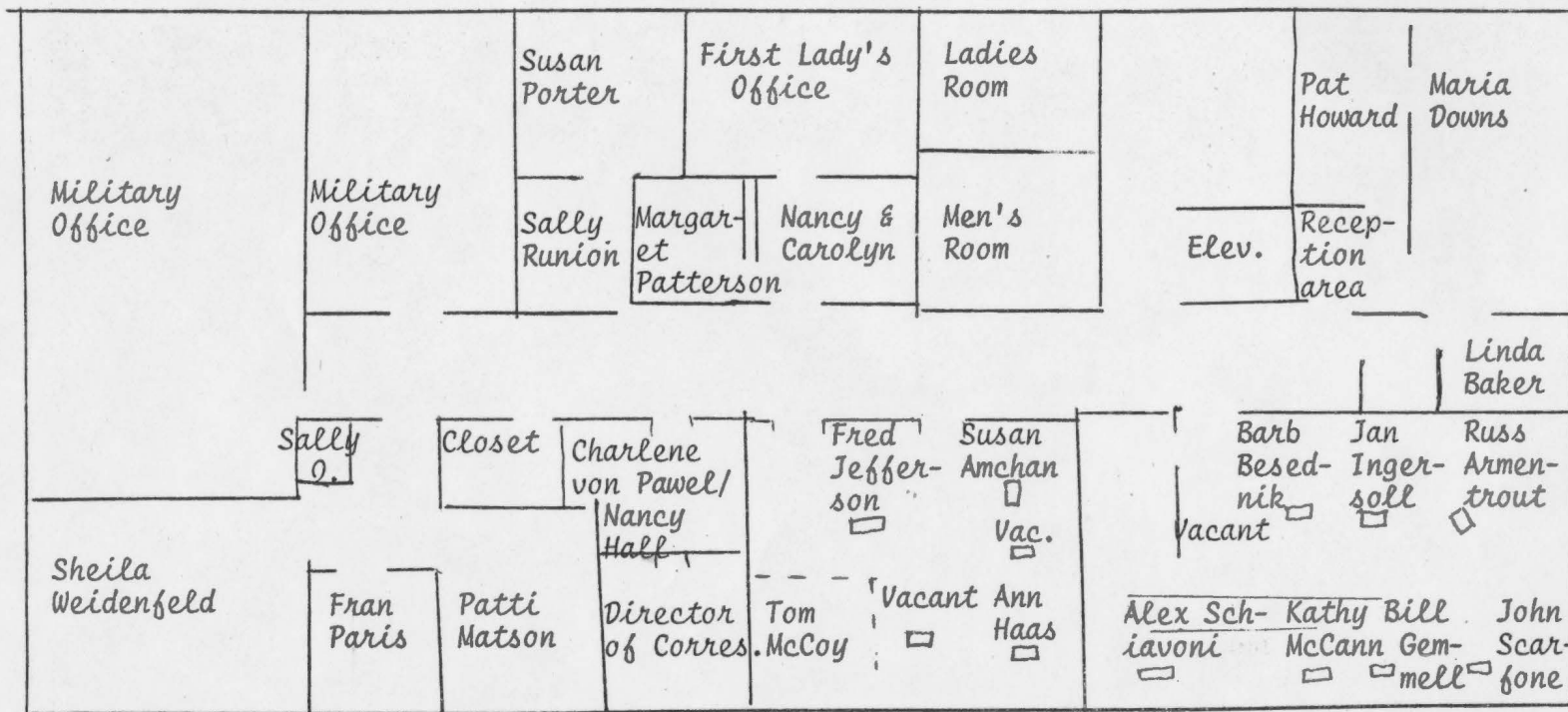


The original documents are located in Box 46, folder “Staff Operations - First Lady's” of the Betty Ford: White House Papers at the Gerald R. Ford Presidential Library.

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(Gwen King)
Director of Correspondence
and Administrative Assistant
to First Lady (Personal
Mail)

(Carol Sampson)
Assistant to the Director
and Drafter for Social
Office

(Tom McCoy)
Assistant to Director
of Correspondence &
Mail Analyst

(Fred Jefferson)
Assistant in the
Offices of the Social
Secretary & the Dir-
ector of Correspondence

(Ann Haas)
Drafter

(Mary Owens)
Drafter

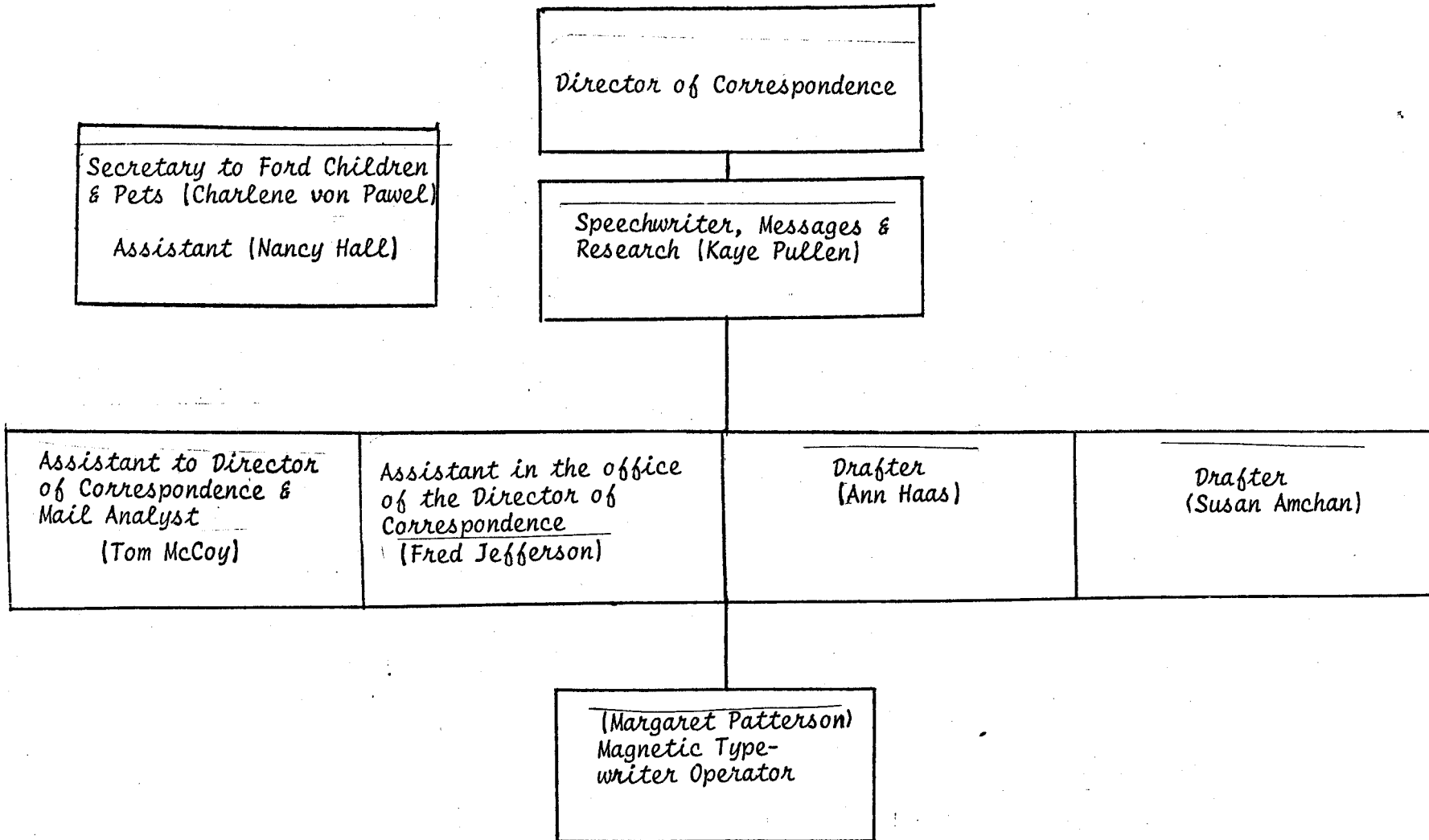
(Susan Amchan)
First Lady's Auto-
graphing (Photos &
Greeting Cards)

(Cindy Vander Heuvel)
Secretary to Nixon
Girls (wrote Julie's
speeches also)

