



FEDERAL COMMUNICATIONS COMMISSION
WASHINGTON

May 4, 1993

OFFICE OF
THE CHAIRMAN

Maria Haley, Associate Director
Office of Personnel
The White House
Washington, D.C. 20505

Dear Ms. Haley:

I am writing to recommend the appointment of Ms. Michelle Farquhar to the new position of Director of the Office of Policy Coordination and Management of the Commerce Department's National Telecommunications and Information Administration.

I understand that Larry Irving, NTIA's Associate Secretary-designate, wishes to appoint Ms. Farquhar to this position, in which capacity she will function effectively as NTIA's Chief of Staff. From my perspective both as interim Chairman of the FCC and as someone who has worked closely with Michelle, let me suggest why she would be a perfect choice for the position.

The position of Chief of Staff is a unique one in that the incumbent serves as the top "line" manager of the agency's day-to-day functions as well as policy advisor to the agency head. In every sense of the word, this individual is the agency head's surrogate to the staff as well as his or her closest advisor. It is therefore especially important that the person appointed to such a position have the personal confidence of the agency head as the primary implementer of agency policy.

Ms. Farquhar's outstanding record of service to the Democratic Party since 1980 and her extensive substantive knowledge of communications and policy issues, coupled with her familiarity with industry leaders and her formidable interpersonal skills, have justly earned her Mr. Irving's confidence in a position in which his confidence is such a critically important element.

In my nearly 20 years' service on the Commission, I have had ample opportunity both to observe the way numerous Chairman/Chief of Staff interrelationships have worked as well as to implement my own. On this basis, I believe Michelle is the perfect choice to coordinate the efforts of the many senior policymakers who will be appointed to other positions in NTIA to assure that the Administration's objectives are met accurately and effectively. I believe she will be a most effective Chief of Staff with her communications expertise, loyalty and personal relations ability. Her appointment would reflect merit on both NTIA and this Democratic administration.

Sincerely,

/s/

James H. Quello
Chairman

