

**The original documents are located in Box 132, folder “Rumsfeld, Donald, 1974” of the Ron Nessen Papers at the Gerald R. Ford Presidential Library.**

### **Copyright Notice**

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material. Ron Nessen donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections. Works prepared by U.S. Government employees as part of their official duties are in the public domain. The copyrights to materials written by other individuals or organizations are presumed to remain with them. If you think any of the information displayed in the PDF is subject to a valid copyright claim, please contact the Gerald R. Ford Presidential Library.

9/24

*Rumsfeld*

THE WHITE HOUSE  
WASHINGTON

DRAFT RUMSFELD ANNOUNCEMENT FOR RON NESSEN

The President has asked me to announce today that he will appoint Donald ~~Rumsfeld~~ Rumsfeld as Assistant to the President to coordinate White House operations. Ambassador Rumsfeld will have Cabinet rank, and will assume his duties on Friday.

The President is very pleased that an individual of Ambassador Rumsfeld's stature and wide-ranging experience has agreed to take on this important assignment in the White House. Prior to becoming U.S. Permanent Representative on the Council of the North Atlantic Treaty Organization ~~in February 1973~~ in February 1973, he served from 1969 to 1973 as Director of the Office of Economic Opportunity, Counsellor to the President and Director of the Cost of Living Council. From 1962 to 1969 he served as a member of Congress from the 13th District of Illinois.

We have provided you with ~~some~~ further information on Mr. Rumsfeld.



For the time being Mr. Rumsfeld will continue to serve as Ambassador to NATO. The President plans to nominate a successor in the near future.

As Assistant to the President Ambassador Rumsfeld will succeed General Alexander M. Haig, Jr., who will be departing this week for a ~~one-month~~ <sup>short</sup> vacation before taking command of US and NATO forces in Europe.

[9/30/74?]

Q AND A  
RUMSFELD APPOINTMENT AS ASSISTANT TO THE PRESIDENT

Q. What will Rumsfeld's title be?

A. Assistant to the President.

Q. Will he have Cabinet rank?

A. Yes.

Q. How much will he be paid?

A. \$42,500.

Q. What will his duties be?

A. Essentially, he will coordinate all White House operations. There should be a single person that coordinates ongoing operations, and Ambassador Rumsfeld will be this person.

Q. Are these the same duties as Haig's?

A. Mr. Rumsfeld will assume responsibility for the administration and coordinating functions that General Haig has performed for President Ford.

Q. Does this mean that President Ford has now endorsed the Nixon staff system of rigid controls and limited access?

A. Each President sets the style in these matters. President Ford likes to have the benefit of many views and, as you have seen, he has met frequently with the senior staff, Cabinet Officers, Congressional leaders, as well as leaders of various organizations in the private sector. His working style will be in no way affected by the appointment of Ambassador Rumsfeld. Rumsfeld's duties will be to see that this process goes smoothly and that those decisions that are made are followed up in the correct way.

Q. When does he begin?

A. Ambassador Rumsfeld will return to Washington Thursday afternoon and assume his responsibilities Friday morning.

Q. When does General Haig depart?

A. We expect General Haig will depart Friday for a short vacation. He will, of course, be available to assist and advise Ambassador Rumsfeld as needed and has already had lengthy exchanges with Ambassador Rumsfeld on the position. *Talked by protocol.*  
*both last Sunday and during the early transition period when he headed the Transition Team.*

Q. Given the publicized views that there would be no Chief of Staff, why has President Ford brought in such a heavyweight to replace General Haig?

A. *Pres wanted Rumsfeld.*  
While there will be many people who will interact with the President, the job of staff coordination is an extremely important one and it is a necessity in the complex Federal system.

Q. What happens to General Haig's staff?

A. General Haig had a very small staff. Colonel Joulwan will remain with General Haig for a brief period as he assumes his new duties. How ultimately Ambassador Rumsfeld/organizes his office is certainly up to him.

Q. Will the Nixon staff system survive?

A. It will be the Ford system.

Q. Why now has there been a change in concept on how to organize the staff?

~~Q.~~ Have there been so many errors that the President has been forced back into a Chief of Staff organizational concept?

A. No, not at all. Ambassador Rumsfeld will be performing a valuable role of coordinating the staff activities. And this has always been seen as an important and necessary activity. As Assistant to the President, of course, he will not limit the access of other staff members or the Cabinet to the President.

Q. Who will replace Ambassador Rumsfeld at NATO?

A. His replacement will be announced very soon.

Q. Isn't the President worried about appointing a politician who has his eye on holding elective office in the future to this sensitive role? Can he be an honest broker of views?

A. Ambassador Rumsfeld without doubt will serve the President loyally. He

*He is  
at  
Pres's  
Confidant.*  
Q. *il  
ctivity.* has no conflict of interest. *Fulfilled a number of high level  
posts in government. I don't know what his political  
ambitions are?*

Q. Ambassador Rumsfeld is considered to be a liberal. Does his appointment mean that President Ford is continuing to liberalize his Administration?

A. Ambassador Rumsfeld has been appointed by the President because of his unique abilities and experience in the Government. His appointment in no way will affect the President's philosophy of government.

[9/30/74?]

RUMSFELD-HAIG

Q: Why give Cabinet rank to Rumsfeld when Haig did not have it?

A: Don had Cabinet rank when he was in the White House before. The President wanted him to have Cabinet rank.

-----

Q: Could you give some examples of what ~~coordination~~ means?

A: For instance, if the President has a meeting with (just as an example) Roy Ash, and makes a decision, Rumsfeld will make sure the decision reaches the appropriate agencies and is carried out.

-----

Q: What do you mean that he is going to make sure the best use is made of the President's valuable time?

A: Right now there are 115 urgent requests for meeting with the President. Don will have to weigh and give priority to those requests and schedule them into the President's day.

-----

Q: Does that mean he is going to keep people out of the office?

A: Of course not. The President already indicated he wants to see a wide range of people. Don will just do the scheduling at the most appropriate time.

Look at the President's schedule for the past 2 weeks. Nobody is keeping visitors away from the President.

-----

Q: Can you give any other examples of what coordination means?

A: Well, for instance Don will make sure the President is briefed properly before all of his meetings so that the President knows the issues and participants and make sure the President has in front of him all the options available on each issue -- not just the views of one man.

Rumsfeld-Haig (con.) (p2)

Q: How come Don is only spending 2 days with Haig before taking over the job?

A: Don has already been in the White House previously and knows something about the operation. He worked on the Transition Report, of course, And he has been in constant contact with Al Haig in recent days. They met last weekend. They talked on the phone since Don went back to Brussels. General Haig will be available to help Don as he takes over his new duties.

-----

Q: Doesn't Don's appointment go against the recommendation of the Transition Report?

A: No, this essentially was the recommendation of the Transition Report -- that there be a coordinator.

-----

Q: The President said Haig would stay on for the duration. What changed his mind?

A: General Haig expressed his desire to return to military life and the President agreed.

-----

Q: Wasn't Al really pushed out of here by the Ford staff members?

A: No, he wasn't. The President asked Al to stay, as you know, but the General did want to return to military life.

*[Handwritten scribble]*

Rumsfeld-Haig (con.) 3

Q: What about all these stories concerning friction between Haig and the Nixon people, and the Ford people?

A: I've seen some of those stories. These kinds of stories appear during any transition period between Administrations, but by in large the cooperation between the Ford people and General Haig has been excellent.

-----

Q: Is this the start of a housing cleaning of all the Nixon people?

A: No. Each case will be dealt with on an individual basis.

-----



OFFICE OF THE WHITE HOUSE PRESS SECRETARY

---

THE WHITE HOUSE  
PRESS CONFERENCE  
OF  
DONALD RUMSFELD  
ASSISTANT TO THE PRESIDENT

THE BRIEFING ROOM

11:59 A.M. EDT

MR. NESSEN: I would like to introduce to you, for some things he would like to say to you and for your questions, the Assistant to the President, Ambassador Rumsfeld.

MR. RUMSFELD: Greetings. It is a pleasure to be here. I thought what I would do is just make a very brief remark and then I will be happy to respond to your questions.

We received a number of calls from the press, and I have been on the job now about 3 hours and 58 minutes, and I thought rather than spending all of my time during this first day or two responding that it might be useful to visit briefly now and give people a chance to pose some questions, if that is your wish.

I have been asked to and have accepted this post as Assistant to the President. For the period immediately ahead, I am continuing as Ambassador to NATO.

As you know, the President has announced a nomination for the successor, and I expect to be going back to Brussels sometime in October to wind up my responsibilities there.

The post that I have been assigned is to assist in the task of coordination of White House operations. My preference and my desire and my intention during this early period is to tackle that job, attempt to fulfill the responsibilities that the President has assigned me, and to work to see that the Ford Presidency goes forward.

There is a great deal of work to do. There is a new budget for the next year. There is a legislative program. The President has indicated that he wants an orderly decision-making process in the White House. He has charged me with the responsibility of assisting him in seeing that that is achieved.

MORE

I have one thing that I have asked of the President and will try to adhere to. I know it will be difficult, but I have suggested to him, and he has agreed, that for the period immediately ahead I feel it is desirable for me to dig in on my responsibilities, to -- probably to the extent I am able -- avoid deeply enmeshing myself in substantive questions and attempting to see that the general operations are fully coordinated and that the procedures and the decision-making process here in the White House proceeds on a basis that is orderly so that the decisions of the office of the Presidency can be made.

I will be happy to respond to your questions.

Q Mr. Ambassador, do you feel that candor suffered any ills in the manner in which your position was handled by the White House; specifically, the fact that General Haig was supposed to stay on for the indefinite duration and you expressed great reservations about taking this position, and yet apparently from the onset this change was planned?

MR. RUMSFELD: It is not correct from the onset that this change was planned. It is my understanding, which is admittedly incomplete -- and I don't want to try and answer a number of questions about the discussions that took place between General Haig and the President -- but insofar as I understand it, the President did ask General Haig to stay on.

General Haig expressed a desire to return to military service, and within a very recent period the President agreed to that. If there is something beyond that, I am not aware of it.