(Margaret Paterson)
Magnetic Typewriter
Operator

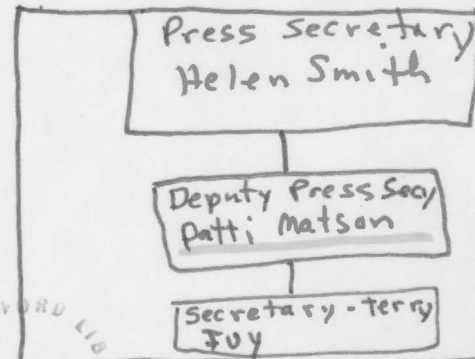
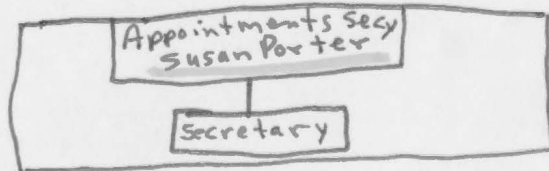
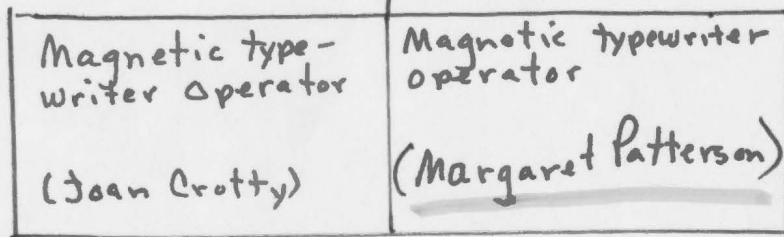
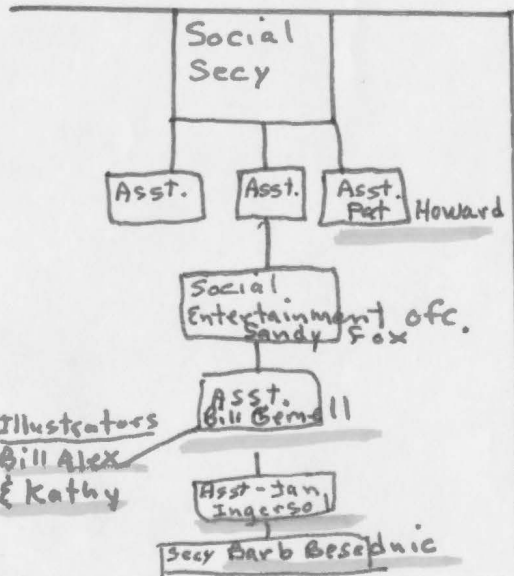
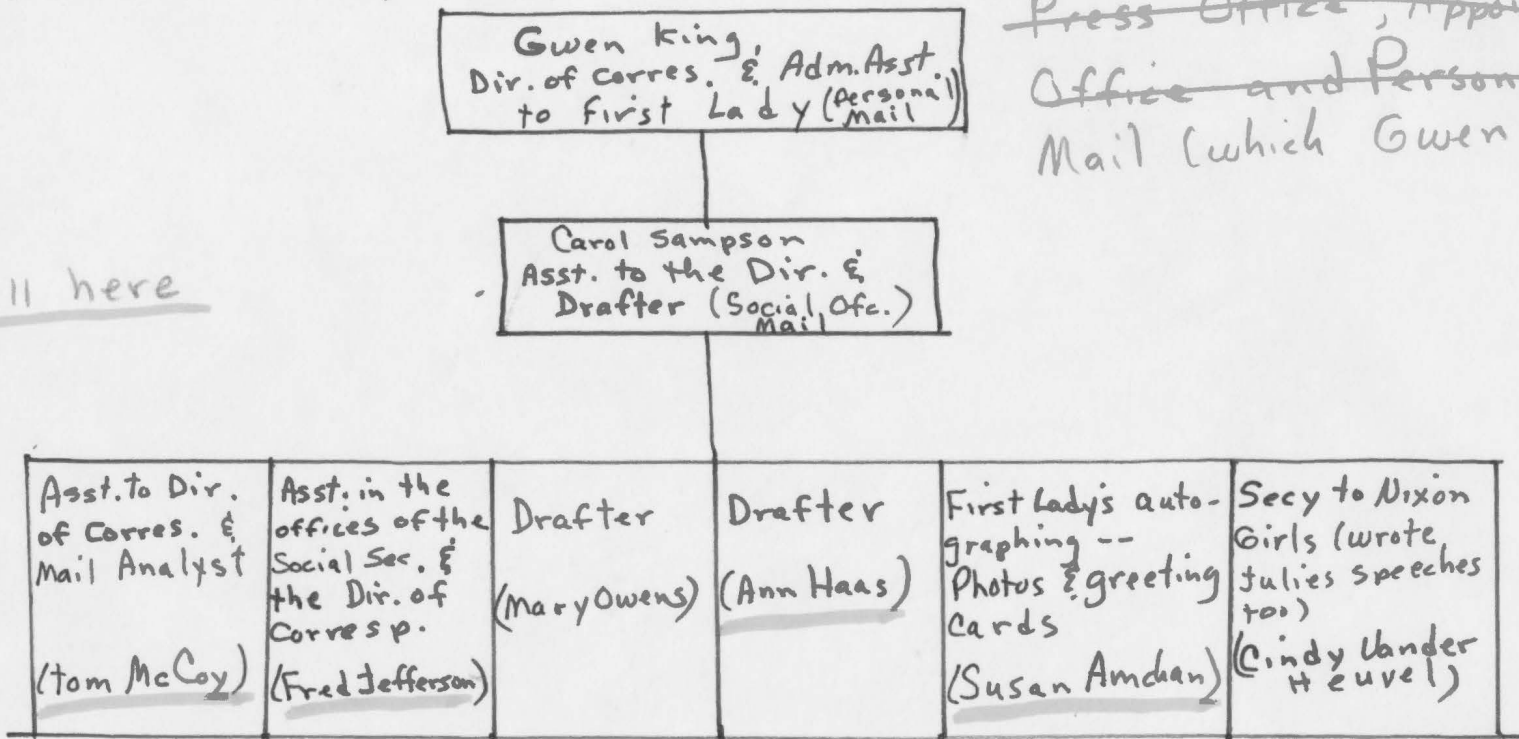
(Joan Crotty)
Magnetic Type-
writer Operator

