 FEB 73
HOUK, PATRICIA I.	SECRETARY (MISS PORTER)	WHO	07 JUN 76
PATTEKSON, MARGARET B.	CORRESPONDENCE CLERK	WHO	16 NOV 72

**WITHIN-GRADE INCREASE

COUNSEL TO THE PRESIDENT



**** AUTHORIZED**
*** ACTUAL**

COUNSEL TO THE PRESIDENTResponsibilities

1. Handle all legal work relating to the operation of the White House.
2. Investigate all potential conflict of interest situations.
3. Review all legislative bills submitted to the President for his signature or veto.
4. Handle FBI clearance checks on all new White House employees.
5. Serve as liaison between White House employees and regulatory agencies.
6. Handle freedom of information requests for the White House.
7. Handle clearance of groups requesting Presidential endorsement or involvement.
8. Other special assignments as requested by the President.

Possible Areas of Change

1. Since it is anticipated that there will be a significant amount of legislative activity in regard to the reorganization effort and other special projects, it might be necessary to either increase the staff or detail some employees for a period of time.
2. This staff may be reduced by assigning legal problems to Attorney General and Office of Legal Counsel in the departments.

OFFICE OF PHILIP W. BUCHEN

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
BUCHEN, PHILIP W. (P.C.)	COUNSEL TO THE PRESIDENT	WHO	15 AUG 74
SCHMULTS, EDWARD C. (P.C.)	DEPUTY COUNSEL TO THE PRESIDENT	WHO	29 OCT 75
LAZARUS, KENNETH A. (P.C.)	ASSOCIATE COUNSEL TO THE PRESIDENT	WHO(S/A)	23 SEP 74
KILBERG, BARBARA G. (W.H.C.)	ASSOCIATE COUNSEL	WHO(S/A)	07 JUL 75
ROTH, BARRY N. (W.H.C.)	ASSISTANT COUNSEL	WHO(S/A)	22 DEC 74
DANNENHAUER, JANE M. (W.H.C.)	STAFF ASSISTANT	WHO	20 NOV 72
DAUGHTREY, EVA A.	CONFIDENTIAL ASSISTANT	WHO	02 DEC 74
KEY, SHIRLEY A.	SECRETARY (MR. BUCHEN)	WHO	09 FEB 75
THOMAS, JANE E.	SECRETARY (MR. SCHMULTS)	WHO	17 MAR 74
MOORCONES, DAWN L.	SECRETARY (MR. LAZARUS)	WHO	23 SEP 74
CLINK, KAREN A.	SECRETARY (MR. ROTH)	WHO	13 SEP 76
LITTLE, LURANER M.	SECRETARY (MRS. KILBERG)	WHO	08 JUL 75
CONNORS, CLAIRE T.	SECURITY SPECIALIST	WHO	18 NOV 74

**WITHIN-GRADE INCREASE

OFFICE OF PHILIP W. BUCHEN

AS OF 01 DEC 1976

NAME TITLE OFFICE EOD DATE

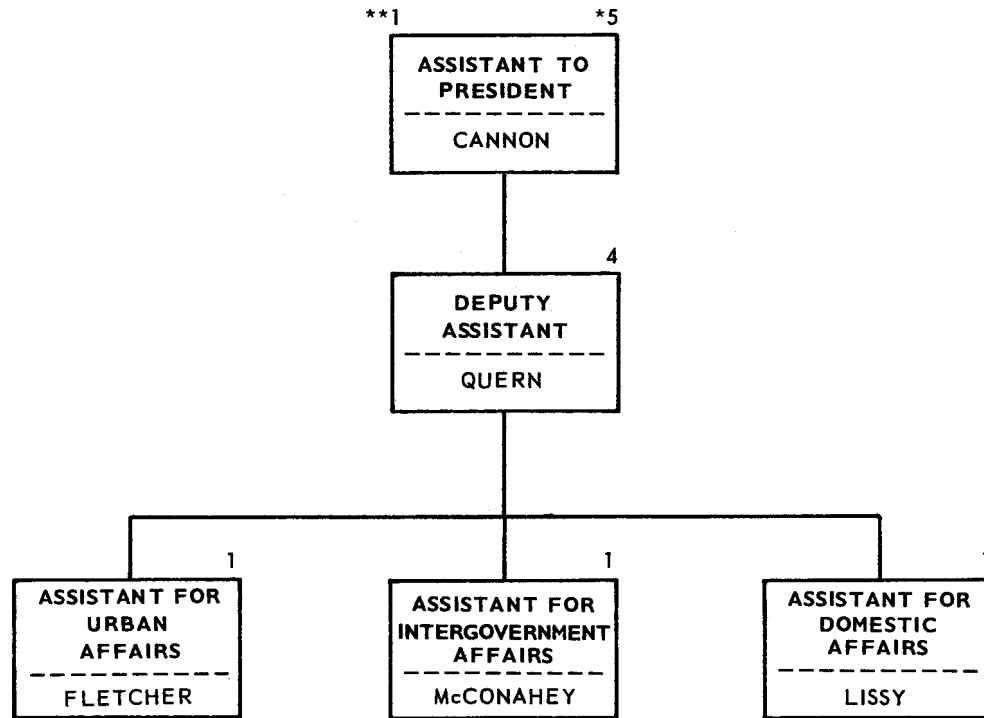
DETAIL EMPLOYEES

ROWAN, KATHLEEN M. SECRETARY TREASURY

PART-TIME EMPLOYEES

GULDFIELD, HAROLD P. LEGAL ASSISTANT WHD 02 JUN 75

ASSISTANT FOR DOMESTIC AFFAIRS



**** AUTHORIZED
* ACTUAL**

ASSISTANT FOR DOMESTIC AFFAIRSResponsibilities

1. Supervise the operation of the Domestic Council as executive director.
2. Convene meetings of the domestic Cabinet officers and their assistants to discuss and attempt to resolve domestic problems.
3. Work with OMB to insure that policy and financial considerations are coordinated.
4. Work with the domestic Cabinet officers in small groups to resolve inter-agency problems.
5. Staff Presidential memos from domestic agencies and staff other Presidential memos that have an impact on domestic affairs.

Possible Areas of Change

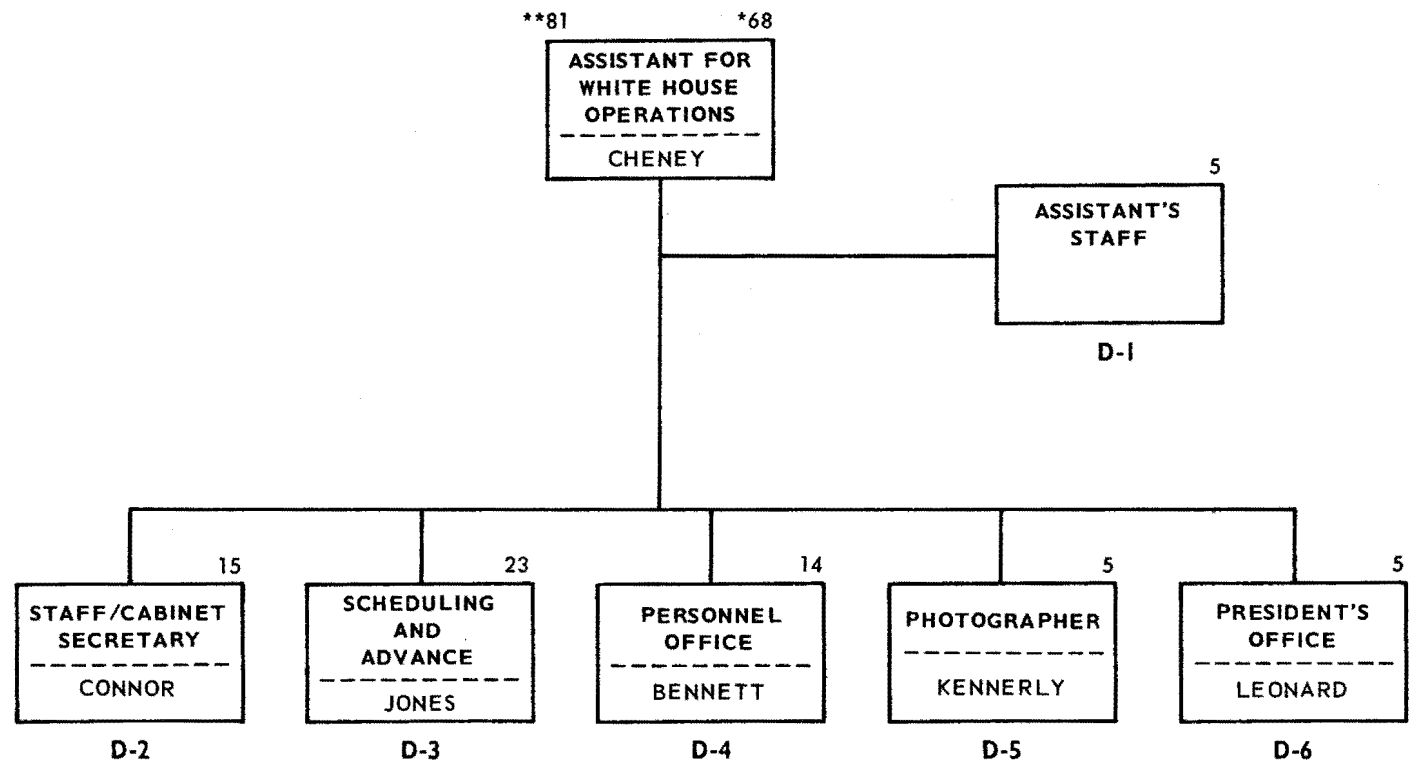
1. This assistant is one of four individuals in the White House working to coordinate the activities of various Federal agencies. The other three are the Assistant for National Security Affairs, the Assistant for Economic Affairs, and the Cabinet Secretary. The Director of OMB also gets involved from a financial point of view. The question of how these individuals are to work together in coordinating the activities of the agencies needs to be examined in detail.
2. One alternative that might be considered would be to drop the Domestic Council and to set up a Planning Office that would be on an equal footing with OMB. The office would still look to the NSC on questions of National Security but it would have responsibility for developing comprehensive plans that incorporate both domestic and international considerations.

