

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	Possible Candidates for Department of Health and Human Services Associate Commissioner, Children's Bureau [closed, non-selection] (1 page)	n.d.	b(6)
002. list	Possible Candidates for Associate Commissioner, Family and Youth Services Bureau [closed, non-selection] (1 page)	n.d.	b(6)
003. list	Possible Candidates for Department of Health and Human Services Associate Commissioner, Head Start [closed, non-selection] (1 page)	n.d.	b(6)
004. list	Possible Candidates for Department of Health and Human Services, Director, Office of Family Assistance [closed, non-selection] (1 page)	n.d.	#Error
005. list	Possible Candidates for Department of Health and Human Services, Director, Office of Child Support Enforcement [closed, non-selection] (1 page)	n.d.	b(6)
006. list	Possible Candidates for Department of Health and Human Services Health Care Financing Administration, Administrator [closed, non-selection] (1 page)	n.d.	b(6)
007. list	Possible Candidates for Department of Health and Human Services Medicaid Bureau, Directors [closed, non-selection] (1 page)	n.d.	b(6)
008. list	Possible Candidates for Department of Health and Human Services Social Security Administration Office of Commissioner, Commissioner [closed, non-selection] (1 page)	n.d.	b(6)
009. list	Possible Candidates for Department of Health and Human Services Social Security Administration Office of Programs, Associate Commissioner for Disability [closed, non-selection] (1 page)	n.d.	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Vermeer
OA/Box Number: 17608

FOLDER TITLE:

List of Agencies and Positions (Binder) [2]

2013-0534-S

ry1688

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

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

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

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010. list	Possible Candidates for Department of Justice, Administrator, Office of Juvenile Justice and Delinquency Prevention [closed, non-selection] (1 page)	n.d.	b(6)
011. list	Possible Candidates for Department of Labor Employment and Training Administration, Assistant Secretary [closed, non-selection] (1 page)	n.d.	b(6)
012. list	Possible Candidates for White House Office of Policy Development, Children and Families [closed, non-selection] (1 page)	n.d.	b(6)
013. list	Possible Candidates for White House Office of Policy Development, Health [closed, non-selection] (1 page)	n.d.	b(6)
014. list	Possible Candidates for White House Office of Policy Development, Congressional Liaisons [closed, non-selection] (1 page)	n.d.	b(6)
015. memo	To Doris from Azar re: Children's Advocates [closed, non-selection] (1 page)	11/30/1992	b(6)

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**ASSOC. COMMISSIONER FOR
CHILDREN'S BUREAU**

Divider Title: _____

DEPARTMENT OF HEALTH AND HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES

Administration for Children, Youth and Families

Commissioner

Associate Commissioner for Children's Bureau

Associate Commissioner for Family and Youth Services Bureau

Associate Commissioner for Head Start

The Administration for Children, Youth and Families (ACYF) advises the Secretary on matters relating to children, youth and families, and in conjunction with other components of ACF, develops and implements research, demonstration, and evaluation strategies for the discretionary funding of activities designed to improve and enrich the lives of children and youth and to strengthen families. ACYF administers State grant programs, discretionary grant programs providing Head Start services and facilities for runaway youth, the Child Abuse Prevention and Treatment Act, the Child Care and Development Block Grant, Child Welfare Services programs, and the Runaway and Homeless Youth Act. ACYF manages the Adoption Opportunities program and initiatives to involve the private and voluntary sectors in the areas of children, youth, and families. This office will have a major role in the expansion of Head Start, and the development and implementation of child care and child welfare reforms. The Commission will also be a key player in integrated services initiatives which link other offices within HHS and the Departments of Education and Justice.

All four positions and agencies are obviously inter-related and require people who will view themselves as a team, if at all possible.

The Commissioner of ACYF as the overall head of the other three bureaus should:

- have a substantive range that includes early childhood to troubled populations
- be a good manager of people and funds
- have ability to assemble and motivate a well functioning staff
- be a quick study
- be a good spokesperson and advocate for programs
- have capacity to testify to Congress
- be an in-fighter for programs within ACF

Children's Bureau

Rae Grad from the National Commission to Prevent Infant Mortality writes, "The Children's Bureau had a long history of being the office that could represent children at every and any discussion that was held regarding government programs. During the 1960s the Children's Bureau collapsed and basically has not been heard from since. You don't need authorizing legislation for such a bureau but you do need an infusion of funds, staff, and mission. It can be resurrected ! "

This position also requires good managerial skills as it has to get funds out for a broad range of programs. The Children's bureau currently administers both the child welfare and the child care programs within the department. The Associate Commissioner needs to establish linkages with other relevant programs within ACYF, and to be able to push for broad reforms. Due to the 12 years of neglect the Children's Bureau needs someone with vision and ability to make reality out of potential.

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AND YOUTH SERVICES BUREAU**

Divider Title: _____

DEPARTMENT OF HEALTH AND HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES

Administration for Children, Youth and Families

Commissioner

Associate Commissioner for Children's Bureau

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FOR HEAD START**

Divider Title: _____

DEPARTMENT OF HEALTH AND HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES

Administration for Children, Youth and Families

Commissioner

Associate Commissioner for Children's Bureau

Associate Commissioner for Family and Youth Services Bureau

Associate Commissioner for Head Start

The Administration for Children, Youth and Families (ACYF) advises the Secretary on matters relating to children, youth and families, and in conjunction with other components of ACF, develops and implements research, demonstration, and evaluation strategies for the discretionary funding of activities designed to improve and enrich the lives of children and youth and to strengthen families. ACYF administers State grant programs, discretionary grant programs providing Head Start services and facilities for runaway youth, the Child Abuse Prevention and Treatment Act, the Child Care and Development Block Grant, Child Welfare Services programs, and the Runaway and Homeless Youth Act. ACYF manages the Adoption Opportunities program and initiatives to involve the private and voluntary sectors in the areas of children, youth, and families. This office will have a major role in the expansion of Head Start, and the development and implementation of child care and child welfare reforms. The Commission will also be a key player in integrated services initiatives which link other offices within HHS and the Departments of Education and Justice.

