

OS REGISTRY
23 FEB 1988

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
The President's Commission on Executive
Exchange - Request for Government Executives

FROM:
R. M. Huffstutler
Deputy Director for Administration

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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1. D/OC
[Redacted]

2. D/OF
1212, Key

3. D/OIT
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4. D/OL
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5. D/OMS
1D4061, HQS

6. D/OP
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7. D/OS
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8. D/OTE
1026, C of C

9. SSA/DDA
7D10, HQS

10. C/MS/DDA
7D10, HQS

11. C/CMS/DDA
7C18, HQS

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15.

FORM 1-79 **610** USE PREVIOUS EDITIONS

OS REGISTRY

23 FEB 1988

DDA 88-0338

17 FEB 1988

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Information Technology
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training and Education
Special Support Assistant, DDA
Chief, Management Staff, DDA
Chief, Career Management Staff, DDA

FROM: R. M. Huffstutler
Deputy Director for Administration

SUBJECT: The President's Commission on Executive
Exchange - Request for Government Executives

1. The Central Intelligence Agency has been invited to nominate senior career executives for the 1988/89 President's Commission on Executive Exchange. The President's Commission on Executive Exchange has been in existence since 1969 and was designed to provide high caliber executives in both the public and private sectors with a unique opportunity to gain a better understanding and first hand knowledge of the opposite sector. Over the years, the President's Commission on Executive Exchange has proven itself to be an extremely productive and successful enterprise. This year, fourteen government senior executives are working in the private sector. A list of the agencies that are participating is attached.

2. The Training Selection Board is now requesting nominations of career executives who have reached policy-making positions and have demonstrated records of success within the Agency. Individuals must be willing to accept assignments outside the Washington, D.C. area and must have no significant corporate experience. Assignments usually begin in October.

3. Attached for you information are the following items: a brochure on the program, a fact sheet showing what expenses are involved in sending someone to the private sector, and comments from former government executives who have participated in the program. The assignment is component funded.

ADMINISTRATIVE/INTERNAL USE ONLY

SUBJECT: The President's Commission on Executive
Exchange - Request for Government Executives

4. Please submit eight copies of your nomination papers -- Nomination of Government Executive Form (do not sign form), updated biographic profile, and last Performance Appraisal Report -- to the Senior Training Officer by 11 March 1988. These nominations will be sent to the Training Selection Board. After the Board has made its selection, that individual will be asked to complete the Federal Government Executive's Biographical Form.

5. If you do not have a candidate, a negative response would be appreciated.

~~73~~ Henry P. Mahoney

for R. M. Huffstutler

Attachments:
As Stated

DDA/CMS/ (12 Feb 88)

Distribution:

- Orig - D/OC
- 1 - D/OF
- 1 - D/OIT
- 1 - D/OL
- 1 - D/CMS
- 1 - D/OP
- 1 - D/OS
- 1 - D/OTE
- 1 - DDA/SSA
- 1 - DDA/MS
- 1 - C/CMS/DDA
- 1 - DDA Chron
- 1 - DDA Subj
- 1 - DDA/CMS Chron
- 1 - DDA/CMS Subj



The President's Commission on Executive Exchange
THE WHITE HOUSE

PROCEDURES GOVERNING FEDERAL GOVERNMENT AGENCIES
SPONSORING FEDERAL EXECUTIVES
FOR ONE-YEAR ASSIGNMENTS

SELECTION CRITERIA

PCEE Federal Government Executives are members of the Senior Executive Service (SES) or equivalent, or SES candidates, or of outstanding quality and serving at a level equivalent to a SES candidate.
[Executive Order 12516, May 21, 1985]

ASSIGNMENT POLICY

Federal Government Executives selected for the President's Commission on Executive Exchange (PCEE) are "assigned for one year to positions in the private sector offering significant challenge, responsibility and regular and continuing contact with senior private sector officials".
[Executive Order 12493, December 7, 1984]

CORPORATION EXPENSES

SALARY: Corporations pay the Federal Government Executive's salary. The current range of SES executive salaries is \$64,700 - \$77,500 per annum plus bonus, if indicated.
[Commission Policy, May 1985]

SEMINAR EXPENSES: Corporations pay approximately \$12,000 for Seminar Travel & Lodging expenses.
[Commission Policy, May 1985]

FEDERAL GOVERNMENT AGENCY EXPENSES

EXECUTIVE'S FRINGE BENEFITS: Including life insurance, retirement, health benefits.
[Federal Personnel Manual]

RELOCATION EXPENSES: Normal relocation expenses or per diem in lieu of relocation expenses.
[GAO Decision B-166943, July 14, 1981]

INTERVIEW COSTS: Travel for interviews with corporations.
[Office of Government Ethics Memo 5/1/84, amended 8/24/84]

PARTICIPANT'S FEE: \$5,000 per executive.
[Commission Policy, January, 1981 and 5 U.S.C. 4109]

TYPICAL TIME FRAME AND STEPS IN THE PROCESS

Upon nomination by Cabinet Officers, the PCEE interviews and selects Federal Government Executives between April and June.

