

EXECUTIVE OFFICE OF THE PRESIDENT

Leadership and Administration

Chief of Staff

The Chief of Staff was a cabinet-level position that coordinated policy development, operations, and the work of the President's staff. According to Andrew "Andy" Card, as quoted in Bradley H. Patterson's "To Serve the President," there were three main functions of the job.¹

1. Manage the policy process. The Chief of Staff coordinated information that came in from the policy offices, the Cabinet, and outside agencies. Then, policy information was elevated to the President for a decision.
2. Manage the "care and feeding" of the President. The Chief of Staff ensured that the President's scheduled activities were adequately supported, and that the President had time for meals, rest, and recreation, in addition to all of the official activities required over the course of the day.
3. Manage the marketing of Presidential initiatives. The Chief of Staff was responsible for ensuring that the President's policy initiatives were adequately explained and defended.

The Chief of Staff was assisted in these tasks by support staff within the office, as well as by the Deputy Chiefs of Staff and their support staff. President George W. Bush had two Chiefs of Staff: Andrew H. Card, Jr. and Joshua B. Bolten.

To view the holdings related to the Chief of Staff, please visit the [National Archives Catalog](#).

Cabinet Affairs

The Office of Cabinet Affairs, later known as Cabinet Liaison, was the liaison between the White House, Cabinet members, and heads of executive agencies. Duties of the Cabinet Liaison included setting agendas for Cabinet meetings, coordinating cabinet schedules and trips, and preparing reports on activities at the Cabinet departments.

Notable staff within Cabinet Affairs included Albert Hawkins (Assistant to the President and Cabinet Secretary), Brian Montgomery (Deputy Assistant to the President and Cabinet Secretary), Heidi Smith (Special Assistant to the President for Cabinet Liaison), and Ross Kyle (Special Assistant to the President for Cabinet Liaison).

To view the holdings related to the Office of Cabinet Affairs, please visit the [National Archives Catalog](#).

¹ Bradley H. Patterson, *To Serve the President: Continuity and Innovation in the White House Staff* (Washington DC: Brookings Institution Press, 2008), 39-43.

Deputy Chief of Staff

Under President George W. Bush, there were two positions for Deputy Chief of Staff: Deputy Chief of Staff for Policy, and Deputy Chief of Staff for Operations. Each position was assisted in their role by support staff within the office.

The Deputy Chief of Staff for Policy was responsible for tracking the work of other offices within the White House, elevating issues to the Chief of Staff and the President, and “making sure the right voices were being heard” on policy issues.²

The Deputy Chief of Staff for Operations oversaw the offices that ensured the smooth and continual operation of the White House. These offices secured the building, set up and maintained telecommunications equipment, and provided other vital services that kept the White House running.

President George W. Bush had the following Deputy Chiefs of Staff: Joshua B. Bolten, Blake L. Gottesman, Joseph W. Hagin, Joel Kaplan, Harriet Miers, and Karl Rove.

To view the holdings related to the Deputy Chief of Staff, please visit the [National Archives Catalog](#).

Office of the Vice President

The Vice President's Office consisted of a number of sub-offices and positions, which supported the executive and legislative duties of the Vice President.

Please note that the George W. Bush Presidential Library and Museum does not hold the records of the Office of the Vice President. To access Vice President Cheney's records, please visit the National Archives and Records Administration's [website](#).

Notable staff within the Office of the Vice President included I. Lewis Libby (Assistant to the President, Chief of Staff to the Vice President, and Assistant to the Vice President for National Security Affairs), and David Addington (Counsel to the Vice President, Chief of Staff to the Vice President).

To submit a FOIA request for Vice Presidential records, contact the Archival Operations Division at presidential.materials@nara.gov.

Office of Laura Bush

The Office of Laura Bush assisted the First Lady with scheduling, travel, policy initiatives, correspondence, and press. The First Lady's staff also coordinated with staff in other White House offices to ensure that Mrs. Bush's activities were integrated into the President's overarching policy goals.