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**DIRECTOR, OFFICE
OF FAMILY ASSISTANCE**

Divider Title: _____

DEPARTMENT OF HEALTH AND HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES

OFFICE OF FAMILY ASSISTANCE

Director

The Office provides leadership, direction, and technical guidance in administering the following programs nationwide: Aid to Families with Dependent Children; Aid to the Aged, Blind, and Disabled in Guam, Puerto Rico, and the Virgin Islands; the Emergency Assistance Program; the Job Opportunities and Basic Skills Training Program (JOBS); and child care under Title IV, part A of the Social Security Act. The Office provides technical assistance to States and assesses their performance in administering these programs, reviews state planning for administrative and operational improvements; and recommends actions to improve effectiveness. It also directs reviews, provides consultations, and conducts necessary negotiations to achieve adherence to Federal laws and regulations in State plans for public assistance program administration.

The key pieces here are the AFDC, JOBS and child care programs. (this is one of the 1990-created child care programs; the block grant is run elsewhere) This job will be central to carrying out any welfare reform strategy, including job training and placement (and related child care) components, all of which have been important parts of the campaign platform. The ability to work with other agencies and parts of HHS with complementary roles and the ability to carry out the plan as finally crafted with due sensitivity to the positions of various groups (e.g., governors, low-income families with children, public employee unions, and others) will be essential.

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**DIRECTOR, OFFICE
OF CHILD SUPPORT ENFORCEMENT**

Divider Title: _____

DEPARTMENT OF HEALTH AND HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES

OFFICE OF CHILD SUPPORT ENFORCEMENT

Director

The Office provides direction, guidance, and oversight to State Child Support Enforcement (CSE) offices on activities such as establishing adequate reporting procedures and maintaining CSE records tracking collections, disbursements and costs incurred to collect support under the program. Title IV, part D of the Social Security Act requires States to develop programs establishing and enforcing support obligations by locating absent parents, establishing paternity when necessary, and obtaining child support. The Office operates the Federal Parent Locator Service and is also responsible for validating State applications to permit use of the Federal Courts to enforce support orders, and certifies, in specific instances, to the Treasury Secretary the amount of outstanding support obligations.

The office needs an aggressive director with knowledge of the system to ratchet up child support enforcement, as discussed during the campaign, both to get more income into the hands of children and to carry forward the message of parents taking responsibility for their children.

This position requires someone who:

- is strong
- is articulate, a good spokesperson
- understands how the programs operate and the systems work
- has vision and can carry the message forward

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Divider Title: _____

**ADMINISTRATOR, HEALTH CARE
FINANCING ADMINISTRATION**

ADMINISTRATOR
HEALTH CARE FINANCING ADMINISTRATION

Level IV - Presidential Appointment with Senate Confirmation

Major Responsibilities

- o ~~Assist~~ In shaping federal government policy on health care financing (basically, the Medicare and Medicaid programs), seek legislation supporting it, and explain it to the many and diverse national constituencies affected.
- o Manage, through contracting relationships, the claims payments processes of Medicaid and Medicare, which together serve more than 50 million people and currently take about ten percent of the federal budget.
- o Negotiate with states on behalf of the federal government to carry out the quality assurance provisions of the Medicare and Medicaid programs, setting standards and reviewing performance of carriers (Medicare, Part B) and intermediaries (Part A).
- o Through research and demonstration programs, explore and test new ideas for the provision of health care. Assess and improve the financing of federal health care, seek effective cost control, and evaluate coverage and benefits payments systems.

Necessary Background, Experience, Personal Skills

A solid grounding in the major public policy issues of health care heads the list. The right candidate should demonstrate an understanding of how health care financing and delivery systems interact, gained at a level that has provided the opportunity to show skill in managing large, complex operations. The context for this might have been an academic medical center or a large enterprise with a significant role in health care financing. Further, the continual dialogue which engages the administrator and HCFA's numerous interest-group constituents argues for someone who can combine a sympathetic approach with coolly objective judgment.

~~1985~~

Consider some features of the climate and terrain which managers of federally-assisted health care must navigate in the years ahead:

- o Health care's biggest consumers the aging population will increase in number.
- o Health care costs will by all experience, continue to rise.
- o Changes enacted and otherwise imposed on the federally-aided system in the last decade have made the job of paying hospitals and doctors much more difficult.
- o Administering the system will become a much larger responsibility with the decision of the Congress to expand Medicare to include the cost of catastrophic illness.
- o Whether and how to assist long-term home care of the elderly, as well as short- and long-term nursing home care, presents an increasingly sharp issue.

Heading into this challenging era, the federal government through HCFA already spends more than \$100 billion a year on Medicare and Medicaid, more than 20% of what the nation as a whole spends on health care. Recalling her efforts to get ready to take on the job, Carolyn K. Davis, who held it in 1981-85, says "the three prior administrators I interviewed didn't really prepare me adequately for the breadth and scope of the position." "You're responsible for the biggest single piece of health care in the U.S." another points out. ~~HCFA has to get right in four years~~

Specifically, some who have held the job remember these as its major challenges:

"The Office of Management and Budget wanted to second-guess our decisions on future directions. They should stop trying to micro-manage and let us decide how to spend the money." HCFA should involve itself more in program goals than in budget matters."

"Constituent groups have to be dealt with and they all have very strong Washington lobbyists. I underestimated the importance of constituent groups and the influence of lobbying groups."

"Congress doesn't understand what is really necessary to make the programs work. We spend

money everywhere else but we couldn't invest in these data systems."

The agency has "lost a lot of good staff" and recruiting people with the same competence is difficult. The quality of operations and management staff is "mediocre." It's declined over time "because the government hasn't been able to hold on to them."

Nonetheless, one of its previous occupants finds the position "unique in its mix of policy, the financing issues and the managing [area]." Where policy is concerned, he says, "you make the determination, seek the legislation and then you go yourself and do it." At the same time, "it's a real management job, more like running a factory. It's a big organization." This former administrator tried to visit all ten regional offices once a year, went periodically to see contractors and tour their facilities, and met health care agencies and associations. He spent time on evaluations of senior personnel, hiring and firing decisions and the recruitment program. The job also has a high public affairs component. Another previous administrator sees communications ability as imperative for success, adding "I even suggest taking a course on it." A colleague says he averaged a speech a week.

