

SECRET

Confidential Filing

Civil Service Manpower Squeeze
Action to Reduce the Size of the
Civil Service and staff costs.
The 1980 Pay Settlement
Early Retirement.

CIVIL SERVICE

Part 1: May 1979

Part 5: August 1980

Referred to	Date	Referred to	Date	Referred to	Date	Referred to	Date
4-8-80							
7-8-80							
8-8-80							
1-9-80							
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17-4-88							
20-4-88							
6-12-77							
12-12-56							
23-1-89							
16-4-89							
10-11-92							

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Treasury Chambers, Parliament Street, SW1P 3AG

The Rt Hon Michael Heseltine MP
President of the Board of Trade
Ashdown House
123 Victoria Street
LONDON
SW1E 6RB

10 November 1992

Dear Michael

INLAND REVENUE OFFICES

I am writing to let you know of the closure of some Inland Revenue Offices which will be announced on 12 November, and the Revenue's plans for dealing with the staff reductions.

The abolition of Composite Rate Tax with effect from 6 April 1991 meant that banks and building societies were required to deduct tax from interest at the basic rate. The Revenue estimated that they would receive some 8 million claims under the new arrangements from people entitled to a repayment of some, if not all, of tax deducted. A number of special offices were set up to cope with the expected workload.

The number of applications for repayment has, however, been very much smaller so far than the number of people entitled to claim back tax. And the work involved is much less than had been expected.

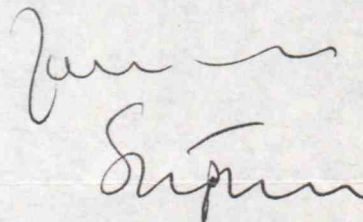
In fact the best estimate is that no more than 2 million claims will be received. The Revenue must therefore now plan to concentrate that work into five offices instead of the 24 originally planned for the country as a whole. I attach a list of those offices located in England which are due to close. In all but two cases, the accommodation itself will be retained and used to begin to rationalise the Revenue's existing office structure as part of a longer term office reorganisation programme which aims to improve both service to the public and operational effectiveness.

The Revenue's strategy for dealing with staff surpluses involves the use of a range of measures aimed at avoiding any compulsory redundancy, except as a last resort. These include natural wastage, recruitment bans, transferring surplus staff to other work, moving work in from elsewhere to match surpluses and seeking volunteers for different working patterns. Trade Unions will be

invited to work with management in tackling the problem. Every effort will be made to redeploy surplus staff wherever possible. They will, for example, be considered for vacancies in other Revenue offices.

The Revenue will be issuing a press release about these closures, and others in the rest of the country, on 12 November. I will be writing to MPs in affected constituencies.

I am copying this letter to the Prime Minister and have written in similar terms to Ian Lang, David Hunt and Sir Patrick Mayhew.

A handwritten signature in dark ink, appearing to read 'Stephen Dorrell', written in a cursive style.

STEPHEN DORRELL

INLAND REVENUE

Repayment offices to be closed located in England:

Barnsley
Barnstaple
Birkenhead
Bolton
Great Yarmouth
Hull
Middlesbrough
Nottingham
Nottingham
Plymouth
Sunderland
Telford Priorslee
Manchester*
Southampton*

* Buildings not being retained.

SECRET



CABINET OFFICE
OFFICE of the MINISTER
for the CIVIL SERVICE

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The Minister of State
Privy Council Office
The Rt. Hon. Richard Luce MP

Horse Guards Road
London SW1P 3AL
Telephone: 01-270 5929

Wopen

C89/1958

Rt Hon John Major MP
Chief Secretary to the Treasury
Parliament Street
LONDON
SW1P 3AG

13 April 1989

Dear John,

TUPE: LEGISLATION

I have seen your letter of 23 March to Norman Fowler on the feasibility of general legislation on technical redundancy.

I have a close interest in this issue. This stems from my Department's responsibility for Civil Service contracts of employment, and our interest in personnel policies and in recruitment; and more specifically there are machinery of Government changes where the current redundancy arrangements often impose constraints, and Next Steps, where privatisation is always an option which must be considered.

Generally easing up present difficulties here would in principle be welcome. But I am sure you are right to conclude that this is not the moment to consider general legislation on this point. As you say, and as we found in 1984, even a limited approach to legislation would not be straightforward and would not dispose of all the difficulties that can come up under the present arrangements. The argument which led us to conclude against general legislation in 1984 is surely enormously strengthened by the point which you make about the possibility of the European Commission opening up the whole issue of the Government's application of TUPE. I believe that we should therefore, as you suggest, continue to proceed on a case by case basis.

SECRET

I am copying this letter to the Prime Minister, Norman Fowler, Nicholas Ridley, David Young, Patrick Mayhew, Peter Fraser and Sir Robin Butler.

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Butler

RICHARD LUCE

MINISTER OF STATE
PRIVY COUNCIL OFFICE

Civil Service - Harprow Squire PRS

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Treasury Chambers, Parliament Street, SW1P 3AG

The Rt Hon Norman Fowler MP
 Secretary of State for Employment
 Department of Employment
 Caxton House
 Tothill Street
 London
 SW1H 9NF

23rd March 1989

Dear Norman,

TUPE: LEGISLATION *Aap*

In my letter of 6 December I explained that we would need to obtain legal advice on the feasibility of general legislation on technical redundancy before considering our next moves.

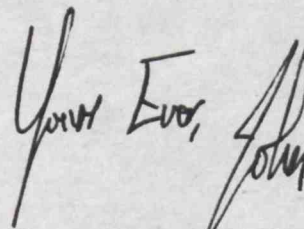
I believe that a number of developments in the last month have somewhat altered the context in which we must view the issue. Before I turn to these, however, I should like to bring you up to date on the outcome of interdepartmental discussions. As you may know, following an exchange of correspondence between our lawyers, a meeting of lawyers and administrators was held on 18 January. You will recall that in 1984, when this matter was last considered, two approaches were mooted - a wider Bill to disapply TUPE, and a more limited Bill that would not have disapplied TUPE but instead built on it. The difficulty felt with the wider Bill was that the disapplication of TUPE and the erection of a separate regime would probably have provoked the European Commission to look critically at the relationship between the new regime, and indeed TUPE itself and the Acquired Rights Directive. The more limited Bill was, too, not without its difficulties. In the event it was decided not to proceed with either. The view at the 18 January meeting was that any wider Bill to disapply TUPE would still be provocative to the Commission, but that a variant of the more limited Bill (dealing with the terms of service of civil servants) might be acceptable.

Even considered by itself, this approach is not straightforward. For example, even where there is the transfer of an undertaking within the meaning of the Acquired Rights Directive, TUPE may not necessarily be the best model to apply. Depending on the nature of the privatisation and the extent to which it is controversial, there may be room for departing from the TUPE model to a greater or lesser extent.

I should add that general legislation to deal with the technical redundancy problem would not get over the fact that specific legislation might continue to be needed anyway. Moreover, legislation may well be needed in any event, for example to relieve departments from a statutory duty to carry out functions which are being privatised, or to meet an undertaking given to the PAC that specific statutory authority will as a general rule be obtained before activities carried out by departments are hived off. I understand that you have a suitable vehicle in the next session for the privatisation which you wish to take forward.

These considerations suggest that we should drop general civil service legislation and proceed on the basis of previous well tried practice. More importantly, however, I understand your Department has received a note from the Commission alleging certain deficiencies in our application of TUPE and inviting the Government's comments. This development is not unexpected in the light of the Law Officers' Opinion of 1983 but clearly opens up the whole issue of TUPE. You are, of course, in the lead on this and the next step would seem to be for you, in conjunction with others, to consider the note in detail and offer advice on how we should proceed. I do not believe that in these circumstances, where general amendment of TUPE may become necessary, it would be right to press ahead with a Bill on the limited issue of civil servants and technical redundancy. We have always recognised that such a Bill might be provocative to the Commission (because of our questionable implementation of the Acquired Rights Directive) and to legislate now would seem particularly unhelpful from this point of view, as well as being wasteful of Parliamentary time if you ultimately decide that the right response to the Commission's point is the general amendment of TUPE.

I am copying this letter to the Prime Minister, David Young, Nicholas Ridley, Patrick Mayhew, Peter Fraser, Richard Luce and Sir Robin Butler.

A handwritten signature in black ink, appearing to read 'John Major', written in a cursive style.

JOHN MAJOR

CIVIL SERVICE : Manpower Squeeze

PTS





me km

10 DOWNING STREET
LONDON SW1A 2AA

From the Private Secretary

19 December 1988

CIVIL SERVICE NUMBERS: 1 OCTOBER 1988

The Prime Minister has seen the quarterly Staff in Post figures in your letter of 15 December to Paul Gray. She is content with the proposed Parliamentary answer.

C. D. Powell

Peter Wanless, Esq.,
Chief Secretary's Office.

MANAGEMENT IN CONFIDENCE

KW

MANAGEMENT IN CONFIDENCE



Prime Minister
Content with the proposed
PA answer?

Treasury Chambers, Parliament Street, SW1P 3AG

Rec 6
15/12

Paul Gray Esq
Private Secretary
10 Downing Street
London
SW1

Yes
mt

15 December 1988

Dear Paul,

CIVIL SERVICE NUMBERS: 1 OCTOBER 1988

You may like to inform the Prime Minister that at 1 October 1988 there were 573,891 civil servants in post, a reduction of 2,997 since 1 July. The new total shows a reduction of 158,384 (21.6 per cent) since 1 April 1979.

The largest decrease during the quarter was recorded by DHSS (2,039½) reflecting the planned rundown from the temporary peak of staff required for the implementation of the April Social Security reforms, reduced staff levels needed to operate the new scheme and the reduction in claims for Income Support due to falling unemployment. Department of Employment also recorded a sizeable decrease (1,038) reflecting the continuing fall in the number of benefit claimants. The Home Office showed an increase of 727½ reflecting authorised recruitment for the Prison Department, while the Land Registry (+566½) continues to recruit staff to match its growing workload.

It is customary to announce the quarterly Staff in Post figures in response to a Written Parliamentary Question and we are proposing to do the same on this occasion on the lines of the attached draft. We would be glad to know if the Prime Minister is content.

Yours,

Peter Wanless

PETER WANLESS
Assistant Private Secretary

DRAFT QUESTION

To ask Mr Chancellor of the Exchequer what was the number of staff in post in central government departments at 1 October 1988.

DRAFT ANSWER

On 1 October 1988 there were 573,891 staff in post in central government departments. Of these 502,407 were non-industrials and 71,484 were industrials.

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CONFIDENTIAL

Covering Management in Confidence

*Prime Minister
Although the plans for Civil Service manpower
(to be announced in the Public Expenditure White
Paper in January) are roughly flat at 590,000
for the next three years, staff
actually in post are now 574,000
and falling.*

FROM: J D PARRETT
DATE: 12 December 1988

AT
12/12

HMT

SIR PETER MIDDLETON
MR J ANSON
DAME ANNE MUELLER
MR I C R BYATT
MR G H PHILLIPS
MR C D BUTLER
MR L HARRIS
MR C W KELLY
MR T LUCE
MR M SPACKMAN
HEADS OF EXPENDITURE GROUPS
HEADS OF EXPENDITURE DIVISIONS
MR C CHIVERS
MR J DIXON
MR N M HANSFORD
MR J B JONES
MR G JORDAN
MR A J MEYRICK
MR M A PARSONAGE
MS D SEAMMEN

cc: Mrs Haworth
Mr Bell
Mr Lock
Dr O'Hara
Mr Cable
Mr Sly
Miss Wood
Mr Withers

MR W L ST CLAIR
MR J STRACHAN
MR C WELSH
MR E I COOPER
MR A F HURST
MR L PAINTING
MR J E FLITTON

OMCS

MR E P KEMP
MR D TREVELYAN
MR B WALMSLEY
MR G T MORGAN
MS S COLLINS
MR G J COURT
MR G WOLLEN
MR J VAUGHAN

CSO

MR J HIBBERT

QUARTERLY BRIEFING ON CIVIL SERVICE STAFFING STATISTICS

This brief presents the latest (October 1988) Civil Service staff numbers, and additionally focuses on entrants into the Civil Service.

Further statistical information on Civil Service staffing is available from Personnel Statistics Division (PS). We can provide detailed regional staffing, recruitment and retention statistics by grade and department, from 1975. Any requests for more detailed information should be addressed to Mike Withers (x5268) or myself (x5276).

J D Parrett

J D PARRETT
PS Division

Management in Confidence

QUARTERLY BRIEF ON CIVIL SERVICE STAFFING STATISTICS

December 1988

Staff in post trends

1. Numbers of industrial staff continue to decline more rapidly than the numbers of non-industrials. The rise in numbers of non-industrial staff during 1986 and 1987 has been reversed, with reductions in their numbers in each quarter this year (Charts 1a and 1b).

2. * On 1st October 1988, there were

573,900 staff in post

- down 3,000 (0.5%) since 1 July 1988

- down 11,300 (1.9%) since 1 October 1987

* 502,400 non-industrials

- down 2,200 (0.4%) since 1 July 1988

- down 6,800 (1.3%) since 1 October 1987

* and 71,500 industrials

- down 800 (1.1%) since 1 July 1988

- down 4,500 (5.9%) since 1 October 1987

3. Agencies

The first agency - The Vehicle Inspectorate - was established on 1 August 1988. It had 1,526 staff in post on 1 October 1988.