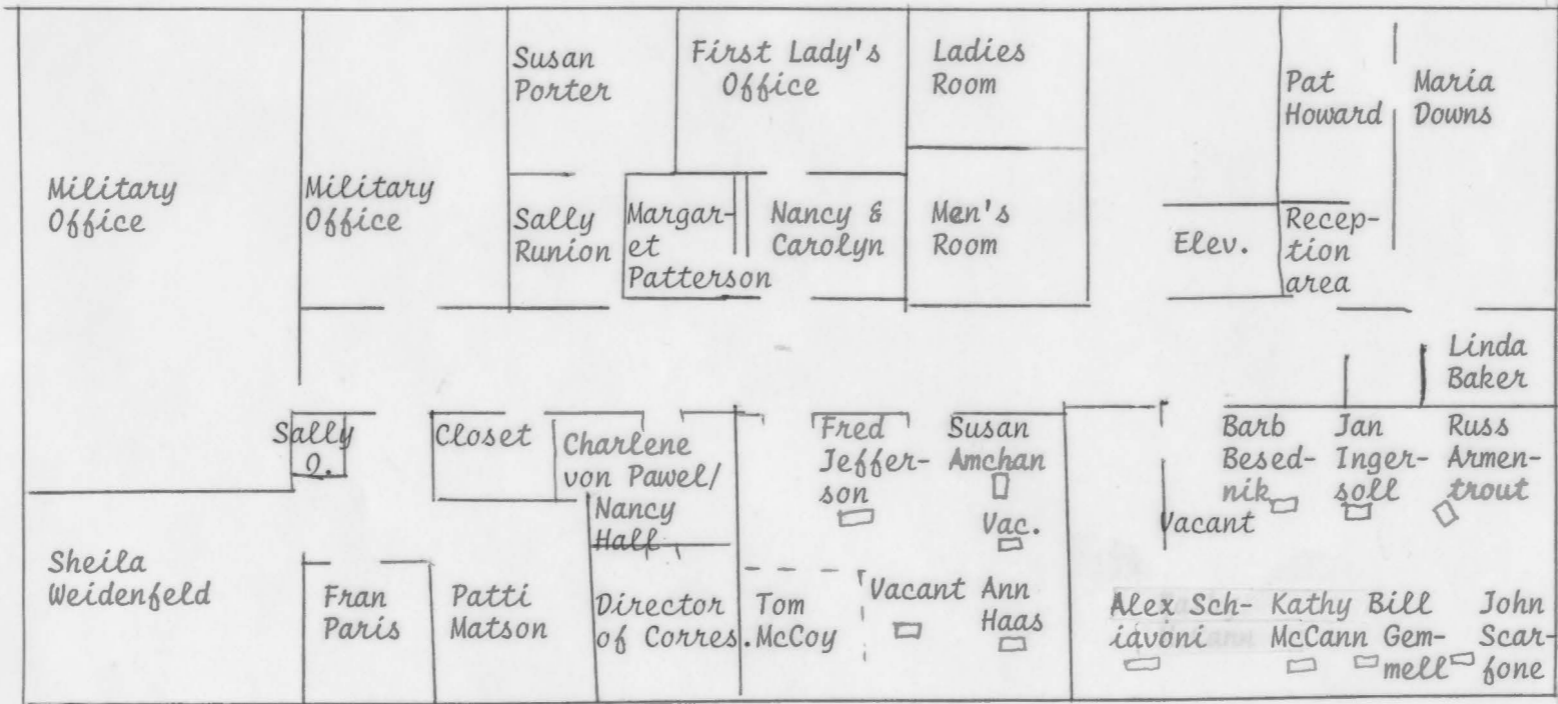


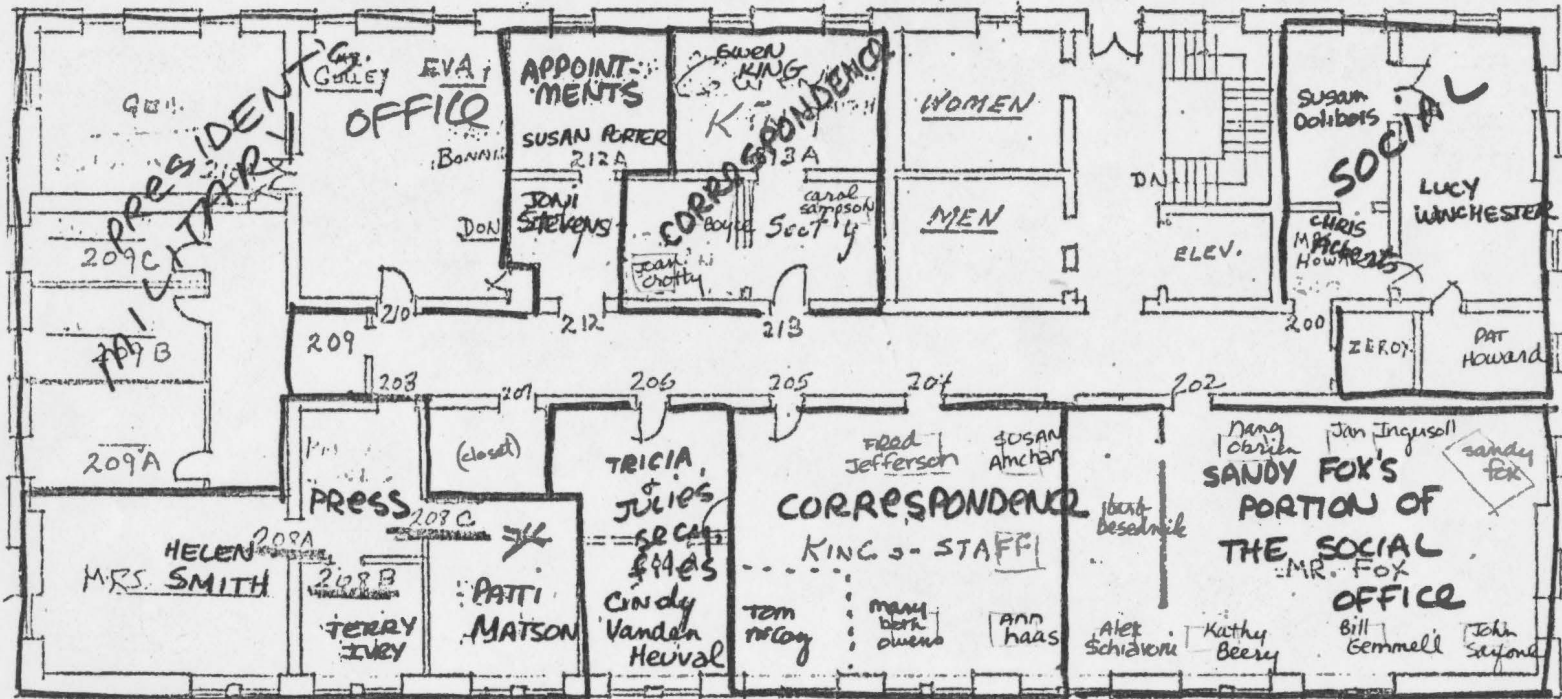


This is a chart of the Correspondence Office before our Administration. They were set up to do all mail -- Social Ofc. ~~Press Office, Appointments Office and Personal Mail~~ (which Gwen King did)

People still here



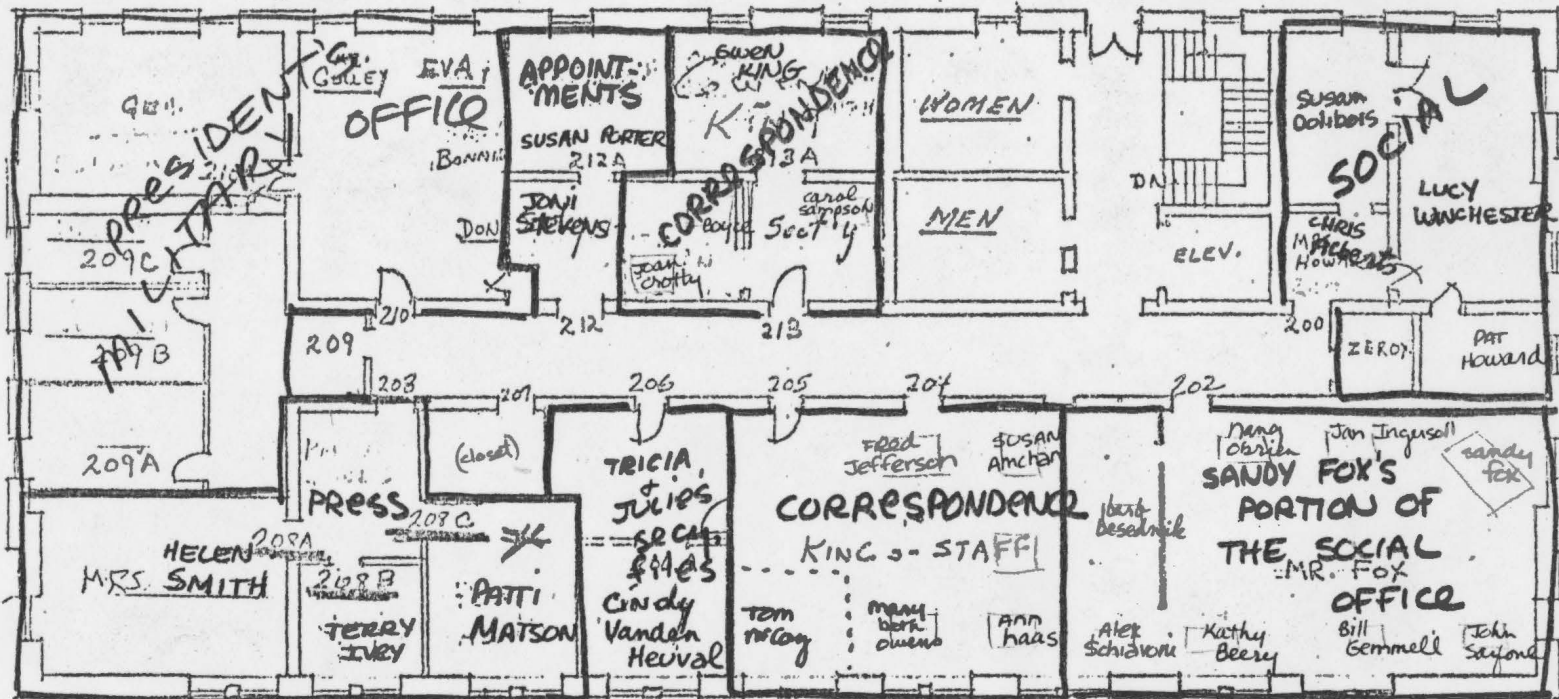




SECOND FLOOR PLAN - EAST WING

6-29-71
S.R.

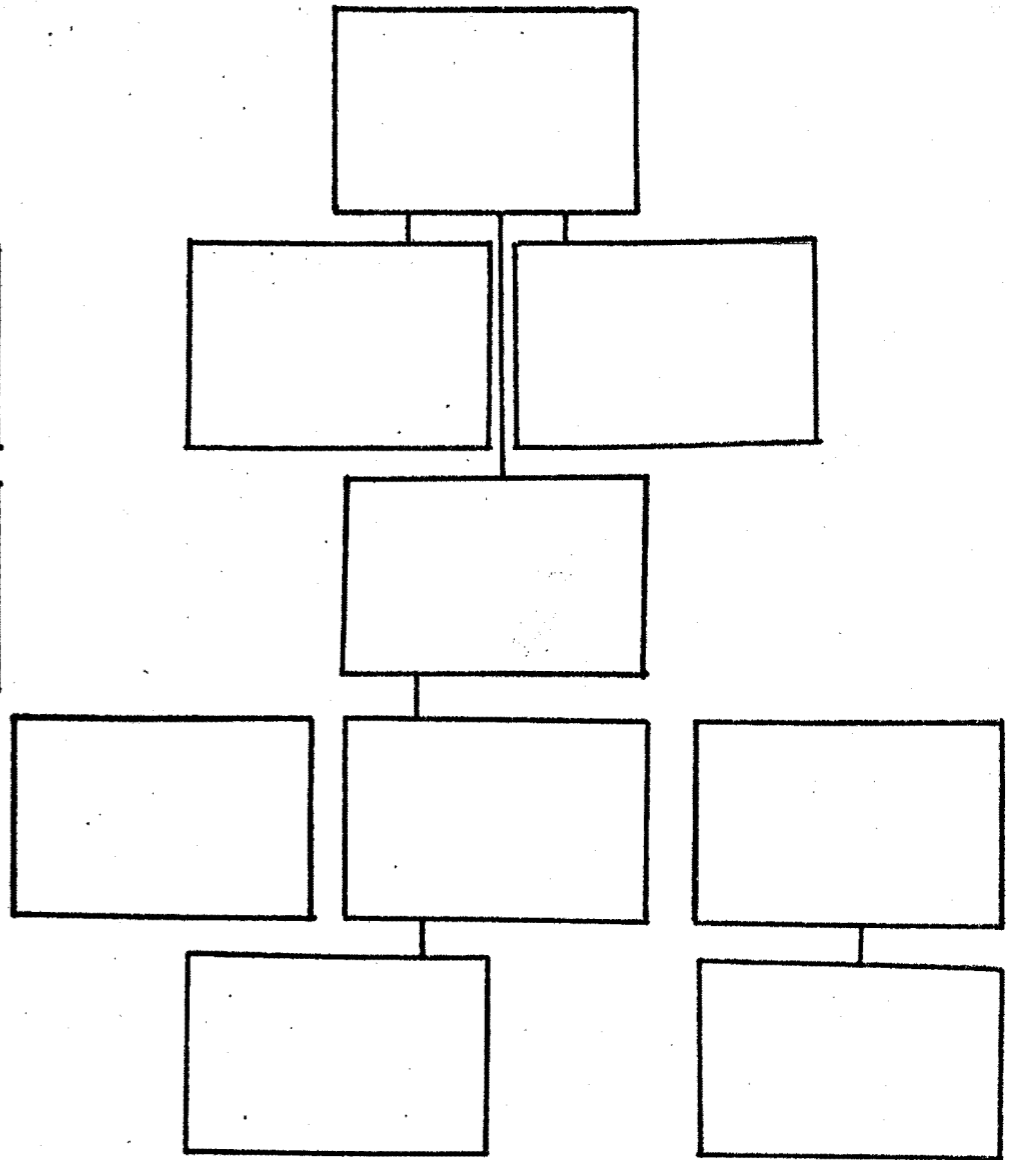
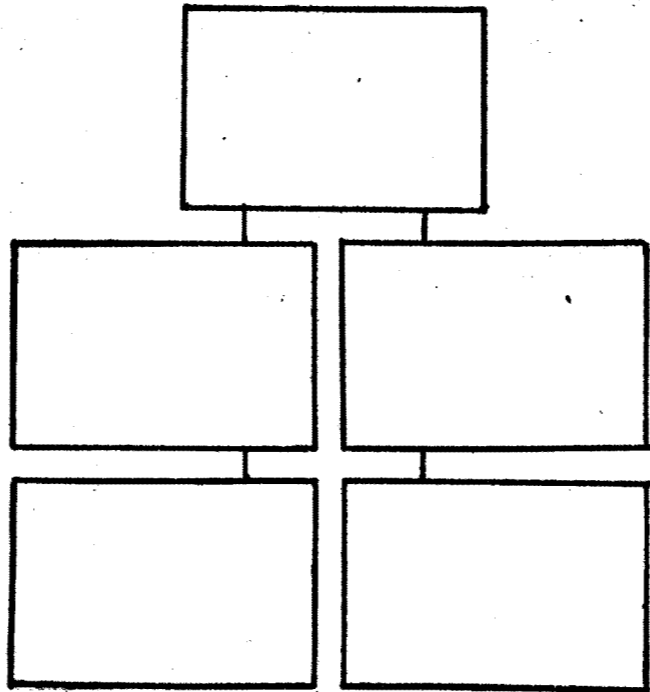
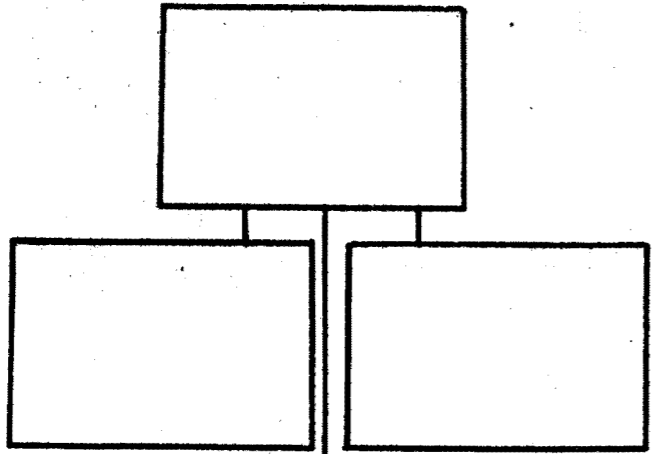


