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U.S. PRESIDENT'S ADVISORY COMMITTEE ON GOVERNMENT
ORGANIZATION: Records, 1953-61

Acc. A67-3
Processed by KMB
Date Completed: June 29, 1970

The records of the President's Advisory Committee on Government Organization were transferred to the Eisenhower Library from the National Archives on August 23, 1966.

Linear feet shelf space occupied: 9.2
Approximate number of pages: 25,000
Approximate number of items: 5,000

Note: Approximately 14% of this file is Security Classified and has been placed in the security storage vault. This material has been removed from the folders marked CLASSIFIED; the folders are now empty. The classified materials are now in boxes 24, 25, and 26. (See finding aid.)

Less than two percent has been closed according to regulations concerning personnel and financial files.

Literary rights: The records of PACGO are those of an ad hoc government agency. The official papers generated by the committee are therefore in the public domain. Literary rights in personal papers which might be among these records are reserved to their respective authors.

SCOPE AND CONTENT NOTE

These are the records of the President's Advisory Committee on Government Organization generated during the entire period of the Committee's existence, from its creation by Executive Order 10432 of January 24, 1953 until its dissolution on February 10, 1961. This file is presumably complete except for some material which was retained in the personal files of Mr. Nelson A. Rockefeller and some material which was sent to Dr. Milton Eisenhower. In both cases an index-list of the material removed was kept by the Committee and is now filed at the beginning of this collection.

There are three major divisions of this file. The first called "Administration," deals with the setting up and management of the Committee. It consists of memoranda, background information on policy, personnel information such as biographical sketches, correspondence with potential consultants, and budget and accounting records. This division is only a small part of the total collection (1 1/2 containers).

The second division is also small relative to the bulk of the Committee's files (2.5 containers). Called "Committee Proceedings," it consists of agenda, minutes and notes (in several forms, including handwritten), and various types of reports and correspondence dealing with the reports.

The remaining 19 containers comprise the division called "Program Subjects: In it are information papers, press releases, memoranda, correspondence, analyses, publications, and reports of progress dealing with the various topics and problems under consideration by the Committee. In many cases, there will be several drafts with revisions supplied by different members, all culminating in a finished recommendation for the President.

Several Government publications were turned over to the book collection.

History of the Committee

The President's Advisory Committee on Government Organization was established by Executive Order 10432 of January 24, 1953. Members of the Committee were appointed by the President and served without compensation. Nelson A. Rockefeller was Chairman until 1958; upon his resignation, Arthur S. Fleming served as Chairman. Other permanent members were Dr. Milton S. Eisenhower and Don K. Price, Jr. Arthur A. Kimball was Staff Director. In addition to the permanent members, the Committee had the services of experts from government, universities and business who acted as consultants. A few of the consultants were: Dr. Ernest Williams, Professor Emmette S. Redford, Mr. Herman Pollack, Mr. Fordyce Luikart, Mr. Willard Bascom, Mr. Jerold Kieffer, Mrs. Joseph M. Dodge, and Mr. William Barclay Harding.

The objectives and procedures of the Committee were as follows:

OBJECTIVES:

1. Strengthening the executive authority of the President and of the heads of Departments and Agencies to facilitate administration within the Executive Branch.

2. Clarifying the internal organization of individual Departments or Agencies.
3. Improving Government-wide procedures within the Executive Branch, particularly in the fields of personnel management and budget controls, with a view to facilitating and strengthening Departmental Management.
4. Better grouping of related or overlapping Governmental activities through interdepartmental transfers.
5. Eliminating functions which have outlived their usefulness, and curtailing activities which are extended beyond present need.

PROCEDURE:

1. Review of pertinent material prepared in recent years on improvements in Government organization, including:
 - Hoover Commission Report
 - Temple University Survey
 - Bureau of the Budget staff papers, and
 - Special Departmental studies
2. Evaluation of material in relation to the above objectives, and preparation of tentative recommendations for action.
3. Discussions with the Budget Director, Cabinet heads and Congressional leaders to develop common views on organization and management recommendations. These recommendations will take into consideration the political issues involved.
4. Submission of a series of recommendations to the President for approval.
5. The Committee to be of such assistance as appropriate in connection with: (a) Preparation by the Bureau of the Budget and Departments of proposed legislation and Executive Orders to carry out the approved recommendations, and (b) Preparation of a time schedule for submission of legislation by the Director of the Budget.

