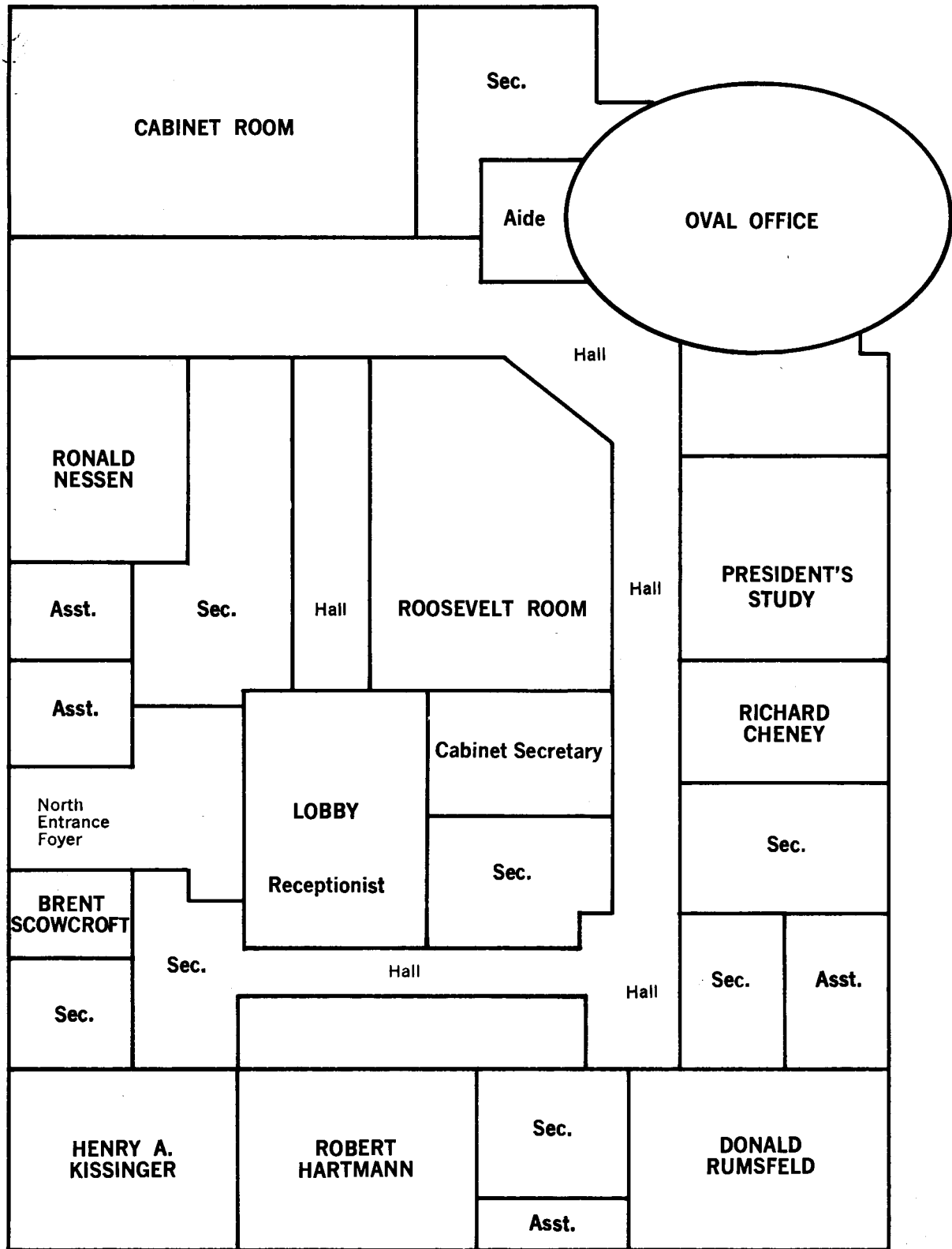


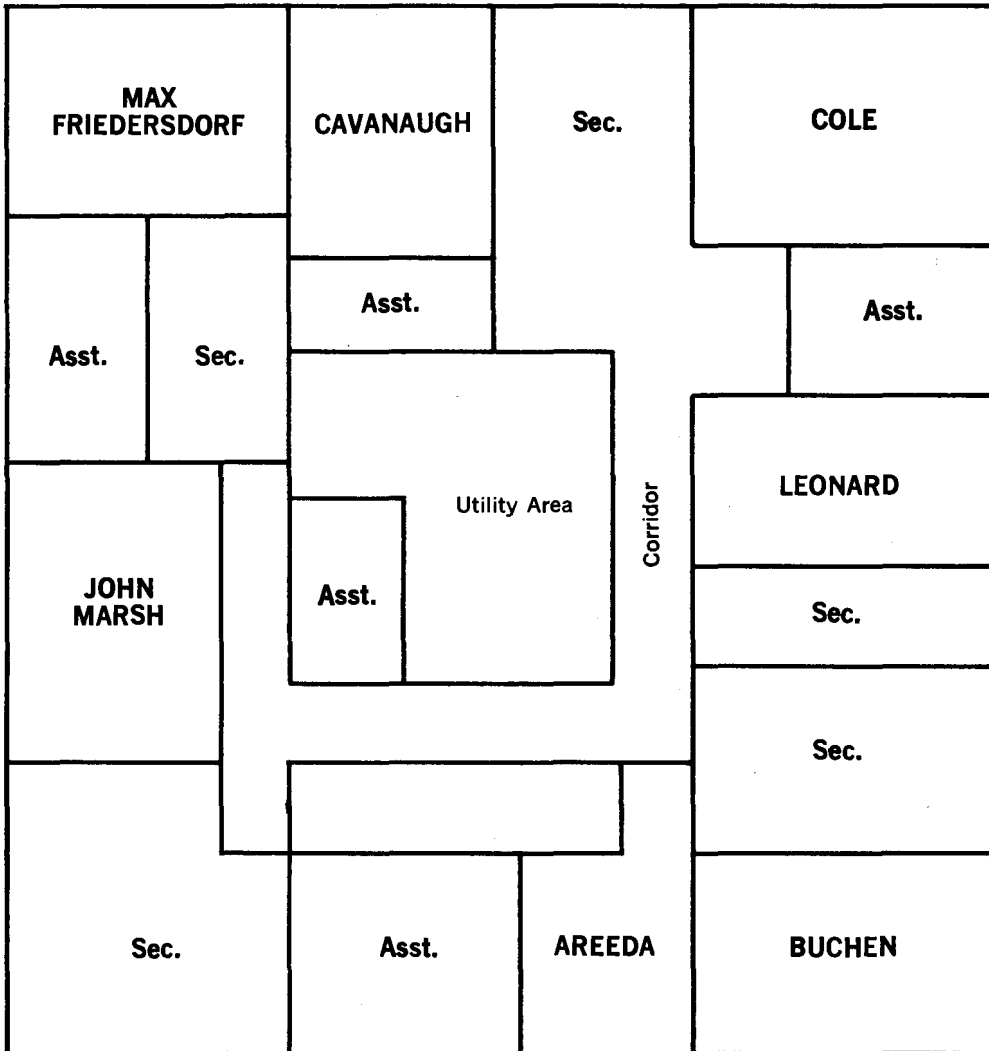
**The original documents are located in Box 13, folder “Office - Organization” of the Robert T. Hartmann Files at the Gerald R. Ford Presidential Library.**

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FIRST FLOOR PLAN—WEST WING



**SECOND FLOOR PLAN—WEST WING**

## COUNSELLOR HARTMANN

### MISSION

Provide the President with excellent material for his important speeches and formal communications so that his views are correctly and properly stated thereby enhancing his ability to lead the Executive Branch, the Congress and the public. Assist the President to maintain a close relationship with the various Republican Party organizations and to provide leadership to the Party.

### FUNCTIONS

Write and/or edit major Presidential speeches.

Sign off on all Presidential speech material and formal statements, messages and proclamations.

Oversee the substantive activities of the Editorial Office.

Advise the President on issues, problems, solutions, and decisions involving the Republican Party leaders and organizations.

Serve as the senior White House liaison officer with the National and State Republican Parties and Organizations.

