

Memo of the Month

MEMORANDUM

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
OFFICE OF THE SECRETARY

DATE: August 24, 1971

TO : ORCD Staff

FROM : Paul L. Niebanck
Deputy Assistant Secretary/ ORCD

SUBJECT :

I leave for vacation (August 25th to September 8th) with a light heart. Our new organization has survived its birth trauma. It has established itself as an enterprise worthy of respect. It has broken new ground with the regional offices, with HEW Washington and with HUD. A common mission and a degree of creative interaction beyond the ordinary have emerged.

Much is ahead of us. To convert an embryonic OPS system into a meaningful management tool; to open HEW to new modes of doing business; to empower and enliven the regions; to strike meaningful relationships with communities and interest groups; to make connection with the reform initiatives in the agencies; and to help OS become more aware of its field responsibility—these are but a few of our important roles.

You have all taught me a great deal in a very short time. The loyalty and hard work that were required during the recent “OPS crunch” are exemplary of the support I have been given. I think we can all look forward to the fruits of what has taken place during these first six months. My goal is that ORCD (however it is named!) become the most effective changed agent in HEW. That is what the Secretary has asked of us.

The Unnatural Gas Case

