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WITHDRAWAL SHEET

Ronald Reagan Library

Collection: *Anderson, Carl*
~~BELL, MARIAM~~: Files

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OA/Box: 47965 OA 14572
 File Folder: AIDS (1)

FOIA ID: F94-059/7 Cohen
 Date: 03/05/2001

9th 1/15/08

DOCUMENT NO. & TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. Schedule	Cover Sheet, Thursday, July 23, 1987 (partial), 1p	7/22/87	B7c
2. schedule	Page 4 (partial), 1p	7/22/87	B7e, B7f
3. schudule	Page 9 (partial), 1p	7/22/87	B7e, B7f
4. schedule	Page 11 (partial), 1p	7/22/87	B7e, B7f
5. diagrams	Re: National Institutes of Health, 5p	7/23/87	B7e, B7f

RESTRICTIONS

- B-1 National security classified information [(b)(1) of the FOIA].
- B-2 Release could disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA].
- B-3 Release would violate a Federal statute [(b)(3) of the FOIA].
- B-4 Release would disclose trade secrets or confidential commercial or financial information [(b)(4) of the FOIA].
- B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA].
- B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA].
- B-7a Release could reasonably be expected to interfere with enforcement proceedings [(b)(7)(A) of the FOIA].
- B-7b Release would deprive an individual of the right to a fair trial or impartial adjudication [(b)(7)(B) of the FOIA].
- B-7c Release could reasonably be expected to cause unwarranted invasion or privacy [(b)(7)(C) of the FOIA].
- B-7d Release could reasonably be expected to disclose the identity of a confidential source [(b)(7)(D) of the FOIA].
- B-7e Release would disclose techniques or procedures for law enforcement investigations or prosecutions or would disclose guidelines which could reasonably be expected to risk circumvention of the law [(b)(7)(E) of the FOIA].
- B-7f Release could reasonably be expected to endanger the life or physical safety of any individual [(b)(7)(F) of the FOIA].
- B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA].
- B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA].

C. Closed in accordance with restrictions contained in donor's deed of gift.

THE WHITE HOUSE
WASHINGTON

file

SCHEDULE OF THE PRESIDENT
FOR
THURSDAY, JULY 23, 1987

EVENT: VISIT TO THE NATIONAL INSTITUTES OF HEALTH FACILITY

THE PRESIDENT'S PARTICIPATION

Greeting of Commission Members
Viewing of AIDS Laboratory
* Briefing on AIDS Research
Visit Pediatric Ward
Panel Briefing
* Opening and Closing Remarks

WEATHER

High of 90
Hazy, Humid

DRESS

Business Attire

ADVANCE

ANDREW LITTLEFAIR
JOE BRENNAN
[REDACTED]
LARRY LANDRUM
CDR. VIVIEN CREA
SHELBY SCARBROUGH

LEAD
PRESS
[REDACTED]
WHCA
MILITARY AIDE
TRIP COORDINATOR

CONTACT

Presidential Advance Office: 202/456-7565
JAMES L. HOOLEY
SHELBY SCARBROUGH

07/22/87 3:30 p.m.

12:05 p.m. Press Vehicles depart The White House en route Bethesda. (Drive Time: 40 mins.)

GUEST AND STAFF INSTRUCTIONS

Those manifested in cars below proceed to West Executive Avenue for transportation to Anacostia landing zone.

Car I W. Henkel

Car II 2 Ofcl. Photogs.
Medic

12:20 p.m. Staff Car departs en route Anacostia landing zone. (Drive Time: 15 mins.)

Upon arrival at Anacostia landing zone, proceed to helicopter and board.

NIGHTHAWK II (Anacostia)

W. Henkel
2 Ofcl. Photographers
WHCA T.O.
Medic
[REDACTED]

Those manifested below proceed to Marine One for boarding.

MARINE ONE

THE PRESIDENT
H. Baker
K. Duberstein
M. Fitzwater
N. Risque
J. Kuhn
Mil. Aide
Dr. Hutton
[REDACTED]

12:45 p.m. Press Vehicles arrive Bethesda landing zone.

12:50 p.m. THE PRESIDENT proceeds to Marine One for boarding.

12:55 p.m. MARINE ONE departs the South Lawn en route Bethesda landing zone.

OPEN PRESS COVERAGE

Flight Time: 10 mins.

Nighthawk II departs Anacostia landing zone en route Bethesda landing zone.

Nighthawk II arrives Bethesda Naval Hospital landing zone.

1:05 p.m. MARINE ONE arrives Bethesda Naval Hospital landing zone.

See TAB A for diagram.

THE PRESIDENT deplanes and proceeds to motorcade for boarding.

See TAB A for diagram.

PRESS POOL COVERAGE

GUEST AND STAFF INSTRUCTIONS

Proceed to assigned vehicles for boarding.

MOTORCADE ASSIGNMENTS

Lead A. Littlefair

Spare M. Fitzwater
J. Kuhn

Limo THE PRESIDENT
H. Baker

Follow-up

Control W. Henkel
Dr. Hutton
Mil. Aide

Support J. Hooley
Ofcl. Photographer
Medic

WHCA

Staff I K. Duberstein
G. Bauer
N. Risque

07/22/87 3:30 p.m.

Press Van I

M. Weinberg
J. Brennan

Press Van II

G. Foster

Ambulance

Tail

1:10 p.m. THE PRESIDENT departs Bethesda Naval Hospital landing zone en route the National Institutes of Health.

Drive Time: 5 mins.

1:15 p.m. THE PRESIDENT arrives rear entrance of the National Institutes of Health, Clinical Center and proceeds inside to elevators.

Met by:

Dr. Otis Bowen, Secretary of Health and Human Services

Dr. Jim Wyngaarden, Director, National Institutes of Health.

See TAB B for diagram.

GUEST AND STAFF INSTRUCTIONS

Proceed to assigned elevators for boarding.

Elevator #1

THE PRESIDENT
Sec. Bowen
Dr. Wyngaarden
H. Baker
K. Duberstein
M. Fitzwater
W. Henkel
N. Risque
J. Kuhn
A. Littlefair
Dr. Hutton
Mil. Aide
[REDACTED]

Elevator #2

G. Bauer
J. Hooley
Ofcl. Photographer
Medic
[REDACTED]

Upon arrival on 13th floor the following to accompany THE PRESIDENT to 13th floor Green Room:

Sec. Bowen
Dr. Wyngaarden
H. Baker
K. Duberstein
G. Bauer
M. Fitzwater
N. Risque
J. Kuhn
A. Littlefair
Ofcl. Photographer
Dr. Hutton
Mil. Aide

Those listed below will be escorted to 14th floor Assembly Hall.

W. Henkel
J. Hooley
Medic

THE PRESIDENT, accompanied by Sec. Bowen and Dr. Wyngaarden, arrives 13th floor and proceeds to Green Room.

See TAB C.

Met en route by:

Dr. Eugene Mayberry, Chairman, Commission on the Human Immunodeficiency Virus Epidemic.

OFFICIAL PHOTOGRAPHER ONLY

1:20 p.m. THE PRESIDENT, accompanied by Sec. Bowen and Dr. Wyngaarden, arrives Green Room and greets members of the Commission on the Human Immunodeficiency Virus Epidemic.

See TAB C for diagram.

OFFICIAL PHOTOGRAPHER ONLY

07/22/87 3:30 p.m.

1:30 p.m. THE PRESIDENT concludes greeting of Commission members and proceeds across hall to Broder Laboratory.

See TAB C for diagram.

Met by:

Dr. Vincent DeVita, Director, National Cancer Institute

Dr. Samuel Broder, Deputy Clinical Director, National Cancer Institute

NOTE: Sec. Bowen, Dr. Wyngaarden, N. Risque, G. Bauer and Commission Members will escorted to Auditorium for program. Dr. DeVita departs on separate schedule.

GUEST AND STAFF INSTRUCTIONS

Those listed below to accompany THE PRESIDENT to Broder Laboratory. Due to extremely limited space, please view briefing from laboratory entrance.

H. Baker
K. Duberstein
M. Fitzwater
J. Kuhn
A. Littlefair
Dr. Hutton
Mil. Aide

1:35 p.m. THE PRESIDENT receives briefing on status of AIDS research and treatment by Dr. Broder, and then views slides of AIDS cells and AZT.

See TAB C for diagram.

OFFICIAL PHOTOGRAPHER ONLY

THE PRESIDENT concludes briefing and proceeds to Pediatric Ward.

Met outside ward by:

Dr. Philip Pizzo, Chief, Pediatric Branch
Ms. Jayne Eddy, Nurse Practitioner

See TABS C & D for diagram.

OFFICIAL PHOTOGRAPHER ONLY

GUEST AND STAFF INSTRUCTIONS

Those listed below to accompany THE PRESIDENT to Pediatric Ward. Please hold at Nurse's Station.

H. Baker
K. Duberstein
M. Fitzwater
J. Kuhn
A. Littlefair
Dr. Hutton
Mil. Aide

1:45 p.m. THE PRESIDENT, accompanied by Dr. Pizzo, greets patients and families.

OFFICIAL PHOTOGRAPHER ONLY

1:50 p.m. THE PRESIDENT concludes patient greeting and proceeds to 14th floor holding room, via stairs.

NOTE: Dr. Pizzo departs on separate schedule.

See TAB D & E for diagram.

GUEST AND STAFF INSTRUCTIONS

Those listed below to accompany THE PRESIDENT to holding room:

J. Kuhn
A. Littlefair
Dr. Hutton
Mil. Aide

Those listed below will be escorted to Assembly Hall viewing area:

H. Baker
K. Duberstein
M. Fitzwater

THE PRESIDENT arrives holding room.

1:55 p.m. THE PRESIDENT departs holding room en route off-stage announcement area at 14th floor Auditorium.

See TAB E for diagram.

GUEST AND STAFF INSTRUCTIONS

The following only to accompany THE PRESIDENT to 14th floor Auditorium, off-stage announcement area then proceed to viewing area:

J. Kuhn
A. Littlefair

Dr. Hutton and Mil. Aide will be escorted to Guest and Staff viewing area.

THE PRESIDENT arrives 14th floor Auditorium off-stage announcement area.

Announcement (off-stage)

THE PRESIDENT proceeds on-stage and takes seat.

See TABS E & F for diagram.

OPEN PRESS COVERAGE

THE PRESIDENT makes opening remarks.

OPEN PRESS COVERAGE

2:05 p.m. THE PRESIDENT concludes remarks.

Sec. Bowen makes brief remarks and introduces Dr. Wyngaarden.

Dr. Wyngaarden makes remarks and introduces Dr. Anthony Fauci.

Dr. Fauci makes remarks.

Sec. Bowen asks THE PRESIDENT to make closing remarks.

2:15 p.m. THE PRESIDENT makes brief closing remarks.

OPEN PRESS COVERAGE

2:20 p.m. THE PRESIDENT concludes remarks and, accompanied by Sec. Bowen, proceeds to holding room.

Refer to TAB E for diagram.

GUEST AND STAFF INSTRUCTIONS

The following only to accompany THE PRESIDENT to holding room.

- Sec. Bowen
- H. Baker
- K. Duberstein
- M. Fitzwater
- W. Henkel
- J. Kuhn
- A. Littlefair
- Dr. Hutton
- Mil. Aide

All others will be escorted to motorcade for boarding, via elevators.

Elevator #1

- THE PRESIDENT
- Sec. Bowen
- H. Baker
- K. Duberstein
- M. Fitzwater
- W. Henkel
- N. Risque
- J. Kuhn
- A. Littlefair
- Dr. Hutton
- Mil. Aide

Elevator #2

- G. Bauer
- J. Hooley
- I. MacDonald
- H. Kuttner
- Ofcl. Photographer
- Medic

MOTORCADE ASSIGNMENTS

Lead A. Littlefair

<u>Spare</u>	M. Fitzwater J. Kuhn
<u>Limo</u>	THE PRESIDENT Sec. Bowen H. Baker
<u>Follow-up</u>	
<u>Control</u>	W. Henkel Dr. Hutton Mil. Aide
<u>Support</u>	J. Hooley Ofcl. Photographer Medic
<u>WHCA</u>	
<u>Staff I</u>	K. Duberstein G. Bauer N. Risque
<u>Staff II</u>	I. MacDonald H. Kuttner
<u>Press Van I</u>	M. Weinberg
<u>Press Van II</u>	G. Foster
<u>Ambulance</u>	
<u>Tail</u>	

THE PRESIDENT arrives holding room.

THE PRESIDENT proceeds to motorcade for boarding, via elevator.

See TABS E and B for diagram.

2:25 p.m. THE PRESIDENT, accompanied by Sec. Bowen, departs NIH, Clinical Center, en route Bethesda Naval Hospital landing zone.

Drive Time: 5 mins.

2:30 p.m. THE PRESIDENT, accompanied by Sec. Bowen, arrives Bethesda Naval Hospital landing zone.

See TAB A for diagram.

GUEST AND STAFF INSTRUCTIONS

Proceed to assigned helicopters for boarding.

MARINE ONE

THE PRESIDENT

H. Baker
M. Fitzwater
I. MacDonald
J. Kuhn
Mil. Aide
Dr. Hutton
[REDACTED]

Guest Aboard:

Sec. Bowen

NIGHTHAWK II (to Anacostia)

K. Duberstein
G. Bauer
W. Henkel
N. Risque
H. Kuttner
A. Littlefair
WHCA T.O.
Ofcl. Photographer
Medic
[REDACTED]

THE PRESIDENT proceeds to Marine One for boarding.

See TAB A for diagram.

2:35 p.m. MARINE ONE departs Bethesda Naval Hospital landing zone en route The White House.

Flight Time: 10 mins.

Nighthawk II departs Bethesda Naval Hospital landing zone en route Anacostia landing zone.

2:45 p.m. MARINE ONE arrives the South Lawn.

THE PRESIDENT deplanes and proceeds to Oval Office.

07/22/87 3:30 p.m.

Nighthawk II arrives Anacostia landing zone.

GUEST AND STAFF INSTRUCTIONS

Those listed below proceed to assigned vehicles for transportation to the White House.

Car I K. Duberstein
 W. Henkel

Car II G. Bauer
 N. Risque

Car III H. Kuttner
 A. Littlefair
 Medic

2:50 p.m. Cars depart Pentagon landing zone en route
 The White House. (Drive Time: 15 mins.)

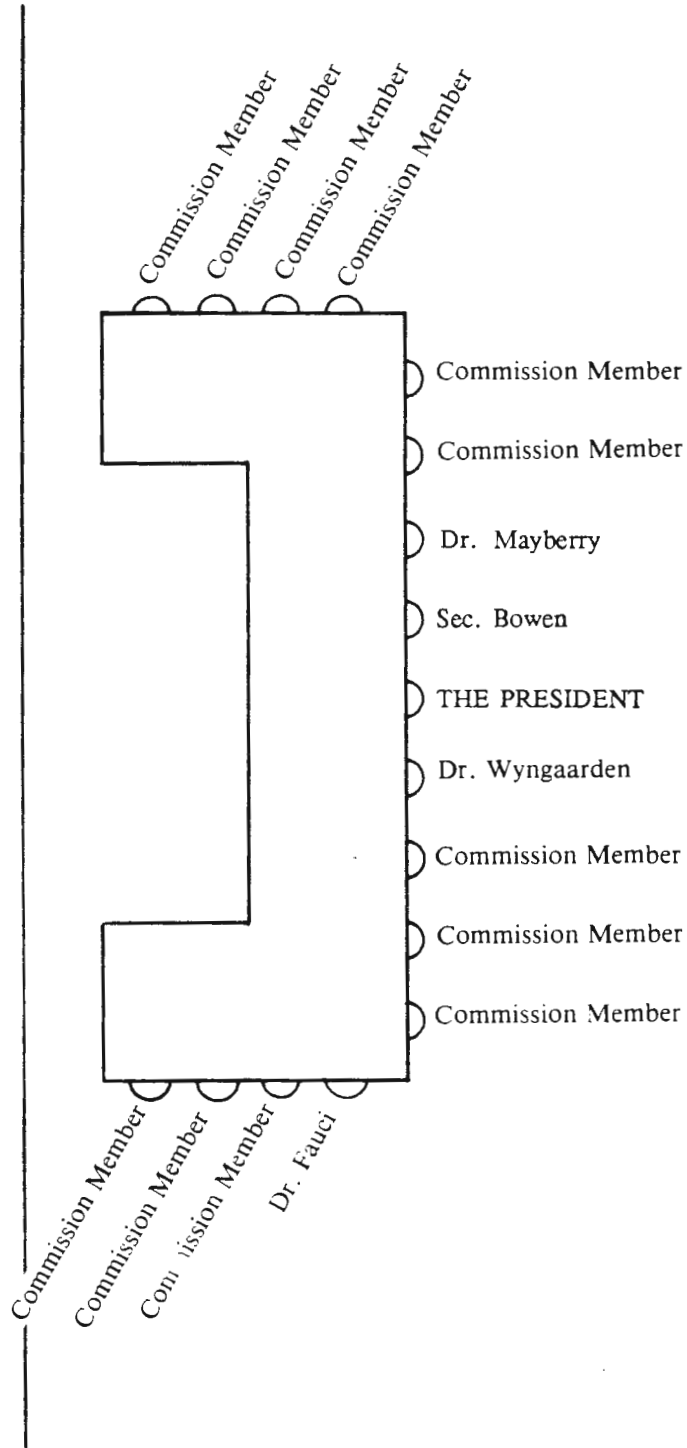
3:05 p.m. Cars arrive The White House.

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WITHDRAWAL SHEET AT THE FRONT OF THIS FOLDER.

TAB F
NATIONAL INSTITUTES OF HEALTH
Panel Seating Diagram
Thursday, July 23, 1987

Audience



87705190035

THE WHITE HOUSE OFFICE

REFERRAL

MAY 19, 1987

TO: DEPARTMENT OF HEALTH AND HUMAN SERVICES

ACTION REQUESTED:
DIRECT REPLY, FURNISH INFO COPY

DESCRIPTION OF INCOMING:

ID: 480428
MEDIA: LETTER, DATED MAY 8, 1987
TO: PRESIDENT REAGAN
FROM: THE REVEREND PAUL MARX
PRESIDENT
HUMAN LIFE INTERNATIONAL
7845-E AIRPARK ROAD
GAITHERSBURG MD 20879

SUBJECT: ENCLOSURES COPY OF LETTER TO DR. C. EVERETT
KOOP EXPRESSING PROFOUND OPPOSITION TO THE
DECISION OF THE AMERICAN GOVERNMENT TO
MINIMIZE PUBLIC CONCERN OVER AIDS

PROMPT ACTION IS ESSENTIAL -- IF REQUIRED ACTION HAS NOT BEEN
TAKEN WITHIN 9 WORKING DAYS OF RECEIPT, PLEASE TELEPHONE THE
UNDERSIGNED AT 456-7486.

RETURN CORRESPONDENCE, WORKSHEET AND COPY OF RESPONSE
(OR DRAFT) TO:
AGENCY LIAISON, ROOM 91, THE WHITE HOUSE, 20500

SALLY KELLEY
DIRECTOR OF AGENCY LIAISON
PRESIDENTIAL CORRESPONDENCE

83764

THE WHITE HOUSE
CORRESPONDENCE TRACKING WORKSHEET

HE001
ad

INCOMING

DATE RECEIVED: MAY 12, 1987

NAME OF CORRESPONDENT: THE REVEREND PAUL MARX

SUBJECT: ENCLOSES COPY OF LETTER TO DR. C. EVERETT
KOOP EXPRESSING PROFOUND OPPOSITION TO THE
DECISION OF THE AMERICAN GOVERNMENT TO
MINIMIZE PUBLIC CONCERN OVER AIDS

ROUTE TO: OFFICE/AGENCY	(STAFF NAME)	ACTION		DISPOSITION		
		ACT CODE	DATE YY/MM/DD	TYPE RESP	C D	COMPLETED YY/MM/DD
ANNE HIGGINS		ORG	87/05/12			<i>C 87/09/11</i>
	REFERRAL NOTE:					
	REFERRAL NOTE:		<i>87/05/13</i>			<i>A 87/09/23</i>
	REFERRAL NOTE:					
	REFERRAL NOTE:					
	REFERRAL NOTE:					
	REFERRAL NOTE:					

COMMENTS:

ADDITIONAL CORRESPONDENTS: MEDIA:L INDIVIDUAL CODES:

MI MAIL USER CODES: (A) (B) (C)

- *****
- | | | | |
|--------------------------|----------------------|----------------------|---|
| *ACTION CODES: | *DISPOSITION | *OUTGOING | * |
| * | * | *CORRESPONDENCE: | * |
| *A-APPROPRIATE ACTION | *A-ANSWERED | *TYPE RESP=INITIALS | * |
| *C-COMMENT/RECOM | *B-NON-SPEC-REFERRAL | * OF SIGNER | * |
| *D-DRAFT RESPONSE | *C-COMPLETED | * CODE = A | * |
| *F-FURNISH FACT SHEET | *S-SUSPENDED | *COMPLETED = DATE OF | * |
| *I-INFO COPY/NO ACT NEC* | | * OUTGOING | * |
| *R-DIRECT REPLY W/COPY | * | * | * |
| *S-FOR-SIGNATURE | * | * | * |
| *X-INTERIM REPLY | * | * | * |
- *****

REFER QUESTIONS AND ROUTING UPDATES TO CENTRAL REFERENCE
(ROOM 75, OEOB) EXT-2590
KEEP THIS WORKSHEET ATTACHED TO THE ORIGINAL INCOMING
LETTER AT ALL TIMES AND SEND COMPLETED RECORD TO RECORDS
MANAGEMENT.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

The Reverend Paul Marx
President
Human Life International
7845-E Airpark Road
Gaithersburg, Maryland 20879

SEP 3 - 1987

Dear Reverend Marx:

Thank you for your letters to President Reagan, Secretary Bowen, and me regarding the acquired immunodeficiency syndrome (AIDS).

We believe that AIDS is one of the most important health problems mankind has faced in recent decades. We also believe that the response of affected groups, the medical, scientific, and public health communities, individual nations, and the World Health Organization reflects a commitment of resources not seen before in scientific history. These groups and the Public Health Service are preparing methods to prevent and control the infection through epidemiologic studies, laboratory investigations, therapy trials, vaccine development, and most importantly, health education and risk reduction designed to reduce the acquisition and transmission of the virus that causes AIDS.

Well over 10,000 articles on AIDS and related conditions have been published in the world's scientific journals, with hundreds of new reports being published each month.

Information is published in the Morbidity and Mortality Weekly Report (MMWR) as rapidly as it becomes available to the Centers for Disease Control. A collection of articles on AIDS and AIDS-related topics is enclosed for your review. Please note the references at the end of each article. In addition, I am enclosing a copy of the specific Public Health Service Recommendations and Guidelines designed to reduce AIDS virus transmission. These are drawn from the larger MMWR compendium.

The guidelines, based on surveillance data, epidemiologic findings, and laboratory documentation, will, if adopted and followed, prevent transmission no matter what the person's moral, ethical, or religious beliefs. As I have indicated on many occasions, we are fighting a virus and not the persons at increased risk for acquiring it.

The principles you articulate in your letter are the foundation of the AIDS Information/Education Plan to Prevent and Control AIDS in the United States (copy enclosed).

The Coolfont Report provides an imperative for implementing this National plan as rapidly as possible to address the problems related to 1 to 1.5 million infected persons today and an estimated cumulative 270,000 AIDS cases in the country by 1991. As noted in your letter, the projections for the global community are even more ominous.

FILE

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OFFICE	SURNAME	DATE	OFFICE	SURNAME	DATE	OFFICE	SURNAME	DATE
CDC	Johnson	8-12						
AIDS-60	Bart	8-27						

We recognize that using condoms is not the total answer to sexually transmitted infections. If a person does employ them, they should do so carefully and consistently, recognizing their limitations and that other modes of behavior, primarily abstinence or a mutually monogamous relationship between two uninfected persons, would be preferable and more protective. Technologic improvements in condoms are an element in AIDS virus prevention research.

Other proposals concerning bath houses have been addressed by community-based groups themselves, and, in selected instances, by State and local government.

I believe my report is based on the best scientific data available and that it need not be changed at this time. The enclosures I am sending are the framework of the document. On closer examination, I hope you will find the evidence persuasive.

I realize you wish to adopt different methods than those I have proposed. However, I am sure that you and your members will join me in addressing persons afflicted with AIDS all over the world of every race, creed, color, religion, and language with compassion.

Sincerely yours,

/s/ C. Everett Koop, M.D.

C. Everett Koop, M.D.
Surgeon General

Enclosures

cc: The White House

CDC/W

ES/PHS

CCU/OS

CID

OD

H Official File

CDC:JCMason 8/10/87 FTS-236-3291

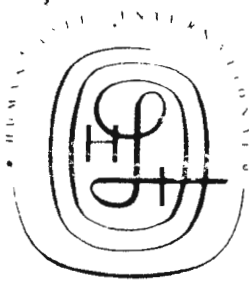
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TR#83594

Doc. Amarl

FILE
COPY

OFFICE	SURNAME	DATE	OFFICE	SURNAME	DATE	OFFICE	SURNAME	DATE



HUMAN LIFE INTERNATIONAL

7845-E Airpark Road • Gaithersburg, MD 20879 • (301) 670-7884

May 8, 1987

President Ronald Reagan
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear President Reagan:

At the Third International Symposium on Human Sexuality, held in Mexico City from April 29 to May 3, some 1300 participants from 32 countries expressed their profound opposition to the decision of the American government to minimize public concern over AIDS.

The enclosed letter to C. Everett Koop, M.D., Sc. D., explains our concern.

We would be glad to answer any questions you may have about this issue.

Sincerely,

Paul Marx, Ph.D.

OFFICERS

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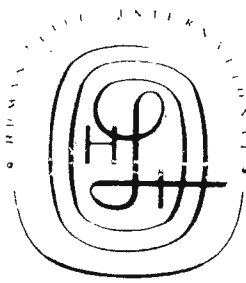
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CDC ID: D 33138
DATE: MAY 26 1987
Correspondence Unit, OD
Ext. 3382



HUMAN LIFE INTERNATIONAL

7845-E Airpark Road • Gaithersburg, MD 20879 • (301) 670-7884

AN URGENT APPEAL TO C. EVERETT KOOP, M.D., Sc.D., SURGEON
GENERAL OF THE UNITED STATES OF AMERICA

FROM THE 1,300 PARTICIPANTS IN THE THIRD ANNUAL INTERNATIONAL
SYMPOSIUM ON HUMAN SEXUALITY, MEXICO CITY, April 29 -
MAY 3, 1987

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Japan

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Singapore
South Africa (2)
Yugoslavia

Dear Surgeon General Koop:

As health professionals, educators, counsellors, clergy, parents and lay people from all walks of life, we have come together from 31 countries to defend human life and the family.

We therefore must express to you and to the world our grave concern over the disastrously weak response of the United States Government to the deadly AIDS plague.

Your Report on AIDS, issued October 22, 1986, seriously understates the threat that this disease poses to the people of the United States and the world.

Even worse, its recommendations for controlling the spread of AIDS will do little or nothing to stop this killer. On the contrary, they are a death warrant for millions of men, women and children to whom they will give a false sense of security.

You yourself have stated publicly that this epidemic is "the most serious matter that any health official of any nation has ever faced."

You have also stated publicly that AIDS may kill 100 million people worldwide by the year 2000 -- four times as many as died from the Black Plague of the Middle Ages.

Dr. William Haseltine of the Harvard University Medical School warns that AIDS is a "species-threatening" disease.

British venereologist Dr. John Seale calls AIDS "the molecular biological equivalent of the nuclear bomb." He warns that its "tiny strip of RNA has all that is needed to render the human race extinct within 50 years." He fears that "it may be that it is already too late" to stop AIDS.

.../2

Dr. Seale and other medical authorities say it is theoretically impossible to develop an effective vaccine against the rapidly-changing AIDS virus. Science has never succeeded in developing a vaccine for a lentivirus.

Everyone knows that AIDS is spread mostly by the bloody and unsanitary acts of male homosexuals and by intravenous drug abuse. Yet incredibly, your Report asserts that "information and education [are our] only weapons against AIDS."

We accuse the United States Government of covering up the truth about AIDS. Because of pressure from homosexuals, AIDS is now the first politically protected plague in history.