The Committee was abolished February 10, 1961 by President Kennedy. Its functions were transferred to the Bureau of the Budget.

Listed below are other files that would contain information relating to the subject matter of this file, along with the current status of each file:

Files of Meyer Kestnbaum, Special Assistant to the President and Chairman, Commission on Intergovernmental Relations, 1953-60. In Library's holdings and available for research.

Records of Eugene J. Lyons and Rocco C. Siciliano, Special Assistants to the President for Personnel Management, 1952-61. In Library's holdings, most available for research.

Files of the Commission on Organization of the Executive Branch of Government-file is not in Library's holdings at present.

Files of the Commission on Intergovernmental Relations-file is in Library's holdings and will be available when processed, Accession No. A67-5.

Files of the Administrative Assistant and Deputy Assistant to the President for Intergovernmental Relations, Howard Pyle, 1955-59-file is in Library's holdings and is available for research.

Files of the Deputy Assistant to the President for Interdepartmental Affairs, Robert E. Merriam, 1958-61 - file is in Library's holdings and is available for research.

Files of the Special Assistant and Special Consultant to the President, Douglas R. Price and John H. Stambaugh, relating to the Joint Federal-State Action Committee, 1956-61 - file is in Library's holdings and is available for research.

Files of the Joint Federal-State Action Committee - file is not in Library's holdings at present.

Files of the Advisory Commission on Intergovernmental Relations - file is not in Library's holdings at present.

Additional material may be found also in the White House Central files and elsewhere.

DESCRIPTION OF SERIES

Box Nos. Series

1-2 A. Administration

General Reorganization Planning, 1953-61. .5 box
Indices of PACGO material. Background information re Advisory Committees in general. Procedures and security requirements, Correspondence, memoranda, press releases, arranged chronologically within each subject folder.

Personnel, 1953-60. 2 folders
Correspondence with and memos about Consultants to PACGO. Arranged Alphabetically. Biographical sketches of Consultants. Unarranged.

Budget and Financial Management, 1953-61. 1 box
Memoranda, correspondence and official forms concerning budget matters. Chronologically arranged by year. 1953-1962 (proposed)

2-4 B. Committee Proceedings

Proceedings, 1953-60. 1.5 boxes
Agenda, minutes and notes for PACGO meetings. Arranged chronologically by fiscal year.

Reports, 1953-61. 1 box
Status reports and Final Report; drafts, revisions and final report in sequence.

5-23 C. Program Subjects

General reorganization planning, 1953-61. 5.5 boxes
Memoranda, correspondence, discussion outlines, press releases, etc. regarding various reorganization proposals. Also several reports on the Hoover Commission, including an analysis by Meyer Kestnbaum and staff, and Task Force reports on topics considered by the Hoover Commission. Arranged Chronologically.

General Government Administration, 1954-60. .5 box
Memoranda, correspondence, press releases, reports on general areas of government administration: GSA, Independent Agencies, Personnel, Wage Board, Travel. Arranged chronologically.

Presidency and Executive Office, 1952-60. 1 box
Memoranda, etc., concerning proposals for more efficiency in the Executive Branch and drafts of implementing legislation. Arranged chronologically.

Agriculture, 1953-54. 2 folders

Correspondence and memoranda concerning a controversy over meat inspection in the Armed Forces. Arranged chronologically.

Business and Commerce in General, 1953-59. .5 box

Reports, memoranda, correspondence, Cabinet Papers, etc. Arranged chronologically.

Health, Education and Welfare, 1953-60. 3 folders

Notes, charts, drafts, memoranda, etc. Arranged chronologically.

5-23 Housing and Community Development, 1953-60. 3 folders

Press releases, memoranda, correspondence, etc. concerning housing and community development, especially the proposed creation of a Department of Urban Affairs. Arranged chronologically.

