

REMARKS BY SENATOR HUBERT H. HUMPHREY
MINNEAPOLIS JAYCEES ANNUAL BOSSES NIGHT BANQUET

Minneapolis, Minnesota

February 7, 1975

It's a pleasure to be back with the Minneapolis Jaycees. Muriel and I have many fond memories of past associations and meetings with you.

Let me just add my own congratulations to the award winners tonight:

- To Daryl Forsberg for the JCI Senatorship;
- To Larry Schmidt for the Distinguished Service Award;
- And to Arley Bjella for Boss of the Year.

As a recipient of two of these awards in past years, I know they are well deserved.

Of course, we in Minnesota already knew that Al Hofstede was one of the Outstanding Young Men of America. But it's a great honor that his achievements in housing, transportation, and government reform are to be recognized nationally.

All of those honored here tonight are leaders. And all of you know that America must provide effective leadership if the world's democracies are to weather their current economic and political crises.

But where is that leadership to come from? We have a reinvigorated Congress anxious to assert some authority in foreign policy. Neither they nor the American people want an "imperial presidency."

On the other hand, we have a President and a Secretary of State who sometimes seem to think that Congress is encroaching upon forbidden territory. They raise the spectre of "legislative dictatorship."

What is the proper relationship between the two branches in the making of American foreign policy?

I have served in

I have served in the Congress of the United States since 1948 with a brief interlude as Vice President. I have sat as an elected official in the President's cabinet room and in the Senate's caucus room. I have viewed policy making from both ends of Pennsylvania Avenue, and I feel I am equipped to deal with the subject.

All you bosses know that executive fiat does not always achieve the desired results. Partnership -- cooperation -- mutual responsibility in your organization will lead to higher morale, increased productivity, and more efficient operation. The same is true of American foreign policy.

Today we have a non-elected President and Vice President facing a heavily Democratic Congress. The ingredients for political confrontation are present.

The challenge which the leaders of this nation face is to avoid the looming obstacles of partisan and institutional differences and forge a partnership based on shared needs in the national interest. Secretary Kissinger has used the phrase "new partnership." I can only endorse this concept.

But a partnership involves sharing, it involves giving, and it involves compromise.

Allow me to look at only some of the requirements of this partnership from both sides.

First of all, the Administration --

President Ford and Secretary Kissinger already have experienced serious policy differences with the Congress. There certainly will be more.

I believe that there is no "masterful strategy" which the Administration can follow to avoid policy differences with the Congress. Differences are inevitable in our system.

The test lies in how we deal with these differences. No useful purpose is served by complaining that the Congress should stay out of various foreign policy and economic issues.

Nor is a useful purpose served by dealing with the Congress only when it is time for the hard sell. As Senator Vandenberg used to put it, we ought to be there on the take-off as well as on the crash-landing.

The President and Secretary of State, as well as other Cabinet members, should take note of Congressional priorities as they develop their program for 1975. They should do this not because our egos need massaging, but because many of the concerns and insights of the Senate and House members deserve serious consideration in the policy councils of government.

I urge this course of action, not because our concepts are more brilliant -- we are no more consistently right than the Administration -- but because our views tend to reflect the sentiments and priorities of the American people.

Congress cannot run the nation's foreign or domestic policy on a day to day basis. And no member of Congress should interfere frivolously with a Secretary of State's responsibilities as he conducts important negotiations.

But the American people are demanding greater accountability from their government officials and the programs they manage. No area of foreign or domestic policy should be exempt from this concern.

The Executive Branch must be more willing to take closer note of Congressional attitudes and policy priorities. If Congress had more confidence that its views were respected, there would be less need for Congress to enact what the President terms "restrictive legislation."

If the Administration takes these steps, then the Congress must act in several critical areas --

First, the Congress has a responsibility to end the ridiculous fragmentation of its committee and subcommittee system. *Elaborate on this*

We need to establish a Joint Committee on National Security to provide a central focus for all of the interdependent economic and security problems. Administration officials are now forced to sit before numerous committees to explain their policies.

Second, the Congress must be willing to exercise a legitimate oversight function of Executive Branch policies and programs. Billions of dollars are spent without adequate legislative supervision and follow-up. This issue is at the heart of public skepticism with governmental programs.

Third, Congress must equip itself with the staff and facilities to fulfill its constitutional role as a coequal branch of government. Without adequate staff, the ability to be a source of alternative policies is hindered.

Fourth, the Congress must force the Administration out of the realm of crisis management and into the arena of planning. None of you bosses would embark upon a serious undertaking without first making some projections about the future. But in this government we have no long-range planning.

We are in the midst of a severe economic crisis, partly because of our neglect to do something about this problem at an early stage. Can you imagine, a 1 1/2 trillion dollar economy and not a single government agency looking two years or even five years ahead.