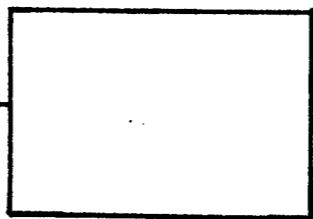
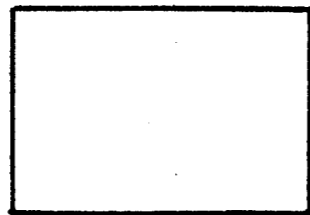
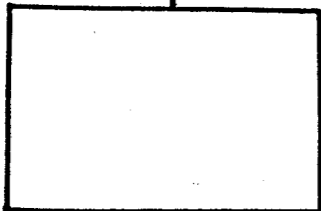
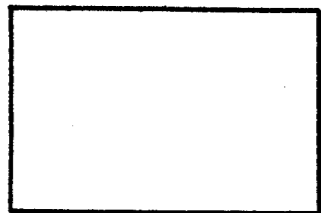


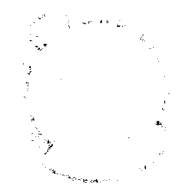
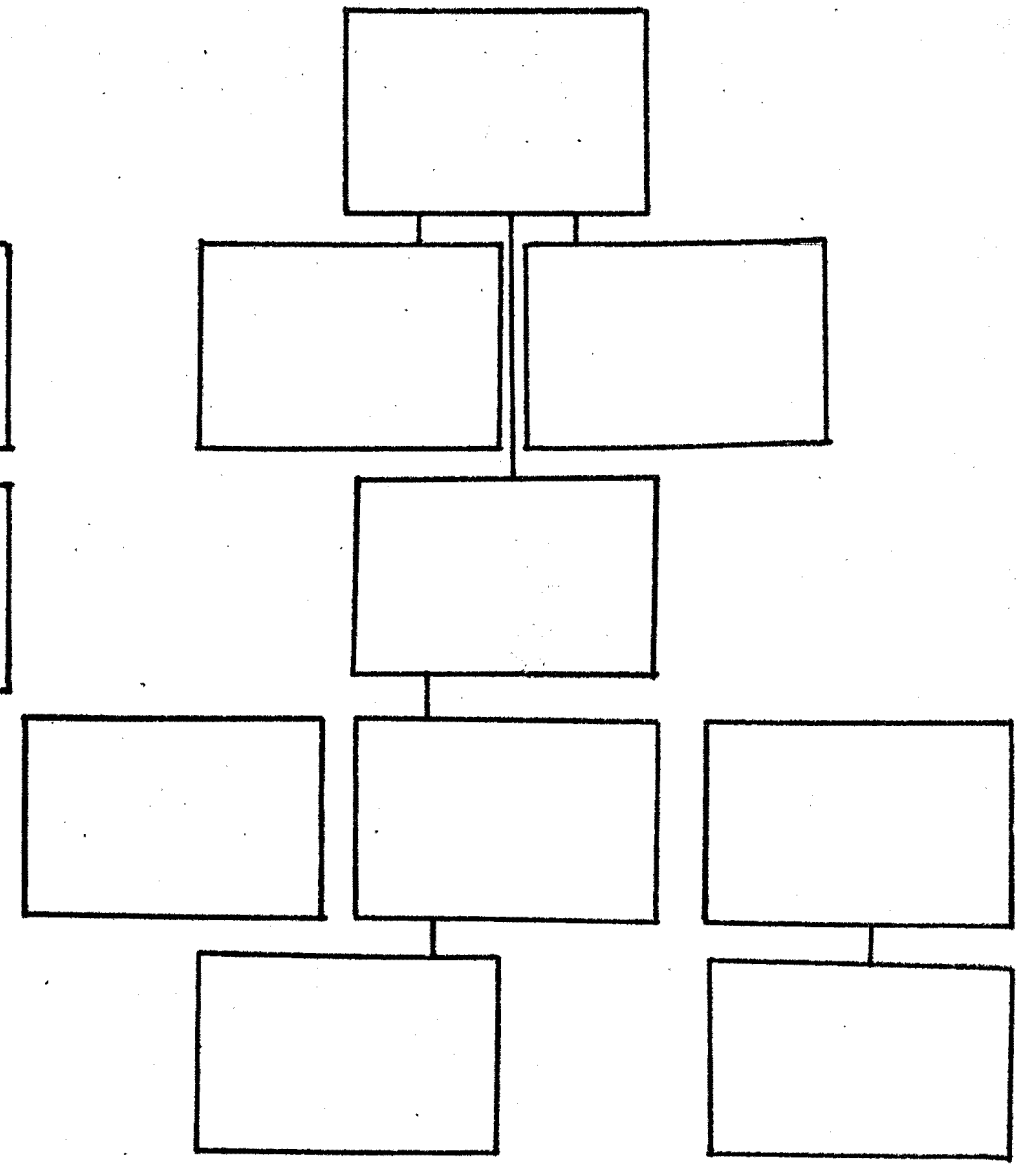
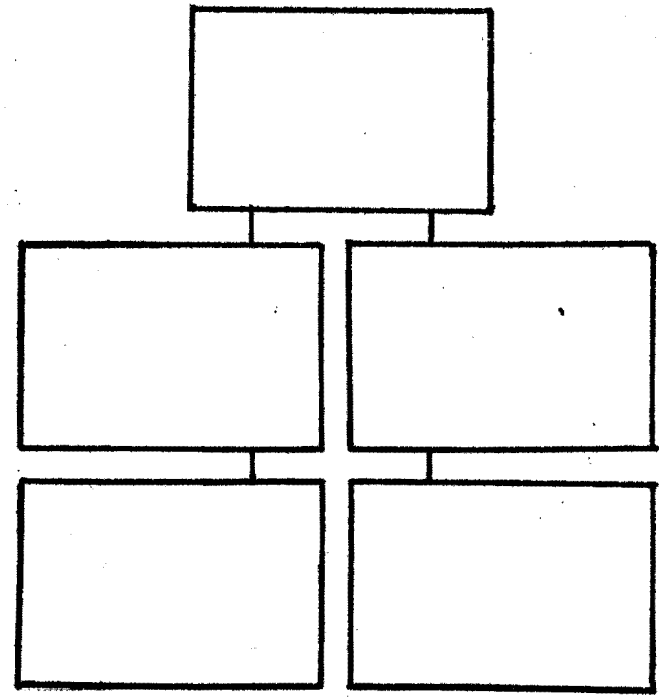
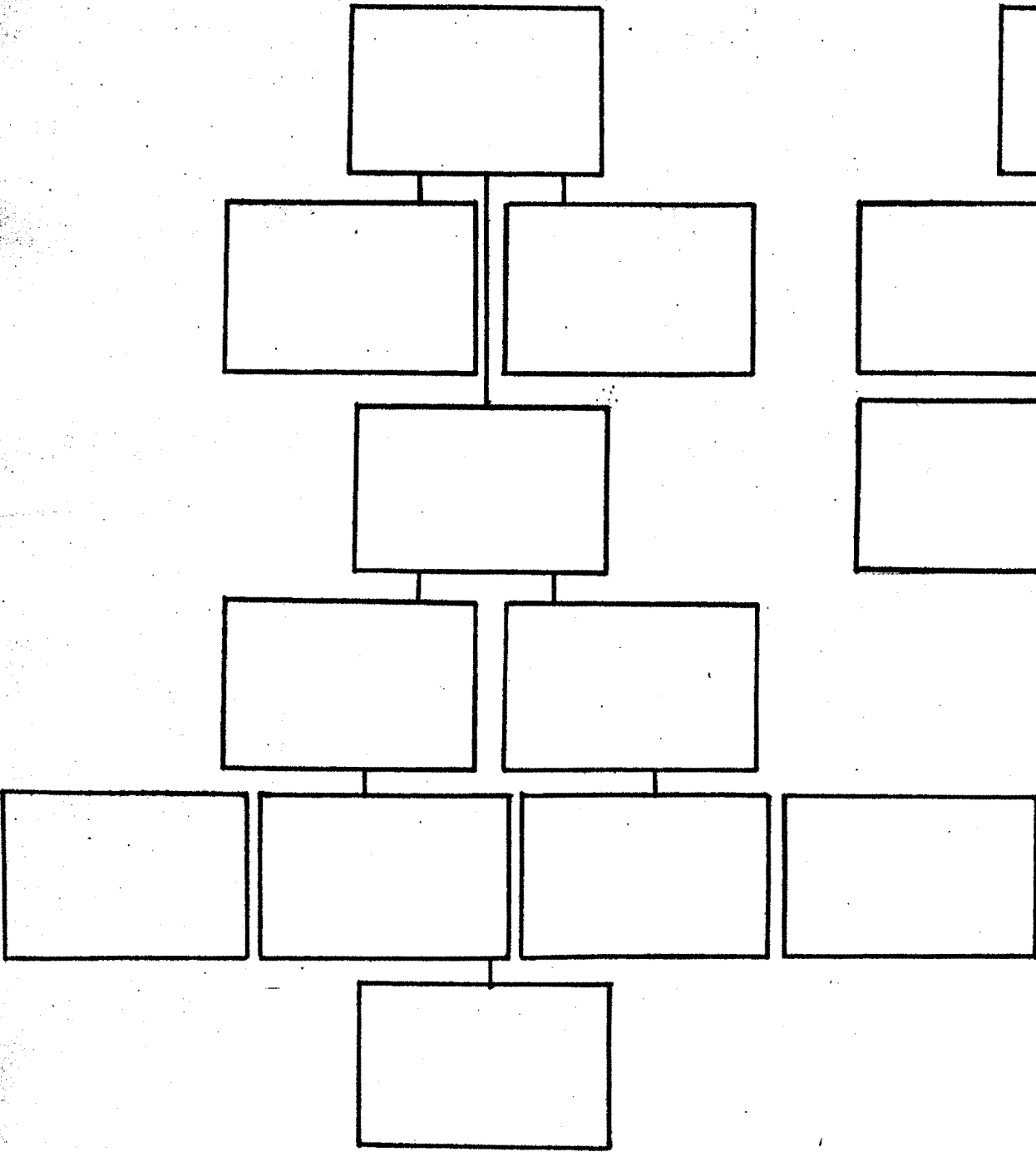
SECOND FLOOR PLAN - EAST WING

