



THE VICE PRESIDENT  
WASHINGTON

January 21, 1995

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: The Role of Federal Executive Boards and Federal Executive Associations in Reinventing Government

President Clinton has asked the Federal Executive Boards and Associations to assume a key role in improving customer service. His letter outlining their task is attached. Federal agencies must work together, and with state and local governments across America, for the benefit and convenience of their common customers. This collaborative approach is working now in Atlanta for welfare beneficiaries and in Miami for the trade community. The President has asked FEBs and FEAs to take the lead in establishing more of these inter-agency and inter-governmental efforts.

The FEBs and FEAs, established in 1961 by President Kennedy, have a rich history of success that makes them the appropriate structure to accomplish the goals of reinventing government through partnership.

FEBs and FEAs need your support and that of your field executives in three ways. First, the President and I strongly urge those agencies that currently are providing funding, personnel, and other operational assistance to FEBs and FEAs to maintain and continue that support. We know budgets and personnel ceilings are tighter than ever, but FEB/FEA interagency cooperation can produce high payoffs for a relatively small investment.

Second, ask your regional and field executives and managers to be directly involved with their respective FEBs or FEAs to help accomplish the job the President has outlined. We have seen significant and meaningful results when government leaders work together with a positive, customer-first attitude.

Finally, give those regional and field executives and managers who are working with FEBs and FEAs authority to waive internal rules and regulations. Improving service delivery is more important than maintaining national standardized procedures, and field executives are in the best position to assess the needs of their communities.

Please share this letter with your regional and field staffs. I am confident that these collaborative efforts will produce a more responsive government to better serve the American people. Thank you for your assistance with this initiative.

Attachment