We insist that you issue a new report on AIDS immediately, one that gives first priority to public health, not to the feelings of the militant homosexuals. You must tell the people of the world that:

1. Sex with condoms is not "safe," contrary to your Report's assertion. Medical studies and even your own Department say these flimsy devices are only 70-90 percent effective. During homosexual intercourse, condoms may rupture up to half the time. They do not prevent the spread of AIDS; they only delay it.
2. Four years of intensive AIDS education have had almost no effect on the disease in San Francisco. The Echinberg study found that although gonorrhea rates have dropped 70 percent, positive AIDS test results are up 600 percent. One study shows that only six percent of homosexuals in San Francisco use condoms. Most male homosexuals will not voluntarily stop their death-dealing behavior. Education alone has never had much impact on syphilis and gonorrhea and will not stop AIDS either.
3. Leading medical journals such as the Journal of the American Medical Association and The Lancet have reported cases of people contracting AIDS through kissing and non-sexual household contact, contrary to your Report's assertion that "you cannot get AIDS from casual social contact." In 1985 the U.S. Government's Centers for Disease Control warned that "there is a risk of infecting others" through kissing. The U.S. Department of Health and Human Services and even some homosexual organizations warn against sharing toothbrushes and razors, practices which your Report implies are safe.
4. You insist that people do not get AIDS from dishes, doorknobs, telephones, furniture, etc. But the Pasteur Institute in Paris found that the AIDS virus may stay infectious outside the body for up to 10 days. The U.S. National Institutes of Health says up to 15 days.
5. In 1985 and 1986 the Centers for Disease Control urged medical and dental personnel to wear protective clothing to prevent the spread of

AIDS, but your Report says there is no danger of catching AIDS from health care providers. One out of every 18 (5.5 percent) of known AIDS cases in the U.S. is a health care provider.

6. Dr. John Seale and other experts warn that AIDS, and the tuberculosis it can lead to, can both be spread by coughing, contrary to your Report's assertion.

7. Blood-sucking insects, including mosquitoes and tsetse flies, have been found which are heavily infected with the AIDS virus. In 1985, The Lancet reported that AIDS appears to be spread by insect bites.

8. Six percent of all U.S. AIDS cases--more than 165,000 people--fit none of the high risk behavior categories that your Report lists. In Florida, 22 percent of the AIDS cases are of unknown origin. These facts cast grave doubt on your Report's assertion that "no American's life is in danger" if he or she does not engage in high risk sex acts or intravenous drug abuse.

9. Your Report says AIDS symptoms may take nine years to appear. But new research shows that AIDS symptoms may take up to 30 years to appear, with the carrier being infectious all that time. Dr. Robert Redfield of the Walter Reed Army Medical Center in Washington, D.C., predicts that by 1991 the virus may be present in the blood of five to 10 million Americans. Some experts believe there may be 100 AIDS carriers for every person already diagnosed as having AIDS.

10. Twenty-nine thousand U.S. citizens have been infected with AIDS through contaminated blood transfusions. Such transfusions will infect thousands more innocent people, because the blood screening tests are not infallible, and because AIDS takes several weeks or months to appear in the blood of an infected person. Already several new strains of the rapidly-mutating AIDS virus are not detectable with existing blood tests. Experts expect more new strains to appear.

11. As many as 2.5 million U.S. citizens are thought to be infected with AIDS, including up to 70 percent of the male homosexuals in New York and San Francisco. The average cost of treating a patient with fully-developed AIDS is US\$150,000. If all of the 2.5 million develop full-blown AIDS, the medical bill will be \$375 billion. If tens of millions of Americans contract AIDS, as some experts predict, the health insurance, Social Security, Medicare, Medical and state health systems will collapse. Dr. William Grace of St. Vincent's Hospital in New York says that in four years, all the hospital beds in New York City will contain AIDS patients.

Dr. Koop, we insist that you and all federal, state and local officials use your existing powers, and emergency powers as needed, to take these urgently needed public health measures immediately:

1. Identify and register all persons infected with the AIDS virus, including the millions with "pre-AIDS" and AIDS-Related Complex (ARC) whom the U.S. Government does not consider to have AIDS. Require all health providers to notify public health officers when AIDS is detected, as they would with syphilis or gonorrhea, so the person's contacts can be traced, warned and tested.
2. Quarantine all AIDS carriers who cannot prove they will not infect others through sex acts or drug abuse.
3. Outlaw homosexual acts in those states where they have been legalized, and enforce this law strictly.
4. Destroy the drug and homosexual subcultures by closing down every drug "shooting gallery," every homosexual bar, bath house and club, every house of prostitution, and every heterosexual "swinger" club.
5. Close every pornography shop and theater because they are schools for unsafe sex and places where homosexual acts take place.
6. End the importation, manufacture and distribution of all pornography and publications soliciting sex partners.
7. Require AIDS blood tests for all persons seeking marriage licenses, surgery, entrance to or exit from the country, school admission, or employment as a health care provider, food handler, law enforcement officer or firefighter. Deny permission to all who test positive.
8. Make it a felony for people to donate blood, blood products, semen or organs if they have committed homosexual acts, used illegal intravenous drugs or had intercourse with prostitutes since 1975.
9. Require every package of condoms and every condom advertisement to carry a warning from the Surgeon General that condoms will only delay the user's contracting of AIDS if he or she relies on them for protection.
10. Forbid any open homosexual, drug abuser or prostitute to serve on any government committee dealing with AIDS policy. ✓
11. Urge pregnant mothers with AIDS not to kill their innocent unborn children through abortions.

HUMAN LIFE INTERNATIONAL

APPEAL TO SURGEON GENERAL KOOP ON A.I.D.S.

Page 5

12. Cut off the US\$140 million given annually to homosexual organizations by the U.S. government, and the millions more given by state and local governments.
13. Permit hospital personnel to take the precautions necessary to protect themselves and other patients from AIDS patients.
14. Permit insurance companies to require AIDS blood tests for people seeking insurance, and to deny coverage to those who are infected.
15. Permit employers to deny employment to AIDS carriers.
16. Require every anti-drug abuse campaign to state that sharing contaminated needles may transmit the AIDS virus.
17. Forbid homosexuals to appear in school classrooms to advocate their deadly "lifestyle."
18. Forbid school officials to teach "safe sex" techniques to children, because they will not stop AIDS and many help create new young homosexuals. Instead, warn all students at the junior high school level and above that male homosexual acts are tantamount to suicide, and that any sex acts outside of monogamous, faithful marriage are extremely dangerous. Urge students to practice chastity and, if necessary, seek counselling to cure their homosexuality. ✓

Dr. Koop, you are sworn to protect 240 million human lives in the United States and you have a moral obligation to billions of people around the world whose governments are watching your example. You must take the steps necessary to stop the spread of AIDS immediately.

If you do not, millions will die. And you will be remembered forever as the man who let AIDS devastate the human race.

If you are not willing to do what is necessary to protect the health of the public, we call upon you to resign immediately or be replaced immediately by President Reagan.

CC: Ronald Reagan, President of the United States
Otis Bowen, U.S. Secretary of Health and Human Services
Catholic bishops of the United States
World news media

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THE WAR ON AIDS

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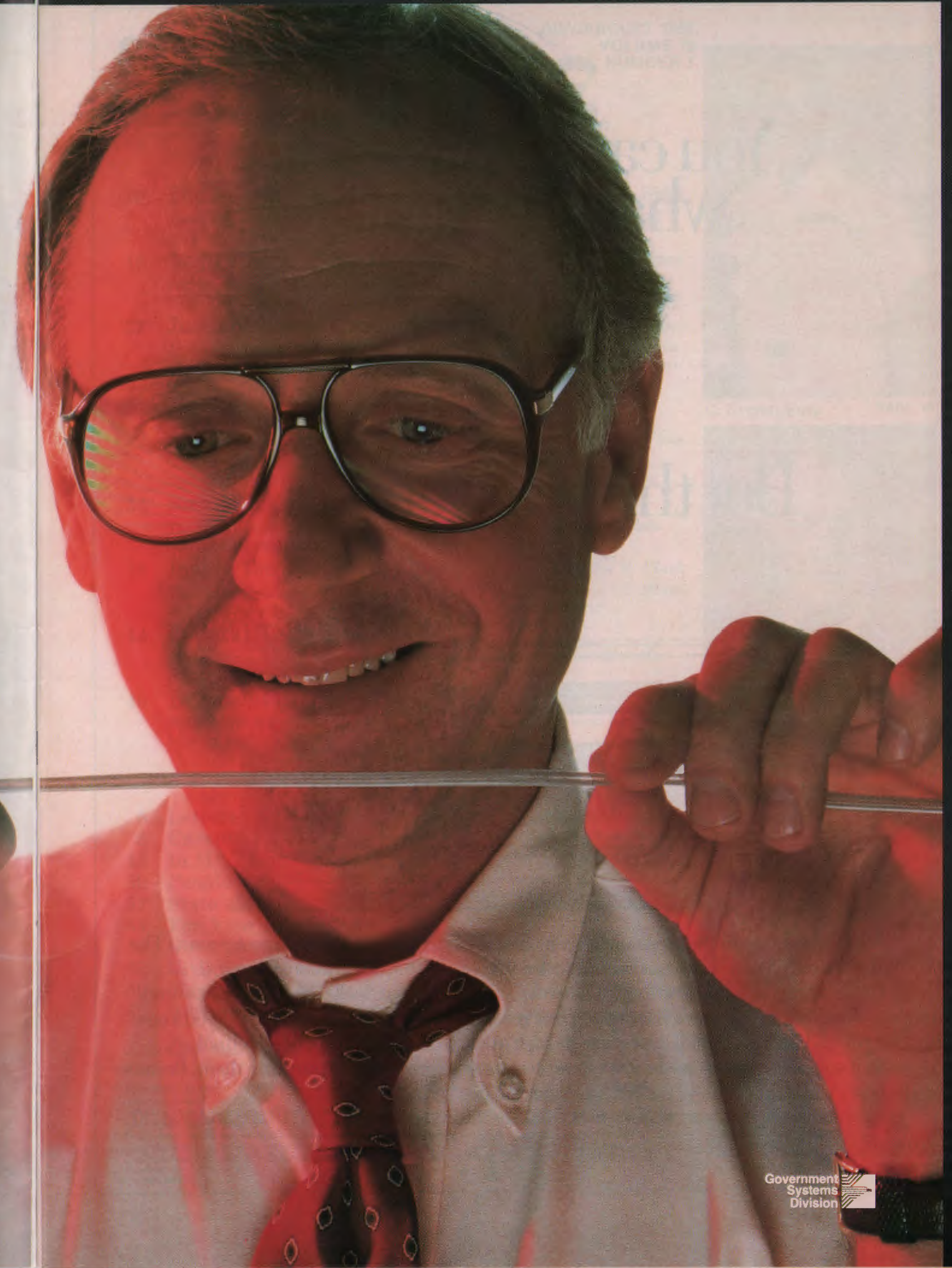
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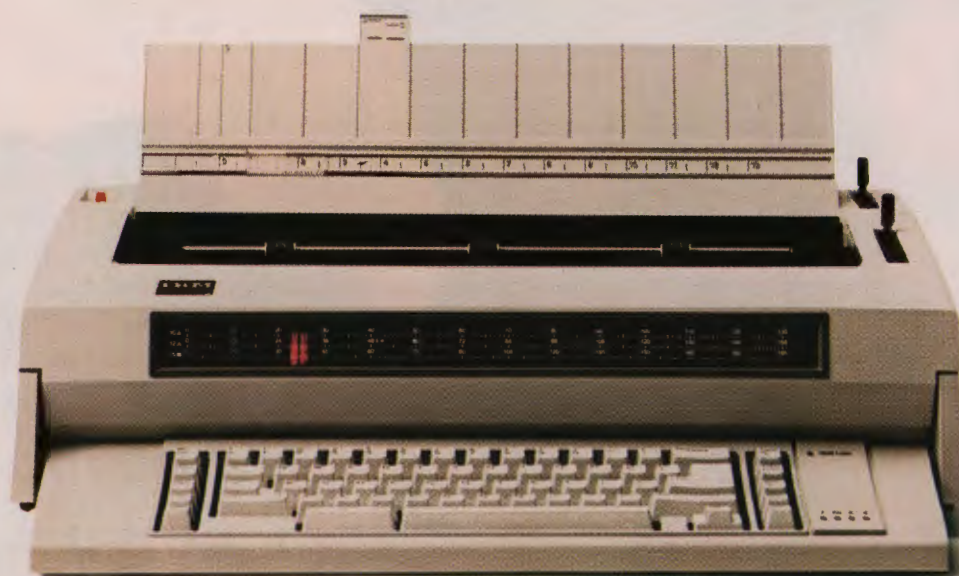
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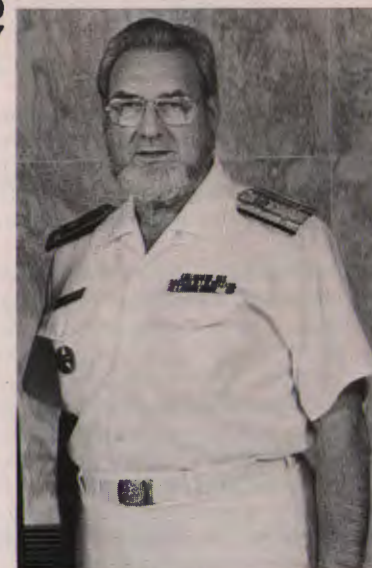
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Letters

New Jersey Wants Advice

We are attempting to establish replacement standards/guidelines for general office equipment as well as specialized information processing equipment, such as personal computers, printers, word processors, etc.

Concerning these items, we are specifically interested in such factors as: average life expectancy; average yearly repair costs, and average age when replaced.

The primary objective of this task is to develop a more accurate forecast of realistic office and information processing equipment needs in our budget process.

We would appreciate whatever information and/or assistance you could provide concerning the subject. Thank you very much for your cooperation.

William G. Lane, P.E.
Office of Financial Planning
and Evaluation
Department of
Transportation, N.J.

Industry View

I very much enjoyed your editorial in the March issue. I think it is perfectly natural that I should feel this way, as you can well understand. I do, however, have the feeling that what you are doing, and the occasional opportunity for the contractors to express themselves, may be having a beneficial impact.

Thomas G. Pownal
Chairman and
Chief Executive Officer
Martin Marietta Corporation



Our apologies to Richard P. Godwin, pictured above. In the June issue we ran a picture of Richard Godown, incorrectly identified as Godwin. Godwin is the Pentagon's Under Secretary for Acquisition.

Tyranny

Simply to comment most favorably on your *Viewpoint* article, May 1987.

Excellent, but of course what else should we expect but excellence (or the effort).

John J. Franke, Jr.
Assistant Secretary
for Administration

U.S. Department of Agriculture

Wayward Press

I'm an avid fan of *Government Executive* and just wanted to compliment you on your article "The Wayward Press" and editorial "How Tyanny Works in a Democracy." You hit the nail on the head again.

Best personal regards.

Robert J. Casey
Executive Director
High Speed Intercity
Rail Passenger Commission
Commonwealth of Pennsylvania

Editorial

Enjoyed your articles: "How Tyranny Works in a Democracy" and "How ABC and CBS Turned Down a TV Ad—And Created a News Story." May was a great issue; keep up the good work.

Donald L. Gilleland
Director, Public Relations
and Advertising
AM General Division
LTV Missiles and
Electronics Group

Qualitative Praise

I have read with great interest the article by Richard Douglas in the March 1987 issue entitled *Ramblings of a Retired GS-15, DoD Manager*.

I agree with him on almost all points he made. However, I must ask if he worked on his ME and MS degrees while he was a government employee and moving up the upstairs ladder. Also what did he contribute to changing the system for the better during his 31 years or did he wait til his retirement to recognize the deficiencies in the system that allowed him to reach his highly paid GS-15 grade.

Roque Medina
Contract Administrator
Kingsville Naval Station
Kingsville, Texas

Government Executive welcomes letters from readers. Send all correspondence to Editor, *Government Executive Magazine*, 1730 M St. N.W., Washington, D.C. 20036

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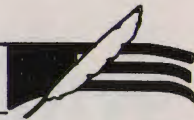
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Federal Workers Can't Afford to Quit

The conventional wisdom—two Presidents have run for office on the strength of it—is that federal employees are overpaid. As evidence of this, critics of government workers often point out that federal workers hardly ever quit their jobs, when compared to private sector employees.

It took an economist with the Pension Benefit Guaranty Corp. to point to another reason why federal workers want to stay with their jobs more than private sector employees: they suffer far greater pension losses by leaving before they qualify for retirement than do workers in private industry.

Richard A. Ippolito, writing in *The Journal of Human Resources* (vol. 22, no. 2) surveyed 43 occupational categories in the 1979 Current Population Survey. He concluded that the pension penalty for leaving the government before retirement is three to four times higher than the penalty for private sector workers. With so much of their income deferred until retirement, most employees want to be sure they're around to receive it.

"In 1985, a 50-year-old federal worker who earned \$60,000 per year and who had 25 years of service lost approximately \$420,000 from quitting; the same worker in the private sector earning the same \$60,000 cash wage would lose \$96,000," Ippolito says.

One way to determine whether federal workers are really overpaid, he suggests, would be to transfer existing federal pension wealth into a defined contribution plan, in which most of the pension contributions are paid to workers even if they leave early. If federal workers are seriously overpaid, he says, the quit rate won't change much. If they aren't, quit rates should rise dramatically.

The 1987 Pay Raise, Yet Again

Is it constitutional for Congress to vote itself a pay raise by default? And if it isn't, and if it must give the extra money back, must federal executives do so, as well?

Since the late sixties, Congress has linked the pay scales for senior federal executives to the pay level it sets for itself. The Senior Executives Association argued recently in court that it doesn't—and shouldn't—have to be that way. In an amicus curiae brief filed with the United States District Court in Washington, D.C. SEA argued that the perceived linkage between congressional and executive pay is *not* required by the Postal Revenue and Federal Salary Act of 1967.

The brief was filed in the case of *Humphrey v. Baker*, a legal challenge of the 1987 pay raises brought by an unlikely coalition consisting of several Republican Members of Congress (including Sen. Gordon J. Humphrey, R-NH), the National Taxpayers Union, and, among others, consumer activist Ralph Nader. Defendants include the secretary of the Senate, the sergeant-at-arms of the House, and Treasury Secretary James A. Baker III.

The plaintiffs are opposing the latest round of pay raises because of a provision that required the President to recommend new executive, legislative and judicial salaries and permitted them to go into effect by default if Congress did not vote to overturn them within 30 days. The plaintiffs object to a pay raise action that doesn't require Members of Congress to go on record, so their constituents know how they voted.

If SEA's argument is accepted by U.S. District Judge Louis F. Oberdorfer, legislative and executive salaries will break their

20-year lockstep. And if Congress doesn't take independent action to prevent it, some federal executives would receive higher salaries than Members of Congress.

Gain-Sharing in Government

Last month, the Office of Management and Budget publicly announced a long-developing program to permit federal agencies to keep half of the savings they achieve through productivity gains. Funds can be dispensed as employee bonuses and/or seed money for additional departmental projects thought to be worth doing but heretofore unable to find a spot high enough on budget priority lists to obtain funding directly.

If the Commerce Department's recent experience is indicative, "new ideas" won't lack sponsors under this gain-sharing program. Last April 1, Commerce announced that it had set up a \$200,000 Pioneer Fund, to finance "productivity-gain projects." Though the announcement actually was not widely distributed to Commerce's myriad bureaus and agencies, by the end of the month, Kay Bulow's office of Administration already had received 35 proposals for investing at least a piece of the fund.

Now It's Challenger Point

It was formerly just one of the lesser summits of Kit Carson Mountain, in the Sangre de Cristo range of southern Colorado. Now it's known as Challenger Point, a memorial to the ill-fated space shuttle astronauts.

The 14,081 foot high point—which is about 1,200 feet short of the mountain's highest summit—was unanimously renamed by the U.S. Board on Geographic Names in April and approved the following month by Interior Secretary Donald P. Hodel. Future maps printed by the U.S. Geological Survey and other federal agencies will bear the new name.

The idea of a summit named for the Challenger astronauts was originally proposed by Dennis A. Williams of Colorado Springs, Colo., who argued in a letter to the board that mountains represent "the spirit of adventure" that the Challenger astronauts also displayed.

Challenger Point is about four miles northeast of Cottonwood, Colo., and five miles east of Crestone. The south face of the summit can be seen about 16 miles away from Colorado Highway 17.

Gotcha's Gonna Getcha

The United States Postal Service claims to have developed a new postage meter that will tattle on you if you tamper with it. And it's already among us.

Chief postal inspector Charles Clauson told the Postal Service board of governors recently that about 10% of the 52,000 or so meters now in use have been modified so that postal inspectors can determine if they've been altered to avoid paying for postage. They call the meter "Gotcha."

The Postal Service also says it's experimenting with new cancellation inks and with stamp paper coated with phosphorous, to make it harder for postal cheats to wash off cancellation marks. The Postal Service says its inspectors seized more than 30 million washed, previously-owned stamps in fiscal 1986, which would have cost the service more than \$4.5 million in lost revenues.

Long-range artillery, mortar, and rocket launcher positions can now be quickly located by U.S. Army troops from beyond the weapons' maximum ranges with the Hughes Aircraft Company AN/TPQ-37 Firefinder. The highly mobile radar, currently in production for the Army and several friendly nations, operates so rapidly that it needs only to track a shell or rocket for a few seconds to determine its point of origin, even during barrages when it has to track many projectiles at the same time. It has the power and refined discriminants needed to reject clutter and to track objects with low radar cross sections. AN/TPQ-37 can also provide impact locations, thus allowing counterfire on the highest priority targets. Built-in test equipment prints out fault locations so that most repairs can be made in the field.

Advanced Medium-Range Air-to-Air Missile (AMRAAM) scores direct hit despite radar-confusing metallic material, or chaff, being dispensed from the target drone. In its first test at the U.S. Air Force's Eglin Base in Florida, the AMRAAM was launched in a tail attack from an F-15 fighter flying at an altitude of 2,300 feet above the ground at a speed of approximately 400 miles per hour. The target drone was flying at an altitude of 3,500 feet at almost supersonic speed. The target dispensed chaff to confuse the AMRAAM's onboard active radar, but the AMRAAM continued to track the target to intercept. AMRAAM's on-board radar permits the pilot to "launch and leave" allowing the pilot to acquire and track multiple targets. AMRAAM is under full scale development by Hughes for the U.S. Navy and Air Force.

U.S. Army Cobra helicopter pilots will be able to fly round-the-clock combat missions, thanks to an advanced night targeting system. The new COBRA-NITE system, called C-NITE, augments the existing Airborne TOW anti-tank missile system. It includes a forward-looking infrared sensor which permits gunners to see through darkness, smoke, haze, and bad weather to fire TOW missiles. The sight also is equipped with a laser rangefinder which directs cannon and rocket fire with increased accuracy. C-NITE fires and guides the TOW 2 missile which features improved IR guidance and a more lethal warhead. Hughes will deliver the first C-NITE systems under a preproduction contract to the U.S. Army.

Upgraded flight simulators will depict mission imagery realistically for U.S. Navy F/A-18 pilots. Hughes is modifying its Weapons Tactics Trainers (WTT) to project high-resolution, full color, real-time simulated images of terrain features and man-made structures on 360-degree field-of-view dome screens that surround the trainer's cockpit. The out-the-window scenes will be produced by advanced computer imaging technology, using a digital database that represents 70,000 square miles of western Arizona and southern California terrain. The new simulated visual system will allow pilots to safely practice a host of complex combat scenarios without expending fuel or weapons.

U.S. Army's Fiber Optic Guided Missile (FOG-M) uses a new winding technology to deploy its plastic-coated glass fiber. This fiber permits a two-way jam-proof communication link for transmission of television-like pictures of enemy armor and helicopters to a gunner station located in a protected position. Using technologies learned from 20 years of producing Tube-launched, Optically tracked, Wire-guided (TOW) missiles, Hughes engineers developed a method of precisely winding optical strands so that they can be dispensed at missile velocities without interruption of the data transmission. Because the optical fibers are not much larger than the thickness of a strand of human hair and are elastic and pliable, Hughes invented a device which precisely measures the elasticity of each fiber thus allowing it to be spool-wound with precision. Another Hughes technological advancement is a diagnostic instrument that detects defects in the fiber.

For more information write to: P.O. Box 45068, Los Angeles, CA 90045-0068

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States in the Lead **AIDS and the Government Manager**

by Wayne Welch

From the Social Security Administration's sprawling offices in Baltimore to the barracks at the Naval Air Station in San Diego, government executives are coming face-to-face with AIDS.

With one eye on the distant debates among high officials about testing and education policies to control the spread of the deadly disease, these public managers confront the day-to-day realities of the sickness and fear associated with the plague President Reagan recently said is "surreptitiously spreading throughout our population."

Their task in dealing with Acquired Immune Deficiency Syndrome is not far different from that faced by corporate managers. But government bureaucracies tend to be larger and government managers, in theory at least, are especially sensitive to issues of discrimination. Further, the policies they set and, at the state and city level, the laws they enact are of obvious consequence in private organizations as well as public agencies.

In the federal government, there is already mandatory testing for AIDS for

Wayne Welch, a veteran medical writer, is the editor of reports on AIDS policies at the state level compiled by the Intergovernmental Health Policy Project at The George Washington University.



Education Secretary William Bennett (left) and Surgeon General C. Everett Koop (right).

people in military service, the Foreign Service and the Job Corps. Testing has been ordered for federal prison inmates, proposed for immigrants, and considered for other groups.

Many states have been much more deeply involved than the federal government has so far in AIDS issues. Many have developed legislation and policies to battle the disease during the past few years, and literally hundreds of new bills were dropped in state legislative hoppers this year.

Dr. Tom Vernon, executive director of the Colorado Department of Health and president-elect of the Association of State and Territorial Health Officials (ASTHO), finds growing concern among administrators "in all corners" of state government with the problems presented by AIDS.

The huge cost of caring for patients is an important reason to worry. The federal Office of Technology Assessment agrees with a Stanford University study's conclusion that medical costs alone will grow eightfold nationally, to \$8.5 billion, by 1991. "Our Medicaid agency is very concerned about that," said Vernon. But the more widespread concern, he added, is simply, "What do I do when the first case of AIDS hits my office?"

As Vernon indicated, no one can now afford to ignore the numbers. As of May 25, the federal Centers for Disease Control (CDC) reported 36,980 persons as having AIDS—with about 20,000 dead. Another estimated 1.5 million are infected by the AIDS virus. An increasing number of heterosexuals are contracting the disease; about 4% of all cases now, and the ratio is rising.

Projections bring more sobering news. By 1991, Surgeon General C. Everett Koop estimates, 270,000 cases will have occurred, with 180,000 deaths. By 1991, predicts Dr. James Curran, director of CDC's AIDS program, AIDS will be the second largest cause of premature death (after accidents) among men aged 20-40. "That's all men, not just gay or bisexual or drug-using men."

PHOTO: BRUCE REEDY

The future may bring testing of civilian employees in the military. Some civilians work in very close environments with those in uniform.

Clearly AIDS, which until recently was generally considered a serious problem for gay communities in New York, San Francisco and a few other spots, has forced its way onto the nation's agenda.

So what should an administrator do when confronted with a report of AIDS? Vernon suggests that "the first telephone call that administrator should make is to his state health department." Virtually all state departments are now able to provide information and advice, Vernon believes, from the first reporting of an AIDS case through followup.

But no matter what information and advice they get, administrators who find themselves forced to deal with AIDS will encounter some extremely controversial, complicated issues. President Reagan, who has announced a special panel to study AIDS, and Vice President Bush discovered that when they were both cheered and jeered last month during their first speeches on AIDS.

Examples of the tough issues: Who should be tested for AIDS? Just those at high-risk (prostitutes, prisoners, drug-users, etc.)? Those who deal with those at-risk, such as health care workers, corrections officials? Immigrants, hospital patients, those getting married? What if an employee is found to have, or is suspected of having, AIDS? Who should be notified? Will the disease affect the patient's work assignments, promotions—or career itself? Should other employees be notified? What's the obligation to educate personnel on the dangers—and myths—of AIDS?