6-29-71
S.R.









Director of Correspondence

Secretary to Ford Children
& Pets (Charlene von Pawel)
Assistant (Nancy Hall)

Speechwriter, Messages &
Research (Kaye Pullen)

Assistant to Director
of Correspondence &
Mail Analyst
(Tom McCoy)

Assistant in the office
of the Director of
Correspondence
(Fred Jefferson)

Drafter
(Ann Haas)

Drafter
(Susan Amchan)

(Margaret Patterson)
Magnetic Type-
writer Operator



cc: H. P. ...

THE WHITE HOUSE
WASHINGTON

August 14, 1974

Murba
Let's discuss these! I believe some of the ideas will really help the First Family WSR

MEMORANDUM FOR:

JERRY JONES

FROM:

~~DAVID~~ PARKER

SUBJECT:

Suggestions for Operation of the First Lady's Staff

The First Lady's Staff should be divided into distinct areas of responsibility, such as:

(1) Social Secretary/Staff Director

The Social Secretary/Staff Director should be responsible for the following:

- (A) Should focus as Staff Director of the East Wing (meaning act as an administrator, i. e. hiring, pay raises, etc.) and as "Chief of East Wing Staff" have the clout needed with the First Family to ensure a smooth and coordinated effort among all staffers in the East Wing on behalf of both the First Lady and the President.
- (B) The Social Secretary/Staff Director should not only function as the keeper of the First Lady's social calendar, but should also control the First Lady's appointments calendar.

Such a person should be a friend of the Ford Family, for if the Social Secretary/Staff Director is a personal friend of the Family's, it would give her the clout necessary to make policy decisions in the East Wing and to make them stick. This, of course, would definitely be necessary if the Social Secretary/Staff Director and Mrs. Ford are going to handle all guest lists.



The Social Secretary/Staff Director for the First Lady should also work directly with the First Lady in getting top entertainers to appear at the White House.

(2) First Lady's Press Secretary

The First Lady's Press Secretary should be someone, who is well versed with the press and the way they work; be very familiar with the Washington area as well as the Washington press; and someone who is well respected by the national press. This person should serve only as the First Lady's Press Secretary which is a full time job if the Family is given the kind of coverage they should receive. There should be enough activities generated so the Press Secretary could hold a briefing everyday and get coverage in the papers. The Press Secretary should have access to the First Lady to give her press statements on behalf of the First Lady credibility.

(3) Correspondence Section

The Correspondence Section should function as a separate unit filtering appropriate invitations for consideration to the Social Secretary/Staff Director for the First Lady, who in turn should meet with the First Lady on a daily basis to take up her "active" schedule.

Additional Thoughts

The West Wing Appointments Office for the President should have an East Wing Liaison Officer who would send all appropriate Presidential invitations over for the First Lady's consideration.

The Social Secretary/Staff Director should be included in daily Presidential staff briefings on Administration philosophy and activities which would keep her abreast of the thinking and equip her with the knowledge necessary to seat the President's guests at a State Dinner for example.

(4) Advancewoman to the First Lady

The First Lady's Advancewoman should be part of the First Lady's Press Office and not the social/appointments office. I feel the advancewoman would function



better as a press person who understands the necessities of getting good press coverage on location and could effectively get such coverage. A scheduling-type person simply would not have the background for this line of work.



THE WHITE HOUSE

WASHINGTON

August 14, 1974

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The First Family
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The responsibility of the White House Social Secretary includes the overall planning, coordinating and responsibility for all official (both foreign and domestic) social functions given by the President, Mrs. Ford and their family.

Jet age diplomacy has brought about an end to the strict adherence to "the social season." Therefore, the responsibility and the work load of the office of the Social Secretary has increased five-fold and the staff was diminished by one assistant last September.

In 1950, the Social Secretary arranged 55 social functions (5 of them were State visits) for a total of 3,508 guests. Ten years later, in 1960, there were 17 State visits with a total of 10,513 guests at the White House. In 1970, the President and Mrs. Nixon entertained 21 Heads of State. Thus far, the Ford Administration has entertained 22 Heads of State with a projection of at least double that for the coming year because of the bicentennial celebration. For example, H. I. M. Hirohito, Emperor of Japan, and H. M. Queen Elizabeth II who have not visited the United States in over two decades have already set dates for a State visit.

With an increase in the number of social functions and the most favorable press reaction to the Ford parties, there comes also an increase in the normal day to day work:

- ① -- approximately 150 daily telephone calls (more during a State visit), up 50% from the previous administration



② -- 100 pieces of mail daily (an increase of 75%)

Additionally, the Social Office now has the responsibility for processing guest lists (handled previously by another White House office), entertainment (also handled previously by another White House office), and table decor. Each one of these areas is tremendous in scope and is a full-time job for a social assistant. The table decor area alone necessitates contacts with museums, art galleries, studios, companies, etc., to locate American art objects to be used as a focal point of the centerpiece for a State Dinner dining table. The presentation of these objects and the contacts with designers to assist with each project is an often difficult and time-consuming exacting task. This area is new during the Ford Administration.

The Social Entertainment Office's added responsibility over and above the normal work required for social functions (i. e., invitations, place cards, seating stickers, escort envelopes, menus, programs, etc.) includes:

1. Inscribe photos of the President and Mrs. Ford and their family (even Liberty) -- 1000 a month (an increase from 50 a month during the Kennedy Administration).
2. Maintain 40,000 guest record cards (up from 20,000 during the Kennedy Administration).
3. Research correct names, titles and addresses of each invitee (up 20,000 from the Kennedy Administration).