MANAGEMENT IN CONFIDENCE

Chart 1a

Staff-in-Post 1979-88

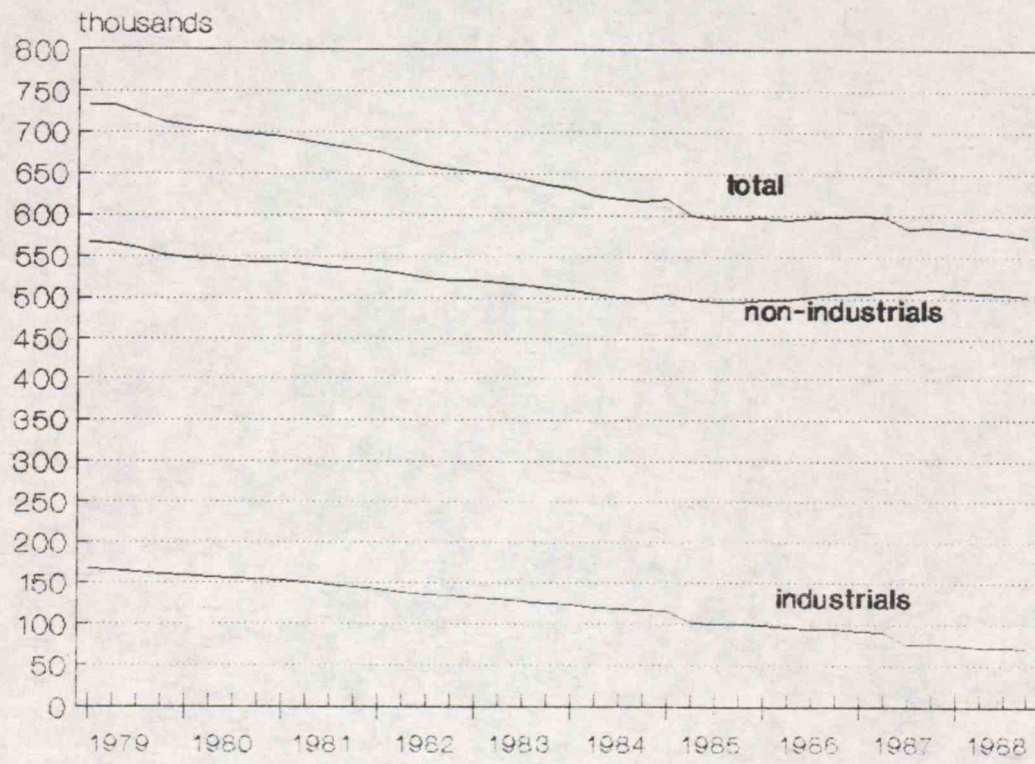
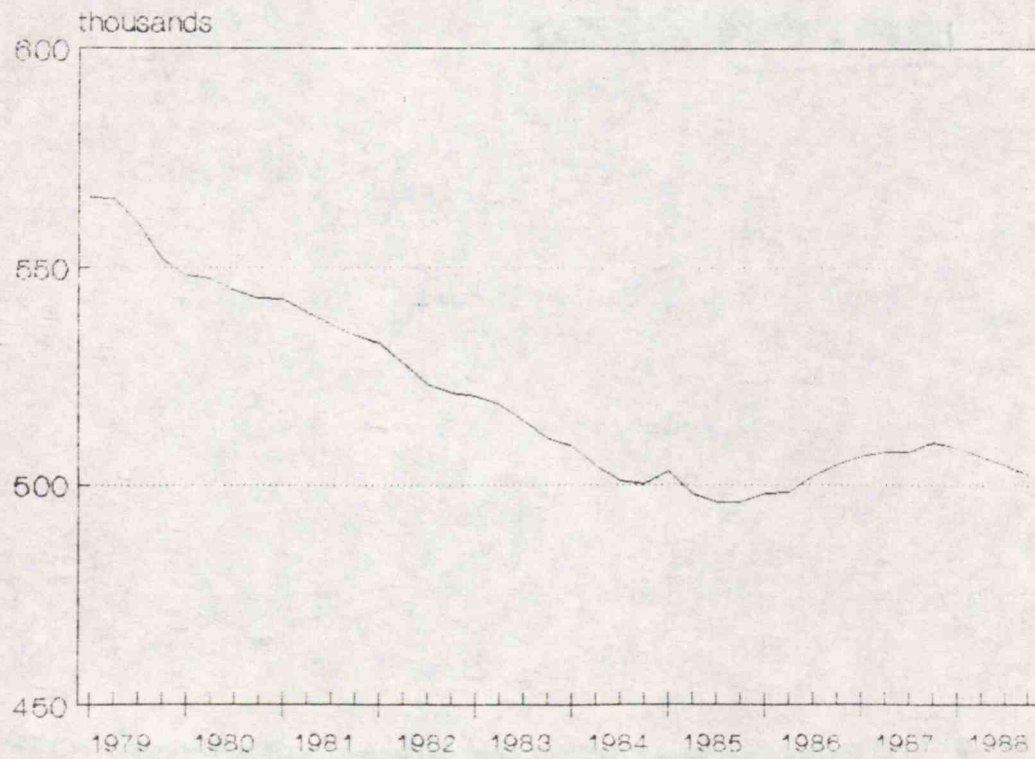


Chart 1b Non-industrial Staff-in-Post 1979-88

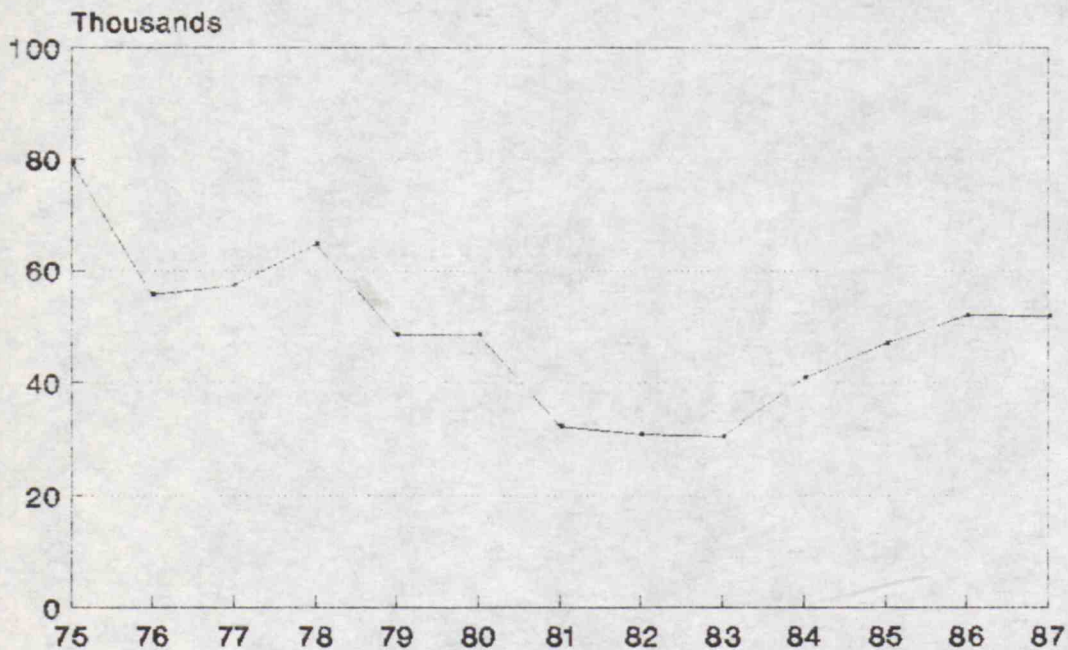


MANAGEMENT IN CONFIDENCE

Entrants into the Civil Service

4. In 1987, there were 51,800 entrants to the Civil Service. These numbers are similar to those in the preceding year. Following the reduced intake in the early 1980's, the numbers of entrants are now at the levels reached in the late seventies.

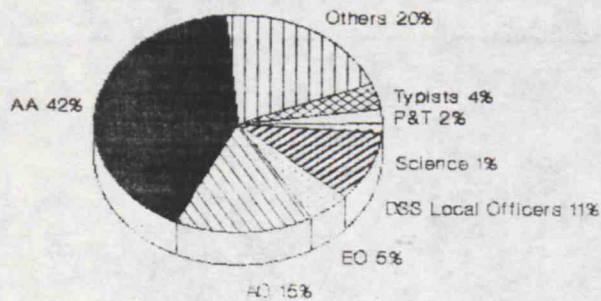
Entrants to the Civil Service 1975-1987



MANAGEMENT IN CONFIDENCE

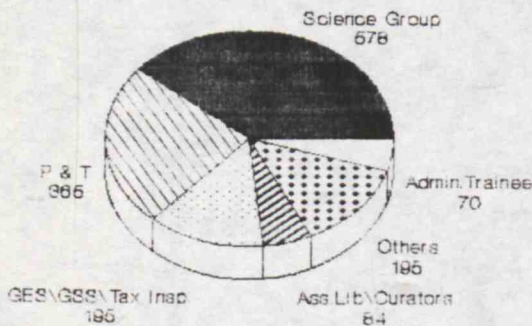
5. The majority of entrants join the lower administrative grades.

ENTRANTS BY GRADE IN 1987



6. At graduate level some 60 per cent of entrants are to the Science and P & T groups; Administration Trainees account for only 5 per cent of the graduate intake.

GRADUATE RECRUITMENT 1987

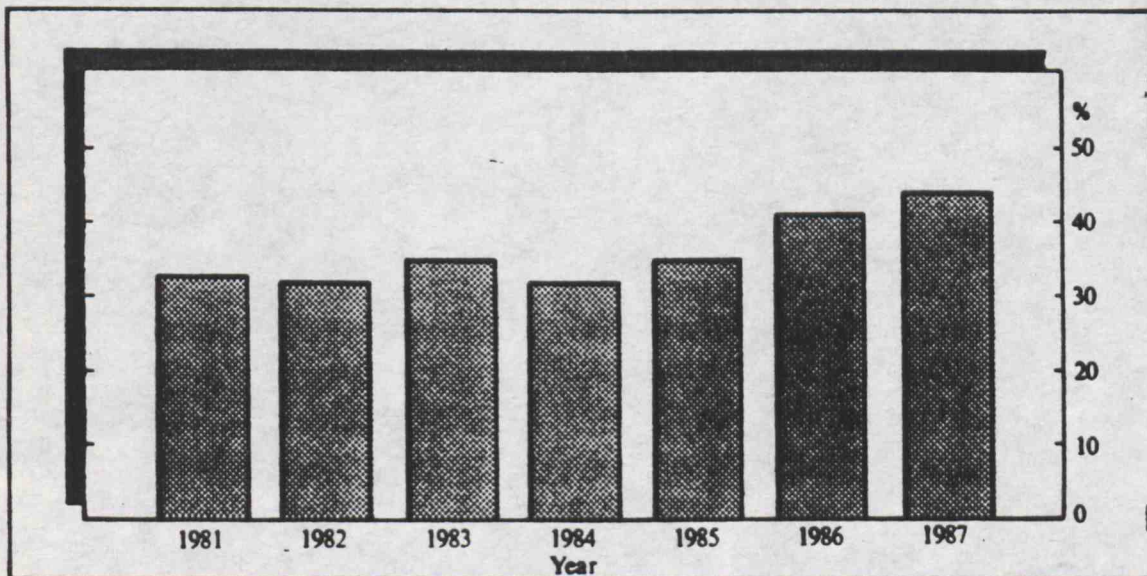


MANAGEMENT IN CONFIDENCE

ENTRANTS BY AGE

7. Around a quarter of entrants to the civil service are in the 16-19 age group with a further third aged 20-24. There are signs however that the proportion of older recruits to the civil service is increasing.

Percentage of recruits to Non-industrial Home Civil Service aged 25 or over

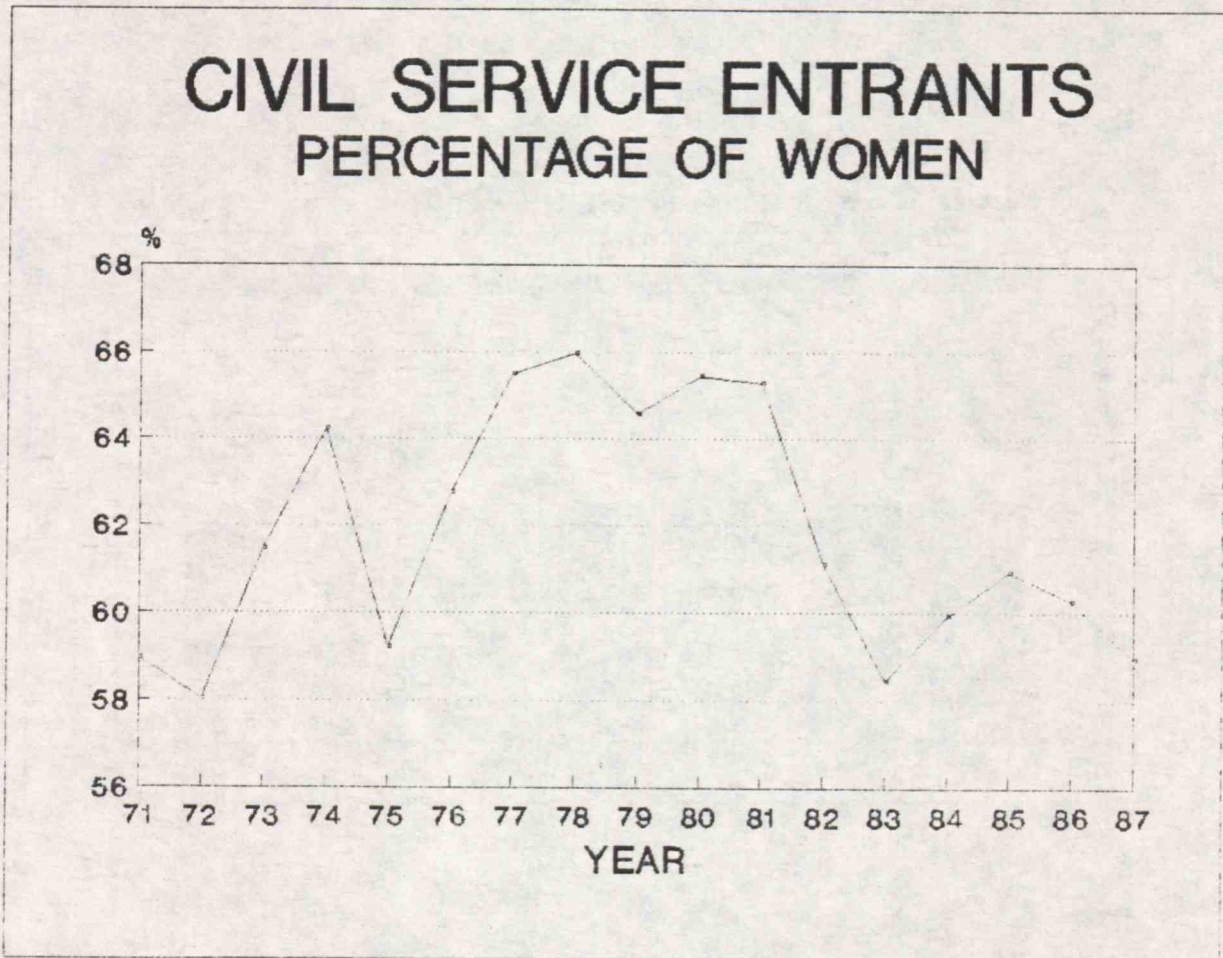


PART-TIME WORKING

8. The number of part timers working in the Civil Service has increased from around 21,000 at the beginning of 1985 to over 32,000 staff in October 1988.

MANAGEMENT IN CONFIDENCE

9. 59 per cent of entrants to the Civil Service in 1987 were women; a lower proportion than in the late seventies/early eighties but comparable with the position in the early seventies

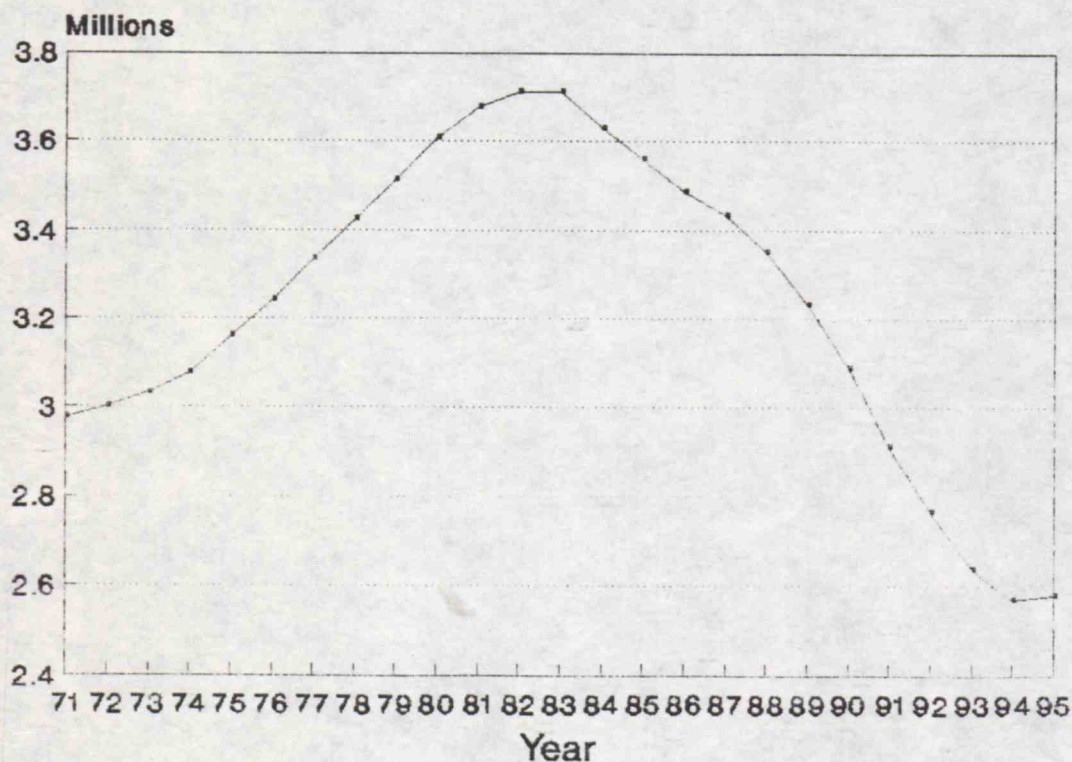


MANAGEMENT IN CONFIDENCE

Future Prospects

10. Demographic projections are for a fall by 1994 of some 20 per cent in the population aged 16-19 - following a reduction of 10 per cent in the last six years.