Oversee the activities of his Executive Assistant who will provide day to day liaison with the Republican Party leaders and organizations and will perform the staff work for the President's use in his role as Party leader.

### WORKING PHILOSOPHY



ORGANIZATION (See Tab A)

MANNING REQUIREMENTS (See Tab B for January 1 Manning Table)

Position	<u>August 1</u>	<u>January 1</u>
Commissioned officers	-	1
Other Professionals	-	1
Secretaries	-	2
	<hr/>	<hr/>
Total	-	4



Councillor Hartmann

Personal Assistant  
to the Councillor  
To Ann Wilson  
secretary  
Gale Rainman

Personal Secretary  
to the Councillor  
Nita Messersmith

Executive Assistant to  
the Councillor  
Jack Caulkins

Executive Editor  
Paul Theis

COUNSELLOR HARTMANN

MANNING TABLE

NAME

Robert Hartmann

Nita Messersmith

Jo Ann Wilson

Gale Raiman

TITLE

Counsellor to the President

Personal Secretary to the Counsellor

Personal Assistant to the Counsellor

Secretary

THE WHITE HOUSE

WASHINGTON

December 9, 1974

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR THE PRESIDENT

FROM: Robert T. Hartmann *RTH*

Subject: Reorganization of White House Editorial and Political Staff.

1. The reorganization of the Editorial staff is virtually completed and is briefed in attachment "A" by Paul Theis. If Pat Buchanan and Ray Price and their personal staffs' salaries are added to this function (and my personal staff is equated with Dean Burch's) the approximate reduction in personnel is 10 and in dollars \$199,403.
2. There are only two top-level individuals from the previous Administration remaining in the Editorial Operation: Aram Bakshian, speechwriter with the title Deputy Special Assistant to the President (\$27,500) and Roland Elliott, head of the Correspondence Section who holds a Presidential appointment as Special Assistant to the President (\$34,000). Bakshian, who is Bill Timmons' brother in law, is the best of the old speechwriters (Atlantic City) and is cooperative, not very costly, but somewhat set in the old mold and more leisurely in his work habits than our new crew. I don't feel that his replacement is a matter of urgency but Paul and I may so recommend when we find someone better and with a fresh approach. Paul and I also agree that Roland Elliott's performance is merely adequate and that this key position should be filled by a person of demonstrated Ford allegiance and sensitivity.
3. As we discussed, it is my recommendation, Theis and Jack Marsh concurring, to replace Elliott with Frank Pagnotta, for whom we have had difficulty finding a proper slot. He has handled the Correspondence for the Vice President's Office very effectively and I credit him with many "saves" in stopping letters which should not have gone out over your signature. In my judgment, the assignment obtained for him as Liaison with Former Presidents will not be a full-time burden, as it is already being primarily performed by the Legal Counsel. Jack and I believe Frank could do this "on the side" as well as heading the Correspondence Section and routine paperflow within the Editorial operation and this would eliminate one whole position and keep him busy in a job more suited to his abilities and familiarity with your style.

4. The reorganization of the Political Liaison staff is less finalized because I have had no opportunity to confer with Dean Burch and Jack Calkins is not yet aboard. It is my intention, however, to have Theis and Calkins as my two principals and equally-ranked assistants with Calkins serving as my Deputy in my absence. Theis would continue to be designated Executive Editor and Calkins Executive Assistant for Political Liaison. Both absolutely, in view of his responsibilities and high degree of devotion to duty already demonstrated, and relatively with respect to other 2nd level assistants, I recommend that Theis be given a Presidential Appointment and pay somewhere between his present \$36,000 and \$38,000. While Calkins pay has not been firmly agreed to, he wants \$38,000 and I suggest that both be compensated at \$37,500, with commissions. Calkins has independent income while Theis has been obliged by his White House job to give up outside work which previously brought him about \$4,000 per year, so he is taking a net loss.

5. For the time being, Calkins has agreed to have Gwen Anderson as his assistant providing he is permitted, eventually, to have a male assistant in a salary range of about \$25,000. I believe this would provide useful continuity for me in the political part of my overall assignment but that Calkins may eventually have to choose between Gwen and a male assistant of about the same salary, or less. There should be two secretaries provided for his operation, not counting my personal staff. This will increase personnel in this area by 4 at the clerical level since two of my girls are still carried on the Vice President's payroll.

6. I believe that I need a young administrative aide but have not yet located exactly the right person, and would like to reserve this slot on the future organization plan until I see how the delegation of responsibility between Calkins and Theis actually works out. This would leave a net reduction of 6 individuals and at least \$115,000 per year from the Editorial and Political Liaison areas from the statistics of August 9, 1974.

7. With respect to office space, other than my own, the Editorial section would remain wholly in EOB and the Calkins office, which is much smaller, could go in the Ground floor area formerly occupied by Mildred, as you proposed, or on the 2nd floor of the White House if space is available there after present occupants vacate and shift around. I would like him in the building if he is to act as my deputy.

Copies: Mr. Marsh  
Mr. Rumsfeld  
Mr. Theis

Adm. Confidential

THE WHITE HOUSE

WASHINGTON

December 5, 1974

MEMORANDUM FOR:

ROBERT T. HARTMANN

FROM:

PAUL A. THEIS

SUBJECT:

Editorial Staff

At present, there are 34 full-time staff members and one part-time messenger in the editorial operation (which includes speech writing, research, correspondence and presidential messages). Total annual salary: \$640,787. This does not take into account the two persons on detail and one consultant (who will be leaving by the end of the year) nor does it take into the account the possible addition of one more speech writer (at approximately \$30,000 salary) to bring the staff up to full strength. A current salary schedule is attached.

This compares with a staff of 37 at a total annual salary of \$661,434 as of August 9, 1974, when Mr. Ford became President. This was also prior to the government-wide pay raise of 5.5 percent which went into effect October 1, 1974.

THE WHITE HOUSE  
WASHINGTON

12/17/74

**TO:** Bob Hartmann

**FROM: PAUL THEIS**

For your files or whatever...attached is the Editorial staff organization which is slightly revised from the earlier one issued by Jerry Jones. It lists Milt as deputy executive editor and Casserly as senior editor. It also reflects a transfer of Jill MacAuley to the President's Messages division under Eliska (which may or may not work out - we'll just have to wait and see).

*Paul*

EDITORIAL OFFICE

COUNSELLOR TO THE PRESIDENT  
Robert T. Hartmann

EXECUTIVE EDITOR  
Paul A. Theis

DEPUTY EDITOR  
M. Friedman

SPEECHWRITING  
DIVISION

J. Casserly, Sr. Editor

- . R. Orben
- . A Bakshian
- . K. Pullen
- . Vacant
- . Vacant

Secretaries:

- . J. Morton
- . K. Wooten
- . J. Walker
- . C. Ford
- . Vacant

RESEARCH DIVISION

A. Waldron, Director

- . T. Rhodes
- . S. Gregory
- . L. Durfee
- . M. Brown
- . M. Hartford, Sec.
- . P. Petrone
- . G. Popeo, Messen.

CORRESPONDENCE  
DIVISION

R. Elliott, Director

- . A. Higgins
- . P. Strunk
- . M. Horst (Bocek)
- . R. Zeeman (volunteer)
- . B. Bolvesky
- . J. Holmes
- . M. Fenton
- . C. McConnon
- . J. Berg-Hansen
- . J. Hamburger
- . B. Nolan
- . P. Byrne
- . M. Stevenson
- . E. Peruso
- . A. Yarjan
- . B. Hicks
- . Vacant

PRESIDENTIAL  
MESSAGES DIVISION

E. Hasek, Director

- . C. Korte
- . S. Rock, Sec.
- . J. McAulay



## Office of the White House Press Secretary

THE WHITE HOUSE

The White House staff organization announced in today's briefing has been evolving since August 9. The working style of this President is reflected in this arrangement. It implements his concept of leadership and management of the Executive Branch, and conforms to the way President Ford operates.