I can speak for myself, however, and I had the assignment, of course, of coordinating the transition for a period of something just under two weeks in the very early period. During that period, I was asked by a number of people in the press if I was going to replace Haig, and I indicated that I was not.

At that point, as I indicated in response to questions, it had never been discussed with me by the President. I amplified to three or four people, as I recall, as to what my thoughts were about that possibility, and I gave my thoughts very directly and very honestly.

I was in the United States for a period because my father passed away. The President called and asked me to come to Washington, and I kind of lost track of when that was, but I think it was a week ago or so, and I came in on Sunday and met with the President, and he talked to me, indicating literally for the first time on this subject, told me what his situation was, that General Haig would be leaving.

MORE

He outlined a set of responsibilities that he felt were very important that they be filled, and filled promptly, and he indicated he felt I was the person to do it, and after some discussion about those responsibilities, I agreed to do it.

In answer to your question, no, I don't feel that candor suffered because we were very direct and specific. I found that way, however, about my entire career. If anyone told me I would be managing wage-price controls 15 minutes before I started to do it, I wouldn't have believed it.

Q How will the Ford White House been different from the Nixon White House?

MR. RUMSFELD: Well, since I am an instant expert of four hours on the subject --

Q If you include some of your transition recommendations, it would be good.

MR. RUMSFELD: -- my understanding is a number of the transition recommendations have already been implemented. I have not gone back and reread that report to see to what extent they have or haven't, but that is certainly something I ought to do.

Without getting into comparisons, and admittedly after only a very brief time here, my feeling and my hope is that the Ford Presidency will in fact be that, a Ford Presidency.

Now, how will that differ? I suppose every President differs. They are different people. President Ford comes to this job from a background which you are very familiar with. So, too, I come to the post having served in the Congress, having been involved in domestic affairs, economic affairs and most recently national security affairs.

The White House should, in my judgment, be a reflection of the President. It should fit his approach, his preferences, his needs, and it also should reflect the circumstances of the times we are living in.

So, how will it be different? I guess I really can't say at this point except that the goal of the President and certainly my goal is to see that it is an office of the Presidency that reflects him and the circumstances of the times.

MORE

Q I am talking about the power per se that your role will have and what we saw in the last Administration and you were a part of the last Administration, so you have firsthand knowledge of where the pitfalls were.

MR. RUMSFELD: I, of course, have been in Washington, since I left the Navy, almost steadily since 1957, first as Assistant to a Congressman during the Eisenhower Administration, and as a Congressman during the Kennedy, Johnson and early part of the Nixon Administration.

They have differed. I guess the question you are asking really is not so much of the President or me but the office of the Presidency, how will it operate. I think one very important thing which the President has said, and which I personally subscribe to deeply, is that he is a person who by background and inclination wants, desires and in fact will have multiple sources of information; that is to say, I have no desire or no intention, nor does he, to have the President or me or anyone else lock the door.

He is comfortable visiting with people. He is interested in their views. He is used to it. I feel it is valuable and important that there be effective communication between a President and the office of the Presidency and the American people and the Congress and the press.

The other side of the coin, the balance that has to be struck, is there must be an orderly process, if the Presidential decision-making is going to go forward in a way that best serves the American people.

Certainly, knowing his background and his desire and knowing my background and my interest and knowing the things that he has said, and in fact his behavior pattern, I would guess that we would without question see a continuation of this desire on his part to see that he has information from various people in various ways, and not one single funnel to him.

Q Mr. Rumsfeld, you said you would not be getting involved, by your request, and you would avoid getting involved in substantive questions until these other things are done. Are you meaning to say, firstly, that you will not be accessible to us for a time or are you also meaning to say that you will not play a direct role in making policy recommendations for a time?

MORE

MR. RUMSFELD: I made my comment carefully, and I indicated that it was my conviction that I had to get into this job and see that the overall operation of the White House went in a smooth and orderly way.

It strikes me that to do that effectively, it is not really possible for me to become a firefighter, dealing with one particular problem now, that what is important is for me to deal with the broadest coordination questions, and I intend to do that.

Now, in terms of my commenting on these subjects, sure, I have obviously from my background an interest in economic policy. I have an interest in domestic policy. My present assignment in NATO involves me deeply in national security policy.

I am human, I am just one person. There is no way in the world for me to do everything at once and I have tackled some assignments previously, and I have found the best approach for me is to dig in, to deal with the pieces in an orderly way, and I intend to do that.

Now, insofar as my availability to the press on substantive questions, my inclination is to not become an additional press spokesman or an additional economic spokesman. Mr. Nessen has been assigned that responsibility for the press. We have people who have been assigned responsibilities for national security affairs, for economic affairs, and the importance is achieving good communication out.

The danger is that notwithstanding one's interest or views that you can confuse the communication going out by having me then start commenting on a whole range of things. So, in answer to your question, my present plan is that if people call me and say what is this about economic policy, rather than becoming a frequent visitor down to this podium, or rather than responding to a whole lot of questions on that, it is important that we use our economic spokesman, and questions be directed to him and the people who are spending full time working in that area.

So, that is my hope. Now, how it will actually work out I don't know, quite honestly. I have never had this job before and the President of the United States has never been President before.

MORE

Q Mr. Rumsfeld, I wanted to follow up this question because we have been told, number one, this is going to be a Ford White House and not a Nixon White House, that you want effective communication and candor.

A week ago I asked how many Nixon holdovers are on the White House payroll, and I have just been told that it is not possible to find that out. I wonder why. And secondly, three Presidential press spokesmen have told this group that Dr. McLaughlin is going to leave soon. I wonder if it is possible to get a definition of what "soon" means.

MR. RUMSFELD: Well, needless to say, after the first three hours I have not reviewed those questions and I --

Q Can you help us in getting this information, because this is not what I regard as candor or effective communication. We saw a thing in the Star News that there is a whole bunch of these Nixon people like Buchanan and Clawson still on the payroll and we would like to know why.

MR. RUMSFELD: It is probably one of many questions that deal with a variety of White House operations and certainly I will be talking with the people on the White House staff about a variety of matters, possibly including those.

Q I am not quite sure I understood one of your questions about your role here. Were you saying in effect that you will have a policy-making role in such areas as economics, national --

MR. RUMSFELD: No, I am specifically saying that I don't know how my role will evolve. I know what my assignment has been and maybe -- the President, in meeting with the senior staff this morning, made some comments which might help to clarify it. I don't think it lends itself to perfect clarity, however, because I am just starting and I don't know quite how it will evolve.

I can modestly say he was pleased I was here; he indicated that I would be in charge of coordination of White House operations. He said that all Presidents differ in their approach and their work patterns, but that any organization needs top-notch coordination and that he knows me and he said some other things, which I won't go into.

MORE

He said that he has asked me to assume that responsibility for overall coordination of the White House, and that he says my task in the period immediately ahead to see that the White House operation is running smoothly and that the burden is on me and so on and so forth.

Now, to do that it seems to me that I will not end up trying to troubleshoot a whole lot of series of problems. My general approach in dealing with the new assignment is to look at it in its broadest form, to establish some priorities and begin to deal with them and work off the problems and, therefore, I don't intend to become a spokesman on these other substantive areas that someone asked me about.

MORE

Q In your introductory talk, you made at least three references which do indicate that you don't intend to stay on an overly long time. You said, in the period immediately ahead --

MR. RUMSFELD: I made no comment that I intended any such implication.

Q You said during the early period, and again, you went back to during the period immediately ahead. There is a man nominated to replace you. Surely you must have some idea what you want to do after you get all of that coordination done.

MR. RUMSFELD: I do not, and I am sorry if I left that impression. I was trying to present to you my sense of what I have to do in this period immediately ahead. How the job would evolve after that is what I don't really know. I am not in a position to say.

Q Is there a time limit on your tenure?

MR. RUMSFELD: No, there is not a time limit on my tenure, but I look at my work in pieces, really, and it seems to me that coming into the job new, it is understandable that I would kind of look at the period immediately ahead and say, "What needs to be done first, what are my priorities," and that is how I have approached it, and it is certainly what I meant.

Q Do you anticipate any role on any political campaigns in the next couple of years?

MR. RUMSFELD: The next couple of weeks?

Q During the period of time you will be here as coordinator.

MR. RUMSFELD: I quite honestly haven't addressed it, but now you have posed it, it strikes me I am going to be rather busy doing this job.

Q What are you going to do in the course of a day? What are you going to coordinate? Are you going to make the President's schedule? How do you see your job in terms of what you specifically will do?

MR. RUMSFELD: Well, I can tell you a little bit about this morning for openers. We had a senior staff meeting in the Roosevelt Room.

Q Did you preside?

MR. RUMSFELD: Yes, I did, except for the brief period when the President was there. We used that forum, that forum has been used to exchange information and alert people as to what is taking place in other parts of the organization. I met with the President, I believe, about 8:30.

MORE



Q What time was that staff meeting?

MR. RUMSFELD: Eight o'clock this morning. We discussed a number of items. The vast majority were scheduled items, as it happens. He had a series of recommendations that had come up from his senior advisers, and various people, and we went through those, deciding yes, no, he could do this or couldn't do that; let us move this up or back, or what have you.

We then participated in a meeting with the President and Mr. Nessen where Mr. Nessen posed a number of questions to the President. I then had a series of brief meetings with some other people, including Mr. Nessen, and went back to my office and sent out some indications of things that the President decided at that early meeting, and then I took a deep breath and walked in here.

I will take the last question right here. Make it a tough one for me because the others haven't been.  
(Laughter)

Q This is the first time we have seen him and the first time we know how the White House operates.

MR. RUMSFELD: No, I haven't indicated at all how the White House operates. I have indicated what I am thinking about for the future.

Q Let me go ahead, and that is, will you be responsive to questions from the press? Let me go on. In the last Administration, I don't know what happened with others, but in my own case I found often when I tried to find out something, they would direct me to General Haig, and there was no response when I put in telephone calls. In other words, we just left there without an answer to very important questions. There are going to be moments when, I am sure, you are going to be the person who could give us the answer. Are you going to be responsive under those circumstances?