Population aged 16-19, Great Britain



11. Although civil servants represent only 2 per cent of the total workforce, future recruitment into the Civil Service will be affected by the reduction in the supply of young people. Measures to deal with the situation might include increased use of older workers, women, and part-time working.

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Treasury Chambers, Parliament Street, SW1P 3AG

The Rt Hon Norman Fowler MP
Secretary of State for Employment
Department of Employment
Caxton House
Tothill Street
London
SW1H 9NF

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ALCC

7/12

6th

December 1988

Dear Norman,

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TUPE: LEGISLATION

Thank you for your letter of 27 November about whether we might introduce general legislation to deal with the problem of technical redundancy when Civil Service undertakings are privatised.

In my letter of 22 November to David Young I said that we would look at possible candidates for privatisation where this problem might arise. My officials have now conducted such a trawl. Many of these organisations are by no means definite runners for privatisation at this stage and in these circumstances there appears to be no good grounds to take immediate legislative action.

However, I do appreciate your concern about this matter and, as promised in my earlier letter my officials will of course put the case to the lawyers to see whether the balance of argument for legislation has changed since this issue was last considered in 1984-85. You will recall that on that occasion a similar Bill was shelved because it was unclear whether it could withstand a challenge in the European Court of Justice. We will need to see the terms of legal advice before deciding what the next steps would be. I will then write to you again.

I am copying this letter to the Prime Minister, David Young, Patrick Mayhew, Richard Luce and Sir Robin Butler.

Yours Ever,
John
JOHN MAJOR

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MR POWELL

20th April 1988

A WHITEHALL FELLOWS PROGRAMME

at top
Thank you for your reply. There are, of course, some similarities between a Whitehall Fellows Programme and the present system of Special Advisers. But there are also substantial differences.

Special and Political Advisers exist to provide a second opinion on policy. They do so from an avowedly partisan standpoint. And they have no public role (ideally). The White House Fellows are a public programme designed to recognise and reward excellence, to promote the idea of public service, and to inject business and other experience into Government in a non-partisan way.

I accept, of course, that our very different system of Government would mean that such a programme here would have to be substantially adapted. But the Prime Minister might find it useful to raise some of these points at her meeting with the Fellows. The difficulties might not then look insuperable.

John O'Sullivan
JOHN O'SULLIVAN

CIVIL SERVICE : Manfouu Juyg P's

A WRITENDE TESTING PROGRAM

CONFIDENTIAL

✓
MR O'SULLIVAN

A Whitehall Fellows Programme

The Prime Minister has seen your note of 15 April about a possible Whitehall Fellows programme. She accepts that it is an ingenious idea but wonders whether there is really scope for it in our system of government. She has also commented that in a sense we already pursue such a programme by having the Policy Unit, the Efficiency Unit and various special advisers to Ministers.

CHARLES POWELL

17 April 1988

PRIME MINISTER

An ingenious idea but I wonder whether there is really the same scope for it in our system of government. For better or worse, we do not have the American system of going in and out of government. I do not think you can have the fellowships first and change the system afterwards: it has to be the other way round.

C.D.I.

CHARLES POWELL

15 April 1988

(sent - that which we do with the Policy Unit - The efficiency of and special advisers
not ?

Ri Anita
COP
15/4

PRIME MINISTER

15 April 1988

A WHITEHALL FELLOWS PROGRAMME?

A delegation of White House Fellows is visiting Downing Street on Thursday, 21 April, for half an hour. You might want to use this occasion as an opportunity to consider whether such a programme might be attempted here.

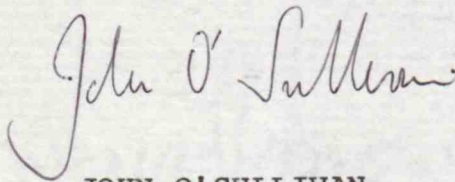
Under the White House Fellows programme, young people are selected because they have managed to combine a successful career with voluntary public service. They then serve at a high level in the Administration for one year. I enclose a very useful memo on the Programme by Miss Catherine Barr, its former Deputy Director. (You met Miss Barr, a friend of Carol's, three years ago at the Trooping of the Colour. She will be with the delegation on Thursday).

A Whitehall Fellows Programme could be an important symbolic step towards a more open, voluntaristic, "Thatcherite" society in three ways:

1. It would make the point that public service is not the preserve of an enclosed elite but a natural step in the career of any high-flier. In so doing, it would expose the career civil service to the ideas and cultural influence of other important groups, notably industrial and commercial management, the City and (if the US model were to be followed), the military.
2. It would create in the community a large reservoir of people in leading positions with knowledge and experience of Government and its ways. At the very least, that would tend to produce a more sophisticated public debate on important issues.

3. By making social and charitable activity a test for selection into a high-level programme, it would encourage the spirit of voluntarism throughout society and, in particular, among "yuppies".

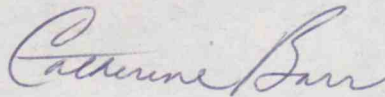
In general, such a programme would help to refute the socialist equation: Thatcherism equals greed. The social gains would be spread far beyond those who were selected to be Fellows. And the cost would be small.

A handwritten signature in cursive script, reading "John O'Sullivan". The signature is written in dark ink and is positioned above the printed name.

JOHN O'SULLIVAN

TO: JOHN O'SULLIVAN

FROM: CATHERINE BARR



RE: WHITE HOUSE FELLOWSHIPS

DATE: DECEMBER 18, 1987

History and Purpose of the White House Fellowships

President Lyndon Johnson established the White House Fellowships in 1964 to identify young Americans with the potential to serve as the future leaders of their society, and to offer them a one-year program in Washington which would develop their leadership abilities.

The founders of the Program believed that the United States was no longer producing political leaders of the caliber of the Founding Fathers. They hoped that the White House Fellowships would give outstanding young Americans a taste for public service and a sense of involvement in the governance of society that would stay with them throughout their careers.

The Fellowship Year

While the White House Fellows Program has changed somewhat since its inception, several factors have remained constant:

Selection:

- o White House Fellows are chosen from a wide range of occupations, but may not be civilian employees of the federal government. While there is no age limit, candidates are generally at the midpoint of their careers. The average age of Fellows throughout the history of the Program has been 32. The number of applications received by the Program in a single year has ranged from 600-2800.
- o The criteria for selection to the White House Fellowships are good character, intellectual and professional accomplishment, and a demonstrated commitment to public service.
- o Fellows are selected through a rigorous process that includes a written application, interviews at the regional level with panels of distinguished citizens and alumni of the Program, and final selection by the members of the Commission, who interview approximately 30 national finalists over a three-day period in order to select from 10-15 Fellows.

Work Experience:

- o Fellows serve from September to August, a schedule chosen to coincide with the calendar of the American academic year.
- o Fellows spend their year in Washington as Special Assistants to senior members of the White House staff, to Members of the Cabinet, or to the

heads of non-Cabinet federal agencies. Although no agency or White House office is required to accept a White House Fellow, most top officials like to have a Fellow on staff, because they often prove to be valuable employees and because of the prestige of the Program. There are usually more openings for White House Fellows in agencies than there are Fellows to go around.

- o The great majority of White House Fellows are high achievers who tackle challenging special assignments for their principals. Some have spectacularly successful Fellowship years, becoming top advisors to the officials they serve. A minority have unsuccessful assignments, often because they have not been given enough work.

Because the U.S. government has a high proportion of political appointees, who spend a relatively short time in a given job, most agencies can cope with short term, high level employees like White House Fellows. However, sometimes either the political appointees or the career civil servants in an agency resent the White House Fellow, who may get caught in political crossfire between the two groups. Most Fellows possess the skills to resolve such situations, and those who do not are moved to other assignments.

- o White House Fellows work only in the Executive Branch, as the Legislative and Judicial branches of government have their own fellowship programs. White House Fellows who are civilians are paid regular federal salaries by the agencies in which they work, with a top limit of \$55,000. Fellows from the armed services continue to draw their military salaries during the Fellowship year, and are therefore highly desired by agencies who see them as "free" employees.

Education Program:

- o In addition to working full-time in the White House or agencies, Fellows participate in a highly-charged education program, which includes seminars with well-known leaders from the U.S. and foreign governments, business, the media and academia. These meetings, which usually take place over lunch or dinner, are entirely "off-the-record," which enables the Fellows to enjoy unusually frank discussions with prominent individuals. The guest speakers are paid no honoraria. They agree to meet with the Fellows because of the reputation of the Program, and because many find the Fellows to be an unusually knowledgeable, stimulating audience. A great many return every year to meet the Fellows.

- o The Education Program also includes a visit to a military base, two or three domestic trips, and one foreign trip, which is a combination "good will visit" and "fact-finding mission." The 1986-87 Fellows visited China and Hong Kong; the 1987-88 class hopes to visit the U.K. and the Soviet Union.

- o The lunch and dinner seminars are funded by private and corporate contributions to the White House Fellows Foundation, a tax-exempt private body. The travel is paid by each Fellow's agency.

Administration of the White House Fellowships

Each President appoints the members of the President's Commission on White House Fellowships, most of whom are members of the President's political party. The Fellows, however, are selected on a strictly non-partisan basis. The Commission meets twice a year, once in January to set policy, and again in the late spring to select the next year's Fellows.

The Program is administered by a staff of seven, three of whom are political appointees: the Director, the Associate Director, and the Education Director. The Commission staff is paid from the budget of the Office of Personnel Management.

The staff is responsible for recruitment of applicants through a media and direct mail campaign; for organizing the selection process; for arranging the Education Program seminars and trips; and for placing the Fellows in the White House or agencies.

Success of the White House Fellowships

In publicity marking the Program's twentieth anniversary, the White House Fellows were called "The Leaders of Tomorrow." To a great extent, the public relations phrase seems to have been accurate. Of the 360-odd alumni of the Fellowship Program, one is a U.S. Senator; another a U.S. Congressman; another serves as Governor of New Mexico; and 40 are presidents or chairmen of companies. Two of President's Reagan's National Security Advisors, Robert McFarlane and Colin Powell, are former White House Fellows, as is the Undersecretary of State, Michael Armacost. Other alumni have met success in the media. One, Tom Johnson, is publisher of The Los Angeles Times, while another, Paul Gigot, is a columnist with The Wall Street Journal.

It must be stressed that the Program is not designed solely to produce government leaders. Each year, the new Fellows are told that the Commission does not want them to stay in Washington, but to return to their communities and jobs. It is expected that a number of the Fellows will become the "in-and-outers" who are so important to the American political system: people who move back and forth between government and the private sector, but maintain a steady interest in public affairs and public service.

It is too soon to determine whether the Fellows Program has nurtured latter-day Madisons and Jeffersons. That is probably too ambitious a goal for any government program, however well-designed. However, as the examples above demonstrate, the Program has done an excellent job of identifying young Americans who would later rise to prominence in their professions. It has given them a thorough exposure to the inner workings of government at the highest level, and offered them the opportunity to meet with a wide range of American and foreign leaders for intimate discussions. The majority of the Fellows recognize that their government and their society have made a considerable investment in them, and are working to give a return on that investment through public service as well as private success.



THE WHITE HOUSE FELLOWSHIPS



Cover Photo:
1986-87 White House Fellows.

President Reagan chats with the 1986-87 White House Fellows.



Statement of Purpose

The purpose of the White House Fellowship program is to provide gifted and highly motivated Americans with some firsthand experience in the process of governing the Nation and a sense of personal involvement in the leadership of the society.

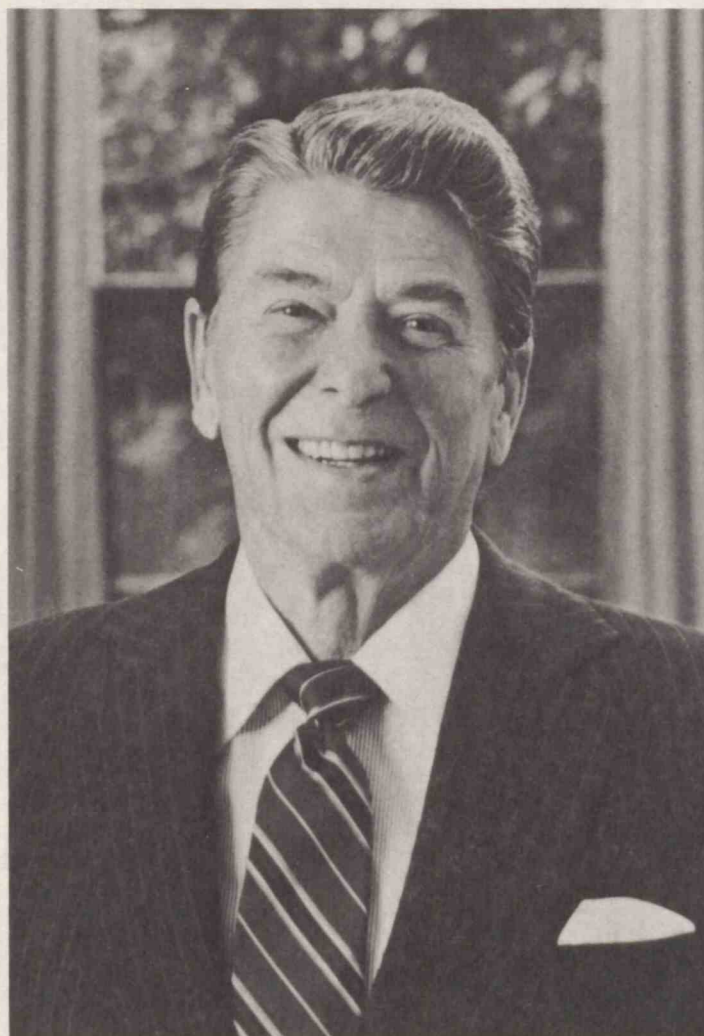
The program seeks to draw exceptionally promising people from all sectors of our national life—the professions, business, government, the arts, and the academic world. It is essential to the healthy functioning of our system that we have in the nongovernmental sector a generous supply of leaders who have an understanding—gained firsthand—of the problems of national government. In a day when the individual feels increasingly remote from the centers of power and decision-making, such leaders can help their fellow citizens comprehend the process by which the Nation is governed.

In this country today, we produce great numbers of skilled professionals; but too few of this intellectual elite provide society with statesmanlike leadership and guidance in public affairs. If the sparsely settled American colonies of the late 18th century could produce Washington, Jefferson, Adams, Monroe, Madison, Hamilton, Franklin, and others of superlative talent, breadth, and statesmanship, should we not be able to produce, in this generation, ten times that number? We are not doing so.

Surely the raw material is still there; and just as surely more must be done in the development of our ablest people to inspire and facilitate the emergence of such leaders and statesmen. Their horizons and experience must be broadened to give them a sense of personal involvement in the leadership of the society, a vision of greatness for the society, and a sense of responsibility for bringing that greatness to reality.

The White House Fellowship program is designed to give superbly qualified Americans precisely those experiences.

—Adopted by the President's Commission on
White House Fellowships, 1965



President Reagan

THE WHITE HOUSE

WASHINGTON

May 21, 1987

Ever since the perilous days when America struggled for its independence and forged a Constitution, our country has needed leaders of courage, conviction, experience, and foresight; and we have found them. The problems and challenges facing our Nation continue to change, but the need for such leaders remains as strong as ever.

The President's Commission on White House Fellowships was instituted precisely to help meet this need. By giving outstanding Americans -- men and women of great character, ability, and promise -- the opportunity to serve at senior levels of the Federal government, the Fellowship program makes sure our Nation will continue to be blessed with fine leaders in every field of endeavor. The Fellows do a great deal for our country during their year of Federal service, and the experience and insight they gain about public service prepare them thereafter to give our Nation, at all levels, the leadership it needs to continue to achieve.