² Patterson, *To Serve the President: Continuity and Innovation at the White House*, 40.

Notable staff within the Office of Laura Bush included Andi Ball (Deputy Assistant to the President and Chief of Staff to the First Lady) and Anita McBride (Assistant to the President and Chief of Staff to the First Lady).

To view the holdings related to the Office of Laura Bush, please visit the [National Archives Catalog](#).

Legislative Affairs

Because many of the President's initiatives required Congress's support, strong communication was vital to advancing the Executive Branch agenda. Congress passed legislation, approved funding for the Executive Branch agencies and departments, and confirmed Presidential appointments to office or the judiciary.

The Office of Legislative Affairs was responsible for communicating with elected Senators and Representatives, as well as their staff, about legislative issues. Notable staff within the Office of Legislative Affairs included Nick Calio, David Hobbs, and Candida Wolff, all of whom served as Assistant to the President and Director of Legislative Affairs.

To view the holdings related to the Office of Legislative Affairs, please visit the [National Archives Catalog](#).

Presidential Personnel

The Office of Presidential Personnel identified and recommended candidates for Presidential appointments. These positions were "noncareer" or political appointments, not career civil service jobs.³ These jobs included:

- Full time positions, some of which required Senate confirmation
- Federal judges
- Full time, noncareer positions, such as noncareer positions in the Senior Executive Service (SES) and Schedule C positions
- Part-time noncareer positions, such as memberships on boards and committees
- White House staff positions

Assistants to the President for Presidential Personnel included: Clay Johnson, Dina Powell, Liza Wright, and Joie Gregor.

To view the holdings related to the Office of Presidential Personnel, please visit the [National Archives Catalog](#).

White House Counsel's Office

The Counsel's Office was led by the White House Counsel, who in turn was advised by staff attorneys and assistants. The Office had a variety of responsibilities: it distributed information about Ethics rules to White House Staff, vetted candidates for Presidential Appointments to

³ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 93-95

positions in government or to the Federal judiciary, reviewed Federal briefs prepared for the Supreme Court, reviewed applications for pardons, and presented legal recommendations to the President.

The White House Counsel also coordinated with the Department of Justice. The Counsel's Office brought issues to the attention of the Department of Justice and received advice that was evaluated and presented to the President.

Alberto R. Gonzales, Harriet Miers, and Fred F. Fielding served as Assistant to the President and White House Counsel.

To view the holdings related to the White House Counsel's Office, please visit the [National Archives Catalog](#).

Domestic Policy

Domestic Policy Council

The Domestic Policy Council (DPC) coordinated the policy-making process for domestic issues within the White House, advised the President, and served as a liaison with Federal departments and agencies. The DPC was also responsible for ensuring that domestic policy initiatives were being implemented consistently across the government.

During the George W. Bush administration, the Council on Environmental Quality (CEQ), the Office of National AIDS Policy (ONAP), the Office of National Drug Control Policy (ONDCP), the Office of Faith-Based and Community Initiatives (OFBCI), and the USA Freedom Corps (US AFC) were affiliated with the Domestic Policy Council.

Please be aware that not all of the affiliated offices created Presidential records. For example, the Council on Environmental Quality and the Office of National Drug Control Policy created Federal records, which are not held by the George W. Bush Presidential Library.

For more information on Presidential and Federal records, please visit our [Freedom of Information Act](#) page.

Notable staff within the Domestic Policy Council included John Bridgeland, Margaret Spellings, Claude Allen, and Karl Zinsmeister, who all served as the Assistant to the President for Domestic Policy.

To view the holdings related to the Domestic Policy Council, please visit the [National Archives Catalog](#).

Office of Faith-Based and Community Initiatives

The Office of Faith-Based and Community Initiatives (OFBCI) was created on January 29, 2001 by Executive Order 13199. OFBCI established policies for a Faith-Based and Community Initiative that eventually spanned eleven Executive Branch departments and agencies. The Faith-Based

and Community Initiative aimed to reduce barriers to the participation of faith-based and community organizations in Federal programs and contracts.