PCEE seeks interviews with corporations for the Federal Government Executives between April and September.

Assignments for Federal Government Executives normally begin in October and end in September.

Federal Government Executives will attend the following seminars:

- ° five days in October, Public Policy Seminar in Washington, DC,
- ° five days in December, Harvard Business School & John F. Kennedy School of Government in Boston.
- ° approximately three weeks in March, International Seminar in Europe or the Far East.

CONFLICT OF INTEREST

To ensure avoidance of conflict of interest or the appearance thereof, corporations must adhere to all Federal and state laws and regulations regarding conflict of interest.

The Senior Associate Director of the President's Commission on Executive Exchange must be notified in writing that the corporation's Chief Counsel has reviewed the formal position responsibilities and determined that no conflict of interest exists.

[Commission Policy, December 1985 (revised)]

RE-ENTRY

In compliance with Federal laws, the President's Commission on Executive Exchange prohibits offers of permanent employment to Federal Government Executives during preliminary interviews, the one-year assignment or upon completion of the assignment. This restriction against offers of permanent employment continues for three years after the executive returns to the Federal government. [5 U.S.C. 4108 (a) (1)]

Procedures and Directives



THE PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE

THE WHITE HOUSE



The President's Commission on Executive Exchange
THE WHITE HOUSE

FEDERAL EXECUTIVE BACKGROUND DATA

FEDERAL EXECUTIVE'S ASSIGNMENTS 1987-88

<u>Agency</u>	<u>Company</u>	<u>Assignment</u>
AID	IBM	Strategic Planning/Social Policy
Air Force	Pacific Telesis	Strategic Planning/Telecommunications
Air Force	United Parcel Service	Distribution Systems
Agriculture	General Dynamics	Employee Safety & Health
Army	American Cyanamid	Environmental Safety
Energy	Hughes Aircraft	Production Operations
EPA	Bechtel Corp.	Strategic Planning/Construction
GAO	Kellogg	Procurement Strategy
NASA	BellSouth	Strategic Planning/Telecommunications
NASA	Fluor Corp.	Technology Construction Program
Navy	Xerox	Research & Development
NSA	Raytheon	Strategic Planning/Electronics
State	Manufacturers Hanover	Debt/Equity Financial Strategy
VA	Smith Kline & French	Marketing

EXECUTIVE PROFILE 1987-88

- o AVERAGE SALARY: \$72,500 per annum
- o EDUCATION: 64% advanced degrees (engineering, business administration, law)
- o AVERAGE SUPERVISED: 80 employees
- o AVERAGE YEARS OF SERVICE: 18 years
- o MARITAL STATUS: 86% married
- o RELOCATION: 42% relocated family

-2-

CASH SAVINGS TO FEDERAL AGENCY:*

FEDERAL AGENCY SPONSORS AN EXEC.

- \$ 5,000 PARTICIPATION FEE
- 25,000 RELOCATION/PER DIEM
- + 72,500 FEDERAL EXECUTIVE'S SALARY
- + 42,500 ESTIMATED FEDERAL AGENCY SAVINGS

PRIVATE SECTOR HOSTS AN EXEC.

- \$12,000 EXPENSES OF FEDERAL EXEC.
- 72,500 FEDERAL EXECUTIVE'S SALARY
- \$84,500 PRIVATE SECTOR CONTRIBUTION

IDEAL EXECUTIVE PROFILE 1988-89

- o SENIOR EXECUTIVE SERVICE OR SENIOR GM 15 MANAGER
- o ADVANCED DEGREE - engineering, master of business administration or law
- o SIGNIFICANT SUPERVISORY EXPERIENCE BUT ABLE TO ACT AS AN INDIVIDUAL CONTRIBUTOR
- o 15 TO 20 YEARS OF GOVERNMENT EXPERIENCE
- o WASHINGTON EXPERIENCE RATHER THAN REGIONAL ASSIGNMENTS
- o WILLING TO RELOCATE
- o GOOD PRESENTATION SKILLS
- o STRONG INTEREST IN THE PRIVATE SECTOR

NEXT STEPS:

- o PCMI HUMAN RESOURCES COMMITTEE ENDORSES PCEE PROGRAM TO FULL PCMI
- o SHERER MEETS WITH IAG EXECUTIVE COMMITTEE - DECEMBER, 1987
- o SHERER MEETS WITH INDIVIDUAL AGENCIES NOVEMBER - JANUARY 1988
- o FORMAL NOMINATION LETTER OUT IN EARLY JANUARY, 1988
- o NOMINATION DEADLINE MARCH 31, 1988
- o EXECUTIVES INTERVIEWED BY THE COMMISSION APRIL - MAY 1988
- o EXECUTIVES PLACED IN PRIVATE SECTOR BY OCTOBER, 1988

* Average Costs for 1987-88



Six years ago I determined that my Administration should avail itself of the extraordinary talents and experience of America's business leaders to the greatest extent possible.