Intergovernmental Relations 1956-60. 3 folders

Material concerning overlapping responsibilities and the Advisory Commission on Intergovernmental Relations; staff paper, memoranda, etc. Arranged chronologically within folders.

International Affairs, 1951-60. 4 boxes

Charts, memoranda, reports, drafts, press releases, correspondence, etc. concerning the role of the executive branch in international affairs. Principally proposed Dept. of Foreign Affairs, State Dept. role, administration, personnel overseas, foreign economic policy, Foreign Operation Administration, Mutual Security, integration of State Dept-ICA relationships, State Dept. reorganization, and a proposed First Secretary of the Government. Arranged chronologically within folders.

National Security and Defense, 1953-60. 2 boxes

Correspondence, reports, memoranda, charts, printed matter, Cabinet Papers, research projects and reports on legislation concerning reorganization within Defense Dept. Civil defense. Chronologically arranged within folders under the following sub-series; General Policy, Military Affairs, Non-Military Affairs.

Natural Resources and Public Works, 1953-60. 2 boxes

Memoranda, cabinet committee reports and proceedings, press releases, drafts, charts, etc. Concerning water resources, public works, atomic energy, the Corps of Engineers, and a proposed Dept. of Natural Resources. Arranged chronologically, within folders.

Regulatory Agencies, 1953-60. 2 folders

Charts, drafts, memoranda, etc. concerning such agencies in general and the Redford Study, 1960

Science and Technology, 1955-60. 1 box

Reports and related material concerning the role of the executive branch in science and research activities, loyalty requirements and coordination. Arranged chronologically.

Transportation and Communication, 1954-60. 2 boxes

Memoranda, correspondence, drafts, reports, printed matter, dealing with all phases of federal involvement in transportation and telecommunications, including FAA, Panama Canal Company and St. Lawrence Seaway. Arranged chronologically within folders.

Veterans Affairs, 1953-60. .5 box

Printed matter, memoranda, drafts, etc. relating to executive branch role in veterans affairs. Chronologically arranged.

CONTAINER LIST

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1	A. ADMINISTRATION
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	Index of PACGO material (January 1961)
	Index of PACGO material retained in the personal files of Mr. Nelson A. Rockefeller, 1953-58
	Index of PACGO material sent to Dr. Milton Eisenhower, 1953-58
	Administration: Organization, functions, and procedures--PACGO
	Administration (Miscellaneous)
	Advisory Committees (General)--The President's policy re financing, naming of, administration, etc.
	Administration - Security
	Personnel
	Consultants to PACGO, 1953-60
	Biographical Sketches
	Budget and Financial Management
	Budget and Accounting - Personal Services
	Budget: Fiscal Years 1953 thru 1956 (1)-(3)
	Budget: Fiscal Years 1957
	Budget: Fiscal Years 1958
2	Budget: Fiscal Years 1959
	Budget: Fiscal Years 1960

Budget: Fiscal Years 1961

Budget: Fiscal Years 1962

B. COMMITTEE PROCEEDINGS

Proceedings

Agenda for PACGO meetings, 1953-60 (1)-(3)

Minutes and notes for PACGO meetings, FYs. 1953-54

Minutes and notes for PACGO meetings, FY. 1955

3 Minutes and notes for PACGO meetings, FY. 1956

Minutes and notes for PACGO meetings, FY. 1957, (1)(2)

Minutes and notes for PACGO meetings, FY. 1958

Minutes and notes for PACGO meetings, FY. 1959-60 (1)(2)

4 Reports

Report to the President, April 1953 (1)(2)

Status Reports (1) Activities of PACGO, 1953-61

Status Reports (2) Pending Reorganization Items, Mar. 11-May 5, 1960

Status Reports (3) Status of "category B" items

Status Reports (4) Summary of Principal Activities of PACGO, Sept. 14 - Oct. 14, 1960

PACGO Final Report (1)-(3)