Notable staff within the Office of Faith-Based and Community Initiatives included Directors John Dilulio, Jim Towey, and Jay Hein, Deputy Director Don Willett, and Acting Director Jedd Medefind.

To view the holdings related to the Office of Faith-Based and Community Initiatives, please visit the [National Archives Catalog](#).

Office of National AIDS Policy

The Office of National AIDS Policy (ONAP) coordinated HIV/AIDS policy. This included prevention as well as treatment of HIV/AIDS, with the goal of reducing the number of new HIV infections.

Notable staff within the Office of National AIDS Policy included Directors Scott Evertz, Joseph O'Neill, and Carol Thompson.

Office of National AIDS Policy records are found within the Domestic Policy Council. To view the holdings related to the Domestic Policy Council, please visit the [National Archives Catalog](#).

USA Freedom Corps

USA Freedom Corps (USAFC) was created to encourage Americans to devote themselves to volunteer service. The USAFC also worked to improve access to volunteer service opportunities by establishing new volunteer initiatives and strengthening existing national service programs.

Notable staff within the USA Freedom Corps included Directors John Bridgeland, Desiree Sayle, Henry C. Lozano, and Deputy Director Alison T. Young.

To view the holdings related to the USA Freedom Corps, please visit the [National Archives Catalog](#).

Economic Policy

Council of Economic Advisers

The Council of Economic Advisers (CEA) was established by the Employment Act of 1946. The CEA advised the President on economic policy and prepared the Economic Report of the President. The three members of the CEA were appointed by the President and confirmed by the Senate.

The members of the Council of Economic Advisers were supported in their work by office staff. Chairs of the CEA included Robert Glen Hubbard, N. Gregory Mankiw, Harvey S. Rosen, Ben Bernanke, and Edward P. Lazear.

To view the holdings related to the Council of Economic Advisers, please visit the [National Archives Catalog](#).

National Economic Council

The National Economic Council (NEC) was established in 1993 to coordinate the economic policy process. Under President George W. Bush, the NEC worked with Federal agencies and departments to ensure that economic programs were in line with the President's policies.

Notable staff included Lawrence "Larry" Lindsey, Stephen Friedman, Allan B. Hubbard, and Keith Hennessey, all of whom served as the Assistant to the President for Economic Policy and Director of the NEC.

To view the holdings related to the National Economic Council, please visit the [National Archives Catalog](#).

Security Policy

Homeland Security Council

The Homeland Security Council (HSC) was established on October 8, 2001 by Executive Order 13228. The HSC coordinated homeland security initiatives and policies. This included communicating policy decisions to departments and agencies, and ensuring that policies and initiatives were implemented across the Executive Branch.

The Homeland Security Act of 2002, which became Public Law 107-296 on November 20, 2002, created the Department of Homeland Security (DHS). It also codified the Homeland Security Council as an advisor to the President on homeland security matters. Under the Homeland Security Act of 2002, the members of the Council included:

- The President
- The Vice President
- The Secretary of Homeland Security
- The Attorney General
- The Secretary of Defense
- Other individuals that may be designated by the President.

The Homeland Security Act of 2002 also established that the Homeland Security Council should have a staff headed by a civilian Executive Secretary.⁴

Thomas "Tom" Ridge, John Gordon, Frances Fragos Townsend, and Kenneth Wainstein served as Assistant to the President and Homeland Security Advisor.

To view the holdings related to the Homeland Security Council, please visit the [National Archives Catalog](#).

⁴ "H.R.5005 – Homeland Security Act of 2002," Congress.gov, last accessed June 30, 2021, <https://www.congress.gov/bill/107th-congress/house-bill/5005>.

