

Also sent 5/15

Charge

Not just personnel code
budget rules, procurement rules

Marla -
I'm not sure I
went through so I'm
sending it again.

Remarks

by

Vice President Al Gore

at

National Performance Review Announcement

Sept. 8, 1993

Mr. President if you want to know why government doesn't work, look behind you. The answer is -- at least partly -- on those forklifts which hold copies of the Personnel Code. The complete code weighs over 1000 pounds. ~~That's as much as 4000~~ Big Macs.

The Personnel Code no longer helps government work. It hurts it.

beginning

And that is one reason I am so pleased ^{today} ~~to transmit to you~~ ^{the report} ~~you asked for six months ago~~: our National Performance Review.

~~Our work is done.~~ The result is this document containing hundreds of suggestions, totalling \$ ~~billions~~ billion in savings over the next five years.

But even more important than the numbers is this ~~salient~~ ^{rule} fact: it provides the tools to ~~give us~~ a government that works better and costs less.

It is inspired by your vision of a government that works for people, cleared of useless bureaucracy and free from red tape and senseless rules.

Let me tell you a little about what we found.

First, some bad news.

We found that government really doesn't work very well -- in ways that will take a long time to fix. ~~OK~~

are you sure?

We've done a lot in the last ~~eight~~ months. But we still have a government that buys \$250 hammers and writes ten pages of regulations on how to make an ashtray. We have a government that for the last twelve years has managed to spend \$4 for every \$3 it takes in. That Personnel Code on those lift truck pallets behind us? We hire 40,000 people just to enforce it.

And let's not forget: much of what's wrong with government doesn't lend itself to ~~the kind of amusing anecdotes that~~ ~~reporters and we like.~~ It's someone who calls the IRS with a question and gets put on hold. It's a small business owner who has to spend hours filling out a form. It's a division head buying equipment he doesn't need because it's the end of the budget year.

Makes it sound like the person is the problem.

It's old-fashioned, outdated government. It's government using a quill pen in the Age of WordPerfect.

Is this the way it has to be?

The good news is that it doesn't.

We know that because in our review we looked at organizations that worked well, whether the Saturn plant in my home state of Tennessee or the Air Combat Command.

These groups succeeded ~~because~~ ^{because} they ~~stick~~ ^{stick} to four basic principles:

* **Put the customer first:** Listen to them. Change operations to meet their needs. Use market dynamics such as competition to create incentives for success.

* **Cut red tape.** Shift from a system based on accountability for following rules to one where you're accountable for achieving results.

* **Empower employees to get results.** You know, we don't have bad workers in the federal government. We have excellent, hardworking, imaginative workers trapped in bad systems. We need to decentralize authority, empowering those on the front lines to make more of their own decisions -- but holding them accountable for results.

* **Cut back to basics.** Abandon the obsolete. Eliminate duplication. End special privileges.

don't state negative
 Anyone who reads ~~the Summary to this report~~ and goes beyond it to read the report itself or the thousands of pages of backup reports, will see that this is not rhetoric. It's backed up by a solid grounding in the theory of management. It's fleshed out by hundreds of suggestions that go to the heart of what's wrong in government.

And how does it put things right? Mr. President, let me mention five areas. *We will cut the bureaucracy and the wasteful spending*

Carson
 First, waste. We'll get rid of those outdated subsidies -- not just for honey bees but for mohair sweaters and all the rest. We'll consolidate departments. We'll get rid of duplicate departments just like kids ~~trade off their duplicate baseball cards~~.

We'll allow competition to bring about better service and lower cost.

2nd
 Second, bureaucracy. We'll cut it. We're going to downsize government by _____ positions. We're also going to change the structure of government, by getting rid of the layer on layer of management that prevents us from getting things done.

Third, customer service. We'll set customer service standards equal to the best in business. We'll require agencies to survey customer satisfaction -- and measure performance based on it.

Fourth, procurement. *It has to* We'll simplify it. We'll give managers buying authority and streamline the process so they can buy more like businesses buy and save money in the process.

Finally, personnel. By next September we recommend scrapping that 10,000 page Personnel Code, replacing it with guiding principles. We want managers to be able to hire. To fire. To promote. To reassign. To reward excellence.

Can we do all this right away? No. It's going to take a lot of hard work and a lot of cooperation from Congress.

Mr. President, this report is just the beginning. But I'm confident we can do the job.

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We **can** create a government that works better and costs less.

We **can** treat taxpayers like customers.

We **can** provide a quality product.

We **can** hold government employees accountable -- and reward excellence.

The National Performance Review is about change. It will get us moving from red tape .. to results. It will result in a new customer service contract with the American people, one that demonstrates to taxpayers that their tax dollars will be treated with respect for the hard work that earned them.

President Kennedy used to like to tell the story of a French General who wanted to plant a tree in his garden.

"Oh, that tree grows so slowly," the gardener said. "It won't mature for a hundred years."

"Then there's no time to lose," the General said. "Let's plant it this afternoon."

This report contains the seeds for change. I ~~can't wait~~ ^{an Oyster} to work with you at making them grow.