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Presidential Personnel, White House Office of

Bullock, Katja - Agency Files - Candidates

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Folder Title:

Cruz, Heidi Nelson [Folder 2]

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DOCUMENT NO.	FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
001	Form	PPO Non-Career Appointment Form	1	03/22/2001	P6/b6;
002	Resume	Heidi Suzanne Nelson [page 1]	1	N.D.	P6/b6;

COLLECTION TITLE:

Presidential Personnel, White House Office of

SERIES:

Bullock, Katja - Agency Files - Candidates

FOLDER TITLE:

Cruz, Heidi Nelson [Folder 2]

FRC ID:

5018

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advise between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

Deed of Gift Restrictions

- A. Closed by Executive Order 13526 governing access to national security information.
- B. Closed by statute or by the agency which originated the document.
- C. Closed in accordance with restrictions contained in donor's deed of gift.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Records Not Subject to FOIA

Court Sealed - The document is withheld under a court seal and is not subject to the Freedom of Information Act.

~~Cruz~~ Heidi Neke

USTR

THE WHITE HOUSE
WASHINGTON

PPO Non-Career Appointment Form
IN HOUSE USE ONLY

TO: _____, ASSOC DIR, PPO DATE SENT: _____

FROM: _____ PHONE: _____ DATE IN: _____

CANDIDATE: Nelson, Heidi, S. (Last, First, Middle)

POSITION TITLE: Special Assistant GRADE: GS-15

DEPT/AGENCY: Office of the U.S. Trade Representative SUPERVISOR: _____

NEW: _____ AMENDMENT: _____ RE-ESTABLISHMENT: _____

UPGRADE: _____ AGENCY TRANSFER: _____

CURRENT ADDRESS: 600 17th Street NW PHONE: (b)(6)

CITY: Washington, DC STATE: _____ ZIP: 20508

RACE: C ETHNIC HERITAGE: European DOB: (b)(6)

SEX: F SSAN: (b)(6) 2000 VOTING STATE: _____

VOTING ADDRESS: (b)(6) CITY: (b)(6)

COUNTY: Arlington PARTY AFFILIATION: Republican

IF YOU DID NOT VOTE IN 2000, PLEASE EXPLAIN:

PLEASE INDICATE 2000 BUSH/CHENEY OR OTHER CAMPAIGN INVOLVEMENT:

Full-time Policy Staff in Sustin

POSITION/RESPONSIBILITY

SUPERVISOR INCL PHONE NUMBER

Economic Policy

Josh Belten 6-6594

APPLICANT'S SIGNATURE:

DATE: 3/23/01

A completed, political and personal resume with salary history, position description and OPM 1019/1652 form must be included for White House clearance to begin.

**Information on Schedule C
Position and Incumbent**
(Instructions for Use on Back)

1. Date (Month, Day, Year)

3/5/01

2. Name of Employing Agency, Bureau and Office
Executive Office of the President
Office of the U.S. Trade Representative

Office of Personnel Management
Room 6A12
1900 E Street, NW.
Washington, DC 20415-0001

3. Reasons for Submission

- New authority
- Reestablishment of authority
- Upgrade from: _____ to: _____
- Downgrade from: _____ to: _____
- Change in title (old) _____
- Change in immediate supervisor
- Change in organizational location
- Notice of entering on duty
- Notice of vacating position
- Other (specify): _____

4. Position Title

Special Assistant to the U.S. Trade Representative

5. OPM Approved Position Number

WSTR 0074

6. Occupation, Series, Grade or Salary and Duty Station

GS-301-15
Washington, DC

7a. Name of Nominee or Incumbent

Heidi Nelson

Date Entered on Duty (Month, Day, Year)

2-7-01

7b. Name of Former Incumbent

Date Position Vacated (Month, Day, Year)

8. Name and Complete Mailing Address of the Official to be Informed of OPM's Action

Executive Office of the President
Office of Administration
Personnel Management Division
Room 4013, NEOB
725 17th St., N.W.
Washington, D.C. 20503

9. Title of Incumbent's Supervisor

U.S. Trade Representative

Supervisor's Type of Position:

- PAS
- PA
- SES-Noncareer
- SES-(General)-Career
- Schedule C, Grade: GS-15

10. Position Description Certification (Official's Type of Appointment)

- PAS PA SES-Noncareer

11. Questions may be Directed to:

Rochelle Gomez, 202-395

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CERTIFICATION STATEMENT

I certify that the position indicated above, for which a request has been made to the Office of Personnel Management to except the position from the competitive service because of its confidential or policy-determining character, was not created solely or primarily in order to detail the employee to the White House.