National Security Council

The National Security Council was established by the National Security Act of 1947 and amended by the National Security Act Amendments of 1949. President George W. Bush's National Security Council included:

- The President (Chair)
- The Vice President
- The Secretary of State
- The Secretary of the Treasury
- The Secretary of Defense
- The Assistant to the President for National Security Affairs
- The White House Chief of Staff
- The White House Counsel
- The Assistant to the President for Economic Policy
- The Chairman of the Joint Chiefs of Staff (Military Advisor)
- The Director of National Intelligence (Intelligence Advisor)

When it was appropriate, the Attorney General, the Director of the Office of Management and Budget, and heads of other executive departments and agencies were also invited to attend.

Condoleezza Rice and Stephen J. Hadley each served as the Assistant to the President for National Security Affairs.

The work of the National Security Council was supported by office staff with responsibilities in a variety of areas. To view the holdings related to the National Security Council, please visit the [National Archives Catalog](#).

Office of Homeland Security

The Office of Homeland Security was established by Executive Order 13228 on October 8, 2001. The office was headed by an Assistant to the President for Homeland Security, and was tasked with developing a “comprehensive national strategy to secure the United States from terrorist threats or attacks.”⁵

The Homeland Security Act of 2002 had a dramatic impact on the structure of the Office of Homeland Security. Some functions of the Office of Homeland Security were taken over by the Department of Homeland Security, and remaining staff were eventually moved into the Homeland Security Council within the White House.

Thomas “Tom” Ridge served as Director of the Office of Homeland Security and Assistant to the President for Homeland Security.

To view the holdings related to the Office of Homeland Security, please visit the [National Archives Catalog](#).

⁵ Govinfo.gov, “3 CFR 13228 – Executive Order 113228 of October 8, 2001. Establishing the Office of Homeland Security and the Homeland Security Council.”

Outreach

During the George W. Bush administration, the office of Intergovernmental Affairs, the Office of Public Liaison, the Office of Political Affairs, and the Office of Strategic Initiatives were organized under an Assistant to the President. These offices conducted outreach activities, to communicate the President's policies and to coordinate with outside entities to reach Administration goals.⁶

Intergovernmental Affairs

The Office of Intergovernmental Affairs (IGA) was the President's liaison to state, local, and tribal governments. This office ensured that departments and agencies coordinated their efforts with all levels of government. IGA also listened to questions and concerns from state, local, and tribal governments, and followed up with departments and agencies to ensure that other governments' viewpoints were considered.

Notable staff included Ruben Barrales and Maggie Grant, who both served as Director for Intergovernmental Affairs.

To view the holdings related to the Office of Intergovernmental Affairs, please visit the [National Archives Catalog](#).

Political Affairs

The Office of Political Affairs worked to ensure continued support from constituents, by communicating the public's concerns to the President and to members of the President's administration.

According to Bradley Patterson, an unnamed former political office staff member said:

"...when people hear 'political affairs' they assume that we do politics all the time. Politics is a piece of it, but it's *managing the president's politics* – it's care and feeding and making sure his domestic initiatives and travel are being well managed..."⁷

The Office of Political Affairs provided guidance about "where [the President] goes and whom he meets."⁸ This could involve vetting individuals who would meet or appear with the President, or determining where to hold a Presidential event. Political Affairs also offered advice to Presidential Personnel about candidates for political appointments and positions.⁹

Notable staff include Ken Mehlman and Sara Taylor, who both served as Deputy Assistant to the President and Director of Political Affairs.

To view the holdings related to the Office of Political Affairs, please visit the [National Archives Catalog](#).

⁶ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 171.

⁷ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 165.

⁸ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 163.

⁹ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 166.

Public Liaison

The Office of Public Liaison conducted outreach to public interest groups. These groups included everything from professional and trade organizations like the American Medical Association, to groups focused on specific issues, such as the environment.

The Office of Public Liaison worked with these groups to provide briefings, meetings, and other events with the President, Vice President, or White House staff. Meetings and other events were opportunities for interest groups to be heard, and for the White House staff to convey information about the President's initiatives to interested members of the public.

Directors of Public Liaison included Lezlee Westine and Rhonda Keenum.