Those questions—for which the nation is groping for answers—are tough enough of themselves. But they are even more difficult when considered against the unique social, ethical and moral dilemmas posed by AIDS, as has been evidenced by the public disagreements on strategies voiced by top-level Reagan administration officials. The issues that most government executives are apt to get involved with can be grouped into three general categories: testing, confidentiality, and education.

Testing

The major argument to date has been over testing. For whom? Should it be mandatory? Routine? Voluntary? Education Secretary William Bennett has led the call within the administration for mandatory testing for such groups as hospital patients and prisoners. Koop, many in CDC and most public health officials argue that mandatory testing makes ineffective use of limited resources, and actually drives those most at-risk underground. But just before the President's speech, Koop indicated he was more concerned with action than argument when he said, "I think too

much is being made of all the disagreements here."

In that speech, Reagan called for mandatory testing for immigrants and federal prisoners and a study of whether to test patients at Veterans Administration hospitals, then urged states to begin "routine" testing of marriage license applicants, prisoners and those being treated for drug abuse or sexually transmitted diseases. Many interpreted "routine" as giving persons the choice of whether to be tested or not. Just two days later, the Senate voted 96-0 to mandate testing for immigrants—indicating how politically volatile the AIDS issue has become.

Currently, mandated testing for AIDS is in effect for only three groups of people, all at the federal level. A major test of 45,000 anonymous volunteers also is planned. Health and Human Services Secretary Otis Bowen announced in early June, to help track the spread of the disease. Mandatory testing covers:

The military—Beginning in October 1985, the Pentagon began testing people in uniform and volunteers who were enlisting. If a college student enrolled in ROTC tests positive, "he may be allowed to finish the term, but won't be accepted into service," said Lt. Col. Pete Wyro, a Pentagon spokesman. Someone at a military academy who tests positive "may be allowed to complete the year and even graduate, but won't be commissioned."

Those on active duty who test positive are handled on a "case-by-case basis." A positive test can derail an overseas assignment, or enlistment in such demanding units as the Rangers, Wyro says, and perhaps lead to restrictive or administrative duty.

To date about two-thirds of the approximately 2.1 million on active duty have been tested, with a positive ratio of 1.5 per 1,000. An intensive education program of pamphlets, videotapes and instruction on AIDS is conducted in all services, Wyro said, and he has taken steps to educate the public on the military's efforts by mailing a Q-and-A publication to all public information offices. The Pentagon is spending \$20 million on testing, and Congress has authorized \$43 million for research (the Pentagon had asked for \$20 million for research).

The future may bring testing of civilian employees in the military. "At first we didn't see the potential for problems, the same concerns," said Wyro. But he noted that some civilians work in very close environments with those in uniform, such as those testing equipment on submarines. Others might be pulled into military bases if hostilities erupt overseas. Wyro believes that, partly in response to expressions of congressional concern, the confidentiality of AIDS test results is being

adequately maintained. For example, when a commander is notified that someone in his command has AIDS, the information is sent in an "eyes only" missive.

Foreign Service—Starting in January, the State Department began making AIDS testing part of the extensive physical given the approximately 8,000 Foreign Service (FS) employees and dependents over age 14 when they are sent to, or return from, overseas duty.

Applicants to the service are also tested; those testing positive aren't admitted, even though they may have already passed oral and written tests. A person in the service who tests positive, but shows no physical symptoms of AIDS, may still be assigned overseas if adequate medical facilities are available. A person testing positive, and showing physical symptoms of AIDS, will be assigned to Washington.

Bruce Ammerman, a State Department spokesman, points out the reasons for the AIDS testing. All FS employees are supposed to have "world-wide availability." He adds, "Keep in mind that the life-style of Foreign Service people inevitably exposes them to more infections than those in state-side service. They take all sorts of vaccinations, and for emergency blood transfusions in some countries they must depend on their fellow employees."

Job Corps—In addition to the military service and FS, all Job Corps trainees are now being tested for AIDS. Lou Ann Burney, spokeswoman for the Employment Training Administration, explained that the young men and women aged 16-22 live closely together in a residential setting, and thus more precautions than normal are needed.

For the first few months of testing, the ratio of those testing positive was 1.9 per 1,000. "That's slightly higher than we expected," Burney said. "We figured we'd be about the same as the military (1.5 per 1,000)." But she noted that some Corps applicants may have a history of drug abuse.

Those testing positive are not allowed to live at the site, though they may attend training during the day, if they are able to commute. The Job Corps has 60-65,000 persons rotating through training yearly, with the average stay being 8 months. Staff persons and instructors have an option to be tested.

State action—No state now requires testing for the general population or any group considered low-risk, reports the Intergovernmental Health Policy Project (IHPP) at The George Washington University, which monitors and reports on state legislation and policies on AIDS. Testing such people is considered less effective than education and surveillance programs.

But Dick Merritt, director of IHPP, ex-

pects state lawmakers, responding to public pressures, considered about 400 AIDS bills during the first half of 1987, more than twice as many as for all of 1986—with a heavy proportion dealing with mandatory testing. Bills to require premarital testing have been introduced in about three-quarters of the states, and although no state actually adopted the policy, New Hampshire came close. The strongest policy for low-risk populations has been enacted in California, which requires that those seeking marriage licenses be given information about infection and testing.

Some states are beginning to require routine testing for groups considered at high-risk for AIDS. Prisoners are being screened in Colorado, Nevada, South Dakota and Idaho, and selected prisoners are screened in Alabama and New Hampshire. Prostitutes are screened in Nevada, the only state where prostitution is legal, and Florida will test convicted prostitutes, as may Georgia. Florida also is the first state to require testing for all pregnant women with high-risk characteristics, while Utah passed a law this spring prohibiting anyone diagnosed with AIDS from getting married. A growing number of states urge counseling and testing for high-risk groups, such as those attending drug clinics.

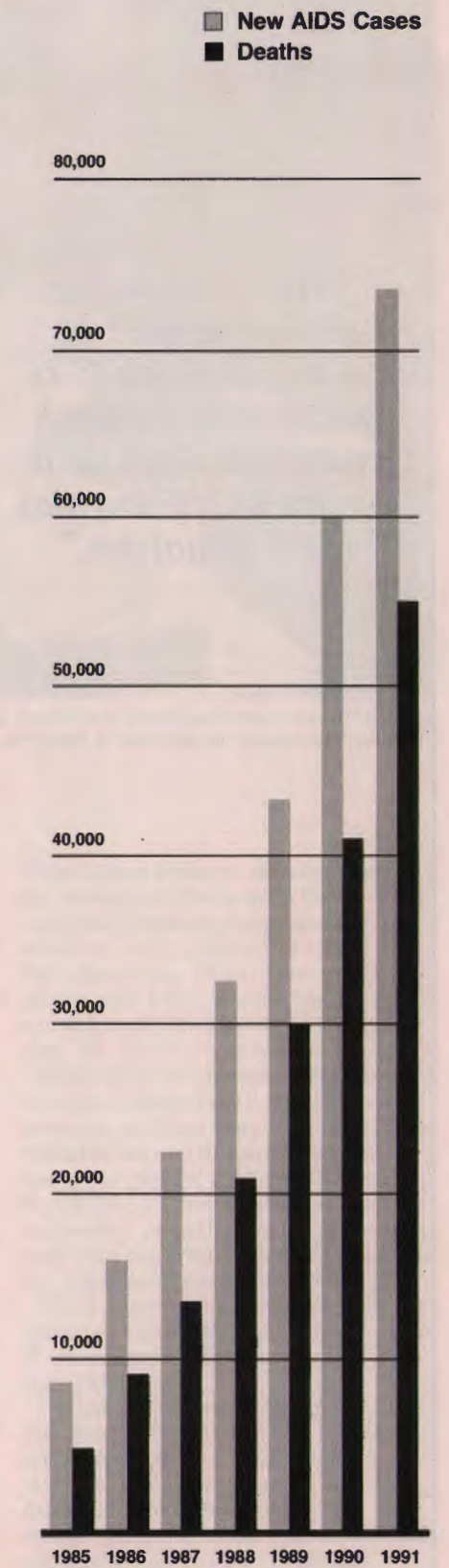
In addition, several states are moving toward quarantine measures for people who are infected with the AIDS virus but who will not take reasonable measures to avoid spreading the disease. Colorado, Illinois, Minnesota and Texas apparently will have such legislation in place soon. IHPP's Merritt said the measures are aimed at "recalcitrant" persons who refuse to modify high-risk behavior and may put others at risk, but he added that the states' initiatives "would not allow for corralling people up and dragging them away."

In one area, states have been willing to mandate universal screening. At least five states—California, Delaware, Oklahoma, Tennessee and Wisconsin—have laws requiring that blood/blood products, organs and tissues be screened for AIDS. Others may pass similar legislation, although practically speaking virtually all states already are screening such products.

Confidentiality

Confidentiality is undoubtedly the biggest issue in initiating testing. Fear abounds that the confidentiality of the test will be violated, and that fear may well prevent persons from seeking needed medical care in the first place. Who will see, or know about, a medical record containing an AIDS diagnosis—health officials, researchers, employers, fellow employees? Will the patient know to whom the record is given?

The Epidemic



SOURCE: Centers for Disease Control

"The reasonable person should be aware that AIDS is not spread through casual contact as it occurs in the normal work situation."

"It is absolutely essential to ensure confidentiality," Koop said in testifying before a House subcommittee on the testing issue. Contending that privacy should be breached "only in the most unusual circumstances," Koop pointed out that violations of confidentiality could subject AIDS patients to discrimination that could cost them "housing, jobs, and friendships."

To assure confidentiality of health records, states have been taking three approaches, according to IHPP:

- They have reviewed the way all medical records and health information are kept confidential, not just records of AIDS infection. So far, only Maryland and Hawaii have undertaken this enormous task.

- They have drafted, or amended, laws specific to AIDS. California and Massachusetts, for example, have new laws that define very narrowly who may receive knowledge about AIDS infection reports; essentially, both require written consent from the patient infected with AIDS before records are given to anyone.

- They have drafted, or amended, laws dealing with very specific confidentiality issues, such as how court records may be handled or disclosed.

ASTHO has strong guidelines on maintaining the confidentiality of medical records, and Vernon, its incoming president, has high praise for a Colorado law that's just taking effect. While the law empowers the state to detain a "recalcitrant" AIDS carrier who is considered a danger to others, it also prevents court records from being subpoenaed by law enforcement agencies, closes all court proceedings regarding any AIDS carrier to the public, and provides for up to a two-year jail term for anyone disclosing the results of an AIDS test. "It's a tremendous improvement" over current statutes, Vernon said.

Is there a responsibility to warn employees of possible exposure to AIDS? What is the balance between a co-worker's right to know and an individual's right to privacy about his medical condition? Eight states have passed laws requiring emergency personnel and funeral directors to be notified if a person being treated is infected with AIDS. Minnesota's AIDS Issue Team decided that since "... the reasonable person should be aware that AIDS is not spread through casual contact as occurs in the normal work situation," no employee has a right to refuse to work with a fellow employee who is infected.

As for health professionals, Wisconsin, Minnesota, and some other states have laws stipulating that employers needn't notify workers of an AIDS case if the workers are in a setting where they normally treat various infectious

diseases. But these laws generally state that employees must be notified about an AIDS patient if they don't ordinarily treat infectious conditions.

Similar policies are followed regarding those working in institutions, such as mental health hospitals. In general, they stipulate that only staff providing direct patient care should have access to medical records; the rationale is that alerting staff to an infectious condition, without specifying the condition, should lead to proper infection control procedures.

Since states have adopted varying policies, CDC suggests "it may be necessary" for Congress to legislate nationwide standards to guarantee confidentiality, and prevent unwarranted disclosure across state lines. Some patients are tested in one state, treated in another.

Education

If widespread testing is not feasible, as many argue, is education the best way to help control the spread of AIDS? Koop has been a leading advocate of this approach. In making the predictions for 1991, he said "it is the responsibility of every citizen to be informed about AIDS and to exercise the appropriate preventive measures. . . . With proper information and education, as many as 12,000 to 14,000 people could be saved" by 1990.

But, again, this issue has become entangled in politics. The long-standing controversy over sex education in schools grows even fiercer when AIDS is the subject. A Public Health Service pamphlet on AIDS has not been given wide distribution, angering many. In response, Rep. Gerry Studds (D-Mass.), an admitted homosexual, took it upon himself to have it mailed to every household in his district, and urged other congressmen to do the same. "If every citizen were to read this document," Studds said, "we're not going to stop the disease that way. But we're sure as hell going to save a lot of lives." A few days after the president's speech, the Senate appropriated \$20 million to mail information on AIDS nationwide.

Elsewhere, education efforts are underway in uneven fashion.

As noted, the military services have in force an intensive education campaign about AIDS, particularly for those in areas where good medical facilities aren't available. Koop's announcement on the necessity of education, including use of condoms, has been sent to overseas facilities.

Since states are responsible for those in their institutions, many are beginning to educate prisoners, but far fewer have developed education programs for the mentally ill and retarded, IHPP finds. Some states are working with state and local professional organizations (of doc-



Jordan Barab, occupational safety and health coordinator for the American Federation of State, County and Municipal Employees (AFSCME), is working to educate health care workers and correction facility employees about AIDS. AFSCME is pushing for improved standards for health care workers.

tors, nurses, social workers, lawyers and others involved in handling AIDS patients) to disseminate information.

But vast numbers of people and organizations, including those in government, have not yet reacted to the growing need for education about AIDS. This is a major concern heard often by Jordan Barab, occupational safety and health coordinator for the American Federation of State, County and Municipal Employees (AFSCME).

For the past four years, AFSCME has been distributing fact sheets and other information on AIDS among its 1.5 million members, of which about 300,000 are health care workers and about 30,000 correction facility employees. "We found our people weren't getting information they wanted about AIDS from management," said Barab. Some management officials "deliberately decided not to address the issue," he argued, "especially corrections officials." When a facility got its first prisoner with AIDS, "they tried to ignore it."

More recently, though, Barab said, "We're getting less complaints from our members about not being properly trained

on AIDS." Though the situation may be improving, Barab said AFSCME is pushing for the federal government, particularly the Occupational Safety and Health Administration, to improve workplace standards for health care workers and others.

The American Federation of Government Employees, representing 200,000 federal employees, is developing material for those members who work in hospitals and other places where they may come in contact with AIDS patients. One of the problems, says spokeswoman Jeannette Abrams, is "trying to keep up with the information that keeps changing. Some of what we were writing about just two or three months ago is no longer accurate."

On management side, movement is just beginning. The American Society for Public Administration has not addressed the AIDS issue, though spokesman David Singler said the incoming set of officers will be developing policies. At the annual meeting this spring, Singler said, there was "a general feeling that we ought to address this issue." Similarly, the policy committee of the National League of

Cities began trying to develop policies a few weeks ago. Spokesman Randy Arndt noted the "tremendous problems" in developing public policies for handling at-risk situations. "You have to try and protect the AIDS victims, yet what are our responsibilities to the education system, the schools?" he asked.

While the federal government has been strongly criticized for its tardiness in addressing an issue that now ranks only behind peace and the economy in concern among the general public, HHS Secretary Bowen told the closing of an international conference on AIDS in Washington in early June that "the problem of AIDS has the president's complete attention."

While there remains considerable disagreement over the best approach, most all would agree with these words of President Reagan:

"What our citizens must know is this: America faces a disease that is fatal and spreading. This calls for urgency, not panic. It calls for compassion, not blame. And it calls for understanding, not ignorance. . . . This is a battle against disease, not against our fellow Americans."

Nuclear Politics

Doing the U.S. Government's Business Half a World Away

by Ellen Hoffman

WELLINGTON, New Zealand—"You don't turn down an assignment to New Zealand," declares Mark Fitzpatrick.

Fitzpatrick, a career Foreign Service officer, is labor attaché and acting political attaché in the United States embassy in New Zealand.

New Zealand would seem to be a plum assignment for any but the most jaded Foreign Service officer: a politically friendly country with an educated, middle-class, English speaking population; a landscape of snow-capped mountains, fjords and picturesque harbors. Yet since February, 1985 a shadow has been cast over the long-term, amicable relationship between Yankees and Kiwis, and it affects the daily life and work of the dozen, or so top executives (of a total staff of more than 90) who do our government's work in New Zealand.

It began when the New Zealand government rejected a request by the U.S. government for the USS Buchanan, a conventionally powered destroyer, to visit a New Zealand port in connection with its participation in military exercises authorized under the ANZUS treaty, the military alliance among the United States, Australia and New Zealand. The government feared the Buchanan might be carrying nuclear weapons, which would violate New Zealand's strict anti-nuclear policy.

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New Formality

"When coordination between the two militaries [the United States and New Zealand's] was cut off, some people said to me: 'You're not going to have anything to do,'" recalls Capt. John Stanley Baldwin, a tall, genial former Navy pilot who serves as the embassy's defense attaché. "But it's quite the opposite."

Before, the New Zealand and U.S. military were so closely intertwined, even a New Zealand sergeant had a relationship with—could call—a U.S. sergeant in Hawaii. We were as closely integrated as two services could be. Now everything is done formally," he said.

In the past, if a New Zealand ship wanted to call and refuel at a port in, say, American Samoa, the visit was considered routine, and the fuel was dispensed at U.S. Navy rates. Now Baldwin must "check it out" if such a request is made. "They can (still) stop in any American port and use the commercial facilities," he points out, "but they can't use the naval facilities—and commercial facilities cost more."

Despite the extra workload created by the increase in formal procedures, Baldwin remains enthusiastic about his posting to Wellington. "When you come to work in the morning, you never know what you're going to be doing. There's never a boring moment. One moment you're typing your own memos, the next minute you're talking to the New Zealand Defense Chief of Staff."

Baldwin attends monthly "attaché briefings" staged for him and the other resident military attachés who represent Britain, France, Indonesia, and Malaysia. Once a year he participates in a two-week

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Career Foreign Service Officer Mark Fitzpatrick faces many challenges since the U.S. suspended its defense commitment to New Zealand.

with the assurance it needs," explained Prime Minister Lange.

Lange's decision set in motion a series of events that culminated in the announcement a month later that the United States was suspending its defense commitment to New Zealand.

The structure of the alliance remains intact, and the United States and Australia say New Zealand may return if the differences can be worked out. But the effects of the rupture go beyond military policy. Other controversies resulting from the clash continue to hit the front page and the evening news on a regular basis in this country of three million people, and an element of discomfort has spilled into official relationships and activities of virtually all top U.S. embassy personnel.

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U.S. Ambassador to New Zealand Paul M. Cleveland.



Deputy Chief of Mission John Penfold



Defense Attache Capt. John Stanley Baldwin



"Senior Attaché Advisor and Group (SAG) tour," of New Zealand's military installations.

He says his relations with his host country counterparts remain friendly.

"We don't get involved with cloak and dagger stuff," he explained. "What we do here is human intelligence collection, overt intelligence. We keep the files and the analysis up to date. Are they buying airplanes? We'll go directly to the military and ask the questions."

The U.S. embassy in New Zealand is not large by State Department standards. In addition to Ambassador Paul M. Cleveland, who came early in 1986, the staff consists of about 90 persons stationed in

Wellington, the capital; in Auckland, New Zealand's largest city and financial center; and in Christchurch, on the less populous but more scenic South Island.

Eleven staff members hold a Foreign Service rank of FS-2, the equivalent of a GS-13 or above. These include the deputy chief of mission (the embassy's number-two executive), the consul general (who heads the Auckland office), attachés responsible for areas including politics, labor, military policy, and agriculture, and support staff. Of the total U.S. embassy staff, about half are New Zealanders.

Since the ANZUS crisis started, it has been the Ambassador's number one priority and often is the main agenda item at the Ambassador's and deputy chief of mission's daily staff meetings.

The main challenge now, said then Deputy Chief of Mission John Penfold in an interview in April, "is to make sure that New Zealanders understand what our position is and why—to speak as clearly as possible." The embassy provides speakers for various types of programs, as well as responding to and maintaining a daily relationship with the press.

The man who orchestrates the response is press counselor Michael J. Gould, for whom government is a second career. Before starting that career with the Peace Corps, he'd worked in business, marketing, communications and advertising for, among others, *Fortune* magazine.

"ANZUS dominated the newspapers and television" in New Zealand when the issue heated up, he says, and it's never really gone away.

A case in point is the recent controversy over the United States' Operation Deep Freeze, based in Christchurch, which provides logistical support for the National Science Foundation's polar and Antarctic research effort. Two types of questions were raised about Deep Freeze in the New Zealand press: whether the transport planes, which the United States says are carrying personnel and supplies, might in fact be carrying nuclear weapons; and whether the United States—as suggested by two (since resigned) administration officials, Navy Secretary John F. Lehman Jr. and Richard N. Perle, Assistant Secretary of Defense for International Security Policy—was considering closing down Deep Freeze, which is a boon to the Christchurch economy.

While Gould spends much of his day answering questions, his embassy colleague Mark Fitzpatrick often spends part of his day asking them. Sometimes he even spends some of his vacation time doing it.

New Zealand is currently governed by the Labour Party, and often the politics and concerns of the trade unions are the same as those of the government.

Under New Zealand's parliamentary system, Prime Minister David Lange is required to call a national election sometime before November 1987. It is scheduled for August. Fitzpatrick's information gathering on the election issues and possible outcome includes everything from reading the newspapers to going directly to candidates or potential candidates and asking them questions.

Some observers believe that the election will be decided in a few marginal districts, especially in small, industrialized cities and rural areas where the government's economic reforms have produced the most hardship. "When I was on vacation," recounts Fitzpatrick, "I was near a marginal (district) town, which was important. . . so I dropped in on some candidates" and interviewed them.

This information and analysis—of the political scene and the role of trade unions in New Zealand—are written up in memos which he forwards to Washington. But sometimes the ripple effects of the tensions over the ANZUS treaty interrupt this routine. "I'll decide that tomorrow I'll write an analysis of the election situation, who the key actors are. . . In the meantime, maybe the Prime Minister will make a statement, which affects us, and we'll need to have a meeting to figure out what fires to put out."

And sometimes his Kiwi contacts would rather talk about the nuclear issue than trade unions or politics. "When I go to a labor union conference, maybe I'll be talking about deregulation of labor markets, when someone comes in and diverts the discussion to ANZUS," he says.

Fitzpatrick and other embassy personnel must be very circumspect in their election-monitoring. He says the press has quoted a Lange government minister as saying that "the United States will be blamed if labour loses," implying that the United States hopes that the ANZUS policy would change if a new government were elected.

The View from Auckland

Fitzpatrick's cautious attitude is echoed by Mark Platt, the former economic counselor who became consul-general in Auckland in April.

"We are observers, looking around to see what's happening. Our role is not to take sides. . . Of equal importance is not to be perceived as doing anything to influence the election. . . It is not our affair."

Mark Platt, former economic counselor, now consul-general in Auckland, recommends caution in diplomatic relations noting an increase in "the degree of anti-Americanism. You must be aware you're operating in a more sensitized environment."



PHOTO: ELLEN HOFFMAN

Platt, who has served in New Zealand since 1984, longer than most of the other top U.S. officials, has noted an increase in "the degree of anti-Americanism. People call in to the newspapers, write letters to the editor. . . You must be aware you're operating in a more sensitized environment, where anything you say or do may be taken out of context or may be misunderstood," he says.

Platt, however, is a veteran of sensitive, even precarious diplomatic situations. A graduate of the Georgetown University School of Foreign Service, his previous assignments in Iran, Spain and Afghanistan have brought him about as close as anyone would ever want to be to civil war (in Iran), a military coup (attempted while he was in Spain), and insurrection (in Afghanistan).

He seems to thrive on the constantly changing challenges. "I like to travel around the world. It is quite stimulating to force the individual to change his

language, his culture, his whole life style every two or three years. There's no way you can continue the same thought patterns."

In Wellington, as much as a third of his time was spent in contacts with New Zealand government counterparts. In Auckland, he heads a staff of about 15 and is responsible for all consular activities, including issuing visas and recording and dealing with births and deaths of Americans. The consulate's downtown Auckland office also houses the staff and library of the U.S. Foreign and Commercial Service, which helps American business people to make contacts in New Zealand.

American tourists rarely get into scrapes with the law in New Zealand, Platt says, but "the most problematical thing is elderly persons who may become ill and die. . . We have a strongroom filled with the effects of persons who died here."

In Auckland, he'll also become more involved in official socializing. As in Wellington, he and his wife live in "a lovely home" purchased years ago by the U.S. government. Some socializing will occur in their home, and as the top U.S. representative in the country's largest city, he also expects to spend more time attending events "where you go and show the flag, tell people what's on Uncle Sam's mind."

Trade Impact

One thing that's on a lot of Kiwis' minds is whether the United States will retaliate against them economically for their stance on the ANZUS issue.

"New Zealand has about one-third of the U.S. import quota for red meat. . . We take about twenty percent of their sheep meat imports. . . About half our dairy imports from there are casein (a milk by-product used in making processed dairy foods and some plastics).

"The U.S. market is very big and any changes which affect their access to it, they're sensitive to," explains Agricultural Attaché Duffy Brown.

The battleground on which national security and trade questions intersect is the trade legislation pending before Congress.

The administration's policy is "not to mix trade and security policy. . . that it's

not our intention to impose economic policies," says Platt. But some U.S. officials acknowledge that keeping trade and national security relationships separate is not so simple.

The rupture of the ANZUS alliance affects trade issues in at least two ways. First, Gould says, the arguments that could be used on behalf of New Zealand and against congressional retaliation "became less persuasive."

Second, Brown points out, the administration no longer feels compelled to lobby as hard against trade restrictions on New Zealand. "Official policy is that there will be no trade-linked reprisals. . . But now there is less resistance on the part of the administration to legislation that might be harmful."

At press time, the Senate was considering restrictions on lamb imports that would be detrimental to Australia—still in ANZUS—as well as to New Zealand. A spokesman for the New Zealand embassy said that he believed that the ANZUS tensions had had "no impact" on the trade deliberations.

A Nice Place to Live

New Zealanders' opposition to the American position is usually not reflected in a violent or extreme way. "People don't stop us in the street and harangue

us," says Gould but he adds that there is some feeling "of cultural domination. . . that there's too much of America here."

Despite these tensions, American executives assigned to New Zealand continue to value their personal relationships with Kiwis as well as the way of life. There may be a new wariness in official relationships, but the embassy executives interviewed tend to view this as a surface bruise. Because of the shared values, the comfortable lifestyle and natural beauty, the consensus remains that an assignment to New Zealand is a plum.

Captain Baldwin says that "We are more at home here than we'd be in some parts of the U.S. . . If some of my forebears had gotten on another boat, we would have been here doing what they're doing."

"There has been absolutely no personal discomfort for me and my family," he says. "I've been treated almost too nicely. The military has leaned over backwards to show it's very professional."

Fitzpatrick, the father of two young children, says that he and his Japanese wife—who works as a translator in Wellington—go dancing with their Kiwi neighbors and that the ANZUS issue is never raised.

He and his wife entertain official guests at home. The menu on such occasions always features California wines, but he

admits that they enjoy sampling the products of New Zealand's vineyards when they're not doing official entertaining.

Wellington, not noted for its night life, is a good post for people who are "family-oriented" observed Fitzpatrick.

Deputy Chief of Mission Penfold is one of the many Americans who especially appreciate the host country's mountain scenery, trout fishing lakes and pristine forests. "You have to enjoy the things the country offers, the magnificence of the outdoors," he says.

Americans who do so may also learn something about the Kiwis' attitude toward military alliances, he suggested. "You have to participate in (the outdoors) to see why they feel the way they do. They're not thinking much about the alliance while they're tramping around in the woods."

"New Zealanders have always thought of themselves as having a lesson for mankind," says Fitzpatrick. "They were the first country to give the vote to women, they have progressive legislation for social welfare. . . Now they are looking to show the world how to respond in the nuclear age."

Ellen Hoffman is a contributing editor for National Journal, who visited New Zealand in the spring.

The Economy and the Election

Although the effects of the rupture of the ANZUS alliance are the most time-consuming issue at the American embassy in Wellington, the primary issue in the national election scheduled for August is expected to be the economy.

When Prime Minister David Lange's government took office in July 1984, it inherited a deficit of nearly 9% of Gross Domestic Product (equivalent of the U.S. GNP) and a foreign debt of more than \$9 billion New Zealand, which had more than doubled in four years.