5 C. PROGRAM SUBJECTS

General Reorganization Planning

Reorganization Act of 1949, Extension of

- Reorganization Study, 1953 [Governor Adams' memo 2/5/53 to each Cabinet member re any agency functions exercised independently of department; memo from Chairman Rockefeller to department heads; replies from department heads; synopsis and summary of department replies]
- Reorganization Program and Plans, 1953-59; (1) 1953-54
- Reorganization Program and Plans, 1953-59; (2) 1955-56
- Reorganization Program and Plans, 1953-59; (3) 1957-59
- Committee decision re items under consideration at the meeting on Sept. 10, 1959 (July 13-Sept. 17, 1959)
- 6 Reorganization items considered by the Committee (Oct. 1959-Oct. 1960)(1)(2)
- Committee decisions re items under consideration at meeting Feb. 18, 1960 (Sept. 1959-Mar. 1960)
- Inventory of reorganization possibilities for 1960 based on "Finan Inventory," 1958 and 1959
- Reorganization Program, 1961
- General Reorganization Planning, Kestnbaum
- Analysis of Hoover Commission Recommendations
- General (1953-57) declass, 8/9/79
- Reports to the President and the Cabinet, 1956-57
- Final Recommendation (Close-out memoranda) 1956-57 (1)-(3)
- 7 Reports to the Congress, General
- Budget and Accounting, 1955-56 (1)(2)
- Business Enterprises, 1955
- Personnel and Civil Service, 1955-56 (1)-(5)
- 8 Senior Civil Service, 1955-57 (Proposals) (1)-(3)

- Career Executive Service (Proposals), 1956-60 (1)(2)
- Depot Utilization (Warehousing and Storage), 1955
- Food and Clothing in the Government, 1955 (1)(2)
- Independent Agencies, 1955-56
- Lending Agencies, 1955 (1)-(3)

- 9 Legal Services and Procedure, 1955 (1)-(4)
- Federal Medical Services, 1955-57 (1)(2)
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- Paperwork Management, 1955

- 10 Research and Development, 1955
- Real Property Management, 1955-56
- Surplus Property
- Transportation (1)(2)
- Water Resources and Power
- General Government Administration
- General Services Administration Report on Organization, 1954-1956
- Supervision of Independent Agencies, 1956-60
- Personnel-Wage Board Plan, 1954-55
- Consolidated Travel Agency, 1954
- Presidency and Executive Office

- 11 The Presidency-General Information and Reference Material, 1952-59

- The Presidency-Recommendations for reduction in workload, 1953
- The Presidency-Study of Possibility of Delegating Certain Routine or Unnecessary Functions, 1955-56
- The Presidency-Proposal to Delegate Certain Duties to the Elected Vice-President and to an Administrative Vice-President (Feb.-Apr. 1956)
- Establishment of a Government-wide Inspection Facility, 1954-57
- Bureau of Personnel Management, 1953-59
- White House Staff Organization, 1957-58
- Senate Committee on Government Operations (Kennedy Subcommittee Hearings), 1956
- Director of Adm.; Bureau of the Budget Management; Special Asst. to the Pres. for management; Administrative Vice-President (Business Mgt.), 1956-57
- Drafts of Implementing Legislation, plans, orders, messages (1) Office of Adm. and Budget (2) Office of Exec. Asst. to the Pres. for Adm., 1958
- 12 Office of Executive Management (drafts of plan No. 1 of 1959; exec. order, etc. as approved by the Pres. and Cabinet), 1958-59 (1)(2)
- Management and International Affairs (First Secretary and Office of Exec. Management), 1959-60 (1)(2)
- “Reorganizing the Presidency in 1961” (Paper by Dr. Richard E. Neustadt), 1960
- Agriculture
- Meat inspection and grading, 1953-54
- Agriculture, Dept of, 1952-57 CLASSIFIED
- Business and Commerce in General
- Programs for Assistance to Depressed Localities (Cabinet Paper), 1955-56
- Small Business Administration, 1954-57
- Labor and Industrial Relations (Reilly Report on Reorganization), 1953

13 Department of Labor, 1953-57

Comments on draft executive order establishing a trade policy committee, 1957

Use of management and operating contracts (Memo: Don Price to Arthur Kimball), 1959

Health, Education and Welfare

Health, Education and Welfare Dept., 1953-56 (Misc. organization proposals)

HEW, Office of Vocational Rehabilitation, 1953-55 (1)(2)