I am proud to have White House Fellows serve in my Administration and to express my heartfelt appreciation to the President's Commission on White House Fellowships for a job well done. God bless you.

Ronald Reagan

The President's Commission on White House Fellowships

Chairman Vice Admiral James B. Stockdale (USN-Ret.)
Senior Research Fellow
The Hoover Institution on War, Revolution and Peace
Stanford University

James E. Bostic, Jr.
Division General Manager
Georgia-Pacific Corporation

Bruce L. Bower
Attorney at Law
Winston & Strawn

Betty H. Brake
Former Deputy Director of ACTION

H. Monroe Browne
Former Ambassador to New Zealand

Francis W. Cash
Executive Vice President
Marriott Corporation

LeGree S. Daniels
Commissioner of Commissions, Elections,
and Legislation
Commonwealth of Pennsylvania

Robert E. Freer, Jr.
Attorney
Barnett & Alagia

Michel T. Halbouty
Geoscientist and Engineer

Bruce H. Hasenkamp
Vice President
Hospital Council of Northern California

Thomas H. Henriksen
Senior Fellow
The Hoover Institution on War, Revolution
and Peace
Stanford University

Constance Horner
Director
U.S. Office of Personnel Management

Willa Ann Johnson
Willa Johnson & Associates

Richard E. Kinser
Richard Kinser & Associates

Lester B. Korn
Chairman of the Board,
Chief Executive Officer
Korn/Ferry International

Richard M. Larry
President
Sarah Scaife Foundation

Sammy Lee
Medical Doctor
Olympic Gold Medalist

John A. Love
Davis, Graham & Stubbs
Former Governor of Colorado

James T. Lynn
Chairman
Aetna Life and Casualty

William J. McManus
Vice President
Byers-McManus Associates, Inc.
Treasurer, Republican National Committee

Dana G. Mead
Senior Vice President
White Papers Business
International Paper Company

Rita Moreno
Actress

Garrett D. Pagon
President
Snohomish Commercial Realty, Inc.

Roger B. Porter
Professor of Government and Business
Harvard University

Stanley Scott
Vice President and Director,
Corporate Affairs
Philip Morris Companies, Inc.

James A. Seitz
Vice Chairman
Touche Ross & Company

Mrs. William French Smith
Officer and member of numerous
volunteer organizations

Frank D. Stella
President and Founder
F. D. Stella Products Company

John C. Tuck
Deputy Assistant to the President and
Executive Assistant to the Chief of Staff
The White House

Shannon J. Wall
President
National Maritime Union

Jack Waltuch
Attorney at Law

Nicholas A. Zoto
President
Zoto's Inc.

Linda L. Tarr
Director
President's Commission on White House
Fellowships

The White House Fellowships

Declaring that "a genuinely free society cannot be a spectator society," President Lyndon B. Johnson announced the establishment of the White House Fellowships program in the East Room of the White House in October, 1964. Prompted by the suggestion of John W. Gardner, then President of the Carnegie Corporation, President Johnson's intent was to draw individuals of exceptionally high promise to Washington for one year of personal involvement in the process of government.

Since that time, Presidents Nixon, Ford, Carter and Reagan have continued the enthusiastic support with which President Johnson initiated the program. Many officials of past administrations serve as regional panelists during the selection process.

The Fellows themselves, even after their year in Washington, continue to contribute to the program. The extensive education program in which the Fellows participate is supported financially by the White House Fellows Foundation, which receives contributions from former Fellows, corporations and foundations. The White House Fellows Association, whose members are former Fellows, also meets annually to be briefed on issues by the leaders of the current administration.

1 President Johnson meets with White House Fellows in the Oval Office.

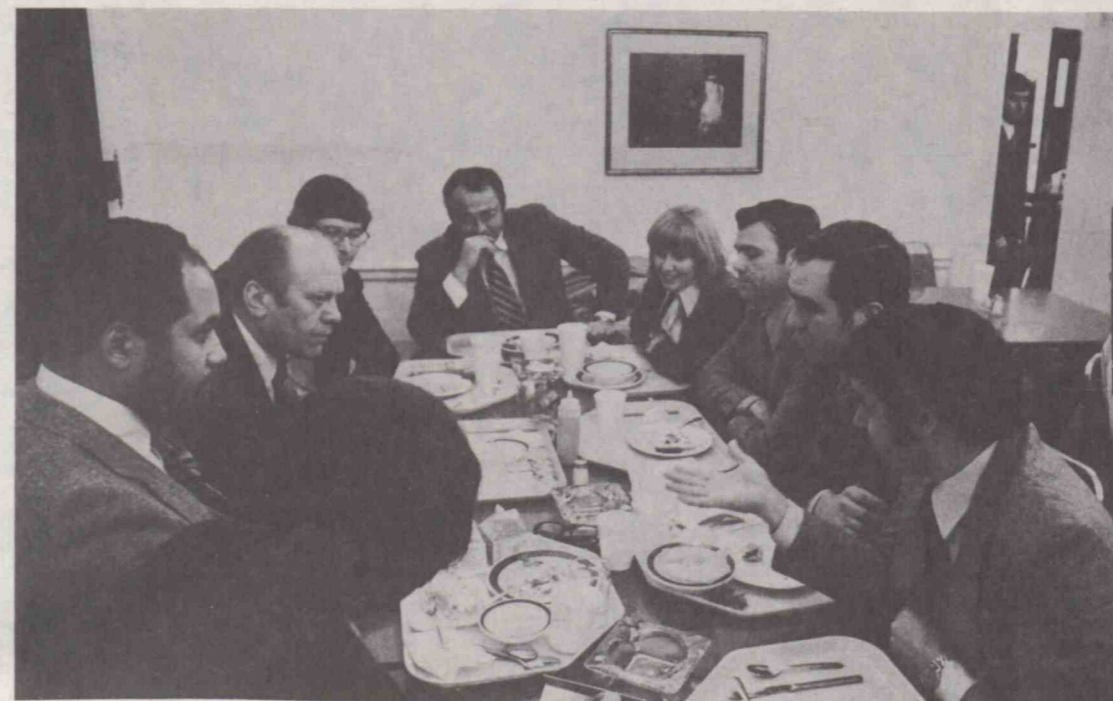
2 President Carter greets Fellows in the Rose Garden.



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Who Are the White House Fellows?

The more than 300 persons who have been chosen as White House Fellows are a diverse group representing the many occupational, geographic, racial and ethnic elements of our heterogeneous society. There is a strong desire on the part of the Commission to have all segments represented—not necessarily in one year, but over the years of operation of the program.

In the 23 classes of Fellows there have been lawyers, physicians, academicians, businessmen and women, engineers, career military officers, journalists, farmers, policemen, an orchestra conductor, former state legislators—all of them early in their careers.

The program appears to be fulfilling its original promise of developing a cadre of national leaders. All have shown a potential for contributing to their community—geographic or professional. This potential for leadership and contribution to their communities is a vital element in the Commission's selection. Nearly all have had a college degree and many have professional graduate training. Such training is not, however, a prerequisite.

The Commission is proud of its outreach efforts which have resulted in significant participation by women, blacks, Hispanics, Asians, American Indians and the physically disabled. Several fellows were foreign born but became citizens by the time they were selected. The group as a whole represents a wide variety of religious and ethnic subgroupings and ideologies. Partisan politics play no role in the selection process. Strong Republicans have served in Democratic administrations and vice versa.

1 President Ford joins the fellows for an informal luncheon.

2 President Nixon congratulates White House Fellow Ronald O. Baukol.

The Fellowship Program: A Dual Experience

The White House Fellowship is a highly competitive opportunity to participate in and learn about the Federal Government from a unique perspective. For one year, the 11-18 persons selected as White House Fellows are full-time Schedule A employees of the Federal Government, working in the Executive Office of the President or an Executive Branch agency. Rather than fit the Fellows to their pre-Fellowship specialties, the program aims at utilizing their abilities and developing their skills in the broadest sense possible.

The Fellows have been assigned in all of the Cabinet-level agencies, with Presidential assistants and the Vice President. Additionally, Fellows have served in other major Federal agencies including the Office of Management and Budget, the National Security Council, the United Nations with our Ambassador, the Office of the United States Trade Representative, the National Aeronautics and Space Administration, ACTION, the Environmental Protection Agency, and the Federal Trade Commission.

The education program in which the Fellows engage complements the full-time work assignment and is a major element of the Fellowship year. At the end of his or her term, each Fellow has had an intensive work experience as well as a broader insight into government through interaction with one another and with the nation's leaders.



Former Ambassador to the United Nations Jeane Kirkpatrick meets with the White House Fellows.

The Work Experience

The work assignment provides the Fellow with the opportunity to observe closely the process of public policy development and to come away with a sense of having participated in the governmental process as well as having made an actual contribution to the business of government.

Although White House Fellows will probably draw on specific prior training, education and experience, they should not expect to continue doing the type of work they had been doing before entering the program. A Fellow with a background in state and local politics, for example, may work extensively on implementing Federal laws substantially altering the Civil Service system; an attorney may spend a large part of the year in consumer affairs programs related to food; a physician may take the lead in establishing a pilot exchange program with a foreign government.

The actual nature of one's assignment varies with the particular talents and interests of the Fellow, and depends greatly on what needs to be done. The experience and role of an individual Fellow depend to a substantial degree on the personal relationship formed with his or her specific principal and staff, on how hard and successfully the Fellow applies him- or herself to whatever tasks are assigned or become available, and on the Fellow's individual initiative in developing relationships and initiating worthwhile projects.

By the end of the year, however, most Fellows will have written speeches, attended conferences, supervised staff work, reviewed or helped draft proposed legislation, answered Congressional inquiries, chaired meetings, drafted reports, conducted briefings and spearheaded one or more projects.

Some Fellows will have dealt with the whole range of policy matters faced by their respective officials, while others will have become

deeply involved in just a few select issues. Throughout the year emphasis is placed on linking theory and practice, analysis and action.

Although they operate on a high level, the work done by the Fellows is not always glamorous. Sometimes it is frustrating or pedestrian, and there are times when it becomes routine. The experience of most Fellows contains a mixture of significant involvement in major and minor government issues and routine tasks that help make a Federal official's office run smoothly.

It is difficult to generalize about the assignments of White House Fellows. One can say, however, that the tasks demand flexibility, a capacity for learning quickly and a willingness to work hard. These are usually the very qualities that have already made the Fellows promising leaders in their own career fields.

The Education Program

The education program is a distinguishing feature of the White House Fellowship. The Fellows participate as a class in a series of off-

the-record meetings throughout the Fellowship year, with top-level government officials and private sector leaders.

The meetings in the Washington area are supplemented with occasional travel to experience, observe and examine firsthand major issues confronting our society. In addition to the domestic focus, Fellows have in some years examined international affairs and U.S. foreign policy, and developed an understanding of the philosophies and points of view of other governments through overseas travels.



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For example, the 1986-87 Fellows traveled to the People's Republic of China, Lhasa (the capital of Tibet) and Hong Kong. For two weeks, the Fellows toured the nation, visiting such locales as Beijing, Xi'an, Chengdu, Nanjing and Shanghai. While in Lhasa, the Fellows had the opportunity to meet with religious and municipal officials. In other cities, they met with high-ranking government leaders to discuss China's political and economic position in the world. Local businessmen and foreign investors offered insights into China's evolving economic programs. The meetings in China complemented extensive briefings the Fellows received from the Department of State, the Central Intelligence Agency, and experts from business and policy research organizations.

The White House Fellows' domestic trips included visits to New York City, Los Angeles, San Francisco and Boston. In each location, the Fellows met with city and state politicians, journalists, economists and businessmen. The Fellows had the opportunity to discuss current issues with prominent citizens ranging from New York City Mayor Ed Koch to Diane Sawyer of *60 Minutes*.

In each of these cities, the Fellows discussed pertinent issues with the experts with whom they met. In San Francisco, for example, the Fellows talked with medical authorities and government officials about AIDS. In New York, they met with Wall Street analysts to discuss the economy and the impact of the recent insider trading scandals.

1 White House Fellow William Lennox with his boss, Secretary of Education William Bennett.

2 San Francisco Mayor Diane Feinstein with White House Fellows Vicki Masterman and Kristine Langdon.

During seminars in Washington, the Fellows met with most members of the Cabinet, U.S. Supreme Court Justice Sandra Day O'Connor, ABC News White House Correspondent Sam Donaldson, astronaut Sally Ride, former Ambassador to the United Nations Jeane Kirkpatrick, and former National Security Advisor Dr. Zbigniew Brzezinski, as well as other politicians, journalists, businessmen and leaders in various fields.

Where Do the White House Fellows Go After Their Fellowship Year?

The White House Fellowship program is not a direct Federal recruitment program and is not designed to attract people into the Federal service in the immediate sense. It is a sabbatical or leave of absence without salary from the individual's school or firm. Some Fellows have stayed on for a short while after their Fellowship year and some returned to govern-

ment (state, local or Federal) in later years. Most Fellows, however, return to their geographic, or at least their professional, communities where they can share their new knowledge and contribute to society more ably and productively through a fuller understanding of the Federal Government. White House Fellow alumni are now presidents of major corporations, universities, newspapers and banks; others are flag-rank officers in the Armed Forces and some are serving as mayors, members of Congress and presidential advisors. The program is an opportunity for intensive service with the goal of improving each participant's ability to serve more fully for years to come.

Who Is Eligible?

U.S. citizens are eligible to apply during early and formative years of their career or profession. There are no basic educational requirements and no special career professional



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categories. Employees of the Federal Government are not eligible, with the exception of career military personnel of the Armed Services (Army, Navy, Marine Corps, Air Force and Coast Guard). There are no restrictions as to specific age, sex, race, creed, or national origin, nor any physical requirements. One may not retain an official local or state office while serving as a Fellow.

How Are Fellows Selected?

The approximately 30 members of the President's Commission prescribe the policies and standards in the selection of White House Fellows. The Commission is appointed by the President and is composed of outstanding citizens in the fields of public affairs, education, sciences, business and the professions.

The application to the program is designed to elicit information about the individual's demonstrated performance in his or her chosen career or profession and the parallel kinds of community service or activity which indi-

1 Secretary of Defense Caspar Weinberger greets Kristine Langdon as Michael Reopel looks on.

2 U.S. Ambassador to the United Nations Vernon Walters chats with William Webb.



White House Fellows meet with Los Angeles Mayor Tom Bradley.

cate the applicant's degree of community involvement and commitment. It is a thorough request for information and is designed not to exclude persons but rather to bring out the talents and interests of the applicant.

Completed applications are processed by the Commission staff and screened initially by the Office of Personnel Management readers and former Fellows. The hundred or so most promising applicants are invited to interviews at eleven regional panels. The panels are composed of leading citizens around the country and each panel interviews between 10 and 13 candidates.

Based on the results of the regional interviews, approximately 33 candidates are named as national finalists and are interviewed in a three-day meeting by members of the Presi-

dent's Commission. The Commission then recommends to the President those individuals whom it finds to be most qualified for significant work experiences at a high level in government.

The qualities which are being sought at each stage are high levels of achievement early in one's chosen career or profession, a demonstrated leadership capability, an assemblage of skills that would make one a good special assistant in the short run and a national leader in the long run, and substantial indications of a commitment to service to others in the community in which one has lived. While the program has no age limits, it is designed to encourage future leaders rather than reward established leaders.

How Is the Program Funded?

As a government employee, each Fellow is paid by his or her agency at an appropriate scale based on experience and education, generally not higher than a GS-15, step 3, which, at this time, is \$55,746.

Most married Fellows come to Washington accompanied by their families. Moving and relocation expenses are not funded by the government and Fellows and their families are responsible for seeking their own housing accommodations in the Washington, D.C., area.