Signature of Agency/Department Head: Ambassador Rifa Hayes

Date: MAR 6 2001

FOR OPM USE ONLY

- Your request for a Schedule C exception, reestablishment or amendment is Approved.
- Your request for a Schedule C exception, reestablishment or amendment is Disapproved.
- Your notification of EDD/Vacancy is acknowledged and recorded.

Signature

Title

Effective Date (Month, Day, Year)

POSITION DESCRIPTION (Please Read Instructions on the Back)

1. Agency Position No.

2. Reason for Submission

Redescription New
 Reestablishment Other

3. Service

Admrs. Field

4. Employing Office Location

Washington, DC

5. Duty Station

Washington, DC OF ADMIN

6. OPM Certification No.

Explanation (Show any positions replaced)

7. Fair Labor Standards Act

Exempt Nonexempt

8. Financial, Statement Requirements, Executive Personnel, Financial Disclosure, Employment and Financial Interests

9. Subject to Action

Yes No

10. Position Status

Competitive
 Excepted (Specify in Remarks)
 SES (Gen.) SES (CR)

11. Position is:

Supervisory
 Managerial
 Neither
 1-Non-Sensitive
 2-Noncritical Sensitive
 3-Critical Sensitive
 4-Special Sensitive

13. Competitive Level Code

14. Agency Use

15. Classified/Graded by	Official Title of Position	Pay Plan	Occupational Code	Grade	Initials	Date
a. U.S. Office of Personnel Management						
b. Department, Agency or Establishment	Special Assistant to the U.S. Trade Representative	GS	0301	15		
c. Second Level Review						
d. First Level Review						
e. Recommended by Supervisor or Initiating Office						

15. Organizational Title of Position (if different from official title)

17. Name of Employee (if vacant, specify)

Nelson, Heidi

18. Department, Agency, or Establishment

Executive Office of the President

c. Third Subdivision

a. First Subdivision

Office of the U.S. Trade Representative

d. Fourth Subdivision

b. Second Subdivision

e. Fifth Subdivision

19. Employee Review—This is an accurate description of the major duties and responsibilities of my position.

Signature of Employee (optional)

20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the

knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.

a. Typed Name and Title of Immediate Supervisor

Ambassador Robert Zoellick
 U.S. Trade Representative

b. Typed Name and Title of Higher-Level Supervisor or Manager (optional)

Signature: *Harold Beer* Date: 2/12/01

Signature: _____ Date: _____

21. Classification/Job Grading Certification. I certify that this position has been classified/graded as required by Title 5, U.S. Code, in conformance with standards published by the U.S. Office of Personnel Management or, if no published standards apply directly, consistently with the most applicable published standards.

22. Position Classification Standards Used in Classifying/Grading Position

Typed Name and Title of Official Taking Action

Matilde P. Shallenberger, Associate Director
 for Human Resources Management

Information for Employees. The standards, and information on their application, are available in the personnel office. The classification of the position may be reviewed and corrected by the agency or the U.S. Office of Personnel Management. Information on classification/job grading appeals, and complaints on exemption from FLSA, is available from the personnel office or the U.S. Office of Personnel Management.

23. Position Review	Initials	Date	Initials	Date	Initials	Date	Initials	Date	Initials	Date
a. Employee (optional)										
b. Supervisor										
c. Classifier										

24. Remarks

A Confidential relationship of a schedule C nature is imperative since the incumbent will be performing duties requiring a working knowledge of the political, personal and management philosophies and views of the United States Trade Representative.

25. Description of Major Duties and Responsibilities (See Attached)

MAJOR DUTIES

The incumbent serves as ^{title} Special Assistant to the United States Trade Representative (USTR), ^{supervisor} who is Cabinet level with the title of Ambassador and an Executive Level I. Incumbent participates in the management of the USTR's program by assisting with the management of internal non-technical programs and administrative activities of the Office. The performance of the assignments requires an extensive knowledge of the USTR's policies, views, and special interests.