One of the most effective vehicles for doing this has been the President's Commission on Executive Exchange. The Commission has made tireless efforts to incorporate outstanding business executives into the decision-making processes of the Federal government and to provide senior government executives the opportunity to benefit from fresh insights by working in private business. This program has more than met my expectations, and it has resulted in a dramatic increase in understanding and cooperation between the public and private sectors.

I am proud to reaffirm this Administration's dedication to the continuing activities of the President's Commission on Executive Exchange; and I commend the corporations, agencies, Commissioners, and Executives on their commitment to the success of this vital program.

Ronald Reagan



The President's Commission On Executive Exchange

Chairman

David T. Kearns
*Chairman and Chief Executive
Officer
Xerox Corporation*

Howard H. Baker
*Chief of Staff
The White House*

James E. Burke
*Chairman and Chief Executive
Officer
Johnson & Johnson*

Robert Anderson
*Chairman and Chief Executive
Officer
Rockwell International, Inc.*

James A. Baker, III
*Secretary
Department of the Treasury*

Malcolm Baldrige
*Secretary
Department of Commerce*

Robert A. Beck
*Chairman Emeritus
Prudential Insurance Company*

David W. Christopher
*Area Practice Partner
Price Waterhouse*

Ralph P. Davidson
*Chairman of the Board
Time Incorporated*

Donald J. Devine
*Consulting Director
Campaign America*

Max L. Friedersdorf
*Consul General of the
United States of America*

Constance Horner
*Director
Office of Personnel Management*

James L. Ketelsen
*Chairman and Chief Executive
Officer
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*Senior Partner
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Kamholz*

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*Chairman and Chief Executive
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TRW Inc.*

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*Chairman and Chief Executive
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Litton Industries, Inc.*

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The White House*

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Officer
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David M. Roderick
*Chairman and Chief Executive
Officer
USX Corporation*

George P. Shultz
*Secretary
Department of State*

Charles Steele
*Former Chairman and
Chief Executive Officer
Deloitte Haskins & Sells*

William Walsh, M.D.
*President and Chief Executive
Officer
Project HOPE*

Caspar W. Weinberger
*Secretary
Department of Defense*

June Grace Walker
*Executive Director
President's Commission on
Executive Exchange*



The Mission

The President's Commission on Executive Exchange bridges the gap between American business and the Federal government. The effect is the stimulation of new ideas and techniques which result in better management of Federal government agencies and greater cooperation with business, thus developing a cadre of experienced executives who will contribute substance and judgment in their policy-making assignments.

Presidential Exchange Executives

Presidential Exchange Executives are accomplished men and women who have attained policy making positions within their organizations. They are talented individuals with proven records of success and significant career achievements.

The range of executives participating in the President's Commission on Executive Exchange spans the full spectrum of professional experience. The executives' extensive experience includes financial analysis, law, marketing, economics, operations research, general management, strategic planning, engineering, science, high technology, long-range planning, or international business.

Presidential Exchange Executives are America's present and future leaders. They improve understanding and cooperation between business and government

while solving problems common to both sectors. Their commitment to excellence is steadfast and they offer our country a great resource.

The Goal

The goal of the President's Commission on Executive Exchange is:

At an overall level, providing a forum for the effective interchange of ideas, innovations and understanding between business and government, establishing a vehicle for cooperation and communication between the two.

At a corporate or agency level, providing specific opportunities to gain the benefits of differing backgrounds and experience in addressing the questions and issues that face business and the Federal government.

At an individual level, providing a new dimension to the executives' experience, enriching and better preparing them to contribute further throughout their careers.

New Corporate Option

The President's Commission on Executive Exchange has recently implemented an additional program which enables the Commission to attract key, senior business executives. On September 30th, 1986, the Congress unanimously passed and the President signed into law P.L. 99-424, legislation which enables a corporation the option of continuing to pay an executive's salary while participating in the President's

Commission on Executive Exchange. This is not a requirement for participation, however, many corporations have elected to take advantage of this opportunity. Executives participating in this special program remain subject to conflict of interest provisions and all other laws and regulations governing Federal employees, except for those pertaining to compensation and related benefits.

Nomination, Selection and Placement

Corporate nominations for the President's Commission on Executive Exchange are expected by June 1. Federal government nominations are expected by April 1. Critical assignments are filled on a continuous basis according to the request of the Cabinet Secretary.

All executives must return to their sponsoring corporation or agency at the conclusion of their one year assignment and remain in their employment for a specified amount of time. Corporate executives must sign a contract committing them to return to their corporation and remain in their employment for at least one year after the conclusion of their assignment. Federal government executives must sign a contract committing them to return to the Federal government agency and remain in their employment for at least three years after the conclusion of their assignment.

cont.



Upon completion of in-depth selection interviews and acceptance into the program, the Executive Director negotiates suitable assignments which will maximize the executives' backgrounds, resources and talents. Corporate executives are interviewed by Federal government agencies and Federal government executives are interviewed by selected corporations. After further negotiations, executives are placed in mutually agreed upon positions with assignments normally beginning in October. The Commission monitors the assignments and counsels the executives throughout the year, guaranteeing the experience benefits all concerned.