The government administers the program through a line item in the Office of Personnel Management budget consistent with policies established by the Commission. The Commission has a small staff to support all phases of the program. The education program is supported in large part by private funds contributed to the White House Fellows Foundation. Contributions come from alumni, current Fellows, corporations, foundations and numerous individuals who share a common commitment to the worth of the program's objectives and an appreciation for its record of success.



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White House Fellows Alumni

Just as they came from a wide variety of professions before they were selected as Fellows, former Fellows are making their mark in a multitude of fields. A representative sample of the alumni and their current professions:



Adis Vila, Secretary of Administration, State of Florida; 1982-83 Fellowship—Office of Public Liaison, The White House.



Henry G. Cisneros, Mayor, San Antonio, Texas; 1971-72 Fellowship—Department of Health, Education and Welfare.



Elaine Chao, Deputy Maritime Administrator, U.S. Department of Transportation; 1983-84 Fellowship—Office of Policy Development, the White House.



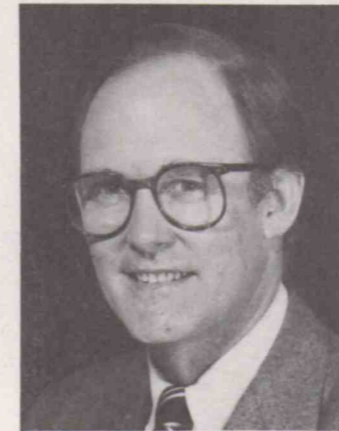
Tim Wirth, U.S. Senator, Colorado; 1967-68 Fellowship—Department of Health, Education and Welfare.



Lieutenant General Colin Powell, Deputy National Security Advisor to the President; 1971-72 Fellowship—Office of Management and Budget.



Barbara Anderson, Director, Office of Equal Educational Opportunity, State of New Jersey; 1973-74 Fellowship—Department of Labor.



James K. Stewart, Director, National Institute of Justice; 1981-82 Fellowship—Department of Justice.



Geraldine V. Cox, Vice President and Technical Director, Chemical Manufacturers Association; 1976-77 Fellowship—Department of Labor.



Tom Johnson, Publisher and Chief Executive Officer, *Los Angeles Times*; 1965-66 Fellowship—The White House.



Joe Barton, Member of Congress, 6th District, Texas; 1981-82 Fellowship—Department of Energy.



Robert Haas, President and Chief Executive Officer, Levi Strauss & Company; 1968-69 Fellowship—Department of Housing and Urban Development.



Walter Humann, President and Chief Executive Officer, Hunt Investment Corporation; Chairman of Executive Committee and Chief Operating Officer, Hunt Oil Company; 1966-67 Fellowship—Post Office Department.



Susan Schiffer Stautberg, President and Chief Executive Officer, Master Media Limited; 1974-75 Fellowship—National Security Council and the Vice President's Office, The White House.



Garrey Carruthers, Governor of New Mexico; 1974-75 Fellowship—Department of Agriculture.

1987-88 White House Fellows



Arthur J. Athens
Annapolis, Maryland

Arthur J. Athens, 30, Captain, United States Marine Corps, assistant professor, Department of Computer Science, United States Naval Academy. Born and reared in Huntington, New York, he graduated with distinction from the United States Naval Academy. After graduation, he earned a Master of Science in Information Systems from the Naval Postgraduate School, finishing at the top of his class. Prior to his present tour of duty, Captain Athens served as both an executive officer and commanding officer of Marine Corps air defense units. In 1986 he received the Clements Award for Excellence in Education as the outstanding military educator at the Naval Academy. He is very active in the community, organizing and teaching adult Sunday School classes, serving as a trustee of the Naval Academy Alumni Association and lecturing extensively on subjects relating to personal productivity and leadership. Captain Athens is married and has three children.



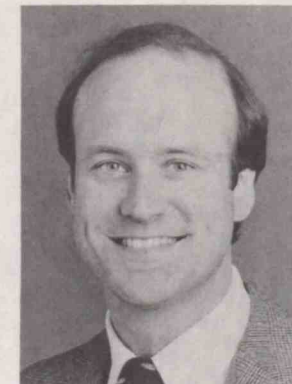
Bruce A. Berwick
West Point, New York

Bruce A. Berwick, 33, Major United States Army, assistant professor in the Department of Social Sciences, United States Military Academy. Born in Bozeman, Montana, Major Berwick is a graduate of the United States Military Academy and earned a Master of Philosophy degree in Political Science from Yale University. As a faculty member, Major Berwick has taught courses on various aspects of national and international governments. As an officer in the Corps of Engineers, he served as a commander and staff officer in West Germany and Fort Belvoir, Virginia. He is a registered professional engineer in the State of Virginia and a recipient of the Meritorious Service Medal. Major Berwick has been active in USMA extracurricular and community activities, working for three years on the annual Student Conference on United States Affairs. He has lectured on foreign policy issues before a variety of student groups and has authored engineering doctrine.



George M. Drysdale
San Francisco, California

George M. Drysdale, 32, general partner, Hambrecht & Quist Venture Partners, San Francisco, California. Born in Manila, Philippines, and reared in California and the Philippines, he received a Bachelor of Science in engineering, with distinction and departmental honors from Harvey Mudd College in Claremont, California. Mr. Drysdale also has a Juris Doctor from the Stanford Law School and a Master of Business Administration from the Stanford Graduate School of Business. He practiced corporate and tax law with Davis, Polk & Wardwell in New York before joining Hambrecht & Quist as a venture capitalist in 1983. He has made investments in several young, high-technology companies specializing in the communications, medical and health care industries. In addition to these duties, Mr. Drysdale currently serves on five boards of directors. He is active in The Guardsmen, a San Francisco organization that raises money to send underprivileged children to summer camp, and several charitable, alumni and professional groups.



Jeffrey S. Hall
Kansas City, Missouri

Jeffrey S. Hall, 35, vice president for marketing, the Kansas City Star Company. Born in Boston and reared in California, Mr. Hall received a Bachelor of Arts degree in communication from Stanford University. While there he wrote for *The Stanford Daily*, lettered in soccer and was a Capitol Hill intern. After receiving a Master of Business Administration from Harvard University, Mr. Hall formed a company that successfully marketed a product he invented. In 1977, Mr. Hall began his career with the Kansas City Star Company as a reporter for *The Star*. As vice president, he oversees the company's advertising sales, circulation and community affairs activities. Working with the Salvation Army, Mr. Hall was instrumental in launching a major annual food and clothing drive for the needy; "Project Literacy," a reading program for functionally illiterate adults, and a program that recognizes local excellence in teaching. In 1986, he co-chaired Kansas City's Fourth of July "Spirit Festival." The Kansas City Chamber of Commerce presented Mr. Hall its annual "Centurion's Award" for "outstanding community leadership."



Robert E. Johnson
Albany, Georgia

Robert E. Johnson, Jr., 33, Major, United States Army, Deputy Area Engineer at the U.S. Army Far East Engineer District in Seoul, Korea. Born in Puerto Rico and reared in southern Georgia, he received a Bachelor of Arts degree from the United States Military Academy and a Master of Arts and Ph.D. candidacy in International Relations from the Fletcher School of Law and Diplomacy. He was an assistant professor at West Point. Major Johnson commanded an engineer unit at Fort Meade, Maryland. He is an elected member of the International Institute for Strategic Studies, the Advisory Board of the Council on United States-Korean Security Studies, the Society of American Military Engineers and the Phi Kappa Phi Honor Society. Major Johnson has worked extensively in church, neighborhood and welfare activities, focusing his attention primarily on Eastern Orthodox religious lay leader duties.



Karen S. Kellerhouse
New York, New York

Karen S. Kellerhouse, 34, financial executive, Port Authority of New York and New Jersey. Born in Lancaster, Pennsylvania, she received a Bachelor of Arts cum laude in international service from the American University and her Master of Public Administration degree from the Kennedy School of Government, Harvard University. Prior to her current position as manager of the Cash, Capital and Debt Management Division, Ms. Kellerhouse worked to establish waterfront redevelopment and other economic development programs at the Port Authority and has written and lectured on these topics. She has also worked in international organizations focused on world food, population and development problems. Ms. Kellerhouse participates actively in church, alumni and community affairs. Recently elected to the Vestry of the Calvary-St. George's Episcopal Church, she is active in the parish's music program and its shelter for the homeless.



Alan S. Kopit
Shaker Heights, Ohio

Alan S. Kopit, 35, attorney, partner with Hahn Loeser & Parks, Cleveland, Ohio. Born in Cleveland, he received a Bachelor of Arts degree, summa cum laude, in political science from Tufts University, where he was elected to Phi Beta Kappa in his junior year and received the Class of 1898 Award for academic excellence and extracurricular activity. Mr. Kopit is a 1977 graduate of the University of Chicago Law School. In addition to his professional experience, Mr. Kopit serves as the staff attorney on WKYC-TV 3, Cleveland, providing legal commentary on the news and morning talk show, "AM Cleveland." Mr. Kopit just completed a year as the Chairperson of the 150,000-member Young Lawyers Division of the American Bar Association. A graduate of Leadership Cleveland, a program of the Greater Cleveland Growth Association, Mr. Kopit serves on the boards of the American Bar Endowment, the Adam Walsh Child Resource Center, the American Jewish Committee and the Fairmount Theatre of the Deaf.



David F. Melcher
Upper Marlboro, Maryland

David F. Melcher, 33, Major, United States Army, Corps of Engineers. Born in Allentown, Pennsylvania, he received a Bachelor of Science degree as a Distinguished Cadet from the United States Military Academy and a Master of Business Administration from the Harvard Business School. Major Melcher is currently a military intern to the Organization of the Joint Chiefs of Staff at the Pentagon, and has served as an assistant professor of economics in the Department of Social Sciences at the United States Military Academy. He is a registered professional engineer in the State of New Hampshire, a member of the Phi Kappa Phi Honor Society and has served as a director and officer of several professional organizations. Major Melcher has written articles on microcomputer analysis of economic issues in the military, and was the recipient of a faculty research award for analysis of military retirement changes.



James L. Nuzzo
Cambridge, Massachusetts

James L. J. Nuzzo, 31, Research Fellow in health policy at the John F. Kennedy School of Government and Chief Resident in neurology at Harvard's Brigham / Beth Israel Hospitals. Born in New York, Dr. Nuzzo was a page in the U.S. House of Representatives. He earned a Bachelor of Arts in history from Yale University, where he was chairman of the humor magazine, *The Yale Record*. An Alpha Omega Alpha graduate of Georgetown University School of Medicine, he was selected for the Student Fellowship in Pathology and was invited to speak at the National Institutes of Health. Additionally, he was a Congressional Legislative Fellow. At Harvard, aside from his medical duties, Dr. Nuzzo has taught in the medical school's New Pathway program, been a premedical tutor, and his work at the Kennedy School has concentrated on the relationship of the first amendment and scientific research. He has published and lectured on neurology, medicine and public policy.



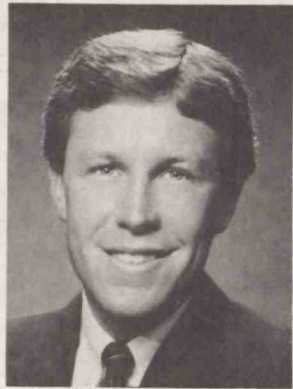
A. Mary Sterling
Kansas City, Missouri

A. Mary Sterling, 31, attorney, grew up on a farm near Pioneer, Ohio. She received her Bachelor's degree cum laude from Harvard University, her Master's degree in Public Administration from Ohio State University, and a Juris Doctor degree from the New York University School of Law. She was a Root-Tilden Public Interest Law Scholar and an Ohio State Graduate Fellow. Ms. Sterling served nearly five years as a federal prosecutor with the U.S. Department of Justice. She was named one of the 1987 Ten Outstanding Young Working Women in the country by *Glamour* magazine, received the 1986 Missouri Bar Pro Bono Award, and was named one of the Girl Scouts' 75 Women of Achievement. A member of the American Bar Association, she was the first woman elected as one of the 15 national Assembly Delegates to the House of Delegates. Ms. Sterling was the first woman elected to represent Kansas City on the Missouri Bar Board of Governors.



David M. Webster
Winnetka, Illinois

David M. Webster, 36, attorney, partner with Winston & Strawn, Chicago, Illinois. Born in Chicago and reared in Winnetka, Illinois, he received a Bachelor of Arts in history, magna cum laude, from Williams College, where he was a member of Phi Beta Kappa and was awarded the Dewey Prize for oratory at his commencement. Mr. Webster is a graduate of the university of Virginia School of Law, where he was a member of the Honor Committee, the Moot Court Board, and vice president of the student body. Since graduation from law school, he has worked at Winston & Strawn, concentrating on corporate and international matters. He served on the Illinois Secretary of State's Corporation Act Advisory Committee, which rewrote the Illinois Business Corporation Act. He has lectured frequently on legal topics and other subjects. His activities include a directorship of the Illinois Society for the Prevention of Blindness, service to his college alumni association, and extensive work on behalf of parish and diocesan organizations of his church.



John H. Weiland
Neptune, New Jersey

John H. Weiland, 31, vice president, Eastern U.S., American Scientific Products Division of Baxter Travenol Laboratories, Inc. Born in Philadelphia, he graduated from Allentown College of St. Francis de Sales in Center Valley, Pennsylvania, with a Bachelor of Science in Biology. He received a Master of Business Administration degree from New York University. In his present position, he has general management responsibility for a \$100-million-plus business segment of American Scientific Products. Mr. Weiland is a member of the Board of Trustees of Allentown College of St. Francis de Sales. He is a director of E&B Marine, Inc., and Junior Achievement. He served as a director of the United Way in Illinois and the National Account Marketing Association. He is a member of the National Association of Corporate Directors. In 1985, he was named as one of the Outstanding Young Men of America.

1 *Office of Management and Budget Director James Miller meets with the Fellows.*

2 *President Reagan thanks Commission Chairman James B. Stockdale for his service.*

3 *White House Fellow Diane Yu with former National Security Advisor Zbigniew Brzezinski.*



Calendar of Selection Process

December 1, 1987 Application deadline. In no case will applications postmarked later than December 1, 1987, be accepted.

Approximately January 31, 1988 Applicants notified by mail whether or not they have been selected as regional finalists. Those selected will be advised of the date and location of their regional interviews.

February-March 1988 Regional finalists interviewed by selection panels in the following 11 cities in the United States: Atlanta, Boston, Chicago, Dallas, Denver, New York, Philadelphia, San Francisco, Seattle, St. Louis, Washington, D.C. Every effort is made to assign regional finalists to the panel located closest to their homes; but, since the Commission seeks to maintain an equal distribution of regional finalists among the panels, this is not always possible. **Travel expenses incident to regional interviews are paid by the regional finalists.** Regional interviews are one or two days long.

Approximately April 15, 1988 Regional finalists notified by mail whether or not they have been selected as national finalists. The U.S. Office of Personnel Management will begin full-field background investigations of the National Finalists.

May 19-22, 1988 National finalists interviewed over a three-day period at a location near Washington, D.C., by members of the President's Commission on White House Fellowships. These dates are tentative.

The week of May 23, 1988 Presidential announcement of the 1987-88 White House Fellows. Notification will be by mail.

June 19-24, 1988 1988-89 White House Fellows are interviewed in Washington, D.C., by various Executive Branch agencies. All newly appointed Fellows must be in Washington for the entire interview period. Some Fellows may have to stay longer, or return to Washington later for additional interviews. Based on these interviews, the Director of the Commission determines the assignments of the Fellows.

September 1, 1988-August 31, 1989 Inclusive dates of the 1988-89 Fellowship year.

White House Fellowship Application

Instructions

Please read the entire application, the descriptive information in this brochure and these instructions before answering any questions on the application. Please also review the eligibility requirements and be sure that you meet them before you apply. The Commission cannot legally consider applications from ineligible persons or grant exceptions to these requirements.