1. Develops an effective operational relationship and ensures that policy development is coordinated with EOP offices, executive agencies, Congress, public interest groups, and state and local governments, as appropriate, and advises the USTR of te parties' concerns.
2. Incumbent is responsible for assisting the USTR with staff management and guidance. Recommends changes in office policy. Coordinates and monitors projects planning and assignments within the office and advises the USTR on priorities. Follows up on projects to ensure conformity with directives and scheduling priorities. Incumbent attends staff meetings and reports on matters related to own area of responsibility and follows up on issues raised requiring further research. Also offers useful suggestions where appropriate.
3. Incumbent acts as office focal point for receiving reviews of proposed policy regulations, or legislation dealing with or related to procurement proposed by others and coordinates staff input.
4. Incumbent responds to written and telephone inquiries for information relevant to programs being conducted within USTR and is constantly aware of who within the office is conducting and monitoring the proress of these programs.
5. Gathers information on organizations requesting the USTR as a speaker, and compiles materials relevant to the objectives of the office or the subject of the presentation.

FACTOR 1. KNOWLEDGE REQUIRED BY THE POSITION

1. Thorough Knowledge of the names and positions of high officials in the White House, other parts of the Executive Office of the President, and Federal Government, and a high degree of skill in meeting and dealing with people at this high level.
2. Extensive knowledge of the activities of the Office of United States Trade Representative and its role in the Executive Office of the President.
3. Thorough knowledge of the staff assignments and responsibilities, both substantive and administrative, of USTR personnel, together with an intimate knowledge of the most appropriate and expedient points of contact on USTR matters.
4. Knowledge of the way in which the executive branch of the Government operates and

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familiarity with the organization and operations of the various Federal departments and agencies.

5. Discretion and tact in dealing in sensitive areas. The highest level of personal integrity and loyalty is required in view of the confidential relationship that must exist between the incumbent and the USTR.

FACTOR 2. SUPERVISORY CONTROLS

The supervisor sets overall objectives. The employee and supervisor, in consultation, develop the deadlines, projects, and work to be done.

The employee has responsibility for planning, designing, and carrying out programs, projects, studies, or other work independently.

Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

FACTOR 3. GUIDELINES

Written and unwritten procedural and general policy guidelines are available, but the application of the guidelines often leaves much to the judgement of the incumbent. Incumbent must be knowledgeable about the status of proposed and pending legislation, and must keep acquainted with the substantive content and status of the work of the USTR. Incumbent obtains by personal investigation, or by consulting other officials, facts and judgements which will facilitate prompt and accurate decisions by the USTR.

FACTOR 4. COMPLEXITY

Due to the nature of this position, the incumbent frequently finds the USTR confronted with office emergencies, frequent interruptions and changing needs, which must be able to handle effectively without guidance. The incumbent must be able to deal with pressure created by such emergencies and assist in shielding the USTR from becoming involved.

FACTOR 5. SCOPE AND EFFECT

Serving as a Special Assistant to the United States Trade Representative, who has Ambassadorial title and Cabinet rank (Executive Level I), the incumbent participates in the management of USTR's programs by performing duties requiring both a good working knowledge of the organization and performing duties requiring both a good working knowledge of the organization and programs under the Ambassador's jurisdiction and an intimate knowledge of his policies. In addition, the incumbent must have a solid understanding of the Ambassador's views on current problems and issues. The incumbent will also be responsible for accepting or declining official social functions for the Trade Representative.

FACTOR 6. PERSONAL CONTACTS

Incumbent has extensive, frequent contacts, in person and by telephone with key officials in the Office of the USTR, White House personnel, Cabinet and Sub-Cabinet officials, Members of Congress and senior corporate executives.

FACTOR 7. PURPOSE OF CONTACTS

Contacts are made for fact finding and data gathering. Incumbent solicits views on USTR's policy proposals, and coordinates the efforts of the Office.

FACTOR 8. PHYSICAL DEMANDS

The work is sedentary. The incumbent must have sufficient stamina to work overtime and to work in a hectic atmosphere.

FACTOR 9. WORK ENVIRONMENT

The work is performed in an office or conference room setting.

HEIDI SUZANNE NELSON

(b)(6)

heidi.nelson@do.treas.gov <mailto:heidi.nelson@bushchenev.gov> (b)(6) - cell: 202.622.0298 - office

Avg graduating
sec lang
185-380k

Education 1998 - 2000 HARVARD BUSINESS school BOSTON, ma Masters in Business Administration, June, 2000. Research Associate to faculty of international finance. Wrote and published case study on a U.S. multi-national and its global strategy as affected by U.S. foreign policy and economic conditions abroad. Performed market research on economic factors impacting various asset classes; compared aggregate indicators to empirical data. Member of International Development Club, Finance Club, and Ibero-Americana Club.

