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FEMA

Honor Awards Ceremony

December 4, 1987

2:00 p.m.

Department Auditorium

HHS North Building

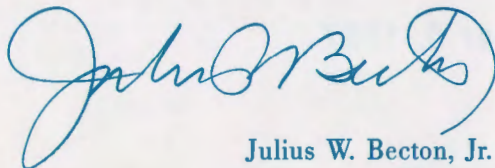
FEMA Honor Awards Ceremony

December 4, 1987

FOREWORD

Each year we gather to honor the men and women of the Federal Emergency Management Agency who have distinguished themselves in our pursuit of excellence. By their example, the people we are recognizing today have not only contributed in significant measure to the accomplishment of the goals and mission of **FEMA**, but are helping to inspire public confidence and trust in all of the people employed in the Federal Service.

I am proud, as Director of **FEMA**, to recognize these individuals both within and outside of **FEMA**, for their outstanding performance and contributions on behalf of this Agency. My sincere congratulations to all of you.



Julius W. Becton, Jr.
Director
Federal Emergency Management Agency

ANNUAL AWARDS CEREMONY 1986-1987

Program

Musical Prelude	(To be Announced)
Presentation of the Colors	Armed Forces Color Guard
"The National Anthem"	(To be Announced) (Please Remain Standing)
Retirement of the Colors	Armed Forces Color Guard
Invocation	Dr. Ralph B. Swisher Christ Church of Washington
Opening Remarks	The Honorable Julius W. Becton, Jr. Director
Poetry Selections	Sixth Grade Class Giddings Elementary School
The Director's Awards	Richard S. Shivar Chairperson, Incentive Awards Committee
Introduction of the Guest Speaker	Richard S. Shivar Chairperson, Incentive Awards Committee
Guest Speaker	The Honorable Ralph C. Bledsoe Special Assistant to the President for Policy Development
Presentation of Awards	William C. Tidball Chief of Staff
Distinguished Service	Equal Opportunity
Meritorious Service	Outstanding Public Service
Closing Remarks	The Honorable Julius W. Becton, Jr.

RECEPTION TO FOLLOW
FEMA Conference Room 401

DISTINGUISHED SERVICE AWARD



The Distinguished Service Award is the highest honor award which may be granted by the Director to an employee. This award is given only to employees who have made substantial contributions to the operations of the Agency, either within or beyond their required duties. This award is a wooden plaque, engraved with the recipient's name, briefly describing the achievement, and is accompanied by a certificate signed by the Director.

RECIPIENTS

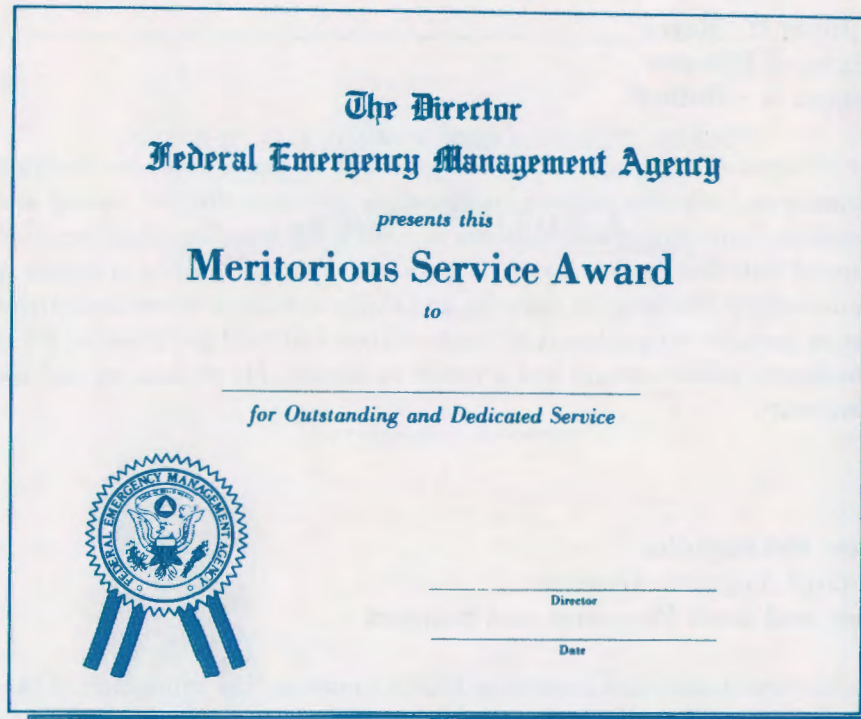
William H. Mayer
Regional Director
Region X - Bothell

For his outstanding leadership over a period of 15 years, which has resulted in timely and effective disaster assistance to numerous disaster victims and consistent dedication to the missions of FEMA. He is a staunch advocate of regional interests and his loyalty to both his superiors and subordinates is commendable. His integrity, sincerity, and ability to relate to others has earned him an enviable reputation at all levels of state and local government. He is a dedicated public servant and a credit to himself, his profession, and his community.

Dave McLoughlin
Deputy Associate Director
State and local Programs and Support

For his significant contributions to FEMA's mission. His reputation of professional integrity, both within and outside the Agency, is commendable and attests to his ability to adapt to meet the needs of an ever changing and dynamic emergency preparedness environment. The variety and scope of Mr. McLoughlin's contributions demonstrate his exceptional creativity, outstanding performance and distinguished service.

MERITORIOUS SERVICE AWARD



The Meritorious Service Award is given, on a highly selective basis, to individuals or groups in recognition of exceptional professional achievement and valuable contributions to the Agency's programs. This award is a wooden plaque, engraved with the recipient's name, briefly describing the achievement, and is accompanied by a certificate signed by the Director.

RECIPIENTS

Performance Management and Employee Services Division Office of Personnel and Equal Opportunity

Ruth A. George
Velma Bragg
JoAnn Grant
Martina Griggs
Tanja Jameson
Marita Llaverias
Inez Martin
Anita Washington
Earline Williams

For their significant contributions in the personnel arena, both in enhancing the image of the Office of Personnel and Equal Opportunity and in providing quality service to FEMA's managers and employees. Through their dedication to duty, professionalism, and perseverance, they were able to accomplish an insurmountable workload, with major system changes, under extremely stressful circumstances. Their commitment to providing the best service possible to FEMA is exemplary, and are attributes to be emulated by all concerned.

Carl Hallstead **State and Local Programs and Support Directorate**

Tom Finnegan
Aaron Halper
Office of the Comptroller

For their significant contributions to the Disaster Assistance Program by developing and implementing a system of writing temporary housing assistance checks in the field. Their innovative and collective effort has produced a major positive benefit for disaster victims, has dramatically improved FEMA's responsiveness, and reflects great credit upon themselves, the civilian service, and the Federal Emergency Management Agency.

RECIPIENTS

Payroll Branch Office of the Comptroller

Edna Saunders
John Craddock
Carolyn Nelson
Reginald Nelson
Gladys Shedrick
Earl Shipley

For exemplary service to the employees of FEMA during a period of 20 per cent increase in workload, and decrease in staff. This small group of employees, through dedication and perseverance, were able to assure that FEMA's employees, along with a large number of Disaster Assistance Employees, were paid on time each and every pay period. Their efforts are commendable and reflect great credit upon themselves, the civilian service, and the Federal Emergency Management Agency.

Printing and Publications Division Office of Administrative Support

Raymond E. Baker
Weymouth Tini
Thomas Behm
Robin Blackiston
Robert Draper
Shirley Hamilton
Lisa Lee
Daniel Mann
Josephine Sanders
John Thomas

For their outstanding dedication and extraordinary efforts in the printing and dissemination of Natural Hazards Reduction publications. Their professionalism and willing attitude reflect most favorably on themselves and the Federal Emergency Management Agency.

RECIPIENTS

State and Local Programs and Support Directorate

Denzel Fisher	Sue Perez
Stacey Gerard	Karen Sagett
Juanita Harris	Robert Wilkerson

Training and Fire Programs Directorate

Thomas Boven	Susan Downin
Gerald Boyd	Jan Kuczma
James Covington	Joseph LaFleur
James Craig	Deborah Wiles

Office of External Affairs

Maria Vorel

For the advancement of public safety through the successful implementation of new national chemical emergency preparedness training programs. Their dedicated effort resulted in policy development coordination and implementation of a program which enhanced the public safety posture of the entire nation and brought great credit to the Federal Emergency Management Agency.

Ronald F. Treichel State and Local Programs and Support Directorate

Donald A. Moore National Preparedness Directorate

For professional competence and untiring dedication in producing "Nuclear Attack Planning Base - 1990," FEMA's first unclassified assessment of the potential effects of nuclear attack on the United States.

Certificates of Appreciation were presented to:

William K. Chipman	Richard M. Lane
John McKay	Russell P. Gates II
John Bokel	Tatsuo Okamoto
Carl R. Siebentritt	C. Dwight Poe
Henry Tovey	Veronica Moreland
George C. Meyer	Francis Riley
Michel S. Pawlowski	

RECIPIENTS

Robert L. Lambert
Agnes C. Mravcak
State and Local Programs and Support

For meritorious service in the development and implementation of the New Combined Verification System which resulted in increased efficiency in the delivery of disaster assistance. The dedicated efforts of these employees enabled FEMA to help the neediest disaster victims more quickly, reduced the overhead burden of state and local governments, and produced significant savings. Their accomplishment is commendable and brings great credit upon themselves and the federal government.