4. Prepare name cards for use at Presidential meetings -- 200 per month (new during the Ford Administration).
5. Inscribe names and dates on Presidential certificates of appreciation and of commendation, White House Fellows and Air Force One Flight certificates -- approximately 100 per month.
6. Design and have printed special invitations and programs often requiring extensive art work; for example, the Easter Egg Roll Certificate.
7. Prepare hand-lettered cards for use in displays (gifts from foreign governments, China Room signs, etc.).
8. Provide place cards, menu cards, etc., when the President entertains in places other than the White House (approximately 50 functions annually).
9. Do hand lettering for the Gift Unit (Presidential gifts to Heads of State).
10. Prepare centerpiece information cards for use at formal dinners -- approximately 500 annually (new during the Ford Administration).
11. Maintain Presidential precedence list (protocol keeping of current changes in government positions).
12. Order, stock and provide special Presidential congratulatory cards for Mrs. Ford's Correspondence Office (approximately 55,000 per year), up 10% from the previous administration.

13. Order Presidential Christmas cards and hand address cards to Heads of State, the Diplomatic Corps in Washington, American Ambassadors and other foreign dignitaries (approximately 500 per year).
14. Order, address and transmit Presidential Christmas gift prints (Johnson Administration sent 1100; last Christmas 3797 were sent).
15. Maintain comprehensive record book in triplicate of each social function containing guest lists, invitations, press clippings, table decor descriptions, etc., for use in Presidential Archives.
16. Maintain category files of approximately 8,000 possible guests of such categories as the sports field, arts, labor, Republican donors, White House staffers, etc. (new during the Ford Administration).

In conclusion, I recommend that the Social staff be increased by two persons - one grade 6 secretary and one grade 8 assistant.



1. _____

a. The First Lady exercises a management or coordinating responsibility over four major staff elements. The first element is her personal staff located in the East Wing and essentially provides press, social, correspondence, and scheduling support to the First Lady. It is this staff in which she is most intimately involved in her day-to-day functions. In addition, however, through the Chief Usher, the First Lady coordinates activities which support the functioning and operation of the residence itself. Thirdly, through the Visitor's Office, the First Lady coordinates the special visitor and tour activities in which she is personally involved. Finally, through the Curator's Office, the First Lady coordinates and directs activities designed to preserve the historical significance of the White House.

b. Mrs. Ford inherited a personal staff consisting of approximately twenty-seven people at a total annual salary of approximately \$436,000 divided into four major functional groupings -- Social Office, Press Office, Correspondence Office, and Appointments and Scheduling Office.

2. _____

a. The organization inherited by Mrs. Ford in terms of the major functional groupings outlined above is displayed in the appended organizational chart. Attached to the organizational chart is a recapitulation of the numbers of personnel contained in each office and the gross salary amounts involved.



b. Under the organization and procedures inherited by Mrs. Ford, no level for coordinating the activities of her personal staff was in existence. The addition of Mrs. Howe as Personal Assistant to Mrs. Ford and Mrs. Porembka as Personal Secretary to Mrs. Ford and Mrs. Howe added an element in Mrs. Ford's level which both supported her direct personal correspondence as well as permitting control of her appointments and schedule on a daily basis.

3. Detailed Analysis

a. Social Office. The Social Office is presently headed by Lucy Winchester and consists of the personnel outlined in the appended chart. (NOTE: Prepare chart on breakdown of each person and salary amounts)

(1) The Social Office is essentially divided into two major components: First, the immediate office of Lucy Winchester and her two assistants; and second, the office of Sandy Fox who is head of the social entertainment office. A description of Sandy Fox's office is appended. This office contains the highest salaried components on Mrs. Ford's staff due to the technical nature of the job requirements; i. e., calligraphers, illustrators, etc. The people in Sandy Fox's office are highly skilled, difficult to replace, and whose work and support are invaluable to the social functioning of the White House. I am of the opinion that the numbers of this office could possibly be

reduced slightly in the future, but would strongly recommend that this be done through appropriate review when normal attrition takes place.

(2) In terms of Lucy Winchester's immediate office, both the Social Secretary and her two assistants are kept busy full-time in terms of the many social events of the White House. I would not recommend any decrease in the two assistants presently assigned.

(3) In terms of overall functioning, the Social Office is perhaps one of the most efficient of those staff elements on Mrs. Ford's personal staff.

b. Press Office. The Press Office is presently headed by Helen Smith and consists of the personnel outlined in the appended chart.

(1) The Press Office consists of the Press Secretary, her assistant, and one secretary. This office is presently charged with the preparation of initial drafts of remarks which Mrs. Ford may make during attendance at any specific event. In addition, this office has in the past done most of the advancing for the First Lady. Under present procedures, the advancing functions of this office have been cutback to local advancing only and press advancing on out-of-town trips by Mrs. Ford.

(2) I would recommend that this office remain structured as it is in terms of total number of personnel. I would further recommend



that this office retain the responsibility for initial drafts of Mrs. Ford's speeches/remarks in close coordination, however, with appropriate staff elements in the West Wing as required. I would recommend that this office retain the responsibility for all press advancing for Mrs. Ford as well as the capability for overall advancing of the local events where required and directed. My recommendations on advancing operations for Mrs. Ford are contained in the procedures portion of this report.

(3) The existing secretary to the Press Secretary is presently operating as something more than that. I would recommend that as the situation permits, a secretary be hired, with appropriate skills, whose functions would be primarily secretarial support, assisting where necessary in other functions of the office as well.

c. Appointments Office. The Appointments office is presently headed by Susan Porter and consists of the personnel outlined in the appended chart. `

(1) The Appointments Office consists of the Appointments Secretary and one secretary. The office, as structured, is adequate to meet the requirements.

(2) A key consideration in the Appointments Office is the relationship between the Appointments Secretary and Mrs. Howe as the Personal Assistant to Mrs. Ford. Given Mrs. Howe's responsibility for Mrs. Ford's daily schedule I would recommend



that the Appointments Secretary work through Mrs. Howe to ensure that a proper balance is maintained in terms of Mrs. Ford's schedule and to preclude any conflict in commitments.

d. Correspondence Office. The Correspondence Office is headed by Marba Perrott and consists of the personnel outlined in the appended chart.

(1) The Correspondence Office is probably one of the least efficient elements presently on Mrs. Ford's staff. Under circumstances where Mrs. Howe and Mrs. Porembka have assumed a greater responsibility for Mrs. Ford's personal correspondence, I feel that the Correspondence Office can be cut back initially by one person and possibly two. These cuts would take place in the area of correspondence assistants. At present, the Correspondence Office under normal circumstances receives approximately 2000 pieces of mail a week, of which 1700-1800 are handled by the Correspondence Office itself. Approximately one-third of these 1800 are handled by form letters. Approximately 1000 of these 1800 pieces of correspondence are handled by card forms, leaving a residual of approximately 150-200 letters to be handled by the correspondence assistants on an individual draft basis. There presently are three correspondence assistants assigned to handle this volume. It is my observation that under normal circumstances these assistants are underworked given the volume

that they handle. As long as Mrs. Howe and Mrs. Porembka continue to handle a significant portion of Mrs. Ford's personal correspondence, I would anticipate that the need for correspondence assistants would continue to be lower. I would recommend an initial cutback to two correspondence assistants handling draft letters plus one correspondence assistant handling the card forms and draft letters as well. I would recommend a continual review to determine whether a cutback to a total of two correspondence assistants would be feasible.

(2) This Correspondence Office appears to be the one section of Mrs. Ford's personal staff where some budget savings could be effected to offset the additional cost attendant on Mrs. Howe's and Mrs. Porembka's salaries. Another way of affecting budget savings in the Correspondence Office would be--as normal attrition takes place--hiring younger correspondence clerks at lower grade levels than presently exists; e.g., GS-5's in lieu of GS-6's.

4. Recapitulation

a. Prepare chart of the existing organization with total numbers of personnel and salaries.

b. Prepare chart of recommended organization with total numbers of personnel and salaries.



STAFF PROCEDURES

1. Certain staff procedures have been put into affect which are considered to be consistent with Mrs. Ford's desires and style of operating. These procedures are designed to give her continued accessibility to her staff on a control basis, permitting a more centralized control of her schedule and time, and ensuring that her energies and time are not eroded by problems of lesser significance.
2. Key among the procedures which have been instituted and designed to accomplish the foregoing objectives are the following:

- a. Weekly Staff Meetings

- (1) The weekly staff meeting, usually held on Monday afternoon and presided over by Mrs. Ford, consists of the Social Secretary, Press Secretary, Appointments Secretary, Director of Correspondence, Chief Usher, Head of the Visitor's Office, Mrs. Howe, and a recording secretary. At this meeting Mrs. Ford's schedule for the next two weeks is intensively reviewed event-by-event, and details attendant to those events are coordinated. Following that schedule review a "round robin" takes place which permits each staff member to surface problems and questions in their area requiring Mrs. Ford's decision or guidance.

- (2) These meetings have been highly successful in ensuring that everyone is aware of Mrs. Ford's desires and that all staff members




are generally aware of events and responsibilities relative to these events.

(3) I would recommend that these weekly staff meetings be continued and that Mrs. Howe be responsible for informing and coordinating preparations for these staff meetings.

b. Central Appointments Log

(1) A Central Appointments Log has been instituted in Mrs. Howe's office as the controlling document for all of Mrs. Ford's appointments and scheduling commitments. This log permits Mrs. Howe to assess Mrs. Ford's schedule on a daily basis and make whatever adjustments are necessary. Recommendations for commitments forwarded to Mrs. Ford from the Appointments Secretary and approved by Mrs. Ford are posted to the log. In addition, Mrs. Ford's personal commitments in terms of schedule are posted as well. Any additional requests by the staff for commitments by Mrs. Ford which would affect her schedule are forwarded to Mrs. Howe's office by memorandum and, upon approval by Mrs. Ford or Mrs. Howe, are posted to the Central Appointments Log.