The Congress must plan and use its power over budgets and appropriations to force this common sense practice on a reluctant Administration.

I believe a true atmosphere of cooperation can be developed in the coming months. If this happens, the day will soon come when the Congress and the Executive can sit down together and worry about what is the right thing to do, rather than arguing about whose rights are being abridged. And that day will be a bright one for all Americans.

#

President Tom Perusse

~~Father~~
~~Her~~ Rask

John K. Knevel - Exec. V.P. (Evil Knevel?)

Lowell Kruss (X) Congressman
Donald Fraser

Martin Sabo

Bob Jacobs

Mayor Hofstadter

Byron Schwartz

MINNEAPOLIS JAYCEES ANNUAL

Arley Beejella (Beejella)

BOSS'S NIGHT BANQUET

Staryl Forsberg

Larry Schmidt

MINNEAPOLIS, MINNESOTA

FEBRUARY 7, 1975

Mortgage Holder
for Staryl

Weco-TV
for Larry

Brotherhood for
Arley

the Mrs Jaycees
Jaycee Wives
carry friendship

(X) Arley Beejella - Republican
aided for Republican while
one is left!

(Smithsonian) names cotton

Congressman Fraser
Mayor Hofstad
President Perusse

IT'S A PLEASURE TO BE BACK WITH THE MINNEAPOLIS JAYCEES.

MURIEL AND I HAVE MANY FOND MEMORIES OF PAST ASSOCIATIONS AND

MEETINGS WITH YOU,

*Congratulations from
Muriel Jaycee Plan*

LET ME JUST ADD MY OWN CONGRATULATIONS TO THE AWARD WINNERS

TONIGHT:

-- To DARYL FORSBERG FOR THE JCI SENATORSHIP; *(Midwest Federal
(Part Pres. Jaycees)*

-- To LARRY SCHMIDT FOR THE DISTINGUISHED SERVICE AWARD;

(WCCO-TV - Consumer Inquiry)

-- AND TO ARLEY BJELA FOR BOSS OF THE YEAR,

*(Lutheran
Brotherhood)*

AS A RECIPIENT OF TWO OF THESE AWARDS IN PAST YEARS, I

KNOW THEY ARE WELL DESERVED!

*(equal opportunity
Equal Rights)*

Also my congratulations to the Mpls Jaycees
Board of Directors in voting to accept women
as full members with all rights and responsibilities
of membership - you have sized the
initiative - Men only is a thing of the
Past - it robs us of talent and human
resources

my congratulations to Thomas Perusse, your
President, on his excellent letter to
David Hale & President
U.S. Jaycees. — -2- Al Hofstede

OF COURSE, WE IN MINNESOTA ALREADY KNEW THAT AL HOFSTEDE
WAS ONE OF THE OUTSTANDING YOUNG MEN OF AMERICA BUT IT'S A
GREAT HONOR THAT HIS ACHIEVEMENTS IN HOUSING, TRANSPORTATION,
AND GOVERNMENT REFORM ARE TO BE RECOGNIZED NATIONALLY.

ALL OF THOSE HONORED HERE TONIGHT ARE LEADERS AND ALL OF
YOU KNOW THAT AMERICA MUST PROVIDE EFFECTIVE LEADERSHIP IF THE
WORLD'S DEMOCRACIES ARE TO WEATHER THEIR CURRENT ECONOMIC AND

POLITICAL CRISES. | *America must not back away
from leadership - Pol, Ec, or Social -*

BUT WHERE IS THAT LEADERSHIP TO COME FROM? WE HAVE A
REINVIGORATED CONGRESS ANXIOUS TO ASSERT SOME AUTHORITY IN
FOREIGN POLICY. NEITHER THEY NOR THE AMERICAN PEOPLE WANT AN
"IMPERIAL PRESIDENCY."

Business
Leadership
Civic
Leadership
Labor
Leadership

| *Leadership is not "Bossing" -
It is pointing the way.*

Leadership is Pioneering; it is daring to try;
It is inspiring others by your own example; it is
releasing energies -

ON THE OTHER HAND, WE HAVE A PRESIDENT AND A SECRETARY OF STATE WHO SOMETIMES SEEM TO THINK THAT CONGRESS IS ENCROACHING UPON FORBIDDEN TERRITORY. THEY RAISE THE SPECTRE OF "LEGISLATIVE DICTATORSHIP."

WHAT IS THE PROPER RELATIONSHIP BETWEEN THE TWO BRANCHES IN THE MAKING OF AMERICAN FOREIGN POLICY?