C. Dwight Poe
State and Local Programs and Support Directorate

Richard A. Healy
Region I

Travis A Ratcliff
Region VI

DuWayne Ebertowski
Region VIII

For the technical excellence and dedication to the task of developing and coordinating the delivery of Attack Preparedness Workshops to train State Population Protection Planners.

National Preparedness Directorate

Steward R. Carter III
Ernest W. Duncan
Jayne C. Miller

David L. Parris
Nathan L. Ray
Joe N. Stallard

In recognition of personal initiative and group creativity in developing an alternative pricing arrangement which reduces the operating costs of the National Warning System through value added network engineering.

RECIPIENTS

Richard S. Eligan
National Preparedness Directorate

For demonstrating unusual initiative and skill in developing and overseeing the design and delivery of the Facilities Accreditation and Management Administration System (FAMAS), a computerized system for controlling the inspection and accreditation of secure storage facilities.

Sharon L. Stoffel
Region I

Lawrence L. Bailey
Region VI

Mildred M. Wardsman
Region II

Charles B. Huyett
Region VII

Frederick J. Bath
Region III

Normand A. Lizotte
Region VIII

John R. Bryan, Jr.
Region IV

Ronald H. Sandwina
Region IX

Bill L. Campbell
Region V

Barry E. Gilbert
Region X

For extraordinary effort which ensured the timely creation of the initial Regional Emergency Management Teams (REMTs) which gives the nation a regional interagency response capability in national security emergencies.

Jack D. Richardson and
All Employees of the Mobile
Emergency Response Detachment,
Thomasville, Georgia

For their outstanding performance as a unit in the accomplishment of FEMA's mission. Their aggressive method of "getting the job done" clearly allowed FEMA to streamline many of its MERS activities and resulted in reducing time and effort at a substantial savings to the government. They have consistently set an example which everyone can be proud of. The success of this program can be attributed to the outstanding professionalism and dedication to duty by the MERS Thomasville personnel.

RECIPIENTS

National Preparedness Programs Directorate

Larry Cavanaugh	Peter Lorenz
Michael Chalmers	William Smith
Anna L. Killillay	George E. Wetherington, Jr.

Mobile Emergency Response Detachment Bothell, Washington

Harold Skowbo	Arthur Tinkle
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Mobile Emergency Response Detachment Denton, Texas

Edwin H. Harris, Jr.	Robert Herbert
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For exemplary performance, dedication, and self-sacrifice in ensuring the operational capability of Agency emergency operations assets. Because of their intense efforts, over a long period of time, a rigid schedule was adhered to and FEMA's program requirements were met. Their ability to work as a team in order to accomplish their mission is a credit to themselves and the Federal Emergency Management Agency.

National Preparedness Directorate

C. Wesley Carson	Larry M. Hall
Richard E. Corder	Judith A. Munday

For exemplary performance on the National Defense Stockpile Program. Through their individual and combined efforts, they have achieved a record of accomplishment that stands as an inspiration to others on improving the quantity and quality of work during periods of unusual difficulties. Their dedication and professionalism reflect most favorably on themselves and the Federal Emergency Management Agency.

RECIPIENTS

Wanda M. Rafig National Preparedness Directorate

In recognition of exemplary contributions to the data processing needs of the Disaster Assistance Program. Her loyalty and dedication to duty assured that the Disaster Management Information System was maintained in a state of operational readiness at all times. Her efforts greatly increased FEMA's capability to respond to any emergency, and reflects great credit upon herself, the civilian service, and the Federal Emergency Management Agency.

Philip S. Cogan Region X - Bothell

For his exemplary contributions in the area of Public Affairs. By virtue of his skill, his expertise, his dedication and his innovative mind, he has served not only Region X, but the Agency nationally in an outstanding manner. His professional activities and willing attitude reflect most favorably on himself and the Federal Emergency Management Agency.

Richard W. Donovan Region X - Bothell

For his outstanding achievements over the past 4 years in establishing the highly successful Sagebrush series of nuclear weapon accident exercises and training forums. His efforts have placed FEMA in a true leadership role in radiological incident response and have earned him the respect of everyone involved. The lessons learned through the series will have the applicability of guiding future national policy and has contributed greatly to the accomplishment of the Agency's mission.


EQUAL OPPORTUNITY AWARD

**The Director
Federal Emergency Management Agency**

presents this
**Equal
Opportunity
Award** to _____
for: _____

Director

Date



The Equal Opportunity Award is given to an employee whose contributions in the area of equal opportunity have exceeded normal job responsibilities by helping to advance equal opportunity through such qualities as effective leadership, skill, innovation, imagination, or perseverance. This award is a wooden plaque, engraved with the recipient's name, briefly describing the achievement, and is accompanied by a certificate signed by the Director.

RECIPIENTS

**Jamie R. Majors
Region VIII - Kansas City**

In recognition of her significant contribution toward equal opportunity for the handicapped. Through her active participation in "Kids on the Block," she has promoted public awareness of the ability of handicapped persons to carry on a near normal life style, and enhanced acceptance by others of handicapped persons. Her dedication and responsiveness to the needs of others is commendable.

**Patricia C. Tenorio
Office of the Comptroller**

In recognition of her leadership in conducting activities for the Nation during Asian-Pacific American Heritage Week and advocacy as President of the National Asian-Pacific American Heritage Council.

OUTSTANDING PUBLIC SERVICE AWARD

FEDERAL EMERGENCY MANAGEMENT AGENCY

Outstanding Public Service Award

Presented to

For exceptional service in the public interest



Director

Date

The Outstanding Public Service Award is given exclusively to employees of other federal agencies, state and local governments, and private citizens and organizations in recognition of significant acts or services in the public interest related to program areas for which FEMA has responsibility. This award is a wooden plaque, engraved with the recipient's name; briefly describing the achievement, and is accompanied by a certificate signed by the Director.

RECIPIENTS

Mr. John A. Agostino
New York State Emergency Management Office

For contributions to the Federal Emergency Management Agency's mission through his leadership positions in mitigation, preparedness, response and recovery operations.

The United Way of America
The American Red Cross
The Salvation Army
Catholic Charities, U.S.A.
Council of Jewish Federations
National Council of Churches of Christ in the U.S.A.

For distinguished leadership in the efficient delivery of services to the most needy through the work of the Emergency Food and Shelter Programs Board.

EXCELLENCE IN EMERGENCY MANAGEMENT

Josephine M. Arcurio
Region IX - San Francisco

For exemplary performance in over 45 different assignments as a disaster assistance employee in the FEMA Temporary Housing Program. Her flexibility, commitment, and enthusiasm have contributed not only to efficiency in government operations, but in savings of money, time, and manpower, as well as the promotion of safe housing, adding to the general welfare in every community in which she has served.

William N. Wright
Region X - Bothell

For outstanding dedication and leadership in more than 50 disaster operations. His efforts have resulted in large scale savings for the federal government and have produced major improvements in providing public assistance during disaster situations.

OTHER RECOGNITIONS:

Recipient of Presidential Award - Meritorious Executive:

Joe D. Winkle

Recipients of SES Bonus Award for FY 1987

Gregg Chappell
John D. Hwang
Bernard T. Gallagher
Homer V. Hervey
William F. W. Jones
Dennis Kwiatkowski

John B. K. LaBarre
George H. Orrell
Spence W. Perry
Francis V. Reilly
William C. Tidball
Robert H. Volland

SPECIAL THANKS TO:

Technical Services, General Services Administration

Hosts and Hostesses

Office of Administrative Support

Graphic Arts and Design Division

Printing and Publications Division

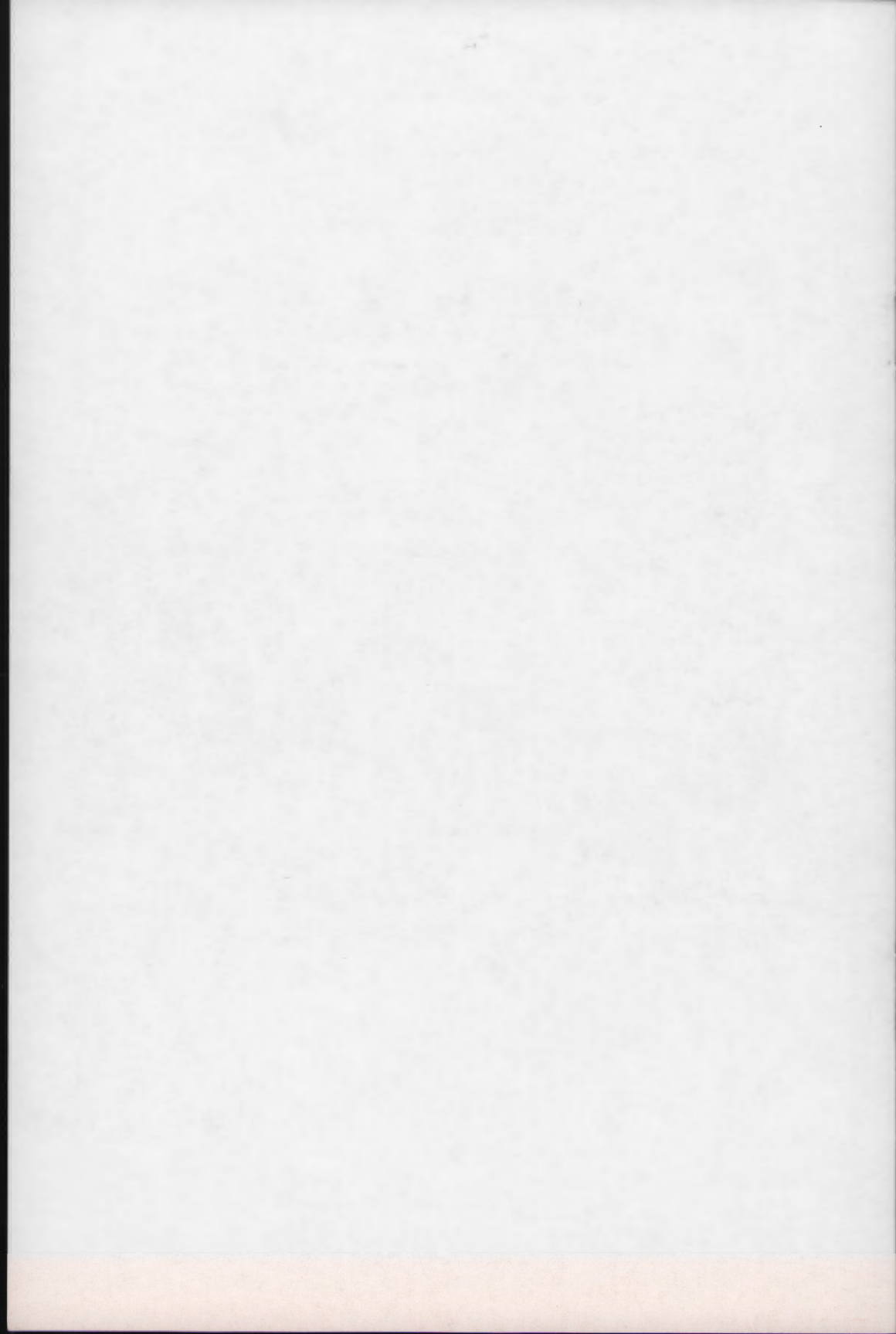
Office of the Comptroller

Office of Public Affairs

Deaf Pride, Inc. - Connie Hills

FEMA Incentive Awards Committee

***MANY THANKS TO THOSE INDIVIDUALS WHO CONTRIBUTED
SO MUCH TO THE SUCCESS OF TODAY'S CEREMONY.***



ANNUAL AWARDS CEREMONY 1986 - 1987

PROGRAM

Musical Prelude Mary McInnis, Piano
Environmental Protection Agency

Pat Munday, Flute
Environmental Protection Agency

Fife and Drum Old Guard

Presentation of the Colors Armed Forces Color Guard

"The National Anthem" Spencer Buffy
(Please Remain Standing) Environmental Protection Agency

Retirement of the Colors Armed Forces Color Guard

Invocation Dr. Ralph B. Swisher
Christ Church of Washington

Poetry Selections Sixth Grade Class
Giddings Elementary School

Introduction of the Guest Speaker. The Honorable
Julius W. Becton, Jr.
Director

Guest Speaker The Honorable
Ralph C. Bledsoe
Special Assistant to the
President for Policy
Development

Presentation of Awards William C. Tidball
Chief of Staff

Distinguished Service
Meritorious Service
Equal Opportunity
Outstanding Public Service
Excellence in Emergency Management

Closing Remarks The Honorable
Julius W. Becton, Jr.
Director

* * * * *

RECEPTION TO FOLLOW
IN THE
FEMA HEADQUARTERS
ROOM 401

FEMA ANNUAL AWARDS CEREMONY

Friday, December 4, 1987

- 1:35 - FEMA driver - Aaron Davis - pick up
on ramp
- 2:00 - Ceremony - HHS Auditorium
- 3:00 - Reception - FEMA Hqs, Rm 401
- 3:30 - FEMA driver will drive you to EOB.



Federal Emergency Management Agency

Washington, D.C. 20472

November 17, 1987

Dr. Ralph C. Bledsoe
Special Assistant to the President
for Policy Development
Domestic Policy Council
The Old Executive Office Building
Washington, D.C. 20500

Dear Dr. Bledsoe:

I am delighted that you have accepted our invitation to be the guest speaker at the Sixth Annual Awards Ceremony of the Federal Emergency Management Agency (FEMA).

The ceremony will be held on Friday, December 4, 1987, at 2:00 p.m., in the Auditorium of the Department of Health and Human Services, North Building, 330 Independence Avenue, S.W., Washington, D.C.

The responsibilities of FEMA are to assess our national mobilization capabilities in time of war or peacetime national emergencies. We are also responsible for providing comprehensive emergency management and assistance in all types of disasters.

At this ceremony, we will recognize the men and women who have made outstanding contributions in those areas. The awards to be presented are for distinguished service, meritorious service and outstanding public service. Additionally, we will present the Outstanding Handicapped Award and the Equal Opportunity Award.

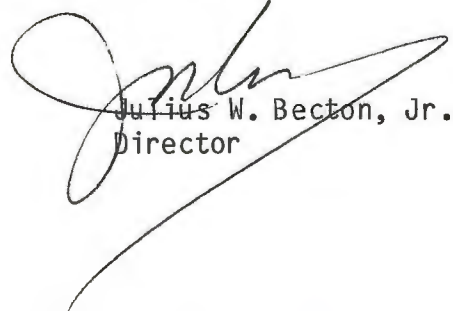
The ceremony will last approximately 1 hour, and you have been allotted 15 to 20 minutes to speak.

We hope that you will be able to join us for the reception immediately following the ceremony at our Headquarters Building in Room 401.

Please have a member of your staff contact Mr. William C. Tidball, my Chief of Staff, on 646-3919, for any additional information or assistance you may need.

Thank you for participating in the ceremony.

Sincerely,


Julius W. Becton, Jr.
Director



Federal Emergency Management Agency

Washington, D.C. 20472

MEMORANDUM

November 30, 1987

TO: Ralph Bledsoe

FROM: Carl Suchocki, Public Affairs

SUBJECT: FEMA Awards Background

Enclosed is a copy of the FEMA Annual Awards Ceremony 1986-87 program and a draft of General Becton's remarks from last year's program.

It's my understanding that because of funding restraints, last year's program was the first since 1984. As a result, aside from General Becton's remarks, samples of speeches from those previous ceremonies are not available.

In the absence of additional background material, Peg Maloy has suggested to me that you might want to consider a motivational approach, particularly in light of the program and workforce cutbacks of the recent past and the subsequent morale problems they may have engendered. Peg also mentioned to me that you have been a strong supporter of those who commit themselves to the federal service and that your thoughts along these lines would be appropriate for this type of presentation.

With that in mind, I've begun drafting some preliminary remarks which reflect this approach. Essentially, the theme is a reinforcement of the commitment to a high professional calling which is epitomized by those who are being honored. The talking points would include:

1. Opening salutations from President Reagan which reflect this theme.
2. Why a commitment to public service is no less than one made to the most highly regarded professions.
3. That this commitment is reflected in the responsibility of administering and carrying out the laws of the land at all levels of the federal government.
4. That FEMA, with its responsibility for ensuring the continuity of government, has a commitment that is at least equal to that of other federal agencies.

5. That this commitment is reflected at all levels of FEMA's operations and is particularly evidenced, for example, in the areas of civil defense planning and assisting those in times of disaster.

6. And, in salute to the award winners, that their awards are in recognition of their personal and professional commitment in the highest degree, and in so being honored, they now have the responsibility to instill or reinforce this commitment in those who will follow.

If you're comfortable with this approach, I can probably have something ready for your review by Wednesday. In the meantime, I'd surely appreciate your thoughts and ideas about this suggestion or any other way in which I can assist you.

FEDERAL EMERGENCY MANAGEMENT AGENCY
ANNUAL AWARDS CEREMONY

HHS AUDITORIUM
WASHINGTON, D.C.
DECEMBER 4, 1987

THANK YOU VERY MUCH, GENERAL BECTON. I MUST ADMIT THAT I DON'T RECALL SEEING YOUR NAME ON THE ROSTER OF TODAY'S HONOREES. BUT I WOULD THINK THAT AT THE VERY LEAST, YOU DESERVE AN OSCAR FOR THOSE SPLENDID INTRODUCTORY REMARKS. IN FACT, JUST AS SOON AS I GET BACK TO MY OFFICE, I'M GOING TO REREAD MY BIO TO MAKE SURE THE PERSON YOU WERE TALKING ABOUT WAS REALLY ME.

GENERAL BECTON, MISS JULES AND MEMBERS OF THE 6TH GRADE CLASS, DISTINGUISHED PLATFORM GUESTS, AND ESPECIALLY TODAY'S HONOREES, FAMILIES AND FRIENDS, IT IS A DISTINCT PLEASURE AND A RARE PRIVILEGE TO HAVE BEEN ASKED TO JOIN YOU THIS AFTERNOON FOR WHAT I BELIEVE IS AN OCCASION OF SIGNIFICANCE FOR THE HONOREES, AS WELL AS FOR ALL OF THOSE WHO HAVE WORKED IN THE SERVICE OF OUR COUNTRY.

AND IF THERE IS ANY ONE GOOD WAY FOR ME TO THANK YOU FOR YOUR KIND INVITATION, IT'S PROBABLY TO PROMISE TO KEEP MY REMARKS BRIEF. AFTER ALL, THIS IS YOUR DAY. AND WHILE I'M HONORED TO BE AMONG THE HONORED, I'LL TRY TO KEEP WHAT I HAVE TO SAY AS BRIEF AS I CAN.

THERE ARE JUST A FEW COMMENTS I WOULD LIKE TO MAKE, AND SOME OF THEM PERTAIN TO A COUPLE OF WORDS THAT I HAVE THOUGHT ABOUT A LOT LATELY, AND WHICH I BELIEVE ENCOMPASS THE REASONS WHY YOU ARE HERE TODAY. THE WORDS ARE COMMITMENT AND COMPETITIVENESS.