The President's Commission on Executive Exchange adheres to the principles of equal employment opportunity. Corporations and Federal government agencies are therefore encouraged to nominate only their most experienced and talented men, women and minorities for this program.

Final selection of Presidential Exchange Executives is at the discretion of the President's Commission on Executive Exchange and is based on Commission established criteria and the availability of appropriate assignments.

Legal and Ethical Conduct

Presidential Exchange Executives must sustain the highest standards of performance and ensure open and honest policies free from conflict of interest.

The President's Commission on Executive Exchange adheres to the strictest standards of legal and ethical conduct. Presidential Exchange Executives are expected to carry out their Exchange assignments in a manner befitting the responsibility entrusted to them, and in keeping with high moral, legal and ethical standards not only in their professional but also their personal lives.

Commission Standards

All Presidential Exchange Executives are required to:

- Serve the United States government with honor;
- Maintain the high quality of Commission standards as specified in the Commission Guidelines booklet;
- Conduct themselves during and after work hours in such a manner as not to reflect adversely upon the President's Commission on Executive Exchange, the corporation, or the Federal government;
- Achieve a superior performance level;
- Familiarize themselves with the standards of conduct of the organization to which they are assigned.

Corporate executives must sign a contract committing them to return to their corporation and

remain in their employment for at least one year after the conclusion of their assignment.

Federal government executives must sign a contract committing them to return to their Federal government agency and remain in their employment for at least three years after the conclusion of their assignment.

Periodic evaluations will be submitted to the corporations and Federal government agencies regarding their executive's professional and personal performance as a participant in the program. In all circumstances, including the International Seminar and all other conferences held outside of Washington, D.C., executives are required to conduct themselves so as to exemplify the highest standards of integrity.

Presidential Exchange Executives involved in any infraction of applicable laws, standards of ethical conduct, or improper personal or public conduct will be subject to disciplinary action, including termination from the President's Commission on Executive Exchange.



Conferences and Seminars

While a participant in the President's Commission on Executive Exchange the one-year assignment maintains top priority. Conferences and seminars are a significant part of the executive's experience. The subject matter covered during the year includes international and domestic issues, business and government operations. All travel and program costs for the International Seminar are paid for by funds collected from the private sector.

Commission regulations prohibit spouses or friends from participating in Commission sponsored conferences and seminars or from accompanying or meeting with executives at anytime during Commission sponsored travel.

The Public Policy Seminar

For a week in October, Presidential Exchange Executives meet with key White House officials, Cabinet Officers, Agency Heads, Members of Congress, business leaders and prominent academics. Discussions cover a wide range of government and business issues, focusing primarily on public policy and government regulation.

The Conference on Business and Government

Each winter, Federal government and corporate executives meet for a week at one of the nation's leading academic institutions for a studied examination of business, government and the relationship between the two.

For the past three years, the conference was held at Harvard University. Following an intensive two-day computer based management simulation exercise, Federal government executives were joined by their corporate counterparts for a series of lectures and discussions with top professors from the Harvard Business School. They examined factors which affect corporate decision-making and behavior.

The conference concluded with two days of case studies and discussions at the Kennedy School of Government, during which time various aspects of the relationship between business and government were explored.

Washington Meetings For Business Executives

Approximately once a week, informal, off-the-record meetings are held with national leaders. These have included Supreme Court Justices, Cabinet Secretaries, U.S. Senators and Representatives, senior White House officials, Agency Heads, academics, journalists, and lobbyists. The sessions provide corporate executives with the background behind the headlines and current developments, as well as insights on the way Washington functions.

The International Seminar

This seminar represents an opportunity for the executives to examine and discuss foreign policy issues firsthand.

The highlight of the 1986 International Seminar was the privilege and honor of an audience with His Holiness Pope John Paul II. Another outstanding opportunity was the meeting with His Majesty King Juan Carlos I of Spain.

The executives also attended briefings at the headquarters of the North Atlantic Treaty Organization (NATO) in Brussels, Belgium; meetings with British, French, and Italian government and business leaders, and traveled for the first time to Yugoslavia.

Executives return from the International Seminar with a better understanding of the effects of trade negotiations; defense and security arrangements and their impact on economic matters; the internal economic structure of other countries; the international monetary situation and its effect on investment trade; and the internal pressures which affect both domestic and multi-national corporations.

Note: All travel and program costs for the International Seminar are paid for by funds collected from the private sector.



Corporate Participation

Corporate Executives' One Year Federal Government Assignment

Corporate executives nominated for the President's Commission on Executive Exchange are men and women with distinguished records who have succeeded in policy making positions in their corporations. The Commission also seeks executives with distinctive backgrounds and the prospect of attaining policy making positions within their corporations. Executives must be nominated by their Chief Executive Officer. Nominations for the President's Commission on Executive Exchange are expected by June 1 for assignments commencing the following October.

