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

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 Amer-
ican people, it is hereby ordered as follows:

Section 1. Regulatory Reductions. Each
executive department and agency shall un-
dertake to eliminate not less than 50 percent
of its civilian internal management regula-
tions 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 or-
ganization, management, or personnel mat-
ters. Reductions in agency internal manage-
ment regulations shall be concentrated in
areas that will result in the greatest improve-
ment in productivity, streamlining of oper-
ations, 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 implementa-
tion of this order, including exemptions nec-

Executive Order 12862—Setting
Customer Service Standards

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.
Putting people first means ensuring that
the Federal Government provides the high-
est 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 oper-
ations to provide service to the public that
matches or exceeds the best service available
in the private sector.

Now, Therefore, to establish and imple-
ment 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 individ-
ual or entity who is directly served by a de-
partment or agency. “Best in business” shall
mean the highest quality of service delivered

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.
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