I KNOW MANY OF YOU HAVE HEARD THESE WORDS COUNTLESS TIMES, AND LIKE YOU, I KNOW THAT THEY CAN BE SO OVERWORKED TO THE POINT OF BECOMING MEANINGLESS. AND WHAT MAY BE EVEN WORSE, I KNOW THAT THEY ALSO CAN MEAN A LOT OF DIFFERENT THINGS TO A LOT OF DIFFERENT PEOPLE.

JUST TO SHOW YOU HOW DIFFERENT, I ONCE ASKED A GROUP OF FRIENDS IF THEY THOUGHT THAT THOSE WHO CHOOSE A CAREER IN GOVERNMENT SERVICE SHOULD BE COMMITTED TO. AND BEFORE I COULD FINISH MY SENTENCE AND WITHOUT HESITATION, THEY ANSWERED, ABSOLUTELY! TO SAINT ELIZABETH'S, BELLEVUE.....JUST TO NAME A COUPLE OF OUR MORE CHOICE INSTITUTIONS WHERE WE COMMIT THE COMMITTED.

THAT, OBVIOUSLY, IS NOT THE KIND OF COMMITMENT I'M TALKING ABOUT. THE KIND THAT I AM TALKING ABOUT IS THE COMMITMENT THAT ONE MAKES TO A PROFESSION, OR TO PUT IT MORE DIRECTLY, TO A PROFESSION THAT DEMANDS A HIGH COMMITMENT.

IN OUR SOCIETY, IT HAS GENERALLY BEEN THOUGHT THAT THE ONLY TRUE SECULAR PROFESSIONS ARE MEDICINE AND LAW.

WE HAVE COME TO ACCEPT THIS BECAUSE WE KNOW THAT THOSE WHO ENTER THESE TIME-HONORED PROFESSIONS ARE BOUND TO AN OATH OR CANON OF ETHICS WHICH COMMITS THEM TO PUT THEIR PROFESSIONAL RESPONSIBILITIES ABOVE THEIR PERSONAL CONSIDERATIONS.

WHEN YOU WHO ARE BEING HONORED, AS WELL AS ALL OF THE GOOD FOLKS WHO ARE MEMBERS OF FEMA, ENTERED THE FEDERAL SERVICE, YOU BROUGHT SKILLS AND TALENTS, AND YOU TOO SWORE AN OATH THAT NOT ONLY BOUND YOU TO A PROFESSION OF HIGH CALLING, BUT COMMITTED YOU TO SUBJUGATE YOUR PERSONAL INTERESTS TO YOUR SWORN PROFESSIONAL DUTIES.

I DON'T KNOW HOW OTHERS FEEL ABOUT IT, BUT TO ME NO ONE CAN PLEDGE A GREATER ALLEGIENCE OR COMMIT TO A MORE SACRED TRUST THAN TO THE SERVICE OF HIS OR HER COUNTRY. AND ON THIS LEVEL, THAT PUTS YOU ON A PEDESTAL WITH ANY PROFESSION ANYWHERE, BAR NONE.

WHY ELSE WOULD, ON THANKSGIVING EVE, TWO OF YOUR OWN FROM THE DENVER REGIONAL OFFICE SADDLE UP ON A COMMERCIAL JET AND HEAD OUT OVER THE PACIFIC. AND WHILE THOSE WHO LIKE TO SLING ARROWS WERE HOME WITH THEIR FAMILIES ON THANKSGIVING DAY, THESE TWO MEN WERE IN MICRONESIA SETTING UP THE MACHINERY TO HELP PEOPLE RECOVER FROM THE DESTRUCTIVE IMPACT OF A TYPHOON WHICH LEVELLED THE ISLAND CHAIN OF THE STATE OF TRUK.

AND MARK THIS. THEY WOULDN'T BE HOME THE NEXT DAY FOR THE LEFTOVERS, NOR THE DAY AFTER THAT, NOR FOR SOME DAYS TO FOLLOW.

AND I'D ALSO BET YOU THAT ON CHRISTMAS DAY, SOME OF THEIR COUNTERPARTS WILL LIKELY BE DOING THE SAME THING IN SOME OTHER PART OF OUR COUNTRY, JUST AS THEY ARE DOING NOW IN CALIFORNIA, LOUISIANA, TEXAS AND ALASKA.

I COULD GO ON A LITTLE LONGER ABOUT COMMITMENT, BUT I BELIEVE THIS EMPHASIZES MY EARLIER POINT ABOUT THOSE WHO ARE COMMITTED PUTTING THEIR PROFESSIONAL RESPONSIBILITIES AHEAD OF THEIR PERSONAL COMFORTS.

LET ME TURN NOW TO THE OTHER TRAIT I KNOW THE HONOREES POSSESS, AND ONE WHICH I BELIEVE IS AND WILL BE NEEDED BY EVERY GOVERNMENT EMPLOYEE NOW, AND IN THE FUTURE - COMPETITIVENESS.

COMPETITIVENESS AND COMPETITION ARE NOT NEW TO ANY OF YOU. EACH OF YOU HAS COMPETED ALL YOUR LIFE, SO YOU KNOW THE BASIC RULES OF THE GAME. AS A MATTER OF FACT, WHEN I WAS AT THE FEI, WHICH AS YOU KNOW IS AN EDUCATIONAL INSTITUTION BASICALLY DEVOTED TO A COLLEGIAL, HELPING, LEARNING APPROACH TO EXECUTIVE EDUCATION, FROM TIME TO TIME THE COMPETITIVE SPIRIT WOULD COME OUT IN THE GOVERNMENT EXECUTIVES THERE, ESPECIALLY ON THE VOLLEYBALL COURT AROUND THE NOON BREAK. I REMEMBER THOSE GAMES, WHICH I THOUGHT WERE TO BE A LEISURELY PASTIME BETWEEN FRIENDS AND COLLEAGUES, BUT WHICH I SOON LEARNED COULD BECOME ALL-OUT WARS. I EVEN HAVE A COUPLE OF BATTLE SCARS TO SHOW FOR IT - MY LITTLE FINGER WILL NEVER BE THE SAME. SO I KNOW THE COMPETITIVENESS IS THERE, EVEN IF IT TAKES SOMETHING LIKE VOLLEYBALL TO BRING IT OUT.

IT KIND OF REMINDS ME ABOUT THE TWO MEN AND A WOMAN COMPETING IN A CONTEST OF INGENUITY. ONE OF THE TESTS CALLED FOR THEM TO GUESS THE HEIGHT OF A TELEPHONE POLE. THE FIRST MAN STOOD UP NEXT TO THE POLE AND WITH A PIECE OF CHALK MARKED HIS HEIGHT ON THE POLE. HE STEPPED BACK, AND KNOWING HE WAS 6 FEET TALL ESTIMATED THE POLE WAS ABOUT 10 TIMES HIS HEIGHT. THUS HE GUESSED IT TO BE 60 FEET TALL. THE SECOND MAN STOOD NEXT TO THE POLE, AND SINCE IT WAS A SUNNY DAY PACED OFF THE LENGTH OF THE SHADOW OF THE POLE. HE ADJUSTED FOR THE ANGLE OF THE SUN BY THE TIME OF DAY (PROBABLY AN ENGINEER), AND ANNOUNCED HIS ESTIMATE AT 75 FEET. THE WOMAN THEN ASKED THE TWO MEN TO HELP HER, SO BEING FAIR COMPETITORS THEY SAID THEY WOULD. SHE HAD THEM TAKE HOLD OF THE POLE AND LIFT IT OUT OF THE GROUND AND LAY IT OVER. THEY DID, AND SHE TOOK OUT OF HER PURSE A TAPE MEASURE AND MEASURED THE POLE AND ANNOUNCED THAT THE POLE IS EXACTLY 67 FEET 6 INCHES. AT THIS, ONE OF THE JUDGES TURNED TO THE OTHER AND SAID "LEAVE IT A WOMAN, YOU ASK THEM FOR HEIGHT AND THEY GIVE YOU WIDTH EVERY TIME."

BUT, THE KIND OF COMPETITION I WANT TO BRIEFLY TOUCH ON TODAY IS MORE SERIOUS. IT IS COMPETITION IN WHICH ONCE THE GAME BEGINS THERE IS ALMOST NO END. AND, THE GAME HAS BEGUN. THE TIMES CHANGE AND THE PLAYERS CHANGE, BUT THE COMPETITION GOES ON. IT IS COMPETITION BETWEEN COUNTRIES, BETWEEN ORGANIZATIONS, BETWEEN GOVERNMENTS. IT IS BETWEEN INDIVIDUALS, AND IT IS INDIVIDUAL COMPETITION. IT IS THE KIND OF COMPETITIVENESS THAT DRIVES PEOPLE AND DRIVES SOCIETIES. IT IS AT ONCE A COMPETITION WITH OTHERS, AND IT IS A COMPETITION WITHIN OURSELVES. IN FACT, THE

NATURE OF THE FEDERAL GOVERNMENT'S COMPETITION, SINCE THERE IS ONLY ONE OF US, IS PROBABLY MORE WITH OURSELVES, TO SEE HOW MUCH BETTER WE CAN BECOME.