TYPE all responses and limit your replies to the spaces provided, *except* where essential to answer a question fully or when an explanation on a separate sheet is specifically requested. Any additional pages should be standard 8½" x 11" size. Answer questions fully and accurately, and sign and date the application in the space provided. Failure to do so may delay or prevent consideration of your application.

Your application *must* be accompanied by three personal evaluation forms furnished by individuals who have direct knowledge of your qualifications and character. One such form is provided in this application, which you are requested to reproduce as needed. Have each form completed by a reference and returned to you in a sealed envelope for submission with your application.

The Commission may solicit evaluations from other persons listed in the application who were not named as references who are in a position to measure the applicant's qualifications and character. You will be asked to submit certified educational transcripts if you are

named a regional finalist. A candidate still under consideration at any stage in the selection process who experiences a change in employment or address is required to notify the Commission office of his or her new status.

After completing your application, be sure that all of the pages are in proper sequence and secure them with a paper clip (please do not staple). Please indicate on the first page of the separate sheets used to answer these essay questions, the number of the question. Print or type your name on the upper right hand corner of each page of the essays. Enclose the application, including the required reference letters, in a large envelope for mailing. Do not fold the application. A cover or transmittal letter need not accompany your application.

Mail your application to the President's Commission on White House Fellowships, 712 Jackson Place, N.W., Washington, D.C. 20503. [Be sure to complete and enclose the cards on the back cover of this booklet. One of these cards will be mailed back to you upon the Commission's receipt of your application. If you do not receive this acknowledgment within a reasonable time after you mail your application, contact the Commission office at **(202) 395-4522**. We suggest that you retain a copy of your application in the event the original is lost in the mail.]

For consideration in the 1988-89 Fellowships competition, an application must be postmarked no later than December 1, 1987. In fairness to all applicants, exceptions to this deadline may not be granted and incomplete applications will not be considered.

It is suggested that you complete and return your application as soon as possible. If you do mail your application close to the December 1 deadline, however, you may want to

ask for a postmark receipt from the post office to guard against delay in postmarking.

If you are mailing your application from overseas, send it by air mail and post it as early as possible to avoid delay in the initial stage of the selection process.

The President's Commission on White House Fellowships follows section 717 of the Equal Employment Opportunity Act of 1972. Persons who believe that they have been discriminated against in violation of that law may file administrative complaints by contacting an Equal Employment Opportunity counselor at the Office of Personnel Management.

Eligibility

- You must be a United States citizen.
- You cannot be a Federal civilian employee. If you have any doubt of your eligibility, please contact the Commission office before submitting your application.

A completed application includes the following:

- Five (5) personal evaluations;
- Your signature on page ten (10);
- A postmark on or before December 1, 1987.

FORM APPROVED
OMB No. 0310-0007

White House Fellowship Application

1. Name (*Last, first, middle*)

2. Preferred Title
 Mr. Mrs. Miss Ms.
 Other

3. Other names used (*e.g., maiden*)

4. Home address (*Include ZIP Code*)

4a. Permanent address if not same as above

5. Phone (*Include area codes*)

Home:
Office:

6. Are you a citizen of the United States of America?
 Yes No

12. Have you applied for any of the following Federal Government examinations or programs: Federal Management Intern Examination, Foreign Service Officer, the Peace Corps? If yes, indicate which, whether or not you passed, and whether or not you met the qualification requirements.

13. Have you ever worked for or are you now working for the Federal Government or are you being paid by Federal funds? If so, please explain and give inclusive dates.

7. Employer and address

8. Your business address and position
(and military rank, when applicable)

9. Your job affiliation:
 Academic Business Military
 State and Local Government Law
 Medicine Other Profession
 Non-profit Organization Student or Fellow

10. Birthplace (*City and state, or foreign country*)

11. Birth date (*Month, day, year*)

19. Please provide the following information about your education, high school and beyond:

Name and location of schools	Dates attended From To	Degree or diploma and field	Class rank (top 10%, 1st, 2nd, 3rd, 4th quarter)
---------------------------------	---------------------------	--------------------------------	---

Educational Background

18. On a separate sheet of paper write a memorandum, *of not more than 500 words*, for the President, making a specific policy proposal. Explain why you think it is important, what issues it raises, and why you think he should support it. If you exceed the word limit, your application will be disqualified.

17. On a separate sheet of paper describe, *in 300 words or less*, why you want to be a White House Fellow, what you consider to be your major strengths and qualifications for the program, and what benefits you feel are likely to result from your participation. If you exceed the word limit, your application will be disqualified.

16. On a separate sheet of paper describe, *in 300 words or less*, your life's ambition, what you hope to accomplish or achieve in your lifetime, and what position you hope to attain. If you exceed the word limit, your application will be disqualified.

15. Have you ever been discharged from any job, or have you quit after being informed that your employer intended to discharge you? If your answer is yes, give details:

14. It is helpful for the Commissioners evaluating your application to see "at a glance" the development of education and career patterns. Therefore, on a separate sheet of paper, please provide a chronological listing of all positions you have held, employers, and dates held. Work back from your current position and include all post-secondary school education. Account for all periods of unemployment and military service.

20. Please list, describe and explain the purposes of the major extracurricular activities in which you participated. For each activity listed, specify the name of the school, college or university; any offices held; the length of your membership and the level of your participation. Also list any major awards or recognitions received.

21. If you have taken a test or examination that is required in order to qualify for the practice of any occupation or profession, give the information requested for each such test or examination, and for each time you took the examination, if more than once.

22. After having qualified for the practice of any occupation or profession, have you ever been barred from such practice or disciplined by any agency because of your conduct? Yes No

If your answer is yes, state on a separate sheet of paper the dates of and reasons for such debarment or disciplining, the name and address of the agency concerned, and whether you have been reinstated.

23. a. List dates, branch, and serial or service number for all active military service.

b. Have you ever been discharged from the Armed Forces under other than honorable conditions?

If your answer is yes, give details on a separate sheet of paper.

Work Experience

21. If you have taken a test or examination that is required in order to qualify for the practice of any occupation or profession, give the information requested for each such test or examination, and for each time you took the examination, if more than once.

Full name of test or examination (NOT initials)	Administering agency	State or jurisdiction	Year	Passed
_____	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No

22. After having qualified for the practice of any occupation or profession, have you ever been barred from such practice or disciplined by any agency because of your conduct? Yes No

If your answer is yes, state on a separate sheet of paper the dates of and reasons for such debarment or disciplining, the name and address of the agency concerned, and whether you have been reinstated.

23. a. List dates, branch, and serial or service number for all active military service.

From	To	Branch of service	Serial or service number
_____	_____	_____	_____
_____	_____	_____	_____

b. Have you ever been discharged from the Armed Forces under other than honorable conditions?

Yes No

If your answer is yes, give details on a separate sheet of paper.

Exact title of position	Salary or earnings		Number and kind of employees you supervised
	Starting \$	Final \$	
Description of work			

Kind of business or organization (<i>manufacturing, accounting, insurance, etc.</i>)	Name, title, and present address of immediate supervisor	
	Name, title, and present address of employer	Place of employment (<i>City and state</i>)

a. Dates of employment (*Month, year*)
 From To
 present time

24. Detail and describe your work experience. Start with your present position and work back. Account for all periods of time since your first employment, including periods of unemployment and time spent as a student or in military service. If you have been graduated from school for more than eight years, you may summarize part-time or summer employment while you were obtaining your education. Reproduce page 6 as necessary to complete this question.

Exact title of position	Number and kind of employees you supervised	Salary or earnings	
		Starting \$	Final \$
Description of work			

b. Dates of employment (<i>Month, year</i>) From To	Reason for leaving	Name and address of employer	Place of employment (<i>City and state</i>)

Describe any outstanding contributions made by you in this work, and list any citations, awards, or unusual promotions.

Exact title of position	Salary or earnings		Number and kind of employees you supervised
	Starting \$	Final \$	
Description of work			

c. Dates of employment (<i>Month, year</i>) From To	Reason for leaving	Name and address of employer	Place of employment (<i>City and state</i>)

Describe any outstanding contributions made by you in this work, and list any citations, awards, or unusual promotions.

Describe any outstanding contributions made by you in this work, and list any citations, awards, or unusual promotions.

26. What do you consider to be your most significant contribution to your community? Explain why or in what ways you consider it to be significant.

Awards and recognitions	Dates	Level of participation	Size	Purposes or objectives	Name and address of organization
-------------------------	-------	------------------------	------	------------------------	----------------------------------

Voluntary Community Activities

25. List the major civic and social activities (non-job related) in which you have participated during the past ten years. Describe the purposes, objectives and size of each organization, and your level of participation ("helped organize," "served as president," etc.). List any awards or special recognition that you received for these activities, and indicate for each activity listed the inclusive dates of your participation.

Reason for leaving	d. Dates of employment (Month, year)		Name and address of employer	Place of employment (City and state)
	From	To		
Kind of business or organization (manufacturing, accounting, insurance, etc.)				
Description of work	Exact title of position	Salary or earnings		Number and kind of employees you supervised
		Starting \$	per per	
		Final \$	per per	

Describe any outstanding contributions made by you in this work, and list any citations, awards, or unusual promotions.

Reason for leaving	e. Dates of employment (Month, year)		Name and address of employer	Place of employment (City and state)
	From	To		
Kind of business or organization (manufacturing, accounting, insurance, etc.)				
Description of work	Exact title of position	Salary or earnings		Number and kind of employees you supervised
		Starting \$	per per	
		Final \$	per per	

Describe any outstanding contributions made by you in this work, and list any citations, awards, or unusual promotions.

Professional and Occupational Activities

27. List the major business and professional activities in which you have participated during the past ten years. Describe the purposes, objectives and size of each organization, and your level of participation ("helped organize," "served as president," etc.). List any awards or special recognition that you received for these activities, and indicate for each activity listed the inclusive dates of your participation.

Name and address of organization	Purposes or objectives	Size	Level of participation	Dates	Awards and recognitions
----------------------------------	------------------------	------	------------------------	-------	-------------------------

28. What do you consider to be your most significant contribution to your professional field? Explain why or in what ways you consider it to be significant.

29. In addition to the things you have mentioned in answering questions 25 through 28, list and describe briefly any other accomplishments or skills of which you are proud or that you deem significant or outstanding. Include, among other things, literary awards, inventions, patents, prizes for architectural design or works of art, significant publications (do not enclose actual publications), and fluencies in foreign languages. You may also use this space to describe briefly any news stories, editorials, radio or television announcements, etc., that show evidence of your recognition by community, cultural, business, or other groups. Enclose pertinent news clippings only when germane and not numerous.

30. Describe what you enjoy doing in your leisure time, how you spend your vacations, and meaningful experiences these opportunities have afforded you.

Signature of applicant _____

(Sign in ink)

10

Date _____

I CERTIFY that all of the statements made in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I know and understand that any or all items contained herein may be subject to investigation or verification and I consent to the full release of all information concerning my capacity and fitness by employers, educational institutions (who are also authorized to release my academic records), law enforcement agencies, and other individuals and agencies, to duly accredited investigators of the Federal Government or to the Commission for that purpose.

CERTIFICATION

In addition to the persons named above, the Commission may wish to solicit references from other individuals who have knowledge of your qualifications.

MAY SUCH INQUIRY BE MADE? YES NO

Full name and present business or home address
(include ZIP Code)

Business or occupation and title;
Telephone number

Knows you in what connection?

31. References. List five persons who are NOT RELATED TO YOU AND WHO HAVE DIRECT KNOWLEDGE of your qualifications and character. At least one person listed should have professional competence in your field; at least one should have knowledge of your major community or civic activities; at least one should have knowledge of your business or professional accomplishments; and one should be your present supervisor, if applicable. Please reproduce the personal evaluation form which is bound into this application and have it completed by each of the persons listed below. Each reference should seal the form in an envelope and sign his/her name across the seal and return the form to you. *These references must be included with your application.* Your application cannot be evaluated without the references.

THE FOLLOWING INFORMATION IS REQUESTED ON A WHOLLY VOLUNTARY BASIS AND IS INTENDED ONLY TO AID US IN EVALUATING OUR RECRUITMENT AND ADMINISTRATIVE PROCEDURES. THIS SHEET WILL BE DETACHED FROM YOUR APPLICATION AND WILL NOT BE SEEN BY EVALUATORS AT ANY STAGE.

1. How did you hear about the program? (Please be specific)

2. Do you feel this brochure has fully explained the fellowship and anticipated most of your questions? Yes No
If not, in what ways might it be improved?

3. Race and National Origin Identification. Please check one:

A American Indian or Alaskan Native

A person having origins in any of the original peoples of North America, and who maintains cultural identification through community recognition or tribal affiliation.

B Asian or Pacific Islander

A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.

C Black, not of Hispanic Origin

A person having origins in any of the black racial groups of Africa. Does not include persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish cultures or origins (see Hispanic).

D Hispanic

A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish cultures or origins. Does not include persons of Portuguese culture or origin.

E White, not of Hispanic origin

A person having origins in any of the original peoples of Europe, North Africa, or the Middle East. Does not include persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish cultures or origins (see Hispanic). Also includes persons not included in other categories.

4. State of Residence _____

5. Birth Date _____

You are requested to furnish this information under the authority of 42 U.S.C. § 2000e-16, which requires that Federal employment practices be free from discrimination and provide equal employment opportunities for all. Solicitation of this information is in accordance with Department of Commerce Directive 15, "Race and Ethnic Standards for Federal Statistics and Administrative Reporting."

This information will be used in planning and monitoring equal employment opportunity programs. Your furnishing this information is voluntary. Your failure to do so will have no effect on your candidacy for the White House Fellowships program.

Your Name _____

President's Commission on White House Fellowships

PERSONAL EVALUATION

Applicant: Please print or type your name: _____

To the person completing this evaluation:

The White House Fellowship Program, begun in 1964, seeks to identify gifted and highly motivated Americans. It offers them first-hand experience in the process of governing the Nation and a sense of personal involvement in the leadership of the society. The above-named individual has applied for one of the 11 to 18 White House Fellowships for 1988-89.

The Commission depends on persons who have known the applicant personally and in his/her studies, work or civic activities. The Commission urges you to be as specific and candid as possible, citing any particular incidents that illustrate the applicant's maturity, purposefulness and initiative. Your prompt submission of this form will be most helpful, as the applicant can neither complete his/her application nor be considered without your remarks.

Please note that provisions of the Privacy Act of 1974 entitle applicants, upon request, to have access to records about themselves, including this evaluation, and that it is the Commission's practice to destroy personal records of this sort 60 days after a letter advising a candidate that he or she has been eliminated from the competition has been mailed.

Please return this form plus any additional sheets in a sealed envelope with your signature across the seal. The applicant will then submit the sealed envelope as part of the completed application package to the President's Commission on White House Fellowships.

Thank you for your time, assistance, and cooperation.

Records Retention

Pursuant to the Freedom of Information Act (5 USC §552, as amended) and the Privacy Act of 1974 (5 USC §552a), the President's Commission on White House Fellowships operates its competitive application process and collects personal information for its use in evaluating applicants under authority of Executive Order No. 11183, as amended.

Applicants furnish the information requested in the application form voluntarily. Failure to furnish all of the requested information, however, may result in an applicant being eliminated from consideration for a Fellowship.

All files, records, and other material submitted by or in behalf of any applicant, or collected or obtained with regard to an applicant, are used by those persons associated with the Commission for the purpose of screening and evaluating applications for White House Fellowships and will not, as a general rule, be disclosed to any person not associated with the Commission.

The information collected may also be used in aggregate form for statistical analysis that will not identify individuals. (The application forms of persons selected as White House Fellows may, however, be circulated to appropriate Executive Branch

officials incident to placing Fellows in assignments for the Fellowship year and subsequently may be retained, along with other applicant file materials, by the Commission in its permanent files on persons who are selected as White House Fellows. These permanent records are accessible to the individuals concerned.)