To view the holdings related to the Office of Public Liaison, please visit the [National Archives Catalog](#).

Office of Strategic Initiatives

The Office of Strategic Initiatives, or OSI, planned the long-range strategy for achieving the President's goals.

Bradley Patterson quotes Karl Rove, who described the planning activities of OSI:

"We have a model for between here and the end of the year, in terms of what we are attempting to achieve, what are our goals... In terms of, for example, planning the president's travels, and focusing on message, and focusing thematic, and sort of helping make sense of our time here..."¹⁰

The Office of Strategic Initiatives also conducted research into trends that might help guide future policy and communication choices. The OSI staff "look[ed] for historical patterns... to guide the administration's strategic thinking" and "analyz[ed] current trends, highlight[ed] issues... or fram[ed] arguments to advance the president's policies."¹¹

Notable staff within the Office of Strategic Initiatives included Senior Advisor to the President Karl Rove; Barry Jackson, Peter Wehner, and Joel Scanlon, all of whom served as Deputy Assistant to the President and Director of Strategic Initiatives; and Deputy Assistant to the President and Assistant to the Senior Advisor, Israel Hernandez.

To view the holdings related to the Office of Strategic Initiatives, please visit the [National Archives Catalog](#).

¹⁰ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 161.

¹¹ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 161.

Communications

Counselor's Office

During the George W. Bush administration, the Office of the Counselor to the President advised on communications strategy and messaging. The Counselor oversaw the Communications, Press Office, Media Affairs, and Speechwriting functions of the White House.¹²

Karen Hughes, Dan Bartlett, and Ed Gillespie were Counselors to the President.

To view the holdings related to the Office of the Counselor, please visit the [National Archives Catalog](#).

Communications

Although the Press Secretary and Press Office were responsible for most interaction with the press, the Office of Communications was responsible for putting together the message that would be shared. The Office of Communications also planned and produced media events.

Dan Bartlett, Nicolle Wallace (Devenish), and Kevin Sullivan served as Assistants to the President for Communications.

To view the holdings related to the Office of Communications, please visit the [National Archives Catalog](#).

Global Communications

The Office of Global Communications was established by Executive Order 13282 on January 21, 2003. The office's mission was to "ensure consistency in messages that will promote the interests of the United States abroad, prevent misunderstanding, build support for and among coalition partners of the United States, and inform international audiences."¹³

Prior to the establishment of the Office, some global communication functions were carried out by Coalition Information Centers. The temporary Coalition Information Centers (CIC) were created to provide information to the global public related to the War on Terror. The new Global Communications office took the lessons learned from the CIC and applied them to the new global strategic communication initiative.

Tucker Eskew served as Deputy Assistant to the President for Communications and was responsible for global communications. Mary Catherine Andrews was a Special Assistant to the President and Director of Global Communications.

To view the holdings related to the Office of Global Communications, please visit the [National Archives Catalog](#).

¹² Patterson, *To Serve the President: Continuity and Innovation at the White House*, 188-198.

¹³ "Executive Order: Establishing the Office of Global Communications," The White House, last modified January 20, 2009, <https://georgewebush-whitehouse.archives.gov/news/releases/2003/01/20030121-3.html>.

Media Affairs

The Office of Media Affairs prepared the White House's regional press strategy and conducted outreach. Bradley Patterson describes the office as being led by a director of Media Affairs, and consisting of "subordinate 'desks' for the West-Northeast, the South, the Midwest, and the Southwest, and for the Internet and specialty... media."¹⁴ Staff members with responsibility for the regions "[sent] press release material directly to the local press in their areas and [ascertained] how presidential initiatives [were] playing in the local media."¹⁵

The Office of Media Affairs was also responsible for the "whitehouse.gov" website and e-communications.

Directors of Media Affairs included Tucker Eskew and Nicolle Wallace (Devenish).

To view the holdings related to the Office of Media Affairs, please visit the [National Archives Catalog](#).