MR. RUMSFELD: Well, first of all, I have, over a period of time as a Congressman and Director of OEO, and the Cost of Living Council, of course met with the President on a regular basis, and as Ambassador to NATO. This is a different situation in that I am an Assistant to the President, so I haven't really thought through, and certainly at some point, I will talk to Ron and the President about -- I walk into it with a bit of bias, to be perfectly honest with you.

I am not personally persuaded that an Assistant to the President can usefully become public -- I have a question in my mind about the extent to which it would be appropriate for me to become a regular public press briefer, if you will.

MORE

In answer to your question about specific questions, certainly I will see people as we go along. I, like anyone else, you have so many hours in the day and you will do it, but my intention would be that rather than having people say, "Ask Rumsfeld about a specific thing," rather than that, they would indicate that there are people charged with specific substantive responsibilities here.

If it is a legal question, we have people who are dealing with that and they are experts on that. If it is an economic question, we have people and they are dealing with that. To the extent that there are a category of things that would come to me, certainly I would attempt to answer them to the extent I am able. And the President, of course, is the President. He is the man. This is his office and he does meet, and will meet regularly, with the press, I believe, and that has been indicated that would be the principal communication.

Q Mr. Ambassador, do you have a timetable for accomplishing what you want to do?

MR. RUMSFELD: No, I really don't, at the moment. I will. There is no other way to proceed. But what I have to do -- I have told you what I have done this morning up to now. I have to find time, make time, to identify these problems, to see that people are assigned responsibilities for dealing with them and then to follow up on them in an orderly way.

I do not have a specific time-table because I have not had a chance to sit down with each of the members of the staff here and deal with those. The answer to your question is, at the moment, I am.

Q One other question, if I may, Mr. Rumsfeld, besides that one. Would you list for us, if you can please, who the senior Presidential assistants are who will have regular access to the President not necessarily through you; that is, those who will be able to see the President without going through you?

MR. RUMSFELD: This morning, the President -- in the senior staff meeting which includes people that Ron has been meeting with every day, and he can certainly give you the names of those people, I would think -- he indicated to those people that he does in fact, when they have things they want to deal with him about, that they come in to see him.

So, certainly a quick answer to your question is, at the very minimum the people that were in that senior staff meeting, which includes his top array of people that Ron can give you the list of --

Q He can give us the names?

MR. RUMSFELD: Yes.

MORE

Q Who will see the President? Who will actually decide? He will decide himself who wants to come in, and so forth, that he will see? There is no traffic cop like there was before?

Mr. Rumsfeld: All I can tell you is what happened this morning with specificity, and that was I had a list of scheduled requests and I went in and I went over them with him quickly, one after another. Some we postponed a decision on. He, of course, is looking at his calendar because of Mrs. Ford's health and in terms of events like that.

In terms of specific appointments, the President is the one who decides who he sees, and he decides his calendar and his appointments, and I will, of course, be working with him on it like I did this morning.

Q Mr. Rumsfeld, you do view your role -- we haven't mentioned his name -- but you do view your role differently from that performed by Mr. Haldeman, I gather, and do you feel you have learned something from the way he performed his role as White House Chief of Staff? I realize that is not your title, but you come closest to that of anyone in the White House now.

MR. RUMSFELD: Well, I am not going to, after three hours, draw comparisons that should probably be best left to history as to who did what, which way. My intention is to do this to the best of my ability and, hopefully, in a way that is consistent with what the President wants. I have told you literally everything I can think of as to what the President has said about the task.

I intend to tackle it, and I think I will leave now and start tackling it.

Q What is your first priority?

MR. RUMSFELD: To start right now.

THE PRESS: Thank you.

END (AT 12:20 P.M. EDT)

## THE WHITE HOUSE

WASHINGTON

September 30, 1974

MEMORANDUM FOR: DONALD RUMSFELD

FROM: RON NESSEN

SUBJECT: "Holdovers" on Press Office Staff

Listed below are the professionals (non-secretarial) people on the Press Office staff who were here before the August 9 transition.

1. Ronald L. Ziegler, Assistant to the President and Press Secretary, \$42,500. In San Clemente with the former President; a constant subject of press questions.
2. Ken W. Clawson, Communications Director to the President, \$40,000. One of the two major topics of press questions about holdovers who are leaving. He should leave the White House in the very near future.
3. Gerald L. Warren, Deputy Press Secretary to the President, \$36,000. Most helpful in providing precedents and counsel in difficult situations, most recently the handling of the announcement that Mrs. Ford would be hospitalized. I am in no hurry whatsoever to have Jerry leave and believe that he should be allowed to take as much time as he wants, as he will continue to be an asset until he does so.
4. Thomas P. DeCair, Assistant Press Secretary to the President, \$30,000. Tom has proved invaluable to Jerry terHorst and myself in orienting us to our job and, as a consequence, was promoted by the President to Assistant Press Secretary. I plan to retain him as a personal assistant, primarily in the areas of long-range planning and thinking and as a special projects man and troubleshooter.
5. James R. Holland, Assistant Press Secretary to the President, \$36,000. Jim is handling some of the old Clawson function and was formerly Ken's deputy. I am looking at the advisability of retaining him and have no recommendation at this time. I will advise you when I have determined more clearly his abilities and liabilities.

6. Franklin R. Gannon, Special Assistant to the President, \$35,300. In San Clemente with the former President. I am told he is an extremely bright young man and could very well be brought back. He wishes to do so. However, I am given to understand that he may be undertaking a project in California which would preclude his early return. I am told he was of particular help to Ken Cole and the speechwriters when he was here.
7. Oliver Atkins, Official White House Photographer, \$34,500. Ollie has held the photo office together administratively for the past two months since the new set-up includes a Personal Photographer to the President who does not function administratively. However, Ollie has an excellent offer from Curtis Publishing (Vice President) and will probably leave to take it if he is unable to get a handle on the whole photo operation. I urge his retention if it can be accomplished.
8. John McLaughlin, Deputy Special Assistant to the President, \$33,000. He is the major holdover problem from a public relations standpoint. There is absolutely no place for him in my operation and he must go as soon as possible.
9. John G. Carlson, Deputy Special Assistant to the President, \$32,500. John is my link with the Domestic Council and the economic people and as such is an essential element of my staff. He should remain.
10. Alvin Snyder, Staff Assistant, \$32,500. There is no place for him in my organization (he was a contact point for the networks). He is currently trying to tell people that he is unable to find time to get another job because of the work he is doing for us. You should know that he has no responsibilities from this office whatsoever. He is not a particular PR problem, but should go soon.
11. Larry M. Speakes, Staff Assistant, \$30,500. Larry will probably stay, with a possible change in duties. I will be able to discuss this more thoroughly at a later date.
12. L. Diane Sawyer, Assistant to Mr. Ziegler, \$21,000. With the former President in San Clemente. An occasional subject of press questions about White House staff members in San Clemente.

A separate memo enumerates the "holdovers" who are the subject of press inquiries, as you learned this morning.

President Ford made the following comments at the senior staff meeting Monday morning which was chaired for the first time by Don Rumsfeld.

Don will be ~~the~~ the chief coordinator of the White House

We all have our idiosyncrises and I like to have personal contact with individual who work with me. I like to find out first hand what's going on.

But ~~a~~ any organization that is as intricate and complex as the White House needs a top notch coordinator.

I've know Don for 15 years~~m~~, first in the House where we served together and then ~~is~~ in his others jobs in ~~a~~ the Administration and as the NATO Ambassador. He is ~~a~~ very thorough and I have a lot of faith in him and I want him to be the overall organizer and coordinator of the White House ~~staff~~ staff.

Don won't be call Chief of Staff. I don't think we want that.

But someone has to keep the organization coordinated and Don will be very, very important, critical, to getting that done.

If we don't get this operation running more smoothly, the whole place will suffer.

The responsibility is on you to work through ~~Don~~ Don. But in significant matters, my door is open. But make sure that Don is ~~xxxx~~ cognizant of what is happening.

We want an open door administration but I'm damn sick and tired of a ship that has such leaky seams. We are being drown by premature and obvious leaks. You should know that sometimes I tell somebody something just so~~x~~ it will get leaked so we can then do something else.

THE WHITE HOUSE

WASHINGTON

October 1, 1974

PROPOSED Q&A ON ACCESS TO THE PRESIDENT

In yesterday's Rumsfeld and Nessen briefings and in this morning's Kraft column, reporters, who for so long derided a President who allowed access to only a few aides, took on the idea that the President allowed access to his senior staff of about 15 people. One question, from a long-time Nixon-isolation critic, came this way: "... Can you conceive that orderly procedure could ever be achieved if each of these 15 could go in the President's office whenever they wanted to without some kind of clearinghouse or clearing it with somebody, specifically Rumsfeld, some kind of scheduling?"

Q: Yesterday you said you'd check to see if all those people attending the senior staff meeting have direct access to the President. Do they?

A: I checked and indeed they do. Now I don't want ~~me~~ you to get the idea that the door to the Oval Office is a revolving door that people are constantly going in and out--because it isn't. The President must have some time to himself to think, to do paper work and have private meetings. But he also likes to meet face to face with his key advisers to discuss issues with them, and he does this every day.

*Good  
the end  
Bell  
Truth*

I think an important thing to understand--and some of the senior staff people have mentioned this to me--is that the top aides to the President, his senior staff, understand better than anyone that a President's time is very limited. So they certainly would not abuse the ~~right~~ right of access to the President. If they have something they think can wait, or can be put on paper for his night-time ~~reading~~ reading, then they do that. But when they feel they need to see the President immediately, rather than scheduling a later appointment, that is usually done.

Q: But do they just bust into the Oval Office and interrupt him?

A: No, of course not. I think the standard procedure--at least the one I use--is that a staff member would tell Terry O'Donnel that they needed to see the President and Terry, knowing what the President was doing at the time, would either ~~say~~ tell the staff member that it would have to be later, or Terry would ~~xxxxxx~~ go in and tell the President that someone wanted to see him.

*Remind  
of the  
staff  
deal  
with  
subject*

*Pres said*

October 4, 1974

FOR DISCUSSION WITH DON RUMSFELD

Discuss with Mr. Rumsfeld the publication of White House staff lists and/or White House phone directory.