1994 - 1995 universite libre de bruxelles, solvay school Brussels, Belgium Rotary International Ambassadorial Scholar. Master of Arts Degree, European Studies, Honors. Took courses on European Political and Financial Institutions; European Union policy towards Eastern Europe; European Internal Market; European Trade Policy towards external commercial community.

1990 - 1994 1992-1994 claremont mckenna college Claremont, Ca Bachelors of Arts in Economics and International Relations, magna cum laude, 1994. Phi Beta Kappa. Economics Faculty Honor for best senior thesis, "Optimal Currency Area: Exchange Rate Policies for Emerging Market Economies - Czech Republic, Hungary and Poland". Scholar at Lowe Institute of Political Economy. President of Claremont McKenna College Republicans. California Youth Delegate, 1992 Republican National Convention, Houston, TX.

Experience Jun - Nov 2000 Nov-Dec 2000 Dec -Jan 2001 Bush-Cheney 2000
Policy Staff - focused on economic policy Tax Policy • Applied the President-elect's tax plan to American families who exemplified its merits. Performed quantitative analysis, drafted memos to the President-elect, answered press questions about the plan and its practical implications. • Drafted side-by-side analysis of President-elect's and Gore's tax plans; drafted the tax policy one-pager for the Bush-Cheney website. • Wrote talking points and performed quantitative analysis for media surrogates. • Helped draft debate responses to tax policy questions for the presidential debates.
General Policy • Developed outline of pension policy for the campaign; conducted calls with Capitol Hill, drafted questionnaire for pension interest group, prepared memo to President-elect on pending legislation. • Helped write *W. Stands for Women* book, produced for the President-elect's campaign outreach to women. Incorporated Social Security, Tax, Education, Family, and Healthcare policy issues. • Drafted (as part of a team) *Renewing America's Purpose*. • Helped negotiate Republican Party Platform on Government Reform, Republican Convention, 2000. FLORIDA RECOUNT TEAM Policy Staff- assisted Political operation Helped design and implement the quantitative strategy during the recount in Miami-Dade County; helped tally ballot counts on spreadsheets; developed model to perform summary statistics on voting data. Bush-Cheney TRANSITION Department of Treasury Coordinator Drafted questions for meetings with incumbent Treasury officials; participated in interviews; set up and participated in conference calls with Chief Economists at the major private sector banks; helped draft final briefing document for the incoming Treasury Secretary (focusing on International Affairs).

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Jan 2001 Treasury
Summer 1999 bancboston robertson stephens & Co. san francisco, ca Corporate Finance Senior Associate, eCommerce Services Group Helped develop IPO valuation models, positioned strategy and risks for investors, participated in financial and management due diligence, helped client prepare for and participated in roadshow presentation.

Apr - Sept 1998 United States Senate washington, Dc Assistant Economic Advisor to Senator Ashcroft Helped research, design, and negotiate economic policy. Recommended changes in marginal tax rates, national debt paydown schedule, budget surplus, and government spending. Quantified recommendations to determine what was economically feasible yet politically saleable. Conducted focus meetings with other Senators and lobbyists to develop consensus on the plan.

2/18/200k

1995 - 1998 j.p. morgan and co., inc. new york, ny Investment Banking, Associate Developed valuation analyses, performed due diligence, prepared offering memoranda, and analyzed strategic issues for companies in various industries. Latin America Mergers and Acquisitions Venezuelan consumer products advisory: advised on expansion strategy in Latin America. Mexican privatization: advised Mexican government on privatization strategy for state-owned petrochemical plants. Advisory for US multinational: built model of stock merger, advised on international strategy. Cross-Border Structured Finance Argentine forward asset sale: led the execution of a \$400m forward sale of oil for largest company in Argentina, participated in negotiations to obtain a rating on the bonds. Brazilian forward asset sale: wrote sell book to investors, helped build cashflow model for \$200m. South African

private placement: sold \$400m of privately placed debt to institutional investors.

Summer 1992 United States house of representatives
Washington, Dc House Republican Conference, Conference Chair, Rep. Jerry Lewis, *Intern.* Assisted
in planning weekly House Republican meeting agenda. Aided in dissemination of weekly news from
House leadership to all Republican members.

Publications and Activities Published chapter in "*Exchange Rate Policies for Emerging Market Economies*," Westview Press, 1999. Published *American International Group*, Harvard Business School case for Capital Markets course. President of NYC Claremont McKenna (CMC) Alumni Chapter, 1995-1998. CMC Alumni Chair for five-year reunion, 1999. Tutor at East Harlem Tutorial, NYC, 1995-1997. Conversant in Spanish, French. Completed Paris Marathon.