The President designed the organization with several important objectives in mind:

- 1) To provide the Cabinet Officers, Agency Heads, Members of Congress and Senior Staff members with access to the President.
- 2) To limit the White House staff function to those that must necessarily be performed within the White House. The Cabinet and Agency heads will be relied upon to perform all appropriate functions best performed by their organizations.
- 3) To achieve a clearly defined White House organization in which staff responsibilities and functions are specifically assigned.
- 4) To assure high ethical standards and behavior by his staff.
- 5) To see that the White House is an effective working part of the total governmental process and not unduly separated.

To accomplish these objectives, the President today is making several announcements concerning the organizational structure and procedures for the White House staff and those staff bodies in the Executive Office of the President:

First, there are four Cabinet rank advisors who will be available to the President on the full range of policy issues. Each will also have staff responsibilities.

Second, nine key staff officers will report directly to the President. They are:

An Assistant to the President for Management and Budget, and Director of OMB;

An Assistant to the President for Economic Affairs, and Executive Director of the Economic Policy Board, L. William Seidman;

An Assistant to the President for Domestic Affairs, and Executive Director of the Domestic Council;

more

An Assistant to the President dealing with national security affairs, Henry A. Kissinger;

An Assistant to the President heading the White House Operations Office and with responsibility for coordination of White House staff operations, Donald Rumsfeld;

A Counsellor to the President principally responsible for congressional relations and public liaison, John O. Marsh, Jr.;

The Press Secretary to the President, Ronald H. Nessen;

A Counsellor to the President principally responsible for the Editorial Office and political affairs, Robert T. Hartmann; and

The legal Counsel to the President, Philip W. Buchen.

Third, other staff members will, of course, also work directly with the President.

These officers include the Assistant to the President for Legislative Affairs, Max L. Friedersdorf; the Assistant to the President for Public Liaison, William J. Baroody, Jr.; as well as the Special Assistant to the President for Minority Affairs, the Special Assistant to the President for Human Resources, the Special Assistant to the President for Hispanic Affairs, the Special Assistant to the President for Consumer Affairs, and the Special Assistant to the President for Women's Affairs among others.

Fourth, key staff members will have a deputy authorized to act for him. It is hoped that this will allow the work at the White House to go forward even though one or more senior officials may be away from their office. Thus, no one individual will be "indispensable" and this approach should help to alleviate the excessively long hours which can prevent White House staff members from leading reasonably balanced lives.

Fifth, titles of the White House staff positions have been adjusted so that they will more clearly identify the function performed by that position.

Sixth, the size of the White House Office is being reduced by approximately ten percent.

Seventh, support services to the White House staff will be reduced as appropriate to reflect the staff size and responsibilities.

Eighth, the President's schedule is being arranged to provide broad access to him by Cabinet members, agency heads, members of the House and Senate and the public on matters in which he is personally involved.

Ninth, the number of Presidential commissions issued will be limited to staff members heading key offices or key functions.

These arrangements have been decided upon with the aim of facilitating an orderly Presidential decision making process while assuring the President of multiple sources of information. Of course, the White House organization will continue to evolve.

# # # # #

Office of the White House Press Secretary

THE WHITE HOUSE

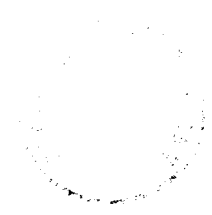
FACT SHEET

COMMISSIONED WHITE HOUSE STAFF

(Excludes Commissioned Officers whose resignations have been announced)

Philip W. Buchen	Counsel to the President
Robert T. Hartmann	Counsellor to the President
Henry A. Kissinger	Assistant to the President
John O. Marsh, Jr.	Counsellor to the President
Donald Rumsfeld	Assistant to the President
.....	Assistant to the President for Management and Budget
Ronald H. Nessen	Press Secretary to the President
L. William Seidman	Assistant to the President for Economic Affairs
.....	Assistant to the President for Domestic Affairs
William J. Baroody	Assistant to the President for Public Liaison
Max L. Friedersdorf	Assistant to the President for Legislative Affairs
Phillip E. Areeda	Counsel to the President
Richard Cheney	Deputy Assistant to the President
Jack Hushen	Deputy Press Secretary to the President
Brent Scowcroft	Deputy Assistant to the President for National Security Affairs
William Casselman	Counsel to the President
Robert Goldwin	Special Consultant to the President
Jerry Warren	Deputy Press Secretary to the President
.....	Deputy Assistant to the President for Legislative Affairs (Senate)
.....	Deputy Assistant to the President for Legislative Affairs (House)

more



Fernando DeBaca	Special Assistant to the President for Hispanic Affairs
Jerry Jones	Staff Secretary
Virginia Knauer	Special Assistant to the President for Consumer Affairs
Richard Lawson	Military Assistant to the President
Kenneth Lazarus	Associate Counsel to the President
Patricia Lindh	Special Assistant to the President for Women's Affairs
Theodore Marrs	Special Assistant to the President for Human Resources
Paul Miltich	Assistant Press Secretary to the President
Stanley S. Scott	Special Assistant to the President for Minority Affairs
Paul Theis	Executive Editor
William Walker	Director, Presidential Personnel Office
.....	Cabinet Secretary

# # # #

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Office of the White House Press Secretary  
-----

THE WHITE HOUSE

FACT SHEET

PRINCIPAL FUNCTIONS OF MAJOR OFFICES  
SHOWN ON ORGANIZATION CHART

CABINET RANK ADVISERS

- . Consult with the President on the full range of policy issues as requested.
- . Participate in Cabinet meetings.

OFFICE OF MANAGEMENT AND BUDGET\*

ECONOMIC POLICY BOARD\*

DOMESTIC COUNCIL\*

NATIONAL SECURITY COUNCIL\*

WHITE HOUSE OPERATIONS OFFICE

- . Performs the staff functions directly supporting the President's day-to-day activities

OFFICE OF THE CABINET SECRETARY

- . Serve as Secretary to the Cabinet
- . Assist the President in schedule planning
- . Make advance preparations for Presidential travel

OFFICE OF THE STAFF SECRETARY

- . Assist in ensuring a smooth flow of coordinated information and decision papers to the President
- . Assist in communicating Presidential decisions and requests to the staff
- . Act as administrative officer of the White House Office

OFFICE OF WHITE HOUSE VISITORS

- . Supervise arrangements for group and public tours of the White House

PRESIDENTIAL PERSONNEL OFFICE

- . Provide staff assistance to the President as requested in the exercise of his authority to nominate and appoint personnel to Federal office

MILITARY ASSISTANT TO THE PRESIDENT

- . Provide operational support to the President in his role as Commander in Chief

\*See United States Government Manual (1974-75) and governing statutes and Executive Orders.

more

OFFICE OF COUNSELLOR TO THE PRESIDENT JOHN O. MARSH, JR.

- . Assist the President in his relations with Congress and oversee the Congressional Relations Office
- . Assist the President in his relations with non-governmental individuals
- . Monitor preparations for the Bicentennial for the President

OFFICE OF CONGRESSIONAL RELATIONS

- . Assist the President in maintaining clear two-way communications with the Congress

OFFICE OF PUBLIC LIAISON

- . Assist the President to maintain contacts with non-governmental organizations

OFFICE OF THE PRESS SECRETARY

- . Assist the President in presentation of his views to the national and foreign press and through them to the public.

OFFICE OF COUNSELLOR TO THE PRESIDENT ROBERT T. HARTMANN

- . Assist the President in his preparation of materials for speeches and formal communications
- . Oversee the Editorial Office for the President
- . Advise the President on political matters

EDITORIAL OFFICE

- . Assist the President in preparation of his speeches and formal communications

OFFICE OF THE COUNSEL

- . Provide legal counsel to the President on matters involving the conduct of his office

# # # #

## TELEPHONE DIRECTORY

This directory includes a list of selected personnel in the Executive Office of the President and their office telephone numbers. Individuals or offices not listed may be reached through the White House switchboard -- telephone number 456-1414.

December 18, 1974

Note: Corrections, additions, or deletions should be made by telephoning Dr. David C. Hoopes, 456-2943.