Challenge and attraction of the job? In the collective view, it presents (1) an opportunity to move toward real improvement in the quality and extent of health care delivered to the nation's elderly and indigent, by (2) effectively handling a big job in a complicated and exacting management environment. "It's a very high-stress job," reflects Leonard D. Schaefer, administrator in 1978-80. "You're never secure--something's always going on out there. Every day there's some unexpected problem in a state capital, a hospital, or a research lab. Your priorities are always being juggled. You have to be able to handle that. But you have tremendous impact on the system."

Looking at this job from outside HCFA, two qualified interest group analysts attach special importance to the kind of individual selected for it and the primary tasks that lie ahead. This is life and death stuff, one of them says. If the public gets the impression that you have an accountant there who isn't sensitive to the social and moral aspect, it will really alienate people. There is no more sensitive area where people feel or don't feel that government is doing right by them than health care... Medicare by virtue of its position and size is more than a health program. It is also

the program that everybody copies and uses as a standard. The real role is as the leader of the health insurance industry."

The second of these observers thinks the HCFA position needs "someone who can look at health care creatively, for new ways to provide it." But, she points out, this "desire to explore alternatives" also needs "a bit of skepticism about new things, in order to work through them and put proper controls into place." She cites health maintenance organizations as an example of a promising new idea that took hold too fast. HCFA's research budget needs stepping up in her view--"it doesn't make sense to keep changing policy year after year and keep using the same old data." And the next administrator should review the kind of data HCFA does have to "add the holes in it, try to fill some of them in a systematic way." For instance, they know next to nothing about what's going on in ambulatory surgery right now, even though it is a field that is blossoming."

Key Relationships

Within the Department

Reports to: Secretary

Works closely with:

Commissioner of Social Security
Assistant Secretary for Health
Assistant Secretary for Planning and Evaluation
Assistant Secretary for Management and Budget

Outside the Department

Associate Director, Human Resources,
Veterans and Labor, Office of Management and
Budget

Outside the Federal Government

State Medicaid directors; American Hospital Association;
American Medical Association; National Association
of Retired Persons; American Nurses Association; AFL-
CIO

Administrators of the Health Care Financing Administration Since 1977

Administration	Name and Years Served	Present Position
Reagan	William L. Roper 1986 - Present	Incumbent
Reagan	Carolyn K. Davis 1981 - 1985	Partner Ernst and Whinney Cleveland, Ohio
Carter	Howard Newman 1980 - 1981	Partner Powell, Goldstein, Frazier and Murphy Washington, DC
Carter	Leonard D. Schaefer 1978 - 1980	President Blue Cross of California Van Nuys, California
Carter	Robert Derzon 1977 - 1978	Vice President ICF/Lewin Washington, DC
Ford	Don I. Wortman (Acting) 1977	Project Director National Academy of Public Administration Washington, DC

 Position established under a departmental reorganization in 1977.

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
006. list	Possible Candidates for Department of Health and Human Services Health Care Financing Administration, Administrator [closed, non-selection] (1 page)	n.d.	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 17608

FOLDER TITLE:

List of Agencies and Positions (Binder) [2]

2013-0534-S

ryl688

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
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**DIRECTOR, MEDICAID
BUREAU**

Divider Title: _____

DEPARTMENT OF HEALTH AND HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES

HEALTH CARE FINANCING ADMINISTRATION

MEDICAID BUREAU

Directors

The Bureau is responsible for this medical assistance program jointly financed by State and Federal governments for eligible low-income individuals. Medicaid covers health care expenses for all recipients of Aid to Families With Dependent Children, and most States also cover needy elderly, blind and disabled who receive cash under the Supplemental Security Income Program. Coverage also is extended to certain infants, low-income pregnant women and, at the option of the State, other qualified low-income individuals.

Medicaid is an increasingly expensive program subject to conflicting demands from the states, providers and recipients. Assuring that program control and administration proceed in positive ways during the national health reform debate, rather than being frozen into place, is important. If comprehensive reform takes time to phase in, and/or includes rather than replacing Medicaid, Medicaid continues to play a central role in the health care of more than 13 million children as well as millions of adults.

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
007. list	Possible Candidates for Department of Health and Human Services Medicaid Bureau, Directors [closed, non-selection] (1 page)	n.d.	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 17608

FOLDER TITLE:

List of Agencies and Positions (Binder) [2]

2013-0534-S

ry1688

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
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**COMMISSIONER, SOCIAL SECURITY
ADMINISTRATION**

Divider Title: _____

COMMISSIONER SOCIAL SECURITY ADMINISTRATION,

Level IV - Presidential Appointment with Senate Confirmation

Major Responsibilities

- o ~~Take a principal role in formulating and publicly articulating social security policy for the administration~~ with a primary goal of ensuring continued financing of the special trust funds which support the program.
- o ~~Oversee and ensure the timely and efficient monthly distribution of more than 50 million benefits payments~~ which currently total roughly 25% of the annual federal budget.
- o ~~Manage a large service-oriented organization which remains labor-intensive~~ (about 80,000 employees) and operates nationwide out of 10 regional offices, six service centers and about 1,300 local offices.
- o ~~Revitalize and continue to upgrade the SSA's operating systems,~~ particularly their computerization. Maintain work force morale and productivity.

Necessary Background, Experience, Personal Skills

Because of the size and dispersal of the organization and the extent of services it provides, the successful tenant of this job will bring to it strong managerial ability and proven leadership. ~~Previous experience in technical areas, such as data processing, systems, in the areas in which the SSA operates also ranks high in the recommendations of past commissioners. To this they add analytical ability and some savvy in public affairs--speeches, ceremonies, the press. Specific professional training in law or insurance (i.e., actuarial science) will help, but isn't essential.~~

Insight

Important challenges will continue to face SSA commissioners

far into the future. First comes the continued soundness of the trust fund financing on which the system depends. When legislative and other adjustments become necessary to protect the integrity of this system, the commissioner works with the White House and the Congress to produce them. A considerable amount of time goes into the Congressional aspects of that effort. At the same time, he must also try to improve understanding of what it takes to keep social security programs strong and viable. This means a good deal of public visibility--explaining, persuading, image-building, acting as a "hands-on spokesman" in the words of one who held the job.