(2) It is recommended that the Central Appointments Log be maintained under the control of Mrs. Howe as a means of ensuring that Mrs. Ford's time is controlled in terms of her desires ^{so} that proper allocation is made to those members of her staff and events which require her attention.



c. Advancing Operations

(1) We have experimented with a number of different types of advancing operations for Mrs. Ford. She has indicated a desire to have all of her out-of-town appearances handled by Bill Henkel's advancing office where possible. This would not preclude, however, using personnel from Helen Smith's Press Office to supplement Bill Henkel's advancements for press advancing purposes. So far as in-town advances are concerned, Mrs. Ford in general accepts the idea of advancing being done out of her Press Office, except in those particularly sensitive appearances, such as the Greek ribbon-cutting ceremony, where Bill Henkel's shop might be the better choice.

(2) I would recommend that the advancing operations developed and described above, which Mrs. Ford appears to be quite satisfied with, be continued; that all out-of-town advances be handled by Bill Henkel, supplemented on the press advancing side by her Press Office; that in-town advancing be evaluated on an individual basis with advancing being done either by Bill Henkel's shop or Mrs. Ford's Press Office.

d. Mrs. Ford's Speeches/Remarks. I would recommend that the initial drafts of Mrs. Ford's speeches/remarks be prepared by the East Wing Press Office. I would recommend, however, that--as a regular procedure--these speeches/remarks be coordinated through

Paul Theis' office so that in any area involving possible impact on the Administration's policy or the President's prior pronouncements, the speeches/remarks be further coordinated through the agency having responsibility for that area; i. e., Domestic Council, NSC, etc.

e. Coordination of President's and First Lady's Schedule

(1) A procedure has been instituted whereby Mrs. Ford's Appointments Secretary acts as liaison with Warren Rustand in coordinating the schedules of the President and First Lady. This procedure should be continued to ensure that any potential conflicts are avoided and to further ensure that early decisions can be made on the desirability of ^{joint} ~~both~~ or separate appearances by the President and First Lady. It is important to pinpoint as early as possible those appearances by the President which will involve the First Lady in order to prevent a conflicting schedule commitment on her part.

(2) The President's monthly commitments are received by Mrs. Ford's Appointments Secretary, and a copy is maintained as an adjunct to Mrs. Ford's Central Appointments Log. Questions raised by Mrs. Ford's Appointments Secretary concerning her joint appearances with the President are resolved with Mrs. Ford through Mrs. Howe.



THE WHITEHOUSE

WASHINGTON

August 19, 1974

Yellow Highlighted
info. may be
interesting

MEMORANDUM FOR

MRS. FORD

FROM

GWEN KING

I was Director of Correspondence for Mrs. Nixon and because my date of departure from the White House is this coming Wednesday, August 21st, I wanted to give you, or whomever you designate to be in charge of your correspondence, a briefing on the scope and volume of First Ladies' mail, and the present system used in handling replies to the correspondence received.

Mail directed to the First Lady averages between 2,000 and 2,500 pieces per week. In peak weeks it has exceeded 4,000. (You have received already 3,123.) I am attaching 3 typical weekly reports compiled by Tom McCoy of the Staff which were submitted to Mrs. Nixon on a weekly basis. (See attachment A)

In addition to the typical forms used in reply to specific subjects (50 different forms were in use for the First Lady's signature and 108 for mine), replies to many letters in the general mail category require special individual drafts as do the requests from national, state and local organizations for special messages from the First Lady. The more than 200 organizations in which the First Lady serves as Honorary Chairman expect annual or semi-annual substantive messages for their meeting or special events. (See attachment B)

Because the existing Correspondence staff is an excellent and highly trained one - wants very much to fulfill your wishes as to language and style in handling your correspondence, especially in the messages and letters requiring your signature, they would welcome suggestions and guidance. Although my last day is this coming Wednesday, I am officially on the rolls until the 31st of August and would be happy to meet with you, or your appointed Director of Correspondence to go over this phase of responsibility.

The requests for various greetings cards from the President and First Lady, which this office handles, average 3,000 per month. The autograph photographs average 200 per month.

Attachment C gives a general list of various subjects of letters received to which we draft replies.

Attachment D lists members of the staff and their functions.



For your personal information, I have served at the White House for the past 21 years. Until 1969 I was on the President's staff in various capacities: Appointments Office, Office of the Secretary to the Cabinet and Presidential Message Office. In 1969 I assumed the position of Director of Correspondence for Mrs. Nixon. I also assumed the administrative duties of the office at Mrs. Nixon's request, following Mrs. Stuart's departure.

The position is on the same level and salary as that of the Social Secretary and the Press Secretary. It requires someone of writing ability on a broad spectrum of subjects and ideas, as well as administrative ability and experience.

My retiring from Government Service is only carrying out my earlier plans which were postponed at Mrs. Nixon's personal request. I shall be happy to be of assistance in any way I can in the remaining time I have.

Gwen King



FROM TOM MCCOY

SUBJECT: MAIL RECEIVED FOR THE WEEK OF MAR. 30, 1973 THROUGH APR. 5, 1973

TOTAL MAIL RECEIVED	4,250
MRS. NIXON'S MAIL	4,069
REQUESTS FOR RECIPES (RE: HELEN SMITH/HENRY HALLER ARTICLE IN NEW YORK TIMES)	2,261
CRITICAL OF SUPREME COURT RULING ON ABORTION	36
CUT IN PENSION (V.A.) FOR W.W. I WIDOWS DUE TO INCREASE IN SOCIAL SECURITY)	34
EASTER CARDS	43
INVITATIONS	73
ENTERTAINMENT	43
PERSONAL, FRIENDS, READ AND FILE	35
SUPPORT, PRAISE AND PRAYERS	24
REQUESTS FOR ACKNOWLEDGMENTS FOR BIRTHS, BIRTHDAYS, MARRIAGES, WEDDING ANNIVERSARIES, ETC.	964
REQUESTS FOR AUTOGRAPHS AND PHOTOGRAPHS	88
REQUESTS FOR GIFTS FOR FUND RAISING EVENTS	35
REQUESTS FOR LOANS, ASSISTANCE, REFERRALS, INFORMATION, ETC.	170
GENERAL MAIL	107
FOREIGN MAIL	33
I.D. MAIL (MAIL SENT TO SECRET SERVICE FOR CHECKING)	15
MISC. PAPERS, MAGAZINES, ADS, ETC.	43
MAIL SENT TO OTHER DEPARTMENTS AND AGENCIES FOR HANDLING	65
JULIE'S AND DAVID'S MAIL	132
I. TRICIA'S AND ED'S MAIL	49



SUBJECT: MAIL RECEIVED FOR THE WEEK OF MAR. 16, 1973 THROUGH MAR. 22, 1973

TOTAL MAIL RECEIVED	4,259
MRS. NIXON'S MAIL	4,063
MRS. NIXON'S BIRTHDAY GREETINGS	2,296
RE: SMOKING AT TRADER VIC'S	11
CLOSING DAY CARE CENTERS	67
CRITICAL SUPREME COURT RULING ON ABORTION	23
CRITICAL BUDGET CUT IN V.A. PENSION FUNDS	17
INVITATIONS	62
ENTERTAINMENT	26
PERSONAL, FRIENDS, READ AND FILE	76
SUPPORT, PRAISE AND PRAYERS	16
REQUESTS FOR ACKNOWLEDGMENTS FOR BIRTHS, BIRTHDAYS, : WEDDING ANNIVERSARIES, MARRIAGES, ETC.	994
REQUESTS FOR AUTOGRAPHS AND PHOTOGRAPHS	112
REQUESTS FOR RECIPES	14
REQUESTS FOR GIFTS FOR FUND RAISING EVENTS	34
REQUESTS FOR LOANS, ASSISTANCE, REFERRALS, : INFORMATION, ETC.	98
GENERAL MAIL	92
FOREIGN MAIL	30
I.D. MAIL (MAIL SENT TO SECRET SERVICE FOR CHECKING)	8
MISC. PAPERS, MAGAZINES, ADS, ETC.	43
MAIL SENT TO OTHER DEPARTMENTS AND AGENCIES FOR HANDLING	35
JULIE'S AND DAVID'S MAIL	96
I. TRICIA'S AND ED'S MAIL	100



SUBJECT: MAIL RECEIVED FOR THE WEEK OF MAY 24, 1974 THROUGH MAY 30, 1974

AL MAIL RECEIVED 2,405

MRS. NIXON'S MAIL 1,865

COMMENTS ON JEWELRY 26
(PRESIDENT'S SIDE RECEIVED (8) ACK. BY ROLAND ELLIOTT)

GRADUATION CARDS 579

INVITATIONS 33

ENTERTAINMENT 4

PERSONAL, FRIENDS, READ AND FILE 63

SUPPORT, PRAISE AND PRAYERS 342

REQUESTS FOR ACKNOWLEDGMENTS FOR BIRTHS, BIRTHDAYS,
MARRIAGES, WEDDING ANNIVERSARIES, ETC. 537

REQUESTS FOR AUTOGRAPHS AND PHOTOGRAPHS 28

REQUESTS FOR RECIPES 7

REQUESTS FOR GIFTS FOR FUND RAISING EVENTS 7

REQUESTS FOR LOANS, ASSISTANCE, REFERRALS,
INFORMATION, ETC. 113

GENERAL MAIL 48

FOREIGN MAIL 15

I.D. MAIL (MAIL SENT TO SECRET SERVICE FOR CHECKING) 8

MISC. PAPERS, MAGAZINES, ADS, ETC. 44

MAIL SENT TO OTHER DEPARTMENTS AND AGENCIES FOR HANDLING 11

JULIE'S AND DAVID'S MAIL 503

TRICIA'S AND ED'S MAIL 38



MESSAGES

I. Congratulatory Messages

- A. Appointments
- B. Awards and Scholarships
- C. Citizenship
- D. Dedications
- E. Elections
- F. Recognition
- G. Retirement
- H. Reunion
- I. Service