In a series of rapid-fire actions more typical of a conservative government than one headed by the Labour Party, Lange cut government spending, devalued and floated the currency; deregulated foreign exchange and interest rates; "corporatized" government-owned enterprises including the mining and timber industries; and imposed a 10% "Goods and Services Tax" (GST) on virtually all spending. It was a program that drew praise from Milton Friedman, the prize-winning U.S. economist known for his conservative views.

With Lange's Labour government already committed to further reforms of the tax and social welfare systems and deregulation of the labor market, the outcome of the election will turn on the question of the pace of future economic changes, said New Zealand Embassy Economic Counselor Ross Tanner. Under challenge by the opposition National Party, led by James Bolger, the Lange government can point to a decline in inflation (now about 9% compared to more than 18% for the previous year, due partly to the new GST), but is vulnerable on other fronts including interest rates—which for the year ending in March hovered around 24%—and a sharp drop in farm income as a result of the repeal of subsidies to sheep and beef exports.

At press time, a New Zealand television campaign poll described by the embassy as "not scientific" but the only one available, reported a Labour Party lead of 58% compared to 40% for the opposition.

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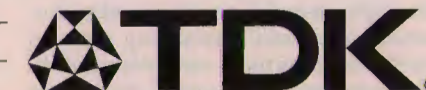
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Organization Profile

Why Productivity Gains at Justice Emphasize People and "Collegial" Communications

by C.W. Borklund

• Two years ago, newly named Attorney General Ed Meese instituted a whole new management system and a package of more than 50 initiatives to increase Department efficiency, improve the decision-making process, reward people for extra effort.

• From office automation to developing and executing the Justice budget, the changes were far-reaching; they ranged from expanding his predecessor's programs to some uniquely-Meese innovations.

• One common thread through all the changes has been an emphasis on communications with people, not only within the Department and with its field offices but also with State and local agencies and private citizens.

One day last month, a phone call came into the outer office of Attorney General Edwin Meese III from a lady in Las Vegas. She "wanted to talk to Ed Meese." Her complaint: "While I was in jail, my common-law husband ran off with my girl friend and can Mr. Meese help me get him back?"

The secretary who took the call told her, "That's really a State matter and we're not allowed to get involved; but let me give you a person to call in Nevada who might be able to help you." After she hung up, she told *Government Executive*, "That was a little unique but we get a lot of calls like that; you want to help them, they're so desperate, but she'd be so much better off talking to local people." (She gave the caller two numbers.)

That brief conversation says a great deal about what's been happening in the Justice Department since Edwin Meese III became the 75th Attorney General of the United States on February 25, 1985—after an emotionally brutal confirmation hearing at which then-minority members of the Senate Judiciary Committee (Howard Metzenbaum, D-Ohio, and Joseph Biden, D-Del., primarily) charged him with all manner of present and potential transgressions.

Under the circumstance, his ability to accomplish anything at all of departmental management substance is remarkable. The fact that, given another year or so if not already, he may have institutionalized a decision-making and operating process that likely will persist long after he has left Justice is more remarkable, still.

For one thing, says Harry H. Flickinger,

Assistant Attorney General for Administration, "I'm the career-government member of the Department Resources Board [where programs and budgets now come together], chaired by the Deputy [Attorney General] with representatives from the key players who get input from the people who will have to implement decisions. The Board is staffed by people who report to me. He [Meese], without question, relies on, is very supportive, of the senior career service."

Adds Robert Diegelman, Director of the Policy and Planning (which translates "Management Improvement") staff, "I've been around the Department for 15 years, worked for five Attorneys General. Ed Meese's impact on the Department has been amazing. We've made some dramatic changes: automation, streamlining because (President Ronald) Reagan, Meese have pushed. And from the beginning, Ed Meese has cut the senior career managers in on this thing. He came in with a concept; asked them, 'You tell me how to do this.'"

It should not be particularly surprising then that a booklet design to help recruit lawyers for the Justice Department payroll begins with a foreword by President Ronald Reagan (whom Meese served as Legal Affairs Secretary and then Chief of Staff when Reagan was Governor of California, then headed President-elect Reagan's transition team and became Counsellor to the President from 1981 to 1985) which addresses that point.

Like his predecessor, Jimmy Carter, Reagan had campaigned "against the swollen bureaucracy," but with a sig-

nificant difference. Reagan criticized the general idea of governmental size, not the specific capabilities of the people working for it. Says he, in the Justice brochure, "The ability of this or any Administration to succeed depends in no small degree upon the energy, the dedication, and the spirit of our Nation's civil servants . . . America is passing into a new era, reversing a long trend of Government expansion. Government must limit what it does; yet, still perform its rightful task with utmost skill and professionalism."

Given that and Meese's own background (lawyer, educator, aerospace business executive, Deputy District Attorney) the "Integrated Management System," as it's called, that he's instituted at Justice was almost predictable. As he told a book author recently, "Public management has been a hobby of mine since I majored in Public Administration at Yale. When I was in Sacramento, I spent a lot of time studying management patterns and the staff organization of everybody I could get my hands on."

Says Diegelman, "Meese is actively interested in these management and decision-making-process issues. Other Attorneys General have not been; even at the Deputy AG level, only occasionally did they show an interest. It gets your attention down here at my level when you send some management-improvement recommendations forward and get them back with comments in his own handwriting on them."

Labor-intensive Business

Though that sort of thing hardly ever makes the front page of a newspaper, it has a considerable impact on how and how well any institution, especially a labor-intensive one like Justice, performs. Established in 1870, one year after the Office of the Attorney General was created, Justice Department's function is, stated briefly:

"Provide legal advice to the President; represent the Executive branch in court; investigate Federal crimes; enforce Federal laws; operate the Federal prisons; and provide law enforcement assistance to States and local communities."

Especially over the last few years, that base has grown into a very diversified collection of activities and programs. To

handle them, Justice employs some 70,000 persons, about 5,000 of them lawyers. Its budget request for Fiscal Year 1988, in direct authority, is \$5.2 billion, up from \$3.8 billion in Fiscal 1986; and it forecasts an additional \$446 million in what it calls "indirect" appropriations, i.e. spendable income from such sources as Immigration legalization and user fees, convicted criminals' assets forfeitures, an appropriation of \$70 million to the Crime Victims Fund—all that "indirect" being more than twice what it was in Fiscal '86.

The Federal Bureau of Investigation (FBI) has the largest slice of that pie, 22,000 employees and a \$1 billion budget. But the next largest is the Immigration and Naturalization Service (INS) with 12,000 employees and growing rapidly toward an estimated 15,000-plus since passage of the new Immigration Act last year. Third largest Justice "component," as they call their organizational subsets, is the Bureau of Prisons with just over 11,000 employees.

But Justice also has a collection of 27 more divisions, bureaus and offices. In addition to the Solicitor General (fourth highest ranked post in the Department after Meese, Deputy Attorney General Arnold I. Burns and Associate Attorney General Stephen S. Trott) which handles virtually all Government litigation in the Supreme Court and Justice's Office of Professional Responsibility (the Department's "Inspector General" on charges of Justice employee criminal or ethical misconduct), the others include, some well known, some not so well known:

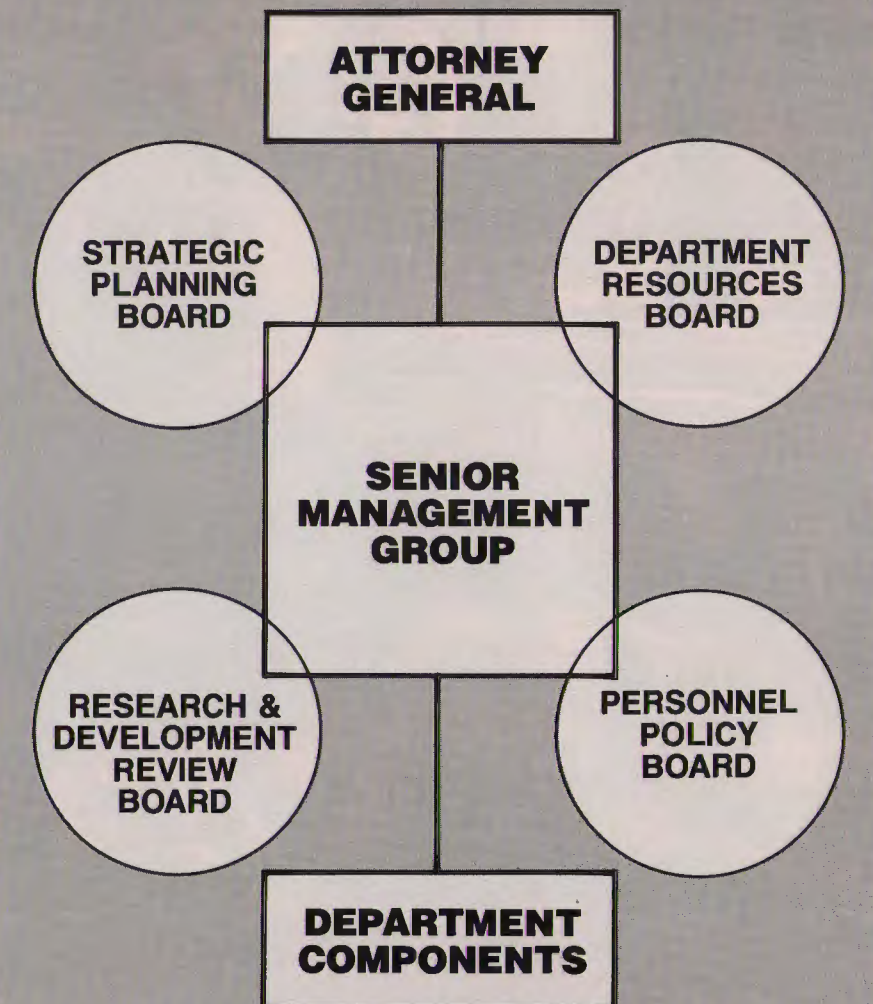
The Drug Enforcement Administration; Criminal Division; U.S. Marshals Service; Office of Justice Programs (a primary source of financial and technical assistance to State and local agencies and private-citizens groups); Antitrust Division; Civil Division, Land and Natural Resources Division; Civil Rights Division; Tax Division; Foreign Claims Settlement Commission; and the 93 United States Attorneys offices, which serve the 94 judicial districts throughout the Nation and its overseas possessions. (One U.S. Attorney serves both the Guam and Marianas Islands districts.)

Meese's Policy Goals

For that large, complex mass of activity and within the bounds of the Department's basic job description, Meese has established seven Policy Goals:

- Prevent Fraud, Waste and Abuse;
- Control the costs of administering Department programs and operations;
- Strengthen central direction, coordination and oversight;
- Improve productivity by 20% in selected functions by 1992;
- Ensure that the Department's field structure is organized in a manner that enables Department components to carry out their programs effectively and efficiently;

DEPARTMENT OF JUSTICE INTEGRATED MANAGEMENT SYSTEM



Above, Attorney General Meese's own sketch of how his top policy team is organized. They meet at 8:10 every morning when he is in town. The Group consists of Meese; Deputy Attorney General Arnold I. Burns, who chairs both the Department Resources Board and the Personnel Policy Board; Associate Attorney General Stephen S. Trott, who chairs the Research & Development Review Board; Assistant Attorney General and Counsellor to the Attorney General William Bradford Reynolds, who heads Justice's Civil Rights Division and chairs the Strategic Planning Board; and John N. Richardson, Chief of Staff to the Attorney General.

• Develop a comprehensive strategy for efficient implementation of automated data processing in the Department;

• Promote and encourage Department-wide commitment to excellence in management through active participation by managers and employees at all levels.

As to the "what" of Justice activity, says Flickinger, "Mr. Meese has emphasized the continuum, i.e. investigation and arrest, prosecution and conviction,

prison." Or as Deputy Attorney General "Arnie" Burns puts it, "Ed Meese deserves a gold star for this one. Both of us are dedicated to more of a unitary operation; letting the U.S. Attorneys, for instance, know we think they're an important part of justice."

Another example he cites: Operation Alliance—"It's very important in and of itself (in the war on drug crime) and as a 'unitary' concept it's a paragon of in-



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Burns: "One of my principal responsibilities is to care about people."

teragency cooperation, e.g. the INS, DEA, FBI, Alcohol/Tobacco/Firearms, Customs, Coast Guard, U.S. Marshalls and with State and local authorities." But mounting an operation of this size hasn't been easy—and even today reports persist of "turf" battles, as they probably always will to some extent.

Says Burns, "Just as with the Law Enforcement Coordinating program where we've built on what William Smith (Meese's predecessor) started, talk about 'turf' wars. Everybody distrusted one another. The old saw, 'I'm from the Federal Government and I'm here to help you,' was a very, very funny joke to [State and local officials] initially. Not any more. I suppose there are still some problems but I'm not aware of any significant ones."

Management System

What institutional cooperation is to the "what" of Justice activity, Meese's seven goals are to the "how." And the "Integrated Management System" Meese devised (including drawing the artwork, himself) consists, at the top, of a Senior Management Group headed by Meese and including Burns, Trott, Assistant Attorney General William Bradford Reynolds who both heads Justice's Civil Rights Division and is counselor to the Attorney General and Meese Chief of Staff John N. Richardson.

They meet for 20 minutes at 8:10 every morning Meese is in town, which is about 60-70% of the time, to highlight "hot issues" that could come up that day or at least very soon, decide who at that level will be available to deal with the problem if necessary. That action-item-oriented session is followed by a more general, reportorial-type 30-minute session of some 10-12 key personnel including, usually, Flickinger, Public Affairs, and Legislative Liaison. Briefly put, Meese does more listening at the first meeting; does more addressing of issues, i.e. talking, at the more free-wheeling second one.

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That start-of-the-day (except Meese, for one, already has been at work more than an hour before the first session) is followed by lots of frequent internal meetings of one kind or another. Typically, for instance, Meese has a weekly breakfast meeting with the Director of the FBI; a "Narcotics Planning" meeting once a week for a report on program and organizational status; visits all the main Justice "component" offices regularly; holds regularly scheduled "rifle-shot" management reviews of specific, individual programs and/or bureaus/divisions.

He also chairs a Drug Policy Board, the creation of which was his idea in the first place, and is President Ronald Reagan's surrogate on the White House Domestic Council—all of which adds to cross-fertilization of information and ideas between Justice and the other Federal Agencies.

In addition, he maintains what Richardson, who handles the arrangements, calls "a very aggressive travel schedule." (During one two-week stretch last month, he flew to San Francisco for an "economic crime" meeting, to Idaho for a law enforcement training conference, to Paris for an anti-terrorism session, back to Boston to give a commencement address and to Dallas that same day for a meeting of the Council on National Policy.)

And, said a now-breathless Richardson, he has lunch with the Senior Management Group once a week. The group substructure consists of four Boards: a Department Resources Board; Personnel Policy Board; Strategic Planning Board; and a Research and Development Review Board. "I stole the 'Board' idea," says Meese, "from the Defense Resources Board" in the Pentagon.

In terms of immediate and continual importance to the rest of the Justice leadership, the DRB (Department Resources Board), Meese's "stolen" idea, is the fulcrum of the whole program management process. Chaired by Burns, its members include Trott, Reynolds, Flickinger, the Director of the FBI, and, as *ex officio* member, the U.S. Attorney for the



Flickinger: "He's very supportive of the senior career service."



Reynolds: "We're better coordinated; things don't drop through the cracks."

Western District of Missouri—the latter being another not-so-subtle message to the U.S. Attorneys that they are an integral part of Justice.

The DRB missions basically are long-range planning and policy development, program development, resource guidance and budget formulation, doing "report cards" on policy implementation and "implementation of the President's management improvement program." What that says basically is that the DRB ties programs to budgets and, concurrently, gets the top program and project managers involved in the budget process.

In part, the idea is to "raise management subjects to a much higher level within the Agency," says Meese; and, at the same time, correct a "disconnect" that astounded him when he first arrived at Justice. Budget preparation then, he learned, "was the province of what I called 'the green eye-shade' people. They put the numbers together, which made it much more a financial document than a program document."

One result, prior to creation of the DRB, was that the Office of Management and Budget (OMB) was always raising those issues such as, "What's your management improvement plan; what's the game plan you want this money to finance?"—and getting defensive, reactive "I'll check" answers from the "green eye-shades." Now, Justice takes a computer-recorded five-year master plan to OMB each fall with programs, their goals and costs or cost-savings, spelled out in considerable detail—a document impressive enough, according to one Justice executive, that OMB has rewritten its A-11 Instruction (on how detailed budget estimates are to be submitted) to say, in short, "Do it (other agencies) like Justice does."

Personnel

Personnel Policy Board is to "people" issues what DRB is to program/funding issues. Also chaired by Burns, the members include Trott, Flickinger, the

Some Highlight Successes Of Justice Policy

Rather well known is the fact that Justice has received a "crime-fighting" budget increase which, as a percentage, is greater than what the Administration received for Defense in President Reagan's first four years. Even better known, probably, is the fact that Justice has prosecuted more white-collar and organized-crime cases than any in history—and more civil-rights violation and job-discrimination cases than the previous Administration for a comparable time period.

Much less well known are some of the "inside moves" to automate offices, capture the latest telecommunications technology and improve productivity. "The Department components have developed about 50 specific projects in the productivity area," says Bob Diegelman, "and some of them are going to be very, very hard to do." A small sampling:

- Increased automation of fingerprint analysis and processing at the FBI, reducing the average processing time per print from 25.5 days to about 20 and the number of workyears required by 561 compared to 1981 while processing 850,000 more fingerprint cards. Error rate has dropped from one per cent to a half a per cent. Goal is to reduce the processing time per card to one day.

- Creating a National Prisoner Transportation System in the U.S. Marshals Service. By running its own airline, basically, using what had been surplus Government aircraft, the per-prisoner movement cost has been cut 44% (from \$200 to \$112) for transferring prisoners from local lock-ups to Federal prisons, to court appearances, compared to use of commercial flights; and, of course, with increased safety to the Public.

- In the Bureau of Prisons, absorbed a 75% increase in inmates (since 1981) with only a 19% increase in staff through paperwork automation; developing state-of-the-art architectural design so fewer guards can watch more people.

- Set up a Justice Command and Control Center for "Crisis Management" at an investment cost of \$400,000 ("A tenth what the outside experts said it would cost us," says Meese) with remote data communications linkages and world-wide communications to field components, e.g. U.S. Attorneys, Organized-Crime and Drug-Enforcement "Strike" and Task forces as well as necessary contacts overseas.

In 24-hour operation with secure voice, message and facsimile capability, the control center is "next door" to the Attorney General's office; can handle data input from Department components; carries location/telephone-number information on senior Department/component officials on a 24-hour basis and they, in turn, have distinctive telephone numbers for 24-hour access to the Center.

- Through its Office of Information Technology, is ready, probably this fall under contract, to expand its \$30 million AMICUS (Automated Management Information Civil Users System) to a \$180 million Eagle program. In simplest terms, that says a broad range of attorneys, their secretaries, and others will all have automated, integrated work stations in about twice the number of Justice components which have them now.

Sums up one expert, "And, using the X-25 interface, equipment all over the Department will be able to 'talk' to similar equipment in the rest of the network."

- The same Office of Information Technology is pulling together some 30 different component-bureau, etc., data telecommunications networks—"If any two of them could talk to each other, it was an accident"—down to possibly three (just five different ones carry 80% of the data traffic now); eventually, maybe, just one. Even the first planned network-consolidation step should produce about a \$50 million savings over a five-year period due to the leverage that contract would have in the commercial marketplace—and the downstream goal is to spend no more for data telecommunications for the entire Department than what just the three largest-volume networks are paying now.

- The seizure of criminals' assets, particularly those of drug criminals, is a growth business; currently producing yearly income that has raised the Seized Asset Deposit Fund to a balance of more than \$86 billion. And due in part to law and regulatory changes that make it easier to share the income from those assets with State and local law enforcement agencies (even foreign countries) where the arrest and conviction is a team effort, disbursements to local authorities topped \$10 million in the first quarter of 1987, nearly three times the disbursement amount for the same period in 1986. "We have gotten very, very popular with a lot of local police departments," says Meese, who, himself, dropped off "a couple of fat checks" in the San Francisco area, recently.

Associate Deputy Attorney General for Personnel, the Executive Assistant Director of the FBI, and the Chairman of the Advisory Committee for U.S. Attorneys (another signal to the latter.)

Its policy role, essentially, is to review and issue policy guidance on management improvement and personnel productivity gains and/or shortfalls. It also aids Meese in considering candidates for top-level appointment posts and promotions within the Department as well as assisting the DRB, particularly in its planning functions; and helps the Justice Senior Executive Resources Board "ensure effective management of the Senior Executive Service."

Basically, says Meese, he created the Personnel Policy Board because "Most of our budget goes to people, and I had a feeling personnel matters—the Attorneys in the field, the civil service staff, the very important support people to the lawyers—were too far down in the organization." Adds Burns, who calls himself "chief operating officer" to "chief executive officer" Meese, "I have a very good understanding of what Ed wants to achieve here (overall as well as in the 'people' business)."

Of the "people" side, he says, "You handle it with lots of communications, cross-pollination [moving people around], and TLC [tender loving care]; spend time being considerate, caring about people—a pat on the back—and a general kick in the butt when it's appropriate. My boss is always collegially interested in other people's opinions."

"Seeing that we care about each other is one of my principal responsibilities. We've got a bonus program now that's meaningful, an awards program" (the first Meese-inaugurated award for "management excellence" in Justice is due to be presented, probably this fall). From his experience creating a 200-person law firm, Burns says he learned, "You can not, you dare not, take interpersonal relationships for granted. If you do, you'll fail. If you don't, you may not succeed but you'll have a much better chance."

Strategy

The Strategic Planning Board is, essentially, the Attorney General's "think tank" for long-range, policy-level programs and projects. Chaired by Reynolds and populated by all the other 10 Assistant Attorneys General, its job is to step back from the daily turmoil and think about, recommend where Justice ought to be headed in the long term. The cast of "thinkers" is important because normally, especially under the Meese management style, most specific-case decisions daily are made at the Assistant Attorney level; only the exceptional questions bounce up to the Associate or Deputy Attorney General and even fewer of those details to Meese, himself.

Giving the Assistant Attorneys a strategy role helps, in greatly oversimplified description, avoid their falling into a day-to-day rut. That will become even more important if an organizational change Justice is about to propose to Congress, at this writing, is approved. Currently, besides the FBI Director, the Solicitor General, and Trott (who oversees six Justice components) reporting to Burns/Meese, the latter also have 10 of the subordinate components plus all the U.S. Attorneys reporting directly to them.

That, believes Meese, especially given his and Burns' workloads already, is too broad a span for effective control, particularly since the 10 have such a wide variety of responsibilities. Meese, simply put, wants authority to hire a second Associate Attorney General to oversee those 10 as Trott currently does six.

Research

The Research and Development Review Board, chaired by Trott, coordinates hardware/software research efforts within the Department's components, e.g. the FBI, National Institute of Justice, etc. Members include the Assistant Attorney General for the Office of Justice Programs and representatives from all Department components that deal with criminal justice, either as prosecutors or law enforcement personnel.

It also gathers information on what research is going on outside the Department to be sure it's not duplicating that and/or is filling important gaps nobody else is researching. Typical of the questions it asks: what crime-prevention techniques work; what works in drug enforcement, does Neighborhood Watch work?

Sums up Meese, "As a result of input from the Boards and the Senior Management Group for policy decisions, subsequent communication throughout the Department so that everybody knows at least fairly well what everybody else is doing, everybody has developed, I think, a more cohesive sense of the policy issues; are sufficiently versed in policy so that we can handle several crises at the same time."

"We've built on what Bill Smith started in 1981 and taken on a lot of new missions, e.g. drug enforcement, terrorism, new Immigration legislation, the Comprehensive Crime Control Act. Today, there's almost nothing of major importance that happens in or to the Federal Government that we don't get involved in, at least to some degree."

"Still, on occasion, people get out of step. And I'm sure there are some people in the organization who have different viewpoints on what ought to happen, what ought to be the priorities. But, I'm confident when they know what we want, 95% of them will support it. We deal in law, not 'general ideas.'"

Comment

Will the Real Edwin Meese III Please Stand Up?



Meese: His colleagues resent the "cheap personal shots" which he suffers publicly in silence.

Back in 1953, the first Republican President to occupy the White House in 21 years nominated General Motors Corp. chief executive, Charles E. Wilson, to be his Secretary of Defense. Averse to attacking enormously popular President Dwight D. Eisenhower head on, the Democrats who controlled the Senate targeted "Engine" Charlie, as he was known, instead.

Toward the end of a highly publicized vilification intended to portray Republicans as "the party of big business," susceptible to greed and corruption, they demanded Wilson sell his considerable block of GM stock (putting assets in a blind trust was not an acceptable practice then) as "proof" that he would be an honest Secretary of Defense.

Answered Wilson, "The trouble with you men is you just don't understand the problem. . . I really feel you are giving me quite a pushing around. If I had come here to cheat, I wouldn't be here." Calling the venerable Senators "you men" inflamed them even more and throughout Wilson's five-year tenure as Defense Secretary he was subjected to carping public criticism; often highly personal, even

though, as his military aide, Marine Corps General Carey Randall said later, "Charlie Wilson had every human kindness you could imagine."

Attorney General Edwin Meese III today has a lot in common with "Engine Charlie" then. The environmental difference is mainly one of degree. Today, it's not Democrats but so-called "Liberal" Democrats who control a Congress much less disciplined than it was in 1953; a pervasive following of certain members among so-called "Media Elite" editors who attempt to shape the news. And the bottom line is, the Ed Meese admired and respected by those with whom he works in and outside the Justice Department simply is not the Ed Meese they read about in the newspapers.

Meese's Chief of Staff, John Richardson, who has worked with and for Ed Meese four years now, says, "He's incredibly bright, impeccably honest, an excellent manager and teacher; has a good sense of humor; is one of the finest, most decent, compassionate people I've ever known."

But David Ignatius, an associate editor of the *Washington Post*, claimed in a recent editorial in that paper's "Outlook" section, "Other than Ronald Reagan himself, no Administration official better represents the mood of genial boosterism and ethical sloppiness of the 1980s. Meese hasn't just breached some of the traditional ethical standards for an Attorney General; he has seemed unaware that they exist." Are Richardson and Ignatius talking about the same man?

Assistant Attorney General for Administration Harry Flickinger, a career Government official, agrees with Richardson. Says he, "As a public official, one must surely expect some public criticism but the really strange phenomenon that surrounds Attorney General Meese is that the tone of the criticism directed his way sometimes seems quite personal. Publicly, he sometimes is portrayed as arrogant and insensitive."

"In reality, he is a man of high intellectual ability coupled with a genuine humility, sensitive and, above all, a man of honesty and integrity. His most strongly held values are precisely those which most Americans share: the sanctity of the Constitution, the concept of a society based on respect for the law, and the no-

tion that the best Government is Government that is closest to the people.

"If you know Attorney General Meese, you cannot help but respect and admire him as a caring person and staunch defender of values we cherish. Critics of the 'General' [as some in Congress and elsewhere have addressed Attorneys General for a long time] sometimes seem all too eager to shift the discussion away from these values and, instead, focus on whatever specific political objective they may have through means of very selective argument."

Says Senator Orrin G. Hatch (R-Utah), senior Republican on the Senate Judiciary Committee, more succinctly in a recent *Washington Times* article, "I think we've come to a sorry state because Congress uses special counsels to embarrass members of whichever Administration they don't like. They [liberal Democrats] hate Ed Meese and what he stands for—the fact that he is conservative." Hatch's point is at least circumstantially provable.

Item: *Washington Post* staff writer Mary Thornton recently reported in a front page article: "On April 9, after his first testimony . . . before the grand jury, probing charges of influence-buying and corruption by the Bronx-based (Wedtech) defense contractor (a minority-owned small business, incidentally) . . . Meese removed himself from participating . . . on the case, telling aides he expected to be called as a witness. What Department aides did not know then was that Meese (who later was called again to testify) had already testified to the grand jury . . . sources said."

To at least Brad Reynolds, counselor to Meese and Assistant Attorney General in charge of Justice's Civil Rights division, reporter Thornton's "sources" should become better informed. Reynolds, one of the top dozen or so executives at Justice, says, "We all knew he (Meese) had testified once already before he recused himself. He recused himself because, subsequent to his first testimony, people he was close to," e.g. Nofziger, California businessman W. Franklin Chinn, lawyer E. Robert Wallach, former White House Deputy Counselor Jim Jenkins, "had become implicated."