Two other challenges lie more in the realm of management, and one has some direct bearing on the other. For a population whose aging will steadily increase over the next generation, the agency already distributes about \$250 billion annually in old age, survivors and disability benefits. It's a task requiring state of the art data processing and management. Though the SSA has long been working its way toward this goal through a familiar maze of budget and administrative constraints, it lags behind the curve. "I had no idea of the backlog and how outdated the computer system was," a recent commissioner says. Others formerly in the job echo this theme, as do outside observers. "What you need is a good administrator with a commitment, who is willing to stay there and see it through," says a member of a constituent group which follows SSA closely. "Turnover has been one of the main weaknesses.... You need someone who can build up the morale of the agency and get the computer system in shape." Clearly, the SSA remains a labor-intensive operation which urgently needs to go high-tech.

Meanwhile, as the agency struggles toward that status, the commissioner will also have a work force of the present dimensions to communicate with and manage. Its very size complicates the process, perhaps leading former commissioner John A. Svahn (1981-83) to say "you have to run it like a military organization, give them a clear, direct order and they follow it." But morale is also a problem in an organization this big. Another previous commissioner complains of the "inability to convey policy accurately to the working level." Decisions from the top weren't the same when they reached the bottom." To help overcome these obstacles, the occupant of the job spends a lot of time meeting with employees in large groups, and making videotapes to instruct and encourage those he can't see face to face.

Communications difficulties can sometimes exist in other directions, too. Svahn feels he had trouble getting through to the top because others kept getting on his frequency: the Secretary "had a

staff of 4,500 people who all thought they ran the department. A second, discussing relationships with the White House domestic policy staff and Office of Management and Budget, says he had to cope with the "very random and non-meritorious interest" these offices had in what the SSA was doing. A third, James B. Cardwell (1973-77), remembers the "chronic but not significant" problem that the SSA has its headquarters in Baltimore, not Washington. He dealt with this 40-mile gap by using his car as a mobile office for reading, drafting and telephoning.

Former commissioners agree that knowledge of how government works—whether gained inside it or outside—is invaluable in the position. It's a question of "knowing how to deal with the hierarchy and function in it," says Stanford G. Ross, commissioner in 1978-80, who adds: "The job doesn't carry the prestige of a cabinet post but does carry a great deal of responsibility. People who fill it have to have a lot of strength and dedication."

Three special issues of the future need mention. ~~First~~ the trust fund financing solutions enacted in the 1980s are already generating surplus revenues to help cover the benefits now in place for the baby boom generation in the period beginning about 2010. In the short run, this will offer the temptation to "spend" these apparent surpluses with short-run political gains in mind, instead of making hard but necessary long-term fiscal choices.

Second, current pressures to cover the costs of long-term care of the elderly promise to become irresistible. With that prospect in view, guiding the likely changes along sound lines will be a significant extra assignment for future commissioners.

Third, proposals to make the SSA an independent agency will continue. Administrations of both parties have opposed this change, but its time may be near. The commissioner will take a key part in debating the issue, and in carrying out whatever decisions may result.

What all this means is that future administrators will have to struggle for equilibrium among vigorously competitive interests, in the government and in the country. A retirement association source, for example, thinks the commissioner will have to preserve the integrity of the program and fight off intrusions by future administrations and Congresses, which consider social security a "ripe" target, as discussed above. Because that can place the person in "an adversarial position," he adds, "you need someone who appreciates and believes in the institutional importance of the program."

Key Relationships

Within the Department

Reports to: Secretary

Works closely with:

Assistant secretaries in HHS

Outside the Department

Secretary, Department of Labor
 Secretary, Department of the Treasury
 Director of the General Accounting Office
 Administrator of the General Services Administration
 Associate Director, Human Resources, Veterans and
 Labor, Office of Management and Budget

Outside the Federal Government

American Association of Retired Persons; American
 Bankers Association; Health Insurance Association of
 America

Commissioners of the Social Security Administration Since 1969

Administration	Name and Years Served	Present Position
Reagan	Dorcas R. Hardy 1986 - Present	Incumbent
Reagan	Martha A. McSteen 1983 - 1986 (Acting)	Legislative Counsel National Committee to Preserve Social Security Washington, DC
Reagan	John A. Svahn 1981 - 1983	Severna Park, Maryland
Carter	William J. Driver 1980 - 1981	Deceased

Carter	Stanford G. Ross 1978 - 1980	Partner Arnold and Porter Washington, DC
Carter	Don I. Wortman 1978 (Acting)	Project Director National Academy of Public Administration Washington, DC
Ford/Carter	James B. Cardwell 1973 - 1977	Executive Vice President Blue Cross and Blue Shield Atlanta, Georgia
Nixon/Ford	Arthur E. Hess 1973 (Acting)	Not Available
Kennedy/ Johnson/Nixon	Robert M. Ball 1962 - 1973	Visiting Scholar Center for the Study of Social Policy University of Chicago Chicago, Illinois

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
008. list	Possible Candidates for Department of Health and Human Services Social Security Administration Office of Commissioner, Commissioner [closed, non-selection] (1 page)	n.d.	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 17608

FOLDER TITLE:

List of Agencies and Positions (Binder) [2]

2013-0534-S

ry1688

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or
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and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of
personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed
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PRM. Personal record misfile defined in accordance with 44 U.S.C.
2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of
an agency [(b)(2) of the FOIA]
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**ASSOC. COMMISSIONER
FOR DISABILITY**

Divider Title: _____

DEPARTMENT OF HEALTH AND HUMAN SERVICES

SOCIAL SECURITY ADMINISTRATION

OFFICE OF PROGRAMS

Associate Commissioner for Disability

The Agency administers the Old Age Survivors and Disability Insurance Program, which provides monthly benefits to retired and disabled workers, their spouses and children, and to survivors of insured workers. In addition, the Administration, through a nationwide field organization of 10 regional offices, 6 processing centers, and over 1,300 local offices, guides and directs all aspects of the cash benefit program operations of the agency; and directs the activities of those office responsible for various program operations, including retirement, survivors, and disability insurance.

The Associate Commissioner is responsible for administration of and policy for adjudicants for all disabled, both for Social Security and Supplemental Security Income. The result is decisions which have direct impact on the applicants. Therefore, there is always some kind of disagreement which can easily get into the political and legal domains, if not treated with utmost fairness. The new administration will be facing a backlog of 1 million applicants' claims.