I HAVE SERVED IN THE CONGRESS OF THE UNITED STATES SINCE 1948 WITH A BRIEF INTERLUDE AS VICE PRESIDENT. I HAVE SAT AS AN ELECTED OFFICIAL IN THE PRESIDENT'S CABINET ROOM AND IN THE SENATE'S CAUCUS ROOM. I HAVE VIEWED POLICY MAKING FROM BOTH ENDS OF PENNSYLVANIA AVENUE, AND I FEEL I AM EQUIPPED TO DEAL WITH THE SUBJECT.

L ALL YOU BOSSES KNOW THAT EXECUTIVE FIAT DOES NOT
ALWAYS ACHIEVE THE DESIRED RESULTS / PARTNERSHIP -- COOPERATION --
MUTUAL RESPONSIBILITY IN YOUR ORGANIZATION WILL LEAD TO HIGHER
MORALE, INCREASED PRODUCTIVITY, AND MORE EFFICIENT OPERATION.

L THE SAME IS TRUE OF AMERICAN ~~FOREIGN POLICY~~ *Domestic + foreign Policy.*

Unique situation
L TODAY WE HAVE A NON-ELECTED PRESIDENT AND VICE PRESIDENT
FACING A HEAVILY DEMOCRATIC CONGRESS / THE INGREDIENTS FOR
POLITICAL CONFRONTATION ARE PRESENT.

L THE CHALLENGE WHICH THE LEADERS OF THIS NATION FACE IS TO
AVOID THE LOOMING OBSTACLES OF PARTISAN AND INSTITUTIONAL
DIFFERENCES AND FORGE A PARTNERSHIP BASED ON SHARED NEEDS IN THE
NATIONAL INTEREST. *(not easy in a system*

that is competitive)

SECRETARY KISSINGER HAS USED THE PHRASE "NEW PARTNERSHIP."

I ~~CANNOT~~ ENDORSE THIS CONCEPT.

✓ BUT A PARTNERSHIP INVOLVES SHARING, IT INVOLVES GIVING, AND
IT INVOLVES COMPROMISE.

✓ ALLOW ME TO LOOK AT ONLY SOME OF THE REQUIREMENTS OF THIS
PARTNERSHIP FROM BOTH SIDES.

✓ FIRST OF ALL, THE ADMINISTRATION --

PRESIDENT FORD AND SECRETARY KISSINGER ALREADY HAVE
EXPERIENCED SERIOUS POLICY DIFFERENCES WITH THE CONGRESS.

THERE CERTAINLY WILL BE MORE.

and, I BELIEVE THAT THERE IS NO "MASTERFUL STRATEGY" WHICH THE
ADMINISTRATION CAN FOLLOW TO AVOID POLICY DIFFERENCES WITH THE
CONGRESS. DIFFERENCES ARE INEVITABLE IN OUR SYSTEM.

THE TEST LIES IN HOW WE DEAL WITH THESE DIFFERENCES. NO
USEFUL PURPOSE IS SERVED BY COMPLAINING THAT THE CONGRESS SHOULD
STAY OUT OF VARIOUS FOREIGN POLICY AND ECONOMIC ISSUES.

NOR IS A USEFUL PURPOSE SERVED BY DEALING WITH THE
CONGRESS ONLY WHEN IT IS TIME FOR THE HARD SELL. AS SENATOR
VANDENBERG USED TO PUT IT, WE OUGHT TO BE THERE ON THE
TAKE-OFF AS WELL AS ON THE CRASH-LANDING!

L THE PRESIDENT AND SECRETARY OF STATE, AS WELL AS OTHER
CABINET MEMBERS, SHOULD TAKE NOTE OF CONGRESSIONAL PRIORITIES AS
THEY DEVELOP THEIR PROGRAM FOR 1975. THEY SHOULD DO THIS NOT
BECAUSE OUR EGOS NEED MASSAGING, BUT BECAUSE MANY OF THE CONCERNS
AND INSIGHTS OF THE SENATE AND HOUSE MEMBERS DESERVE SERIOUS
CONSIDERATION IN THE POLICY COUNCILS OF GOVERNMENT.

h I URGE THIS COURSE OF ACTION, NOT BECAUSE OUR CONCEPTS
ARE MORE BRILLIANT -- WE ARE NO MORE CONSISTENTLY RIGHT THAN THE
ADMINISTRATION -- BUT BECAUSE OUR VIEWS TEND TO REFLECT THE
SENTIMENTS AND PRIORITIES OF THE AMERICAN PEOPLE.

Elections

h EXAMPLES -- ECONOMIC POLICY -- FOREIGN AID.

L CONGRESS CANNOT RUN THE NATION'S FOREIGN OR DOMESTIC
POLICY ON A DAY TO DAY BASIS. AND, NO MEMBER OF CONGRESS SHOULD
INTERFERE FRIVOLOUSLY WITH A SECRETARY OF STATE'S RESPONSIBILITIES
AS HE CONDUCTS IMPORTANT NEGOTIATIONS.