NOT ONLY CAN WE NOT QUIT, WE SHOULD NOT QUIT. WE SHOULD AND MUST ALWAYS BE IMPROVING. WE SHOULD BE COMPETING TO SEE HOW MUCH MORE EFFICIENTLY WE CAN DO WHAT WE DO, AND STRIVE TO IMPROVE THE QUALITY OF WHAT WE DO. WHEN WE BUY SOMETHING, WE EXPECT TO PAY A REASONABLE PRICE AND TO GET A BETTER QUALITY PRODUCT OR SERVICE, BECAUSE OF COMPETITIVENESS. SO TOO WE SHOULD EXPECT THAT A COMPETITIVE GOVERNMENT WILL PRODUCE LOWER TAXES AND HIGHER QUALITY OF SERVICE. AND, AS GOVERNMENT EMPLOYEES, IT IS EXPECTED OF US THAT WE WILL ACHIEVE THIS. WE CANNOT FAIL TO SATISFY THOSE EXPECTATIONS.

THE PRESIDENT HAS CONSISTENTLY HELD THAT ONE OF HIS MAJOR PRIORITIES IS TO IMPROVE AMERICA'S COMPETITIVENESS AND PRODUCTIVITY. IMPROVEMENTS ARE NEEDED THROUGHOUT OUR ENTIRE ECONOMY, IF WE ARE TO BE COMPETITIVE WORLDWIDE. I HOPE I DON'T HAVE TO REMIND YOU THAT WORLDWIDE COMPETITION IS FIERCE, AND THE CHALLENGE TO ALL OUR ORGANIZATIONS TO REMAIN COMPETITIVE IS GREAT. OTHER COUNTRIES ARE TARGETING OUR MARKETS AND EVEN OUR PRIVATELY OWNED COMPANIES FOR TAKEOVER. AND THEY ARE BEING HIGHLY COMPETITIVE IN OUR OWN BACKYARD. IN MANY INSTANCES THEY SLANT THE PLAYING FIELD, AND OF COURSE IN THEIR FAVOR. THEY CLOSE THEIR MARKETS TO US, AND THEY HEAVILY SUBSIDIZE THEIR COMPANIES THROUGH GOVERNMENT PARTNERSHIP ARRANGEMENTS. OUR GOVERNMENTAL ORGANIZATIONS MUST ALSO BE COMPETITIVE, BUT NOT BY USING

THESE SAME TACTICS. BY THE WAY, I HAPPEN TO THINK THAT WE HAVE A HIGHLY PRODUCTIVE GOVERNMENT, AND STUDIES HAVE SHOWN THIS. BUT WE CAN'T LET UP.

WHILE PRODUCTIVITY MEASUREMENTS ARE NOT ALWAYS THE MOST PRECISE INDICATORS OF COMPETITIVENESS, THEY WILL TELL US THE DIRECTION WE ARE HEADING. THEY TELL US WHETHER WE ARE GETTING BETTER OR GETTING WORSE. AND, AS IN ANY COMPETITION, THE COMPETITORS SHOULD ALWAYS BE EXAMINING RESULTS, SCORES AND OTHER STATISTICS, TO DETERMINE THE DIRECTION THEY ARE HEADING. APPLIED TO GOVERNMENT EMPLOYEES, IT MEANS WE HAVE TWO RESPONSIBILITIES. FIRST, DOING THE JOB WE ARE PAID TO DO. AND SECOND, GETTING BETTER AT DOING IT. IF WE ARE NOT GETTING BETTER, WE MAY BE STANDING STILL. IF WE ARE STANDING STILL, WE ARE LOSING OUR COMPETITIVE EDGE.

YOUR HONOREES TODAY HAVE SHOWN THAT THEY HAVE NOT LOST THEIR COMPETITIVE EDGE. INSTEAD, THEY HAVE EXHIBITED THE COMPETITIVE SPIRIT NEEDED IN GOVERNMENT EMPLOYEES TO GREAT DEGREES. THEY HAVE NOT ALWAYS HAD SPECIFIC STANDARDS TO COMPETE AGAINST, NOR WAS THEIR COMPETITION ALWAYS UNDER GROUNDRULES PRESCRIBED IN ADVANCE. BUT THEY KNEW THAT THEY HAD TO WORK TOGETHER TO MAKE THEMSELVES, THEIR ORGANIZATIONS AND OUR FEDERAL GOVERNMENT MORE COMPETITIVE. IN THE FUTURE, TIGHT BUDGETS WILL DEMAND THAT WE DO. AND OUR PLACE IN THE WORLD WILL DEMAND THAT WE DO. AND THE PUBLIC IS DEMANDING IT. OF UTMOST IMPORTANCE AND THE PUBLIC TRUSTS THAT WE WILL BE ABLE TO BOTH PRODUCE AND GET BETTER AT IT WHEN IT IS NEEDED.

FOR ALL THE RHETORIC - AND MOST OF IT IS BASED ON MISPERCEPTIONS PEOPLE HAVE ABOUT THE PRESIDENT'S ATTITUDES TOWARD FEDERAL EMPLOYEES - THE PRESIDENT HAS A STRONG BELIEF THAT ALL OF US WILL BE UP TO THE CHALLENGE. HE KNOWS HOW DIFFICULT THE TASKS ARE, BUT IF HE DID NOT THINK WE COULD DO IT HE WOULD NOT BE DEVOTING THE TIME AND EFFORT HE HAS TO TRY TO MAKE GOVERNMENT MORE EFFECTIVE AND EFFICIENT, AND TO MAKING THIS NATION PROUD OF ITSELF AGAIN. HE HAS MANY TIMES ACKNOWLEDGED THE FINE EFFORTS OF THE LARGE MAJORITY OF FEDERAL EMPLOYEES, AND HAS PERSONALLY ATTENDED AS MANY AWARDS CEREMONIES FOR FEDERAL EMPLOYEES AS HE CAN. BUT, JUST AS HE DEPENDS ON US TO SERVE THE PUBLIC WELL, HE WANTS US TO INDEPENDENTLY TAKE THE INITIATIVE TO IMPROVE THE WAY THE GOVERNMENT WORKS. WE MUST KEEP OUR OWN MORALE HIGH, NO MATTER HOW DIFFICULT THAT MAY BE AT TIMES, AND MOST OF ALL WE MUST GET BETTER AT DOING OUR JOBS.

ONE PROBLEM WITH ALL OF THIS, OF COURSE, IS THAT OFTEN THE ONLY PEOPLE WHO REALLY KNOW ABOUT THE KINDS OF COMMITMENT AND THE LEVELS OF COMPETITIVENESS REPRESENTED HERE TODAY IS US. AND IN THE END, THAT'S PROBABLY THE WAY IT SHOULD BE, BECAUSE WHAT MARKS THE CALIBER OF A PROFESSIONAL IS NOT WHO ELSE KNOWS, BUT ONLY THAT HE OR SHE UNDERSTANDS.

AT THE VERY OUTSET OF MY REMARKS, I PROMISED THAT I WOULD BE AS BRIEF AS POSSIBLE. BY NOW, YOU KNOW I LIED.

ACTUALLY, I AM ABOUT READY TO LET YOU GET TO THE MORE IMPORTANT BUSINESS AT HAND. BUT I WOULD LIKE TO LEAVE YOU WITH A FEW CLOSING THOUGHTS.

I AM AWARE THAT THERE ARE SOME WITHIN OUR RANKS WHO REGARD FEMA AS A DWARF AGENCY AMONG GIANT DEPARTMENTS. YOUR NUMBERS ARE SMALL AND YOU HAVE FEW REGULATORY POWERS. AND I KNOW THAT PERHAPS MORE THAN ANY OTHER FEDERAL AGENCY, YOURS HAS BITTEN THE BULLET THE HARDEST IN THE LAST TWO YEARS. YET BY YOUR RESOURCEFULNESS AND DEDICATION YOU HAVE STILL MANAGED TO DO WELL AND GET BETTER AT DOING WHAT YOU HAVE BEEN MANDATED TO GET DONE, AND NO ONE CAN CRITICIZE THAT.

I ALSO KNOW THAT WHILE YOU DON'T CARRY A REALLY BIG REGULATORY STICK, YOUR AGENCY IS CHARGED WITH THE AWESOME CONSTITUTIONAL RESPONSIBILITY FOR MAINTAINING THE CONTINUITY OF GOVERNMENT SHOULD OUR COUNTRY FIND ITSELF IN A CRISIS THAT WOULD REQUIRE IT, AS WELL AS WITH PLANNING FOR THE PROTECTION OF THE AMERICAN PEOPLE AND THEIR PROPERTY.

TO ME, THAT'S NO SMALL TASK. NOR IS YOUR RESPONSIBILITY FOR CIVIL DEFENSE PLANNING, AIDING PEOPLE IN THE TIME OF DISASTER AND, IN SHORT, ALL YOUR OTHER PROGRAMS THAT ARE CHARGED WITH PROTECTING THE HEALTH AND SAFETY OF OUR NATION.

BUT EVEN IF YOU MAY BE SMALL IN NUMBER, YOU ARE LARGE IN HEART. AND NO MATTER WHATEVER ELSE MAY BE SAID, THAT IS SOMETHING IN WHICH I BELIEVE YOU CAN AND SHOULD TAKE PRIDE.

I WOULD BE SOMEWHAT REMISS AT THIS POINT, IF I FAILED TO MENTION THAT DESPITE PROBLEMS OF THE PAST, IT'S MY FEELING THAT YOUR OLD WOUNDS ARE HEALING. YOU'VE OVERCOME ADVERSITIES OF THE PAST AND BY THE JOB YOU ARE DOING TOGETHER, ARE BUILDING THE RESPECT OF THOSE WITH WHOM YOU WORK.