Housing and Community Development

Housing and Home Finance Agency, 1953-55

Housing and Community Development, 1956

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Intergovernmental Relations

Federal Responsibility for Intergovernmental Relations, (Staff Paper--BOB), 1957

Advisory Commission on Intergovernmental Relations, 1960

Overlapping Responsibilities of Departments and Agencies, October 15, 1956

International Affairs, General

Foreign Policy Formulation and Administration, 1951-60

Proposed Organization for conduct of foreign affairs, 1953

Statutory authority and duties of the Secretary of State (1953 and 1958)

14 1) Dept. of Foreign Affairs (proposal)--incl. Dept. of State, International Cooperation and Internat. Information

2) Admin. V.-Pres. or Asst. To Pres. For Foreign Affairs. (1)(2)

Federal agencies involved in internatl. Activities, 1958 (August-December)

Study project: Adm. of foreign affairs 1957, Project Management

The role of the State Dept. In foreign affairs (Staff paper, April 1957)

Methods and tools of coordination and control (Staff paper, April 1957)

Coordination in overseas mission-CLASSIFIED- 1955-56

Conduct of foreign affairs, Executive Branch (Summary and abstract views in various studies), 1958

Personnel: Attaches, Status of, 1953-54 CLASSIFIED.

Personnel: Reemployment provisions applicable to employees of ICA (May-June 1957)

Overseas Personnel Policy, 1954-59 (1)-(3)

15 International Affairs, Foreign Economic Policy

Organization for Determination of Foreign Economic Policy

Foreign economic policy development and coordination (Joseph M. Dodge Special Project, 1954) CLASSIFIED

“A New Emphasis on Economic Development Abroad” (Report of International Development Advisory Board)

International Affairs, Mutual Security

Foreign Operation Administration (Transfer of functions to ICA in Dept. of State, 1955) CLASSIFIED

Implementation of Pres. Directives re admin. of Mutual Security related program (May-Dec. 1955)

Integration of State-ICA relationships, 1956-57

Administration of Mutual Security Programs (Staff Paper, April 1957)

Mutual Security and foreign aid. Report of President’s Citizen Advisors on Mutual Security Program (Fairless Committee), 1957

Coordination of foreign economic aid activities under Mutual Security Act (July-November 1960)

Military assistance program (Draper Committee report), 1958-59

International Affairs, Latin-American Relations

“An Economic Program for the Americas” (Report by J. Peter Grace, 1954)

Institute of Inter-American Affairs, 1954-60

Latin American Programs, 1959

International Affairs, State Department Reorganization

ICA Refugee Program--Transfer to State Department, 1955-56 CLASSIFIED

Proposed transfer Visa program from State to Justice, 1957 CLASSIFIED

- 16 International Affairs, 1957 1) Secy of State as “First Secy” 2) Dept. of International Relations (incl. ICA-USIA) w/in Dept. of State (1-(3)
- International Affairs, 1957-58 1) First Secy of the Govt. as Head of Govt. 2) Dept. of State (headed by Secy of State, incl. ICA-USIA within Dept. of Govt.)
- International Affairs, Meetings of Special Task Force (July-October 1958)
- International Affairs, 1958 1) First Secy. of Govt. In Exec Ofc. about Cabinet level 2) State Dept. Under Secy. of State, to include USIA
- International Affairs, 1958-59 1) First Secy of the Govt. in Exec Office of the Pres. 2) State Dept. Reorganization--Task Force drafts (1)(2)
- 17 First Secretary of the Government (Drafts of legislation, messages, etc., Sept. 1959-Sept. 1960
- Reorganization Dept. State and Transfer of USIA to Dept. (Draft messages, reorganization plans, etc., March 1959-April 1960) (1)(2)
- International Affairs, Information and Cultural Exchange
- The information program of USIA and other agencies (Staff Paper, April 1957)
- Information activities abroad (Sprague Committee), 1959-60
- Coordination of education and culture exchange programs, 1956-57

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Senate Committee on National Policy Machinery (Jackson Committee), 1959-60

National Security and Defense - Military Affairs

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Defense--Reorganization Study, 1958-59

Defense--Dept. of Army, 1953-54

Defense--Navy organization, Report of Committee on Organization of the Department of the Navy (April 1954)