Press Office

The Press Office was responsible for delivering the President's message directly to the media. This was often done through the Press Secretary, who provided briefings and served as the primary liaison with the press.

During the George W. Bush administration, the Press Office was the point of contact for scheduling interviews with members of White House Staff. The Press Secretary also held "Press Gaggles," which were informal morning sessions, and more formal Press Briefings and Press Conferences.

Ari Fleischer, Scott McClellan, Tony Snow, and Dana Perino served as Assistant to the President and White House Press Secretary.

To view the holdings related to the Press Office, please visit the [National Archives Catalog](#).

Speechwriting

The Office of Speechwriting composed the speeches delivered by the President. The speechwriting process began with drafts, which were circulated for comments. Depending upon the content and importance of the speech, the draft might have gone through multiple cycles of revision and circulation. Speeches varied from brief statements to lengthy State of the Union addresses.

Mike Gerson, William McGurn, and Marc Thiessen served as Assistant to the President for Speechwriting.

¹⁴ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 195.

¹⁵ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 195.

To view the holdings related to the Office of Speechwriting, please visit the [National Archives Catalog](#).

Operations

Advance

The Office of Advance made the arrangements for Presidential trips. This involved scouting locations, ensuring that the event site was properly set up for the Presidential visit, managing technology requirements, distributing tickets, and planning for lodging on overnight trips. The Office of Advance planned both foreign and domestic Presidential trips, in partnership with officials from other offices and departments, such as the White House Office of Scheduling, the Press Office, and the Secret Service.

Brian Montgomery, Gregory Jenkins, and Todd Beyer served as the Director of Advance.

To view the holdings related to the Office of Advance, please visit the [National Archives Catalog](#).

Airlift Operations

The Airlift Operations Office, also known as the Presidential Airlift Group, managed the use of Air Force One. Airlift Operations was also notified in advance of trip plans so that they could check to see if Air Force One could get in and out of the local airport.

To view the holdings related to the Presidential Airlift Group, please visit the [National Archives Catalog](#).

Appointments and Scheduling

The Office of Appointments and Scheduling scheduled the President's activities. Scheduling requests were submitted to Appointments and Scheduling, where staff would evaluate them based upon the administration's goals. According to Bradley Patterson, only an Assistant to the President could submit a scheduling proposal for consideration.¹⁶

If an event was not approved for the President's calendar, it might be considered for "surrogate" involvement. The Vice President, First Lady, or a Cabinet Secretary might attend in the President's place.

Also within the Office of Appointments and Scheduling was the Presidential Diarist. The Diarist compiled the Daily Diary, which detailed the events within the President's day.

Brad Blakeman and Melissa Bennett served as the Deputy Assistant to the President for Appointments and Scheduling.

¹⁶ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 310.

To view the holdings related to the Office of Appointments and Scheduling, please visit the [National Archives Catalog](#).

Calligraphy Office

The Calligraphy Office prepared invitations, menus, cards, and other documents for official events. To view the holdings related to the Calligraphy Office, please visit the [National Archives Catalog](#).

Executive Clerk

The Office of the Executive Clerk handled records that were signed by the President and documented his official actions. These documents included laws, pardons, proclamations, executive orders, and other materials that required Presidential signature.

These records did not stay with the Executive Clerk; they were usually transmitted onward to their recipients, such as Congress, Executive Branch agencies, or the Federal Register.

To view the holdings related to the Executive Clerk, please visit the [National Archives Catalog](#). You may also view digitized records from the Office of the Executive Clerk on the George W. Bush Presidential Library [website](#).

Gift Office

Federal regulations prohibit public officials, including the First Family, from soliciting gifts. Unsolicited gifts of minimal value may be accepted under certain circumstances, but gifts of greater value are considered to be the property of the United States. The President and their family may accept these gifts if refusal would cause offense or embarrassment to the giver, but any such gift is considered to be accepted on behalf of the government.

If the recipient wished to keep a gift, it had to be appraised. The gift would then be purchased from the government.