NOW I DON'T THINK THAT HAPPENED BY ITSELF. SOMEONE WITH THE COURAGE OF HIS CONVICTIONS, SOMEONE WHO WAS NOT AFRAID TO TACKLE A TOUGH JOB, SOMEONE WITH A HIGH LEVEL OF LEADERSHIP, HAD TO BE RESPONSIBLE FOR IT.

SO BEFORE WE GET INTO THE BUSINESS OF HANDING OUT YOUR AWARDS, I WOULD LIKE TO HAND OUT ONE OF MY OWN.

LADIES AND GENTLEMEN, WOULD YOU PLEASE JOIN ME IN SALUTING YOUR DIRECTOR FOR THE PAST TWO YEARS, GENERAL JULIUS W. BECTON, JR.

(PAUSE) GENERAL BECTON, I CAN PAY NO HIGHER COMPLIMENT THAN TO SAY YOU ARE TRULY A MAN ENDOWED WITH COMMITMENT AND COMPETITIVENESS, FOR WHICH THE COUNTRY IS GRATEFUL.

FINALLY, I WOULD LIKE TO LEAVE THOSE WHO NOW ARE ABOUT TO BE HONORED, WITH THE THOUGHT THAT ALL I HAVE SAID ABOUT PROFESSIONAL COMMITMENT AND COMPETITIVENESS, IS REFLECTED IN YOU IN THE HIGHEST DEGREE.

YOU ARE THE "BEST AMONG THE BEST," AND I KNOW, RICHLY DESERVE THOSE AWARDS. AND TODAY, YOU SHOULD ENJOY THEM TO THE FULLEST MEASURE.

BUT I WOULD ALSO ASK THAT IN YOUR MOMENT OF CELEBRATION YOU REMEMBER SOMETHING ELSE. BEFORE YOU WERE SINGLED OUT FROM AMONGST YOUR PEERS, SOMEONE ALONG THE LINE RECOGNIZED THAT QUALITY IN YOU, AND CHARGED YOU WITH A RESPONSIBILITY THAT YOU HAVE CARRIED OUT WITH DISTINCTION.

AND SO I WOULD LEAVE YOU WITH THE THOUGHT THAT JUST AS THEY PUT THEIR FAITH IN YOU, YOUR RESPONSIBILITIES TOMORROW ARE TO INSTILL AND REINFORCE THE SAME DEDICATION AND COMMITMENT AND COMPETITIVENESS THAT YOU ARE BEING RECOGNIZED FOR TODAY, IN THOSE WHO WILL SOMEDAY FOLLOW YOU.

THANK YOU SO VERY MUCH, AND MAY YOU ALL HAVE A SAFE AND GLORIOUS HOLIDAY SEASON.

REMARKS TO THE FEI ALUMNI ASSOCIATION
AWARDS DINNER

ON COMPETITIVENESS

November 12, 1986

First, I thank all of you in attendance this evening for your continued support of the Federal Executive Institute and the FEI Alumni Association. The Institute has been on a roller coaster ride over the past several years, as I am sure most of you know. But, your active interest and involvement in monthly luncheons, Executive Development Days, and "Executive of the Year" awards, as well as your willingness to work with OPM on behalf of FEI and with other professional associations through the Public Employees Roundtable have meant a lot more than you may know. And I cannot leave out recognition of the FEIAA newsletter and the efforts of Anita Alpern and others who have provided important commentary on items of interest to Federal executives. All of this has helped ensure that the work of the professional executive corps of the Federal government has been properly acknowledged and its influence felt in the right places.

Next, I want to offer congratulations to the award recipients this evening. Both truly deserve the honors you are bestowing on them, and they are reflections of the excellent group of women and men from whom they have been selected. I was at FEI when Stuart Connock attended - Session 29, I believe - and can second all the fine things said about him in his nomination and on which his selection was based. Much more will be said about both Fred and Stuart later, I am sure.

I know that dinner talks are not supposed to be very long, so I promise to make my remarks tonight brief and my message reasonably succinct. What I want to comment on is a trait I know the two honorees possess, and one which I believe will be needed by every government executive in the future - competitiveness. Competitiveness and competition are not new to any of you. Each of you has competed all your life, so you know the basic rules of the game. I used to enjoy some of the competition at FEI, even though as you know we basically emphasized a collegial, helping, learning climate. From time to time the competitive spirit would come out in people there, especially on the volleyball court around the noon break. I remember those games, and particularly the match between the executives and the faculty in the last week of the session. That's when the faculty competitive spirit came out also. I remember my first session - Session 23 - in which I thought this was a leisurely game between friends, but soon learned that it was a bit different than that. The faculty lost the match, for one of its rare losses. But thereafter those matches became wars. I even have a couple of battle scars to show for it - my little finger will never be the same. So I know the competitiveness is there, even if it takes something like volleyball to bring it out. (By the way, no matter how much the faculty might win by, invariably the executives all felt they should have won. Talk about competitive.)

It kind of reminds me about the two men and a woman competing in a contest of ingenuity, which some of you have heard me tell. One of the tests called for them to guess the height of a telephone pole. The first man stood up next to the pole and with a piece of chalk marked his height. He stepped back, and knowing he was 6 feet tall estimated the pole was about 10 times his height. Thus he guessed it to be 60 feet tall. The second man stood next to the pole, and since it was a sunny day paced off the length of the shadow of the pole. He adjusted for the angle of the sun by the time of day, and announced his estimate at 75 feet. The woman then asked the two men to help her, so being fair competitors they said they would. She had them take hold of the pole and lift it out of the ground and lay it over. They did, and she took out a tape measure and measured the pole and announced that the pole is exactly 67 feet 6 inches. At this, one of the judges said "Leave it a woman, you ask them for height and they give you width every time."

The kind of competition I want to briefly touch on tonight is much more serious however. It is competition in which once the game begins there is almost no end. And, the game has begun. The times change and the players change, but the competition goes on. It is competition between countries, between organizations, between governments. It is between individuals, and it is individual competition. It is the kind of competitiveness that drives people and drives societies. It is at once a competition with others, and it is a competition within ourselves. In fact,

the nature of the Federal government's competition is probably more with ourselves, to see how much better we can become. Not only can we not quit, we should not quit. We should and must always be improving. We should be competing to see how much more efficiently we can produce goods and services, and strive to improve the quality of those goods and services. When we buy goods and services, we expect lower prices and better quality, because of competitiveness. So too we should expect that a competitive government will produce lower taxes and higher quality of service. As managers, it is expected of us that we will achieve this. And, we cannot fail to satisfy those expectations.

You may have heard the President's comments last week, as he was responding to the Nov. 4 elections. He said that despite the fact the 100th Congress will be controlled by the Democrats, he intends to push ahead with his major priorities, one of which is to improve America's competitiveness and productivity. Improvements are needed throughout our entire economy, if we are to be competitive worldwide. I hope I don't have to remind you that worldwide competition is fierce, and the challenge to all our organizations to remain competitive is great. Other countries are targeting our markets and even our privately owned companies for takeover. And they are being highly competitive in our own backyard. In many instances they slant the playing field, and of course in their favor. They close their markets to us, and they heavily subsidize their companies through government partnership

arrangements. Our governmental organizations must be competitive also, but not by using these same tactics necessarily.

I happen to think that we have a highly productive government, and previous studies have shown this. But we can't let up. Some of you may recall the 1972 effort instigated by Senator Proxmire to determine how competitive the Federal government really is. Five agencies - OMB, CSC, Treasury, GAO and Commerce, I believe - joined to collect input and output data on operations of the Federal government for the 5-year 1967-72 time period, and calculated that overall Federal productivity during that period had increased about 1.5% per year. This was greater than productivity improvement in the private sector for the same period. While there were some questions about the softness of the output measurements, and only about 55-60% of the workforce was measured, the study showed that we can measure government productivity.

While productivity measurements are not always the most precise indicators of competitiveness, they often tell us the direction we are heading. They tell us whether we are getting better or getting worse. And, as in any competition, the competitors should always be examining results, scores and other statistics, to determine the direction they are heading. So too, as executives and managers we have the dual responsibilities of first, doing the job we are paid to do. And second, to get better at doing it. If we are not getting better, we may be standing

still. If we are standing still, we are losing our competitive edge. In fact, that is what FEI has been all about. Giving people opportunities to step back and assess whether they are getting better. The fast pace of modern organizational life does not always permit that.

You may have seen reference last week to a talk given by Dick Darman, Deputy Treasury Secretary to a group of private businessmen in which he charged that some of them are more interested in their golf scores than in their R&D programs and expenditures. He was telling them that survival in the marketplace will depend greatly on staying competitive by investing in research into new products and processes.

For the Federal government, the President has challenged us to get better by establishing a goal to improve productivity by 20% by 1992. This is a bit under 3% per year for this period. A very stringent goal to meet, and one which will be a challenge to all Federal managers. To achieve it will require all the ideas we can muster to improve our outputs of goods and services. It will require improvements and changes in processes being used to produce goods or serve the public, innovations in human factors approaches to obtaining higher productivity from people, use of advanced technology which can perform more for less, and the other management techniques the experts tell us will help to improve competitiveness.

Your honorees this evening have exhibited the competitive spirit needed in government executives to great degrees. They have not always had specific standards to compete against, nor was their competition always under groundrules prescribed in advance. Fred Fischer was competing against time, drought and famine in 1984 and 1985 when he helped millions of Ethiopians avert death by starvation. How about those for adversaries and competitors on the other side of the net? He competed against chaos and an unfriendly government in undertaking to organize a program to bring help to its people. How about working against the odds those factors presuppose. Yet I am sure the competition of the situation drove Fred Fischer to achieve what he did, especially when there were probably many times when he could just as easily have decided to call quits, and to drop out of the tussle.