THE WHITE HOUSE

WASHINGTON

September 30, 1974

MEMORANDUM FOR: DONALD RUMSFELD  
FROM: RON NESSEN  
SUBJECT: Lou Thompson

It is urgently requested that you approve, or obtain the President's approval of, my hiring Lou Thompson as an Assistant Press Secretary. He would be charged with handling a myriad of administrative duties for me and keeping a watch on the enlarged Press Office operation.

While the Press Office staff, as such, has not grown (despite the increasing demands of keeping up with a busy President), it has acquired two new functions. One is the President's news summary, which I am currently reviewing to ensure that it reflects the needs of both the President and the White House staff; and the old Clawson communications operation (at least those parts of it which are consistent with the President's wishes).

Because of the diverse nature of all these responsibilities, I feel I can only be effective as the President's chief spokesman if I can unload the substantial administrative burden on someone with enough clout (hence the title Assistant Press Secretary) to speak for me with authority. I propose that Lou be paid \$32,000.

Lou is currently with the American Enterprise Institute and is about to be made a senior staff member there. He joined AEI (Bill Baroody, Sr.'s organization) last month after resigning his commission as a U.S. Army Major. He had been Jerry Friedheim's assistant at Defense and is extremely well-grounded both administratively and substantively. He comes highly recommended by the Baroody's (Jr. and Sr.), Jerry Warren, Tom DeCair and the NSC (especially Les Janka, who serves as my link to State and Defense and Kissinger), and outside by Mel Laird and others.

I strongly urge that you approve this request urgently so that I can get a grip on this whole operation before it gets out of hand.

THE WHITE HOUSE  
WASHINGTON

September 30, 1974

MEMORANDUM FOR:

DONALD RUMSFELD

FROM:

RON NESSEN

SUBJECT:

"Holdovers"

Listed below are the so-called Nixon holdovers who are the subject of frequent press inquiries. In order to be responsible to the press -- and they have been asking for weeks -- I feel we must determine public postures, preferably with termination dates, for these individuals.

- |                     |                     |
|---------------------|---------------------|
| 1. Ron Ziegler.     | 5. Dick Moore.      |
| 2. John McLaughlin. | 6. Dave Gergen.     |
| 3. Ken Clawson.     | 7. Ray Price.       |
| 4. Pat Buchanan     | 8. Jerry Warren.    |
|                     | 9. J. Fred Buzhardt |

Your cooperation in a rapid resolution of this matter would be greatly appreciated and would greatly enhance the image and posture of the Ford White House vis a vis the Nixon White House.

In addition, I need a current list of White House personnel detailed to San Clemente, their pay and how long they will remain on our payroll.



October 7, 1974

**MEMORANDUM FOR: DON RUMSFELD**

**FROM: Ron Nessen**

**Here is the request from the New York Times for a 250 word response from the President on International Economic Cooperation to be printed in the Times' International Economic Edition in January 1975.**

**The deadline for the President's response is December 20, 1974.**

**You indicated that you were going to get this moving through the White House for preparation of an answer over the President's name.**

RN/cg



11  
Ron Rosen

# The New York Times

TIMES SQUARE NEW YORK NY 10036

September 13, 1974

The President  
The White House  
Washington, D. C.

Mr. President:

The New York Times wishes to obtain your views on how necessary international cooperation can be initiated for resolving the epidemic of global problems.

These have been mushrooming, interlocking and complicating each other. Those we hear of most often---poverty, inflation, food, population, fuels, trade, commodities, pollution, monetary reform, etc.---clearly have grown beyond solution or even remedy within individual countries.

We see them as "universal" problems, but, even in the countries with great economic knowledge, leaders grope for ways to ease them. It is recognized that there has to be concerted action by all countries merely to begin solutions. But looking outward for some initiative on this score, we see little that is encouraging. Rather, we see more confusion.

Obviously, there can be no Grand Design for resolving the problems cited. This indeed could be the prime work of the next ten generations of humankind.

The question we pose---apart from priorities---is this: How do we get started on the global cooperation that evidently is so essential? This, it might be said, is a rather American question, more simply put as "How do we get things moving?"

The Times feels that the response of world leaders such as yourself could help overcome present inertia. The editors of The Times are therefore asking you and other heads of states and governments to join in what we might call this one-question survey.

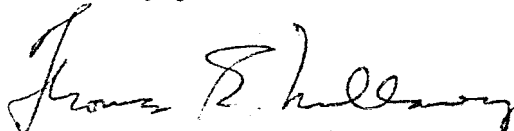
This letter is a formal request to you to participate, to send us a summation of your thoughts on the question. It will be made, along with those from other leaders, part of an article which we hope will be the prime feature of The Times' International Economic Survey to be published in January of next year.



We suggest brevity (250 words maximum) in your summation to give it impact. In addition, as you will appreciate, there is a deadline for having comments in hand. For our survey, it is Friday, December 20, 1974.

Thank you for your cooperation. We are confident we can perform an important public service through this endeavor.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Thomas E. Mullaney".

Thomas E. Mullaney  
Financial and Business  
News Editor

October 7, 1974

**MEMORANDUM FOR DON RUMSFELD**

**FROM: RON NESSEN**

**This is in response to your request for memos on the morning senior staff meeting.**

**I believe the meeting should be held, and 8 a.m. seems to be the best time. The meeting could be more profitable if each person attending could give a short rundown on the major activities in his area that day, and if matters which need to be discussed among several senior staff members could be talked about at the meeting.**

**The way it's conducted now is pretty loose and formless, and some of the people attending don't seem to understand what the purpose is.**

**RN/cg**



Some items in this folder were not digitized because it contains copyrighted materials. Please contact the Gerald R. Ford Presidential Library for access to these materials.



October 8, 1974

**MEMORANDUM FOR:**

**DON RUMSFELD ✓**  
**BOB HARTMANN**  
**WARREN RUSTAND**

**FROM:**

**RON NESSEN**

**I was requested to find out if there would be any major conflict if the President made a televised speech from Kansas City Tuesday, October 15, at 10 o'clock Eastern time.**

**There would be a conflict -- the third game of the world series begins at 8:15 Eastern time that night, and probably would not be over by 10 p.m.**

**If you do want to make a televised speech that night, I suggest that it could be done at 7:30 Eastern time (6:30 Kansas City time). We could have an unusually large audience which would be waiting for the baseball game to start. The TV networks would almost be obligated to fill out the remainder of the time after the speech with commentary until the start of the game at 8:15 p.m.**

**RN/cg**



**The Washington Merry-Go-Round**

THE WASHINGTON POST

Tuesday, Oct. 8, 1974

B15

# *Rumsfeld Slated for Pentagon Duty*

**By Jack Anderson**

President Ford's new staff  
chief, Donald Rumsfeld, won't

THE WHITE HOUSE  
WASHINGTON

October 23, 1974

TO: DON RUMSFELD  
FROM: RON NESSEN *RHN*

Attached is my proposed answer  
to the letter from the president of  
CBS.

Attachment

*OK  
DA*

October 25, 1974

Dear Mr. Taylor:

The President has asked me to respond to your letter expressing concern about his request for television time for his Kansas City speech on Tuesday, October 15.

Neither I nor the President meant to challenge the news judgment of the three television networks and their initial decisions not to broadcast the speech live. The President did feel that while this speech did not contain any new or dramatic proposals, it was specifically directed to the public listing a number of the steps he expected them to take to fight inflation and conserve energy, and, therefore, should be seen by the public in its entirety. After all, the President's inflation-fighting and energy-saving program depends in part on voluntary compliance and he felt that the people should see and hear directly what he expected of them in this voluntary program.

I am not sure I understand your concern about "these kinds of tactics" being pursued in the future, and I must respectfully disagree with your comment that the television coverage of the speech was "announced as a victory over the broadcasting press by your press representatives."

I am sure we both share the common goal of providing the American public as much information as possible about their President and their government, especially in the crucial area of the economy. I hope you will agree that the televising of the President's Kansas City speech contributed to that goal.

Let me assure you that the President and I fully share your strong determination to see a free, vigorous and independent press preserved in America.

Sincerely,

Ron Nessen  
Press Secretary to the President

Mr. Arthur R. Taylor  
President  
Columbia Broadcasting Company  
51 West 52nd Street  
New York, New York 10019



October 28, 1974

**MEMORANDUM FOR DONALD RUMSFELD**

**THRU: JERRY JONES**

**FROM: RON NESSEN**

**SUBJECT: Office Space for Jerry Warren**

Jerry Warren will assume his new duties as Deputy Press Secretary on November 4. By that date, I would like Jerry to have his new office set up so he will no longer be in a transition status and will be ready to devote his full energies toward some programs which are badly in need of attention.

I am proposing that you allocate to Jerry, his secretary and to one of Jerry's assistants, Larry Speakes who is currently on the news side of our operation, Rooms 162, 164 and 166 of the EOB (highlighted on the attached floorplan). Under this proposal, Jerry would move in Room 162 which would give him direct access to the Conference Room 159 which is between 162 and Paul Miltich's office complex.

Jerry will need a conference room in which to hold meetings and briefings for editors, publishers and correspondents. The briefings by cabinet officials for select groups of editors and correspondents will continue and will be an important part of Jerry's function. It would be much more appropriate for the cabinet officials and members of the press to gather in Jerry's office and proceed immediately into the conference room as opposed to Jerry having to escort them through someone else's office.

When Jim Holland moves out of Room 158 on or before January 1, this would free his office space for someone else. You will also note that we will not need Room 169, formerly Dr. McLaughlin's office, and Room 155, formerly Al Snyder's office.

Attachment



**THE WHITE HOUSE**  
WASHINGTON

Date November 6, 1974

TO: Don Rumsfeld

FROM: Paul A. Miltich

FYI X ACTION

OTHER :

*Don - has this been  
Thru you?  
D.R.*

## PRESIDENT FORD'S FIRST HUNDRED DAYS

For some unknown reason, the first 100 days constitute a magic number in the life of a new national administration.

Newsmen are fond of taking stock of a new regime at that point in its young existence.