Sixty days after a letter has been mailed to an applicant advising that he or she has been eliminated from the competition, all materials in the applicant's file will be destroyed and this procedure will be repeated after each stage of the selection process.

The Commission cannot assume responsibility for the return of applications or supporting documents. Applicants are, therefore, advised to retain copies of their application forms and not to submit irreplaceable documents or other materials with applications.

The Commission and those involved in the selection process do not prepare written evaluations of applications or applicants for the applicants' records or files. No such evaluation can, therefore, be provided.

Name of Applicant _____

Below is a series of descriptive statements. Based on your knowledge of the candidate, decide the extent to which each statement is descriptive of him or her and place a check mark in the appropriate column. A check under

"5" means that the statement is completely and consistently descriptive of the candidate in all contexts, circumstances, and occasions in which you have known or observed him/her and you rate him/her "outstanding" (top 5%);

"4" means that the statement is almost always descriptive and you rate him/her "excellent" (top 15%);

"3" means that the statement is almost always descriptive and you rate him/her "good" (top third);

"2" means that it is occasionally descriptive and you rate him/her "average" (middle third);

"1" means that the statement is not descriptive at all and you rate him/her "poor" (bottom third).

(If you do not feel that you can evaluate the candidate in some particular, check the "Don't Know" column.)

	5	4	3	2	1	Don't Know
Intellectual ability						
Displays rigorous analytical powers						
Demonstrates critical facility						
Is clear in reasoning ability						
Writes clearly and convincingly						
Speaks clearly and convincingly						
Personal integrity and responsibility						
Demonstrates courage of convictions						
Accepts blame when it is his/hers						
Keeps his/her word						
Inspires trust on part of associates						
Decisiveness, energy, vigor, creativity						
Follows through on work						
Eager to assume responsibility						
Initiates innovative solutions						
Fulfills commitments						
Leadership						
Inspires confidence in others						
Channels/directs efforts of others						
Convinces by sound reasons						
Takes responsibility for decisions he/she makes						
Gives subordinates full credit for what they do						
Is respected for wisdom and courage of his/her leadership						
Civic-mindedness and sense of responsibility						
Believes firmly in the ideals and principles of American government						
Feels and demonstrates a strong sense of obligation to his/her community						
Self-confidence, poise, ability to get along with others						
Is poised and confident of his/her ability						
Profits from constructive criticism						
Remains stable under stress						
Is able to work cooperatively and not just alone						
Is clear and persuasive in argument						

Although your rating of the applicant on the above scales will be important in judging his/her qualifications for a White House Fellowship, even more important will be your candid and specific comments answering the following questions. Please attach additional sheets as necessary.

1. What do you feel are the applicant's major strengths? Please include a specific example or an occasion in which these strengths were demonstrated.
2. What do you feel are the applicant's weaknesses?
3. What do you consider to be the major impact the applicant has made in his/her professional work?
4. What do you consider to be the candidate's major contribution to his/her community, outside his/her professional work?
5. What has the candidate done that you consider to be especially enterprising or creative?
6. Describe the situation, circumstance, or occasion that you feel most significantly called upon the candidate's leadership, judgment, abilities, and capacity and describe how he or she responded or acted in that situation.
7. What is the candidate's potential? What position or level of responsibility do you expect the candidate to achieve in his/her lifetime?
8. In what specific ways would you anticipate that this person would benefit personally and professionally, if selected as a White House Fellow?
9. To what extent and in what specific ways would you expect this candidate's community and the Nation to benefit from his/her participation in the Fellowship program?
10. If you were the President or Vice President of the United States, or a member of the cabinet, would you select this person to be a key member of your personal staff?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DEFINITELY	PROBABLY	POSSIBLY	PROBABLY NOT	NO
11. All things considered, how does this person's ability and potential compare to others with whom you are acquainted?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OUTSTANDING <i>(top 5%)</i>	EXCELLENT <i>(top 15%)</i>	GOOD <i>(top third)</i>	AVERAGE <i>(middle third)</i>	POOR <i>(bottom third)</i>

Name *(please print)*

Address

Title

Nature of business, occupation, profession

How long have you known applicant? _____ In what connection? _____

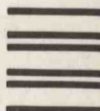
Signature

Date

**Type All Cards and
Return Them With This Application**

U.S. Office of Personnel Management
**President's Commission on
White House Fellowships**
712 Jackson Place, N.W.,
Washington, D.C. 20503

Official Business
Penalty for Private Use, \$300



Postage and Fees Paid
Office of
Personnel Management
OPM-245

1988-89

Mr.
Mrs.
Miss
Ms.

1. (Last Name) _____ (One Given Name) _____ (Initial) _____

2. Address (Include ZIP Code) _____

3. Home Phone (Include Area Code) _____ 4. Date of Birth _____

5. Office Phone (Include Area Code) _____ 6. Date of This Application _____

To ensure prompt notification of status on January 31, 1988,
please fill your name and address within the brackets below.

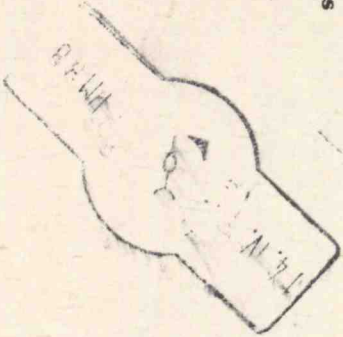


YOUR APPLICATION HAS BEEN RECEIVED.
YOU WILL BE NOTIFIED OF YOUR STATUS
APPROXIMATELY JANUARY 31, 1988.

President's Commission on
White House Fellowships

U.S. Office of Personnel Management
**President's Commission on
White House Fellowships**
712 Jackson Place, N.W.
Washington, D.C. 20503

Official Business
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Postage and Fees Paid
Office of
Personnel Management
OPM-245





Prime Minister

2.
Civil Service

MP 1/11/80

Treasury Chambers, Parliament Street, SW1P 3AG

Rt Hon Paul Channon MP
Minister of State
Civil Service Department
Whitehall
London SW1A 2AZ

1 December 1980

Dear Paul,

mt

**MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF
CIVIL SERVANTS**

I wrote to you on 7 October indicating my support for your proposals for flexible early retirement but asking you - in view of the public expenditure implications - not to take irrevocable steps until Cabinet had taken decisions on the public expenditure picture as a whole.

As you know Cabinet has now completed its discussions on programmes for 1981-82, which included an allowance for the increased expenditure on the Civil Superannuation programme on account of the early redundancy and other schemes. I can therefore confirm that I have no further reservations on it and that, for my part, I am content for you to go ahead.

I am sending copies of this letter to the Prime Minister and other members of Cabinet, Ministers in charge of Departments and Sir Robert Armstrong.

Yours

John Biffen

JOHN BIFFEN

DEC 1 1980





Minister of State

The Rt Hon Michael Heseltine MP
Secretary of State
Department of the Environment
2 Marsham Street
LONDON SW1P 3EB

Civil Service
Civil Service Department
Whitehall London SW1A 2AZ
Telephone 01-273 3000

12 November 1980

Jan Hubert

PUBLICATION OF CIVIL SERVICE NUMBERS

Thank you for your letter of 27 October, on which Patrick Jenkin has commented in his letter of 4 November.

I think that your proposal to publish quarterly manpower figures for your departments is a good one. I appreciate Patrick Jenkin's point that in some departments there will be fluctuations in the figures. But the figures are very likely to get out, as it is known that we collect them. Members frequently put down Questions on this topic, and Answers have to be given. So far, the Treasury and Civil Service Committee has not asked for a full departmental breakdown of the quarterly figures. But it may well do so. We already provide the Council of Civil Service Unions with the figures, and the CSO publishes a broad breakdown (including the figures for Patrick Jenkin's area of responsibility) in the Monthly Digest of Statistics.

I should be grateful, however, if your figures are presented on the same basis as ours, so that there are no discrepancies. Could our officials please be in touch to agree all this?

I am copying this letter to the recipients of yours.

PAUL CHANNON
Paul



Civil Service 4.
Prime Minister

Mr Jenkins is
hesitant about
quarterly
publication of
individual departments
manpower figures

DEPARTMENT OF HEALTH & SOCIAL SECURITY
Alexander Fleming House, Elephant & Castle, London SE1 6BY
Telephone 01-407 5522

From the Secretary of State for Social Services

The Rt Hon Michael Heseltine MP
Secretary of State for the Environment
2 Marsham Street
LONDON SW1

4 November 1980

MP 5/11

Dear Michael,

ms.

Thank you for copying to me your letter of 27 October to Paul Channon. Although you have set out some of the particular reasons why you wish to publish quarterly manpower figures for DOE and related bodies, I think I must question some of your assumptions and express reservations about some of the likely repercussions.

First, I think there is a ready defence against any accusation that associated bodies are being asked to do something that we are not prepared to do ourselves, since we have announced a firm target to reduce the size of the Civil Service to 630,000 by April 1984. Although Departments have for years submitted quarterly manpower returns to the CSD and we have recently been asked for some additional information to be provided, I am not entirely convinced that the information is suitable for publication or that there would be advantages in so doing. why not

Secondly, I doubt whether the information would long remain in the simple form you envisage. As we all know, figures in isolation can be misleading and publication is likely to lead to the need for increasingly lengthy explanations and justifications. Even though there will, over time, be a general trend downwards, quarterly figures - in my Department at least - can fluctuate for very good reasons and a temporary upsurge will naturally prompt inquiry. While your proposal is limited to DOE, the publication of one Department's quarterly figures is likely to bring irresistible pressure for other Departments to do likewise. We know from our recent discussions that 1981-82 is going to be a difficult year for the Service as a whole in achieving significant manpower savings. This is likely to be especially so for my Department, and Employment too I imagine, because of the increasing volume of claims from the unemployed which is likely to take place before we can enact the legislation needed to achieve my major manpower reductions. In the short-term therefore the quarterly publication of the figures could be a source of positive and unnecessary embarrassment to the Government.

As I see it, the test of our policy for reducing civil service numbers will be in our achieving the target of 630,000 in April 1984. From time to time, interim progress reports issued centrally will be expected and this seems to me to be a much better way of showing our resolve to move towards a smaller Civil Service. I just wonder whether it will add anything to the discipline - while undoubtedly adding to the work we are asking our officials to do - to publish figures with the frequency you are suggesting?

Copies go to recipients of your letter.

You are
Patrol



10 DOWNING STREET

PRIME MINISTER

The quarterly Civil Service manpower figures are published in the Department of Employment's monthly digest.

Does this cover what you had in mind? Or do you wish to see each Department publish figures quarterly? In practice, each quarter's figures tend to appear in Hansard through a written answer at some stage.

Yes Mr.

MAJ

Mike

Has action been taken on this? AD 4/11

3 November 1980

No action necessary

MAJ 9/11

✓ MJD



DEPARTMENT OF TRANSPORT
2 MARSHAM STREET LONDON SW1P 3EB

Civil Service

28 OCT 1980

The Rt Hon Paul Channon MP
Minister of State
Civil Service Department
Whitehall
LONDON
SW1

Paul Channon

Thank you for sending me a copy of your letter of 5 September proposing a widening of the basis for the premature retirement of less effective staff. I have also seen John Biffen's reply of 7 October and Keith Joseph's letter of 20 October.

As you know, I support your proposals both as a move to improve the quality of staff and also to help us in the manpower reduction exercise. It seems likely that my Department will have surpluses in certain grades and groups, and although we may be able to avoid actual compulsory redundancies, it is highly likely that we shall have to have a premature retirement campaign for volunteers, as prescribed by the standard Redundancy Agreement. Such a campaign is inevitably indiscriminate: we lose the good with the bad. I would like to minimise our loss of good staff by preceding the pre-redundancy campaign with a more selective attempt to ease

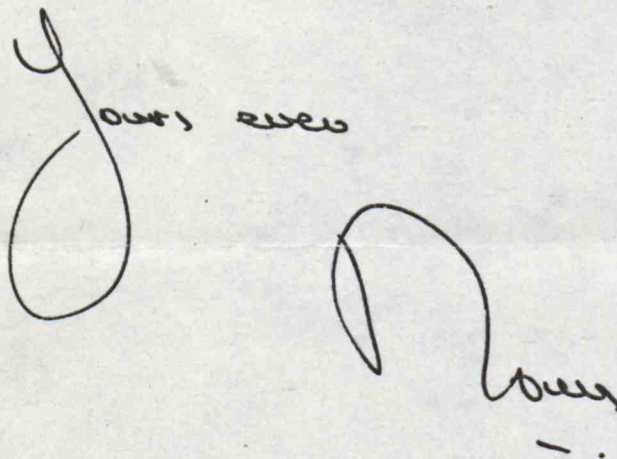
MANAGEMENT: IN CONFIDENCE

out the less efficient, but this will be possible only if we have agreement to the new and more flexible definition of limited efficiency.

If we are to make worthwhile savings from premature retirement in this financial year, we shall need to hold our selective campaign between now and Christmas. Obviously the public expenditure implications need to be weighed but I hope very much that you and John Biffen will be able to put proposals to colleagues at an early date.

I am sending a copy of this letter to the Prime Minister, other members of the Cabinet, and Sir Robert Armstrong.

out, 25/11

A handwritten signature in dark ink, appearing to be 'Norman Fowler', written in a cursive style. The signature is positioned to the right of the date 'out, 25/11'.

NORMAN FOWLER

MANAGEMENT: IN CONFIDENCE



✓ MP

ZH3

2 MARSHAM STREET
LONDON SW1P 3EB

My ref:

Your ref:

28 October 1980

Paul

You kindly sent me a copy of your letter of 5 September to Geoffrey Howe about more flexible arrangements for the early retirement of civil servants. I have also seen John Biffen's letter to you of 7 October and Keith Joseph's letter of 20 October to John.

Like you and Keith, I recognise that the public expenditure implications of your proposals need very careful consideration but I am sure that those proposals are highly desirable if we are to make the manpower cuts we want and improve the efficiency of the civil service. We do need a means of releasing the least effective people rather than to mount the inevitably indiscriminate premature reitreatment campaign under the existing redundancy agreement. We have not got time on our side, especially if this year's manpower targets are to be met. I hope very much that you and John will be able to put proposals to the Cabinet at an early date now.

I am sending a copy of this letter to the Prime Minister, other members of the Cabinet and Sir Robert Armstrong.

Yours
Michael Heseltine

MICHAEL HESELTINE

Rt Hon Paul Channon MP

29 OCT 1980





Prime Minister

2 MARSHAM STREET
LONDON SW1P 3EB

*A sensible proposal
- at X - to ensure
that Mr Hurdline
cannot be reproached
on "motes" and "beams".*

My ref:

Your ref:

27 October 1980

Dear Paul

*agree - Surely we can do this for
the jobs
MAF 28/10 x whole. We
already have
Quality
input
ref.*

X I am writing to seek your agreement to my publishing quarterly manpower figures for my Department as part of a wider exercise to improve manpower accounting in the various organisations for which I am responsible.

I am anxious that the various organisations related to my Department should adopt the same kind of tight approach to manpower budgetting as we have applied to the civil service. Various initiatives are already in hand in DOE to achieve this. For example, Tom King has recently obtained manpower forecasts from the water authorities as part of a drive to reduce staff numbers, and manpower control will be built into the wider system of performance aims for the industry from next April. John Stanley is doing a similar forecasting exercise for the New Towns, and next year we are aiming to introduce administration cost ceilings for all Development Corporations and the New Towns Commission. In other cases, we are looking very critically at the staffing element of organisations' budgets and making cuts where appropriate; the Housing Corporation is one example where this has been done.

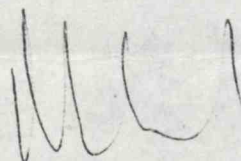
As a further step, we are now writing to the Chairmen of all DOE related organisations asking them to submit quarterly manpower returns which I will then publish in the same way as is already done for local authorities through the Joint Manpower Watch. I see this as a logical extension of our general approach to the publication of information as a discipline on the public sector, as well as providing a useful demonstration that the Government's concern about manpower is not just confined to central and local government. It will also ensure that the Chairmen and top management of fringe bodies are themselves fully aware of the manpower position in their own organisations.