OFFICE OF JAMES M. CANNON

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
CANNON, JAMES M. (P.C.)	ASSISTANT TO THE PRESIDENT FOR DOMESTIC AFFAIRS	WHO	28 FEB 75
QUERN, ARTHUR F. (P.C.)	DEPUTY ASSISTANT TO THE PRESIDENT FOR DOMESTIC AFFAIRS	WHO(S/A)	06 SEP 76
FLETCHER, ARTHUR A. (P.C.)	DEPUTY ASSISTANT TO THE PRESIDENT FOR URBAN AFFAIRS	WHO(S/A)	19 JAN 76
MCCONAHEY, STEPHEN G. (P.C.)	SPECIAL ASSISTANT TO THE PRESIDENT FOR INTERGOVERNMENTAL AFFAIRS	WHO(S/A)	28 JAN 76
LISSY, DAVID H. (W.H.C.)	SPECIAL ASSISTANT FOR DOMESTIC AFFAIRS	WHO(S/A)	14 JUN 76

ASSISTANT FOR WHITE HOUSE OPERATIONS



** AUTHORIZED
* ACTUAL

ASSISTANT FOR WHITE HOUSE OPERATIONSResponsibilities

1. Work with the President and the senior staff to insure the smooth operation of the White House.
2. Convene and chair daily morning meeting of the senior White House staff.
3. Manage the flow of information to and from the President and coordinate with the appointment process.
4. Handle liaison with political groups.
5. Supervise the activities of the Staff/Cabinet Secretary.
6. Supervise the activities of the Scheduling and Advance Director.
7. Supervise the activities of the Personnel Office.
8. Supervise the activities of the President's Photographer.
9. Supervise the activities of the President's Office.

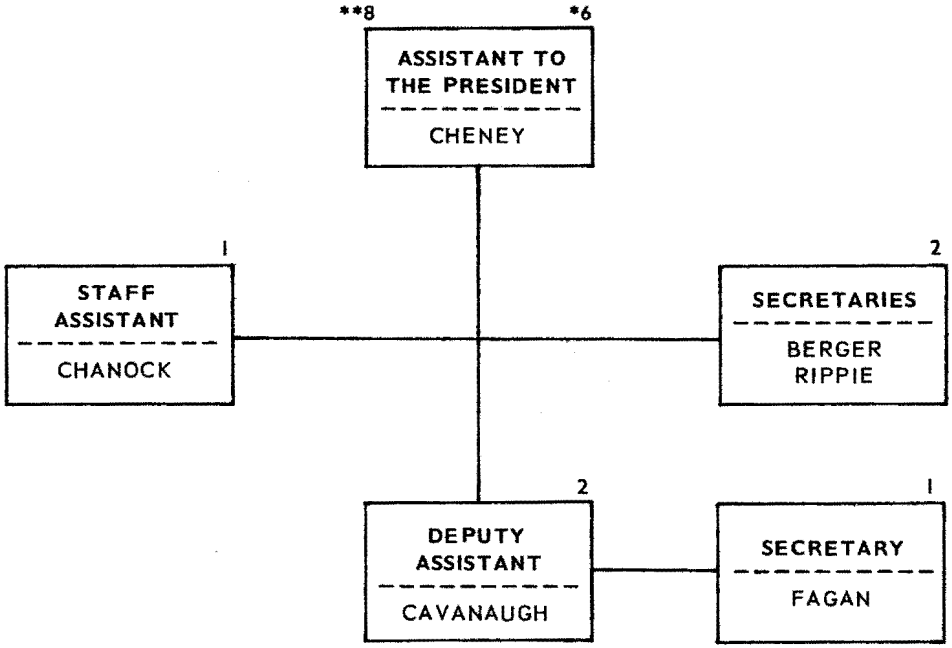
Possible Areas of Change

1. The Assistant for White House Operations is, in effect, the chief of staff. His power comes from his control of the flow of information to and from the President, his control of the President's schedule, his control over the personnel office and his control of the administrative support activities. It may be desirable to spread these responsibilities among several staff members. Below are discussed some possible ways of distributing the responsibilities.

ASSISTANT FOR WHITE HOUSE OPERATIONSPossible Areas of Change, (cont.)

- a) A senior staff member might be given responsibility for convening and chairing daily meeting of the senior White House staff.
- b) While it is logical for the flow of information to be coordinated with the scheduling process, it might be better to combine these activities and put a person reporting directly to the President in charge of them.
- c) Depending upon the changes made in regard to the Domestic Council, the responsibilities of the Cabinet Secretary might need to be changed or modified.

ASSISTANT'S STAFF



** AUTHORIZED
* ACTUAL

ASSISTANT'S STAFF

Responsibilities

1. Provide technical support for the Assistant.
2. Handle internal operations while the Assistant is away or busy with other matters.

Possible Areas of Change

1. If the activities of the Assistant are distributed to other staff members, it might be possible to eliminate the need for all or some of these positions.

OFFICE OF RICHARD B. CHENEY

AS OF 01 DEC 1976

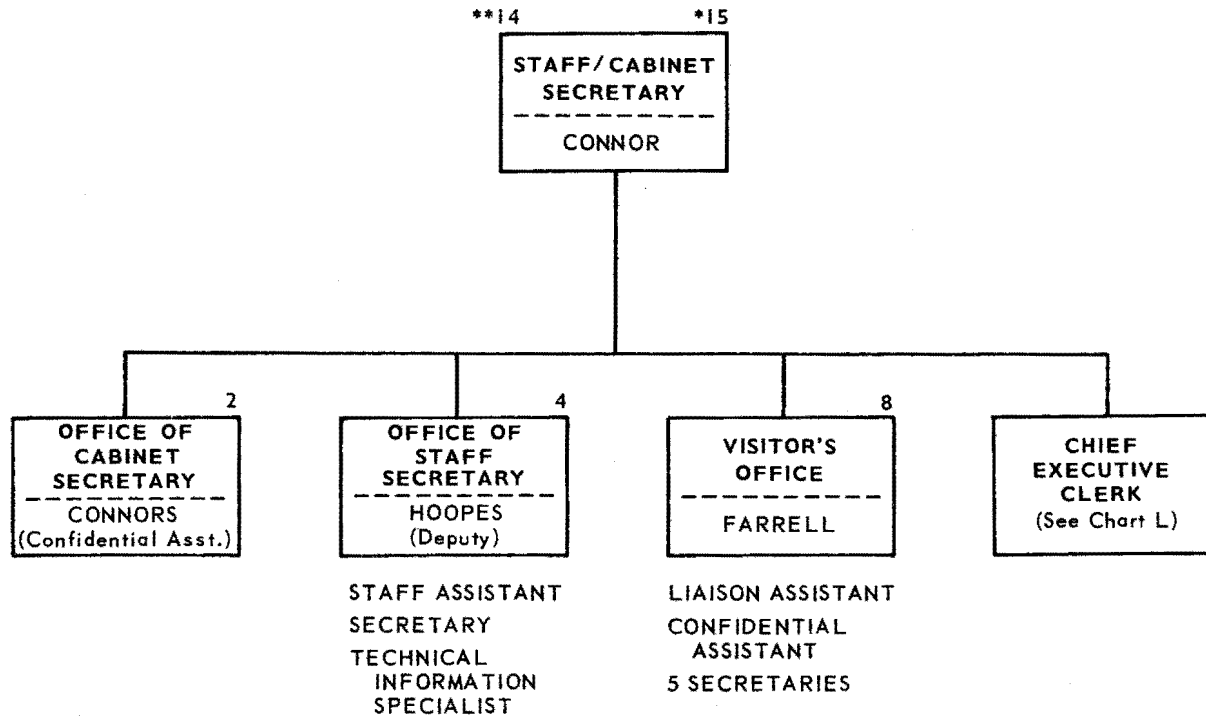
NAME	TITLE	OFFICE	EOD DATE
CHENEY, RICHARD B. (P.C.)	ASSISTANT TO THE PRESIDENT	WHO	01 OCT 74
CAVANAUGH, JAMES H. (P.C.)	DEPUTY ASSISTANT TO THE PRESIDENT	WHO(S/A)	01 FEB 76
CHANUCK, FOSTER (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	14 OCT 75
BERGER, KATHLEEN S.	SECRETARY (MR. CHENEY)	WHO(S/A)	16 FEB 71
FAGAN, JANA H.	CONFIDENTIAL ASSISTANT	WHO	01 FEB 76
KIPPIC, BARBARA A.	SECRETARY (MR. CHENEY)	WHO	01 APR 75

SERVICE BY AGREEMENT

REICHLEY, A. JAMES	CONSULTANT	WHO	
--------------------	------------	-----	--

**WITHIN-GRADE INCREASE
***QUALITY INCREASE

STAFF/CABINET SECRETARY



**** AUTHORIZED**
*** ACTUAL**

STAFF/CABINET SECRETARYResponsibilities - Staff Secretary

1. Coordinate the flow of paper to and from the President.
2. Insure that all papers flowing to the President have been properly staffed by all parties involved.
3. Maintain the President's confidential files.
4. Maintain the President's diary.
5. Coordinate the allocation of the following items:
 - a) Employee slots
 - b) Personnel funds
 - c) Travel funds
 - d) Office space
 - e) Perquisites
 - f) Furniture
 - g) White House passes
 - h) Telephone arrangements
6. Supervise the activities of the Visitor's Office.
7. Supervise the activities of the Chief Executive Clerk and the operating offices discussed in Section L.

Responsibilities - Cabinet Secretary

1. Handle arrangements for Cabinet meetings, including arranging the schedule, determining the agenda, taking minutes and follow-up on open questions.
2. Provide liaison between individual Cabinet members and the Assistant to the President when normal communication channels are not functioning properly.

STAFF/CABINET SECRETARY

Possible Areas of Change

1. In order to minimize abuse, a committee approach might be used in reviewing and approving allocation of employee slots, personnel funds, travel funds, office space, perquisites and furniture.
2. As discussed in regard to the Domestic Council, it might be desirable to modify the responsibilities of the Cabinet Secretary.
3. Since many visitor passes are requested by members of Congress, it might be desirable to shift the Visitor's Office to the Congressional Liaison Office.
4. Consider removing the management of the paperflow and combining it with the scheduling function.