Looking at President Ford at this time for stock-taking, we find a notable number of achievements -- some full-blown and others still formative.

Immediately upon taking office, President Ford set a tone of stability and continuity in foreign policy, openness and candor in domestic affairs, cooperation and reasonableness in his dealings with Congress.

In line with his pledge of an open administration, Mr. Ford took two unprecedented actions. He not only sponsored a series of mini-summit conferences on the economy culminating in a two-day televised Economic Summit, but personally presided over many of the meetings. He has had the broadest exposure to economic views in a public forum of any of our Presidents. He also appeared personally before a House Judiciary subcommittee to explain his pardon of former President Richard M. Nixon.

Following up on the Economic Summit, President Ford laid a 31-point program before the Congress designed to attack slumpflation -- both spiralling prices and a variety of weaknesses in the economy. The President called it a program of action which will help bring balance and vitality to our economy.

In other actions directed at economic ills, President Ford zerced in on possible price-fixing in the food industry and spearheaded an effort to reduce our dependence on foreign petroleum.

On President Ford's orders, the Justice Department is probing the pricing of meat, milk, bread, sugar, eggs and other food staples and is planning to throw the book at price fixers.

On the oil front, President Ford took two-pronged action. He appealed to his countrymen to voluntarily cut back on the use of gasoline and ordered a cutback on fuel use by the Federal government. Most recently he created a new energy program management team, which will concentrâte both on conserving energy and expanding energy supplies.

Determinedly pursuing peace, President Ford dispatched Secretary of State Henry Kissinger on a number of overseas missions and pressed repeatedly for solutions to the Cyprus situation and the conflict between the Arabs and Israelis.

The President underscored the continuity of American foreign policy and a constant striving for peace throughout the world. He met with the Ambassadors of the various countries and with the NATO ambassadors, met with the leaders of Israel, Poland, Italy, Portugal, Austria, Mexico, Bangladesh, Somalia and Liberia, met with the foreign ministers of Egypt, Syria, Saudi Arabia, Israel, India, Argentina, the Soviet Union, Great Britain, Indonesia, Italy and West Germany, announced plans to visit Japan, South Korea, and the Soviet Union, and established diplomatic relations with East Germany.



From his very first day in office, President Ford has felt that one of his chief responsibilities is to work with the Congress in a spirit of conciliation and compromise. He has done that, and the fruits are visible for all Americans to see -- landmark legislation in the fields of education, housing, pension reform, campaign reform and energy problem-solving.

The Housing and Community Development Act of 1974 was far-reaching because it helps boost the longrange prospects for the housing market. But it is also historic -- because it replaces seven categorical grant programs with a single block grant program for community development.

Acutely aware that the housing industry had fallen into a depression, President Ford also acted to bolster it by asking Congress for emergency legislation. The Congress quickly responded with a bill designed to help ease the home loan credit crunch and spur the building of 100,000 homes.

Subsequently the President also signed another bill boosting the availability of mortgage money -- a measure returning to institutions insured by the Federal Savings and Loan Insurance Corporation (FSLIC) more than \$1 billion in insurance premiums not now required by the FSLIC.

Latest estimates are that housing starts next year will go up by 200,000 from this year's 1.5 million.

A hallmark of the Ford Administration is its atmosphere of friendliness. At the outset, President Ford declared that his would be an open and candid administration. He has proved this by holding frequent press conferences and giving reporters the opportunity for followup questions.

Briefly, here are some of the other actions that have distinguished the Ford Administration. President Ford has:

- \* Called upon all Americans to enlist in a volunteer campaign to fight inflation;
- \* Established a National Council on Wage and Price Stability;
- \* Succeeded in getting a \$54 rollback in the price of 1975 General Motors cars;
- \* Issued an Executive Order limiting White House access to income tax returns;
- \* Launched a program of conditional amnesty for draft evaders and military deserters;
- \* Helped shape a mass transit bill into a 6-year \$11 billion measure that probably will be passed during the lame-duck session in a form he can sign;
- \* Worked out an acceptable trade bill in meetings with Senators Jackson and Javits, Congressman Vanik and Soviet officials;
- \* Moved to cut fiscal 1975 Federal spending by \$5.5 billion and send Congress a balanced budget for fiscal 1976.
- \* Met, individually, with five national labor leaders -- George Meany of the AFL-CIO, Frank Fitzsimmons of the Teamsters, Leonard Woodcock of the United Auto Workers, Arnold Miller of the United Mine Workers, and Paul Hall of the Seafarers.

- \* Met with leaders of national women's organizations.
- \* Met with representatives of the National Governors Conference, the National Association of Counties, the U.S. Conference of Mayors and National League of Cities, and State legislative leaders.
- \* Met with the Congressional Black Caucus and with civil rights leaders from throughout the country;
- \* Met with representatives of the National Association of Manufacturers and the U.S. Chamber of Commerce.
- \* Visited the House and Senate and held a series of open door Congressional meetings in the Oval Office.

#####

**November 12, 1974**

**MEMO FOR: DON RUMSFELD**  
**FROM: RON NESSEN**  
**SUBJECT: Transcript of U. S. News and  
World Report interview**

**Here is the U. S. News transcript of their interview  
with the President. Please make whatever changes  
you think necessary and pass copies on to others who  
you think should see them.**

**I need to have a completed copy back to me by  
5 p.m.**



# U.S. News & World Report

WASHINGTON

2300 N STREET, N. W. - WASHINGTON, D. C. 20037

November 12, 1974

Mr. Ron Nessen  
Press Secretary  
The White House  
Washington, D. C. 20500

Dear Ron:

*Dear Ron*

The enclosed manuscript is submitted for the President's approval. It has been sized for publication, and the conversational tone, which we feel is important, has been preserved.

Please make all changes on this original, and, if possible, try to hold alterations to a minimum. John Mashek will arrange return, and will stay in touch with you. Please keep in mind our urgent deadline for the current issue, in which we plan to use the interview.

After return of the manuscript, the President's remarks will not be changed. If requirements indicate, we may eliminate an entire question and answer for space. Otherwise, we will get in touch with you for update or any question of content related to his answers.

Please hold confidential our plan to publish this interview.

Let me take this opportunity to express our appreciation for your co-operation and assistance in making the President's views available to our readers. Immediately upon publication, magazines will be delivered to your office.

Sincerely yours,

*Marvin L. Stone*  
Marvin L. Stone  
Executive Editor

MLS:n  
Enclosure

INTERVIEW WITH HON. GERALD R. FORD  
PRESIDENT OF THE UNITED STATES

ORIGINAL TRANSCRIPT

"U.S. News & World Report"

Washington, D. C.  
November 11, 1974

Q Mr. President, before you tell us what you see ahead,  
can you describe what you consider the chief accomplishments  
in your first 100 days in office?

November 16, 1974

MEMORANDUM FOR:

DON RUMSFELD

FROM:

RON NESSEN

Herb Klein sent this guy from the Roper organization in to see me. I had Bill Roberts of my staff talk to him. As you can see, he wants the White House to subscribe to the Roper Reports at a cost of \$5400 a year. My recommendation would be no because I think it is unnecessary.

RN/PP



THE WHITE HOUSE  
WASHINGTON

TO: Ron Nessen

FROM:

DR) *R. unapfeld*

DATE:

12/2/74

FYI \_\_\_\_\_

ACTION \_\_\_\_\_

OTHER \_\_\_\_\_

Comments

*never called 1/8/75*



Please note paragraph 2 of attached. I have known Emlyn Hooson, Member of the British House of Commons for a number of years. I don't know how you handle this type of request, but want to alert you to expect a call from David Hall.



From: Enlyn Hooson, Q.C., M.P.

House of Commons,

London, S.W. 1.

25th November 1974

PERSONAL

The Hon. Donald Rumsfeld,  
Chief of Staff,  
The White House,  
Washington D.C.,  
U.S.A.

*Dear Donald,*

Heartiest congratulations upon your promotion. You are almost now of so elevated a position as not to be on this earth at all! I think President Ford would have been very wise to select you for the Vice-Presidency so that you could have a good run-in on the Presidential stakes. If you are coming over to this country, do let me know, and I shall certainly be in touch with you if I have the chance of coming to the States.

In the meantime, could I ask you to do me a favour? The young Press Officer attached to the Liberal Parliamentary Party is coming over to the United States for a fortnight in December. He will be in Washington from the 6th to the 16th December. I am suggesting to him that he writes to the Press Officer at the White House and I will suggest that he contacts him when he arrives in Washington. Could you possibly put a word in for him as he is anxious to study press and political relationships and would love to see the White House system at work for a day or so? I would be very grateful if you could do this.

With kindest regards to you all,

*Yours ever,*  
*Enlyn Hooson*

THE WHITE HOUSE

WASHINGTON

December 2, 1974

Dear Emlyn:

Thank you so much for your kind comments. I have been at this job for almost two months now and am finding it very challenging and most interesting.

I have advised Ron Nessen, President Ford's Press Officer, that David Hall will be in touch with him to see what might be possible to work out during his stay in Washington, and if my staff can be helpful in any way, I do hope that you will have him give us a call (456-6797), as well.

With my best wishes for a very happy holiday season.

Sincerely,

Donald Rumsfeld  
Assistant to the President

The Honorable Emlyn Hooson, Q.C., M.P.  
House of Commons  
London, S.W. 1  
England

December 5, 1974

MEMORANDUM FOR:

DON RUMSFELD

FROM:

RON NESSEN

A man named Mayo J. Thompson, who is a Commissioner of the Federal Trade Commission and who I met once in his home town of Texas when I was covering Vice President Ford, calls me about once a week to ask me to use my influence to get him a Cabinet position. I have put him off and he is growing more insistent. He tells me he has also talked to Phil Buchen and Bill Seidman about this.

Obviously I have no recommendation on this or any interest in this, but I would appreciate some guidance on what to tell the guy the next time he calls.

Thanks.

RN/pp



December 5, 1974

MEMORANDUM FOR:

DON RUMSFELD

FROM:

RON NESSEN

A man named Mayo J. Thompson, who is a Commissioner of the Federal Trade Commission and who I met once in his home town of Texas when I was covering Vice President Ford, calls me about once a week to ask me to use my influence to get him a Cabinet position. I have put him off and he is growing more insistent. He tells me he has also talked to Phil Buchen and Bill Seidman about this.