The Gift Office was responsible for registering all gifts, their value, and their disposition. Gifts were often sent to the National Archives and Records Administration for storage, but they could also be sent to the Smithsonian Institution, given to a Cabinet Department (or the National Zoo, if the gift were a living animal), or deposited with the National Park Service for use in the Executive Residence.

To view the holdings related to the Gift Office, please visit the [National Archives Catalog](#).

Management and Administration

The White House Management Office oversaw the daily operations and administration of the White House. This included “budget, purchasing, facility and asset management, travel, and other administrative support of the White House staff.”¹⁷

To view the holdings related to the Office of Management and Administration, please visit the [National Archives Catalog](#).

Office of Administration

President Carter established the Office of Administration (OA) in 1977, by issuing Executive Order 12028.

The Office of Administration provided support services in these areas: “1) personnel management services, including equal employment opportunity programs; 2) financial management services; 3) data processing, including support and services; 4) library, records and information services; 5) office services and operations, including mail, messenger, printing and duplication, graphics, word processing, procurement, and supply services; 6) any other administrative support or services, which will achieve financial savings and increase efficiency through centralization of the supporting service.”¹⁸

To view the holdings related to the Office of Administration, please visit the [National Archives Catalog](#).

Oval Office Operations

Oval Office Operations consisted of individuals who directly served the President, such as the President’s Personal Secretary or the Personal Aide to the President. These individuals carried out administrative duties, accompanied the President to events, and ensured that the President’s schedule was followed.

To view the holdings related to Oval Office Operations, please visit the [National Archives Catalog](#).

Photography Office

The Photography Office was responsible for documenting the President’s official and ceremonial duties through photographs. These photos were used for a variety of purposes; some were released to the public through the White House website or other outlets, while others were printed, signed by the President, and sent to event participants. All photos, including those that were ultimately not used, were stored in the archives and may be accessed through the Freedom of Information Act.

To view the holdings related to the Photography Office, please visit the [National Archives Catalog](#).

¹⁷ “White House Offices,” The White House, last modified January 20, 2009, <https://georgewbush-whitehouse.archives.gov/government/off-descrp.html>.

¹⁸ Office of Administration,” The White House, last modified January 20, 2001, <https://georgewbush-whitehouse.archives.gov/oa/>.

Presidential Correspondence

The Office of Presidential Correspondence handled the correspondence that was sent to the White House by members of the public. This involved receiving, sorting, and replying to incoming paper and electronic messages.

To view the holdings related to the Office of Presidential Correspondence, please visit the [National Archives Catalog](#).

Records Management

The Office of Records Management (ORM) was responsible for organizing the Subject Files, which were files of records grouped by topic. Each topic received a two letter subject code, such as HO (for Holidays) or OS (for Outer Space). Individual documents or packets received case identifiers, which would help to identify records in the event that they were recalled by White House staff.

ORM also aided White House staff with managing and retiring records to the National Archives and Records Administration, once the materials were no longer needed for ongoing business.

To view the holdings related to the Office of Records Management, please visit the [National Archives Catalog](#).

Social Office

The Social Office was responsible for planning and producing social events hosted in the Executive Residence or on the White House grounds. These events included formal dinners, but also awards ceremonies, holiday parties, and other receptions.

To view the holdings related to the Social Office, please visit the [National Archives Catalog](#).

Staff Secretary

The Office of the Staff Secretary coordinated all of the documents that were intended for the President. The originating office sent a draft to the Staff Secretary, which then distributed the document to any offices that might need to see it. If there were comments on the draft, they were sent to the originating office, and the Staff Secretary received a courtesy copy.

This process was called "Staffing," and occurred for any document related to the official duties of the President. Everything from speech drafts, to fact sheets, to policy memoranda were sent through the staffing process.

Harriet Miers, Brett Kavanaugh, and Raul Yanes served as Assistant to the President and Staff Secretary.