OFFICE OF SECRETARY TO THE CABINET

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
CUNDR, JAMES E. (P.C.)	SECRETARY TO THE CABINET AND STAFF SECRETARY TO THE PRESIDENT	WHO(S/A)	03 JAN 75
ELLIOTT, ROLAND L. (W.H.C.)	DIRECTOR, CORRESPONDENCE OFFICE	WHO(S/A)	14 AUG 71
CUNNORS, ELEANOR A.	CONFIDENTIAL ASSISTANT	WHO	01 JUL 73

PART-TIME EMPLOYEES

LEWIS, SHARON R.	CLERICAL AIDE	WHO	23 SEP 76
------------------	---------------	-----	-----------

OFFICE OF STAFF SECRETARY

AS L J1 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
HOOPEs, DAVID C. (W.H.C.)	DEPUTY STAFF SECRETARY	WHO(S/A)	23 APR 71
FRY, GERTRUDE BROWN (W.H.C.)	STAFF ASSISTANT	WHO	04 OCT 70
EMERY, SARA CURRENCE	SECRETARY (MR. HOOPEs)	WHO	15 AUG 71
YOWELL, SUSAN D.	TECHNICAL INFORMATION SPECIALIST	WHO	26 JAN 75

REIMBURSABLE DETAIL

JONES, ELLEN M.	SECRETARY CLERK	VA	23 SEP 70
-----------------	-----------------	----	-----------

*REIMBURSABLE DETAIL
**WITHIN-GRADE INCREASE
***CERTIFICATE HAS NOT YET BEEN ISSUED

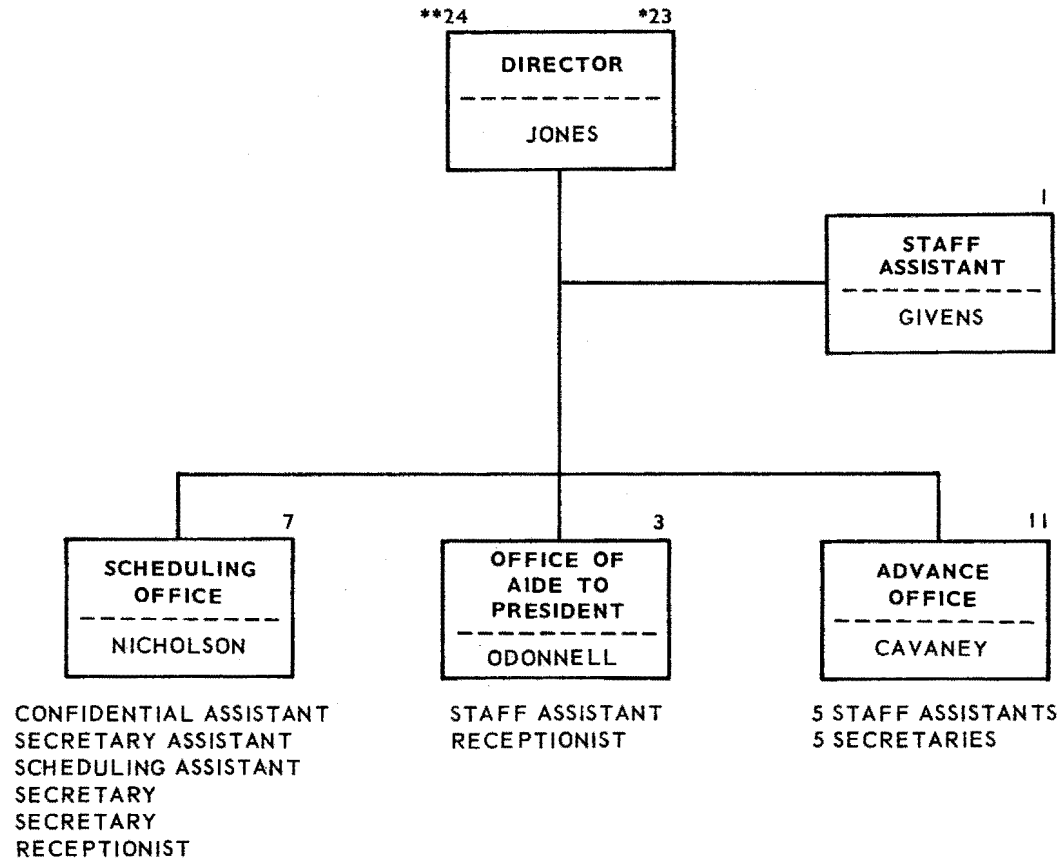
OFFICE OF SECRETARY TO THE CABINET

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOB DATE
FARRELL, MICHAEL J. (W.H.C.)	DIRECTOR OF THE VISITORS OFFICE	WHO(S/A)	24 MAR 69
FULTON, HAZEL F.	CONFIDENTIAL ASSISTANT	WHO	04 OCT 70
MOORE, KIMBERLEY KLEIN	LIAISON ASSISTANT	WHO(S/A)	12 JUN 74
TENNANT, DORA R.	SECRETARY (MR. FARRELL)	WHO	04 OCT 70
DANSAN, KUSALEE A.	SECRETARY (MR. FARRELL)	WHO	18 MAY 75
EARP, BARBARA L.	SECRETARY (MR. FARRELL)	WHO	11 FEB 74
WILLETT, LOUISE M.	SECRETARY (MR. FARRELL)	WHO	02 FEB 75
BRUMBACK, MARIAN N.	SECRETARY (MR FARRELL)	WHO	02 JAN 72

**WITHIN-GRADE INCREASE
***CERTIFICATE HAS NOT YET BEEN ISSUED

DIRECTOR OF SCHEDULING AND ADVANCE



**** AUTHORIZED
* ACTUAL**

DIRECTOR OF SCHEDULING AND ADVANCEResponsibilities

1. Coordinate and supervise the following scheduling activities:
 - a) Process and respond to all Presidential invitations.
 - b) Prepare schedule proposals.
 - c) Prepare draft schedules for day, week and month.
 - d) Relay Presidential invitations to Cabinet members for possible follow-up.
 - e) Circulate schedule proposals for comment.

2. Coordinate and supervise the following advance activities:
 - a) Planning of all Presidential trips.
 - b) Handling of all on-sight arrangements and the coordination of the activities of all groups involved in the trip.
 - c) Follow-up activities.

3. Coordinate and supervise the following activities of the Office of the Aide to the President.
 - a) Prepare set-up and briefing memos on the activities of the day.
 - b) Serve as doorkeeper.
 - c) Maintain a log of the President's activities, including meetings, visitors and telephone calls.
 - d) Retype the President's daily schedule as it changes during the day.
 - e) Receive and place all telephone calls for the President.
 - f) Provide receptionist for West Wing offices.

DIRECTOR OF SCHEDULING AND ADVANCE

Possible Areas of Change

1. Combine the scheduling and paper management functions and have the director report directly to the President.
2. Remove the advance activities and combine with the press advance activities to form an advance unit.
3. Include the Office of the Aide to the President with the group identified in item 1 above.

OFFICE OF JERRY H. JONES

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOB DATE
JONES, JERRY H. (P.C.)	DEPUTY ASSISTANT TO THE PRESIDENT	WHO(S/A)	08 NOV 72
GWIN, DIANNA R. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	27 APR 71

OFFICE OF SCHEDULING OFFICE

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EDD DATE
NICHOLSON, WILLIAM W. (W.H.C.)	DIRECTOR, SCHEDULING OFFICE	WHO(S/A)	30 SEP 74
DUNALUSON, HELEN COLLE	CONFIDENTIAL ASSISTANT	WHO	03 JUL 50
HAWLINS, MARY H.	SECRETARIAL ASSISTANT	WHO	01 MAY 50
GEMMELL, NANCY ANNE	SECRETARY (MR. NICHOLSON)	WHO	04 OCT 70
WIJNER, MARY FRANCES	SCHEDULING ASSISTANT	WHO	12 JUN 72
GOLTKA, ELIZABETH	SECRETARY (MR. NICHOLSON)	WHO	01 APR 73
BREEN, ANNE L.	RECEPTIONIST-SECRETARY	WHO	16 FEB 75

PART-TIME EMPLOYEES

HUNT, OLIVE H.	SECRETARY	WHO	19 MAY 75
----------------	-----------	-----	-----------

**WITHIN-GRADE INCREASE
***QUALITY INCREASE

OFFICE OF AIDE TO THE PRESIDENT

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
ODDNNELL, TERRENCE (W.H.C.)	AIDE TO THE PRESIDENT	WHD(S/A)	26 NOV 72
YATES, NELLIE L. (W.H.C.)	STAFF ASSISTANT	WHD(S/A)	29 AUG 54
MACBETH, ELIZABETH L.	RECEPTIONIST	WHD	30 DEC 74

***QUALITY INCREASE
***CERTIFICATE HAS NOT YET BEEN ISSUED

OFFICE OF ADVANCE OFFICE

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
CAVANEY, BYRON M., JR. (P.C.)	SPECIAL ASSISTANT TO THE PRESIDENT	WHO(S/A)	09 FEB 73
GOODWIN, ROBERT F. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	07 JUL 75
URSOMARSO, FRANK A. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	28 OCT 74
JONES, WILBUR D., JR. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	03 NOV 76
EASTLAND, LARRY L. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	03 NOV 76
STERN, ANDREW M. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	15 SEP 75
GRABOW, DENNIS G. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	03 NOV 76
WENNEKAMP, RICHARD L. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	03 NOV 76
BASS, WILLIAM M. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	03 NOV 76
SORUM, PETER H. (W.H.C.)	STAFF ASSISTANT	WHO	06 JAN 75
NEWELL, GREGORY J.	STAFF ASSISTANT	WHO(S/A)	23 AUG 76
WILLARD, GREGORY D.	STAFF ASSISTANT	WHO(S/A)	03 NOV 76
LICATA, JUDITH ANN	SECRETARY (MR. CAVANEY)	WHO	10 AUG 76
BRANTLEY, EVA M.	SECRETARY (MR. CAVANEY)	WHO	19 JAN 75
ROTH, CATHERINE BARKER	SECRETARY (MR. CAVANEY)	WHO	20 JUN 76