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WHITE HOUSE OFFICE SERVICES

Administrative Officer	456-6417
Chief Executive Clerk	456-2594
Curator's Office	456-2550
Doctor's Office	456-2182
East Wing Lobby	456-2867
Executive Office Building Manager and GSA Representative	456-2348
Executive Protective Service	395-2020
Presidential Documents, Weekly Compilations	456-2121
Press Office	456-2100
Press Release Office	456-2692
Receptionist's Desk, West Lobby	456-2605
Secret Service, Special Agent in Charge	456-2534
Social Office	456-2510
Usher's Office, Residence	456-2650
Visitor's Office	456-2200

SELECTED OFFICES WITHIN THE  
EXECUTIVE OFFICE OF THE PRESIDENT

Office of Management and Budget

ASH, Roy L.	Director of OMB and Assistant to the President for Manage- ment and Budget	456-6500
O'NEILL, Paul	Deputy Director	395-4840
-----	Associate Director for Natural Resources, Energy & Science	395-6180
OGILVIE, Donald	Associate Director for National Security & International Affairs	395-3864
-----	Associate Director for Human & Community Development	395-4742
SCOTT, Walter	Associate Director for Economics and General Government	395-4844
-----	Associate Director for Manage- ment and Organization	395-4747
MCOMBER, Dale	Assistant Director for Budget Review	395-4630
ROMMEL, Wilfred	Assistant Director for Legislative Reference	395-4864
PRESTON, Edward	Assistant Director for Executive Development & Labor Relations	395-4704
-----	General Counsel	395-4550
BONATATI, Robert	Assistant to the Director for Congressional Relations	395-3381
BALDWIN, Velma	Assistant to the Director for Administration	395-4790
LAITIN, Joseph	Assistant to the Director for Public Affairs	395-4854
JOHNSON, Edward	Assistant to the Director for Federal Drug Management	395-3574

Economic Policy Board

SEIDMAN, L. William

Executive Director and  
Assistant to the President  
for Economic Affairs

456-2335

EBERLE, William

Deputy Director for  
International Economic  
Affairs

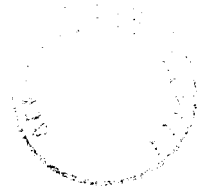
456-2694

-----

Deputy Director for Domestic  
Economic Policy

-----

Staff Coordinator for Domestic  
Economic Policy



Domestic Council

COLE, Kenneth R., Jr.	Executive Director & Assistant to the President for Domestic Affairs	456-6515
CAVANAUGH, James H.	Deputy Director	456-2861
RAOUL-DUVAL, Michael	Associate Director for Natural Resources	456-6560
HULLIN, Tod R.	Associate Director for Community Development	456-2384
SHEPARD, Geoffrey	Associate Director for General Government	456-2562
FALK, James	Associate Director for Inter- governmental Relations	456-6250
HENDRIKS, Warren, Jr.	Deputy to the Director	456-6570
ROSS, Norman, Jr.	Assistant Director	456-6554
SCHLEEDE, Glenn	Assistant Director	456-6556
NEEDHAM, Pamela	Staff Assistant to the Deputy Director	456-6776
SEMERAD, Roger	Staff Assistant to the Deputy Director	456-2743
BUCKLES, Andre	Staff Assistant (Community Development)	456-6233
MAY, F. Lynn	Staff Assistant (General Government)	456-6437

National Security Council

KISSINGER, Henry	Assistant to the President	456-2235
SCOWCROFT, Lt. General Brent	Deputy Assistant to the President for National Security Affairs	456-2235
FAZIO, James	Director, Situation Room	456-2291
DAVIS, Jeanne	Staff Secretary	395-3440
KENNEDY, Richard	Director for National Security Planning	395-4996
HORMATS, Robert D.	Director for International Economic Affairs	395-3393
LODAL, Jan	Director, Office of Program Analysis	395-4985
HORAN, Harold	Area Director - Africa and UN Affairs	395-5022
CLIFT, Dennis	Area Director - Europe	395-5607
OAKLEY, Robert B.	Area Director - Near East & South Asia	395-3330
ELLIOTT, David D.	Staff Director - Scientific Affairs	395-6965
LOW, Stephen	Area Director - Latin America	395-5004
SMYSER, Richard	Area Director - East Asia & Pacific	395-3345
SOLOMON, Richard	Area Director - Peoples Republic of China	395-3505
JANKA, Leslie A.	Press Liaison Officer	456-2255

White House Operations

RUMSFELD, Donald H.	Assistant to the President	456-6797
CHENEY, Richard B.	Deputy Assistant to the President	456-2147

Office of the Cabinet Secretary

-----	Cabinet Secretary	
RUSTAND, Warren S.	Director, Scheduling Office	456-6754
NICHOLSON, William	Deputy Director, Scheduling Office	456-2638
CAVANEY, Byron M., Jr.	Director, Advance Office	456-2535
O'DONNELL, Terrence	Aide to the President	456-2168

Office of the Staff Secretary

JONES, Jerry H.	Staff Secretary	456-2206
HOOPES, David C.	Deputy Staff Secretary	456-2943
FARRELL, Michael J.	Director, Visitor's Office	456-2322

Presidential Personnel Office

WALKER, William N.	Director	456-2996
WOODS, M. Alan	Deputy Director	456-2794
SPLANE, Beverly	Associate Director (Recruitment)	456-2785
-----	Associate Director (Human Resources)	
FEE, Curtis	Associate Director (Natural Resources)	456-2343
-----	Associate Director (National Security)	
-----	Associate Director (Economic Affairs)	
PATTERSON, Brad	Assistant Director (Administration)	456-2804
-----	Assistant Director (Boards and Commissions)	456-2950



Counsellor to the President (Marsh)

MARSH, John O., Jr.	Counsellor to the President	456-6585
-----	Executive Assistant to the Counsellor	
-----	Director, Office for Liaison with Former Presidents	

Office of Congressional Relations

FRIEDERSDORF, Max L.	Assistant to the President for Legislative Affairs	456-2591
KOROLOGOS, Tom C.	Deputy Assistant to the President for Legislative Affairs (Senate)	456-2711
-----	Deputy Assistant to the President for Legislative Affairs (House)	
O'DONNELL, Patrick	Special Assistant for Legislative Affairs (Senate)	456-2757
AINSWORTH, Gene	Special Assistant for Legislative Affairs (House)	456-2140
LOEN, Vernon C.	Special Assistant for Legislative Affairs (House)	456-2717
-----	Staff Assistant to Mr. Friedersdorf	



Office of Public Liaison

BAROODY, William J., Jr.	Assistant to the President for Public Liaison	456-6413
WEBSTER, Donald	Deputy Director, Office of Public Liaison	456-6246
MARRS, Theodore C.	Special Assistant to the President for Human Resources	456-2735
SCOTT, Stanley S.	Special Assistant to the President for Minority Affairs	456-2587
LINDH, Patricia	Special Assistant to the President for Women's Affairs	456-2715
DeBACA, Fernando E. C.	Special Assistant to the President for Hispanic Affairs	456-2701
KNAUER, Virginia H.	Special Assistant to the President for Consumer Affairs	456-2645
POWELL, Pamela	Director for Youth Affairs	456-6767
VICKERMAN, John	Director for Business and Trade Associations	456-6441
EVES, Jeffrey	Director for White House Conferences	456-6454
VALLIS, Wayne	Director for Planning and Research	456-2133
KEESLING, Karen	Director for Women's Programs	456-2663

Office of the Press Secretary

NESSEN, Ronald H.	Press Secretary to the President	456-2100
HUSHEN, John W.	Deputy Press Secretary to the President	456-2100
WARREN, Gerald L.	Deputy Press Secretary to the President	456-6623
MILTICH, Paul A.	Assistant Press Secretary to the President	456-2906
CARLSON, John	Assistant Press Secretary (Domestic)	456-2517
SAVAGE, Ed	Assistant Press Secretary (Foreign)	456-6594
DeCAIR, Thomas P.	Assistant Press Secretary	456-2100
SPEAKES, Larry	Assistant Press Secretary	456-2100
ROBERTS, John	Assistant Press Secretary	456-2100
THOMPSON, Louis	Assistant Press Secretary (Administration)	456-2100
KENNERLY, David H.	Personal Photographer to the President	456-2531
KELLEY, Robert	Staff Assistant	456-2876
WARDEN, Phil	News Summary Editor	456-2739
ROSENBERGER, Eric	Staff Assistant (Advance)	456-2816
SMITH, Thym	Staff Assistant	456-2100
COLLINS, Helen	Staff Assistant	456-6520
O'NEILL, Elizabeth	Staff Assistant (Correspondence)	456-2890

