

**Memorandum on Expanding Family-Friendly Work Arrangements in the Executive Branch**

July 11, 1994

*Memorandum for the Heads of Executive Departments and Agencies*

*Subject:* Expanding Family-Friendly Work Arrangements in the Executive Branch

In order to recruit and retain a Federal work force that will provide the highest quality of service to the American people, the executive branch must implement flexible work arrangements to create a "family-friendly" workplace. Broad use of flexible work arrangements to enable Federal employees to better balance their work and family responsibilities can increase employee effectiveness and job satisfaction, while decreasing turnover rates and absenteeism. I therefore adopt the National Performance Review's recommendation that a more family-friendly workplace be created by expanding opportunities for Federal workers to participate in flexible work arrangements, consistent with the mission of the executive branch to serve the public.

The head of each executive department or agency (hereafter collectively "agency" or "agencies") is hereby directed to establish a program to encourage and support the expansion of flexible family-friendly work arrangements, including: job sharing; career part-time employment; alternative work schedules; telecommuting and satellite work locations. Such a program shall include:

- (1) identifying agency positions that are suitable for flexible work arrangements;
- (2) adopting appropriate policies to increase the opportunities for employees in suitable positions to participate in such flexible work arrangements;
- (3) providing appropriate training and support necessary to implement flexible work arrangements; and
- (4) identifying barriers to implementing this directive and providing recommendations for addressing such barriers to the President's Management Council.

I direct the Director of the Office of Personnel Management ("OPM") and the Ad-

ministrator of General Services ("GSA") to take all necessary steps to support and encourage the expanded implementation of flexible work arrangements. The OPM and GSA shall work in concert to promptly review and revise regulations that are barriers to such work arrangements and develop legislative proposals, as needed, to achieve the goals of this directive. The OPM and GSA also shall assist agencies, as requested, to implement this directive.

The President's Management Council, in conjunction with the Office of Management and Budget, shall ensure that any guidance necessary to implement the actions set forth in this directive is provided.

Independent agencies are requested to adhere to this directive to the extent permitted by law.

This directive is for the internal management of the executive branch and is not intended to, 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.

The Director of the Office of Management and Budget is authorized and directed to publish this directive in the *Federal Register*.

**William J. Clinton**

[Filed with the Office of the Federal Register, 3:34 p.m., July 13, 1994]

NOTE: This memorandum was published in the *Federal Register* on July 15.

**Remarks to the Citizens of Oggersheim, Germany**

July 11, 1994

Thank you very much, Chancellor Kohl, Mrs. Kohl, Oberbuergermeister Schulte, Mrs. Schulte. How did I do with that? Okay? I said the word almost alright?

Hillary and I are very honored to be here tonight in Chancellor Kohl's hometown. When we were coming here on the bus, of course, I saw much of the unique and rich history of Germany, including the marvelous cathedral at Worms, where Martin Luther tacked his theses to the door, as Chancellor Kohl has said. But I also saw the fields of

the farms, which reminded me of my home, and the small towns which made me feel at home. And more importantly, when we got out down the street and began to walk down here, I felt a sense of friendship, a sense of real contact with people that, too often, leaders of great nations don't get in this day and time.

And so, Hillary and I would like to thank you for making us feel at home and for your friendship toward the United States and for reminding us that behind all the decisions that leaders in public life make, there are real people whose lives will be affected, children whose future will be shaped, and our obligation every day is to remember the faces of our homes.

So I thank you for your friendship to my country. I thank you for your outpouring of friendship today. And I thank you for making Hillary and me feel as if we, too, are at home.

Thank you very much.

NOTE: The President spoke at approximately 6:40 p.m. in front of the residence of Chancellor Helmut Kohl of Germany. In his remarks, he referred to Hannelore Kohl, wife of the Chancellor, Dr. Wolfgang Schulte, Lord Mayor of Oggersheim, and his wife, Dr. Dorothee Schulte.

**Remarks to U.S. Military Personnel  
at Ramstein Air Base in Ramstein,  
Germany**

*July 11, 1994*

Thank you. First, let me thank the Air Force Band. They were great. Thank you very much. Thank you, Chief Bailey, General Joulwan, General Oaks. Minister President Scharping, thank you for joining us tonight; Colonel Caine. It is an honor for me to be here with the men, the women, and the families of the magnificent 86th Wing and the KLM community. Thank you for coming out; thank you for serving America; thank you for making us proud. I'm also proud to be here visiting the largest American community outside of the United States of America. I want to thank the crews who just showed me the C-130 and the F-16 and all of you who serve in any way.

You know, last month I came to Europe for the 50th anniversary of the Italian and

Normandy campaigns of World War II to honor the brave airmen, soldiers, and sailors who rescued freedom in its darkest hour in this century. Tonight I come here to honor you who keep the torch of freedom alive. We are in your debt.

You know perhaps better than any other group of Americans, that though the cold war is over, the world still has its dangers and challenges; America still has its responsibilities. You do America's work and freedom's work, and the families who support you, who often are separated from you for long periods of time, also do America's work, and we thank you all.

You have done so much in Somalia, in Turkey, in Macedonia, over the skies of Bosnia, and other places in the former Yugoslavia. From 1991 through 1993, during Operation Provide Comfort, you flew nearly 5,000 combat sorties over northern Iraq. Since 1993, as part of Operation Deny Flight, Ramstein F-16's flying out of Aviano Air Base have flown almost 2,000 missions over the former Yugoslavia. And last February, when six Bosnian Serb air force fighters violated the no-fly zone to bomb a munitions factory, Ramstein pilots, including Captain Bob Wright, who I just met, got the call to respond. And all America showed what America's pilots could do and America's planes could do in the cause of freedom.

You at Ramstein and at Rhein-Main are involved in one of the great humanitarian missions of our time as well, delivering supplies and hope to people under siege in Bosnia. I have just seen an impressive demonstration of how you get that job done as well. You've done so much that the airlift in Bosnia has now surpassed the great Berlin airlift of 45 years ago, both in time and missions flown. In the greatest humanitarian airlift in history you have brought relief to the vulnerable, pride to the people back home, and you have made history. I salute you. America salutes you.

Our world is very different now. The walls between nations are coming down, and bridges are coming up. Last week I had the honor to represent all of you as the first American President ever to set foot on free Baltic soil when I spoke in Riga, Latvia, to over 40,000 people. Tomorrow I will have