To view the holdings related to the Office of the Staff Secretary, please visit the [National Archives Catalog](#).

United States Secret Service – Worker and Visitor Entry System (WAVES)

The United States Secret Service created Federal records during the George W. Bush administration, first under the Department of the Treasury, and later under the Department of Homeland Security. However, the George W. Bush Presidential Library does have some records related to the duties of the Secret Service.

During the George W. Bush administration, the Secret Service maintained a database called the Worker and Visitor Entry System, or WAVES. This database was used to track individuals who had been approved for admittance into the White House offices. The George W. Bush Presidential Library has custody of the WAVES records and has produced a segment of the WAVES data through the Freedom of Information Act. To view the records, please visit the Library's [website](#).

Usher's Office

The Usher's Office was led by the Chief Usher, who managed the White House building and oversaw "construction and renovation projects, maintenance, food service, and well as the administrative, fiscal, and personnel functions of the residence."¹⁹

The job was complicated by the fact that the White House served multiple functions: it was an event venue, a historic building and museum, and a home. The Chief Usher managed all of those functions, while also ensuring that the first family was comfortable in the space.

There were two Chief Ushers under George W. Bush: Gary Walters and Stephen W. Rochon.

To view the holdings related to the Usher's Office, please visit the [National Archives Catalog](#).

Visitors Office

The Visitors Office coordinated tours and public entry to the White House. After September 11, 2001, members of the public who wished to tour the White House were required to submit their request to their Congressional representative. The office would then route the request to the White House, where the Visitors Office would handle the scheduling. Often, requests were required months in advance of the tours, due to demand. The Visitors Office also handled the visitor screening and scheduling for special events, such as holiday receptions and the Easter Egg Roll.

To view the holdings related to the Visitors Office, please visit the [National Archives Catalog](#).

White House Communications Agency

¹⁹ White House Historical Association, "Who oversees the White House and the Residence staff," last accessed July 6, 2021, <https://www.whitehousehistory.org/questions/who-is-the-chief-usher>.

The White House Communications Agency (WHCA) was an office within the White House Military Office, and was part of the Defense Information Systems Agency. WHCA provided telecommunications support for the White House.

Although WHCA was under the administrative control of the Department of Defense, the George W. Bush Presidential Library does hold some WHCA records. These materials are largely audiovisual, and include video and audio recordings, news summaries, and some administrative files.

To view the holdings related to the White House Communications Agency, please visit the [National Archives Catalog](#).

White House Personnel

The White House Personnel Office, which was separate from the Office of Presidential Personnel, managed “placement, benefits, and other employment matters concerning White House staff.”²⁰ The Personnel Office also ran the White House Intern program.

According to Bradley Patterson, the White House Personnel Office oversaw staffing levels, hiring, and salary grades for White House positions.²¹ It also determined which staff would have which offices, who would receive work cell phones, and who would have privileges to the White House Mess.

The Personnel Office was not responsible for vetting or selecting candidates for political positions within the White House, or for jobs that required a nomination or appointment to the office – that was the responsibility of Presidential Personnel.

To view the holdings related to the White House Personnel Office, please visit the [National Archives Catalog](#).

STAFF DIRECTORIES

The Government Publishing Office has made directories of high-level staff from the George W. Bush administration available online. Please be aware that some offices, such as the Office of Management and Budget or the Council on Environmental Quality, are covered by the Federal Records Act. Other offices, such as the Office of the Vice President, created records that are housed in another National Archives facility. If you have questions about how to access records after reading the office descriptions above, please contact us at gwbush.library@nara.gov.

[Congressional Directory for the 107th Congress \(2001-2002\), Executive Branch Personnel](#)

[Congressional Directory for the 108th Congress \(2003-2004\), Executive Branch Personnel](#)

[Congressional Directory for the 109th Congress \(2005-2006\), Executive Branch Personnel](#)

²⁰ The White House, “White House Offices.”

²¹ Patterson, *To Serve the President: Continuity and Innovation at the White House*, 265-268.

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