Counsellor to the President (Hartmann)

HARTMANN, Robert T.	Counsellor to the President	456-2299
-----	Executive Assistant to Counsellor Hartmann	
ANDERSON, Gwen	Deputy Assistant to Counsellor Hartmann	456-6024

Editorial Office

THEIS, Paul A.	Executive Editor	456-6573
FRIEDMAN, Milton A.	Deputy Executive Editor	456-2810
-----	Senior Editor	
ELLIOTT, Roland L.	Director of Correspondence	456-2276
WALDRON, Agnes	Director of Research	456-6507
HASEK, Eliska	Director, Office of Presidential Messages	456-2108

Office of the Counsel

BUCHEN, Philip W.	Counsel to the President	456-2632
AREEDA, Phillip E.	Counsel to the President	456-6611
CASSELMAN, William E. II	Counsel to the President	456-2293
LAZARUS, Kenneth A.	Associate Counsel to the President	456-6297
CHAPMAN, Dudley	Associate Counsel	456-6725



Other White House Offices

Office of the First Lady

HOWE, Nancy	Personal Secretary to the First Lady	456-2207
LAMMERDING, Nancy	Social Secretary	456-2927
WEIDENFELD, Sheila	Press Secretary to the First Lady	456-2164
PORTER, Susan	Appointments Secretary	456-2850

Office of the Military Assistant

LAWSON, Major General Richard	Military Assistant to the President	456-2150
GULLEY, William	Executive Assistant to the Military Assistant	456-2150
BLAKE, Lt. Col. Robert	Air Force Aide	456-2150
BARRETT, Major Robert	Army Aide	456-2150
TODD, Lt. Commander Stephen	Naval Aide	456-2150
SARDO, Lt. Col. America	Marine Corps Aide	456-2150

Office of the President

LEONARD, Mildred	Personal Assistant to the President	456-6210
DOWNTON, Dorothy	Personal Secretary to the President	456-2573

Office of the Vice President

Executive Office Building Office

Capitol Office

Senate Office

OTHER COMMISSIONS AND COUNCILS

Advisory Commission on Inter-governmental Relations

ANDERSON, Wayne                      Executive Director                      382-4951

Citizen's Action Committee to Fight Inflation

BLOCK, Edward                      Executive Director                      456-6466

Council of Economic Advisors

GREENSPAN, Alan                      Chairman                      395-5042

FELLNER, William                      Member                      395-5036

SEEVERS, Gary                      Member                      395-5046

Council on Environmental Quality

PETERSON, Russell                      Chairman                      382-5949

BUSTERUD, John                      Member                      382-1415

WILLARD, Beatrice                      Member                      382-1415

Council on International Economic Policy

EBERLE, William D.                      Executive Director and Special  
Representative for Trade  
Negotiations                      456-2694

DUNN, John M.                      Deputy Executive Director                      456-6435

Council on Wage and Price Stability

REES, Albert	Director	456-2306
BLUM, James	Deputy Director	456-6566

President's Foreign Intelligence Advisory Board

ANDERSON, Admiral George W., Jr.	Chairman	456-2215
BYERS, Wheaton	Executive Secretary	456-2533

Presidential Clemency Board

GOODELL, Charles	Chairman	456-2135
HORN, Robert	Executive Director	456-2954

Special Action Office for Drug Abuse Prevention

DuPONT, Robert	Director	456-6620
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Special Representative for Trade Negotiations

EBERLE, William D.	Executive Director and Special Representative for Trade Negotiations	456-2694
MALMGREN, Harold	Deputy Special Representative for Trade Negotiations	395-3206

PUBLIC INFORMATION OFFICES IN SELECTED  
EXECUTIVE DEPARTMENTS AND AGENCIES

Agriculture	447-5247; 447-6311
Commerce	967-3263
Defense	697-9312
HEW	245-1850 or 51
HUD	755-6688
Interior	343-6416
Justice	739-2028
Labor	961-2024
Transportation	426-4570
Treasury	964-5252
State Department	632-9606
ACTION	254-8388
Agency for International Development	632-8628
Bicentennial Commission	254-8007
Cabinet Committee on Opportunities for the Spanish Speaking	382-6601
Civil Service Commission	632-4588
Consumer Affairs	245-6975 or 76
Council on Environmental Quality	382-6173
Environmental Protection Agency	755-0700
Federal Aviation Agency	426-3883
Federal Energy Administration	961-6172; 961-6171; 961-6003
General Services Administration	343-7221
NASA	755-3828
National Endowment for the Arts	382-6064
Office of Economic Opportunity	254-5840
Office of Management and Budget	395-4854
USIA	632-4963; 632-4958
Veterans Administration	389-2443



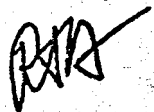
SENIOR STAFF

THE WHITE HOUSE

WASHINGTON

January 22, 1976

MEMORANDUM TO THE SENIOR STAFF

FROM: ROBERT T. HARTMANN 

This memorandum is to inform you of changes approved by the President in the staff under my supervision.

1. Douglas Smith will serve as my Acting Executive Assistant and Deputy in the West Wing in the place of Jack Calkins, who has resigned in view of his nomination as Republican candidate for Congress in New York.
2. Robert Orben has been appointed Special Assistant to the President and Editor of the Speech Communications office.
3. Milton Friedman, the President's senior speechwriter, will continue as Deputy Editor of that office. In addition, he will serve as my special assistant.
4. Gwen Anderson will continue as my Deputy Assistant and will have administrative responsibility for the Research and Presidential Message offices.
5. Roland Elliott will continue to have responsibility for the Correspondence section.

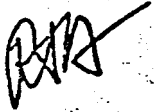
In order to achieve greater coordination, all requests and interoffice memoranda should be addressed to me at my West Wing office and will be forwarded to the appropriate office for action. One exception to this will be urgent communications regarding Presidential speeches which may be directed to Mr. Orben in the EOB with an information copy to me.

cc: Mr. Cheney  
Dr. Connor  
Mr. Nessen  
All staff members concerned

THE WHITE HOUSE  
WASHINGTON

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cc: Mr. Cheney  
Dr. Connor  
Mr. Nessen  
All staff members concerned

February 3, 1976

MEMORANDUM TO: JACK MURPHY, NSC

FROM: DOUG SMITH, MR. HARTMANN'S OFFICE

SUBJECT: Proposed Revision to NSC Staff  
Procedure...

It is suggested that subparagraphs "d" and "e" be revised as follows:

- d. All memoranda to the Secretary and the President must have the statement: "Counsellor Hartmann has cleared the text of the proposed letter (message/statement)," only if Counsellor Hartmann has personally cleared the letter. If someone in Counsellor Hartmann's office has cleared the letter, the statement should read: "                     of Counsellor Hartmann's office has cleared the text of the proposed letter (message/statement)." Mr. Orben, Mr. Smith and Mr. Friedman are authorized to clear in Mr. Hartmann's absence. The simple statement, "Counsellor Hartmann concurs" is unacceptable.
- e. The above does not apply to Presidential messages going to domestic (ethnic) organizations and groups. Requests for such messages ordinarily come into Gwen Anderson's office and are routed to State for a draft message. The draft message is then sent to the NSC Secretariat who forwards them to the appropriate NSC Staffer for review. After an expeditious review the NSC Staffer should prepare a Davis to Anderson memo forwarding the draft message for Presidential signature. These draft messages need not be cleared with Counsellor Hartmann or his office. Mrs. Anderson will determine whether or not a Hartmann clearance is necessary.

