

- Mr. Ink had very limited contact with NARS while he was Deputy Administrator of GSA concerning the Nixon materials. The problems that mostly troubled the relationship of the two organizations, the Nixon materials, were mostly handled by Mr. Sampson. Dr. Rhoads did come to Mr. Ink on occasion, such as when he became particularly upset about the role of the Office of Presidential Materials.
- on the Nixon-Sampson agreement and subsequent events:
Mr. Ink had the impression that Mr. Sampson did not have time to consult with his General Counsel or with either Dr. Rhoads or Mr. Ink before he signed the agreement. He is quite certain that none of these men were consulted. On the other hand, Mr. Ink was not surprised to hear that I had been told that he had had time to consult, but chose not to. As others had said, Mr. Ink volunteered that Mr. Sampson took pride in his decision making ability. Sampson "tended to feel that consultation slowed things down and diluted them." He rarely consulted with Mr. Ink, although he gave Mr. Ink wide latitude in his work as Deputy.
- Mr. Ink had ambivalent feelings about the Office of Presidential Materials and the role of its Director, Tom Wolf. First, he believes that Mr. Sampson could delegate the authority and responsibility placed in him by PL-93-526 (Materials Preservation Act) though not on an irrevocable basis. Therefore, the Archivist and Archives, who should more properly have been delegated the task, could have been entrusted with it. Secondly, Mr. Ink was troubled by the selection of Mr. Wolf from the Administrator's own office. He was concerned that charges of political activity could more easily be leveled at the OPM because of that. On the other hand, while he did not like to see the Archivist cut out of a leading role in the operation of that Office, neither did he think the Administrator should be cut out. It is customary that an agency head be involved in any significant contact with the White House. Furthermore, Mr. Ink thought GSA might be doing NARS a favor, keeping them from getting involved in the political hassles he expected to trouble the OPM. On balance, however, he would not have recommended locating it in the Administrator's Office, though he would have felt the Archivist should keep the Administrator informed on policy issues.
- On personnel decentralization: Mr. Ink was in general bitterly opposed to the decentralization. From a management standpoint, he felt certain that five smaller operations could not be as efficient as the centralized GSA operation and would be more susceptible to merit abuse. If there was an exception to this case, it was NARS and the Office of Preparedness. Mr. Ink felt the NARS personnel operation was different from that of the other services in GSA, and that under Walt Robertson it was the most efficient of them. It probably could have stood on its own. PBS, on the other hand, had been part and parcel of the merit system abuse. He feels that PBS wanted its own personnel shop to better control its own appointments. Personnel operations were quickly recentralized because of the general feeling in GSA's upper career positions that it should be. Mr. Ink left a strong recommendation for recentralization with Mr. Eckerd. Mr. Hardgrove, who was probably most upset with decentralization, also went directly to Mr. Eckerd. CSC, which disagreed strongly with the whole decentralization effort, also encouraged the recentralization.

--- on the Civil Service Commission and merit system abuse: Mr. Ink said that GSA had become increasingly politicized though less so than what he had seen in HHFA and HEW in the 60's. "GSA has always been regarded as a dumping ground." He was aware when he was appointed Deputy Administrator that the Nixon White House brought pressure to bear on GSA to make certain (unspecified) appointments, but Mr. Ink states that he stopped this the first few weeks he was there. Usually, however, Mr. Ink was brought in on professional concerns and largely left out of political affairs, and therefore his personal knowledge of non White House pressure is not wide except for results of the CSC investigation. While Mr. Ink was Deputy Administrator, GSA was involved in two investigations of its hiring policies, one by CSC, and one by the Henderson Committee. In both cases Mr. Sampson ordered that papers concerning GSA appointments not be released to investigators, unless certain conditions were met. In both cases he used the rationalization that misuse of the papers could hurt innocent people. In the first case, arrangement were finally made by Mr. Casselman, then the GSA General Counsel, and Mr. Ink, papers were released to CSC. A satisfactory arrangement was never agreed upon in the second case involving Mr. Sampson and Chairman Henderson. As acting Administrator at the time of the request, Mr. Ink had agreed to make the files available to the Committee. Before the Committee Staff was ready to see the material, Mr. Sampson had overruled Mr. Ink by attaching the condition that he first have the opportunity to see Mr. Henderson. Mr. Ink thought Mr. Henderson's unwillingness to see Mr. Sampson was grossly unfair, since Mr. Sampson's CSC critics had met several times with the Committee and had had an opportunity to testify. On the otherhand, he believed that the Committee had the right to have access to the files and did not withdraw his instructions to General Counsel to make them available, leaving General Counsel in the awkward position of having conflicting orders from the Administrator and Deputy Administrator. Mr. Ink and the Committee Staff then attempted to work out a compromise under which Sampson would remove the meeting as conditions for access to the files, and Mr. Henderson would shortly thereafter meet with Mr. Sampson and give him the opportunity to present his side of the issues. The principals had not agreed to this compromise, and the Committee resorted to a subpoena.

--- on the Nixon deed of gift/tax deduction scandal: Mr. Sampson had concluded after considering the matter that nothing was wrong or merited further investigation. Later, when he was acting Administrator, Mr. Ink learned of the matter and immediately ordered the information brought to the attention of Congress and Treasury for the purpose of IRS having the matter investigated by professional investigators. He cited Bill Chernish as one who knew of his actions and who could verify this story.

--- On the organization of NARS and GSA: Mr. Ink feels that NARS still has its proper home in GSA. He feels that the current interest in removing NARS from GSA stems entirely from the scandals of the Nixon and Sampson years, which, he insists, are not weaknesses inherent in any system or organization, but it's personalities. The White House, he points out, was most thoroughly involved in the many scandals of the early 70's, but we have not considered doing away with either the Executive Office of the President or the Presidency itself. Mr. Ink shares the view of most public administrators that government should not be made any more diffuse or "fragmented," the word he used. He pointed out that the White House staff grows with fragmentation since independent agencies require more

43
work (someone to report to and be reviewed by, as well as coordinated with other agencies having related or overlapping programs at the OMB/White House level). The feeling in GSA and OMB when Mr. Ink left was that NARS needs the policy support and guidance it can get in GSA. Despite the shortcomings of GSA, Mr. Ink insists that the agency has great value and greater potential. Mr. Sampson began to "demonstrate GSA's useful role in building design and fire safety." Mr. Ink takes credit for achieving large savings to the government in the energy conservation effort GSA spearheaded throughout government.

--- Mr. Ink feels GSA should be reformed, not by removing NARS from it, but by cleaning it up from the inside. The position of Deputy Administrator, specifically, should always be held by a professional, career employee. If the Administrator is to continue to change with new administration in the White House, the Deputy should have the professional experience and knowhow to carry on the day to day administration. Terry Chambers, who is a political appointee, is a "disaster," in trouble all over the agency. The more GSA can be freed from politics, the better it will function.