Stuart Connock competed against foes equally as formidable - inertia and resistance to change. These have done-in many a well-intentioned change agent executive and manager. Overhauling a budget system, creating a statewide internal auditing program, and developing an integrated financial accounting and reporting system, as Stuart has done, while no doubt needed, are about as popular in some State governments as a Japanese car in Detroit. But, for Stuart having completed all this in one career, and in a State whose legislators sometimes don't move until the paint peels, is phenomenal.

Now, what makes me think we Federal executives and our government can be as competitive as we need to be for the future. Besides the fact that I know there are others like Fred Fischer and Stuart Connock, let me give you a few reasons.

o First, we have had some continuity and stability for the first time in a long while - an Administration that has been in office for two terms. Though only two years are left, the numerous management improvement efforts that have been implemented since 1981 should help make the Federal government more competitive. In my observation and study of Federal management, and the role presidents have played, one thing I've noticed is that each seems to have learned from the previous ones, whether Republican or Democrat. They have learned that you cannot systematize the management of the Federal government from the top down. They have learned that each department and agency is different and must be managed differently, even though there are probably some central leadership that can be provided.

o A second reason we can be competitive in my view, is that there has been extensive department and agency involvement in recent policy and management efforts, especially through the policy council system and the PCMI. We have been acting more like a government, than like a series of independent agencies in search of a direction.

o Third, there has been top-level commitment. As I said earlier, President Reagan has set improved competitiveness as a major priority in the remaining two years of his Administration. You all know that for anything new or different to work there has to be top-level commitment. That is one of the first needs stated by managers and other change agents. I think we have that.

o Fourth, better technology is available to support improved competitiveness in a wide variety of jobs, from office automation to robotics to other uses for computers and electronic sensing and action-oriented devices. And, if plagiarism is the highest form of flattery, we can be flattered by the number of countries borrowing our technology. We just have to be careful they don't beat us at our own games.

o Fifth, and of vital importance, I think our employees are smarter. For all its faults and the criticism we heap on it, our education system still produces better qualified graduates. The Secretary of Education, as well as several groups, one headed by his predecessor and another by a former commissioner of Education have advocated the need for better higher education. True, we have a long way to go, but educational excellence is a clear goal, and many school districts and secondary and higher educational institutions are making great efforts to achieve it.

o A sixth reason I think we will become more competitive is that we will be forced to do so in how we utilize our labor force. Just as we have had baby booms, we have a baby bust coming on soon, in which there will be fewer total people to fill the jobs available. Fortunately, we have made some progress toward better competitiveness by over a number of years adding people who were previously excluded from the workforce in large numbers - women, handicapped, minorities, immigrants, and others. But we will almost definitely face a time very soon in which critical jobs will far outnumber the qualified people available, so we must be competitive to continue to be in the race.

o Finally, I think we will see improved competitiveness because of the increasing emphasis that will and must be placed on it both in and outside government. While we have mainly considered competition as a private sector practice, it is finding its way into many of our governmental organizations. And not just due to OMB Circular A-76 and the contracting out called for in that document. Government entrepreneurship is evident in greater use of revolving funds, permitting agencies to compete for other government work, more public - private partnership arrangements, etc. I was glad to see recently where a Federal agency won a competition for work within another agency. And the worldwide competitiveness issue will drive us even more in that direction.

So, to close, I hope you agree that we must all work together to make ourselves, our organizations and our Federal government more competitive. Tight budgets will demand that we do. Our place in the world will demand that we do. And the public is demanding it. And they will trust that we will be able to provide it when it is needed. For all the rhetoric - and most of it is based on misperceptions people have about the President's attitudes toward Federal employees - the President has a strong belief that all of us will be up to the challenge. He knows how difficult the tasks are, but if he did not think we could do it he would not be devoting the time and effort he has to trying to make government more effective and efficient, and to making this nation proud of itself again. He has many times acknowledged the fine efforts of the large majority of Federal employees, and has personally attended as many of the awards ceremonies for Federal employees as he can. But, just as he depends on us to manage our organizations well, he wants us to independently take the initiative to improve the way the government works. We must keep our own morale high, no matter how difficult that may be at times, and most of all we must get better at doing our jobs.

Again, I congratulate the award recipients here tonight, and thank you for the privilege of letting me share this moment and some of my thoughts with you tonight. Thank you very much.

THE CHALLENGE OF EXCELLENCE IN PUBLIC SERVICE

A Talk By
Ralph C. Bledsoe

to the Public Employees Roundtable
National Conference on Excellence in Public Management

May 30, 1985
Washington, D. C.

Thank you very much.

First, I congratulate the conference sponsors and planners. In this city, where conferences, symposia, meetings, workshops, seminars, and other similar gatherings abound, we lose sight of the time, effort, and talent that go into making an event like this happen. Worse yet, because there are so many of them, we sometimes become a bit jaded. The themes, sponsors and brochures for these events tend to blur together.

I am excited about this conference, however. Not just because it is focused on excellence in government management, which is a priority of the President and very important to me in my current job, but because it is sponsored by the Public Employees Roundtable (PER). The PER, in its brief time on the Washington scene has made a difference, and I believe will make an even greater contribution to the way government carries out its primary purpose, that of ensuring that the United States is the strongest nation on earth.

I believe this because of what PER is committed to - excellence in public service. I was present at the press conference on Capitol Hill on January 13, 1984, when the Campaign for Excellence was kicked off. I was struck then that the six basic themes laid out for achieving excellence:

- o listen to our customer.
- o find out what people think about the way government delivers services and take appropriate action based on responses.
- o simplify overburdened management systems...
- o strengthen the role of career employees...
- o train and retrain.
- o make government a leaders in use of new technological systems.

not only made sense, they were and are doable. And, they coincide with many things I think we must do to make our government more responsive, respected, and relevant.

The men and women of the organizations represented in the PER are some of the most talented and dedicated people I have ever met, and I am nearing the point where an equal amount of my professional career has been spent in private industry - nearly 14 years - and in government - just over 13 years, counting time in administering a public administration program at the University of Southern California. The men and women in the PER come from all levels of government, and all types of public employment - office work, social work, medicine, defense, law, space, legislating, adjudicating, investigating, regulating, and on and on.

With people such as these, who have learned that persistence pays off, and who have committed themselves to a campaign for excellence you have a winning combination. But that victory will not come easily. Indeed, just when excellence may appear to be within our grasp, it is just as likely to disappear, triggered by some innocuous or unexpected event. Thus, it will require renewed effort, ideas, energy and strategies if it is to be rediscovered. And, this search for excellence may well be a continuous one. I was glad that the very popular book, In Search of Excellence by Peters and Waterman, and we certainly cannot have a talk on excellence these days without mention of this best seller, inferred in the title that excellence is something that must be sought, and that the search is almost a never-ending one.

The Cycle of Excellence

My strong belief is that all our institutions will experience cycles of excellence. Just look at how rapidly some seem to be on top one day, lauded for their accomplishments, and then just as quickly become shrouded in problems, and labeled with public scorn and disgrace. The presidency has not escaped this in years past, elected officials in Congress and in State and local governments know this phenomenon all too well, our large cities have experienced it, our religions, our major industries, our families, all have felt the "thrill of excellence and the agony of not measuring up," to draw from a well-known sports cliché.

In my view, this is the real challenge of excellence, and the one I want to address this afternoon. How to achieve it, hold on to it for as long as possible and get it back when it disappears, as it inevitably will.

Achieving Excellence

I am sure Bill Ruckelshaus will give you great insight into the achieving of excellence, since he is a man dedicated to it, and experienced in its pursuit. I only wish to offer three thoughts on how to achieve excellence.

The first is to spend time - sufficient time - up front, defining excellence, particularly as it fits your situation, your job, your organization, and your personal life, at a given time. You must first determine what excellence is in order to be able to recognize it. And you must do this in conjunction with other people and groups. Excellence is a qualitative, subjective determination, and it is not only what you believe it to be. It is also what others believe it to be. No person is an island unto themselves in this organizational society of joiners we have created. Thus, we must accept that no single individual is the sole determiner of excellence in any organization, especially one in the public sector.

In the public sector this joint search for excellence is supposedly one of our great strengths. When Congress, State legislatures, and local legislative bodies near agreement with their respective

executive branches on what they believe excellence to be, and what proxies are to be used for measuring it, the most stringent test has most likely been applied - politics. And, when these agreements have be upheld in court, you can be assured that final, extensive screening has occured. But even then, we can only hope that in all this screening, the political process and the judicial system did not only establish another level of mediocrity, instead of attaining true excellence in what is sought through public policy.

Two of the features of the Campaign for Excellence that particularly caught my interest, and in which I have firmly believed, are listening to what our customers are saying, and finding out what taxpayers and users of governmental services think about us and the way we are delivering programs and services. No matter how much we can point to statistics that indicate we are delivering more and better service, if people do not feel we are delivering more - or better - these statistics make little difference.

There are a set of subjective measurements made each year of how people feel about themselves and the nation as a whole. These were begun at the Institute for Social Research at the University of Michigan, I believe, and have been maintained by another national polling organization whose name escapes me at the moment. These measurements are used to determine the national "mood," in that they transcend the census-type measurements of how much better educated we are, how much longer we live, how much more money we make, how much higher a standard of living we have, how much healthier we are,

and generally how much better off we are supposed to be. They tell us how we say we feel. And, if we don't feel that we are better off, those statistics mean very little. With public service, it may not matter that we feel we are achieving excellence, as represented by our statistics, if the taxpayers do not feel this way.