OFFICE OF ADVANCE OFFICE

AS L J1 DEC 1976

NAME	TITLE	OFFICE	EOB DATE
BULL, JEANNE F.	SECRETARY (MR. CAVANEY)	WHO	20 MAR 72
VENNERS, PEGGY J.	SECRETARY (MR. CAVANEY)	WHO	26 AUG 73

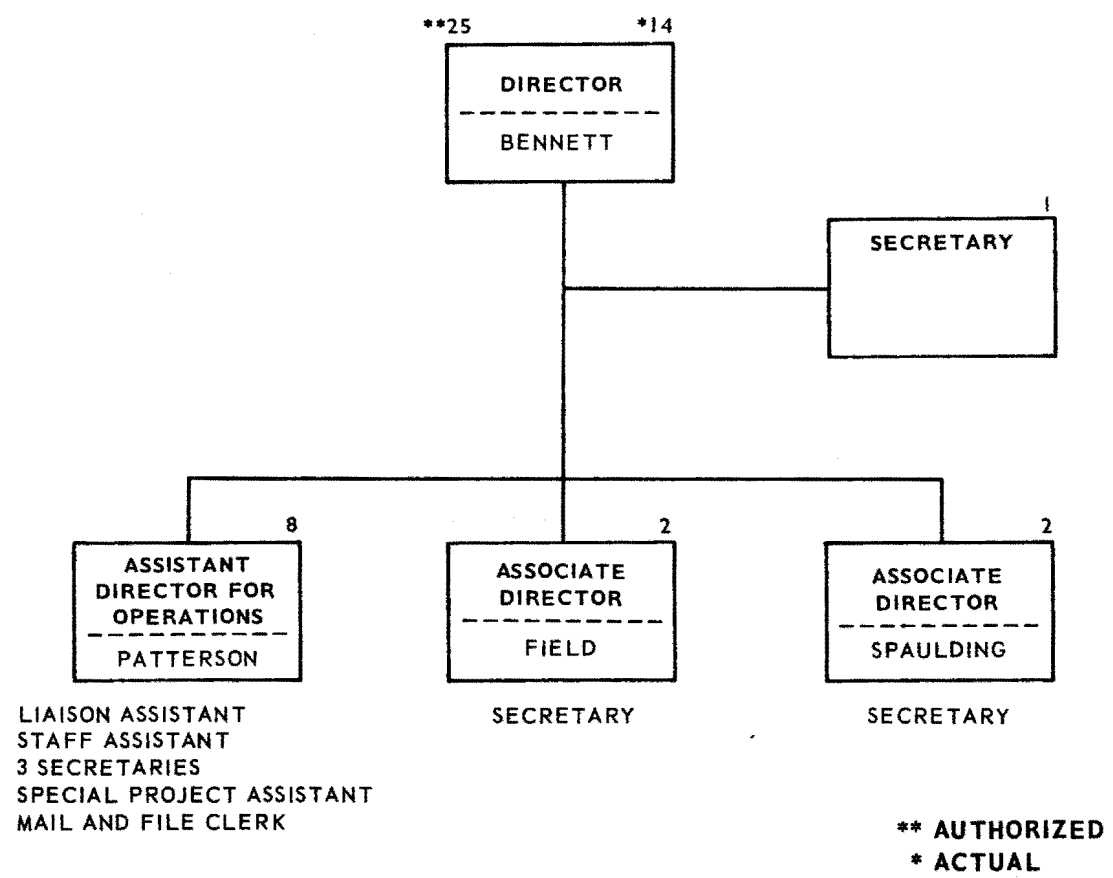
W.A.E. EMPLOYEES

POPOVICH, J. KRISTOFFER	CONSULTANT	WHO(S/A)
-------------------------	------------	----------

SERVICE BY AGREEMENT

HART, THOMAS W.	CONSULTANT	WHO(S/A)
-----------------	------------	----------

DIRECTOR OF PERSONNEL OFFICE



DIRECTOR OF PERSONNEL

Responsibilities

1. Identify, recruit, select top choices and obtain political and professional clearance for policy positions below the Cabinet level and for positions on the various boards and commissions.
2. Handle the processing of recommendations from Congressmen, political figures and other special groups.
3. Follow-up on the protocol and processing details of individuals selected for appointment.
4. Maintain a record of upcoming vacancies.

Possible Areas of Change

1. Since most key appointments will include the active involvement of senior staff and Carter intends to give his Cabinet appointments a significant amount of latitude in making their appointments, it would appear that the size of the Personnel Office could be reduced significantly and management responsibility given to a senior staff member.

OFFICE OF PRESIDENTIAL PERSONNEL OFFICE

AS G. 01 DEC 1976

NAME	TITLE	OFFICE	EDD DATE
BENNETT, DOUGLAS P. (P.C.)	DIRECTOR OF THE PRESIDENTIAL PERSONNEL OFFICE	WHO(S/A)	06 JAN 75
PATTERSON, BRADLEY H., JR (W.H.C.)	ASSISTANT DIRECTOR FOR OPERATIONS , PRESIDENTIAL PERSONNEL OFFICE	WHO(S/A)	05 JAN 75
FIELD, H. JAMES, JR. (W.H.C.)	ASSOCIATE DIRECTOR OF THE PRESIDENTIAL PERSONNEL OFFICE	WHO(S/A)	18 FEB 76
MCPHERSON, M. PETER (W.H.C.)	DEPUTY DIRECTOR OF THE PRESIDENTIAL PERSONNEL OFFICE	WHO(S/A)	03 NOV 76
SPAULDING, AARON L. (W.H.C.)	ASSOCIATE DIRECTOR, PRESIDENTIAL PERSONNEL OFFICE	WHO(S/A)	18 DEC 74
MANAFURT, PAUL J., JR. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	03 NOV 76
SUTTLES, KATHERINE R.	LIAISON ASSISTANT	WHO(S/A)	03 SEP 74
BOYLE, MARGD M.	STAFF ASSISTANT	WHO	03 NOV 76
LEUKHARDT, AMELIA L.	STAFF ASSISTANT	WHO	04 OCT 70
BRASELTON, NANCY C.	SECRETARY (MR. BENNETT)	WHO	23 APR 73
VASILIDU, ROSALIE N.	SECRETARY	WHO	03 NOV 76
FOLKS, LINDA L.	SPECIAL PROJECTS ASSISTANT	WHO	23 JUN 74
FELGNER, KAREN V.	SECRETARY	WHO	04 MAY 75
WELSH, MARGARET A.	SECRETARY	WHO	03 NOV 76
CANTY, JOHN	MAIL AND FILE CLERK	WHO	04 OCT 70

**WITHIN-GRADE INCREASE
 ***QUALITY INCREASE
 ****CERTIFICATE HAS NOT YET BEEN ISSUED

OFFICE OF PRESIDENTIAL PERSONNEL OFI E

AS 01 DEC 1976

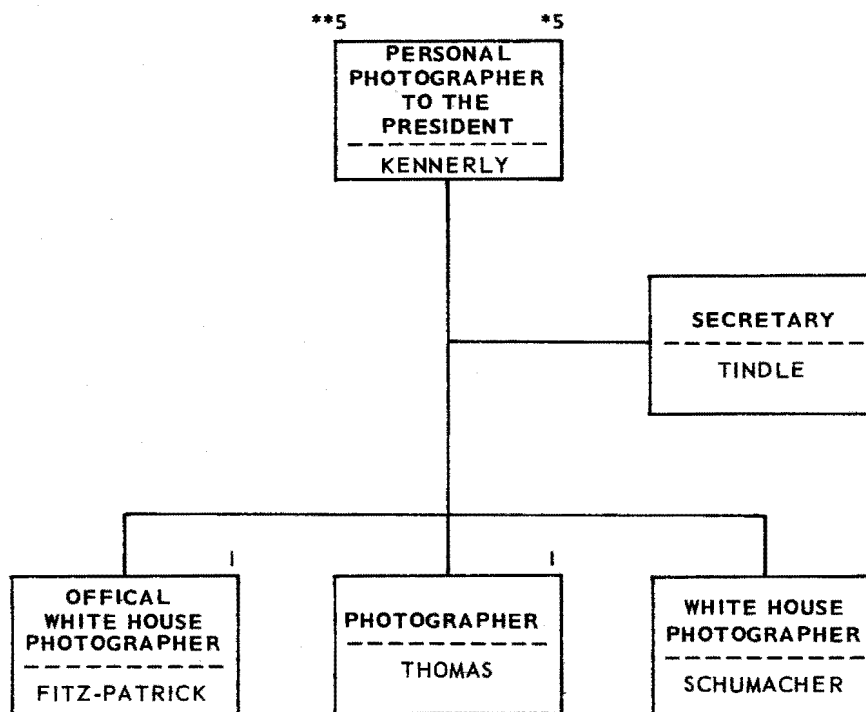
NAME	TITLE	OFFICE	EOO DATE
PETTIT, PATRICIA A.	SECRETARY (STENOGRAPHY)	WHO	25 MAY 75
MAMALIS, TANYA J.	SECRETARY (MR. BRANNON)	WHO	14 JUN 76
BEVERSLUIS, LINDA A.	SECRETARY (MR. PATTERSON)	WHO	09 DEC 74
VITULLI, DONNA M.	SECRETARY (MR. BENNETT)	WHO	20 MAY 76

REIMBURSABLE DETAIL

EYSYMONTT, JOCELYN W.	STAFF ASSISTANT	ERDA	
-----------------------	-----------------	------	--

*REIMBURSABLE DETAIL

WHITE HOUSE PHOTOGRAPHER



** AUTHORIZED
* ACTUAL

DIRECTOR OF PHOTOGRAPHY

Responsibilities

1. Take picture of all Presidential meetings.
2. Take picture of all important events involving the President.
3. Where appropriate, insure that all individuals participating in an event receive copies of the pictures taken.