Obviously I have no recommendation on this or any interest in this, but I would appreciate some guidance on what to tell the guy the next time he calls.

Thanks.

RN/pp



FOR IMMEDIATE RELEASE

DECEMBER 18, 1974

OFFICE OF THE WHITE HOUSE PRESS SECRETARY

---

THE WHITE HOUSE

PRESS CONFERENCE

OF

DONALD H. RUMSFELD

ASSISTANT TO THE PRESIDENT

THE BRIEFING ROOM

2:40 P.M. EST

MR. NESSEN: The briefing this afternoon is by Donald Rumsfeld on the White House organization. You have all the printed material and probably have had a chance to read it. This is available for filming and taping but there should be no filing until Don has concluded his briefing.

MR. RUMSFELD: A little over two months ago, I met with this distinguished group and we talked about the White House staff a bit and there were a number of questions about what might happen and I allowed as how we would have to see how things evolved.

A lot has evolved in the intervening weeks. Today, what I would like to do is comment on what exists and/or what will exist within the next month or so.

I would like to make a couple of cautionary remarks. What this amounts to is sort of a snapshot of where we are. It will continue to evolve in the coming months as the President moves through his term of office. It is not a static situation. But because there was such an interest in the White House, it struck me that it would be useful to come back and visit a bit about it. I will be happy to respond to questions after I have made several comments.

As I have indicated, what I will be talking about has evolved since August 9th. The President feels that his approach and working style is reflected in this organization. Hopefully, it will help to implement his concept of leadership and management of the Executive Branch of the Government.

It is designed, really, with several objectives in mind, as we have indicated in the statement. First, to provide Cabinet Officers and agency heads and Members of Congress and senior staff members with an opportunity to deal with the President as is necessary; to try to limit the functions performed in the White House to those functions that necessarily must be performed within the White House and to rely wherever possible on Cabinet heads and agency heads for those functions that they can best perform; to try to achieve a more clearly defined White House organization -- although I must say it is very difficult to put a set of very complex relationships down on a piece of paper.

MORE

(OVER)



So, if the briefing today, and the pieces of paper that have been handed out, are taken as an effort to communicate and develop a better understanding of how it works, I think that is much better than trying to dot every "i" and cross every "t" and analyze each little thing. That is probably not useful.

Also, our efforts have been designed to try to assure high ethical standards and behavior and also to see that the White House, itself, is an effective working part of the Government and does not get separated -- either the individuals or the institutions -- from either the rest of the Executive Branch or the Congress or the country.

If you will first let me just mention the things that have been handed out.

There is a general statement. There is an organization chart which, as I say, is probably imperfect in terms of the complex multiplicity of relationships that exist in an organization such as this.

There is a fact sheet that tries to set forth the principal functions of each of the major offices. There is a list of the individuals who will be commissioned as White House staff members. There is a brief layout of the floor space in the West Wing of the White House, the first floor and the second floor.

The only reason that is being passed out is because there have been so many stories written about the subject that have not been completely correct that it struck me that it might be useful for everyone to be working off the same piece of paper.

Also, by popular demand, we are releasing a White House telephone book. This is something that has been a source of a good deal of discussion in this room, I am told, over a period of time. Again, the telephone book is probably accurate today. I cannot swear to that but I think it is probably accurate today. It will probably be inaccurate tomorrow.

I think you will find the people that you call on the numbers indicated will be exactly the same people you would get through the White House central number, but since there was such a desire and appetite for the telephone book, we provided it.

Looking at the organization chart, I think it is probably useful just to go down through it very briefly.

There have been a number of articles about the floaters, or something. Just to correct that misunderstanding, if you look at the box on the left underneath the President, you will see Cabinet-rank advisers. There are four individuals and there certainly will be others who will fill this role, but for the sake of a chart, those individuals obviously will consult with the President on a broad range of subjects that may or may not have anything

whatsoever to do with the specific responsibilities that those individuals happen to be performing, as you will see as we go further down the chart.

So, there is that separate responsibility that those four individuals do have, the coordination function the President described when I was asked to assume these responsibilities.

Moving on down the chart, you will notice that there is the very necessary management and budget function. There is the Economic Policy Board function. There is the Domestic Council function, the National Security Council function, the normal function of the White House operations and the pieces that fit in that administrative area.

MORE



The Counsellor to the President, John Marsh, as you will see, has general organizational and supervisory responsibility for two very important areas. The Office of Congressional Relations, where Max Friedersdorf is a full Assistant to the President, of course, will be dealing with Congressional relations, and Mr. Bill Baroody, also Assistant to the President, dealing with public liaison.

The Office of the Press Secretary you know more about than I do.

The Office of Counsellor Hartmann includes not just the Editorial Office but also an Executive Assistant to the Counsellor who has not been announced, and that area will involve substantial responsibilities with respect to political advice and counsel.

The final box you will see is the Office of The Counsel.

There are, of course, other staff members who will be working directly with the President. They include the Assistant to the President for Legislative Affairs, Max Friedersdorf; the Assistant to the President for Public Liaison, Bill Baroody, as well as the Special Assistant to the President for Minority Affairs; the Special Assistants for Human Resources, for Hispanic Affairs, for Consumer Affairs, and for Women, among others.

Fourth, I would mention this concept of the Deputy. We felt that it would be desirable if the principal people on the staff did in fact have a deputy in every sense. That is to say, an individual who was personally used to working with the President, and with whom the President was used to working. An individual who, when a meeting was called, in the event the principal in that office was not available to be there could fill in so that the work of the Government could go on.



It is working; it has been working now for better than a month. I think it is a healthy thing. I personally have never subscribed to the idea that people ought to feel indispensable or be seen by others as being indispensable. I doubt that this is achievable, but, hopefully, some of the people who work in this building will be able to avoid separating themselves from their families and their neighbors and lead something approximating a somewhat reasonably normal life, because it seems to me it is healthier for them to be able to do so.

We have also addressed the question of the titles of the people working in the White House. This is not a major matter, but the President felt it would be desirable to have individuals have titles that reasonably reflected, in fact, what they were doing, rather than titles that were general and applied to most everybody. So, you will notice some of the titles have been changed.

The White House staff is being reduced by approximately 10 percent in size. Most of that has already been accomplished. The remainder will be accomplished in the coming few weeks.

The support service, obviously, will be reduced as appropriate to reflect the staff size.

MORE

Q What were the numbers involved in support figures for the last Administration?

MR. RUMSFELD: What I would like to do is make sure when we talk about numbers that we all don't get confused. There is a certain set of numbers that can be put out which includes detailees and others that do not include the detailees. Some that include consultants. Some that do not include consultants. Some that include the various parts of the Executive Office of the President that have separate statutory authorization and get separate budgets from the Congress.

The figure that I am using is a figure, if I am not mistaken, that was 540 on August 1st, and will be down in the neighborhood of slightly under 500 within a month or so.

Let me just continue a second here.

Q What figures are these of the choices you just gave us? Do these include the detailees?

MR. RUMSFELD: They include detailees and consultants. My recollection is it does include detailees, and it does include consultants.

Q It does not include OMB?

MR. RUMSFELD: Not OMB, and not National Security Council which are separate statutory organizations.

Q It does not include NSC. It does not include NSC staff.

MR. RUMSFELD: It includes a few NSC staff. The ones on the White House payroll as opposed to NSC payroll. We can give you the specifics.

It does include consultants and detailees. That figure is what I described. It does include detailees. It does include consultants. It does not include those organizations in the Executive Office of the President that have a separate statutory appropriation.

Q What is a detailee?

MR. RUMSFELD: A person who is on the rolls of a department or agency elsewhere in the Government and was brought in to the White House for the purpose of working in the White House.

MORE

And as I recall the rule now is that we should not have detailees here for more than six months. That is to say, if a person is really going to be working in the White House he should be put on the White House rolls, otherwise he ought to be detailed back to the place from which he was detailed.

As you will recall, the numbers in the White House are difficult because over the years at various times there have been a substantial number of people who have been actually on another agency's rolls but were brought in for the purpose of working in the White House.

We are trying to reduce down the number of individuals who are, so to speak, detailed into the White House. There will always be some.

For example, if a new function begins in the White House, you do not have an authorization or an appropriation or the people, you frequently detail from other departments and agencies where they have competence in that particular area, bring them in, get the thing started, and then go up to the Hill for an appropriation for that function.

For example, that is the way the Wage-Price Council has begun its work -- Al Rees' operation -- using detailees.

There are one or two areas where you leave detailees. For example, the President's Advisory Board on Foreign Intelligence I believe has two permanent detailees, because they are permanent employees of the Department of State.

Well, in any event, what we have indicated here in the organization chart and in the principal functions is an effort to have what the President wanted, and that is to say to assure that there are multiple sources of information for the President, to assure that he is in a position to deal with Cabinet Officers, and agency heads, and the Congress, as well as the White House staff. To assure that while even though information to the President comes up from multiple sources that nonetheless the Presidential decision-making process will be orderly.

I think, in fact, that the President has put his house in order, from an organizational standpoint. And as I have indicated, much of what has been presented here has in fact already been put in place.

MORE

I will be happy to respond to questions.

Q Can you tell us whose authority has been enhanced, and whose authority has been diminished under this arrangement?

MR. RUMSFELD: Yes, the President's authority is enhanced.

Q Don, can I ask how this differs from past White House organization as you know it, and how much you borrowed from the recent past in making this new organization?

MR. RUMSFELD: It seems to me, number one, the first question that what we have here is not something that raises or lowers somebody at somebody else's expense. What we have here is an organizational arrangement that the President feels he will be comfortable with and feels will provide an orderly Presidential decision making process, and one that will work.

As far as comparing it with the past, it seems to me, Peter, that that is difficult to do. First of all, I am not an expert on each of the previous Administrations. The first thing you would have to say is that the principal things that the White House does are not terribly different in this organization chart, although I do not know that other organization charts have been put out, but obviously there has to be the budget function, the domestic function, the economic function, and the national security function.