This position requires someone who

- Is a good manager
- Knows the program
- Recognizes the importance of and can make expedited, fair decisions
- Has or can create credibility as the fairness of the hearing process is crucial

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Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
009. list	Possible Candidates for Department of Health and Human Services Social Security Administration Office of Programs, Associate Commissioner for Disability [closed, non-selection] (1 page)	n.d.	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 17608

FOLDER TITLE:

List of Agencies and Positions (Binder) [2]

2013-0534-S

ry1688

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

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PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

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Divider Title: **ASSOC. COMMISSIONER
FOR SUPPLEMENTAL SECURITY INCOME**_____

DEPARTMENT OF HEALTH AND HUMAN SERVICES

SOCIAL SECURITY ADMINISTRATION

OFFICE OF PROGRAMS

Associate Commissioner for Supplemental Security Income

The Agency administers the Supplemental Security Income Program for the aged, blind, and disabled. This basic Federal payment program is financed out of general revenue, rather than a special trust fund. Some States, choosing to provide payments to supplement the benefits, have agreements with the Administration under which it administers the supplemental payments for the States. In addition, the Administration, through a nationwide field organization of 10 regional offices, 6 processing centers, and over 1,300 local offices, guides and directs all aspects of the cash benefit program operations of the agency; and directs the activities of those office responsible for various program operations, including retirement, survivors, and supplemental security income.

POSSIBLE CANDIDATES
FOR
DEPARTMENT OF HEALTH AND HUMAN SERVICES
SOCIAL SECURITY ADMINISTRATION OFFICE OF PROGRAMS
Associate Commissioner for Supplemental Security Income

Retain Rhoda Davis, the current Associate Commissioner

Ms. Davis is a career Social Security administration employee. She has worked hard on SSI, especially on work incentives provisions for adults, disabled children and families, and other programs that relate to disadvantaged children and families. She has administered fairly programs with complicated rules. She is a good team player and is knowledgeable.

Ms. Davis worked with Arthur Fleming on the Modernization Panel.

Clinton Presidential Records Digital Records Marker

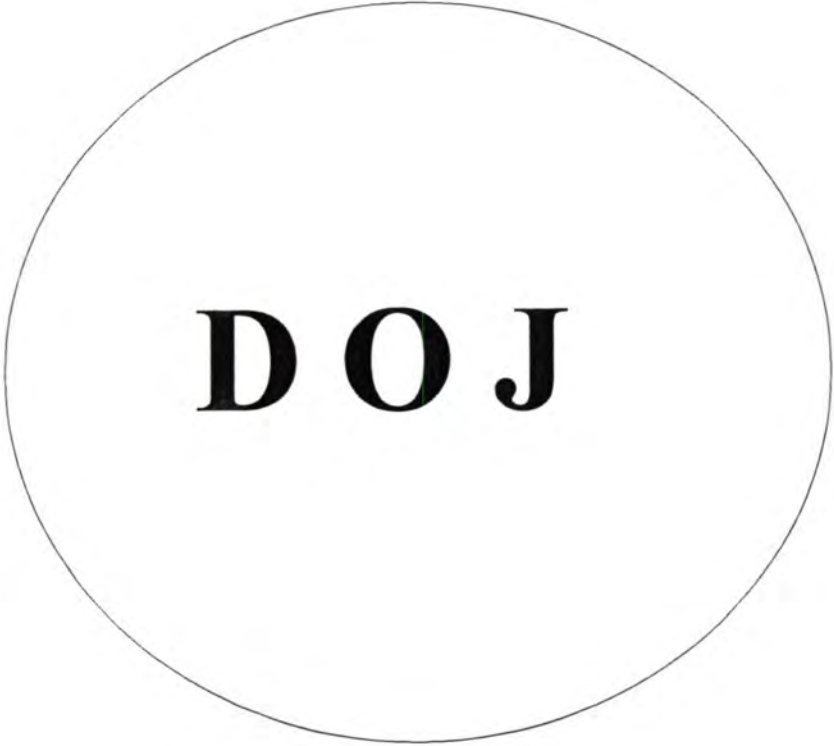
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**DEPARTMENT OF
JUSTICE**

