for layoffs. These cuts will make our Government more efficient and more effective. The Government is full of dedicated people whose hard work is being choked off by our own bureaucracy.

Second, I'm ordering each Federal department and agency to reduce its administrative, as opposed to its program, costs by 12 percent over the next 4 years. With better planning and innovation we can make better use of the money we already have. In many agencies overhead is too high, redtape is too thick, and the day-to-day operations of the agencies have not been reexamined in a very long time. I believe Government can both care about people and be careful with their money.

Third, I am today ordering the elimination of hundreds of unproductive and duplicative advisory commissions that have spread across this Government like kudzu. I'm asking the Office of Management and Budget to eliminate at least one-third of the 700 advisory boards and commissions that were not created by Congress. From now on agencies and departments will not be allowed to create new commissions without permission from OMB. We simply cannot allow the Federal bureaucracy to beget more bureaucracy.

Finally, we have to shrink the gulf between Government and the average citizen. Too often success in Washington is measured not by results but by perks. Today I've issued three directives that will begin to limit perks and privileges that have driven a wedge between Washington and the public: First, an end to widespread use of home-to-office limousines by top officials and a reduction in the limousine fleets overall by half. Second, I'm tightening the rules for using Government airplanes and ordering an inventory of the airplane fleet with an eye toward eliminating unnecessary planes. Many people believe that there are substantial savings here. Finally, I'm ordering the elimination of such perks as below-cost executive dining rooms and free membership in private health clubs.

However, I do want to say to you, as I just told the Cabinet before we came in, this administration was also elected to provide a health care plan for the American people, including setting a good example. And one of the ways I want to do that is to keep people healthier. So, I will also encourage every Government agency to provide health facilities in any building of any size, as long as they are provided on equal terms to all employees from the building maintenance people to the Secretary of the Department.

These Executive orders are just a beginning, but they're a good beginning. We will now move on to really try to find ways to reinvent the way Government works and relates to people: how we can empower people more and entitle them less, how we can have more effective partnerships with the private sector and with State and local government, how we can find some of the dramatic productivity innovations that have characterized our finest companies over the last few years.

I'd like to now call upon a few of our Cabinet Secretaries to discuss some of the things that they have been doing in their agencies, beginning with the Labor Secretary, Secretary Reich.

[*At this point, Secretary Reich discussed how eliminating executive perks improves management-labor relations.*]

The President. Secretary O'Leary.

[*Secretary O'Leary discussed the example set by staff reductions in her own office.*]

The President. I also appreciate what you've done to make the building more accessible over there.

Secretary O'Leary. Thank you.

The President. Secretary Cisneros.

[*Secretary Cisneros discussed HUD cost-cutting measures and management improvement efforts.*]

The President. Secretary Babbitt.

[*Secretary Babbitt discussed Interior Department management improvement and elimination of perks.*]

The President. Well, thank you. One of us has had a big problem to deal with in the last few days, and my impression is that he's done quite well. I'd like to ask Secretary Espy just to give a report about the crisis he's been dealing with and what his recommendation has been.

[*Secretary Espy discussed plans for improvement of the meat inspection program in response to reported cases of E. coli bacterial contamination.*]

The President. Anybody else like to be heard?

Bosnia

Q. Mr. President, changing the subject, since