A corporation sponsoring an executive for the President's Commission on Executive Exchange will forward a participation fee of \$18,000 within thirty days of notification by the Commission. The corporation continues to pay fringe benefits and moving expenses.

Corporate executives sign a contract committing them to return to their corporation and remain in their employment for at

least one year after the conclusion of their assignment.

The participating corporation and the nominated executive are bound by the law to strictly adhere to all Federal and State statutes regarding conflict of interest. The President's Commission on Executive Exchange requires that the corporation counsel their executive regarding individual responsibility and the necessity for ethical conduct.

All corporate executives are required to undergo a Federal government security clearance investigation. This investigation covers such items as job performance, character, reputation, trustworthiness, reaction to stress, social sensitivity and behavior. Placement within a government agency is contingent upon completion of this investigation and review of the findings by the President's Commission on Executive Exchange. Corporations should nominate only individuals with exemplary backgrounds and records. Nominees are advised that derogatory information uncovered in the background investigation could prove to be detrimental to their professional standing. The President's Commission on Executive Exchange reserves the right to reject candidates based on the results of the investigations.

Corporate Assignments For Federal Government Executives

Chief Executive Officers of corporations are contacted by the Executive Director of the President's Commission on Executive

Exchange seeking assignments for Federal government executives. Corporations planning to offer a Federal government executive such an assignment should identify a responsible, challenging position which by its very nature would best suit an individual with limited business experience.

In order to insure absolute avoidance of conflict of interest or the appearance thereof, the corporation's General Counsel must review the Federal government executive's background, prior to the Federal government executive's assignment. The corporation must notify the President's Commission on Executive Exchange that no conflict of interest exists. The Commission continues to counsel Federal government executives regarding ethical conduct and avoidance of conflict of interest throughout the year.

In keeping with the goal of the President's Commission on Executive Exchange, and in compliance with Federal rules and regulations, and Commission restrictions, the corporation must not extend an offer of permanent employment to the government executive during preliminary interviews, anytime during the one year assignment, or upon completion of the assignment. This restriction against offers of permanent employment continues for at least three years after the date of return to the Federal government.



Federal Government Participation

Federal Government Executives' One Year Corporate Assignment

Federal government executives must be nominated by their Cabinet Secretary or Agency Head and must have reached policy-making management positions, have extensive experience and have demonstrated records of success.

Federal government executives should have no previous significant corporate experience. They must be willing to accept an assignment outside of Washington, D.C., anywhere in the United States.

Federal government executives sign a contract committing them to return to their Federal government agency and remain in their employment for at least three years after the conclusion of the assignment.

Federal Government Assignments for Corporate Executives

Cabinet Officers and Agency Heads meet with the Executive Director of the President's Commission on Executive Exchange to designate assignments that would be most challenging for Presidential Exchange Executives. These assignments are to positions as assistants to Cabinet Officers, Agency Heads, Under Secretaries or Assistant Secretaries. Presidential Exchange Executives normally hold positions in the Senior Executive Service during their assignment in the Federal government. Over the past few years, the Commission has been able to obtain the position of Acting Deputy Assistant Secretary for executives whose outstanding achievements have been recognized in their respective agencies.

To insure absolute avoidance of conflict of interest or the appearance thereof, both the agency to which the corporate executive is assigned and the executive must adhere to all Federal conflict of interest laws. The agency's Ethics Counsel reviews the corporate executive's background and the formal position responsibilities in order to determine that no conflict of interest exists. It is the agency's responsibility to notify the Ethics Officer of the President's Commission on Executive Exchange of this determination. If the corporate executive is reassigned to new

responsibilities during the year, the Federal government agency must obtain prior approval from the Executive Director. The Executive Director and the Ethics Officer continue to counsel corporate executives regarding ethical conduct and avoidance of conflict of interest throughout the year.

In keeping with the goal of the President's Commission on Executive Exchange, and in compliance with Federal rules and regulations, the agency to which the corporate executive is assigned must not extend an offer of permanent employment to the executive during preliminary interviews, anytime during the one year assignment, or upon completion of the assignment. This restriction against offers of permanent employment continues for at least three years after the date of the corporate executive's return to the corporation.



Critical Assignments For Corporate Executives

Cabinet Officers are encouraged to request assistance from the Executive Director of the President's Commission on Executive Exchange in recruiting highly specialized and experienced executives to fill critical needs within their organizations. The Executive Director will respond to these requests on a continuous basis throughout the year.

Corporate executives chosen for critical assignments must possess specific expertise to meet a specialized need within a government agency. Such executives are chosen based on their wealth of experience and have reached senior ranks within their corporations.

Since these critical assignments may occur at any time during the year, they do not necessarily coincide with the regular cycle of the President's Commission on Executive Exchange. However, executives must return to their corporations one year after beginning their assignments and remain with their corporation for a least one year after completing their assignment with the President's Commission on Executive Exchange. The same conflict of interest requirements apply to these critical positions.