I should like to publish the DOE manpower figures at the same time and on the same basis. I think it is important that we avoid any suggestion that we are asking other bodies to do something that we are not prepared to do ourselves. Moreover our own

performance in reducing staff numbers seems to me to be worth publicising as an example to the fringe bodies. I propose to keep the information fairly simple, just staff totals broken into industrial and non-industrials and temporary and permanent staffs, plus quarterly and year-on-year changes. I may wish to expand this information further as, of course, I am expecting local authorities to publish staff figures functional department by department but I will write to you further about this. My officials have already spoken to yours about this and I understand that in principle your people see no difficulty. I hope therefore that you will agree with this proposal. If so, my officials will get in touch with yours to sort out the details.

I am copying this letter for information to the Prime Minister and to other ministerial colleagues in charge of Departments.

yes ew



MICHAEL HESELTINE

28 OCT 1980



✓ M.A. Civil Service

DEPARTMENT OF INDUSTRY
 ASHDOWN HOUSE
 123 VICTORIA STREET
 LONDON SW1E 6RB

TELEPHONE DIRECT LINE 01-212 3301
 SWITCHBOARD 01-212 7676

Secretary of State for Industry

20 October 1980

The Rt Hon John Biffen MP
 Chief Secretary
 HM Treasury
 Parliament Street
 LONDON
 SW1P 3AG

John Biffen

MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF
 CIVIL SERVANTS

Thank you for sending me a copy of your letter of 7 October to Paul Channon.

2. I do recognize the public expenditure implications of the proposals for greater flexibility, but as I have emphasised on many occasions, if we are to achieve our manpower cuts and improve efficiency, it is essential that we have the greater flexibility which Departments are seeking to retire civil servants early. The need for this scheme, in this Department at least, is becoming increasingly urgent and I am pleased that you agree that Paul Channon should move ahead with the planning. I hope that there can be agreement to the early introduction of the scheme.
3. I am sending copies of this letter to the Prime Minister and other members of Cabinet, Ministers in charge of Departments, Paul Channon and Sir Robert Armstrong.

*Evan**Kew*

21 OCT 1980





Civil Service ^{MS}

Treasury Chambers, Parliament Street, SW1P 3AG

Rt Hon Paul Channon MP
Minister of State
Civil Service Department
Whitehall
London SW1A 2AZ

7 October 1980

Dear Paul,

MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF CIVIL SERVANTS.

You wrote to the Chancellor on 5 September estimating that the additional cost of the flexible early retirement scheme would mean an increase in the Superannuation programme of about £45 million in 1981-82 and £25 million a year thereafter. I am sorry for the delay in replying. Even now my response can only be an interim one.

We all want to push forward proposals which help towards a more rapid rundown in Civil Service numbers without harming, and perhaps even improving, departments operational efficiency. I have to be concerned about the public expenditure implications. Even if we net off the expected salary savings from the figures you quote, a substantial addition to public expenditure shall look likely in 1981-82, the most difficult year for our expenditure totals.

I hope to include in my report to Cabinet on public expenditure the estimated full effects of the rundown, taking account of the salary savings to be achieved less the offsetting costs of redundancy, superannuation and any other factors. Your letter of 2 October on the monthly payment of wages (on which I shall be replying in due course) indicates that your officials are working on the relevant assessment. If Cabinet endorse the public expenditure effects, the way will be clear for you to go ahead with the flexible yearly retirement scheme.

In the meantime it is obviously right for you to proceed with planning for the scheme, but it would be preferable to avoid

irrevocable steps until Cabinet have considered and taken decisions on the public expenditure picture as a whole.

I am sending copies of this letter to the Prime Minister and other members of Cabinet, Ministers in charge of departments and Sir Robert Armstrong.

JOHN BIFFEN

-7 OCT 1980





✓ M.A.D.

MINISTRY OF DEFENCE WHITEHALL LONDON SW1A 2HB

TELEPHONE 01-218 9000
DIRECT DIALLING 01-218 2111/3

MO 2/2/6

22nd September 1980

Dear Geoffrey,

MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF
CIVIL SERVANTS

I will not add to the detail of the case presented by Paul Channon, but I would add my support to the general thrust of his letter to you of 5th September, that if we are to achieve our manpower targets in an efficient way between now and 1984 special measures are inescapable. The sooner the more flexible arrangements now proposed are available, the better: I endorse Paul Channon's assertion at the end of his second paragraph.

I am sending copies of this letter to the Prime Minister and to Sir Robert Armstrong, as well as to Paul himself.

J. Pym
Francis

Francis Pym

The Rt Hon Sir Geoffrey Howe QC MP

20 SEP 1980





MINISTRY OF AGRICULTURE, FISHERIES AND FOOD
WHITEHALL PLACE, LONDON SW1A 2HH

From the Minister

The Rt Hon Paul Channon MP
Minister of State
Civil Service Department
Whitehall
London SW1

September 1980

S. L. Broad

MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF CIVIL SERVANTS

In my letter of 1 August I promised to let you have our best estimates of the number of people who might be persuaded to go under the premature retirement proposals.

Our guess is about seventy up to March 1982. I understand that this figure has already been passed to your officials. I am sending copies of this letter to the recipients of our earlier correspondence.

Peter Walker

PETER WALKER

CONFIDENTIAL



Minister of State

✓
MAD
Civil Services
Civil Service Department
Whitehall London SW1A 2AZ
Telephone 01-273 3000

The Rt Hon Sir Geoffrey Howe QC MP
Chancellor of the Exchequer
HM Treasury
Treasury Chambers
Parliament Street
LONDON SW1P 2AG

5 September 1980

Dear Geoff,

MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF CIVIL SERVANTS

Thank you for your letter of 8 August. As you will have seen from the correspondence, colleagues generally have welcomed these proposals. Indeed I have been repeatedly pressed to produce them. Many of our colleagues think them essential if we are to achieve the staff savings we are all working towards. This letter gives a very approximate estimate of cost: around £45 million in superannuation costs in 1981-82, then, for the rest of the run-down period, perhaps £25 million a year arising from new cases (although the latter figure in particular seems to me likely to be a substantial over-estimate.) The approximations involved in these figures are considerable.

I must stress that these cost figures do not necessarily represent extra costs. In part, they will result from the bringing forward of expenditure which would have been incurred on the Superannuation Vote in due course as the individuals concerned retired in the normal way. Moreover, where early retirement is coupled with a reduction in posts there will be a saving in salaries. Then again, some of the expenditure under these simpler and more selective arrangements would be switched from premature retirement required under the existing arrangements and which would have attracted redundancy terms.

My officials have discussed these points with yours and also the possibility of departments contributing to the Superannuation Vote to the extent that their use of these new arrangements incurs additional expenditure. This latter point, however, needs longer-term consideration and I hope need not prevent a decision now on funding an additional call on the

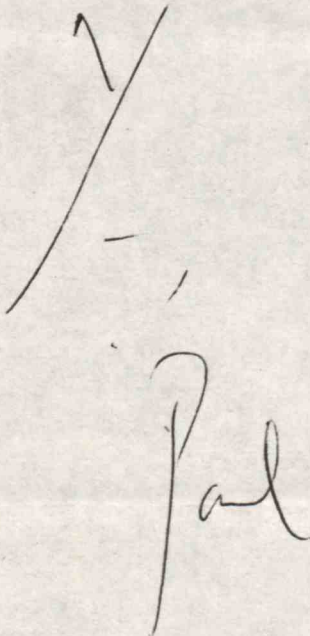
CONFIDENTIAL

CONFIDENTIAL

Superannuation Vote in 1981-82. Not to incur this expenditure will mean that we are keeping on unnecessarily staff whom we do not need and some of whom may be of limited efficiency. There is some expenditure in the early years but over a period of time these proposals must pave the way for much greater savings in salaries. I do hope that on reflection you may be able to agree.

I am copying this letter as previously.

PAUL CHANNON



Paul

CONFIDENTIAL



25 SEP 1980

MAP

Civil Service

Y SWYDDFA GYMREIG
GWYDYR HOUSE
WHITEHALL LONDON SW1A 2ER
Tel. 01-233 3000 (Switsfwrdd)
01-233 6106 (Llinell Union)



WELSH OFFICE
GWYDYR HOUSE
WHITEHALL LONDON SW1A 2ER
Tel. 01-233 3000 (Switchboard)
01-233 6106 (Direct Line)

Oddi wrth Ysgrifennydd Gwladol Cymru The Rt Hon Nicholas Edwards MP From The Secretary of State for Wales

8 August 1980

J. P. R.
PL4

MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF CIVIL SERVANTS

Thank you for sending me a copy of your letter to Keith Joseph of 18 July.

All the proposals are welcome and my Department will certainly seek to make use of them in appropriate cases.

In your letter you asked for an indication of the number of such cases which might be expected to arise. There is of course no reliable way of estimating the number of eligible people who might be willing to go but the best guess we can make is that we might pick up some 20-30 in the first year or so of operation, probably reducing to perhaps 5-10 per annum thereafter.

I am copying this letter to the recipients of yours.

John [unclear]
Nick

Paul Channon Esq MP
Civil Service Department
Whitehall
London SW1A 2AZ

11 12 11
9 8 7 6 5 4 3 2 1
11 12 11

11 AUG 1980

Civil Service



✓ MHP

Treasury Chambers, Parliament Street, SW1P 3AG
01-233 3000

8 August 1980

The Rt. Hon. Paul Channon, MP
Minister of State,
Civil Service Department

Dear Paul

Thank you for your letter of 31 July.

I do indeed regard the efficient management of the Civil Service as a vital objective, and I felt able to endorse the proposal in your letter of 22 February that there might be a small number of officials where the existing limited efficiency provisions were not appropriate, and whose cases should be looked into. But cost - which, as you say, I mentioned even in that context - does seem to loom much larger in the present proposals, where it is intended that the structural approach in particular shall be much more readily available.

As I said in my letter of 24 July, I sympathise with the objectives, but I still feel that we cannot approve the scheme without knowing the approximate cost. I note that estimates of numbers are now coming in from other colleagues; and for my own four main departments the estimate is that the number of cases might be around 300 a year in 1981-2 and the following years.

I am copying this letter to the recipients of yours.

—

GEOFFREY HOWE

John

7
AUG 1900
10 11 12 1 2 3 4 5 6 7 8 9

AUG 1900



✓
MMA

SECRETARY OF STATE FOR ENERGY
THAMES HOUSE SOUTH
MILLBANK LONDON SW1P 4QJ
01 211 6402

Rt Hon Paul Channon Esq
Minister of State
Civil Service Department

7 August 1980

De Paul

MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF CIVIL SERVANTS

Thank you for sending me a copy of your letter to Keith Joseph of 18 July and the note of your proposals for more flexible use of the premature retirement procedures.

I very much welcome the relaxations in the criteria to be applied particularly in cases of limited efficiency. I believe these relaxations to be essential if we are to maintain full efficiency in a slimmed down service.

Although it is difficult to forecast accurately how many people might be persuaded to go under the new arrangements, my guess is that over the next 12 months the numbers will be in the order of 20-30.

I am copying this letter to the recipients of yours.

Yours

D A R Howell

David
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8 AUG 1980



MA

DEPARTMENT OF EDUCATION AND SCIENCE

ELIZABETH HOUSE, YORK ROAD, LONDON SE1 7PH

TELEPHONE 01-928 9222

FROM THE SECRETARY OF STATE

Rt Hon Paul Channon MP
Minister of State
Civil Service Department
Whitehall
LONDON SW1A 2AZ

7 August 1980

Dear Paul,

MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF CIVIL SERVANTS

I support the proposals contained in your letter of 18 July to Keith Joseph, particularly relaxing the criteria for retirement on grounds of limited efficiency.

My officials will let yours have an estimate of the number of staff that might be retired under the proposed new arrangements. The number is likely to be significant in DES terms, at least in the first year or so, if small in relation to the Service as a whole.

I am copying this letter to the recipients of yours.

James even

Mark

MARK CARLISLE

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(1980 AUG 17)

MAP

Civil Service



QUEEN ANNE'S GATE
LONDON SW1H 9AT

4 Aug 1980

Dear Paul

MORE FLEXIBLE ARRANGEMENTS FOR THE
EARLY RETIREMENT OF CIVIL SERVANTS

Thank you for sending me a copy of your letter to Keith Joseph of 18th July.

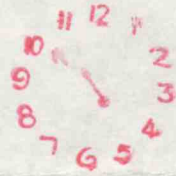
I appreciate that this is as far as you can go without having to undertake negotiations with the Trade Union Side of the National Whitley Council, and on that footing I support your proposals.

The Home Office would expect to use these new provisions in say, not more than 20 in the next two years, but if we can give you a better figure later this year we will do so at official level.

*John
b.lli*

The Rt. Hon. Paul Channon, M.P.

1-6 AUG 1980





quill
2 MARSHAM STREET
LONDON SW1P 3EB

My ref: H/PSO/15757/80

Your ref:

4 August 1980

Dear Minister

MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF CIVIL SERVANTS

Thank you for copying to me your letter of 18 July to Keith Joseph about changes in the early retirement rules. In principle I welcome your proposals; anything is helpful which gives us greater flexibility in our task of reducing the size of the civil service and in particular the new concept of limited postability is likely to be useful.

We have to recognise however that some people will not be prepared to go willingly, even under these relatively generous terms; and for those who will not, we are still faced with the lengthy procedures of compulsory retirement. So I look on your proposals, as I am sure you do yourself, as a measure of welcome relief rather than as a panacea.

As to our probable use of the arrangements, my people have already sent yours notes of some 100 people whom, for one reason or another, we should like to be able to retire early. Not all of them will be willing to go, but this gives a preliminary indication of the maximum numbers across the "common citizens" of my department and Norman Fowler's. As you know, I am very reluctant to depart from voluntary arrangements.

I am copying this letter to the recipients of yours.

Yours sincerely
Paul Bonfield
(Private Secretary)

MICHAEL HESELTINE

*(agreed by the Secretary of State
and signed in his absence)*

Paul Channon Esq MP

C O N F I D E N T I A L



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-- 4 AUG 1980



From the Minister

MINISTRY OF AGRICULTURE, FISHERIES AND FOOD
WHITEHALL PLACE, LONDON SW1A 2HH

MAP

The Rt Hon Paul Channon MP
Minister of State
Civil Service Department
Whitehall
London SW1

1 August 1980

MORE FLEXIBLE ARRANGEMENTS FOR THE EARLY RETIREMENT OF CIVIL SERVANTS

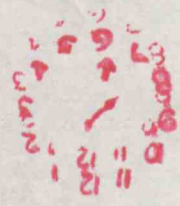
Thank you for sending me a copy of your letter of 18 July to Keith Joseph containing proposals for extending the eligibility criteria for the premature retirement of civil servants.

I welcome the proposals as consistent with our aim of achieving a smaller and more effective Civil Service, whilst at the same time providing a dignified way out for those who are no longer able fully to pull their weight. I shall let you have my Department's best estimates of our likely use of the arrangements as soon as possible.

Once we are clearer as to the likely public expenditure implications, I hope we shall be in a position to introduce the new arrangements, and so begin to gain the benefit of them, from an early date.

I am sending copies of this letter to the recipients of yours.

PETER WALKER



4 AUG 1980

Faint, illegible text, likely bleed-through from the reverse side of the page.

● PART 4 ends:-

M/S CSD to CHEC 31-7-80.

PART 5 begins:-

M/MAFF to M/S CSD 1/8/80

~~M/S SSK to M/S CSD 4-8-80.~~

Grey Scale #13



A 1 2 3 4 5 6 **M** 8 9 10 11 12 13 14 15 **B** 17 18 19



Inches 1 2 3
Centimetres 1 2 3 4 5 6 7 8

Colour Chart #13

Blue Cyan Green Yellow