Possible Areas of Change

1. Reduce the number of photographers.
2. Shift the unit to the Press Office.

OFFICE OF DAVID HUME KENNERLY

AS OF 01 DEC 1

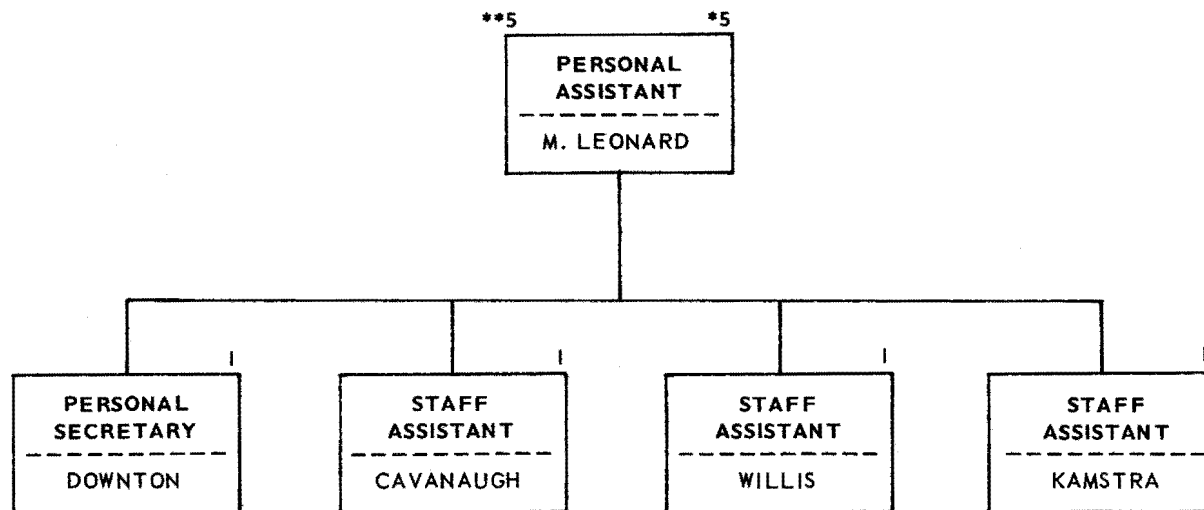
NAME	TITLE	OFFICE	EOD DATE
KENNERLY, DAVID HUME (W.H.C.)	PERSONAL PHOTOGRAPHER TO THE PRESIDENT	WHO(S/A)	15 AUG 74
THOMAS, RICARDO P.	PHOTOGRAPHER	WHO	26 AUG 74
SCHUMACHER, KARL H.	WHITE HOUSE PHOTOGRAPHER	WHO	02 FEB 75
FITZ-PATRICK, WILLIAM	OFFICIAL WHITE HOUSE PHOTOGRAPHER	WHO	02 FEB 75
TINDLE, KATHLEEN M.	SECRETARY (MR. KENNERLY)	WHO	24 NOV 74

DETAIL EMPLOYEES

EISERT, SANDKA L.	WHITE HOUSE PHOTO EDITOR	DOD	
BECKMAN, MARY T.	STAFF OFFICER	DOD	

**WITHIN-GRADE INCREASE
***QUALITY INCREASE

PRESIDENT'S OFFICE



**** AUTHORIZED**
*** ACTUAL**

PRESIDENT'S OFFICE

Responsibilities

1. Handle the President's personal affairs and accounts.
2. Handle the autographing of Presidential photographs.
3. Provide secretarial assistance to the President.

Possible Areas of Change

1. After an analysis of the requirements, it might be possible to reduce this operation by one or two positions.

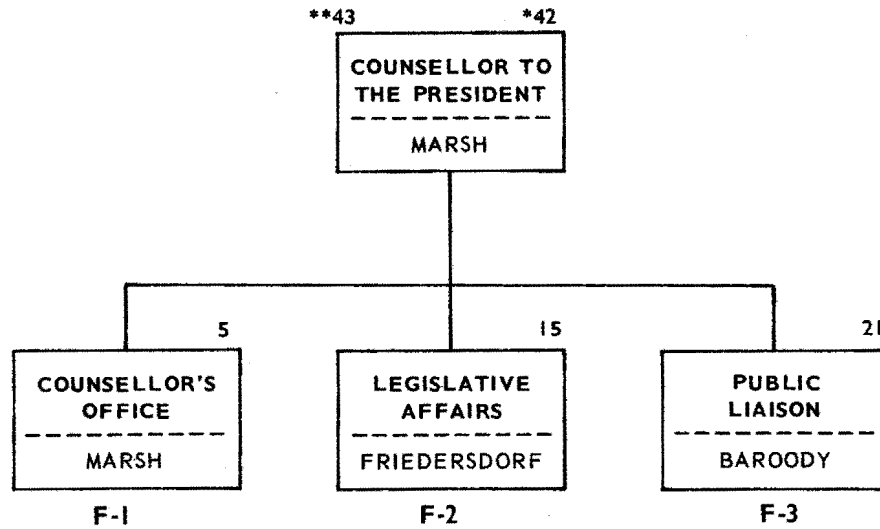
OFFICE OF THE PRESIDENT'S OFFICE

AS (1 DEC 1974)

NAME	TITLE	OFFICE	EOD DATE
LEONARD, MILDRED V. (W.H.C.)	PERSONAL ASSISTANT TO THE PRESIDENT	WHO(S/A)	18 AUG 74
CAVANAUGH, DOROTHY K. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	18 AUG 74
DOWNTON, DOROTHY E. (W.H.C.)	PERSONAL SECRETARY TO THE PRESIDENT	WHO	18 AUG 74
WILLIS, GEORGE W. (W.H.C.)	STAFF ASSISTANT	WHO	22 DEC 74
KAMSTRA, ANNE F. (W.H.C.)	STAFF ASSISTANT	WHO	22 DEC 74

**WITHIN-GRADE INCREASE

COUNSELLOR TO THE PRESIDENT



** AUTHORIZED
* ACTUAL

PHOTOCOPY FROM GERALD FORD LIBRARY

COUNSELLOR TO THE PRESIDENT - MARSH

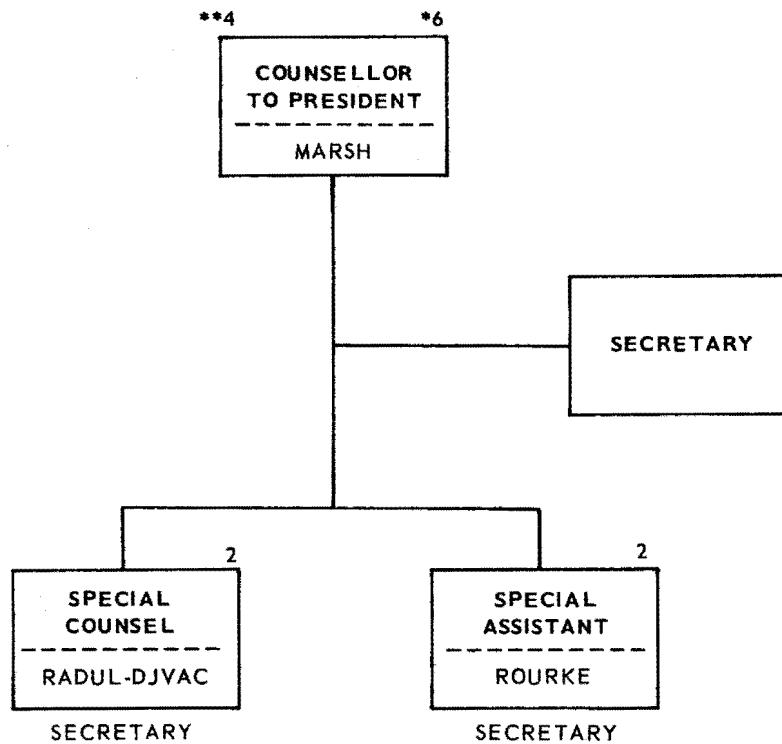
Responsibilities

1. Supervise the activities of the Legislative Affairs section.
2. Supervise the activities of the Public Liaison section.
3. Provide advice to the President and act as a sounding board as to probable political reaction in regard to key decisions.
4. Handle special projects of a sensitive nature for the President.

Possible Areas of Change

1. The role of Counsellor to the President will likely be handled by persons who will remain in the private sector.

COUNSELLOR'S OFFICE



** AUTHORIZED
* ACTUAL

COUNSELLOR'S OFFICE

Responsibilities

1. Provide support to the Counsellor in his activities as advisor to the President.
2. Assist in the handling of special projects.

Possible Areas of Change

1. If individuals who remain in the private sector serve as Counsellors to the President, it may be possible to eliminate some or all of these positions.

OFFICE OF JOHN O. MARSH, JR.

AS G. J1 DEC 19

NAME	TITLE	OFFICE	EOD DATE
MARSH, JOHN O., JR. (P.C.)	COUNSELLOR TO THE PRESIDENT	WHO	10 AUG 74
RAOUL-DUVAL, MICHAEL (P.C.)	SPECIAL COUNSEL TO THE PRESIDENT	WHO(S/A)	21 OCT 75
ROURKE, RUSSELL A. (P.C.)	SPECIAL ASSISTANT TO THE PRESIDENT	WHO(S/A)	26 NOV 74
LARSEN, DONNA M.	SECRETARY (MR. MARSH)	WHO	18 DEC 74
AMMEN, HELEN J.	SECRETARY (MR. RAOUL-DUVAL)	WHO	07 AUG 76
BANFORD, CONSTANCE M.	SECRETARY (MR. MARSH)	WHO	11 DEC 74