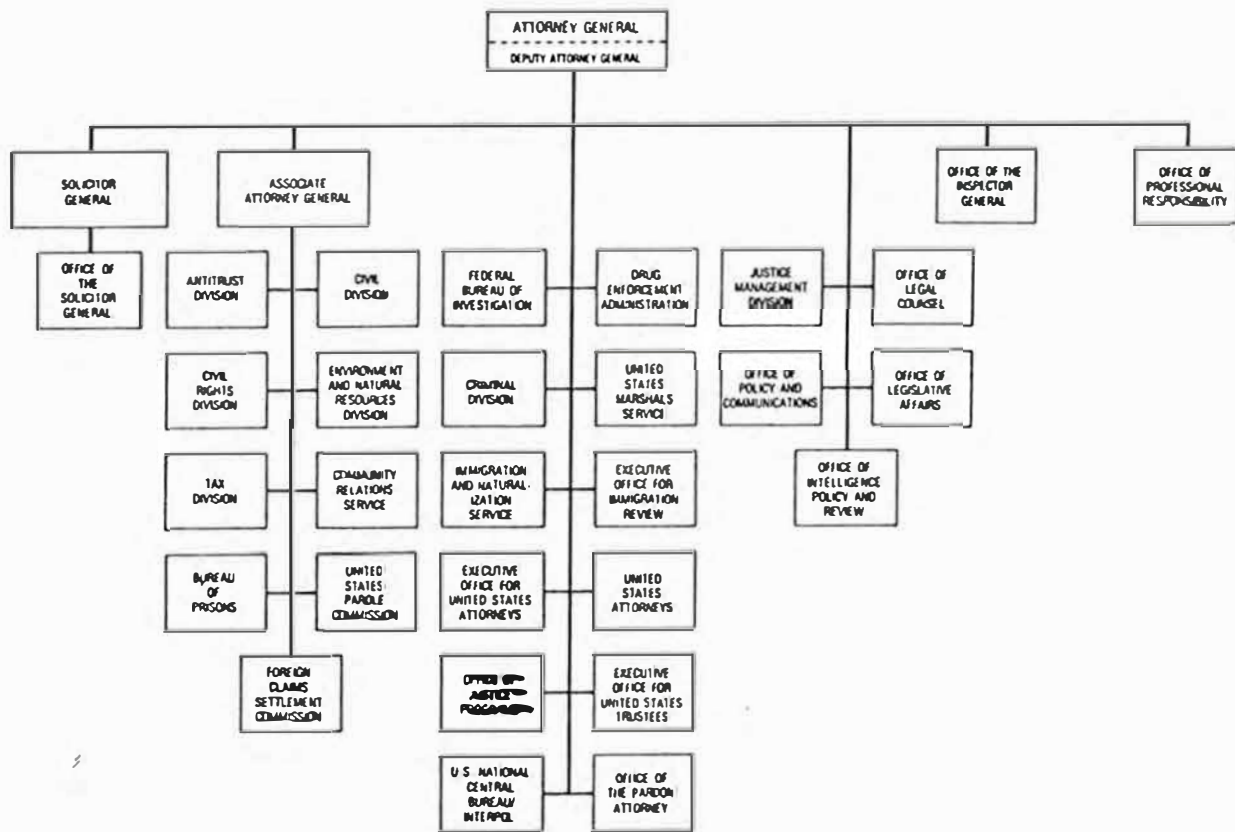
Divider Title: _____

DEPARTMENT OF JUSTICE



DOJ

DEPARTMENT OF JUSTICE



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**ADMINISTRATOR, OFFICE OF JUVENILE
JUSTICE AND DELINQUENCY PREV.**

Divider Title: _____

DEPARTMENT OF JUSTICE

OFFICE OF JUSTICE PROGRAMS

OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION

Administrator

The Office was created by the Juvenile Justice and Delinquency Prevention Act of 1974 in response to a national concern about juvenile crime. It is the primary Federal agency for addressing juvenile crime and delinquency and the problem of missing and exploited children. The Office is comprised of five divisions: State Relations and Assistance Division; Special Emphasis Division; Research and Program Development Division; Training and Technical Assistance Division; and the Information Dissemination Unit. Two programs - the Concentration of Federal Efforts Program and the Missing Children's Program - are also under the Office's direction.

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Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
010. list	Possible Candidates for Department of Justice, Administrator, Office of Juvenile Justice and Delinquency Prevention [closed, non-selection] (1 page)	n.d.	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 17608

FOLDER TITLE:

List of Agencies and Positions (Binder) [2]

2013-0534-S

ry1688

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

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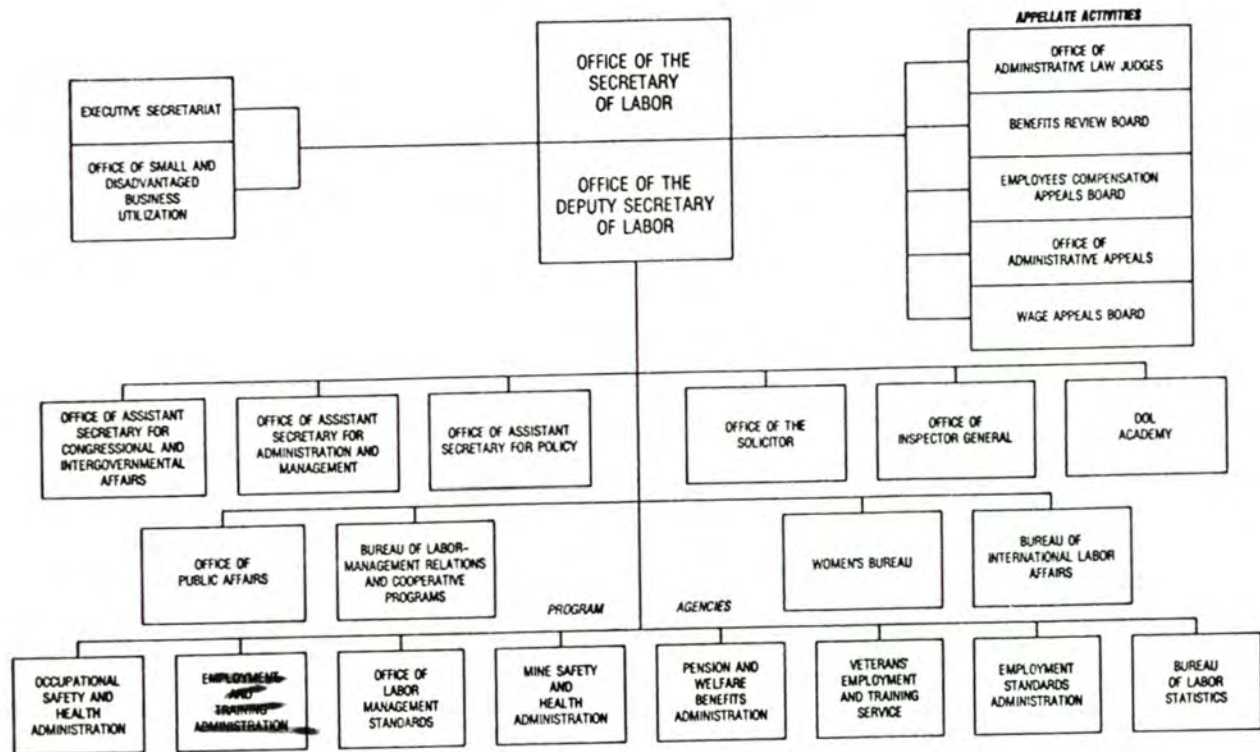
**DEPARTMENT OF
LABOR**

Divider Title: _____

DEPARTMENT OF LABOR



DEPARTMENT OF LABOR



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**ASSISTANT SECRETARY EMPLOYMENT
AND TRAINING ADMINISTRATION**

Divider Title: _____

DEPARTMENT OF LABOR
ASSISTANT SECRETARY,
EMPLOYMENT AND TRAINING ADMINISTRATION

Executive Level IV - Presidential Appointment with Senate Confirmation

Major Responsibilities

Dominant among the several areas of responsibility in this position are both administration of job training programs and supervision of unemployment compensation and insurance trust fund operations.