"That was the reason; certainly not Wedtech *per se*." Yet, what Ignatius claimed was "a tardy recusal in the Wedtech case" was enough to prompt the chairmen of both the House and Senate Judiciary Committees, Representative Peter W. Rodino, Jr., (D-NJ) and Senator Joseph R. Biden, Jr. (D-Del.), to announce to the Press separately but on the same day (a timing that suggests rehearsal) that "Meese may have violated a Federal conflict of interest law . . . in waiting until April . . . to recuse himself from investigations opened last year by U.S. Attorneys in New York and Baltimore."

Item: Meese suffered similar criticisms

before the Senate Judiciary Committee, e.g. from Biden, Howell Heflin (D-Ala.), Howard Metzenbaum (D-Ohio), Edward Kennedy (D-Mass.) earlier this year over, among other nit-picks, his alleged "delay" of an FBI investigation into possible "illegal" transfer of funds from Iranian arms sales to Nicaraguan "freedom fighters/contras." Waving newspaper clippings at him, they demanded to know—in a hearing that was supposed to have been on the Justice budget request for Fiscal 1988—why he had waited five days (Ignatius' editorial said "more than a week") to bring the FBI into the matter.

Said Meese, in part, "You seem to be quoting from newspapers—which is always dangerous. Your facts are wrong, Senator." On November 21, when he first saw the April-dated, unsigned, undirected memorandum that claimed a shift of funds from arms sales to the contras, Meese told the Committee he discussed it with then-FBI Director William Webster (now head of the Central Intelligence Agency) and the two agreed they did not have enough information to justify bringing in the FBI, yet.

"I'm the one who found that memo," says Reynolds. "What it reported, in part, was what had happened; but what it reported mostly was what was going to happen. What we had to find out first was if what the memo said was going to happen actually had." After four days of investigation, including a telephone conversation with Meese on Sunday, November 23, with Lt. Col. Oliver North, he and Webster agreed, on November 25, they had information enough to launch a formal investigation into the possibility that some illegal acts might have occurred.

To have brought the FBI in earlier than that, Meese told the Senators, "would have broadcast the wrong message;" opened up Justice to charges either of over-reacting to a flimsy piece of non-evidence, and/or prematurely warning potential defendants—all of them blank faces on November 21st—to cover their tracks. Point is, on this and myriad other charges levelled at Meese to date, the actual record of events usually is significantly different from what the public critics say.

What amazes Richardson, for one, in all these frequent furors is, "Mr. Meese's ability to set aside emotion and evaluate an issue on its merits—in spite of the personal attacks. He doesn't reply in kind; he sticks to the merits of the issue." One of many examples:

At a recent Judiciary Committee hearing, Biden, who is after next year's Democratic nomination for President, demanded, once again as he has for some time, that the Administration name a "drug czar" to halt alleged "turf battles" among the several Federal agencies involved in enforcing anti-illegal-drug laws.

Such a move, said Meese, "would set the whole program back two to three

years" and simply add another bureaucratic layer to an already complex network of Federal, State and local agencies where mutual trust and cooperation have been difficult enough to build as it is. Briefly put, the local "indians" need more "help," not more "chiefs."

If Congress really wants to make a substantive contribution, Meese said, it should stop passing conflicting laws and stop trying to micro-manage Executive agencies. (Federal drug-program agencies, he noted, currently are forced to waste a lot of time reporting regularly to a total of 32 Senate and House committees.) He also called a negative report by Congress' Office of Technology Assessment on the Administration's drug program "the shoddiest piece of work I've seen" and said of a General Accounting Office report, echoing Biden's sentiments, "GAO is certainly not unbiased; GAO will tell you (Congress) whatever you want to hear."

When Metzenbaum, at another hearing, waved a newsclip and snapped, "Let's face the facts: two full pages, *two full pages* in the paper, of Reagan Administration people who have been fired or resigned in disgrace!" Meese snapped back, "Senator, this Administration has a record of integrity higher than that of any other in recent times. We hardly need *you* to be making statements about integrity to this Administration."

Still, lots of people read the newspaper and/or watch television and comparatively very few get to hear Ed Meese's side. And that leads to usually unidentified "sources" claiming Meese "may be a liability" to the Administration. Such personality distractions from the issues also can tend to encourage workers in Justice ranks, who happen not to agree with Meese's priorities for the Department, "doing their own thing" rather than sticking to his program.

His basic management style, like Wilson's was, is to stick largely to basic policy and management questions, with an occasional rifle-shot at a specific program; and leave operational responsibilities and decisions mostly up to his immediate subordinates. That style, itself, in a politically charged environment, can inspire insurrection. It hasn't happened to any significant extent, mainly because he spends so much time talking to so many people about their problems.

But, it's easy enough to predict, because it has happened often enough already, that one of these days—as the political campaigns of 1988 warm up—a relatively small difficulty in the Meese-run Justice Department will be "hyped" into a grand crisis. So far, he and his people have kept these distractions from degrading the efficiency and effectiveness of their efforts to improve the Department's service to the public. Whether that successful performance, diverting the political bullets, will continue or not will be up to Ed Meese.

Marketing Strategy

Saint Lawrence Seaway Managers Seek Efficiencies and New Export Markets As Steel and Grain Trade Declines

by Carl White

When career politician James L. Emery took over the administration of the St. Lawrence Seaway Development Corporation in November 1983, he found a commercial waterway that was underused and economically stagnant, a victim of the decline in American agricultural and steel exports.

Bulk cargoes of grain and raw materials for steel had been the primary passengers of 2,300-mile Seaway since it opened in 1959. President Carter's grain embargo and cheap steel from abroad eroded the Seaway's most reliable business, and nothing replaced them.

Shipping along the length of the Seaway consumes 8 to 10 days; most cargo could be shipped faster and cheaper by rail or truck. Recent improvements in containers for bulk cargo doubled the capacity of specially designed rail cars, making it an even tougher competitor to the Seaway.

But Emery had more than a sluggish economy and stiff competition to contend with: The Seaway imposed its own limitations. The locks that stud the system are too small for the new breed of ocean-going vessels. Some shippers on the system have to transfer their cargo to larger boats before heading out on the open sea.

Moreover, the Seaway is burdened by poor-quality cement, purchased by the Army engineers who supervised its construction in the 1950s. The weak cement has caused constant maintenance headaches, the most recent of which was the collapse of part of the Welland Canal in the Canadian section of the Seaway in 1985. That accident trapped 100 ships in the Seaway for 24 days, costing the shippers well over \$1 million.

The weather itself poses a formidable barrier to efficiency. Snow and ice clog

the Great Lakes and St. Lawrence River, closing the Seaway for three-and-a-half months a year.

To Emery, however, the biggest problem shackling the Seaway was its past leadership, which he considered passive in the face of declining trade and loose in its administration of the waterway. His predecessor, David Oberlin, a former port manager who had headed the Seaway Corporation for 13 years, was a well-liked insider, "a guy who liked to get along and who didn't like to make waves," observed a reporter who frequently covers the St. Lawrence Seaway. "But there was a feeling that he wasn't a very forceful manager and wasn't doing much for the Seaway."

Emery, now 54, was Oberlin's opposite, a freewheeling politician with 18 years experience in New York State Assembly, lately as minority leader. Appointed by President Reagan to head the federally-chartered corporation nearly four years ago (an executive-grade four position paying \$77,500) his brash management style immediately aroused suspicion in the port managers along the system and anger in his bosses at the Department of Transportation in Washington, D.C.

The port managers were especially concerned that a New Yorker would not appreciate the needs of the Seaway, but their worries faded when Emery pushed promotion of the system into high gear, organized trade missions abroad and seminars at home, and tried aggressively to build business and improve efficiency.

However, when he complained loudly of red tape imposed by the Transportation Department bureaucracy, Emery's chiefs were not so easily placated. In 1985, the Transportation Department's Inspector General initiated an investiga-

tion into Emery's activities, suggesting he spent too much on chartered planes, entertainment, and especially, on renovation of an old Coast Guard station at Cape Vincent, 90 miles west of the American section of the Seaway in Messena, N.Y. The amounts of money involved were relatively small; only \$100,000 was spent to renovate the Coast Guard station for use as a seminar and storage center, and as a base for rescue operations. The investigation's impact was minimal; veteran observers see the Inspector General's effort as retaliation against Emery's scoffing and sidestepping Transportation Department procedures.

Tightening the Ship

Emery's first act upon taking charge of the St. Lawrence Seaway Development Corporation was to conduct a survey of all management employees of the corporation. Those managers, all career federal employees, were asked to evaluate and express their views on 15 items related to the overall goals of the corporation and its operations. Guided by the survey results, Emery streamlined the headquarter's operation and reduced the size of its staff, including a number of middle management positions, to realize an annual savings reported at \$600,000. Emery contends that the smaller staff effectively carries out more functions, many of which have grown out of new corporate initiatives.

New procedures in vessel traffic control at the Seaway's locks resulted in the elimination of 10 positions and an additional savings of \$300,000. Renegotiation of wages for corporation bargaining unit employees netted another \$170,000 (compared to what would have been paid if a three-year contract had been negotiated



The lake vessel "Jean Parisien" moves eastbound through the Eisenhower locks, one of two American locks on the St. Lawrence Seaway. Inset: Seaway Administrator James L. Emery, who sees marketing as the key to increasing shipping traffic.

under previous pay determination procedures). Recently, the union, Local 1968 of the American Federation of Government Employees, accepted a freeze in wages for an additional three years in exchange for an improved benefits package.

A previously used season-extension plan was reviewed and eliminated to save another \$100,000, and \$150,000 was netted from other management initiatives that included revising security contracts, reducing overtime for lock employees, filling jobs at lower grades and reducing rental space in the corporation's Washington headquarters and at the administration building in Messena.

Drumming Up Trade

Emery believes his most important undertaking for the system has been in the area of international trade. He formed the Grain Export Task Force—with the participation of the Minnesota Agricultural Council; the Port of Duluth; the North Dakota, Ohio and Illinois departments of agriculture; and three companies in the grain business—ConAgra Inc., West Bend Co. and Louis Dreyfuss Co.—to identify the European, Middle Eastern and North African countries most likely to increase grain imports over the next five years. Annually, he leads an overseas

trade mission of U.S. and Canadian officials and port managers to make contacts in countries with potential for increased trade.

Earlier this year, Emery led the St. Lawrence Seaway Development Corp.'s third annual trade mission to Oslo, Norway; Copenhagen, Denmark; Dusseldorf, West Germany; Antwerp, Belgium; and London, England. The trip, co-sponsored by the corporation's Canadian counterpart, the Canadian Seaway Authority, produced contacts with government officials responsible for trade development.

At home, Emery spends nearly half his time away from his Washington headquarters in meetings with port managers. The corporation initiated a series of seminars in the Midwest, designed to acquaint port managers with such potential growth markets as military and heavy-lift cargo. His office has prepared specialized marketing brochures on coal and grain.

The 1987 season, which opened in mid-March, has already seen a substantial increase in the amount of grain carried on the Seaway. As of April 15, 1987, 432,006 metric tons of grain had been shipped, compared to only 20,000 metric tons the previous year. Shipments of iron ore also have expanded to 224,000 metric tons as

of April 15, up from 151,000 metric tons in 1986. Emery's work in the international arena has been credited for some of that surge in trade, but the fall in the value of the dollar is also significant.

The corporation acknowledged that promotional efforts are hampered by such disasters as the collapse at the Welland Canal two years ago. To improve system integrity, the agency set aside more than \$3 million for a three-phase infrastructure program to make lock repairs, ensure lock stability and develop a contingency plan to correct disruptions in Seaway shipping. Repairs are now finished and the lock-stability work is nearing completion. The contingency plan went into effect this year.

Users of the Seaway appear to be satisfied with the corporation under Emery. "Our system-side marketing strategies today are much more sophisticated," James Hartung, president of the International Association of the Great Lakes Ports, recently said of the Emery regime. "Shippers are starting to realize that they can save costs and make money on the Great Lakes."

Old Suggestions—New Actions

In the course of his research on the Seaway, Emery recently unearthed a study

of the system conducted by the Commerce Department during the Kennedy Administration. The 1961 study identified the need for the following:

- development of traffic on the Seaway.
- increased emphasis on promotional material highlighting the economies of waterborne shipping from the Great Lakes to overseas locations;
- new commercial and shipping centers in the Midwest,
- direct liaison between Great Lakes port authorities and shipping associations in the U.S. and abroad;
- monitoring of insurance rates and marine casualties, and
- liaison with government officials.

Writing in the corporation's *Seaway Review* periodical, Emery noted with evident satisfaction that his own initiatives paralleled the suggestions in the earlier study, and suggested that the system may have lost millions of tons of commerce because the original set of recommendations suffered "federal time freeze," for a generation.

The corporation under Emery tried to persuade the Great Lakes states to contribute money toward a joint promotional budget, offering to match the money

dollar-for-dollar. But this effort did not succeed. A new office of Trade and Traffic Development was established to increase the system usage.

Emery has sponsored a series of "listen-ins" at 15 Great Lakes ports to hear from Seaway users, business and government leaders concerning Seaway operations. And he has commissioned studies by independent consultants to identify ways to improve the competitiveness of the Seaway.

Emery has not won every battle: So far, his lobbying efforts to change federal regulations to allow more government shipping on the Seaway have been thwarted by the even more strenuous lobbying of East and Gulf Coast shippers. However, industry watchers expect more business for the Seaway from the Pentagon, which already uses the waterway to ship military vehicles. "I don't think you're going to revolutionize the Seaway," observes David Oberlin, former administrator of the corporation and now head of FedNav Lakes Services Inc., which operates two American-owned cargo ships on the Seaway. He notes that the built-in shortcomings of the Seaway—outdated locks, short operating season

and competing shipping services—prevent volume expansion beyond a certain level. Moreover, the success of the Seaway rises and falls with American grain and steel, whose fortunes have been waning. Nevertheless, he applauds the effort to "go out and maintain a basic, fundamental, stable business level."

Emery believes that level is the one achieved during the boom years of the late 1970s, when more than 50 million metric tons of cargo passed through the Seaway's locks annually. "There are three issues critical to the future of the Seaway," Emery has observed. "Marketing, marketing and marketing." He says those remain his "top three" priorities.

Last year, the Seaway's market share of a stagnant U.S. grain exporting business increased four percent.

Shipments of other bulk cargo (fertilizers, fuel oil, scrap iron, etc.) rose 13 percent from 1985, and the number of ocean vessels transiting the Seaway locks was up 11 percent. Increased defense shipping is underway, Yugoslav carriers have announced plans to return to the Seaway, and the future of the struggling Seaway has brightened after nearly a decade in decline.

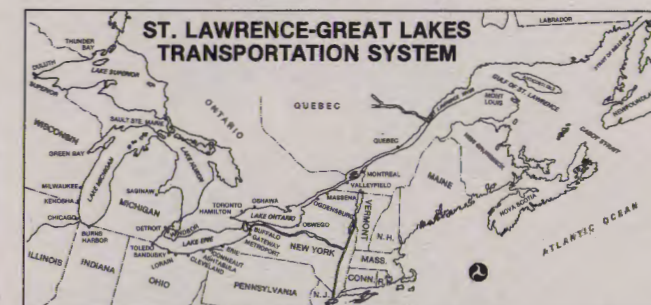
Benefits of the Seaway

The completion of the St. Lawrence Seaway 28 years ago opened a 2,300-mile commercial route to North America's agricultural and industrial heartland. For the first time, the U.S. and Canadian mining, farming and industrial regions that surround the Great Lakes had a cheaper alternative to cross-country rail and highway routes for shipping billions of dollars in cargo abroad.

Today, nearly 100 international shipping services use the system to ship grain and other agricultural products, coal, coke, iron ore and steel, lumber, textiles, chemicals, machinery and household goods all over the world. When the St. Lawrence Seaway celebrated its 25th anniversary in 1984, President Reagan noted that more than a billion tons of cargo valued at more than \$200 billion had moved through the system since its dedication by Queen Elizabeth and President Eisenhower in 1959.

The St. Lawrence Seaway has been a boon to regions beset by declines in U.S. agriculture and steel, the shift of industrial plant sites to the South and the loss of business to overseas companies. The ocean-going traffic generated by the Seaway has brought thousands of jobs and billions of dollars in personal and business income to the more than 50 port communities along its route. The major grain ports of Duluth, Superior, Chicago, Toledo, Milwaukee, Burns International Harbor (in Indiana), Huron and Saginaw have earned millions of dollars in commerce as lake carriers and ocean ships unload their non-agricultural cargoes from overseas and depart with holds filled with domestic grain.

The coal-producing regions of eastern Appalachia and the upper Midwest have also gained from access to international routes. Seaway-size vessels can take up to 30,000 tons of coal from the lakes and St. Lawrence River and proceed directly to overseas ports. Other ships transport their cargo



to such sites as Quebec City and transfer the coal to ocean-going vessels headed abroad.

Operation of the Seaway is a cooperative venture of Canada and the U.S., and more than 80 percent of the system is within Canadian borders, governed by the Canadian Seaway Authority. Its U.S. counterpart, the St. Lawrence Seaway Development Corp., was established by Congress in 1954 to work with Canada in the construction of the U.S. portion of route between Messena, New York and Lake Ontario.

Currently, the U.S. agency works with Canada to operate, maintain and promote the system during its eight-and-a-half-month commercial season (winter weather and ice prohibit year-round operation). The last decade has seen a decline in the volume of trade on the Seaway, largely because of the sharp drop in U.S. grain and steel exports and improvements in competing rail services. Nevertheless, the corporation's administrator, James L. Emery appointed in 1983, has vowed to return the Seaway to its glory days through a series of money-saving strategies and a massive international promotion campaign.



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How SBA's PASS Can Help Agency and Prime Contractor Buyers

by C. W. Borklund

Highlights:

- Once a "garbage-in, garbage-out" data source on small and small-disadvantaged, small-women-owned businesses, SBA's PASS (Procurement Automated Source Selection) system is now a current, relevant data base; inexpensive to use; possibly the best source of its kind in government.
- A half-dozen data additions planned for the next few months will improve the quality of the product even more.
- But only about 20% of potential users among federal agencies and prime contractors take advantage of PASS, and many of them don't exploit it as much as they should.



SBA's Monika Harrison (above left) says that PASS should be the single source. Adds PASS manager Jack Barnett, (right) "PASS works too well to keep it hidden from the public."

Government agencies and large federal contractors may soon enjoy a better system for tapping the resources of thousands of suppliers, if the Small Business Administration (SBA) succeeds with plans to upgrade its computer listing of companies that are small and/or owned by women or members of minority groups.

The hope of Congress, when it authorized the SBA's Procurement Automated Source Selection (PASS) system, was to create a single, centralized data base of such firms that would be of great benefit to federal agencies' procurement offices and to the government's prime contractors and their major subcontractors.

The theory was sound, but despite an annual, \$1 million appropriation since PASS was set up in 1977, the system has not yet met the ambitions of its creators. Indeed, its data gained a poor reputation in earlier years, largely as a result of the "garbage-in, garbage-out" problem typical of many new computerized data banks. The SBA's system was plagued by inaccuracies in the data and by listings of companies whose products or services weren't needed by federal agencies or prime contractors.

Said SBA's Jack Barnett, who manages the PASS system, "Although we have solved these problems, and now it is an excellent system, PASS still suffers from a tarnished image. I hope to change that image. PASS works too well to keep it hidden from the public."

PHOTO: BRUCE REEDY



Added Monika Edwards Harrison, associate administrator for procurement assistance (and Barnett's boss), "I've sort of made PASS a pet project of mine," especially in terms of telling federal agencies and prime contractor groups how PASS can help them meet their small-business contracting goals, and encouraging small businesses to get their names and capabilities listed on PASS.

One reason: dozens of agencies and most of the 1,200 so-called prime contractors SBA contacts simply don't use the system. Only 300 firms and agencies currently use it and many of those don't tap the PASS data base very heavily. And Harrison thinks perhaps 400,000 small businesses is a reasonable "listing" potential; yet, the inventory at the moment is only about 130,000.

Still, of the latter, she says, "We've tried to make it a realistic program." One person in each of SBA's regional offices has part-time responsibility for keeping the region's PASS file current and growing. Harrison says "I don't care if they each get 800 new listings a month; but did they get 50 who have real potential to sell a product or service successfully to government?"

No Free Lunch

Further, when she meets with small business groups to urge more listings on PASS, she points out that the listing, itself, is free; but she's very blunt about what that listing ought to mean to them. "PASS is only a help," she tells them. "It's not even a guarantee you'll get an invitation to bid; let alone a contract. You have to get out and sell."

And, she often adds, "If you don't have the initiative to fill out the form, forget doing business with either the government or, indirectly, through the prime contractors." Even though those small firms shouldn't care whether the check comes from the federal government or from, say, Lockheed Corp., she tells them it's no "free lunch."

While the opportunity for additional sales always is attractive, she warns them that product quality, audit and other demands imposed by the government, directly or through the primes, means they have to ask themselves, "Do you want to change your way of doing business?" Too many of them think, she says, that if they just walk through the door, they're going to get a contract.

Even so, said Robert Lee Ryan, top coordinator for the Boeing Co.'s small and small-disadvantaged business programs, "PASS is a tremendous marketing device for small firms. It puts at our fingertips a vast array of potentially well-qualified small companies. We work the heck out of this thing (PASS). We have our own directories on minority-owned firms, etc., but PASS is becoming the cornerstone of our searches. We've found some awfully good suppliers through PASS."

And PASS's, other users benefit from Boeing's very active use of the system. "Every month," said Ryan, "we feed back into the system about 200-250 valid, new inputs." Added Harrison, "We know most agencies and primes have their own files on small and small minority or women-owned firms. With PASS, they can have their own 'favorites' in the data base and access to more opportunities besides."

In short, if PASS had more than 300 user-customers and more active use by the 300, it would help considerably in growing the total PASS data base to what Harrison considers "a reasonable size" of 400,000 small companies. Boeing, already the most active of PASS users among the prime contractors plans to do just that.

Getting listed on PASS is free for small business applicants but to get the payoffs they still have to get out and sell.

Said Ryan, "Boeing consists of eight major operating companies with 30-40 procurement locations around the country." All of them are being phased into using PASS which, until now, has been largely a corporate-level activity. And SBA hopes to ease that transition, not only for Boeing but for other governmental and prime-contractor users by producing a tutorial video-tape cassette to eliminate the cost and time loss of sending people to a classroom to learn how to use PASS.

SBA's drive to build up PASS database listings and users is getting additional help outside the agency. Said Kay Bulow, Commerce assistant secretary for administration, "Normal procurements in Commerce are decentralized to the departmental bureaus. As SBA has made it more user-friendly, they do use it more. And when we've gone to our own procurement seminars (for small businesses), we've encouraged them to make use of PASS."

Central Source

Though it pays to get into the PASS system, she said, "The problem is, everybody has their own lists. PASS is an additional data source that should be used as one central list if we can get everybody

into the system." That is what industry, particularly the defense/aerospace industry which has the largest commitment and obligation in contracting with small and small-minority-owned businesses, also would like to see.

Indeed, noted Ryan, PASS's problems really didn't start to clear up until the Tri-Association Advisory Counsel on Small Business (called TRIAD, for short) got behind PASS and started pushing. TRIAD is made up of small-business programs people in companies belonging to the National Security Industrial Association, the Aerospace Industries Association and the Electronic Industries Association. Their objective, like Bulow's and SBA's is to have a single data source agencies and industry can reference for the great majority of their leads.

The ideal, said Ryan, would be a national shopping list. Added one of his assistants, Rodney L. Arinobu, PASS "is fairly current on data which helps buyers a lot." (One criticism of many lists kept by individual agencies is that the information is often out-dated: companies in many cases have gone out of business or merged or no longer make the product listed.)

Added Ryan, "On the theory of *caveat emptor*, you still have to check out those capabilities," claimed by listed companies." "But we're using PASS more and more as a single national source." The system also is being upgraded with additional information at the urging of TRIAD. These unique features, not found in most other small-business data bases, will include identification of whether the small firm manufactures already to MIL-Spec (military specification) data, quality assurance information, part-stock numbers if the firm already is a vendor to government, the company's Standard Industrial Code number, and three or four more data items on each PASS company listing.

These unique features, said Nicholas Sena, another of Ryan's assistants at Boeing, also are dated so potential buyers will know by looking at their console display whether or not the identification is

current. The whole PASS file won't carry all this information right away. It's being phased in as the annual SBA PASS update is done; thus the additional data will take about a year to be melded completely into the PASS data base. Still, the point is, an already very good reference is being improved continually.

Lynda Newman of the small business office at the Naval Air Development Center (NADC) in Warminster, Pa., said, "We buy a lot of avionics test equipment, some machinery. PASS is a time saver. We've even helped others, such as the Naval Research Contracting Center, get information like this that they need quickly through PASS."

Nor is all this computer-driven PASS information expensive to access. Newman's agency deposits a yearly application fee of about \$1,500 with Marmen Computing Inc. of Menominee, Mich. which manages the entire system under contract to SBA. Its account is debited against a per month, per use allocation; even though NADC uses the PASS system about 15 hours a month, it has never used up its deposit by the end of the year.

Boeing, currently using the system, about 12 hours a month, reports similar numbers. Indeed, noted Harrison, because Marmen also can solicit new customers for PASS, SBA has had to impose some restrictions on who the new customers could be. "We were getting some universities as user-customers who only wanted to use PASS for teaching aids in their computer classes and some associations who were just looking for a way to sign up new, small business members," she said. "We don't want anybody using PASS that small and minority businesses don't have a reasonable chance of selling something to."

Concluded Barnett, "If there were any hidden problems, they would have surfaced by now. The PASS system is getting better and better. Users can retrieve capabilities and characteristics of thousands of small businesses through on-line computer terminals anywhere in the country—by type of business, geographic location, desired company size, by needed product or service."

One small clue to PASS's increasing acceptance as a central data base: before PASS matured to the system it is today, almost every company and every federal agency which had a need for that kind of data had its own "capability" forms for a small-business applicant to fill out.

"They each ran one to ten pages," says Ryan, "some printed on white paper, some on red, green, yellow, whatever. At Boeing, we've now revised our multi-page form. Though it still has the Boeing logo on it, it is, in essence, the same as the PASS form. I understand others also are, or are at least thinking about, revising their forms to reflect the PASS format as well."

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Paris Air Show

Smaller But As Compelling As Ever

by Timothy B. Clark

PARIS—From all appearances, the U.S. Pavilion at the Paris Air Show is a big success. The U.S. Air Force has an exhibit in the pavilion for the first time, displaying models of three new planes it plans to acquire in the future and showing a slide show on the subject of advancing technology. NASA has a sizable display, though its film presentation isn't very exciting and doesn't begin to attract as much attention as the space shuttle and the space station did in earlier years. The Federal Aviation Administration and the National Oceanic and Atmospheric Administration also have small displays advertising the virtues of new air traffic control systems and of satellite search and rescue activities.

These agency exhibits, designed in part to boost American prestige by displaying the latest and hottest in U.S. technology, were one topic of discussion when a group of 15 Commerce Department executives gathered in the office of Crawford F. Brubaker, deputy assistant secretary for aerospace, on Feb. 23. Of more interest then, however, were prospects for recruiting additional small and medium sized businesses to exhibit in the pavilion. Promoting exports, after all, is one of Commerce's principal missions, and the agency is particularly keen on encouraging companies that have never exported to get into the international trading game. And Commerce had financial incentives to succeed in this as well. Its \$1.3 million budget for the U.S. pavilion must be financed by fees paid by the exhibitors.

Brubaker and his principal aides on the air show, career executives Richard E. Cohen and David Bowie, quickly covered the countless logistical details that must be attended to before the show. It was the last meeting the Commerce team had before its members began their migration to Paris. They discussed, too, continuing efforts to recruit more exhibitors.