National Security and Defense, Non-Military Affairs

Federal Civil Defense Administration (Cabinet Dept. and member of the National Security Council), 1953-54

Study of future organization (Revised proposals to implement recommendations in Cabinet Paper No. 32, 1955) CLASSIFIED

Office of Defense Mobilization (report on organization and functions of an office of Non-military warfare, 1955-56) CLASSIFIED

- Reorganization proposals for non-military defense, 1955-56 CLASSIFIED
- Research program for Civil Defense (Univ. of Calif. Project for FCDA, 1955-56)
- FCDA - Bureau of the Budget Staff Paper, 1956
- 19 Defense, Non-Military: Proposed study of civil defense measures by special task force (Mar. - Apr. 1957)
- Defense, Non-Military - Proposal: Merger of FCDA and HHFA into a new Exec. Dept. (Dec. 1956-Sept. 1957)
- Legislative program --Nov. 1956 thru Jan. 1957 CLASSIFIED
- Federal Civil Defense Administration (Gaither report), 1957 CLASSIFIED
- Defense, Non-Military: Study by McKinsey and Co. (Mar. 1958) (1)(2)
- Office of Civil Defense and Mobilization (Reorganization Plan No.1) 1957-58
- Defense, Non-Military--National Plan for Civil and Defense Mobilization (OCDM), 1958
- Natural Resources - Water
- General Policy Development 1953-54
- Natural Resources - Water
- Cabinet Committee on Water Resources Policy
- (Establishment, financing and staffing) 1954-56
- Natural Resources - Water
- Cabinet Committee on Water Resources Policy--Proceedings, Agenda, Minutes, Notes, May 1954-Apr. 1955
- Cabinet Committee on Water Resources Policy Reports and recommendations--1954-56 CLASSIFIED
- Natural Resources -- Water Interagency Committee on Water Resources, 1954-55
- Public Works Planning, Coordination of, 1956-57

- Public Works - Stabilization Plan, 1957 (1)(2)
- 20 "The National Resources Planning Board as an Organizational Device for National Policy Planning and Review," April 14, 1958
- Atomic Energy, 1953-60
- Atoms for Peace Program, 1954-57
- Natural Resources - Land, 1953-58
- Northrop Report -- Water, Resources Bureau in Dept. of Interior (Possible plan of organization for), 1953
- Natural Resources, Dept. of, 1959
- Corps of Engineers, 1953-59
- Regulatory Agencies
- Regulatory Agencies - General
- Regulatory Agencies - Redford Study (1960) (1)-(3)
- Science and Technology
- 21 Organization of science activities (1)(2)
- Science and Technology, National Science Foundation
- Science and Technology Organization of the Federal Government for scientific activities, 1955
- Role of the Federal Government in international science, 1955-58
- Report of the National Science Foundation
- Science and Technology, Basic Research
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Coordination in overseas mission. 1955-57 CLASSIFIED

Personnel: Attaches, Status of, 1953-54 CLASSIFIED

Foreign economic policy development and coordination (Joseph M. Dodge special project, 1954) CLASSIFIED

Foreign Operation Administration (Transfer of function to ICA in Dept. of State, 1955) CLASSIFIED

- 25 ICA Refugee Program - Transfer to State Department, 1955-56 CLASSIFIED
- Proposed Transfer visa program from State to Justice, 1957 CLASSIFIED
- Operations Coordinating Board, 1953-60 CLASSIFIED
- Recommendation of Rockefeller Committee on Defense Organization, 1953-56.
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- PACGO reorganization planning, 1957-58 CLASSIFIED
- Study of future organization (Revised proposals to implement recommendations in
Cabinet Paper No. 32, 1955 CLASSIFIED
- Office of Defense Mobilization (Report on organization and functions of an office of
Non-military warfare, 1955-56) CLASSIFIED
- Reorganization proposals for non-military defense, 1955-56 CLASSIFIED
- 26 Legislative program--Nov. 1956-Jan. 1957 CLASSIFIED [Defense, Non-Military]
- Federal Civil Defense Administration (Gaither Report), 1957 CLASSIFIED
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