

help to do that. People in Washington need to think the American people want this. They don't need to think it's Bill Clinton and Al Gore's deal; they need to think it's your deal. And if they think it's your deal, then we can pass it.

[At this point, the President signed the Executive orders and the memorandum.]

NOTE: The President spoke at 10:39 a.m. at the Texas Surplus Property Agency. In his remarks, he referred to Mayor Bob Lanier of Houston, Gary Marrow, Texas land commissioner; John Sharp, Texas State comptroller; Billy Hamilton, Texas deputy comptroller and Deputy Director, National Performance Review; and Representative Gene Green.

**Executive Order 12861—Elimination of One-Half of Executive Branch Internal Regulations**  
*September 11, 1993*

By the authority vested in me as President by the Constitution and the laws of the United States of America, including section 301 of title 3, United States Code, and section 1111 of title 31, United States Code, and to cut 50 percent of the executive branch's internal regulations in order to streamline and improve customer service to the American people, it is hereby ordered as follows:

**Section 1. Regulatory Reductions.** Each executive department and agency shall undertake to eliminate not less than 50 percent of its civilian internal management regulations that are not required by law within 3 years of the effective date of this order. An agency internal management regulation, for the purposes of this order, means an agency directive or regulation that pertains to its organization, management, or personnel matters. Reductions in agency internal management regulations shall be concentrated in areas that will result in the greatest improvement in productivity, streamlining of operations, and improvement in customer service.

**Sec. 2. Coverage.** This order applies to all executive branch departments and agencies.

**Sec. 3. Implementation.** The Director of the Office of Management and Budget shall issue instructions regarding the implementation of this order, including exemptions nec-

essary for the delivery of essential services and compliance with applicable law.

**Sec. 4. Independent Agencies.** All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

**William J. Clinton**

The White House,  
September 11, 1993.

[Filed with the Office of the Federal Register, 11:35 a.m., September 13, 1993]

NOTE: This Executive order was published in the *Federal Register* on September 14.

**Executive Order 12862—Setting Customer Service Standards**  
*September 11, 1993*

Putting people first means ensuring that the Federal Government provides the highest quality service possible to the American people. Public officials must embark upon a revolution within the Federal Government to change the way it does business. This will require continual reform of the executive branch's management practices and operations to provide service to the public that matches or exceeds the best service available in the private sector.

**Now, Therefore,** to establish and implement customer service standards to guide the operations of the executive branch, and by the authority vested in me as President by the Constitution and the laws of the United States, it is hereby ordered:

**Section 1. Customer Service Standards.** In order to carry out the principles of the National Performance Review, the Federal Government must be customer-driven. The standard of quality for services provided to the public shall be: Customer service equal to the best in business. For the purposes of this order, "customer" shall mean an individual or entity who is directly served by a department or agency. "Best in business" shall mean the highest quality of service delivered

to customers by private organizations providing a comparable or analogous service.

All executive departments and agencies (hereinafter referred to collectively as "agency" or "agencies") that provide significant services directly to the public shall provide those services in a manner that seeks to meet the customer service standard established herein and shall take the following actions:

- (a) identify the customers who are, or should be, served by the agency;
- (b) survey customers to determine the kind and quality of services they want and their level of satisfaction with existing services;
- (c) post service standards and measure results against them;
- (d) benchmark customer service performance against the best in business;
- (e) survey front-line employees on barriers to, and ideas for, matching the best in business;
- (f) provide customers with choices in both the sources of service and the means of delivery;
- (g) make information, services, and complaint systems easily accessible; and
- (h) provide means to address customer complaints.

**Sec. 2. Report on Customer Service Surveys.** By March 8, 1994, each agency subject to this order shall report on its customer surveys to the President. As information about customer satisfaction becomes available, each agency shall use that information in judging the performance of agency management and in making resource allocations.

**Sec. 3. Customer Service Plans.** By September 8, 1994, each agency subject to this order shall publish a customer service plan that can be readily understood by its customers. The plan shall include customer service standards and describe future plans for customer surveys. It also shall identify the private and public sector standards that the agency used to benchmark its performance against the best in business. In connection with the plan, each agency is encouraged to provide training resources for programs needed by employees who directly serve customers and by managers making use of customer survey information to promote the principles and objectives contained herein.

**Sec. 4. Independent Agencies.** Independent agencies are requested to adhere to this order.

**Sec. 5. Judicial Review.** This order is for the internal management of the executive branch and does not create any right or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

**William J. Clinton**

The White House,  
September 11, 1993.

[Filed with the Office of the Federal Register, 11:39 a.m., September 13, 1993]

NOTE: This Executive order was published in the *Federal Register* on September 14.

## **Memorandum on Streamlining the Bureaucracy**

*September 11, 1993*

*Memorandum for Heads of Departments and Agencies*

*Subject: Streamlining the Bureaucracy*

Consistent with the National Performance Review's recommendation to reduce the executive branch civilian work force by 252,000, or not less than 12 percent, by the close of fiscal year 1999, I hereby direct each head of an executive department or agency to prepare, as a first step, a streamlining plan to be submitted to the Director of the Office of Management and Budget not later than December 1, 1993.

The streamlining plans shall be prepared in accordance with the following:

1. Each executive department's and agency's plans should address, among other things, the means by which it will reduce the ratio of managers and supervisors to other personnel, with a goal of reducing the percentage who are supervisors or managers in halving the current ratio within 5 years.
2. The streamlining plans should be characterized by (a) delegation of authority, (b) decentralization, (c) empowerment