International Embassy Assignments For Corporate Executives

The President's Commission on Executive Exchange seeks corporate executives with extensive international business experience for assignments in United States Embassies abroad as Assistants to the Ambassador. Corporate executives assigned internationally perform a variety of functions including assisting the Ambassador with specific problems related to the region, initiating and developing business opportunities for United States corporations, and addressing the myriad of problems and opportunities that face an overseas investor.

These corporate executives lend their expertise in relevant international business trends to specialized problems which differ from country to country. In addition, they bring a fresh perspective to ongoing problems and creative analysis of current issues.

For International Assignments, the Commission seeks corporate executives with:

Experience in finance, marketing, engineering, law or business administration;

At least five years experience in an area dealing with aspects of international business;

Ability to interact diplomatically with officials at the highest levels of the United States and foreign governments;

Knowledge of the language of the country to which the executive is assigned is an asset.

These international assignments may be up to 24 months in duration and the executives must return to their corporations at the completion of their assignments. Executives must adhere strictly to rules and regulations regarding conflict of interest and all other Commission standards.

The Executive Director of the President's Commission on Executive Exchange continues to negotiate with United States Ambassadors and the State Department for additional overseas assignments. The President's Commission on Executive Exchange encourages corporations to consider participation in International Embassy assignments as well as assignments in Washington, D.C.

1988-89

Confidential



**The President's Commission
on Executive Exchange
The White House**

Nomination of Government Executive

for participation in
The President's Commission on Executive Exchange
1988-1989

Signature of the Department Secretary or Agency Head:

Government Agency: _____

Date: _____

**744 Jackson Place, N.W.
Washington, D.C. 20503
(202) 395-4616**

This nomination form will only be accepted signed by the Department Secretary or Agency Head.

1. Name and position title of nominee	2. Length of Employment
3. Describe your professional relationship with nominee.	
4. Please state reasons for nominating this individual.	

<p>5. What are nominee's strengths?</p>
<p>6. What are nominee's weaknesses?</p>
<p>7. List accomplishments of nominee important to your agency.</p>
<p>8. If the nominee is not in the Senior Executive Service with your agency, please explain when the opportunity will be forthcoming.</p>

9. What type of Executive Exchange assignment would be most valuable to the nominee in terms of professional and personal development?

10. What position will nominee hold upon completion of the Executive Exchange assignment and reentry into the government agency?

11. Describe your agency's long-range plans for this executive.

12. Has the information contained herein been discussed with the nominee? Yes No

13. It is imperative that a senior official be assigned as liaison enabling the executive, government agency and Commission to mutually benefit.

Name of Liaison

Title

Address

Phone No.

THE PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE



REPORT OF THE EXECUTIVES

THE WHITE HOUSE

THE PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE

CHAIRMAN

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*Chairman and
 Chief Executive Officer*
 Xerox Corporation

Howard H. Baker, Jr.
Chief of Staff
 The White House

James E. Burke
*Chairman and
 Chief Executive Officer*
 Johnson & Johnson

John F. Akers
Chairman of the Board
 IBM Corporation

Robert Anderson
*Chairman and
 Chief Executive Officer*
 Rockwell International, Inc.

James A. Baker, III
Secretary
 Department of the Treasury

Malcolm Baldrige
Secretary
 Department of Commerce

Robert A. Beck
*Chairman and
 Chief Executive Officer*
 Prudential Insurance Company

David W. Christopher
Area Practice Partner
 Price Waterhouse

Ralph T. Davison
Chairman of the Board
 Time Incorporated

Donald J. Devine
Consulting Director
 Campaign America

Max L. Friedersdorf
*Consul General of the
 United States of America*

Harry J. Gray
Chairman
 United Technologies Corporation

Constance Horner
Director
 Office of Personnel Management

James L. Ketelsen
*Chairman and
 Chief Executive Officer*
 Tenneco Inc.

Jewel S. Lafontant, Esq.
Senior Partner
 Vedder, Price, Kaufman &
 Kammholz

J. S. Ludington
*Chairman and
 Chief Executive Officer*
 Dow Corning Corporation

John K. McKinley
*Chairman and
 Chief Executive Officer*
 Texaco Incorporated

Dr. Ruben F. Mettler
*Chairman and
 Chief Executive Officer*
 TRW Inc.

Frederick W. O'Green
*Chairman and
 Chief Executive Officer*
 Litton Industries, Inc.

Donald T. Regan
Former Chief of Staff
 The White House

George A. Roberts
*President and
 Chief Executive Officer*
 Teledyne, Inc.

David M. Roderick
*Chairman and
 Chief Executive Officer*
 USA Corporation

George P. Shultz
Secretary
 Department of State

Charles Steele
*Former Chairman and
 Chief Executive Officer*
 Deloitte Haskins & Sells

William Walsh, M.D.
*President and
 Chief Executive Officer*
 Project HOPE

Caspar W. Weinberger
Secretary
 Department of Defense

June Grace Walker
Executive Director
 President's Commission on
 Executive Exchange

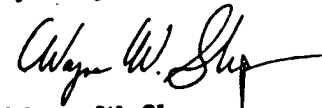
Serving in the Office of the Chairman of Republicbank Dallas enabled me to significantly improve my knowledge of international



trade finance and to better appreciate the problems confronting U.S. exporters in the increasingly competitive world market. Major projects I completed were: a domestic and international marketing program for agri-business financial services; a Loan Officer's guide to U.S. export programs; a feasibility study on agricultural trade finance; and a trade financing program and marketing strategy for Republicbank.