In the unemployment insurance sector, the Employment and Training Administration (ETA) supervises the country's basic program of income support for individuals who are out of work. Benefits, funded by state employment taxes, are paid through states under individual state laws. A federal employer tax pays state administrative costs for the Extended Benefits Program and for loans to state funds. ETA's Unemployment Insurance Service provides leadership, policy guidance and review. Current outlays for the program are running at \$38 billion annually. The chief revenue sources for this are state unemployment taxes, the federal unemployment tax, and interest and profit on investments by the Unemployment Insurance Fund.

The agency's job training programs--such as the job training partnership and the Job Corps--support at the state level the training or retraining of dislocated, disadvantaged, and older workers, with participation by private-sector firms. Most of the funding of this effort consists of ETA block grants to the states and territories.

ETA also manages the U.S. Employment Service, which helps states set up and maintain job placement bureaus; and the Office of Trade Adjustment Assistance, which aids workers whose unemployment results from plant closures, layoffs and relocations under the impact of international trade developments. Program evaluation, research and legislative duties supporting employment and training operations is the task of its Office of Strategic Planning and Policy Development. Among four management support operations are an office of grants and contract management, which handles debt management, audit matters and procurement; and a comptroller.

Necessary Experience and Skills

"You don't need someone here as a manager, just to manage," says Roberts T. Jones, who has headed ETA since 1987. "You need a manager who can understand what's going on." Government, he says, is good at hiring aeronautical engineers for NASA or qualified tax people for the Treasury Department. "But in the human resources programs, they seem to think they can hire just anybody and things will work out." In his view, this job requires "someone well grounded in work force and management issues." Jones would like to see the requirement evolve "to the point where candidates would be senior human resource managers from business." But he adds the observation that it is impossible to serve anywhere in government at the assistant secretary level without the experience of prior government service. A congressional background is especially helpful.

Insight

"My life is 60 percent policy and 40 percent financial management," Jones says. "But if you don't do the 40 percent, the 60 percent doesn't exist." The first person who takes this job over after me and sits here as just a happy policy assistant secretary and doesn't give enormous attention to the other stuff will be dead in six months." His policy involvement ranges from debates on extending the duration of eligibility for unemployment insurance to amendments to various features of job training programs. It requires "an enormous amount of time on the policy side, either at the White House or on the Hill."

In its past this position seems to have been the object of a certain amount of political manipulation. One of its former occupants remembers "unrealistic demands from the White House and Congress" for actions to be taken by a certain time for political appearances. Albert Angrisani, who held the job in 1981-83, recalls a then-existing "lack of understanding or care" at both ends of Pennsylvania Avenue about the position's bottom-line results. In the view of Roger D. Semerad, who held the post in 1986-87, it requires a concern for "people and the labor force of the United States." But, he adds, "it's a constant battle." The only satisfaction is "knowing that you made a contribution."

ETA has an extensive operational task in running its programs and managing the outflow of dollars in grants and claims payments to states. Unemployment insurance, for example, is "a highly directed system," Jones says, governed by very specific state and federal rules. The agency makes no unemployment payments itself. The states handle the collection of their own tax revenue from employers and the distribution of benefits.

ETA manages the unemployment trust fund outlays, which are reflected in the overall Department of Labor budget. "And we annually appropriate all the funds, even though it is an entitlement fund." Managing the administrative side of the system "is very arcane," he adds. "This is a system requiring conformity." A state can set its own rules for benefits, eligibility and other factors, and for the management of monies. "But it has to operate within guidelines set by the feds." It has to conform to the system, or "you have to go out and knock heads together." The same is true of all of ETA's other programs, he says, even though they don't have the trust fund feature.

The position has a very large intergovernmental dimension. In fact, Jones quibbles with "intergovernmental," since his programs also have "enormous and equal relationships with all kinds of other organizations like employers and unions." ETA's job training programs work with 641 private industry councils around the country, he says, and there are many more quasi-government organizations that have an impact on policy, such as community-based organizations. "I have councils who meet here constantly. They are as important to what I'm doing as the states are."

Jones thinks that audited financial statements now mandated by the CFO legislation are "of questionable value." They lack "any connective tissue" to the issues either in grants management or in program management. "And that's all there is--that's what you run your business by." He admits he's not an "expert," but "my people have gone through the process, and completed them correctly but question the value. They're struck by the enormous amount of work put into them and the lack of any substantive value. It's one of those situations where the presumption was made up front without any knowledge whether it would assist program managers."

Difficulties this position encounters? From his experience in it, Angrisani recalls its basic challenge as managing ETA "in the most hostile and adverse management environment imaginable." Jones names two problems he has encountered in the management area. The job of communicating programmatic decisions down to the lowest operating level in a multibillion-dollar delivery system "has always been a problem." You don't like the fact that, when you do audits, you find problems and have to shut down programs or collect money. Particularly in today's world, where there is so much need for services at the local level." Like governments everywhere, he says, the one in Washington is good at developing "great policy answers, crafting them into legislation." Then the regulations are written, money is spent, an auditor shows up two years later, and "not ill-intended people find themselves in difficult positions."

Second, he criticizes government's tendency to create multiple organizations for audit and review. "We've got checkers upon checkers. We've got legislation and we've got checkers, but nothing in between."

The ETA staff in between has seen repeated cuts, he points out; his organization, which used to employ 3,400, is down to 1,700. "With more responsibility and more complex grant management than we've ever had before."

In an earlier day, Jones says, "you could literally run this office as a grants manager." Today, he suggests, ETA "has become a sort of work force human resources agency." Everything here used to be second-chance systems only, for one group or another--for older workers, the disadvantaged, and so on. Now it's become the whole work force. Ultimately, what is important for the work force is important for those same groups. If you don't merge those two, it doesn't work." ETA continues its second-chance efforts for special populations, but the fact that the whole work force has now become the agency's major issue "means you tie it all together, and that's a big and important step to make." Moreover, the rules of the labor market have changed, Jones adds, "and you can't deal with these as little grant programs any longer." That is why "we're all involved in education-related issues," where he says he spends half his time. "It doesn't make any difference which organizational box you're in; there's a continuum here--education and training and lifelong learning is basically one conversation. You have to know something about what is going on in the workplace and how that is affected by what's happening in education."