L BUT THE AMERICAN PEOPLE ARE DEMANDING GREATER ACCOUNTABILITY
FROM THEIR GOVERNMENT OFFICIALS AND THE PROGRAMS THEY MANAGE.

L NO AREA OF FOREIGN OR DOMESTIC POLICY SHOULD BE EXEMPT FROM THIS
CONCERN.

L THE EXECUTIVE BRANCH MUST BE MORE WILLING TO TAKE CLOSER
NOTE OF CONGRESSIONAL ATTITUDES AND POLICY PRIORITIES. IF

CONGRESS HAD MORE CONFIDENCE THAT ITS VIEWS WERE RESPECTED,

L THERE WOULD BE LESS NEED FOR CONGRESS TO ENACT WHAT THE
PRESIDENT TERMS "RESTRICTIVE LEGISLATION."

L IF THE ADMINISTRATION TAKES THESE STEPS, THEN THE
CONGRESS MUST ACT IN SEVERAL CRITICAL AREAS --

L FIRST, THE CONGRESS HAS A RESPONSIBILITY TO END THE
RIDICULOUS FRAGMENTATION OF ITS COMMITTEE AND SUBCOMMITTEE
SYSTEM, (ELABORATE ON TRADE MATTERS.)

Energy

*Foreign
Relations
Commerce*

Energy

*National
Security* WE NEED TO ESTABLISH A JOINT COMMITTEE ON NATIONAL SECURITY

TO PROVIDE A CENTRAL FOCUS FOR ALL OF THE INTERDEPENDENT

ECONOMIC AND SECURITY PROBLEMS. ADMINISTRATION OFFICIALS ARE

NOW FORCED TO SIT BEFORE NUMEROUS COMMITTEES TO EXPLAIN THEIR

POLICIES.

Joint Committee on Energy.
(My Proposal to the President)

②h SECOND, THE CONGRESS MUST BE WILLING TO EXERCISE A LEGITIMATE

OVERSIGHT FUNCTION OF EXECUTIVE BRANCH POLICIES AND PROGRAMS.

h BILLIONS OF DOLLARS ARE SPENT WITHOUT ADEQUATE LEGISLATIVE

SUPERVISION AND FOLLOW-UP. THIS ISSUE IS AT THE HEART OF PUBLIC

SKEPTICISM WITH GOVERNMENTAL PROGRAMS.

foreign aid
our new subcommittee

③h THIRD, CONGRESS MUST EQUIP ITSELF WITH THE STAFF AND

staff FACILITIES TO FULFILL ITS CONSTITUTIONAL ROLE AS A COEQUAL

BRANCH OF GOVERNMENT WITHOUT ADEQUATE STAFF, THE ABILITY TO

BE A SOURCE OF ALTERNATIVE POLICIES IS HINDERED.

Plans h FOURTH, THE CONGRESS MUST FORCE THE ADMINISTRATION OUT

OF THE REALM OF CRISIS MANAGEMENT AND INTO THE ARENA OF PLANNING.

h NONE OF YOU BOSSES WOULD EMBARK UPON A SERIOUS UNDERTAKING

WITHOUT FIRST MAKING SOME PROJECTIONS ABOUT THE FUTURE, BUT

IN THIS GOVERNMENT WE HAVE NO LONG-RANGE PLANNING.

WE ARE IN THE MIDST OF SEVERE ECONOMIC CRISIS, PARTLY
BECAUSE OF OUR NEGLECT TO DO SOMETHING ABOUT THIS PROBLEM AT
AN EARLY STAGE. CAN YOU IMAGINE, ^{TT.} A 1 1/2 TRILLION DOLLAR ECONOMY
AND NOT A SINGLE GOVERNMENT AGENCY LOOKING TWO YEARS OR EVEN
FIVE YEARS AHEAD! *clapt to forecast trouble*
(Budget)

THE CONGRESS MUST PLAN AND USE ITS POWER OVER BUDGETS
AND APPROPRIATIONS TO FORCE THIS COMMON SENSE PRACTICE ON A
RELUCTANT ADMINISTRATION.

I BELIEVE A TRUE ATMOSPHERE OF COOPERATION CAN BE DEVELOPED
IN THE COMING MONTHS. IF THIS HAPPENS, THE DAY WILL SOON COME
WHEN THE CONGRESS AND THE EXECUTIVE CAN SIT DOWN TOGETHER AND
WORRY ABOUT WHAT IS THE RIGHT THING TO DO, RATHER THAN ARGUING
ABOUT WHOSE RIGHTS ARE BEING ABRIDGED. AND THAT DAY WILL BE A
BRIGHT ONE FOR ALL AMERICANS.



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