My experience at Republicbank and my participation in the Commission's seminars have enabled me to more effectively manage the international activities of the U.S.

Agricultural Counselors and Attaches assigned in 70 American Embassies. Hopefully, I contributed to greater involvement by Republicbank in the financing of U.S. exports and enhanced Republicbank officials' understanding of international issues and the policy making process.



Wayne W. Sharp
Assistant Administrator for
Foreign Agricultural
Affairs
Department of Agriculture

Participation in the President's Commission on Executive Exchange was an extremely enlightening and rewarding career development experience for me. Assigned for a year as Assistant to the Senior Vice President of United Parcel Service, Inc., I gained tremendous insights into private sector business management and philosophies, concepts and practices. In addition, through the Commission sponsored seminars and conferences, I obtained a wealth of useful information as well as a much greater awareness of global events and issues.

More recently I have found that many of the "lessons learned" during my assignment are directly applicable in the public sector. I am much better equipped to perform effectively as a Federal manager, and I sincerely believe that both the U.S. Nuclear Regulatory Commission and United Parcel Service can cite tangible benefits which were a direct result of the exchange experience. This program proved to be advantageous to all parties involved.



Paul Bird
Director of Personnel
Nuclear Regulatory
Commission

PCEE Executives (left to right) Michael Karson, Ameritech, assigned to the General Accounting Office; John Coogan, Eastman Kodak Co., assigned to the Department of Health & Human Services; and Michael Deegan, Teledyne Corp., assigned to the Department of State



David T. Kearns, Chairman and CEO of Xerox Corporation, and Chairman, President's Commission on Executive Exchange

During my assignment with the President's Commission on Executive Exchange, I developed a strategic business plan for the Oilwell Division of U.S. Steel Corporation. I originated efforts to open a new line of business for their manufacturing plants with the U.S. government, particularly the Department of Defense, to utilize plant capacity available because of a decline in traditional production. My familiarity with

government procedures, processes, personnel and organizational decision-making greatly accelerated the effort and contributed to its success.

I also had the opportunity to address numerous local groups on U.S. government programs and activities, particularly the Department of State and the role of the U.S. Foreign Service.

This helped establish a fuller understanding of the foreign policy process and, I hope, a greater appreciation of public servants. Above all, my participation enabled me to return to my agency with new background and training in the application of strategic planning concepts to the management of public resources.



Don C. Eller
Assistant Secretary
for Management
Organization of
American States
Department of State



The President's Commission on Executive Exchange provided a unique and invaluable opportunity to take the skills and experience I had acquired during two decades in one profession and test them in another. I was assigned to a Corporate Strategic Planning team where I brought an understanding of international issues to a group of mathematicians and economists developing a chemical business plan. The experience was very satisfying, as my government background was directly applicable to my private sector responsibilities. I consider myself fortunate to have had the experience of observing and participating in new problem-solving styles and techniques while working in and understanding an institution with different origins, constituencies and missions.



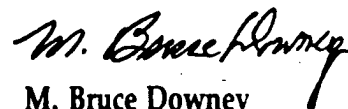
William Dean Howells
Director, Office of
Politico-Military Analysis
Department of State

PCEE Executive John Coogan, Eastman Kodak Co., assigned to the Department of Health & Human Services as Assistant to the Secretary, posing a trade question to Ambassador Clayton Yeutter, U.S. Trade Representative, at the Public Policy Seminar



My assignment with the Quality Office at Xerox Corporation was to develop a long range strategy to meet changing market conditions. I worked with managers from every level and function within the organization and was in daily contact with individuals who were creating and managing change in a coordinated, incremental manner. My responsibilities included total program budget preparation and review, the development and implementation of a business change process known as Competitive Benchmarking, coordination and support of critical training activities, and full participation in on-going program review.

I returned to a position in the Postal Service's Planning Department to develop long range plans and the processes to support them. This led to a concentration in marketing in the Postal Service, and an eventual move into a newly created marketing organization. The Executive Exchange experience was instrumental in this move, and I am a stronger marketing manager as a result of it.



M. Bruce Downey
General Manager,
Commercial Accounts
Division
U.S. Postal Service



PCEE Executives Greg Murphy, IBM, assigned to the Department of Defense; and Kent Smith, Johnson & Johnson, assigned to the Department of Transportation discussing a presentation by the Kennedy School of Government, Harvard University, at the Public Policy Seminar

My assignment with Bechtel National, Inc. in San Francisco allowed me to actively participate in the development of a new business line. I prepared advocacy and business development briefings, managed a

winning business proposal, and worked directly with the manager in developing a strategic plan. To be involved with the emergence of a new business line within a major company was an exciting experience, and gave me a unique view of the dynamics of change in industry. With this experience, I have a much better understanding of how industry and government should work together, which will

be extremely valuable to me for the remainder of my career.