A walk through the pavilion here at the Le Bourget airfield outside of the city suggests that they succeeded here too. There are 136 companies with displays, an increase of 30% since the last air show in 1985. Exhibitors seem happy with the services Commerce is providing. At the first booth along the line, John E. Kumpf and Jeff Barbender, executives of long-time exhibitor E-Systems Inc. of Dallas, cheerfully predict large international sales for the company's new, state of the art secure telephone system. Not far down the line, officials of Data Resources Inc. describe a joint venture they have undertaken with another company to provide on-line information about defense procurement programs and say, with evident satisfaction, that the Soviet Defense Minister seemed very interested when he stopped by a few days earlier.

During the 10 days of the air show, the U.S. pavilion will play host to many high American officials as well, including more than a dozen Members of Congress, the deputy secretary and under secretary of Commerce, the heads of NASA and the FAA, the Secretary of the Air Force, the head of the Air Force Systems Command

and other high ranking Air Force officers.

But the pavilion is not the focus of activity for many other American interests here. Most of the major defense and aerospace companies have their own, large displays here, in the bigger international exhibition halls and in hospitality "chalets" that border the runway at Le Bourget. And here, the mood is not so upbeat, either about the prospect for sales in today's worldwide climate of restrained military budgets, or about the U.S. government's role in helping or hindering aerospace sales abroad.

In some quarters, the government is seen as more of an obstacle than a help. There is concern that the Pentagon is requiring the defense companies to invest more and more of their own money in research, development and capital investments once funded by the taxpayer. There is worry that the team approach to contracting that this trend has encouraged will mean that fewer companies will be competing for defense work, with a consequent deadening effect on technological innovation, and the possible loss of the American technological edge.

Among U.S. aerospace companies here, there is resentment too about the subsidies foreign governments offer to their countries' aerospace industries. Such subsidies are not new, but they are getting closer attention this year, in part because foreign technologies have improved, offering tougher competition in a stagnant



PHOTO: BRUCE REEDY

Commerce Deputy Assistant Secretary for Aerospace Crawford F. Brubaker (left) and Richard E. Cohen (right) coordinated the U.S. government's involvement at the show. Such American aircraft as Bell Helicopter Textron's 412SP and the Air Force B1-B bomber were on display.



market. In the defense area, such subsidies can take the form of countertrade agreements under which a country like France might offer a developing nation like China tariff concessions or new market access for categories of products in exchange for the purchase of French helicopters. While there doesn't appear to be much the U.S. government can do to stop such practices, on the civilian side of business American companies think they have a strong case and executives are increasingly frustrated and resentful of a perceived lack of sympathy on the part of U.S. officials. Boeing Commercial Airplane Co. has been particularly angry about subsidized competition from Airbus Industries the four-nation consortium that is producing large transport aircraft. At a press conference here, the company's executive vice president, Phil Condit, declined to say if Boeing would file a formal complaint about what it considers to be unfair trading practices on the part of the consortium.

The heightened attention to subsidies was one of three key developments at this year's air show, said Richard B. Lewis II, technical director of ITT Defense Technology Corp.

A second, he said, was a growing worldwide emphasis on extending the life of older aircraft. There were relatively few new planes on display on the ground and in the skies above Le Bourget. But new, improved avionics that can greatly improve a pilot's efficiency were of much interest. The advanced cockpit, with multi-colored cathode ray displays, is rapidly

moving from military aircraft to business jets, the Paris show confirmed, as electronics technology continues to improve.

Lewis also found in Paris a major emphasis among companies on selling total defense systems, such as the "peace shield" system sold by Boeing, ITT, Westinghouse and Frank E. Basil, Inc. to Saudi Arabia. Such defense systems can tie together coastal radars, anti-aircraft batteries and other defensive weaponry into a highly automated whole.

US Presence

The Commerce Department and the Air Force, anxious to show that the United States could offer at least one big hit attraction, emphasized the presence at Le Bourget of a B1-B strategic bomber flown over from Dyess Air Force Base in Texas at a cost of just under \$200,000. In a press release about the aircraft's trip issued on May 20, Air Force Secretary Edward C. "Pete" Aldridge touted it as "the most advanced bomber in the world." Aldridge added, "it will be a superb representative of our nation's military strength and the vitality of our aerospace industry."

The B1 was on "static" display along with immense quantities of war machines of every description and from every corner of the globe. That meant it did not fly in the daily show, as did the F16C, the Mirage 2000, the latest Airbus and many other aircraft. Only when it arrived and departed did the crowd have a chance to see it fly. For five days it sat on the tarmac at Le Bourget, surrounded by a rope cordon and by more than half a dozen Air

Force officers, including Lt. Col. Wayne Staley, the pilot, welcoming questions from the large crowds of sightseers.

Not everyone was impressed. It was worth noting that the plane had made an appearance a few years back at the biennial air show the British hold at Farnborough. And Rep. Norman Y. Mineta, D-Calif., in the course of observing that there was not much new technology at the show, said that "The B1 is 1969 technology." Mineta chairs the Aviation Subcommittee of the House Public Works and Transportation Committee, and his comment shows how far the Pentagon has to go to persuade important Members of Congress that the B1-B does incorporate modern technologies.

What could have been the most dramatic, if not the most significant, example of new U.S. aviation technology did not make it to the air show here in large part because of a tight fist on the government purse strings. That technology, of course, is the Voyager aircraft that conquered one of aviation's last frontiers when it circled the world without a stop last year. There was a recap of television newscasts of the feat playing on a video monitor in the U.S. pavilion, but the Commerce Department's hopes that the Voyager itself could be displayed were dashed when the Defense Department said it would cost \$450,000 to fly the plane to Paris. By one account, the Office of Management and Budget objected at this point, in any event, whether it was OMB or the Pentagon that made the decision, the aircraft was not in Paris.

In fact, government agencies do not pay the costs of showing aircraft unless in a display they are sponsoring themselves, as with the B-1. The more common practice is for the Pentagon to require the manufacturers of military aircraft to "bail" their planes out of government air bases by paying a sizable fee. Once this fee and other costs, such as insurance, are paid, it can cost the companies a million dollars or more to bring their product to Paris.

Understandably, they are increasingly reluctant to do so. General Dynamics Corp. did bail out its hot F16C, equipped with new, more powerful engines, and it was, as usual, the hit of the daily flying show, outperforming the French Mirage in acrobatic maneuvers above the crowd. But General Dynamics also wanted to show off its F16A, on static display, in Paris, and here it turned to a government in Europe, which supplied the plane without charge.

The government's tight fiscal situation also was reflected in the absence from Paris of any of the armed services precision flying teams which used to wow the crowds at Le Bourget.

The government's budget dilemma was evident too in the NASA and FAA displays in Paris. NASA reported that its budget of \$600,000 for the show was substantially below what it spent in 1985. Similarly, the FAA said it would spend \$200,000, down from \$500,000 two years ago.

In the case of the FAA, officials argued that the agency "mistargeted" its display in 1985 by attempting to provide technical assistance to developing countries. This year, the emphasis was on the agency's international programs, on large aircraft certification and on the FAA national air-space system plan, a \$12 billion-plus modernization of the country's air traffic control system.

NASA, confronting the loss of the Challenger and continuing problems in its shuttle program, chose to produce a film emphasizing aeronautical research and development. Officials said it could be used again at other places, thus spreading its costs over more than one event. People waiting to see the film in the NASA anteroom were faced by television monitors showing agency employees, many of them looking quite self-conscious as they were filmed at their workplaces, saying "Welcome to NASA."

The federal budget squeeze was also evident in the size of what Air Force liaison officers call the "codels." These congressional delegations were smaller than usual, in part because the air show did not coincide, as it usually does, with the "district work week" Congress takes off around Memorial Day. Another reason could well have been the inadequacy of the per diem Members of Congress can charge the government. It was \$220, said

Mineta, or more than \$50 a day less than the cost of the hotel room that had been booked for him. (Commerce Department and other officials also faced a per diem squeeze, although early bookings at lesser hotels left them enough to avoid starvation in this capital of gastronomy.)

The House Science, Space and Technology Committee, which usually sends a big delegation, this year sent none. The panel's new chairman, Rep. Robert A. Roe, D-NJ, reportedly was late in making plans for the visit, and when the Air Force said it could only supply quite a small plane, the outing was canceled. The House Armed Services and Appropriations Committees had sizable delegations, but in all the number of congressmen and aides fell short of earlier years. In 1983, at least 52 members and staff attended (many with their wives) and the count was not far below that in 1985, according to statistics kept by Bruce Arnold of the Garrett Corp.



A precise count of Members was difficult to obtain. Sensitive to press portrayals of earlier Paris Air Shows as little more than a continuous party, the Air Force would not release the names of Members planning to attend, even insisting that U.S. sponsors of major events in Paris send the invitations to its own liaison office for addressing.

In fact, much serious work is done in Paris, both at the traditional lavish parties and at Le Bourget. A case in point was the elegant brunch thrown by Allied-Signal Inc. at the Pre Catelan, a marvelous 19th century restaurant, decorated in the style of Louis XV, in the middle of Paris's Bois de Boulogne. Government officials mingled and talked with defense industry executives, journalists and others. Former Sen. Mack Mattingly, recently appointed as Assistant Secretary General for Defense Support at NATO, was explaining how he hoped to devise a better plan than now exists for the alliance's conventional forces. Robert E. Henderson, director of the South Carolina Research Authority, was describing how his organization is pioneering a role as a prime

contractor for the Navy in a project designed to speed up and cut the costs of spare parts acquisition.

Mineta, the leading voice on civil aviation in the House, said he comes to the Paris Air Show because it is the world's "foremost" exposition of aircraft, engines, avionics and other aerospace technologies. Members of Congress can explore in detail virtually any of the technologies that interest them, and can easily arrange test flights in aircraft.

It's also worth noting that the Paris Air Show brings together people in a setting that allows conversation of a kind rarely possible in the busy world of Washington. On a special train trip to visit a new museum commemorating the battle of Normandy, Mineta, and South Carolina Gov. Carroll Campbell spent half an hour together talking politics, for example. And these encounters between politicians, lobbyists, journalists and other U.S. politicians who rarely have much time together in Washington are matched by opportunities to meet with people from other nations who share an interest in the aerospace industry.

For all these reasons, the US presence at the Paris air show will always remain strong, even if the government and some companies conclude that they must limit their budgets here. One company that has done that is Lockheed. It used to send 60 to 100 people to Paris but this year made do with fewer than 30.

On the other hand, ITT Defense Technology Corp. had a major presence. Its president and other high executives did business from a large chalet whose amenities included elegantly catered lunches. The corporation is a new entity formed by ITT within the past year. Its president, V. William Souveroff, explained that the agglomeration of ITT defense-related companies under his leadership, his decision to move the company's headquarters from New Jersey to the Washington area, and the firm's high profile in Paris, all are designed to emphasize its intention to remain an important player in defense contracting.

Souveroff, who since has resigned from ITT, complained that the Pentagon was "squeezing" contractors for added up-front investment "rather than deciding" which projects to pursue and which to abandon. Because of the squeeze, companies increasingly are signing up partners to share the risk, with more and more international ventures coming together, he said. This eventually will mean less research and fewer technological breakthroughs, he predicts. And these trends flowing from the tightening of defense budgets will lead in time to a winnowing of defense suppliers and a narrowing of the defense industrial base. It was because he intended that ITT remain in the game that Souveroff came to Paris.



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How Northern Telecom Views Federal Prospects for FTS 2000

Highlights:

- Competition for the multi-billion-dollar FTS 2000 (Federal Telephone System) has intensified even though companies are several weeks away from making a "best-and-final" offer.
- Optimistic about its chances of playing a significant sub-contractor role, Northern Telecom Inc. already is starting to talk to eventual federal user-customers about the likely merits of FTS 2000.
- The firm's message, in brief, is that FTS 2000 likely will offer more and more reliable services at least downstream, if not now as well, than any telecommunications service an individual agency might buy on its own.



Northern Telecom's Mahoney: "No single supplier today can provide you the best of everything you need."

Nashville-based Northern Telecom Inc. already ships the lion's share of digital-transmission telecommunications equipment in the country. Says John A. Mahoney, vice president of its Integrated Network Systems division headquartered in Research Triangle Park, N.C., "Though a few would disagree with the statement, of course, we are, as we say unabashedly, the leading suppliers of fully digital technology in the world."

Mahoney heads the team at Northern Telecom that is bidding on the Federal Telecommunications System (FTS 2000) contract the General Services Administration (GSA) expects to award late this year. In turn, Northern Telecom is a part of a Martin Marietta Corp. team competing for the contract that also includes MCI, the seven regional Bell operating companies, the Southern New England Telecommunications network, Tymnet packet switches, and RCA video.

Northern Telecom is already a supplier of equipment "to virtually every government agency there is," said Mahoney. He expects the company will play a role in FTS 2000 no matter which prime-contract bidder wins. (Besides Martin Marietta Corp., the other two prime-contract competitors are AT&T Federal Systems and EDS, a major computer/communications services supplier owned by General Motors Co.)

Thus, because Northern Telecom is not in the same "do-or-die" situation that may face some other participants in the contest, Mahoney can look at the potential, and possible problems, of FTS 2000 a bit more from the government customer's perspective than some other vendors might. Of course, he also advances the Martin Marietta cause.

"One of the things we like about Martin Marietta Corp. is its use of a variety of suppliers," he said. "GSA's request-for-proposal package states protocol standards throughout and Martin Marietta has pulled together a team designed with that in mind." (Actually, most of the team had been signed up even before GSA's bid package hit the streets the first of this year but the GSA concept already was evident more than two years ago.)

What that says, in plain English, Mahoney pointed out, is that "No one supplier has a lock on the technology today nor will any one company have a lock on it downstream. The Martin Marietta architecture doesn't lock anybody out. No matter who wins the (prime) contract and however its team is made up initially, the network undoubtedly will change to some extent downstream." Indeed, one GSA mandate is that the winning contractor must establish a group to advise GSA on downstream user needs and new services made possible by advance technology.

And the GSA contract will require that if the prime contractor's present supplier in one or another area can't meet specified performance, the prime has to find one who can—and at the already-quoted price. Further, GSA, itself, will hire a group of advisors with what it calls "complete oversight capability" to monitor the FTS 2000 network operation and to assess whether or not it is meeting present and future governmental user needs. In short, the competition to stay on the team will continue even after the prime contract is awarded.

One reason why Mahoney believes Northern Telecom will stay in the picture, besides its already-established market position, is its progress to date with the new Integrated Services Digital Network (ISDN). Demonstrated recently in Arizona by Mountain Bell to a batch of potential future customers and others, ISDN, simply put, is a transport mechanism for transmitting data, video and voice all over the same two, send-receive wires; in other words, show pictures on a screen, talk—and change the pictures if desired—all in real time.

Both AT&T and Siemens have demonstrated "somewhat a similar systems," said Mahoney. But Northern Telecom's letting Mountain Bell run the demo of Northern Telecom's hardware and software is evidence, he claimed, that ISDN is closer to being a commercial reality. Further, he said that Mountain Bell reported that its visitors at the demo, most of whom had seen the other two systems work also, commented that Northern Telecom's trial ISDN showed more applications and greater "versatility."

The new ISDN system ties to FTS 2000, at least philosophically, he argued, because "There's no question," that the FTS 2000 "is going to be a more cost-effective system, a more feature-filled system, than the government presently has." He added that "ISDN is indicative of the fact that, downstream, telecommunications is not going to be the same game it is today."

ISDN is the type of service Mahoney believes will be the telecommunications focal point downstream for a number of years. "So," he added, "pricing will change as the system changes—and system reliability will be a much higher requirement than currently is required for voice transmission." Consequently, both as a competing vendor and a taxpayer, Mahoney would like to see FTS 2000 come to fruition quickly.

"Everybody has said FTS 2000 will be a much better, more cost-effective network than the current one which is 20 years old—or older." Moreover, he has a few words of caution for those potential individual agency users who are leaning away from FTS 2000 and talking of buying a telecommunications service directly on their own. Among the points he

makes:

- "GSA is buying a service. And we think it would be better for these separate agencies to join in a single network, centrally managed, because of the gains to be made and the lower cost. Many others (mostly in private industry) who have tried to buy their own network have found that being a telephone company is not an easy thing to be. You have to set up an office, hire specialists to measure performance.

"You've got to carry the overhead to buy that network—which people sometimes don't factor in when they count the cost 'saving.' By and large, the people whose business it is to build and provide networks are going to continue to do that. GSA is capitalizing on that asset."

- Even though GSA is, in effect, attempting to aggregate a market (the minimum estimate, undoubtedly ultra-conservative, is that FTS 2000 will represent at least \$4.5 billion over a 10-year period) in order to achieve reduced telecommunications cost and improved service, Mahoney can understand individual agencies being apprehensive about what the vendor will charge—including GSA's overhead fee.

But there's another side to that argument, he points out. "We're sure an individual agency can get [a network/service] that's cheaper than what the federal

government has today. But putting an emphasis on price today is not the best way to evaluate individual proposals. The best way is to evaluate the 'robustness' of a proposed system, the features, the long-term cost of ownership."

For instance, he noted, one organization may have a cost of "X" cents per minute that it is paying for its "dedicated" network. "But," said Mahoney, "there's no way you can take these global numbers and decide you could obtain the same thing. Would your word-voice-digital/data mix be the same as the organization's or different? And will it be the same five years from now? Those kinds of things are very difficult to compare from one institution to the next."

On the other hand, he says, GSA is relying on the competitive marketplace to give potential government users the services they want at prices they should be able to afford—"and then hiring outside expertise—and a number of firms are more than qualified—to survey the nation, see where needs are not being met and/or someone else can do better" with individual pieces of FTS 2000.

"These advisory groups are all senior people in the service business, not hardware vendors. GSA was very wise here. As I said earlier, you can't look to just a single supplier today to provide you the best of everything you need."



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Pratt & Whitney Aims to Increase Competitiveness By Changing Its Engine Development Process

by Nancy Whelan

Pratt & Whitney, the aircraft engine manufacturing subsidiary of United Technologies Corp. is implementing a radical approach to product readiness, which the company hopes will shorten the lead time for introducing products and respond to the government's increased emphasis on quality and productivity from its vendors.

The "new product transition process," to use Pratt & Whitney's term, will involve manufacturing engineers in engine design early in the development of the product, and keep design engineers involved later in the production process.

The new approach involves high-tech communication systems; the relocation of a team of people from West Palm Beach, Fla., to East Hartford, Conn.; and shutting design and manufacturing engineers between the two cities. The idea is complicated by the fact that the design and manufacturing facilities are 1,400 miles apart.

The new approach emphasizes producibility—the ease with which a product can be manufactured—equally with factors such as cost and performance.

The new transition process unites two groups with different views and styles: designers and manufacturing engineers. Questions of turf pop up early in the transition. "You are changing traditional rules," says Karl M. Thomas, president of Pratt & Whitney's manufacturing division. "You're asking people to think of their jobs in a broader sense. You need to have people flow back and forth without a lot of trauma."

Managing the Change

The process grew out of a desire to increase the frequency of new product introduction while also increasing competition, according to Thomas.

Pratt & Whitney took a look at its own structure, and those of other design and manufacturing groups such as Boeing,

and decided that a change was needed. The new process began in the third quarter of last year, and is going through the shakedown phase now on the PW-229, a new engine proposed for F-15s and F-16s.

Last September, General Motors Institute (GMI) delivered a study commissioned by Pratt & Whitney, of ways to integrate higher levels of technology with the human element. The study, similar to one undertaken by Ford Motor Co. before it began its ambitious Taurus project, (see *Government Executive*, January, p. 20) pinpointed some areas that Pratt & Whitney needed to address. Engineers needed a broad view of the entire process, and people in manufacturing and assembly needed to learn what comes before and after their part of production. "The right hand needs to know what the left hand is doing," says Robin Widgery, professor of organizational behavior at GMI, who helped design the study.

The trend toward a broader base of involvement has been 10-15 years in coming, Widgery says. He feels that this can be a major breakthrough in productivity, if top management supports the process. Rod L. Boyes, vice president at GMI, is enthusiastic about the trend. "I applaud all efforts in this area," he says. In his opinion, Hewlett Packard does the best job of integration. There, designers stay with the job through the entire process.

Top management at Pratt & Whitney stands behind the new development process and that has eased implementation. Still, much planning has gone into a package that would induce successful engineers to relocate 1,400 miles for three years to be part of the pilot effort.

"We've tried to make a very attractive package," according to Albert E. Naglreiter, engineering manager for PW-229 product transition. Much of that package is concerned with the economic issues of selling and buying a new home. Other factors must be taken into account,

such as the fact that Florida wardrobe is not sufficient for a Connecticut winter.

As important as economic factors were assurances that team members would continue to make normal career advances. Management was eager to get seasoned project engineering people, "the cream of the crop," Naglreiter said. The package stressed the fact that there would be a high opportunity for advancement as team members will have increased visibility to senior management. Apparently the design of the package was on the mark because nine of the original 11 design engineers selected and decided to make the move.

Although the designers are excited with the challenge of the new project, turf problems still remain. "Product transition equals matching engine requirements to manufacturing capability," Naglreiter said, "and that means compromises." He admits there has been "a little trouble," but seems confident that once his team has shown they can make a positive contribution, they will gain acceptance in the manufacturing area.

On the manufacturing side there is also enthusiasm about the opportunity to sign off on the producibility of the design before production is scheduled to begin. "Manufacturing has to be interested up front, starting from inception of the design," says Roger J. Rippel, of production readiness programs.

"Design engineers have to feel ownership up to delivery of the part," Rippel said. "In the past, designers were working independently. Manufacturing's rebuttals sometimes were not taken seriously until problems arose."

The plan is improving communication already, says to Thomas. "The working relationships are better, turf issues are being settled much faster," he said. "It's a question of emphasis." Rippel agrees that manufacturing and design share a mutual goal of quality, and "we're all working for the same company."

Pratt & Whitney also uses high-tech methods to improve communication between Florida, where the design team is based, and Connecticut, where manufacturing is spread over five locations. A company plane is in "constant traffic" between the sites, according to Thomas. This is necessary as other team members become involved with the project—financial people, quality control engineers, and a program office that deals with communication problems between the two groups. In total, about 200 people are involved with the transition process, Thomas said. The nature of their participation does not require a physical move, but it does require travel between the sites.

The company has also installed a videoconference system in Florida and Connecticut. The system provides the ability to produce full motion videoconferences, and to transmit graphics so that participants on both ends can have hard copies of materials as they are discussed.

Although the new program is costly, it is small compared to the cost of not implementing it, or implementing it poorly, Thomas said. John W. Robinson, manager of business operations at Motorola, agrees. "The cost of travel is negligible in comparison to the loss of market share," he said. Pratt & Whitney has too large of an investment in the Florida facility to consider relocating the design element.

The transition team is looking at some ambitious goals for the PW-229, scheduled to go into production in 1989. Currently Pratt & Whitney has a parts yield of 78%. That means that 78% of all parts produced pass inspection and get shipped the first time around. The product transition team aims to raise that yield to between 90% and 95% before ending their



Karl M. Thomas

participation in the project. Parts that do not pass inspection get caught in a loop where they are reworked and reinspected, Thomas said. The goal is to have all parts flow through without being caught in the loop.

To achieve their goals, the transition team will use statistical process control, an effort aimed at collecting data on the manufacturing process in order to produce a consistent product. The control will allow the team to make changes as production progresses, rather than waiting for the inspection process to identify production problems.

Apparently Pratt & Whitney's new program is taking off in the right direction. The company reports that the government is so concerned with manu-

facturing processes that it conducted its first in a series of production readiness reviews. Production readiness reviews will be conducted four times during development of a project. A team of 35 people spent two weeks looking at Pratt & Whitney's plans for development of the PW-229. The team is assessing all competition for the project. The Air Force preliminary findings held that the new process is "acceptable," the highest rating possible, Pratt & Whitney said.

"They [the government] were quite pleased with the approach," Thomas says. Pratt & Whitney will continue to implement changes in their product development process, but the final test of their success will come when the PW-229 goes into production in 1989.

Productivity at Texas Instruments

In Hartford, Conn., Pratt & Whitney touts the benefits of more education for highly trained engineers and technicians. Another defense contractor, Dallas based Texas Instruments Inc. emphasizes the benefits of automation on the factory floor. An unusual application of voice recognition technology has achieved sizable cost savings in the detailed record-keeping that the Pentagon requires.

Workers at a missile component plant here now record their use of tiny parts by speaking into a computer. This has eliminated the need for three manual logs and one telephone log to record the time and the parts used to manufacture guidance circuitry for the Navy/Air Force High-Speed Anti-Radar Missiles (HARM).

The voice recognition project got its start when Jim Emanuelson, an executive in TI's Defense Systems and Electronics Group, was assigned to bring the guidance advanced module factory "on line," as he put it. Automating the information processing part of production workers' jobs was an obvious place to start.

Giving the workers computer terminals to replace the manual logs was a possibility. But the workers "were less than enthusiastic since many of them didn't know how to type," Emanuelson said. Moreover, there wasn't enough space to fit a monitor and keyboard at every workstation.

So Emanuelson settled on a TI speech recognition technology as the answer to both the problems. Workers could simply "talk" data into the computer by speaking to a microphone that was, to save space, suspended within the workstation.

At first, the computer failed to recognize 20% of what workers said. Background noise and problems with microphones cut into the system's effectiveness. After experimenting with headsets, boom-mounted mikes and finally a microphone mounted in a telephone receiver, Emanuelson attained a first-pass recognition rate of more than 95%.

The system was introduced in the fall of 1985 as a 19-terminal pilot project. It has since been expanded to include 80 terminals. Under the old manual system, a worker needed two minutes to record labor charges for a particular job. With the speech-based system, only 30 seconds are required. Since each worker must enter data for three to four job changes each day, and since the factory operates 24 hours a day, five days a week, the savings are considerable.

The system has already gone beyond tracking parts and labor in the factory, which has supplied parts for more than 1,000 missiles TI has produced since the HARM program began developmental work back in 1972. The system, says Emanuelson, also collects shop process information that guides workers in building modules and helps refine the processes themselves. Eventually, workers will be able to see on their terminals a graphic representation of each part of the module they build. The modules are so small that five of them fit on the face of a dime.

The speech technology will have an important role in further automating the advanced module factory here, says Rusty Patterson, manufacturing manager in TI's Microwave Technology and Products Division. "Next year, we plan to do away with paper entirely in this factory," he said. "That's the only way we can meet our production goals."

What "Everybody" Thinks?

Government Executive got a letter the other day from Eleanor Spector, Deputy Assistant Secretary of Defense for Procurement. She zapped me two-and-a-quarter pages of single-spaced paragraphs worth of enlightenment for my audacious claim (in March) that the government's charge after alleged "excess profits" enjoyed by the defense industry is a "monkey that ought to be put back up in its tree before it hurts somebody."

Citing "informed sources" (an unnamed Midwestern newspaper among others), she claimed, "The call for profit policy reform is real. DoD [Department of Defense] wants it. Congress wants it. Taxpayers want it. A lot of people are concerned about Defense contracting being more profitable than the commercial marketplace. The only differences of opinion are how much higher and why."

Forgive me for going public, Ms. Spector, but your dissembling of the facts leaves me no option. I am reminded, in part, of movie-maker Lionel Chetwynd after his largely documentary film, "The Hanoi Hilton," enraged, literally, a lot of critics of anti-America-in-Vietnam vintage. They virtually ignored the movie's substance; used it, instead, as an excuse to make their own political statements—and claimed they were reflecting "the opinion of the public."

Said Chetwynd, "There are not enough open minds out there. . . I am honestly persuaded that my generation lacks the intellectual honesty to move on beyond the events of its childhood, the good old days of the flower children." Chicago University professor/philosopher Allan Bloom says pretty much the same thing in his best-selling book, *The Closing of the American Mind*. And we have just witnessed the annual rain dance of "liberals" on college faculties, rousing up in wrath to "disinvite" as commencement speakers such "unpopular" people as Ronald Reagan, Jeanne Kirkpatrick, and Dr. Edward Teller.

All this environmental background is closer to the point of the current flap-doodle over Defense industry profits than some may think. It is characteristic of these anti-thought folks with their turned-inward mindsets to yelp at the mere mention of "Defense." Another pair of traits they habitually display is to oversimplify and to claim vastly greater support for their convictions than they can document.

Thus, the keynote speaker at a recent seminar of the Institute on Energy and Engineering Education pronounces, "The conservation ethic is dead," which may be effective drama but discards the millions of Americans who continue to car-pool to work or still pack the Metro in Washington, D.C., during rush hour.