DJS:nm



NATIONAL SECURITY COUNCIL

Jan 28, 1976

MEMORANDUM FOR: ROBERT ORBEN

FROM

 Jack Murphy/3723

SUBJECT: Proposed Revision to  
NSC Staff Procedure...

We are redoing our staff procedure on clearances. Please look this over, & especially the attachment which came via Mr. Hartmann's office. You may have made/or are making changes we should be aware of before issuing new staff instructions.

Return to me in Room 385. Thanks.

OK. R.O.

*Redo*

NSC/SP-12D  
August 1, 1975

STAFF PROCEDURE

Clearance Procedures for  
Letters, Messages, Statements  
Submitted for Presidential Signature

Material submitted for the President's signature must be cleared by the President's editorial staff prior to submission to ~~Secretary Kissinger~~ <sup>Brent Scowcroft</sup>. The following procedures apply:

- a. Please note the attached White House memorandum on requests for editorial office material. The form provided should be used to the maximum extent possible. Talking points for private meetings should not be cleared with the editorial staff. The following categories should be submitted for clearance:

- Speeches
- Toasts
- Public remarks
- Letters
- Proclamations
- Messages to Congress

- b. However, in lieu of the above, a double-spaced draft will be submitted by the drafter, covered by a brief chit giving the drafter's name and telephone number. This chit should indicate whether a telephone clearance is required. Copies of the original or other backup correspondence need not be provided unless they are considered essential. This package need not go through the Document Control Unit of the Secretariat unless for some reason the entire file is referred.

- c. The cleared draft will be returned to the drafter with the clearance indicated unless telephone clearance has been requested.

- d. All memoranda to the Secretary and the President must have the statement: "~~Paul Theis~~ <sup>Conrad H</sup> has cleared the text of the proposed letter (message/statement)," only if ~~Paul Theis~~ <sup>Conrad H</sup> has personally cleared the letter. If someone in ~~Theis'~~ <sup>Conrad H's</sup> office has cleared the letter, the statement should read: "~~Paul Theis'~~ <sup>Conrad H's</sup> office has cleared the text of the proposed letter (message/statement)." The simple statement, "~~Paul Theis~~ <sup>Conrad H</sup> concurs" is unacceptable.

*Robert ORBEN*

*of Conrad H's office*  
*(Mr. Orban, Mr. Smith and Mr. Friedman are authorized to clear in Mr. H's)*

Gwen Anderson

e. The above does not apply to Presidential messages going to domestic (ethnic) organizations and groups. Requests for such messages ordinarily come into ~~Eliška Hasek's~~ office and are routed to State for a draft message. The draft message is then sent to the NSC Secretariat who forwards them to the appropriate NSC Staffer for review. After an expeditious review the NSC Staffer should prepare a Davis to ~~Hasek~~ memo forwarding the draft message for Presidential signature. These draft messages should not be cleared with ~~Paul Theris~~ or his office. Miss Hasek will determine whether or not a ~~Theris~~ clearance is necessary.

Anderson

Hartman

msA

Com H

need

Attachment

THE WHITE HOUSE  
WASHINGTON

March 20, 1975

MEMORANDUM TO: Lt. GENERAL SCOWCROFT  
FROM: ROBERT T. HARTMANN *RTH*  
SUBJECT: Requests for Editorial Office  
Material

The attached form is designed to expedite requests by staff members for material to be used by the President in either spoken or written form.

If the President is scheduled for remarks or needs talking points or other material for an event in which you are involved, please complete this form and get it into the hands of Paul Theis in Room 115 OEOB as far in advance of the date of Presidential usage as possible.

Please feel free to Xerox additional copies of this form so you will have a supply on hand to use as the need arises. Or call extension 6573 and we'll send you over a supply to use.

Thanks.

Attachment

REQUEST FOR EDITORIAL OFFICE ACTION

*ROBERT ORBEN*

TO: ~~PAUL A. THEIS~~

FROM: \_\_\_\_\_

ACTION REQUESTED:

- Speech     Brief remarks     Talking points  
 Article     Script     Toast  
 Message     Other \_\_\_\_\_

Event or publication for which Presidential material is requested \_\_\_\_\_

Date, time and place of use \_\_\_\_\_

Time/word length of requested material \_\_\_\_\_

Suggested theme \_\_\_\_\_

Basic research/speech material furnished with this request (please attach)

Persons to contact for additional information \_\_\_\_\_

Additional comments \_\_\_\_\_



February 17, 1976

MEMORANDUM TO: ROBERT T. HARTMANN  
FROM: DOUGLAS J. SMITH

This is to report and summarize my efforts to get answers to the matters addressed by your memorandum of February 5, 1976.

On February 5, copies of your memo were delivered to Mr. Cheney and Dr. Connor. Dr. Connor read it in my presence and immediately commented that he could not agree to the requested salary increase for Gwen. He felt that the \$10,000 increase was too large. I responded that I was merely delivering Mr. Hartmann's memo and that I was not authorized to bargain on the matter. However, I pointed out that the increased responsibility and comparable salary levels would certainly justify the increase. After some more discussion, Dr. Connor said, "I'll tell you what, I'll go \$33,500" (which amount would raise her \$103.00 above the salary of Agnes Waldron, whom Gwen is supervising).

I expressed some concern that this would amount to mere tokenism, when in fact the thrust of Mr. Hartmann's memo was to point out that Gwen's responsibilities, experience and ability justified the salary level requested. After some more good-natured banter, Dr. Connor asked what else I had. I mentioned two other personnel requests, one for a position change for Gail Raiman and the other a pay grade increase for Elizabeth Nolan which had been requested by Roland Elliott and approved by Mr. Hartmann.

The next day I saw Dr. Connor regarding an unrelated personnel matter. Apparently assuming that I was inquiring further on the promotion for Gwen, he said "\$33,500 and not a penny more," adding later, "I can wrap it up for \$33,500 and we won't have to go any higher up." I said I would pass the information on to Mr. Hartmann. While we were on the subject, I asked about the various other matters raised in Mr. Hartmann's request. Dr. Connor said that all of the persons involved had adequate titles, that "they" were trying



to refrain from issuing further titles such as "Special Assistant to the President", and that the actual number of Presidential Commissions outstanding was being reduced rather than increased. I pointed out that your memo did not request a specific title but merely one that was mutually considered "appropriate."

On February 9, Dr. Hoopes mentioned to me that he had been asked by Dr. Connor to implement the decision on Gail Raiman but stated that the title of Staff Assistant as requested was inappropriate because only persons of GS-12/13 level or higher were assigned that title. I said I was not aware of that and, in fact, Miss Raiman was being given a vacant "Staff Assistant" position (but not the full pay) of a staff member (Miss Hosmer) who resigned. I explained then that the purpose of the request was to better reflect a change in function and status rather than an attempt to obtain a pay raise. However, he suggested that some other title might be more appropriate. Two or three other possible titles were suggested as possibilities, and I told him to process it and I would talk to Mr. Hartmann.

On February 11, a series of short memos were received from Dr. Hoopes' office indicating that for various technical reasons regarding Civil Service regulations the step in grade increase requested for Gail could not be effected.

On February 11 I talked again with Dr. Connor. I indicated that in view of the obvious problems of continuing a management situation where the two persons supervised had higher salaries than did Gwen, Mr. Hartmann would like to get that point settled and thus would accept the minimum pay increase which he had suggested. I further mentioned that as to the other matters dealt with in Mr. Hartmann's memo, we could defer consideration of those for now. He responded that he would "bring it up." I said we would like to have an answer soon since another pay period had gone by.

Attempts to discuss the matter further with Dr. Connor were unavailing until February 16 at 5:45 p.m. when I called him out of Mr. Cheney's office and asked him about Gwen's pay raise. He said, with sad face, that the answer was "no." I asked him "what did he mean no?" He said he would explain later after the meeting, which he said should be 15 or 20 minutes. I indicated that I would wait, which I did for 2-1/2 hours.