Duncan E. McIver
Director, National
Aero-Space Plane Office
National Aeronautics &
Space Administration



Professor David Garvin, Harvard Business School, discussing Japanese and American quality management at the Conference on Business and Government, Harvard University

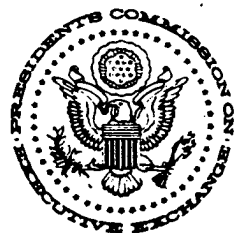
My assignment with Merrill Lynch was clearly one of the most exciting and rewarding experiences in my professional career. I faced new challenges, met accomplished and interesting people, and for a year was in a new profession. With the new profession came new responsibilities including preparation of annual business plans, analyzing and implementing cost control activities, assessing the competitive and regulatory environments, and advising on trade regulations and anti-trust issues.

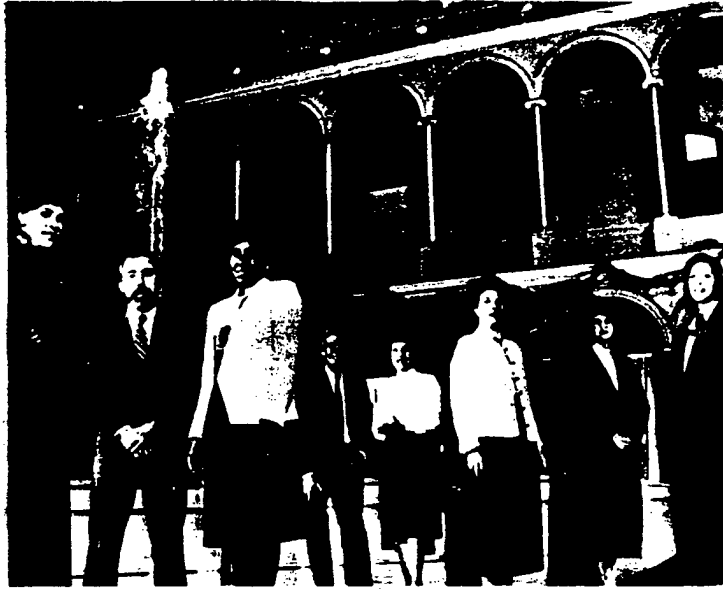
Upon reflection, I concluded

that there were many more similarities than differences between government and business. My Exchange year provided me with the opportunity to view and approach issues from a perspective that is, in fact, unlike the government. As a result, I now bring a broader focus to my government decision-making and this benefits both government and business.



Edward Manno Shumsky
New York Regional Director
Federal Trade Commission





Staff members of the PCEE at the National Building Museum. (left to right) Catherine Flores, Asst. to the Associate Director; William Norton, Associate Director & Counsel; Iretha Tate, Asst. to the Senior Associate Director; Peter Sherer, Senior Associate Director; Arlene Davenport, Asst. Director for Finance; Livia Johnson, Secretary to the Executive Director; Valerie Whitley, Information Systems Manager; Patricia Farrell, Public Affairs Director. Absent from photo, Melissa Brown, Administrative Asst. to the Executive Director

The charter of the President's Commission on Executive Exchange is to promote a greater understanding between the Federal government and business, thus creating a lasting partnership between the two sectors. To share talent and expertise, new perspectives and advances in management, so that business and government may each be better equipped to serve society . . . that is the goal of the President's Commission on Executive Exchange. Participants return to their own sector with a new, intimate grasp of the methods and decision-making processes of the other side.

Corporate executives are nominated to participate in the President's Commission on Executive Exchange by their Chief Executive Officer and Federal government executives are nominated by their Cabinet Secretary or Agency Head. Following extensive interviews and acceptance into the

program, the Executive Director negotiates appropriate government assignments for corporate executives. The Commission also negotiates corporate assignments for Federal executives. Both corporate and Federal executives must return to their nominating organization at the conclusion of the one year assignment.

Presidential Exchange Executives are expected to sustain the highest standards of performance and ensure open and honest policies free from conflict of interest. Avoidance of conflict of interest or the appearance thereof is of the utmost importance to the Commission.

Critical assignments in Washington, DC represent an additional opportunity for participation by corporate executives.

These critical assignments are filled at the specific request of a Cabinet Officer. Also, in the last few years the Commission has initiated an International Program, providing key assignments for corporate executives as Assistants to Ambassadors in U.S. Embassies overseas.

New legislation provides the nominating corporation the option of maintaining the executive's salary while he or she is assigned to the Federal government. This legislation applies only to a limited number of executives. Under most circumstances, government agencies assume the salary responsibilities for corporate executives' assignments. Corporations to which Federal executives are assigned pay the Federal executive's salary. The Commission is responsible for all salary negotiations.