Going to the people is the best way I know to find out about this very important other dimension on which we make adjustments to public policy. Also, this is the most pragmatic way of bridging what I call the "expectations gap," the gap between what the taxpayers who pay our salaries think we should do, and what we think we should do. To me, this gap is one of the very critical nuances of the challenge of excellence in public service. It is too often couched in bitter terms like "I thought the government was spending my hard-earned tax dollars wisely, but I find out they are paying outrageous prices for common items, or are funding studies of the most ridiculous variety, or are wasting money on unnecessary travel junkets." The gap here is between our view that the prices are proper, the studies are in the public's interest, and the travel is legitimate, and the aforementioned view of many members of the public. Recognizing that there will never be a clear cut agreement, the more frequently these differences occur, the greater this gap will widen. It is a real challenge just to keep this "expectations gap" as narrow as possible. The Roundtable's campaign themes to establish more direct dialogueing with members of the taxpaying public should help us meet this challenge, and I hope you all actively participate in this.

The second thought I have on achieving excellence is that it must be planned for. The goals must be set, the resources organized and allocated, and the plan must be communicated to as broad an audience as possible. We should make public our public service aims. We are often too timid to set and announce bold objectives. Some people in this town become bolder and even downright brazen, when they can point out all the hurdles, and criticize the "naivete" of someone's goals or plans. Don't get me wrong. You cannot completely "blue-sky it" or go off on cloud nine. But, as they say, "no pain - no gain," and no one whom has ever sought or achieved excellence has gone without pain from the doomsayers.

The President has a sign on his desk that says "It Can Be Done." He knows the difficulty in making new ideas work. Witness the clashes now over the new tax proposals announced last night.

But, just as his major initiatives must be communicated and debated and resolved in the press and general limelight of Washington and the world, so too must the smaller initiatives leading to excellence be announced to the "world" immediately around us, and stood up for. Those are the ones that provide us the greatest "emotion of success."

In fact, in looking back at my time in private industry and now public industry, I have discovered that one of the opportunities more available to my private industry friends has been the

opportunity to experience the "emotion of success," as I call it. My belief is that the "success" emotion is one of the most vital emotions to a person's organizational health. Briefly, this emotion is experienced most vividly when a person achieves success, or excellence, in some organizational activity in which he or she is engaged. My further belief is that this emotion of success is much greater when the achievement is something a person planned and announced that he or she was going to accomplish. When a salesperson meets a sales goal, when a laboratory scientist successfully completes an experiment that verifies an hypothesis, when a marketer wins a contract, when a product developer successfully sells top management on introducing a new product, are all examples of opportunities for people in private industry to experience the emotion of success.

In public service, as has been pointed out so many times, the lack of a measureable bottom line cheats public employees and takes away this opportunity. We too often actively seek anonymity, and play down our program expectations. Thus, when we do achieve what we feel to be excellence of performance, people accept it in a ho-hum manner, or respond "so what, that's what you were paid to do." I do not mean we have to openly engage in a public relations campaign for every program and project undertaken, but I surely feel we need to more aggressively announce and be proud of what we are going to do, and then make sure people know it when we do it well. This is a form of risk-taking we need more of.

The third thought on achieving excellence is that it takes time. Depending on how close you are to it already, the resources available, and the urgency, achieving excellence could be a long pull. I offer for your consideration a short formula I ran across in some work on organizational change. The formula was developed by Richard Beckhard, and I have made some slight modifications to it, but it pertains to our topic of discussion today, just as it does to some of the theories of change. If you have a pencil and a piece of paper you might wish to jot it down. Taking some mathematical or editorial license, briefly, it is as follows:

$$E = f ABC > X, \text{ where}$$

E stands for Success in Achieving Excellence.

A = the level of dissatisfaction with mediocrity (less than excellence.)

B = the clarity with which excellence (the goal) can be defined.

C = the support for the first step in the process of achievement.

X = the total "costs" of achieving excellence.

To say a word or two about each factor, the level of dissatisfaction - the A factor - is important in generating interest and enthusiasm. If people are not dissatisfied with mediocrity, they will tend to continue business as usual, and not be motivated to seek excellence. If, on the other hand, dissatisfaction is high, people are more likely to support changes leading to excellence.

The B factor, goal clarity, is tied to the point made earlier for defining what excellence is, so that it can be recognized. This is also important in that people who know where they are going are usually more motivated if they have a goal in sight. And excellence itself can become much more motivating if people have some clear idea what it is, and especially from the eyes of someone in a position of some authority.

The C factor, support for the first step, simply means that the path for achieving success is highlighted. The first step indicates the strategy that will lead to excellence, and at least gets one started in the right direction. Confidence building may be needed to get people started down the trail to excellence, but that is a part of the challenge.

And all of these, when multiplied together, must exceed the costs of excellence. Besides monetary expenditures, costs may include organizational criticism, because of goal differentiation (between excellence and mediocrity), criticism of the strategy (too uncertain), and psychological energy of organization members.

This formula may be helpful in planning, and in our "search" for excellence.

Maintaining Excellence

As I said at the outset, it is normal that excellence will follow a cycle in which, once achieved, it will begin to move away from us, unless held very tightly and adjusted amidst the ever-changing climate we live in. In public service this climate change is built in to our organizations, what with elections and appointments processes almost guaranteeing periodic swings of some magnitude. This simply makes it more vital that we have our basic definition of excellence, and our accomplishments and standards readily available for the changing lineup of political leaders, be they legislative or executive.

The model we must follow in this instance is one of ensuring that our sensory mechanisms are sensitive to the changes on both the near horizon and the far horizons. This means being proactive, rather than waiting until the changes actually occur. It is of course much easier to wait until new people are actually on the scene before taking actions that might be needed to hold on to excellence, even when we may know the organization is moving away from excellence. We do not want to close out options, or make changes which they may want to make. I call this dereliction of duty, if we know we are losing excellence, but hesitate to act because someone new will be on the scene next week, next month, or even next year.

I have seen no small number of public organizations become paralyzed while waiting for new leaders to be named or to arrive on the scene.

This is another one of those risks so easily not taken. In fact, this type of behavior has become so acceptable in many bureaucratic organizations that it is really unthinkable for anyone to suggest a different behavior. This is one of those areas in which I believe firmly we have to develop a completely new way of looking at the problem, and get out of the mind-set in which we find ourselves. Fortunately, we have seen some recent examples of people who sought to achieve or maintain excellence in public institutions despite knowing they would be leaving and would be replaced. Ray Kline a long-time career Federal employee displayed this talent in directing GSA to assume a leadership role in developing a more enlightened policy for the President in the management of the 732 million acres of real estate, and the 2.6 billion square feet of office space owned or used by the Federal government. It would have been just as easy for him to have played the role of a "waveless caretaker." He is now President of the National Academy of Administration, and is actively seeking to maintain and in some instances renew excellence in that organization.

Another, though much lesser known individual I can cite is Abraham Gray. Abraham Gray was a night janitor at the Federal Executive Institute for the 7-years during which I was a faculty member there. This young man lived with a wife and 2-young boys in Lovington, Virginia about 25-miles away. He drove to work every day at 4 p.m. and remained until he had cleaned the entire public area - rest rooms, classrooms, lobbies, the library, faculty and administrative offices, etc., no small job. Many evenings when there were social

gatherings - and there were lots of those - he left well after the regular working shift. His wages were not tops. He had perhaps a high school education, but I am not certain of that. But of one thing I am certain - he was dedicated to excellence. He was a very quiet man, but he was aware of every square inch of that facility, and he felt a personal obligation that it was as clean as it could be - and believe me that building was old and in many ways quite run down. Abraham Gray maintained this same level of excellence even when he learned that he would possibly lose his job because the building was being sold and his employer would likely not have the maintenance contract.

Ray Kline and Abraham Gray defined excellence, and they practiced it. They could recognize when their organization might be losing it. If we have not defined excellence, how do we know we are losing it, or worse, did we ever know we had it in the first place. Perhaps I am making excellence out to be like a commodity that you can see and touch. Well, I believe we almost have to think that in the way we search for excellence in organizations.

In the Peters and Waterman book, their eight factors almost were treated as assets displayed by the excellent organizations they studied. Indeed, that is probably a good way to look at excellence - as an asset as valuable to the organization as any others.

During the two-plus days of this conference, you will hear from people who are searching for excellence. I will leave it to you to

determine if their organizations have found it or not. Because, as I have said, excellence in public service is a subjective factor whose assessment is made both by those who are carrying it out and by those who are benefitting from it. I know you will be impressed by some of them that they have found excellence. Because I have heard them describe what they are doing, and they are extremely enthused and excited about their accomplishments. Perhaps you should pay attention to how their "sell" their ideas as much as by what their ideas are.

The challenge of excellence in public service, however, and this is the bottom line, is within each individual who has chosen this as their career field. The opportunity is there to achieve excellence. Unfortunately the choice is also available to achieve mediocrity. You can coast or you can soar in public service. The fish-bowl in which we exist will permit both. People recognize mediocre performance, but they also acknowledge that they understand how difficult government work is, that nobody's perfect, that the price is too high to risk failure in a public program, that politics makes it understandable why one cannot do any better. In other words, "its close enough for government work."

But, if you buy any of those excuses for any length of time, or very regularly, you have started down a path from which excellence will be hard to find. I do not believe the Public Employees Roundtable has chosen that path, and I strongly encourage each of you to support the Campaign for Excellence with all the resources available

to you and your organization. Thank you and I wish you a highly successful conference.