DETAIL EMPLOYEES

HOLLAND, ANNITA B.	CLERK (TYPING)	INTERIOR	21 APR 74
SNYDER, DAVID K.	CONTROL CLERK (TYPIST)	AGRIC	18 MAR 74

W.A.E. EMPLOYEES

PRESOCK, PATRICIA A.	SECRETARY	WHO(S/A)	15 JAN 73
----------------------	-----------	----------	-----------

SERVICE BY AGREEMENT

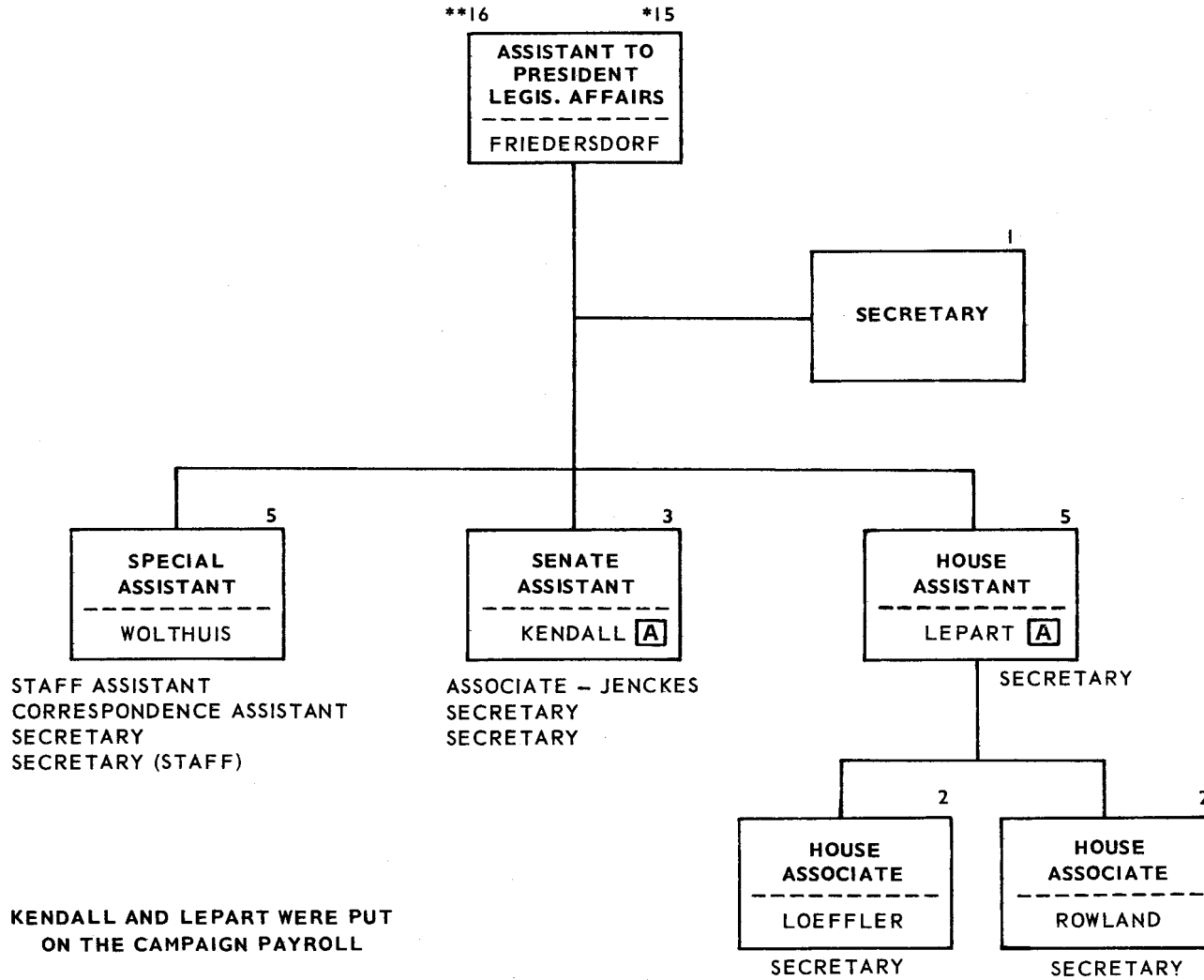
WALUMANN, RAYMOND J.	CONSULTANT	WHO	
----------------------	------------	-----	--

PHOTOCOPY FROM GERALD FORD LIBRARY

NAME	TITLE	OFFICE	EOD DATE
POPEO, GERALD J.	CONSULTANT	WHO	

PHOTOCOPY FROM GERALD FORD LIBRARY

LEGISLATIVE AFFAIRS



PHOTOCOPY FROM GERALD FORD LIBRARY

** AUTHORIZED
* ACTUAL

ASSISTANT FOR LEGISLATIVE AFFAIRSResponsibilities

1. Coordinate White House contact with Congressmen and Senators.
2. Coordinate the activities of agency Congressional liaison staff on key bills.
3. Handle all Congressional mail.
4. Coordinate all protocol and special services, such as congratulatory letters, dinners, VIP White House tours, etc.

Possible Areas of Change

1. The Legislative Affairs section could continue to report through a staff function or could report directly to the President.
2. Transfer the Visitor's Office from the Staff Secretary's Office to this unit.

PHOTOCOPY FROM GERALD FORD LIBRARY

OFFICE OF MAX L. FRIEDERSDORF

AS 01 DEC 1

NAME	TITLE	OFFICE	EOB DATE
FRIEDERSDORF, MAX L. (P.C.)	ASSISTANT TO THE PRESIDENT FOR LEGISLATIVE AFFAIRS	WHO	04 APR 71
LEPPERT, CHARLES, JR. (P.C.)	DEPUTY ASSISTANT TO THE PRESIDENT FOR LEGISLATIVE AFFAIRS(HOUSE)	WHO(S/A)	03 NOV 76
KENDALL, WILLIAM T. (P.C.)	DEPUTY ASSISTANT TO THE PRESIDENT FOR LEGISLATIVE AFFAIRS(SENATE)	WHO(S/A)	03 NOV 76
WOLTHUIS, ROBERT K. (P.C.)	SPECIAL ASSISTANT TO THE PRESIDENT	WHO(S/A)	01 JAN 75
LOEFFLER, THOMAS G. (W.H.C.)	SPECIAL ASSISTANT FOR LEGISLATIVE AFFAIRS (HOUSE)	WHO(S/A)	09 JUN 75
ROWLAND, J. PATRICK (W.H.C.)	SPECIAL ASSISTANT FOR LEGISLATIVE AFFAIRS (HOUSE)	WHO(S/A)	27 MAY 76
JENCKES, JOSEPH S., V (W.H.C.)	SPECIAL ASSISTANT FOR LEGISLATIVE AFFAIRS (SENATE)	WHO(S/A)	06 FEB 76
BERG-HANSEN, JUDY ENTLER (W.H.C.)	STAFF ASSISTANT	WHO	17 JAN 72
KENNEDY, NANCY MOHR	SECRETARY (MR. FRIEDERSDORF)	WHO	16 JUL 69
ANDRUKITIS, BARBARA C.	SECRETARY (MR. KENDALL)	WHO	06 JAN 75
ULSON, VIRGINIA C.	CORRESPONDENCE ASSISTANT	WHO	01 JUL 69
MUKE, JANET L.	SECRETARY (MR. LEPPERT)	WHO	26 APR 76
GREENLEAF, BARBRA JANE	SECRETARY (MR. WOLTHUIS)	WHO	18 JAN 71
HANNIGAN, VERA	SECRETARY (MR. ROWLAND)	WHO	02 FEB 75
DINSE, NANCY H.	SECRETARY (MR. LOEFFLER)	WHO	12 JUN 75

NOT INCLUDED

NOT INCLUDED

PHOTOCOPY FROM GERALD FORD LIBRARY

**WITHIN-GRADE INCREASE
 ***QUALITY INCREASE
 ****CERTIFICATE HAS NOT YET BEEN ISSUED

OFFICE OF MAX L. FRIEDERSDORF

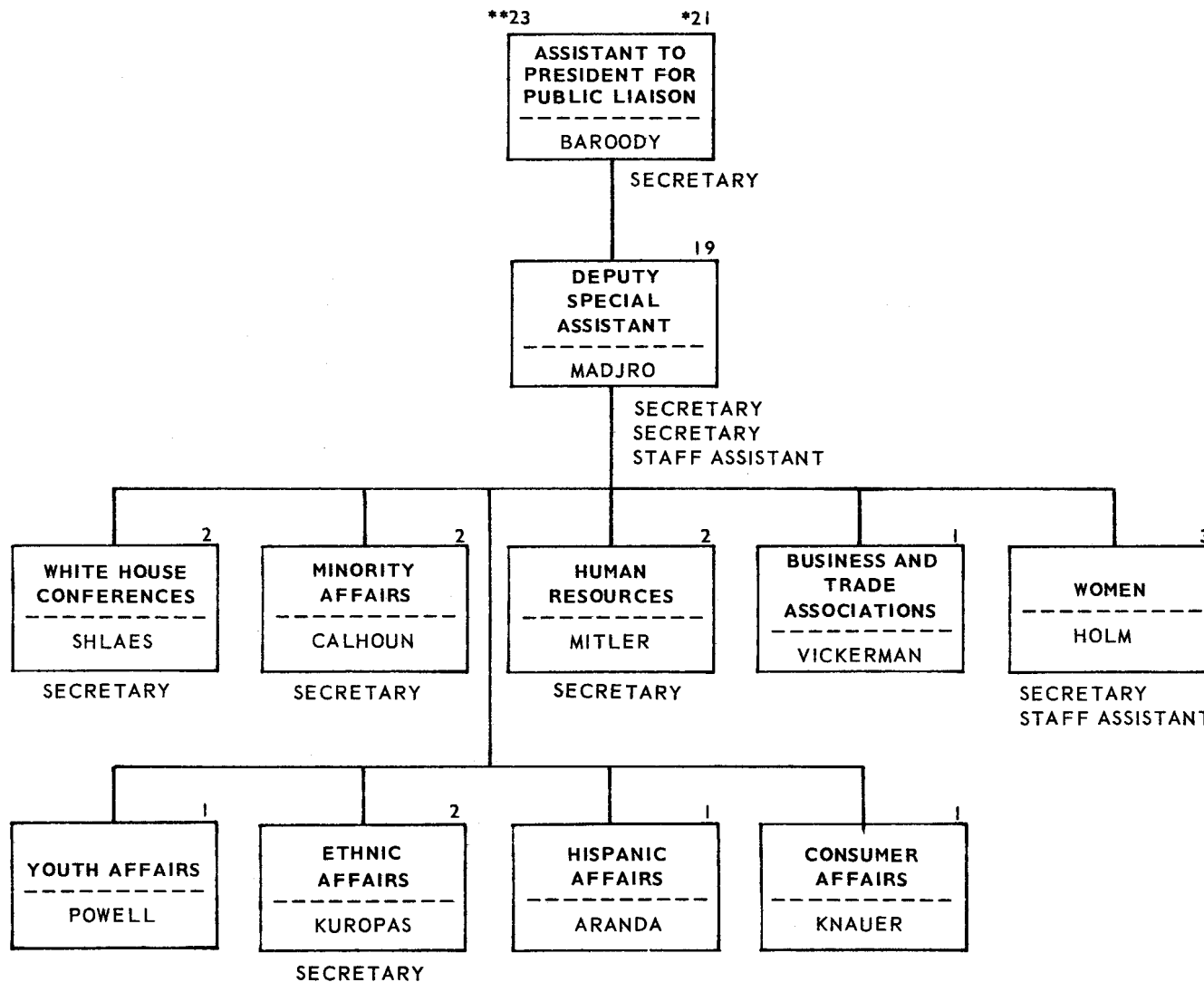
AS () 11 DEC 197

NAME	TITLE	OFFICE	EOB DATE
DESOUZA, PATRICIA A.	SECRETARY (MR. JENCKES)	WHO	09 JUL 75
RATTE, KATHLEEN	SECRETARY	WHO	07 OCT 74

PHOTOCOPY FROM GRADE 6-1-1975

**WITHIN-GRADE INCREASE

ASSISTANT FOR PUBLIC LIAISON



PHOTOCOPY FROM GERALD FORD LIBRARY

** AUTHORIZED
* ACTUAL

ASSISTANT FOR PUBLIC LIAISONResponsibilities

1. Coordinate and provide liaison with the various public interest groups represented in the White House.
2. Work with the individual agencies to insure that the rights of the public interest groups are not being denied.

