First, how does the White House staff work? Republican Presidents are supposed, according to recent caustic theories, to be lethargic and laissez faire -- therefore, their White House activity should be small and inactive.

Not so in this Administration. The size and scope of this White House staff is evidence of it. Reason is simple: every White House staff is projection of President, a reflection of his personality and desires. President Nixon, driven by his intellect -- radiates and spews forth ideas and suggestions continuously. Creates burdens that force staff activity in a variety of areas.

So what staff does the President have, and how does it work:

I’ll limit this to what’s singular about it.

| only Pres. | 1. National security -- Kissinger /NSC |
| NSC]staff when he BOB] takes office | 2. Domestic programs -- Ehrlichman (enlarge on novelty of this) |
| | 3. Urban problems -- Moynihan (Counsellor) “ |
| | Congress -- Harlow (Counsellor) “ |
| | Civil rights/goals -- Garment |
| | Writing -- Keogh |
| | Communications -- Klein |
| | Press -- Ziegler |
| | Appointments -- Chapin |
| | Administration -- Haldeman |
| | Aides -- Hughes |
| | Budget -- Mayo |
| | Political -- Dent |
| | Tours/ceremonial -- Davies |
| | First Lady -- Stuart/Winchester |
| | CEA -- McCracken |
| | Science -- DuBridge |
| | Cabinet & Agencies |
Of this aggregation, the most influential: Kissinger, Ehrlichman, Haldeman, Mayo; the others vary according to the ebb and flow of their problem areas.

Procedures: 8 a.m. staff meeting, Kissinger, Haldeman, Ehrlichman, Harlow, joined at 8:30 by Klein and Ziegler - to President (first 4) at 8:45 - 9:15. Rest of operation is mostly functional meetings within respective groups.

Our working hours run from about 7:30 to about 7:30, with all or part of Saturdays and Sundays. Probably not too far different from your own schedule.

Ehrlichman meetings with his people -- 7:30 every morning.

White House people with greatest contact with departments and agencies:
Kissinger with State, Defense, CIA and other international or defense-related activities:
Ehrlichman -- across the board domestically, with his subgroups handling departments functionally; Haldeman, direct to Cabinet folk with Presidential urgencies; Mayo, of course, with BOB all across the board; Harlow, on Congressional problems; Klein on communications; Ziegler on press conference; Dent on politics; Moynihan on Labor-HEW-OEO matters; Chapin on appointments.

Major characteristics of White House as contrasted with elsewhere: Scope -- amalgamation of national concerns; urgency-impact; intensity and endlessness of burdens; power & influence; visibility (with advantages and dangers). Only Speaker of House and Leaders of Congress, plus key Cabinet folk similarly situated.

A word about how we’re doing so far.
President’s popularity -- in Gallup, in first 11 months, Eisenhower dropped 8% and Johnson 10%, while Kennedy rose 6% and Nixon 9%. Nixon now well ahead of Eisenhower, equal to Johnson, behind Kennedy.

Good in first year --

Identity with Middle America (Nixon obviously President of most people)
Orderliness and calm restored
Ending the war honorably (Polls say people agree)
Restoration of dignity
Increased respect for U.S. abroad
Coming to grips with welfare failures
Gaining control of inflation
Firm attitude toward crime

Other approaches not coming through --

Dealing with problems of the poor
New federalism -- returning power to the people
Quality of life – Environmental Control Council not known; arts neither
First five years of life (education) – not known
Voluntarism – First Lady started; no follow-through
Streamlining of governmental decision-making
Reform
An action, not wordy, Administration
Initiatives toward world peace (SALT, Okinawa, NPT, germ warefare)
Political criticism of us --
Negative themes –
  Doing right things for wrong reasons -- dragged into tax reform and hunger, OEO, etc.

Southern strategy
Resent criticism (Agnew)
Inaccessibility of President
Can’t handle Congress
Babel = contradictions by Administration leaders

Last item brings me to Congress, a negative theme for the President now.

Reasons for negatives:

Democratic control -- 1st time in 120 years, etc.
Seasonal -- patronage first 6 months; issues thereafter, with “getting to know you” problem.
Press belief that President should dragoon Congress, even when in “enemy” hands.
Republicans -- unused to their own President; factionally divided; new Senate leadership (Dirksen death)
Communications/hold-overs
Consultation/patronage/projects
Lethargic session (slowness uptown and downtown; Democratic control) new Administration always delayed
Contentious programs -- ABM; surtax; Haynsworth; budget cutting; HEW and pollution add-ons by Democrats; postal reform

Caterwauling -- chronic, unavoidable, exploited by press attuned mostly to those who complain (liberals).

Departmental shortfalls -- inexperience; consultation; communications; liaison; relationship of Congressional group to Secretary; leaks; partisanship (both ways). Best at it: Agriculture (weekly sessions with Committee).

Relations with junior members

Prospects -- better & worse

Betters -- Republicans shaken down, used to working with President.

Departments shaken down, used to working with Congress. White House cleaning up shortfalls with disgruntled. More teamwork.

Seasonal problems out of the way.

Worses -- More partisanship likely from Democrats

Budget cutting

“New Populism”

Elections nearing -- creates strains on both sides

Issues (ABM again; new taxes; HEW money; veterans benefits, etc.)

Suggestions for departments --

Entire high command stay in close touch with Committee members

Advance consultation

Special handling of important Congressional correspondence
Direct access of Congressional man to Secretary
Quick remedial work on Congressional complaints before they fester
Careful preparation of testimony & advance correlation with Committee members
Playing straight with Administration in power

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