(MORE)



At 8:15 p.m. I met Dr. Connor in his office. After exchanging brief pleasantries, I asked him about Gwen's raise. He said the raise for her was not approved. I expressed dismay inasmuch as he had agreed readily to the lesser figure. I asked him what could be the reason for his change of mind. He said "no reason was given but I'm told that it had been disapproved at the highest level." I reiterated it was very bad policy to have a supervisor paid less than those supervised. He disagreed with that proposition and asked whether that was the right job for Gwen. I indicated that was Mr. Hartmann's business and he evidently felt that it was. I asked why the query. He mentioned that he thought there was some friction "over there." I said do you mean between Eliska and Gwen and between Agnes and Gwen? He said "Well, those are the two she supervises." I indicated that such an eventuality would not be a surprise since one purpose of the reorganization was to improve the services for which Eliska and Agnes had previously been responsible. I suggested the problem might be with them rather than with Gwen, to which he replied "Well then, you should have gotten rid of them before this." I ended this conversation by saying that I believe Mr. Hartmann had confidence in Gwen's ability. I then changed the subject to the request for Gail's change in status. He expressed surprise that there had been any problem, indicating that he had approved that on February 5. I told him that Dr. Hoopes had found some difficulties with the title and other technical problems with the change. He expressed surprise at that, stating that there would be no problem in straightening the matter out.

I then asked him about the pay raise for Elisabeth Nolan in the Correspondence Unit. He said he was not aware of any problem, and said that if I had heard nothing from his office then the pay raise had been approved.

I twice asked him if he would respond to Mr. Hartmann's written memo in writing. He avoided a direct reply and suggested I relay the decision to you as it had been relayed to me.

DJS:nm





February 17, 1976

MEMORANDUM TO: ROBERT T. HARTMANN

FROM: DOUGLAS J. SMITH

This is to report and summarize my efforts to get answers to the matters addressed by your memorandum of February 5, 1976.

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I expressed some concern that this would amount to mere tokenism, when in fact the thrust of your memo was to point out that Gwen's responsibilities, experience and ability justified the salary level requested. After some more good-natured banter the discussion ended.

The next day I talked to him regarding an unrelated personnel matter. Apparently assuming that I was inquiring further on the promotion for Gwen, he said "\$33,500 and not a penny more," adding later, "I can wrap it up for \$33,500 and we won't have to go any higher up." I said I would pass the information on to you. While we were on the subject, I asked about the various other matters raised in your memorandum. Dr. Connor said that all of the persons involved had adequate titles, that they were trying to refrain from issuing further titles such as "Special Assistant to the President", and that the actual number of Presidential Commissions outstanding was being reduced rather than increased. I pointed out that your memo did not request a specific title but merely one that was mutually considered "appropriate."



On February 11, I talked again with Dr. Connor. I indicated that in view of the obvious problems of continuing a management situation where the two persons supervised had higher salaries than did Gwen, you would like to get that point settled and therefore would accept the pay increase which he had suggested. I further mentioned that as to the other matters dealt with in Mr. Hartmann's memo consideration of those could be deferred for now. He responded that he would "bring it up." I said we would like to have an answer soon, since another pay period had gone by.

Attempts to discuss the matter further with Dr. Connor were unavailing until February 16 at 5:45 p.m. when I called him out of Mr. Cheney's office and asked him about Gwen's pay raise. He said, with sad face, that the answer was "no." I asked him "what did he mean no?" He said he would explain later after the meeting, which he said should be 15 or 20 minutes. I indicated that I would wait, which I did although the meeting lasted until after 8 p.m.

At 8:15 p.m. I met Jim in his office. After exchanging brief pleasantries, I asked him about Gwen's raise. He said the raise for her was not approved. I expressed dismay inasmuch as he had himself suggested the figure. I asked him what could be the reason for his change of mind. He said "no reason was given but I'm told that it had been disapproved at the highest level." I reiterated it was very bad policy to have a supervisor paid less than those supervised. He disagreed with that proposition and asked whether that was the right job for Gwen. I indicated that you had carefully considered the matter and evidently felt that it was. I asked why the query. He mentioned that he thought there was some friction "over there." I asked whether he meant friction between Eliska and Gwen and/or between Agnes and Gwen? His reply was "Well, those are the two she supervises." Without exploring the factual truth of his assertion I indicated that such an eventuality would not be a surprise since one purpose of the reorganization was to improve the services for which Eliska and Agnes had previously been responsible. I also suggested that if there was such a problem it might be with them rather than with Gwen, to which he replied "Well, then you should have gotten rid of them before this." I ended this conversation by saying that I believed you had full confidence in Gwen's ability.

I then asked him if he would respond to Mr. Hartmann's written memo in writing. He avoided a direct reply and



suggested I relay the decision to you as it had been relayed to me. I took this to mean orally, but thought it would be helpful to put down a running account of the slightly mystifying train of events.

DJS:nm



ADMINISTRATIVELY CONFIDENTIAL

THE WHITE HOUSE

WASHINGTON

February 23, 1976

MEMORANDUM FOR ROBERT T. HARTMANN

FROM: GWEN ANDERSON *GA*

SUBJECT: INFORMATION RETRIEVAL

Looking ahead, I think there's a lot we can do to beef up our research/information retrieval operation here at the White House. As you know, the Republican National Committee has an information retrieval system. Basically, the system permits the filing of information on microfilm with a machine-readable code that can make the data immediately and accurately retrievable (either for viewing on a big screen or for print-out purposes on paper).

At the moment, the RNC has about two million items on film, mostly concerned with the opposition. There is a backlog of one million items that are currently being processed and will be on film within the next two or three months. Once the Committee has completed this, it expects that its turn-around time on clipping, xeroxing, coding, filming and development will be one week or less.

For the most part, the material presently put into the information retrieval system is from newspapers (the Committee subscribes to 80 newspapers, including at least one from each of the 48 mainland States), magazines, the Congressional Record, press releases and transcripts of such TV interview programs as Meet the Press. But other information can be added, of course.

At the moment, the RNC has two copies of the microfilm made up -- one for day-to-day use and one as a safety copy that is stored in a bank vault. The RNC is willing to arrange for a third copy for our use of already filmed material and material yet to be filmed. All we need to become involved is the equipment.

ADMINISTRATIVELY CONFIDENTIAL



*1377*  
*J. Conner*  
*in your*  
*conclusion*  
*3/5/76*  
*Returned orig.*  
*To Gwen.*  
*mm*

The following is the itemized cost of the equipment:

1 - Miracode II Microfilmer	\$12,079.00
1 - Column Extension Kit, Model 2	479.40
1 - Miracode II Encoder	4,982.00
1 - Extension Shelf	<u>108.10</u>
TOTAL:	\$17,648.50

E. P. P. \$891.00 per year

1 - Miracode II Retrieval Terminal (with printer adapter)	7,379.00
1 - Miracode Mod 18 Controller	11,891.00
1 - Miracode II Response Monitor	700.30
21 - 28X Lens Kit	117.50
1 - Recordak Microstar Zoom Kit	258.50
1 - Printer, Model ERG	1,377.10
1 - Print Platen	126.90
1 - Retrieval Station Console	244.40
2 - Retrieval Station Shelves (side) (at 61.10 each)	122.20
1 - Retrieval Station Shelf-Front with clear insert	61.10
1 - Access File Console	98.70
1 - Access File Base & top	49.80
6 - Access File Modules, Type 16-60 (at 35.70 each)	<u>214.20</u>
TOTAL:	\$40,289.20

E. P. P. \$1,342.60 per year

1 - Prostar /w Double Speed Kit	5,155.90
1 - VRU Rack	159.80
1 - Thermostatic Mixing Valve	296.10
1 - Cabinet Sink	639.20
1 - Cabinet Stand	239.70
1 - Processed Film Inspection Kit	<u>258.50</u>
TOTAL:	\$ 6,749.20

GRAND TOTAL: \$49,272.00



The film and film magazine costs between \$6.00 and \$7.00. There is approximately 100 feet of film on the film magazine, and each magazine carries roughly 1,500 - 2,000 frames.

CONCLUSION: At this time, with things rather hectic around the White House, I feel that it is not feasible to make the transition to Micracode II. To adopt such a system would require an orchestrated educational process of our research staff and volunteers on coding and the use of the equipment. Such a process would take time as well as create confusion.