Possible Areas of Change

1. The public interest groups supported in this manner should be changed with the objective of keeping the number to a minimum.
2. These offices probably should not be part of the White House Office but eliminated or assigned to the appropriate Federal agency.

OFFICE OF WILLIAM J. BAROODY, JR

AS G. 01 DEC 1

NAME	TITLE	OFFICE	EOD DATE
BAROODY, WILLIAM J., JR. (P.C.)	ASSISTANT TO THE PRESIDENT FOR PUBLIC LIAISON	WHO	04 FEB 73
MADURO, KEYNALDO P. (W.H.C.)	DEPUTY SPECIAL ASSISTANT TO THE PRESIDENT	WHO(S/A)	14 SEP 76
HODKINSON, LORAIN A.	STAFF ASSISTANT	WHO	04 FEB 73
MCPHILLIPS, ALICE C.	SECRETARY	WHO	09 AUG 71
FEATHERALL, MARY I.	SECRETARY (MR. BAROODY)	WHO	29 JUL 74
EBAUGH, PATRICIA S.	SECRETARY	WHO	01 JUL 75

PHOTOCOPY FROM GERALD FORD LIBRARY

**WITHIN-GRADE INCREASE
***QUALITY INCREASE

OFFICE OF WHITE HOUSE CONFERENCES

AS L 01 DEC 19

NAME	TITLE	OFFICE	EOD DATE
SHLAES, JOHN (W.H.C.)	DIRECTOR OF WHITE HOUSE CONFERENCES	WHO(S/A)	03 MAY 76
HEMLER, MARY L.	SECRETARY (MR. SHLAES)	WHO	23 DEC 74

PHOTOCOPY FROM OFFICE OF THE DIRECTOR

**WITHIN-GRADE INCREASE

OFFICE OF MINORITY AFFAIRS

AS OF 01 DEC 197

NAME	TITLE	OFFICE	EOD DATE
CALHOUN, JOHN C. (P.C.)	SPECIAL ASSISTANT TO THE PRESIDENT FOR MINORITY AFFAIRS	WHO(S/A)	05 AUG 73
CORNWELL, HAZEL D.	CONFIDENTIAL SECRETARY	WHO	20 SEP 70

PHOTOCOPY FROM GERALD FORD LIBRARY

***QUALITY INCREASE

OFFICE OF HUMAN RESOURCES

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
MITLEK, MILTON E. (W.H.C.)	DEPUTY SPECIAL ASSISTANT TO THE PRESIDENT	WHO(S/A)	28 SEP 76
SHELTON, VELMA H.	ADMINISTRATIVE SECRETARY	WHO	08 MAY 74

REIMBURSABLE DETAIL

DRAKE, SANDRA M.	EXECUTIVE SECRETARY	INTERIOR	03 MAY 76
------------------	---------------------	----------	-----------

DETAIL EMPLOYEES

JACKSON, CHERYL W.	SECRETARY	INTERIOR	11 SEP 74
--------------------	-----------	----------	-----------

PHOTOCOPY FROM GERALD FORD LIBRARY

*REIMBURSABLE DETAIL

OFFICE OF BUSINESS & TRADE ASSOCIATIONS

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
VICKERMAN, JOHN C. (W.H.C.)	DIRECTOR FOR BUSINESS AND TRADE ASSOCIATIONS	WHO(S/A)	29 SEP 74
DETAIL EMPLOYEES			
WALKER, JO ELLEN	SECRETARY	HEW	
W.A.E. EMPLOYEES			
MCAULIFFE, MARGUERITE	SECRETARY	WHO(S/A)	15 JUL 73

PHOTOCOPY FROM GERALD FORD LIBRARY

OFFICE OF WOMEN

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
HOLM, JEANNE M. (P.C.)	SPECIAL ASSISTANT TO THE PRESIDENT FOR WOMEN	WHO(S/A)	15 MAR 76
KEESLING, KAREN R.	STAFF ASSISTANT	WHO	15 JUL 74
BROWN, ELZORA M.	SECRETARY (MISS HOLM)	WHO	26 APR 76

PHOTOCOPY FROM GERALD FORD LIBRARY

**WITHIN-GRADE INCREASE

OFFICE OF ETHNIC AFFAIRS

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOO DATE
KURUPAS, MYRON B. (P.C.)	SPECIAL ASSISTANT TO THE PRESIDENT FOR ETHNIC AFFAIRS	WHO(S/A)	04 JAN 76
WHITT, ALDA T.	SECRETARY (MR. KURUPAS)	WHO	22 MAR 76

PROTECTED BY EXECUTIVE ORDER 12958

OFFICE OF HISPANIC AFFAIRS

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOB DATE
AKANDA, THOMAS JR. (P.C.)	SPECIAL ASSISTANT TO THE PRESIDENT FOR HISPANIC AFFAIRS	WHD(S/A)	29 JUL 76

DETAIL EMPLOYEES

RODRIGUEZ, CARMEN M.	SECRETARY	INTERIOR	21 JUL 76
----------------------	-----------	----------	-----------

PHOTOCOPY FROM GERALD FORD LIBRARY

OFFICE OF CONSUMER AFFAIRS

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
KNAUER, VIRGINIA H. (P.C.)	SPECIAL ASSISTANT TO THE PRESIDENT FOR CONSUMER AFFAIRS	WHO(S/A)	19 APR 69

PHOTOCOPIED FROM VIRGINIA FILES 100-100000

OFFICE OF YOUTH AFFAIRS

AS OF 01 DEC 1976

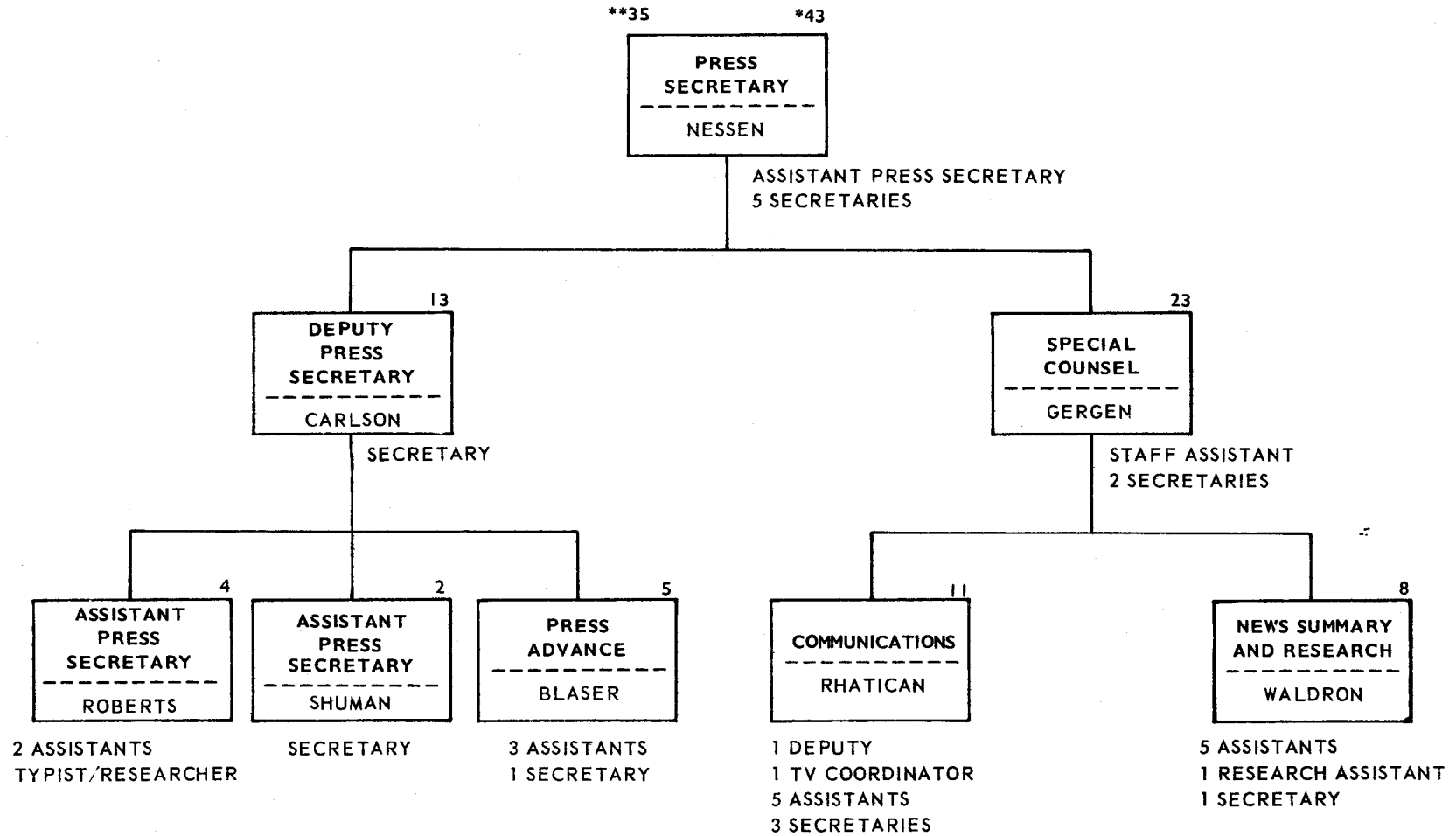
NAME	TITLE	OFFICE	EDD DATE
POWELL, PAMELA A. (W.H.C.)	DIRECTOR FOR YOUTH AFFAIRS	WHD(S/A)	18 FEB 73

PHOTOCOPY FROM GERALD FORD LIBRARY

****CERTIFICATE HAS NOT YET BEEN ISSUED

PHOTOCOPY FROM GERALD FORD LIBRARY

PRESS SECRETARY



**** AUTHORIZED**
*** ACTUAL**

PRESS SECRETARYResponsibilities

1. Serve as a spokesman for the President through daily press briefings.
2. Coordinate White House contacts with news media corporate and editorial executives.
3. Coordinate public statements by the President.
4. Act as senior editorial and communications advisor on the President's immediate staff.
5. Oversee White House liaison with press officers in other Executive Branch departments and at the DNC.
6. Prepare daily news summaries for review by the President and other senior members of the White House staff.
7. Coordinate the advance work involved in the moving of the White House press corps on Presidential trips.
8. Oversee research on press issues.