The budget is obvious. The last three have as their role attempting to bring in and harmonize and make more coherent the material and information and proposals that are coming in from Cabinet departments that are dealing with subjects in compartments that the real world does not have them in. That is to say, the real world is not neatly compartmentalized the way our Government structure is.

MORE

Obviously you have always had a Press Secretary function. I would mention these things; it seems to me the things that are different -- number one, the President is different. This is an individual who arrived here with a background and set of experiences and approach that is distinctive to him.

A number of the people are different that are involved in this organization. The reporting relationships, it strikes me, are somewhat different. But most of all, it is a matter of emphasis. It is a matter of his philosophy -- of how he wants to operate -- his decision that he wants as much as possible done through the departments and agencies, the principal statutory agencies and departments.

I think it also reflects his desire to assure himself that he, in fact, is receiving information from more than one or two or three or four sources, and so you see an organization that enables that.

Let's be honest; this has been in place, portions of it, for a month and one half; portions for a month, portions for a week and the remainder in the next week or so. As I say, it will change and evolve as we go along.

Q Mr. Rumsfeld, I see your name in more boxes than anybody else's. Does this mean you are the chief aide, that you are the first among equals?

MR. RUMSFELD: No, it means exactly what the President said when I was announced. He wanted me to be in charge of the administrative part, and he also wanted me to serve in a coordinating responsibility to the extent he does, and he does a good deal of the coordinating himself. That which he does not do, that needs to be done, that does not take care of itself, I assist with. But I think the announcement of my position is the most accurate reflection of what the President intends.

It also happens he asked me to be in the Cabinet, so I am in the other box.

Q Could I follow up on that? You are familiar with the operation of the Nixon White House?

MR. RUMSFELD: Not from this vantage point, but certainly familiar with it.

Q Do you think you have more authority now in the Ford White House than Mr. Haldeman had in the Nixon White House, or less?

MR. RUMSFELD: As I have answered, Peter, I am not in a position to start making judgments as between different -- I think, probably each White House during a given Administration evolved and changed during the course of that Administration. I think the important point here is that this is an original arrangement that the President wants, that he desires to have, that puts him in a position to conduct the business of government in the way that

MORE

he wishes. I think that there is a little bit of tendency in this town to kind of over play White House assistants as great powerful people and all this business, and maybe that is not quite the way it is.

It seems so to me what is important is the quality of the advice or the quality of the work that ultimately tells.

MORE

Q Mr. Rumsfeld, I am wondering, in your announcement here you say this organization should do all of these things. The reports says, "To assure a high ethical standard behavior by his staff." What, in this organization, assures that?

MR. RUMSFELD: I think the lead paragraph before the colon says that the President had these objectives in mind and his hope was that by -- we have done several things: one, he feels by having people organizationally responsible to somebody who is dealing directly with him on a regular basis that his views and his concerns and his hopes and aspirations for the White House and for the country will be reflected down there through respective organizations and each of these individuals does have a management-leadership responsibility with respect to the people under him.

Secondly, we have, in fact, communicated extensively with people in the White House as to what the ethical requirements are. We have communicated with them directly on paper. We are in the process of communicating with them in various meetings so that there is an understanding of what the President desires in that area.

Obviously, an organization chart does not insure anything. All it does is try to portray a set of relationships but this is something that has been on his mind and something we feel we made some progress on.

Q What are the requirements you mentioned, Mr. Rumsfeld, in that sentence "everyone has been told what their requirements are." What are the requirements? What are those things?

MR. RUMSFELD: There is a package of materials about laws and everything else and Ron Nessen can make it available to you. We will be happy to give it to you.

Q Mr. Rumsfeld, what about the role of the Vice President? He is on our chart here but you have not said a word about him.

MR. RUMSFELD: You are correct, I have not. It is due, really, to two principal things. One is the Vice President, I think correctly, felt that prior to the time he was confirmed his efforts should be aimed toward getting confirmed and he has been not doing things that would lead people to believe that he was presuming his confirmation as an accomplished fact.

MORE

For that reason, he has not been deeply involved in that question with the President or with the White House Staff.

The President does have ideas. The President will be meeting with the Vice President later this week after he is sworn in.

The second principal reason is it seems to me that is something for the President and the Vice President and I am not in a position to get into it.

Q Can't you give us some idea of what his role is going to be?

MR. RUMSFELD: No, I cannot.

Q Well, two questions about that.

MR. RUMSFELD: The President has thoughts. He will be meeting with the Vice President and it seems to me that is something for them to discuss and not something for a member of the White House staff to inject himself into.

Q Mr. Rumsfeld, why would Robert Hartmann move to a new office?

MR. RUMSFELD: The answer is, I think, fairly simple. The President decided he would like to have an office next to his office, which happened to be the one Bob was in, where he could have it as a study, and a more relaxed environment than the Oval Office. If people are trying to read things into that, don't.

Q What happened to the other little office in between there? Who is occupying that?

MR. RUMSFELD: The little tiny one?

Q Yes.

MR. RUMSFELD: It is still there. In other words, there is a very little, small office right between the Oval Office and Mr. Hartmann's.

Q Would you then call it a hideaway office, a second office?

MR. RUMSFELD: Helen, I don't use adjectives like that. I would call it exactly what I called it, namely, a place where the President --

Q Is it a second office in the White House for the President?

MORE



MR. RUMSFELD: -- where the President can have an office that is a bit less formal than the Oval Office.

Q Don, two questions now about the Vice President, two related questions. One, Ken Cole, of course, has resigned and the organizational chart, the various papers here, show that position vacant. Is that position being kept vacant in order that the person selected for it will be a person acceptable to and a person who can work with the Vice President?

MR. RUMSFELD: Before I answer it, just to explain the telephone book and the chart in some cases, they put down the names of the individuals who are presently in them. In some cases, just for better understanding, they have left it blank, in the instances where the individual has already announced his resignation.

Now, in answer to the question --

Q What is the question?

MR. RUMSFELD: The question was, is there some reason for not filling the Domestic Council, that is to say, not announcing a person to succeed Ken Cole by this date because the President wished to discuss that with the Vice Presidential nominee after he becomes Vice President. Not to my knowledge. He just has not made a decision on it but it may very well be something he will discuss, but I have not heard that particular reason. That is not to say it might not be the case. I have not heard anyone say that so not to my knowledge is the answer.

Q I had a related question. In the list of your functions -- White House Operations Office -- this lists a whole batch of them -- "new Appointments Secretary, Personnel Office" -- and so forth and so on. Hasn't one been omitted? Won't you be in charge of liaison with the Vice President?

MR. RUMSFELD: The President has not discussed that with me and I would think the President would be dealing with the Vice President.

Q I mean, you know, just on a staff basis, somebody coordinating the operations of the White House staff with the Vice President's staff.

MR. RUMSFELD: The answer to the question is the specific arrangements with respect to the Vice President have not been formalized because the Vice Presidential nominee has not been confirmed and at his request, he did not want to presume confirmation.

MORE

Q To the extent there have been conversations about the sizes of the Vice President's staff, the composition of the Vice President's staff, would he have as large a staff as Mr. Ford had when he was Vice President? Aren't you handling those conversations? Isn't your office handling that?

MR. RUMSFELD: At this point, the President will be handling them with the Vice President at some point. The answer to your question, I think, is: it evolves over a period of time. The President and the Vice Presidential staff will end up interacting with most of the people on this chart.

Q At the present time, the Director of the Office of Management and Budget is also a Presidential Assistant and he has a White House office. Will that continue or will he not be a Presidential Assistant?

MR. RUMSFELD: I think he will be a Presidential Assistant and I think he probably will be located with the Office of Management and Budget employees and Deputy Director and the remainder of the economic team in the Executive Office of the President.

MORE

Q Mr. Rumsfeld, can you tell us under this reorganizational chart who will be responsible for keeping contact with San Clemente and former President Nixon?

MR. RUMSFELD: I can. At the present time Counsellor to the President Jack Marsh is dealing with that array of questions with respect to liaison with the former President, with the exception of specific legal questions which are being handled in the Counsel's Office.

I would imagine at some point in the period ahead an individual will be named with a specific responsibility for liaison with the former President other than Counsellor Marsh, but we do not have any announcement of that.

Q Do you have any idea what rank this person would hold?

MR. RUMSFELD: I really don't.

Q Mr. Rumsfeld, does the President have anything against the women? There surely is a dearth of not only top level but all the way down to the lower echelon of women. Is there any reason why?

MR. RUMSFELD: He certainly does not, Helen.

Q Does he think we do not have any abilities or talents to fill these?

MR. RUMSFELD: Obviously not. That would be a very incorrect assumption. There are women shown here. There are women in high positions in the Government, in the departments and agencies, and there is no question but as the President continues to bring additional people into Government that women are certainly being very, very carefully considered for those positions.

Q There has been a lot of criticism certainly in the press about the decision making processes at the White House. Can you tell us whether the President was dissatisfied with the way things were going beforehand and whether there are any specific changes, or even general ones, that are being announced today which are designed to counter those problems?

MR. RUMSFELD: I think the first question probably is better directed to the President at his next press conference.

MORE

Q Which will be when?

MR. RUMSFELD: Which will be when he announces it.

I can say this about the decision-making process here in the White House. I am personally satisfied, as of today, that on any given issue the President either will have the advice of his principal advisors with respect to a particular problem in a reasonable orderly way, or he will know that he does not have it with respect to one or more of those advisors.

That is to say that there are times when for various reasons an individual might want to make a judgment or a decision based on something less than full consultation among the various people in the Government who have competence in that area.

What is important to me is that that be done only when he decides it should be done. So there have been instances where that occurs, but in each instance that I am aware of, he was aware that that was the case and felt that the advantages outweighed the disadvantages.

I think that avoids having him blindsided in some ways, and thus far I feel that that is presently the case. I cannot speak for the period before.

Q Don, isn't decision-making basically an untidy process, and aren't you trying to compress and to pigeonhole this business of how the President comes by making a decision?