And the media in the same city pronounce "a growing national consensus, favoring the Democrats' call" for increased taxes "to reduce the deficit"—while economics columnist Warren Brookes quietly informs his readers that every Congressional tax increase of one dollar over the past 20 years has been followed by a Congressional spending increase of \$1.58. That "growing national consensus" is not a full deck.

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they're awash in such a mass of misinformation. That's the fault of a flaccid Defense and contractor-associations' information-and-education program.

In any case, a strong Pentagon leadership would not follow the advice of a taxpayer encumbered by such an intellectual liability. And there's no such thing as "the Congress," either. It's an undisciplined institutional agglomeration of about 17,000 persons, most of whom don't have any more knowledge than most taxpayers about the Defense acquisition process—and a clutch of outspoken, power-wielding Members who take advantage of that fact to pass laws and budgets which, in effect, trash the Defense industrial base.

There's no such thing as "the DoD," either. In the acquisition business at least, the Pentagon has 600,000 people in-house and 300,000 company contractors (times about a dozen to get all the individuals counted.) I can confess my survey so far is hardly comprehensive but for every one DoD-type who claims to support profit policy reform, I've stumbled across 14, both in-house and in industry, who think this whole flap is a nutty idea.

Are Defense contract profits higher than commercial profits? As accountants have shown for years, you can find ample statistics to support your conclusion, no matter which way you start out wanting to answer that question.

Commercial profits are the result of millions of individuals here, and often overseas, deciding what they think of the cost-effective utility of a company's products/services coupled with the adroitness of a firm's marketing skills. Defense contractor profits are controlled by a byzantine collection of 4,000 laws, approximately 10 times that many regulations, the outcome of post-award negotiations in which the customer holds the hammer, and how steadily Congress funds Defense. The difference, in short, derives from the fact that the government is the sole customer (we're assuming weapons-type sales here) in one market and only one of millions in the other.

In Volume II, Chapter III of his book, *Democracy in America*, Alexis de Tocqueville notes that only God, "stands in no need of general ideas" because He can survey all of us "at one glance" and discern instantly both the resemblances and the differences of each one of us to all the others of us. However, we, with our puny brains, can't handle that immensity of detail.

But, as we take recourse in "general ideas," assembling a certain number of objects according to their resemblance, we should have the humble common sense to recognize that, though "they enable the human mind to pass a rapid judgement on a great many objects at once. . . the notions they convey are never other than incomplete, and they always cause the mind to lose as much in accuracy as it gains in comprehensiveness."

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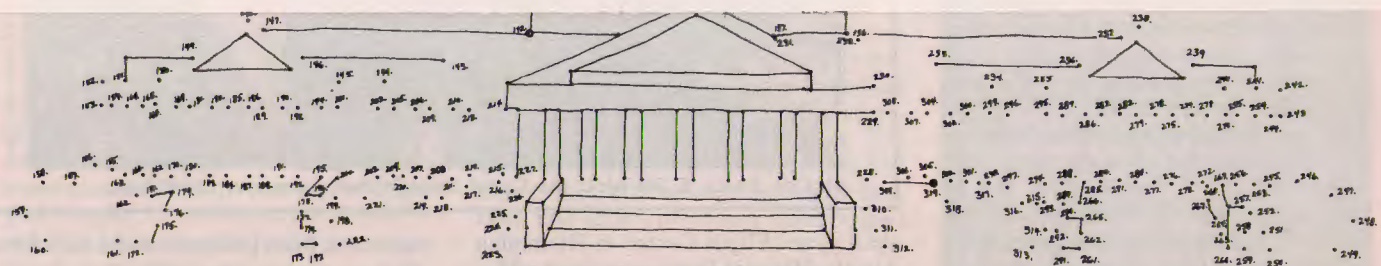
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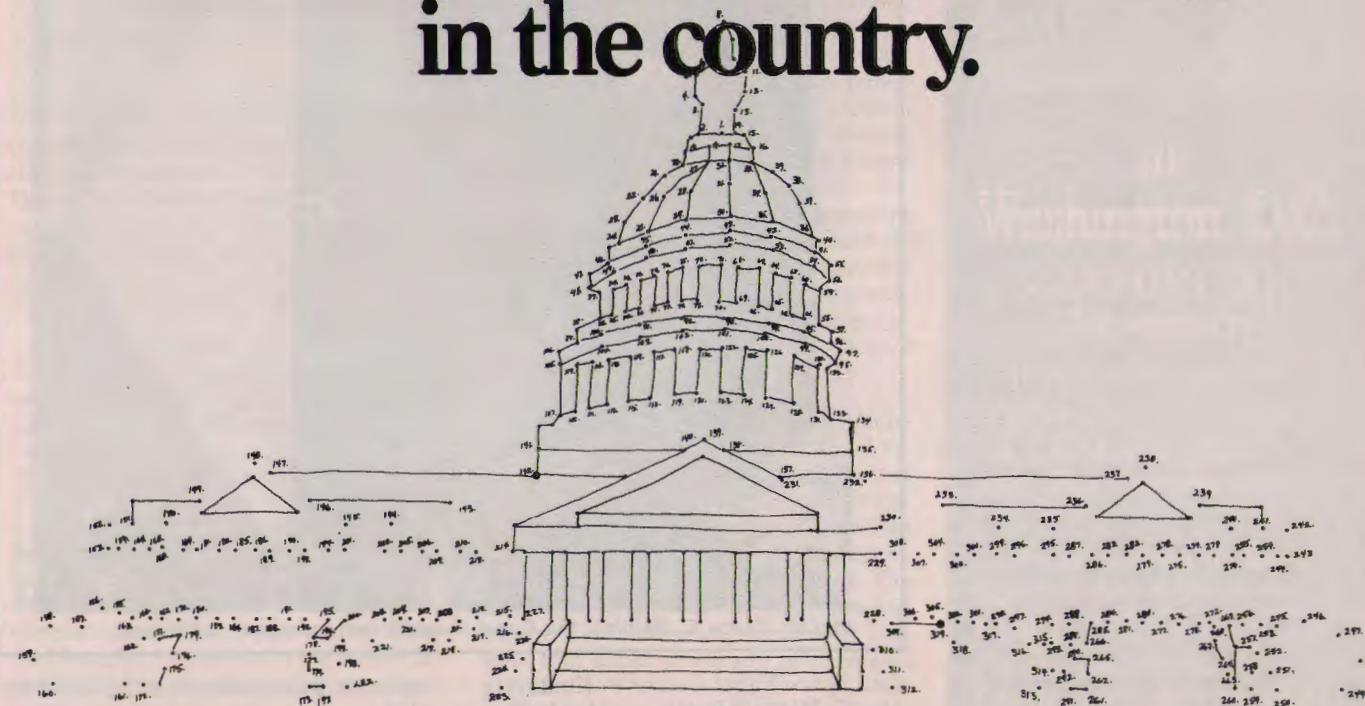
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People

After picking its people frequently from the list of Air Force, Navy and Marine Corps pilots, the National Aeronautics and Space Administration has finally reached into the officer corps of the forgotten service—the United States Coast Guard—and plucked out an astronaut candidate.

Lt. Cdr. Bruce E. Melnick, (pictured right) currently operations officer at the Coast Guard air station in Traverse City, Mich., was named as one of the 15 candidates in NASA's astronaut class of 1987. Melnick and his 14 new colleagues are scheduled to report to NASA's Johnson Space Center in Houston on Aug. 7 to begin a year of training and evaluation.

For Melnick, selection for astronaut training is the culmination of an effort that began nearly 10 years ago, in 1978, when the opportunity was first offered to Coast Guard officers. He was rejected that first year, but he applied again in 1985 and was selected as one of the service's five or six finalists. He got no further; the Challenger disaster occurred, and NASA elected to concentrate on matters other than astronaut training. Melnick applied again in 1986. This time NASA called him in for an interview and Melnick made the cut.

As operations officer at the small Traverse City air station, Melnick is in charge of dispatching search and rescue missions. "We have three helicopters and 14 pilots, including the base commander, the executive officer and the operations officer, who pull duty now and then too," he said.

Although his duties include flying time, Melnick was chosen as a mission specialist rather than as a pilot. One requirement for astronaut pilots is 1,500 hours of flight time in high-performance jets. "Nothing the Coast Guard has qualifies as a high-performance jet," Melnick observed.

The 1987 astronaut candidates include five civilians, four of whom are NASA employees. Two are women. One is a Los Angeles area general practitioner.

The candidates are **Capt. Thomas D. Akers**, USAF, currently executive officer for armaments research, development and acquisition at Eglin AFB, Fla.; **Capt. Andrew M. Allen**, USMC, test pilot under instruction at U.S. Naval Test Pilot School at Patuxent River, Md.; **Lt. Kenneth D. Bowersox**, USN, project pilot at the Naval Weapons Center in China Lake, Calif.; **Capt. Curtis L. Brown, Jr.**, USAF, director of A-10 tests at Eglin AFB; **Maj. Kevin P. Chilton**, USAF, operations officer at Eglin, AFB; **Jan D. Dozier**, aerospace engineer at the Mar-



Lt. Cdr. Bruce E. Melnick, the Coast Guard's first astronaut candidate.

shall Space Flight Center in Huntsville, Ala.; **C. Michael Foale**, a payload officer at NASA's Johnson Space Flight Center in Houston; **Gregory J. Harbaugh**, manager of the schedules and flow office at Johnson Space Center; **Mae C. Jemison**, a physician with Cigna Healthplans of California in Glendale; **Maj. Donald R. McMonagle**, USAF, operations officer with the 6513th test squadron at Edwards AFB, Calif.; **Lt. Cdr. Bruce E. Melnick**, USCG, operations officer at U.S. Coast Guard Station Traverse City, Mich.; **William F. Readdy**, aerospace engineer and pilot at Johnson Space Center; **Lt. Cdr. Kenneth S. Reightler, Jr.**, USN, chief flight instructor at the U.S. Naval Test Pilot School, Patuxent River; **Lt. Cdr. Mario Runco, Jr.**, USN, fleet liaison officer for the Naval Western Oceanography Center, Pearl Harbor, Hi.; and **Maj. James S. Voss**, operations integration officer in the Vehicle Integration Office at Johnson Space Center.

When **Paul A. Volcker** steps down as chairman of the Federal Reserve Board and **Alan Greenspan** steps up to take his place, the centuries-old game of musical governmental chairs will begin again. For Fed watchers, who haven't seen this game for nearly a decade, what does it all mean? Will many familiar names and faces disappear? Will old timers be shuffled and reshuffled like so many playing cards?

Probably not, Fed watchers say. When Greenspan comes through the front door of the Federal Reserve Board, he'll most likely come alone. Unlike most federal

agencies, most positions at the top of the Fed are career jobs.

"Paul Volcker had a personal assistant—three or four of them in his tenure," says **Stephen H. Axilrod**, former staff director for monetary and financial policy, who left the Fed last summer. "But the staff stays, although the general counsel often leaves." Axilrod, a 34-year veteran at the Fed, was considered the top policy staff man at the Fed. He's now vice chairman of Nikko Securities in New York.

Lt. Gen. Alfred M. Gray Jr., 58, has been recommended as the next commandant of the Marine Corps, to replace retiring the commandant **Gen. P. X. Kelley**. At press time, Gray's selection had been recommended by Navy Secretary **James H. Webb** and is expected to be approved shortly by Defense Secretary **Caspar W. Weinberger** and by **President Reagan**.

Gray is subject to Senate confirmation. He will also require a retirement exemption in order to serve his full four-year term as commandant.

A native of Point Pleasant Beach, N.J. Gray enlisted in the Marines in 1950 and served in the Korean War in 1952-53. He has held several combat commands and most recently was commander of the fleet marine forces in the Atlantic, based in Norfolk, Va.

Gerry Riso, previously vice chairman of the President's Council on Management Improvement, and Assistant Secretary of the Interior is now associate director for management at the Office of

Management and Budget, in charge of an ambitious new plan to increase efficiency and improve productivity within government. To span a five year period beginning this year, the Productivity Improvement Program seeks to decrease the cost of delivery of services to the public by 20% without affecting quality. The goal is a 3% cost reduction. The program will affect 2 million employees. Savings generated are to be split 50/50 between overall deficit reduction and reinvestment in a three-faceted incentive program. Individual bonuses, reinvestment in priority programs within the department, and replenishment of Investment Funds, established so far at the Veterans Administration and Treasury Department represent the breakdown.

Dennis Feldman, longtime Federal Aviation Administration spokesman, has become the public affairs director for Lawrence Walsh, independent counsel investigating the Iran-contra affair, after 39 years in government.

John T. Agresto, deputy chairman of the National Endowment for the Humanities has withdrawn from candidacy for Archivist of the United States. He was nominated more than a year ago by President Reagan. Opposition in the Senate involving claims of politicization may have led to his decision.

Undersecretary of Agriculture for International Affairs and Commodity Programs, **Daniel G. Amstutz** has resigned. Since 1983 he has been a major player in development of the administration's domestic farm programs and agricultural export policy, and in 1985 he was a principal administration negotiator in hammering out details of farm legislation.

The winner of this year's Presidential Management Alumni Group public service award is U.S. Information Agency's **Robert Persiko**. The award reception was at the National Archives.

John F. Murray, senior career man at the Justice Department's tax division is retiring this month after 26 years of service. He is a deputy attorney general and the 1982 winner of the Presidential Distinguished Executive Award.

RADM Stuart F. Platt, USN Ret., has been named to the board of directors of RCI, a professional services firm based in Washington's Northern Virginia suburbs. Platt, who retired in January, was competition advocate general of the Navy during the early '80s and directed the competitive acquisition program. He will be the firm's first outside director.

RCI, which was named by *Inc.* magazine as one of the fastest growing privately held corporations both in 1985 and

1986, provides support for government agencies in the fields of systems acquisition, engineering, management and professional services.

John R. Curran, formerly director of the Navy's Consolidated Civilian Personnel Office, has been named personnel director for the Federal Emergency Management Agency. Curran, 1973 recipient of the Meritorious award for public achievement from the William A. Jump Memorial Foundation, replaces **Robert Volland**, who was named assistant chief of staff for administration.

Curran holds a B.S. in management from St. Peter's College, N.J., and an M.S. in national resource management from The George Washington University. He recently received the Department of the Navy Superior Civilian Service Award.

Thomas E. Harvey, deputy administrator for veterans affairs at the Veterans Administration, has been elected chairman of the Architectural and Transportation Barriers Compliance Board, an independent agency charged with enforcing the Architectural Barriers Act. The board also offers technical assistance and information concerning removal of barriers that affect physically handicapped people.

The board consists of 12 private citizens nominated by the President for three year terms and 11 executive-level representatives of federal departments and agencies.

Two Air Force medical officers received awards at the 58th annual scientific meeting of the Aerospace Medical Association, held May 14 in Las Vegas, Nev. Both are members of the USAF School of Aerospace Medicine.

Col. James R. Hickman Jr., chief of clinical sciences, received the Lyster Award for his contributions in the areas of aviator physical standards, heart disease and preventive medicine and for his role in the school's teaching program for residents in aerospace medicine. **Kent Gillingham**, a medical research officer with the school's crew technology division, received the Hitchcock Award for excellence in aerospace physiology. Gillingham is an authority on aerospace mishaps caused by spatial disorientation and acceleration.

W. Carter Alexander, chief of the crew technology division, was named president of the Aerospace Physiologist Society. **David R. Jones**, a clinical psychiatrist, was named editor of the Aerospace Medical Association journal: Aviation, Space and Environmental Medicine.

Three members of the school staff were named fellows of the association: **Col. John E. Touhey**, chief of hyperbaric medicine; **Col. William M. Waring**, chief of education and **Col. Hickman**.



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Emerging Technologies: According to a study recently released by the U.S. Department of Commerce, advances in computers and the production of space-age plastics and metals top the list of seven so-called "emerging technologies" that are likely to have the greatest economic impact in the next century. At a recent news briefing, Deputy Secretary Clarence Brown said that the study evolved from an in-depth review by the department of what barriers need to be addressed and overcome in order to ensure that U.S. industries develop the new technologies.

The seven top emerging technologies include the development of new plastics, metals and ceramics; development of supercomputers and artificial intelligence; development of fiber-optics and lightwave processing electronics for computer and communications applications; continued automation of banking, businesses and factories; advances in genetic engineering in the agriculture and drug areas; medical advancements in the diagnosis and treatment of such diseases as AIDS and cancer; and the use of super-thin chemical layers in food processing, chemical manufacturing and in the improvement of certain electronic components.

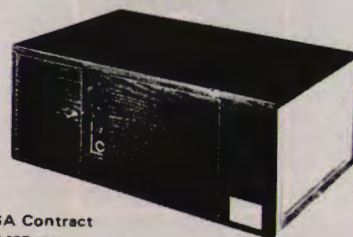
Deputy Secretary Brown said the study was meant to help eliminate barriers to the commercialization of new technologies, which in the past have led to foreign capitalization on U.S. developed technologies.

New Clearances for Pentagon Reporters: The Pentagon is proceeding with a plan to require background checks and fingerprints for reporters covering the Defense Department. According to Pentagon sources, reporters will have to fill out portions of the standard "Personnel Security Questionnaire," submit to a background check and provide fingerprints to the FBI. In response to an outcry from the press corps, the department has agreed not to require answers to certain portions of the questionnaire including past use of marijuana or other types of drugs; treatment at a mental institution; treatment for alcoholism or alcohol-related loss of a job; personal bankruptcy; and membership in the Communist Party.

The Pentagon in the past had required background checks and fingerprints for reporters but abandoned the process in 1975. Restrictions are being reinstated as part of the Pentagon's increased attention to security. The department also closed the bus tunnels under the building, erected gates at the main entrances and sealed the Pentagon concourse shopping mall to outsiders.

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Congressional Micromanagement of Defense Procurement: U.S. Undersecretary of Defense for Acquisition, Richard Godwin, recently told a group of reporters he wants the Packard Commission on defense management to study Congressional micromanagement of Defense Department affairs. The request is indicative of growing frustration in the Pentagon over deep involvement of the Congress in guiding certain day-to-day Defense Department operations.

McDonnell Douglas Receives SDI Contract: The Air Force has awarded a four-year \$480.6 million contract to McDonnell Douglas Corp. to design and launch a particle beam weapon in conjunction with the Strategic Defense Initiative. The weapon would be a space-based satellite that could direct subatomic particles at incoming missiles. McDonnell Douglas would design, build and launch the system by 1991.

Rockwell International Corp. and Martin Marietta (Denver) were given competing contracts worth up to \$150 million each to develop and ground test space-based kinetic-kill missile-intercept vehicles. Rockwell was also awarded \$209 million for a three-year flight test program and ultimately an inner-atmosphere missile intercept attempt.

Atom Smasher Revisited: In the continuing saga of the various states' bidding war to be home to the Department of Energy's \$6 billion Superconducting Super Collider, Mississippi's State House Speaker supports a special session this summer to work on the state's offer. Mississippi has proposed portions of Clay, Lowndes, Noxubee and Oktibbeha counties as the site for the 53-mile oval tunnel. Construction and operation of the atom-smasher would create 4,500 construction jobs and 2,500 permanent staff positions and would require 500 visiting scientists. So far, Texas tops the list of states competing on the basis of state offsets of about \$6 million. Selection of the winning site is expected early in 1989.

Weinberger Clears AMRAAM Production: Defense Secretary Weinberger has authorized the initiation of low-rate production for the Advanced Medium Range Air-to-Air Missile (AMRAAM). The directive would allow the Air Force to award contracts to Hughes Aircraft Co. and Raytheon Co. for 180 "interim design" missiles. This 12-foot "smart" missile would be carried on aircraft and, when the pilot detects enemy aircraft by radar, he could "fire and forget" the missile. The missile would then use its own radar to home in on the target. Some of the 180 missiles would be used for further testing, while others would be deployed on Air Force fighter wings in late 1988. The contracts will also allow the manufacturers to gear up for full-scale production of as many as 24,335 AMRAAMs.

Quote of the Month: "I find that people both in and outside the Navy really don't appreciate what naval aviation is and what it's for. . . If you set aside for a moment the fleet of ballistic missile submarines, the rest of the Navy is built around naval aviation. . . Aviation can do those things that sea-power can do, only do them better. . . I'd like to spread that gospel." Vice Adm. Robert Dunn, deputy chief of naval operations for air warfare, at a recent press luncheon.

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Making Public Policy, A Hopeful View of American Government by Steven Kelman, part of the Basic Series in American Government, James Q. Wilson, Editor, published by Basic Books Inc., 296 pps., \$19.95. An optimistic view of government service in the U.S. The author stresses the unique centrality of the congressional role in public policy making. Decentralization is characteristic of the Congress and crucial to its ability to act as an incubator for new policy ideas. To attest to the vitality of public spirit among members of Congress he points out the conflict that each experiences meeting constituent demands and, maintaining an overall perspective on public policy. On bureaucracy Kelman sees people in the U.S. entering the civil service in order to promote what they believe are the right policies rather than in pursuit of prestige. This analysis of the policy process acknowledges that a certain amount of cynicism coexists with "justifiable" pride.

U.S. Regulatory Agencies Under Reagan, 1980-1988, by Paul N. Tramotozzi with Kenneth W. Chilton, published by the Center for the Study

of American Business, Washington University, St. Louis. This annual analysis of federal regulatory agency expenditures and staffing shows where the spending hikes lie and where the cuts fall. Spending by the 52 major regulatory agencies is scheduled to rise 7% in 1988. Spending increases are concentrated at EPA and the Nuclear Regulatory Commission.

Computer Chips and Paper Clips: Technology and Women's Employment, A study conducted by the National Research Council, published by National Academy Press, 438 pps., \$34.95.

High technology is coming down hard on women. Women make up the overwhelming majority of clerical workers and are thus disproportionately affected by advances in telecommunications and office automation, says this second of a two-volume National Research Council study on the impact of technological change on female white-collar workers. It also discusses job retraining options and the outlook for equal employment opportunity for women.

Charting the Future of Health Care, Policy, Politics, and Public Health, Jack A. Mayer and Marion Ein Lewin, Editors; American Enterprise Institute for Public Policy Research, Washington, D.C., 181 pps.

Twelve authors contribute a chapter

each to topics ranging from health care financing to Acquired Immunodeficiency Syndrome. They include a range of perspectives from the executive director of the Institute for Alternative Futures, Clement Bezold, to Susan Blank of Manpower Demonstration Research Corporation. The complexities of problems of Medicare and Medicaid are examined, and recommendations for the future are put forth.

Reforming Health Care: A Market Prescription by the Research and Policy Committee of the Committee for Economic Development

This report argues for decreasing government involvement in health care. It discusses market incentives, employer innovations to increase cost-conscious behavior on the part of users, and increasing reliance on market mechanisms. The report advocates more direct subsidies for indigent health care and rolling back of government controls on prices and quantities of services.

Bernacchi On Computer Law, A Guide to the Legal and Management Aspects of Computer Technology, by Richard L. Bernacchi, Peter B. Frank, and Norman Statland, published by Little, Brown & Co., two volumes, \$160.00. Strategies, techniques and practical suggestions are offered to computer professionals, senior management, consultants, vendors, users and attorneys, to ensure effective project planning and management, to minimize procurement pitfalls, and protect and exploit proprietary products and ideas. Government contract provisions, arbitration of computer contract disputes, and the management of computer risks are also detailed.

Nuclear Power Transformation, by Joseph P. Tomain, Professor of Law, University of Cincinnati, published by Indiana University Press, 212 pps., \$25.00. The 1979 accident at Three Mile Island marked a turning point in attitudes toward nuclear power, notes the author. No new power plants have been ordered since 1978, demonstrating the lack of faith in the industry. On the question of who pays when nuclear power plants are shut down, Tomain argues that the "burden too often falls on those who least participate in nuclear policy decisions—consumers and taxpayers."

Hostage Negotiation, A Matter of Life and Death, International Security and Terrorism Series, No. 2, published by DIANE Publishing Co., 44 pps., \$14.95. A pamphlet that reviews the general principles of hostage negotiation in simple clear language. The U.S. government's official policy regarding negotiation with terrorists is included as well as the FBI's list of helpful hints. The Stockholm Syndrome is described as are the types of psychoses that often characterize the terrorist or kidnapper.

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Can We Improve the Public View of Government?

Since 1983, Mark A. Abramson has been traveling around America, talking to business leaders who have served in government. As he reported last month (June, p. 58), these men and women viewed their time in public service as exciting and worthwhile. They maintain that society cannot solve its problems without cooperative action by the public and private sectors. Yet they also say that their colleagues in business do not understand government or respect civil servants.

Indeed, these business leaders agreed that government and government managers are held in low esteem by society at large. There was no consensus, however, on whether that view is justified. Abramson is now executive director of The Center for Excellence in Government.

In the course of asking more than 400 business and government leaders why the public has such a low opinion of government's performance, I discovered the "Excellence in Government" debate. For their answers to the question fell into four quite distinct categories:

- "Democracy is Messy."
- "The Government Takes a Bum Rap."
- "The Government Must Shape Up."
- "The Country Must Shape Up."

The "Democracy is Messy" view argues that the performance of government is acceptable, but that the inherent nature of our democratic government often creates an image of inefficiency and ineffectiveness. While government may perform at an acceptable level, it appears "messy" because of the pluralistic nature of our society and the diverse set of actors involved in our democratic political system. A business leader who formerly served in the White House offered this view: "The democratic system may require some inefficiency. You can get efficient government in a dictatorship. You can become unrealistic if you don't recognize that the political process sometimes fosters inefficiency. Attempts to close military bases offer an example: You should hear the screams to keep the bases open."

The second view ("Government Takes a Bum Rap") argues that the government's performance is really much better than the public perceives it to be, but that good performance is not communicated to the public. In this view, negative information from a variety of sources (the media, politicians, academics, and government oversight agencies) clearly overwhelms any positive information about government performance and paints an unduly negative image of government. One corporate chief executive officer said: "I think government managers get much criticism which they don't deserve. People in government are well meaning and work very hard, just as hard as people in industry." And a former member of the White House staff added "There are good people in government. Politicians rant and rave about them and this gives a bad impression to the public. It hides the successes which have occurred in government. We have made progress. The Food Stamp program has made a difference. But bad news makes the news and good news does not."

A third point of view ("Government Must Shape Up") argues that the performance of government is not acceptable, that "real" performance problems do exist. Proponents of this view say that the public's low perception of government performance

is largely accurate, and that corrective actions are necessary and long overdue. One business leader said: "Government really has a major problem. If we state that the public environment has built into it major impediments to achieving efficiency, we are up against accepting inefficiency as the 'price of democracy.' I think that argument will no longer fly. When you are 40% of the economy, how much inefficiency and ineffectiveness can you afford?"

The fourth view ("The Country Must Shape Up") argues that reforming government will not suffice so long as sectors of our society act as adversaries instead of allies. This view holds that we have lost our sense of common purpose, and that all sectors must begin working more closely together to improve the performance of the nation as a whole.

Once identified, these four points of view were disseminated to the 200 members of The Center for Excellence in Government. We faced two alternatives: arguing about which view was "correct" or accepting all the views as containing "truth." We selected the second option, concluding that there was simply no "right" answer. If the perception of government is to change for the better, government must respond to each criticism.

The four viewpoints helped the center develop its program and prescriptions for the role of public managers in the years ahead. In its own program, the center decided that the problem of government's image could not be solved solely with a public relations campaign. If government's performance was flawless, such a campaign might have been enough. But there are performance problems in government which must be recognized and remedied. Thus, better performance and better communication of the results of government programs are required to effect a true change in public opinion.