Possible Areas of Change

1. Consider having part of the Editorial Office (speechwriters and research) report to the Press Secretary to permit final editing of Carter speeches and coordination of the research function. The research unit of the Editorial Office and the research requirements of the Press Office are complimentary and Presidential messages are frequently news; they need to be coordinated and consistent with other public statements.

PRESS SECRETARYPossible Areas of Change, (cont.)

2. Consider putting the correspondence section of the Editorial Office under a central secretariat elsewhere.
3. Press advance could be put in the general advance office, providing the Press Secretary has confidence that the advance chief fully understands and appreciates press advance requirements. Barring these conditions, the press advance function should remain in the Press Office.
4. Consider putting the Photography Office into the White House Press Office because photographs from the Photography Office are often provided to the news media. Also, the director of Photography is the logical go-between for the Press Secretary with still photographers from the print media who cover the White House. Historically, the Photography Office has been under the Press Secretary.
5. Consider having the television advisor to the President report directly to the Press Secretary.

OFFICE OF PRESS SECRETARY

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOB DATE
NESSEN, RONALD H. (P.C.)	PRESS SECRETARY TO THE PRESIDENT	WHO	20 SEP 74
CARLSON, JOHN G. (P.C.)	DEPUTY PRESS SECRETARY TO THE PRESIDENT	WHO(S/A)	18 MAR 73
ROBERTS, JOHN W. (W.H.C.)	ASSISTANT PRESS SECRETARY	WHO(S/A)	18 AUG 74
SPEAKES, LARRY M. (W.H.C.)	ASSISTANT PRESS SECRETARY	WHO(S/A)	03 NOV 76
SHUMAN JAMES B. (W.H.C.)	ASSOCIATE DIRECTOR OF THE OFFICE OF COMMUNICATIONS	WHO(S/A)	04 APR 75
SMITH, THYM S. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	10 JUN 74
GERKARD, CONSTANCE M. (W.H.C.)	STAFF ASSISTANT	WHO	08 DEC 63
EARL, MARGARET K.	ASSISTANT PRESS SECRETARY	WHO(S/A)	27 APR 75
COYLE, PATRICIA A.	SECRETARY (MR. GREENER)	WHO	12 NOV 76
BARBIERI JANICE A.	SECRETARY (MR. NESSEN)	WHO	19 FEB 73
BOURKE, MARY C.	SECRETARY (MR. NESSEN)	WHO	08 JUL 74
THOMAS, CUNNIE L.	SECRETARY (MR. CARLSON)	WHO	01 MAY 73
PIRUZZI, GAY	SECRETARY (MR. NESSEN)	WHO	27 OCT 74
CAMPBELL, GAIL M.	SECRETARY (MR. NESSEN)	WHO	14 MAY 73
TUCKER, KATHRYN LUIS	SECRETARY (MR. SHUMAN)	WHO	03 MAR 75

NOT INCLUDED

NOT INCLUDED

**WITHIN-GRADE INCREASE

OFFICE OF PRESS SECRETARY

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOB DATE
MONTAGUE, CAROL A.	SECRETARY (MR. NESSEN)	WHO	15 APR 74
SIMON, ANN M.	TYPIST/RESEARCHER	WHO	11 OCT 76

W.A.E. EMPLOYEES

STRUNK, PATRICIA ANNE	STAFF AIDE	WHO(S/A)	08 SEP 76
CAMMERMEYER, CATHERINE C	SECRETARY-TYPIST	WHO(S/A)	26 OCT 76

SERVICE BY AGREEMENT

FREDERICKSON, DAVID W.	CONSULTANT	WHO	
KLEIN, HERBERT G.	CONSULTANT	WHO	

OFFICE OF TELEVISION ADVISERS

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOB DATE
WALDRON, AGNES M. (W.H.C.)	STAFF ASSISTANT	WHO	20 JUN 70
MARSHALL, REX A.	ASSISTANT TO THE NEWS SUMMARY EDITOR	WHO(S/A)	06 SEP 70
WIMMER, CAROLYN C.	SECRETARY	WHO	01 MAY 75
KOSCIUSKO, ADRIENNE	RESEARCH ASSISTANT	WHO	23 AUG 76
BERNEY, MELANIE C.	ASSISTANT TO THE NEWS SUMMARY EDITOR	WHO	23 JUN 75
REILLY, ANN M.	ASSISTANT TO THE NEWS SUMMARY EDITOR	WHO	14 JUL 75
MERCANDETTI, SUSAN F.	ASSISTANT TO THE NEWS SUMMARY EDITOR	WHO	26 SEP 75
VAUGHAN, RAYMOND G.	ASSISTANT TO THE NEWS SUMMARY EDITOR	WHO	01 APR 74

W.A.E. EMPLOYEES

DOELB, BARBARA D.	EDITORIAL ASSISTANT	WHO(S/A)
ROGERS, JOHN F. W.	CLERICAL ASSISTANT	WHO(S/A)

**WITHIN-GRADE INCREASE
***QUALITY INCREASE

OFFICE OF COMMUNICATIONS

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE
GERGEN, DAVID R. (P.C.)	SPECIAL COUNSEL TO THE PRESIDENT	WHO(S/A)	26 JAN 76
RHATICAN, WILLIAM F. (P.C.)	SPECIAL ASSISTANT TO THE PRESIDENT	WHO(S/A)	13 AUG 76
CANNON, HUGH C. (W.H.C.)	DIRECTOR OF THE OFFICE OF PRESIDENTIAL SPOKESMEN	WHO(S/A)	03 NOV 76
BRANNON, RICHARD S. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	29 SEP 75
SLIGHT, FREDERIC W. (W.H.C.)	DEPUTY SPECIAL ASSISTANT TO THE PRESIDENT	WHO(S/A)	05 OCT 76
COLLINS, HELEN M. (W.H.C.)	TELEVISION COORDINATOR	WHO(S/A)	12 SEP 76
HALPER, STEFAN A. (W.H.C.)	STAFF ASSISTANT	WHO	09 AUG 76
WISNIEWSKI, SANDRA T. (W.H.C.)	STAFF ASSISTANT	WHO	25 MAR 74
PERRUTT, MARBA S.	STAFF ASSISTANT	WHO(S/A)	22 DEC 74
MANSUN, JENNIFER JOY	PERSONAL ASSISTANT	WHO	08 SEP 76
WHITEHEAD, VIRGINIA W.	SECRETARY (MR. SLIGHT)	WHO	29 FEB 76
MUNDEN, PEGGY J.	SECRETARY (MR. GERGEN)	WHO	18 JUL 76
GRIER, ANN JULIA	SECRETARY	WHO	27 JUL 70
MCGLINN, ANN C.	SECRETARY	WHO	13 JAN 76
MUHLBERG, JUDITH A.	RESEARCH ASSISTANT	WHO	27 MAY 75

**WITHIN-GRADE INCREASE

OFFICE OF COMMUNICATIONS

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	EOD DATE

DETAIL EMPLOYEES			

PHELAN, WANDA	STAFF ASSISTANT	U.S. WRC	09 AUG 76

W.A.E. EMPLOYEES			

MAC KERCHER, JAMIE ANN	SECRETARY	WHO(S/A)	
GREENER, WILLIAM I. III	RESEARCH ASSISTANT	WHO(S/A)	
CALLANAN, MARY GRIER	SECRETARY (TYPING)	WHO(S/A)	22 OCT 76
NARDI, MICHEL L.	SECRETARY (MR. HALPER)	WHO(S/A)	

OFFICE OF PRESS ADVANCE

AS OF 01 DEC 1976

NAME	TITLE	OFFICE	END DATE
BLASEK, DOUGLASS C. (W.H.C.)	DIRECTOR OF THE PRESS ADVANCE OFFICE	WHO(S/A)	13 APR 76
HUNTER, JAMES F. (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	01 OCT 76
LACOVEY, A. JOSEPH (W.H.C.)	STAFF ASSISTANT	WHO(S/A)	26 APR 76
SMITH, J. DURRANCE (W.H.C.)	STAFF ASSISTANT	WHU	21 APR 76
STUDDERT, STEPHEN M.	PRESS ADVANCEMAN	WHO(S/A)	03 NOV 76
WENDALL, DAVID R.	STAFF ASSISTANT	WHO(S/A)	03 NOV 76
CHILES, JOY	SECRETARY (MR. BLASEK)	WHO	15 APR 73

NOT INCLUDED

NOT INCLUDED

DETAIL EMPLOYEES

CARLSON, VANCY P.	STAFF ASSISTANT	GSA	07 SEP 76
-------------------	-----------------	-----	-----------

CONSULTANT W.A.E.

D'NEILL, HUGH L.	CONSULTANT	WHO(S/A)	
------------------	------------	----------	--