MR. RUMSFELD: Of course, in our country you lead by consent, not by command, and that means that during the period of decision making if you decide that consent requires consultation, which it almost always does, that means that you have to begin to test those ideas in a marketplace of some sort, and it may involve extensive consultations within the bureaucracy. It may involve extensive consultations with Congress. It may indeed in some instances, such as the economic summit, involve rather extensive consultations in a fairly public way as you move towards your judgments, because your judgments may in some instances depend not only on what you might think in a vacuum but also what you might think would be achievable in the event that the accomplishment of what you are trying to move toward requires the full cooperation of some other sector of the society, or some other branch of the Government.

MORE

So your point is right. There is no formula for how a Presidential decision gets made. There cannot be. There should not be.

And the organization chart, however, Peter, does not try to do what you suggested, namely compress Presidential decision-making into a certain pattern. The only thing I would say about that is what I said, namely in my judgment the President of the United States either ought to know, one, that he does in fact have the advice of the principal people dealing with the subject. Now, any given issue -- that might be, oh, the energy, international-economic, domestic-economic, legal, Congressional, and a couple of other people. Or if he does not have that he ought to know that he does not and make the conscious decision that he is willing to deal with that issue because of the advantages that are gained absent a full, lengthy consultation process.

Q Could you tell us of the slightly less than 500 people who will be on the staff how many were here prior to August 9th?

MR. RUMSFELD: I cannot. If you take professional people, I think the figure is something in the neighborhood of 112 permanent professional people. Don't take that number and compare it with the 500 because you will get mixed up. There are some non-permanent people who count in that figure.

But I think out of 112 since August 9th, something in the neighborhood of 70-plus who were here are not here, have departed, and I think there have been something in the neighborhood of 50-plus additions. So that is about what the turnover has been, which I would guess is fairly normal during a change in the Presidency.

MORE

Q Could you elaborate a bit on point five? How are you going to keep the White House not unduly separated from the rest of the Government, and the reason for the question is an obvious one? The last White House did somehow get insulated, and could you elaborate on how you will go about doing that?

MR. RUMSFELD: I don't know whether I wrote that or said it, but the thought in my head was that it is probably desirable, that, to the extent possible, the White House not be separated not only from the rest of the Government -- but meaning the Executive Branch -- but it also probably ought not to be separated -- whatever that word means, "separated" -- from the Congress and from the public and from the press, and I think there are a whole host of things one could say: the President's frequent interaction with the Congress, the President's more frequent press conferences, the concept of having a deputy.

Quite honestly, I think, it is probably healthier for people to be able to sustain their work with good judgments over a period of several years if they do not completely cut themselves off from their families. That is to say, I think people ought to be able to go home once in a while and maybe have a weekend with their children, maybe see some neighbors and maybe even shop and find out what the prices of things are.

So, the idea of a deputy -- and we are fortunate that this President is willing to work with other than simply a small number of individuals -- has been functioning. That is to say, if the President needs a meeting on a certain subject and the principal happens not to be there at that moment and his deputy does, his deputy goes in and the President is perfectly willing to deal with him, just as are other senior staff members.

Now, will it actually work? I don't know, but we are making an effort to see that it works, and certainly, the goal is to see that people are not exhausted to the point where they might make something less than perfect judgments, or even something less than the best judgments they are capable of.

MORE

Q Would you call it a Ford White House now?

MR. RUMSFELD: It is.

Q What is the question?

MR. RUMSFELD: Is it President Ford's White House and indeed it is. Now, she said.

Q Is it his Cabinet yet?

MR. RUMSFELD: I have got a practice of not getting into that, kind of just like the Vice Presidential question. It seems to me that is very personal to him and he is addressing those questions and I do not have any announcements to make with respect to that subject.

Q Do you decide who sees the President and who does not?

MR. RUMSFELD: Let me expand on my answer to the Cabinet. The reason I feel that way is it seems to me those are very difficult jobs, running a Cabinet, department or a major agency. They are difficult enough that they do not need people in the White House commenting on them and cutting their legs out from under them, making their management tasks more difficult, and it seems to me people in those positions need to be supported.

To the extent the President makes any judgments that he wants to visit with them with respect to their future plans, that is his prerogative and his business.

Q To expand the question a little bit, because my question included --

MR. RUMSFELD: I was finishing that one. Refresh me.

Q Is there one person -- is it you who decides who sees the President and who does not?

MR. RUMSFELD: No, it is not. I said I did not intend to become the doorkeeper and I have not become one. The way it works varies, but the President may get a phone call from a Member of Congress saying he would like to see him and the President will say, "Fine," or there may be a letter that comes in or a request from a staff member and in the morning formally, and then again in the evening and if necessary, in the middle of the day I will visit with him and tell him, there are the people who are anxious to see him, and what the subject is to the extent I am aware of it.

To the extent I am not, I just tell him they want to see him. He then makes the judgments as to what his schedule will be.

MORE

Q Mr. Rumsfeld, now, you brought this reorganization this far. Do you plan to stay here awhile?

MR. RUMSFELD: John -- first, I have tried to use the word "organization" rather than "reorganization" because I think it is a little more accurate. It is kind of an indication of where we are.

Secondly, I have no other plans.

Q I wonder if I could expand on my Cabinet question without going into personalities because that is what you indicated you did not want to talk about, the individual Cabinet Members. Can you give us any feeling you may have as to how rapidly or not this process may proceed without going into personalities?

MR. RUMSFELD: No.

Q You said you would prefer to call it organization rather than reorganization. Is this essentially a little more than a rearrangement, perhaps, of bureaucratic titles and positions and if not, can you point to any one thing here that you think is more significant than the rest of them?

MR. RUMSFELD: First, this is no big announcement. In other words, we are not up here today saying this is a great announcement. But we are here because there have been a lot of questions about the White House. People have asked for a phone book. Stories get printed about who sits where and who fits where and the goal has been to try to provide some more effective communication so that there will be a somewhat better understanding of exactly the way it is working.

Q We are very glad to have it, too.

MR. RUMSFELD: It will continue to evolve and it seems to me that is understandable and I think it would be a mistake to read every detail about it.

MORE



Q Is there any one particular thing that is really different from the way it was being done a year ago, recently?

MR. RUMSFELD: You are looking for hot news within the last two weeks?

Q I just am under the impression -- we were told there is going to be an announcement about organization at the White House. Now I just want to make sure --

MR. RUMSFELD: I have thought you were being told there would be a briefing on the subject of organizational arrangements in the White House, and that is what I have given you, not an announcement. The biggest change that has taken place, it seems to me -- and this is not in the last two weeks -- the biggest change is the President himself. He is a different individual, and he behaves in a way that suits him. And his approach to the job, his dealings with the staff, his sessions with the people from the departments and agencies that are wrestling with questions on budget or economy, or energy, or whatever are pure Jerry Ford, and it seems to me that -- really you know you can have varying organizational arrangements.

I think this does accurately reflect what exists in the White House today. But the most important thing is the interaction between the President and the people on the staff and all of the people here within the departments and agencies.

Q Don, one or more senior staff members to the President have spoken from time to time of the so-called peek-in status. Those who had it could just sort of look in, and if the President was not otherwise occupied could go in and talk to him.

These nine senior staff with their specific responsibilities that are outlined here, will all nine of them have so-called peek-in status, or what is the status of that status?

MR. RUMSFELD: I think rather than answering your phraseology I would like to state it positively. Certainly the people listed across there, plus several others, have the ability of calling the President or asking Nell or the people right outside of his door, whoever happens to be there, if he is busy, and if he is not busy, opening the door and saying, "I would like to see you."

MORE

tsdt vrtit colling...  
Q Who are the others besides the nine?

MR. RUMSFELD: I mentioned a list of others in my statement who deal with the President directly and then obviously there are still others. It varies with the individual. It may vary with an individual from time to time. But it is up to the individual how he feels about doing that. If he is working on a project for the President that is continuous, it may be that for a period of six months he may do that. It may be six months later it might not be appropriate because the President is not deeply engaged in that particular project at that time, and I think it would be wrong to try and finish a specific, hard list of who does whatever it is you said some people do.

Q Don, how soon would you expect a clarification of the Vice President's Domestic Council responsibilities? He is being sworn in tomorrow. He is Vice Chairman of the Council by statutory designation. Do you have any idea whether this is coming in the next few days?

MR. RUMSFELD: I have no idea what the President and Vice President will discuss in this specific, and I certainly would not want to put a time limit on.

Let's make this the last question.

Q You said several times here this afternoon the big thing is the President is different. I assume you mean he is different from former President Nixon?

MR. RUMSFELD: He is different from every President.

Q How is he different in his organization than former President Nixon?

MR. RUMSFELD: It seems to me that that is for you to worry about and what I can do is describe President Ford and President Ford is an individual who is used to dealing with a variety of people with a variety of different views. He is very comfortable in situations where ideas are competing and conflicting and in participating in a process of sorting them out.

Certainly, 25 years, or however long it was, in the House of Representatives is pretty good training grounds for that. So, you see an individual who is willing to meet with larger groups, willing to listen to points debated and discussed, and perfectly capable of sifting and sorting through them and making judgments.

MORE

MR. NESSEN: I have one other announcement and one other piece of material to give you.

You raised a question about point four which is to assure high ethical standards and behavior by his staff. We have a memorandum by Don Rumsfeld and one by Phil Buchen to the staffs spelling this out, which are here, and we also have in this plain, brown wrapper these standards of conduct for the White House as distributed to the entire White House with the applicable laws, and so forth. They are available here.

THE PRESS: Thank you.

END (AT 3:25 P.M. EST)

THE WHITE HOUSE  
WASHINGTON

December 31, 1974

MEMORANDUM FOR DON RUMSFELD

FROM: RON NESSEN

SUBJECT: SAMMY DAVIS, JR.

Sammy Davis, Jr. has phoned me several times to remind me that he has a benefit concert at the Kennedy Center on January 4 to raise money for prison reform. He would like President and Mrs. Ford to attend.

He also would like to be invited to dinner at the White House the night before, January 3.

My recommendation would be to have the President phone Sammy Davis, Jr. and gracefully decline both invitations. Sammy Davis, Jr. is closely identified with former President Nixon. I don't think President Ford should form any public relationship with him.