Profile of Current Assistant Secretary, Employment and Training Administration

Name:	Roberts T. Jones
Assumed Position:	1987
Career Summary:	Deputy assistant secretary, employment and training, Department of Labor, 1985-87; senior administrator, job training programs, 1974-85
Education:	University of Redlands, BA, 1962

Assistant Secretaries, Employment and Training Since 1973

Administration	Name and Years Served	Present Position
Bush	Roberts T. Jones 1987 - Present	Incumbent

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Reagan	Roger D. Semerad 1986 - 1987	Senior vice president RJR Nabisco Washington, D.C.
Reagan	Frank C. Casillas 1984 - 1985	Unknown
Reagan	Albert Angrisani 1981 - 1983	Consultant Arthur D. Little, Inc. New York, N.Y.
Carter	Ernest G. Green 1977 - 1981	Senior vice president Shearson Lehman Brothers New York, N.Y.
Ford, Nixon	William H. Kolberg 1973 - 1977	President National Alliance of Business Washington, D.C.

Withdrawal/Redaction Marker

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
011. list	Possible Candidates for Department of Labor Employment and Training Administration, Assistant Secretary [closed, non-selection] (1 page)	n.d.	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 17608

FOLDER TITLE:

List of Agencies and Positions (Binder) [2]

2013-0534-S

ry1688

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
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b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Clinton Presidential Records Digital Records Marker

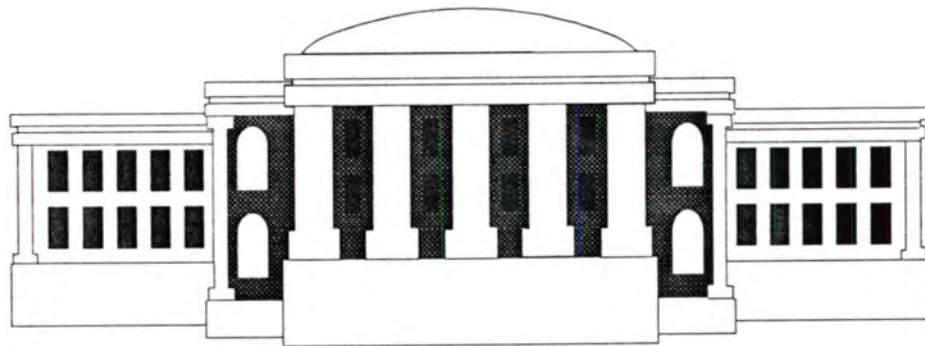
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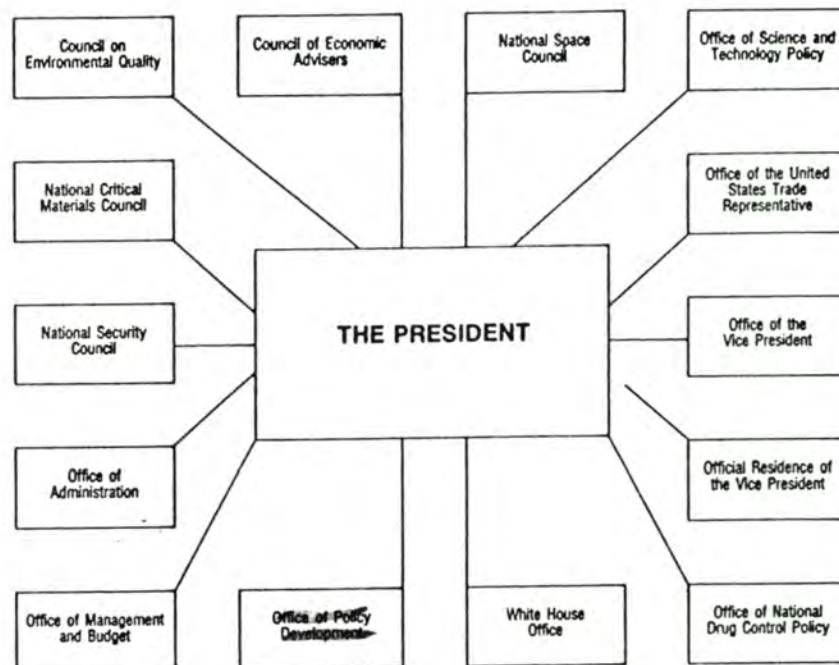
WHITE HOUSE

Divider Title: _____

The White House



EXECUTIVE OFFICE OF THE PRESIDENT



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**OFFICE OF POLICY DEVELOPMENT,
CHILDREN AND FAMILIES**

Divider Title: _____

WHITE HOUSE
OFFICE OF POLICY DEVELOPMENT

Authority:

The Office of Policy Development was designated in 1981 to replace the Domestic Policy Staff, which had been established in the Executive Office of the President by Reorganization Plan No. 1 of 1977 (5 USC app.), effective March 26, 1978, pursuant to Executive Order No. 12045 of March 27, 1978.

Responsibility:

Advise and assist the President in the formulation, evaluation, and coordination of long-range domestic and economic policy. In addition, the Office supports the operations of the Domestic Policy Council, the Economic Policy Council, the interagency Low-Income Opportunity Board, and the President's Education Policy Advisory Committee.

-- Children and families

-- Health

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
012. list	Possible Candidates for White House Office of Policy Development, Children and Families [closed, non-selection] (1 page)	n.d.	b(6)

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First Lady's Office
Melanne Verveer
OA/Box Number: 17608

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List of Agencies and Positions (Binder) [2]

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**OFFICE OF POLICY
DEVELOPMENT, HEALTH**

Divider Title: _____

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
013. list	Possible Candidates for White House Office of Policy Development, Health [closed, non-selection] (1 page)	n.d.	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 17608

FOLDER TITLE:

List of Agencies and Positions (Binder) [2]

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**Office of Policy Development -
Congressional Liasons**

Divider Title: _____

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
014. list	Possible Candidates for White House Office of Policy Development, Congressional Liaisons [closed, non-selection] (1 page)	n.d.	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 17608

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OTHER

Divider Title: _____

To: Hillary Rodham Clinton

Re: Following List From Doris Matsui

Following is a list that Doris Matsui gave to this office. We are gathering information on each person and thought you would like to see the list and know she had sent it.

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
015. memo	To Doris from Azar re: Children's Advocates [closed, non-selection] (1 page)	11/30/1992	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Melanne Verveer
OA/Box Number: 17608

FOLDER TITLE:

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DEPARTMENT OF EDUCATION

DEA

DEPARTMENT OF EDUCATION