Thus, I feel that we should consider Miracode II or a similar system around the first of the year (January, 1977) because now it would be too disruptive and not enough time to make it an effective system between now and the election.

[March 1976?]

MEMORANDUM FOR THE PRESIDENT ONLY

From: Robert T. Hartmann

Subject: Reorganization of staff under my supervision.

*Leave one page*

The purpose of this memo is to advise you of the progress of the reorganization plan which I undertook with your approval last November, and which is almost complete except for some inexplicable delays and difficulties which I have encountered over the past month or so. I apologize for the length and detail of this report, which I have deliberately refrained from bringing to your attention until the crucial primaries were finished. But I have reluctantly concluded that the matter can only be resolved successfully with your assistance and direction, and feel you should be aware of all the factors involved as I see them.

- 2 -

In my judgment few things are more important to your success as President and as a candidate for a full four-year mandate than the words you speak and your success in communicating your convictions and purposes to the American people. I have made this my priority concern from the moment you were nominated to be Vice President and I will give it my best ability and utmost effort as long as you want me to ~~and I have the health to continue.~~

Last November 3, in fact the morning after you made major changes in your "team", I told you I had been inspired by your decisive example to undertake a reorganization of that portion of the White House staff assigned to my supervision, with which we had both become increasingly unsatisfied. I outlined the general changes I deemed necessary to produce higher quality drafts of speeches and Presidential papers during the critical upcoming year, within the severe constraints of a personnel cutback that was putting increasing pressure on me personally.

From a Nixon Administration total of over 60, I had cut personnel back to an overall total of 50 allocated by Don Rumsfeld at the start of 1975, and 50 was where we stood at midyear when you directed a further cut to 41. We reached that figure by November, though only by keeping 5 people on detail

or per diem status. It was apparent to me that we could not carry the increased workload of an election year within a ceiling of 41 unless, as you suggested, we depend to some extent on detailees and, in addition, I changed the staff structure to divide the workload more equitably and also made personnel changes to eliminate the drones, replacing them with new and eager recruits. We discussed some areas of weakness and you directed me to go ahead.

On your return from Paris November 18, I showed you a rough chart (Chart "A", attached) which I had worked out to provide a single chain of responsibility instead of the two-headed deputy system of Calkins and Theis. I told you of my selection of Doug Smith for the AA position under Calkins as a single Deputy, my intention of putting Gwen Anderson in charge of Research and Written Messages, which had little policy supervision previously but functioned as independent little fiefdoms, and of making Bob Orben, as soon as a place could be found for Paul Theis, the editor of the spoken word working much more closely with me on future speeches. We would also gradually replace all the writers and/or editors except Milt Friedman and Pat Butler with new writers on a tryout basis. You agreed with this course and told me to discuss it with Dick Cheney which I promptly did, keeping him and <sup>or</sup> Jim Connor ~~fully~~ advised of details as they developed. They appeared to be thoroughly in accord and completely cooperative, which was most encouraging to me.

Doug Smith came over from the Pentagon on Nov. 26 in a detail status, pending his security clearance. During the Thanksgiving weekend and our China trip, I told him to make an outsider's unbiased survey of all the people and functions in my shop, ostensibly for familiarization, but in fact to give me his independent recommendations on what needed to be done before acquiring mine or any other in-house prejudices. His conclusions were very similar to our suspicions, but he did discover the immense volume of written stuff upon which Theis had imposed only cursory editorial or policy judgment, as a result of which much was poorly written and sometimes potentially embarrassing. He felt this area needed strengthening, but ~~we~~ <sup>we agreed</sup> that speechwriting had to be our first priority. I set up a screening committee of Smith, Orben and Friedman to select and interview new writers for my final approval. I worked with Jim Connor to find

places for Theis, Casserly and the others who were leaving. I advised the department heads of the new organization (Chart "A") to take effect after Christmas, with Calkins shown as my single Deputy <sup>but</sup> ~~and~~ Theis still <sup>listed</sup> as speech editor. Everything seemed to be working out fine, and I turned my attention to the State of the Union and resting up for it.

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I will not burden you with ~~any of my sad stories~~ <sup>all of my sad stories</sup>, but ~~three~~ <sup>three will</sup> ~~cases~~ serve as examples.

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March 16, 1976

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SUBJECT: REORGANIZATION OF STAFF UNDER MY SUPERVISION.

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Dick Cheney has just come to me, however, with the astonishing proposal that because the political functions of my office, formerly handled by Jack Calkins, Gwen Anderson, Susan Hosmer, and one or two secretaries have been taken over by Rog Morton, 5 personnel positions would have to be taken away from my total ceiling of 41 leaving me only 36.

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He countered that the political functions formerly performed by Calkins, et al were now Rog Morton's, and that he already had a staff of 7 and these numbers would have to be taken away from other staff departments, adding that I would have to make my case to the President if I so desired. I said that I had been trying to avoid burdening the President with this, indeed trying to leave the details to Doug Smith and Jim Connor, and hoped the matter could be resolved by reasonable discussion and compromise at the staff level. He said he thought the President would have to make





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I am enclosing a diagram showing the 41 people presently working under my supervision and the changes effected since last November. I will supply a copy of this memorandum and chart to Dick Cheney and to Doug Smith who will be in charge in my absence.

First, allow me to recapitulate how this reorganization began and relate some of the progress and problems which I have encountered. I apologize for the length of this paper but I believe it involves fundamental questions of crucial importance not merely to my ability to serve you well but primarily to your own future.



In my judgment few things are more important to your success as President and as a candidate for a full four-year mandate than the words you speak and your success in communicating your convictions and purposes to the American people. I have made this my priority concern from the moment you were nominated to be Vice President and I will give it my best ability and utmost effort as long as you want me to.

Last November 3, in fact the morning after you made major changes in your "team", I told you I had been inspired by your decisive example to undertake a reorganization of that portion of the White House staff assigned to my supervision, with which we had both become increasingly unsatisfied. I outlined the general changes I deemed necessary to produce higher quality drafts of speeches and Presidential papers during the critical upcoming year, within the severe constraints of a personnel cutback that was putting increasing pressure on me personally.

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I have already taken far too much of your time with this for which I again apologize. You may recall that when we first discussed this reorganization last November, I asked for very explicit assurance of your backing before I started so that I could go all the way without *hathalwalbeings* changed on me in the middle of the game. I believe that is what is now being tried, and while I appreciate Dick Cheney's dilemma it comes a little *late to see it set by at my expense*.

What this all boils down to is whether I can continue to upgrade the quality and product of people in the area assigned to me in my own way, subject to your overall direction and within a fixed quota, and exercise the necessary discipline in my area by rewarding those who perform well and getting rid of the drones, without being obstructed or overruled by those who disagree with my reorganization decisions. I am appealing, therefore, for your reaffirmation of the general restructuring as shown on the master chart and the total number of 41 under which I have proceeded in good faith thus far.



I believe it is also urgent that Doug Smith be brought on board without further delay, with the same status and salary as Jack Calkins as I understood you to agree in January. This is required to give him the authority as a regular Deputy on the White House staff to administer on my behalf the functions that are my responsibility and free me for concentrating on the things I do best in the coming year.

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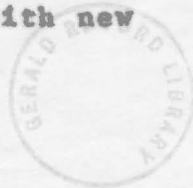


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THE WHITE HOUSE

WASHINGTON

August 31, 1976

MEMORANDUM TO WHITE HOUSE STAFF

FROM: ROBERT T. HARTMANN



1. In order to coordinate fully the work of the Speech, Research and Presidential Messages and Correspondence sections, I have designated Mr. Douglas J. Smith as my Deputy with authority to act on my behalf in all matters except those personally assigned me by the President. To the extent this enables me to concentrate on the President's priority needs the cooperation of all members of the staff with Doug will be deeply appreciated.
2. A current organization chart is attached.

Neta Messersmith  
Pers. Secy.

ROBERT T. HARTMANN  
Counsellor to  
the President

Gail Raiman  
Pers. Asst.

Susan Philpott  
Secy to Mr. Smith

DOUGLAS J. SMITH  
Deputy to the  
Counsellor