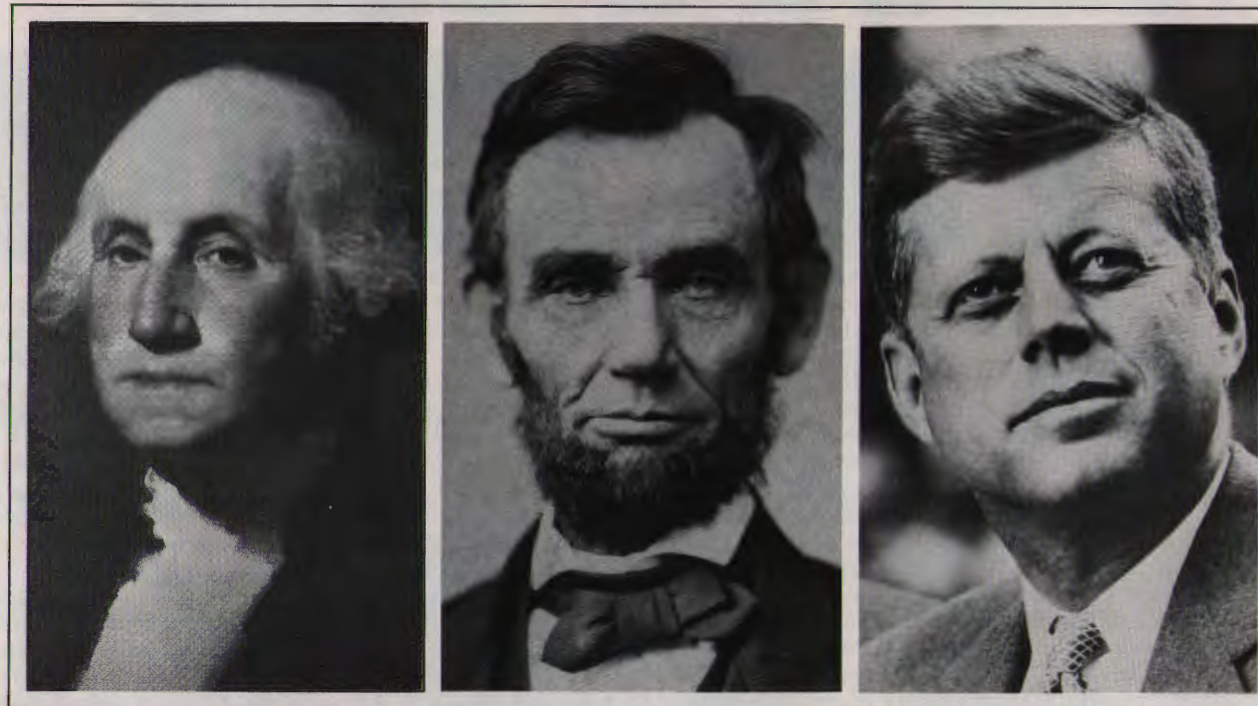
Many organizations are allied in the campaign to change the image and performance of government. But the key to long-term change rests with public managers. Support from the outside will not be effective in changing government if they are not actively engaged in the effort.

In short, public managers must respond to each of the four point views. First, they must speak directly to the "costs of democracy" by explaining the impact of such democratic values as equity and due process on the performance of government. Second, they must assume responsibility for defining government activities in understandable terms and for effectively communicating program performance to the public.

Third, public managers must assume responsibility for improving performance of their programs by serving as catalyst for change. And finally, they must assume responsibility for finding new ways for all elements of our society to work together on problems whose solution demands a role for both the public and private sectors.

It will not be easy to change public attitudes toward government, but the attempt must begin. My travels across America convinced me that a healthy nation requires public confidence in government. I found a new set of opinion leaders in the business community and a new generation of public managers ready to undertake the challenge. And, I believe they will make a difference.

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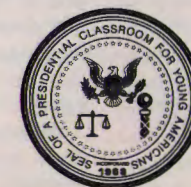
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Wilbur Cohen: An Appreciation

Wilbur Cohen, former Assistant Secretary, Undersecretary and Secretary of the Department of Health, Education and Welfare, who died last month at the age of 73, had a chance to do what only a handful of federal officials in history have done: start a program and an agency from scratch, guide the expansion of its programs through the Congress, watch it grow into one of the major programs of government, and leave one's imprint national policy in a permanent and constructive way.

The program was Social Security. Wilbur, just a year out of college, helped draft the original Social Security Act and was the first employee hired by that Agency in 1936. (He was a GS-4 at \$1,530 a year.) This was when the FICA tax was 1% and every individual's employment record was kept in a separate ledger. He saw Social Security grow into the largest and the most popular domestic program of government, with 66,000 employees and benefit payments of \$200 billion a year. As much as any other person, he contributed to day-to-day program decisions, administrative policies and Congressional actions associated with that growth. He served in HEW and its predecessor agencies for thirty years.

In a recent tribute, Robert Ball, former Social Security Administrator, put Wilbur's philosophy of administration this way:

"Wilbur believed in building institutions that would endure because they were built on enduring principles and did not depend for their continued success on the leadership or genius of a particular individual. He believed in fashioning programs that could be administered by ordinary people because only such programs can last. And Wilbur believed deeply in the importance of administration and in the spirit, the *elan* of the administering organization. He used to say that a law is only as good as the way it is administered—that is, in how it works out in practice for the beneficiaries of a program. The delivery of the services by a competent and well-motivated civil service was as important, he recognized, as the statute itself."

He lived these beliefs, as well. Despite the heights to which he rose in federal service and afterwards, he never lost his rapport with the thinking and working methods of federal workers. Wherever he traveled, he made sure to drop into a Social Security District Office, to talk to employees about how things were going. Was the workload too heavy? Were the directives coming down from Baltimore clear—and could they be implemented? Was there enough literature in the office, and enough people to answer the phones? The feedback he received quickly made its way to the highest levels of the agency and kept it on its toes. People would stop him on the street and introduce themselves as having worked in HEW when he was secretary. To these people, he was a legend. His identification with the federal service gave him a special interest in the civil service retirement system. He was a member himself, and always fought to keep its benefits intact, knowing its important role in drawing good people into careers in federal government.

I first met Wilbur Cohen in a hotel lobby in Palm Beach, Florida in 1962, during the Kennedy Administration. The Presi-

dent had gone there, as he often did in winter, for the weekend, taking the White House staff and the journalists covering him. Wilbur, and his boss, HEW Secretary Anthony Celebrezze had been summoned from Washington for a meeting. It was customary, as soon as the Presidential party checked into the hotel, for everyone to change into sport clothes for the weekend. Celebrezze knew about this—as a former mayor he had attended many conferences in posh resorts. He showed up in green slacks and a T-shirt. But Wilbur was a simple civil servant, who knew nothing of such matters. He brought only a black suit. He wore it all weekend. It did not detract from the respect he was accorded by the President, since he had long since earned his reputation and his presence was considered necessary at any discussion of pending social welfare legislation.

Wilbur was appointed Secretary of HEW six months before the end of the administration of President Lyndon Johnson, at a time when Johnson had already announced his decision to retire from office. It was a lame duck situation, but Wilbur approached the job as if it were the Administration's first hundred days. Memos flew, meetings were held, new programs were crafted. And when the time came for the traditional briefing of the incoming Secretary of the Nixon administration, Robert Finch, Wilbur insisted on conducting the briefing himself, taking Finch through every program, explaining its rationale and need for continuation, doing his best to win Finch's support for the department's activities. "He's a one-man band" Finch said afterwards.

Wilbur was a short, energetic man with an easy manner and a boundless store of optimism and enthusiasm. He accepted defeat gracefully, certain that things would come his way in the end. He was the government's chief architect of Medicare, a program first proposed in 1950 but not passed until 1964 because of the fierce opposition of the medical profession. Wilbur came to realize Medicare had to gain physicians' support, because it was they who provided the care the elderly depended upon. Working closely with Congressman Wilbur Mills, chairman of the House Ways and Means Committee, he engineered the basic compromises on coverage, reimbursement and freedom of selection that eventually made the program acceptable to doctors. Years later, when Medicare had become an accepted part of the American scene, a physician who had formerly been an official of the American Medical Association came up to Wilbur in a Washington restaurant. "I was brought up to hate you," he said. "I was told you were a socialist ogre. But the way you worked with us on the Medicare bill back in the sixties changed my mind." Wilbur's eyes twinkled.

In his first State of the Union message, President Kennedy issued his famous challenge: "Let the public service be a proud and lively career. And let every man and woman who works in any area of our nation's government, in any branch, at any level, be able to say with pride and honor in future years: 'I served the United States government in that hour of our nation's need.'"

Wilbur Cohen lived these words, long before and after they were spoken. We can only hope that all of us, inspired by his example, will experience the joy in public service and the accomplishment exemplified by his career.

Milton Gwirtzman was an advisor on special issues to President Kennedy and Chairman of the National Commission on Social Security from 1979-81.

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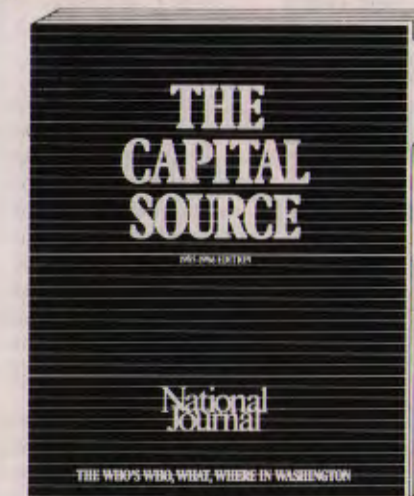
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Delegation or Detail: A Manager's Choice

President Carter gave attention to detail a bad name. Now President Reagan has done the same for delegation.

The Camp David accords, the major success of the Carter presidency, came about because of President Carter's attention to detail. They would never have happened if the President had merely declaimed, from every available bully pulpit, that Egypt and Israel needed to live in peace. Someone had to devote attention to the concerns that most troubled Egyptian President Anwar M. Sadat and Israel Prime Minister Menachem Begin and then convert those concerns into a treaty.

And it had to happen at the presidential level. Perhaps in the right administration, at the height of his international prestige, Dean Acheson, W. Averell Harriman, John Foster Dulles, or Henry Kissinger might have been able to do it. There was no one like that in the Carter administration.

But President Carter's greatest failure, the aborted attempt to free the Iranian hostages, was also characterized by presidential attention to detail. President Carter received several briefings on the plan's specifics, and he was in nearly direct communication with the commanders on the ground. He personally made the decision to abort the mission.

On the other hand, he gave little apparent thought to some crucial details about the operation, and in the end he never questioned whether the complexity of the plan might reduce the probability of success that the Pentagon had predicted. He had no mechanism for checking on the details that really counted—no devil's advocate or in-house analyst to challenge either the plan's specifics or its over-all concept.

The Reagan presidency has been plagued by a similar managerial enigma.

President Reagan's greatest success—his first budget—was made possible because he delegated the details of negotiation to budget director David A. Stockman. The President concentrated his energies on explaining how his objectives of increasing defense spending while reducing social spending would improve America's military strength and revive the domestic economy.

He took a similar approach last year to tax reform. He devoted his time to denouncing the existing tax system and articulating his hopes for a new one. He left to others—Treasury Secretary James A. Baker III and Deputy Secretary Richard G. Darman—the task of crafting over-all strategy and proposals and negotiating the final compromises with Congress.

But in attempting to open a door to Iran, free American hostages in Lebanon and help the contras, his propensity for delegation backfired. As a result, Adm. John M. Poindexter and Col. Oliver L. North, who are accustomed to carrying out not only the demands but the desires of their superiors, apparently interpreted the President's message as: "Do whatever is necessary to get this done, and don't trouble me with the details."

President Carter's unwillingness to delegate many details to

others paralyzed much of his administration; nothing of significance could be done until the President checked the details.

President Reagan excels at explaining the objectives of his presidency to the American public and to the people who work for his administration, but his message is often incomplete. He fails to explain that laws must not be broken. Consequently, when individuals in his administration became too zealous about accomplishing one of his goals, his system broke down. As the Tower Commission's report on the Iran-Contra escapade emphasized, Reagan had no mechanism for checking on the details.

George Washington and Abraham Lincoln offer apt illustrations of managers who successfully combined both attributes.

Washington had an over-all strategic sense of what it would take to win the revolution and build a unified nation, which he repeatedly and tirelessly explained to the Continental Congress. Nevertheless, he paid attention to detail. He personally directed the surprise attacks on the British army from Dorchester Heights, at Trenton and at Princeton. He worked to win financial and material support from the Continental Congress, and he was able to maintain mastery of the essential training and logistics while delegating much of the responsibility to Alexander Hamilton.

Abraham Lincoln's overwhelming goal was to save the union—a vision he articulated in his seven debates with Sen. Stephen A. Douglas. But as President, he did more than give speeches. He tested his generals until he could find one to whom he could delegate responsibility for both military strategy and battlefield tactics. And he appointed a cabinet of talented but strong-willed men—two of whom had sought the 1860 presidential nomination and still felt they should be running the country—and molded this contentious group into a team.

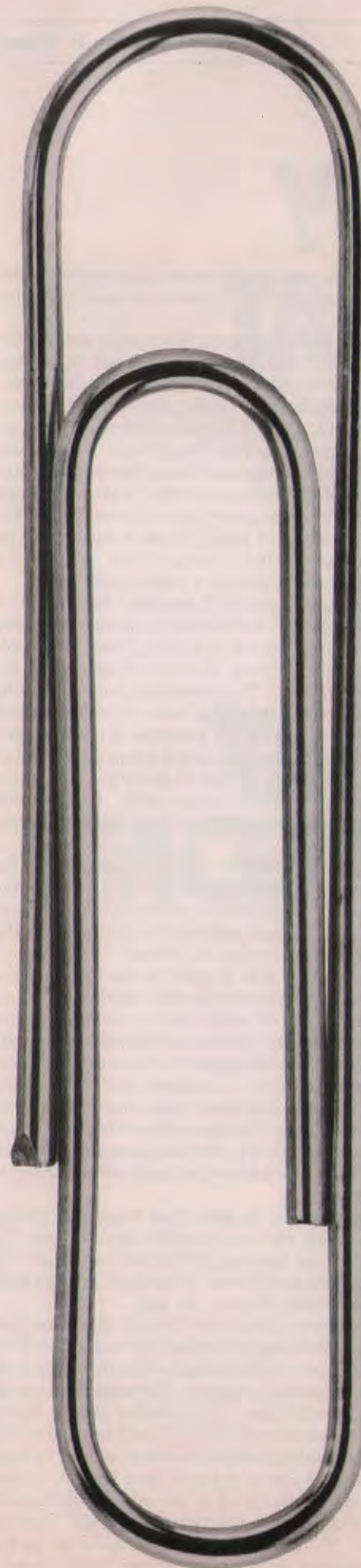
It is difficult to be an effective manager without somehow explaining and dramatizing the mission you are pursuing. The message must be simple, clearly and vividly described, and repeated constantly. Since no manager can handle all the details, he must ensure that those to whom the responsibility is delegated understand the purpose of their actions.

At the same time, a manager cannot be effective without paying some attention to detail. In some situations, as the Camp David accords demonstrate, only the person at the top can get the specifics right.

A government executive can learn from recent presidential successes and failures, as well as from the successes of Presidents past. To be most effective, a public manager must be both a master of delegation and a stickler for details.

So what should the conscientious government executive do—attend to detail or delegate responsibility? The answer is simple, and demanding: to produce results and avoid disaster, a public manager must do both.

Robert Behn is director of the Governors Center at Duke University and an adjunct scholar with The Center for Excellence in Government.



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Lessons from Normandy

CAEN, FRANCE—During a day filled with pomp and sentiment and remembrance of a war that ended more than 40 years ago, an extraordinary group of U.S. officials, top executives of American aerospace companies, lobbyists and journalists gathered on a grassy knoll here in mid-June to celebrate a new museum dedicated to teaching future generations that peace and liberty do not come free.

Leading the group were two of the men still serving in Congress who participated in the Allied invasion of Normandy in 1944, Sen. Strom Thurmond, R-S.C., and Rep. Sam Gibbons, D-Fla. During the course of the day they both spoke of what the war had meant to them and to their generation and of the lessons their experience should hold for the young today. At a moving ceremony in the huge U.S. cemetery at Omaha Beach, where 9,386 American soldiers are buried under white marble crosses and Stars of David, Gibbons observed that without their sacrifice the French would "certainly not be free men, in a free country, enjoying free elections as we have today." He told his audience of 150 people that they were "here today to help remind the world" that the Battle of Normandy "was a battle for freedom, not over frontiers; a battle for minds, not over material. The cost of freedom was high, and it is still high."

That will be the essential message of the museum now under construction in Caen. As Rep. Bill Nichols, D-Ala., said, other museums in the area feature collections of tanks and other implements of war, but this will be a "museum of ideas." Nichols landed in Normandy a few weeks after D-Day and lost a leg in the fighting that followed.

The day began a bit before 8 o'clock in the misty old St. Lazare railroad station. As we waited, a 32-piece military band all of a sudden struck up French and American patriotic tunes: the "Star Spangled Banner," "Stars and Stripes Forever" and the "Marseillaise." It was the first of several moving moments we would experience in the next eight hours.

Four special railway cars awaited us. They had been reserved by the U.S. Committee for the Battle of Normandy Museum, a group largely organized by Anthony C. Stout of Washington, D.C., who is chairman of National Journal Inc. Thurmond and Gibbons serve as directors on the committee, as do such distinguished men as Lt. Gen. Vernon A. Walters, Sen. Robert Dole, R-Kan., former Sen. Paul Laxalt, R-Nev., Gen. John W. Vessey, U.S. Ambassador to Paris Joe M. Rodgers, Rear Admiral John D. Bulkeley and Anthony Drexel Duke. The late Gen. Maxwell D. Taylor also served as an advisor.

The museum is the inspiration of the longtime mayor of Caen, Jean-Marie Girault, who recalled during the ceremony at the construction site that 80% of his city had been leveled by the Allies as they pressed against fierce German resistance. It is rising above the headquarters of the German forces, an underground bunker occupied by Gen. Wilhelm Richter, commanding the 716th Infantry Division that opposed the Anglo-Canadian troops advancing on Caen.

"Caen was sacrificed in 1944 at the most decisive moment of the combat from which France and her allies were to emerge victorious," said Girault. "The memorial will not be a celebration of war; for the battles and the destruction it will bring back to mind are to be linked to recalling the essential lesson of war, a lesson it is mortally dangerous to ignore or to forget. The reasons which justified those battles are still with us today,

totalitarian ideologies still constantly menace the peoples of the world, to the point where the number of democracies in existence is ceaselessly shrinking."

Within the museum of glass and white Normandy stone, visitors will be led on what the building's designers call "a voyage through memory." Other World War II museums confine themselves to displaying the artifacts and telling the story of the war itself, but the museum at Caen will begin its historical journey at an earlier point—the end of the First World War. It will cover the jazz age and the rise of Nazism and thus attempt to explain the failure of the Treaty of Versailles and why it was that Europe was consumed in war twice in as many generations. What likely will stand out as the climax of a visit to the museum will be a 15 minute "spectacular" of the invasion itself, followed by another display carrying the museum's message of peace.

The museum has attracted support throughout Europe. At a groundbreaking last September, the thirteen countries that were engaged in combat on the continent on June 6, 1944, sent commemorative stones. French Prime Minister Jacques Chirac, present at the ceremony, said, "This museum, had to be built in Caen and it had to be done now. The museum will preserve the facts of the past. But it will also be a temple of our Western values where young generations will come to meditate, think and feed their energy from the springs of history." In a letter to the U.S. committee, President Reagan said, "I share your determination to keep alive the memory of this historic struggle for the cause of democracy."

Among the French, great emotion and gratitude live on for what the Americans sacrificed on the beaches and along the hedgerows of Normandy. "Nous savons pourquoi nous sommes des hommes libres," said Girault, adding his gratitude to the Americans "pour nous avoir rendue la liberte."

For their part, Americans who fought in the war retain a strong sense of brotherhood with the French. At the museum's groundbreaking, many of the 50 states sent a commemorative stone to Girault, to be placed in a Garden of Remembrance next to the Eisenhower Esplanade that leads to the memorial's entrance. Connecticut's came from the quarry that supplied the base for the Statue of Liberty, and many others also carried symbolic significance. Describing the groundbreaking last year, former Sen. Charles Mathias, R-Md., recited Santayana's famous line, "Those who cannot remember the past are doomed to repeat it."

The emotional memories of the war that remain so strong among the older generation were on powerful display when Gibbons spoke at the American cemetery 30 miles from Caen. "If there were ever a consecrated piece of ground, bought with American blood, it is Omaha Beach," he said.

With seed money borrowed from the French, the American committee is beginning the long and arduous process of collecting perhaps \$1 million a year to help support the museum's ambitious research and education program. Through direct mail, it hopes to establish a sizable base of individual donors, and it is also appealing for corporate donations. It will not fail in this endeavor if it can tap the deep emotions about war and peace, valor and freedom that were so evident here and at Omaha Beach. Those feelings are captured in one of the inscriptions that adorn the monuments in the American cemetery: "This embattled shore, portal of freedom, is forever hallowed by the ideals, the valor and the sacrifices of our fellow countrymen."

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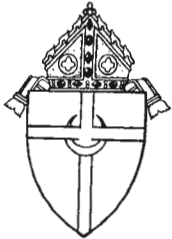
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THE CHANCERY

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April 20, 1987

Mr. Ronald Reagan
President of the United States
The White House
Washington, D.C.

Dear Mr. President:

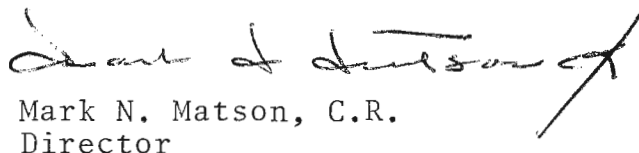
Along with this letter please find the very first copy of the video program: AIDS: A TOPIC FOR LIFE. I have also enclosed a letter of April 3rd, telling you of this important project for the Catholic community nationwide.

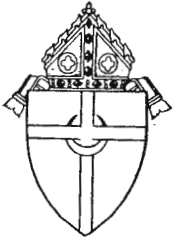
I hope that you will consider my request to give this program and all those who helped to make it possible a Presidential congratulations or commendation, as you see fit.

Thank you for taking the time to review this material.

Please know that you, Mrs. Reagan and your important work for us remains in my prayers and Mass remembrances. Happy Easter!

Sincerely in Christ Risen,


Mark N. Matson, C.R.
Director



THE CHANCERY

ARCHDIOCESE OF DENVER
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April 3, 1987

Phone: (303) 388-4411
Mailing Address:
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Denver, Colo. 80201

Mr. Ronald Reagan
President of the United States
The White House
Washington, D.C.

COPY

Dear Mr. President:

Soon I will be forwarding you the very first copy of a video tape program that I have just completed on the subject of AIDS. The program is entitled: AIDS: A TOPIC FOR LIFE. It is geared for Catholic youth, educators, parents, clergy, and others of our same moral beliefs. It treats AIDS both clinically and morally.

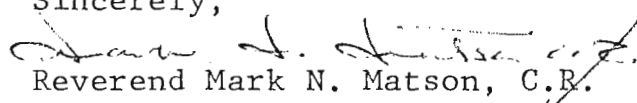
Because of your wonderful speech this past week on AIDS, I want you to have the very first copy of this program. It is the very first of its type in the entire nation. We have already received much media attention and publicity about this program, even though it has not yet been released. The program has turned out very well, and is going to be a great educational tool for educators throughout the entire country.

Mr. President, when you receive this video I would ask that it be reviewed and considered for a Presidential Commendation. This would be a great honor for all who have worked on this project. It would also be a clear communication that AIDS education is truly the job of school, church, and community efforts. The video was privately funded and came about because of a need among Catholic youth and schools for educational materials that do not promote the use of condoms as a means of preventing AIDS. Our video educates morally, saying that we as Christians are called to be pure in mind, body and spirit. This purity is not theory, but rather an on going response to the Lord of Life who Himself was pure in all manner.

The program will be completed at the end of next week. I will rush a copy to the White House soon after. I do hope that you will consider my request. Most of all, however, I truly thank you for your words about AIDS this past week. It was great to hear the President of our Nation speak about morality and the need to be honest regarding our sexuality. I hope our program is a positive educational tool for the people of the United States.

My best personal regards and prayers for you, Mrs. Reagan and for your important work for all of us.

Sincerely,


Reverend Mark N. Matson, C.R.
Director

AIDS: a topic for life

P.O. BOX 6448 DENVER, COLORADO 80208

TO THE EDUCATOR OR USER OF THIS PROGRAM:

PLEASE BE PREPARED. It is recommended that you check with parents **FIRST** before showing this program to students of junior high and high school age. You yourself should have **FACTS** about the A.I.D.S. virus and disease **BEFORE** you present this program. Because this program also deals with the moral issues surrounding A.I.D.S., you should be knowledgeable about the Church teachings regarding human sexuality and abuse to one's body. **NOTE:** This program does not mention the use of condoms as a means to protect one's self from the A.I.D.S. virus. The program **DOES**, however, stress that one is to be responsible. "Responsibility" as it is used in the context of the program may mean to some that the use of condoms is appropriate. This of course will be determined by the response of an individual to accept and participate in the "invitation" of the Church and Gospel concerning extra-marital, pre-marital sex, homosexual or bisexual activities.

THE YOUTH DISCUSSION:

The youth discuss the issue of A.I.D.S. in an open and frank manner. One of the youth mentions that blood used in transfusions was at one time not safe. Blood received by transfusion **PRIOR** to 1985 is sometimes **QUESTIONABLE**.

THE EDUCATORS:

The Principal says that there is a "fine line" between abstinence and chasity. Abstinence is refraining from sexual activities because of a fear over the A.I.D.S. virus and disease, or because of a lack of a partner or opportunity for sexual activity. Chasity, on the other hand, implies a dedication to the Gospel's and Church's call to be pure in our bodies and minds. In other words, one does not enter into illicit sexual activity because of fear or lack of opportunity or partner, but rather as a response to the Lord's on-going call to holiness. **THIS IS AN IMPORTANT THESIS IN THE PROGRAM.**

THE DOCTOR:

A.I.D.S. is preventable. It is fatal to all who contract the actual disease. It would be good to discuss the difference between the virus and the disease. Also talk about ARC (AIDS-Related Complex) again. **THERE ARE DIFFERENCES** in the above, please familiarize yourself with those differences. **FALSE INFORMATION IS DISASTROUS WHEN DEALING WITH THIS PARTICULAR VIRUS AND DISEASE.**

THE HOSPICE WORKER:

"PWA" is the new term for "PEOPLE WITH AIDS". They are **NOT** victims. This is an important piece of information. Compassion should be stressed when talking about persons with AIDS. The jokes about AIDS are highly inappropriate during a time of worldwide crisis.

THE FUNERAL DIRECTOR:

Visiting a casket selection room is difficult. Emotional responses may result as this short segment is viewed... The reality of death for the Christian is not unthinkable. However, in light of the program, the emphasis on the preservation of the gift of life that God has given is important. Those who do contract the actual **AIDS DISEASE** will die. A discussion may follow on a funeral home's responsibility to minister to AIDS patients and their families.

THE ARCADE SCENE:

The people in this scene really expressed their own thoughts and feelings. These thoughts are uncensored. The first girl speaks of "medicines that the government has that should be released...." There are no proofs that these drugs exist. **FURTHERMORE, IT IS VERY IMPORTANT TO REALIZE ONE THING** —out of any group of youth watching this program you will find some that will actually believe that a cure for AIDS is just around the corner...**STRESS: THERE IS NO CURE IN THE FORSEEABLE FUTURE.** Today there are approximately 30,000 AIDS patients in the U.S. By the year 1991, there are expected to be 270,000 people with AIDS. To date about one half of all persons with AIDS have already died...all are expected to.

THE ARCHBISHOP:

In this segment of the program Archbishop Stafford encourages the viewers to evaluate their life style in light of the Gospel and the Church's teachings regarding human sexuality and abuse of the body. He shares his concern over drug abuse. Most importantly, he asks viewers of a younger age to discuss the issue of AIDS with their parents and other mature Christians. This is important. Where there are fears or questions, youth should be encouraged to enter into serious dialogue with mature Christian adults.

A CAUTION ABOUT THE CONCLUSION:

During the final three minutes one goes through a very serious reflection of the results of the AIDS virus and disease. During this reflection one is lead to recognize in human sufferings the suffering of the Christ. The conclusion is graphic and may cause some emotional response from viewers. AIDS is fatal, thus the funeral. **NOTE:** In this final segment, it is clear that the Church will continue to stand with all who are suffering, and be a source of hope, strength and compassion for them. This compassion is realized in the words of the music and in the face of the crucified Christ.

AIDS: A TOPIC FOR LIFE... AIDS: A TOPIC FOR DEATH... BE RESPONSIBLE...

What do these three important messages say to you?

At the conclusion of the discussion, we recommend prayer. The prayer could be styled after the one viewed in the segment with the youth.