II. "Mothers"

- A. "Mother of the Year Award"
- B. Mother's Day Greeting
- C. Mother/Daughter Banquets

III. Educational and Cultural

- A. Right-to-Read, Achievement Awards for college students, etc.
- B. Day Care Centers
- C. Physical fitness - bowling, square dancing, etc.
- D. Music, travel, dance

IV. Volunteer and Service Organizations

- A. Youth Groups - Girl Scouts, 4-H, etc.
- B. Senior citizens
- C. Medical and humanitarian
 1. Hospital groups - Children's Hospital, etc.
 2. Drives against disease - cancer, muscular dystrophy, cystic fibrosis, Easter Seals, etc.
 3. Rehabilitative groups - handicapped, blind, mentally retarded, etc.
 4. Other - Project Hope, Red Cross, Salvation Army, etc.
- D. Civic and Fraternal
 1. Women's auxiliaries
 2. Republican Clubs
 3. Garden clubs
 4. Business and Professional
 5. Other - AAUW, etc.
- E. Patriotic
 1. Military wives
 2. Veterans of Foreign Wars and American Legion Auxiliary
 3. DAR
 4. Other - Yorktown Day Celebration, etc.

V. Church and religious organizations



FIRST LADY'S CORRESPONDENCE

- I. Support and Friendship
- II. Requests
 - A. Assistance and Referrals
 - 1. Intervention
 - a. Federal government and courts
 - b. Local government and courts
 - c. Private organizations - colleges, clubs, etc.
 - 2. Financial Aid
 - a. educational
 - b. medical
 - c. legal
 - 3. Job placement
 - B. Information
 - 1. Personal regarding First Family - biographies, beliefs and opinions, dress, diet, etc.
 - 2. Governmental operations and functions
 - 3. Assorted - addresses of prominent figures, sources of lapel pins, etc.
 - C. Presentations and Meetings
 - D. Items
 - 1. Souvenirs and momentos - photographs, recipes, etc.
 - 2. Fund-raising articles
 - a. White House steel engravings
 - b. Pens and autographs
 - 3. Clothing and personal articles
 - E. Messages* (see attached outline)
 - F. Greetings (printed cards)
 - 1. Birthdays - 80 years and over
 - 2. Wedding anniversaries - 25 years and over
 - 3. Graduation
 - 4. Births and adoptions
 - 5. Religious landmarks
 - 6. Sympathy and Get-well
 - G. Autographs



III. Offers

- A. Gifts
 - 1. Monetary
 - 2. Material
- B. Personal Assistance
- C. Solicitations
- D. Miscellaneous - use of home, etc.

IV. Issues

- A. International - wars, crises and disasters
 - 1. Famine
 - 2. Flood
 - 3. Drought
 - 4. War orphans
- B. National
 - 1. Economy
 - 2. Preservation and Conservation
 - a. Historical landmarks
 - b. Ecology
 - c. Wildlife
 - 3. Equal rights - women, ethnic groups, etc.
 - 4. Legislative and judicial decisions
 - 5. Social
 - a. Drug and alcohol addiction
 - b. Pornography
 - 6. Veterans
 - 7. Amnesty
 - 8. MIA
 - 9. Bicentennial
 - 10. Energy crises

V. Suggestions

- A. Official policy
- B. Projects and programs
- C. Miscellaneous - apparel, diet, medical advice, etc.



FIRST LADY'S STAFF

(Mrs. Nixon)

Social Office

Lucy Winchester: Social Secretary

Susan Dolibois: Assistant to the Social Secretary

Pat Howard: Assistant to the Social Secretary

Chris Alberts: Assistant to the Social Secretary

Sanford L. Fox: Administrative Officer (Coordinator of Protocol
& Director of Graphics)

Bill Gemmell: Assistant to the Administrative Officer

John Scarfone: Illustrator

Alex Schiavoni: Illustrator

Cathy Beery: Illustrator

Jan Ingersoll: Assistant in the Social Office

Nancy O'Brien: Secretary

Barbara Besednik: Secretary

Press Office

Helen Smith: Press Secretary

Patti Matson: Deputy Press Secretary

Terry Ivey: Secretary

Correspondence Office

Gwen King: Director of Correspondence and Administrative
Assistant to the First Lady

Carol Sampson: Assistant to the Director of Correspondence
& Drafter

Tom McCoy: Assistant to the Director of Correspondence & Mail
Analyst

Fred Jefferson: Assistant in the offices of the Social Secretary
and the Director of Correspondence

Mary Owens: Drafter

Ann Haas: Drafter

Cindy Vanden Heuvel: Secretary to Tricia Nixon Cox & Julie
Nixon Eisenhower

Susan Amchan: First Lady's autographing & greeting cards

Margaret Boyce: Correspondence Clerk (MCST operator)

Joan Crotty: Correspondence Clerk (MCST operator)

Appointments Office

Susan Porter: Appointments Secretary

Joni Stevens: Secretary

THE WHITE HOUSE

WASHINGTON

October 22, 1974

MEMORANDUM FOR: THE FIRST LADY'S STAFF

SUBJECT: Good Staff Work for the First Lady

There are several rules and principles which should be of general applicability among all of us on the First Lady's staff as we do our work for her in the coming months:

A. Her steady recuperation is our first priority.

All of the calendar commitments which we may propose or have in mind will necessarily be tentative and be made subject to her doctors' requirements.

B. The First Lady deserves staff work held to the same rigorous standards as that for the President.

She, not we, is the locus of decision. For that unique role of hers, we need to preserve her time, e. g. :

1. Information given her should be checked ahead of time for accuracy.
2. Proposals presented to her should as often as possible be expressed in terms of choices and alternatives, each objectively described.
3. We should ensure prior coordination among ourselves on recommendations going to her: i. e. among Appointments, Social, Press and Correspondence.
4. Whenever appropriate, it is also our responsibility to check out our recommendations to her with the wider community of the West Wing, Executive Office and Executive Branch. The East Wing, the West Wing and the EOB are a single staff family.



5. Proposals and information presented to the First Lady should anticipate and answer her own questions in advance.
6. Our recommendations to her should be presented in a timely manner, not squeezing her into last-minute decisions.
7. Her decisions should be communicated quickly, usually in writing, to those who need to know of them to get action taken.

The above points are our responsibility, not hers. If the First Lady ends up doing them personally, we have probably made her waste her time.

C. East Wing Coordination.

1. Subject to the First Lady's health and schedule, we shall continue to have staff meetings, usually on Monday afternoons, with the First Lady, among the heads of the units of the East Wing staff.
2. The First Lady will from time to time call more specialized meetings with members of the respective units of her East Wing staff.

D. Staff Work with the "Wider Community" of the West Wing, the Executive Office and the Executive Branch.

1. Since (a) the First Lady wishes to continue having an interest in and speaking up about a certain focussed number of substantive matters, and since (b) what she says and does with regard to these subjects brings an additional requirement for good staff work for her from the program elements of the Executive Office and (c) since her actions also have an impact on the substance and effectiveness of the government programs themselves, the First Lady's East Wing group must work with the "wider community" to ensure good staff work for the First Lady in this broader context.



2. Some of the points of contact which may need to be touched are:

The President's Press, Appointments, Speechwriting, and Congressional Relations Staffs, the Staff Secretary, the Domestic Council, OMB, NSC (and through them State and USIA), the Rockefeller Staff (following confirmation) and the Departments and Agencies of the Executive Branch.

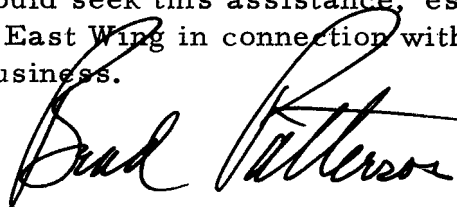
3. Specifically,

(a) The East Wing and West Wing Appointments offices must work especially closely together, so that the First Lady's Appointments Secretary can inform the First Lady concerning the President's schedule.

(b) The East Wing and West Wing press offices must also keep in close touch with each other.

E. Ensuring Coordination.

The Assistant for Staff Coordination will be available for the next 2 1/2 months to all the First Lady's East Wing associates for help in ensuring the staff work described above; they in turn should seek this assistance, especially in contacts outside the East Wing in connection with the First Lady's official business.



Bradley H. Patterson, Jr.
Assistant for Staff Coordination

APPROVED: _____



THE WHITE HOUSE

WASHINGTON

October 22, 1974

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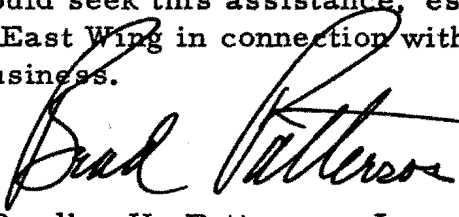
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Bradley H. Patterson, Jr.
Assistant for Staff Coordination

APPROVED: _____

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

TO: Mrs. Ford

DATE: October 25, 1974

FROM: Charlene von Pawel *CP*

SUBJECT: Request to talk to you privately

Apparently my request for assistance on the children's mail has caused some problems for you as far as making final decisions on staffing...which I hear has already been made difficult enough by something known as a "tight budget."

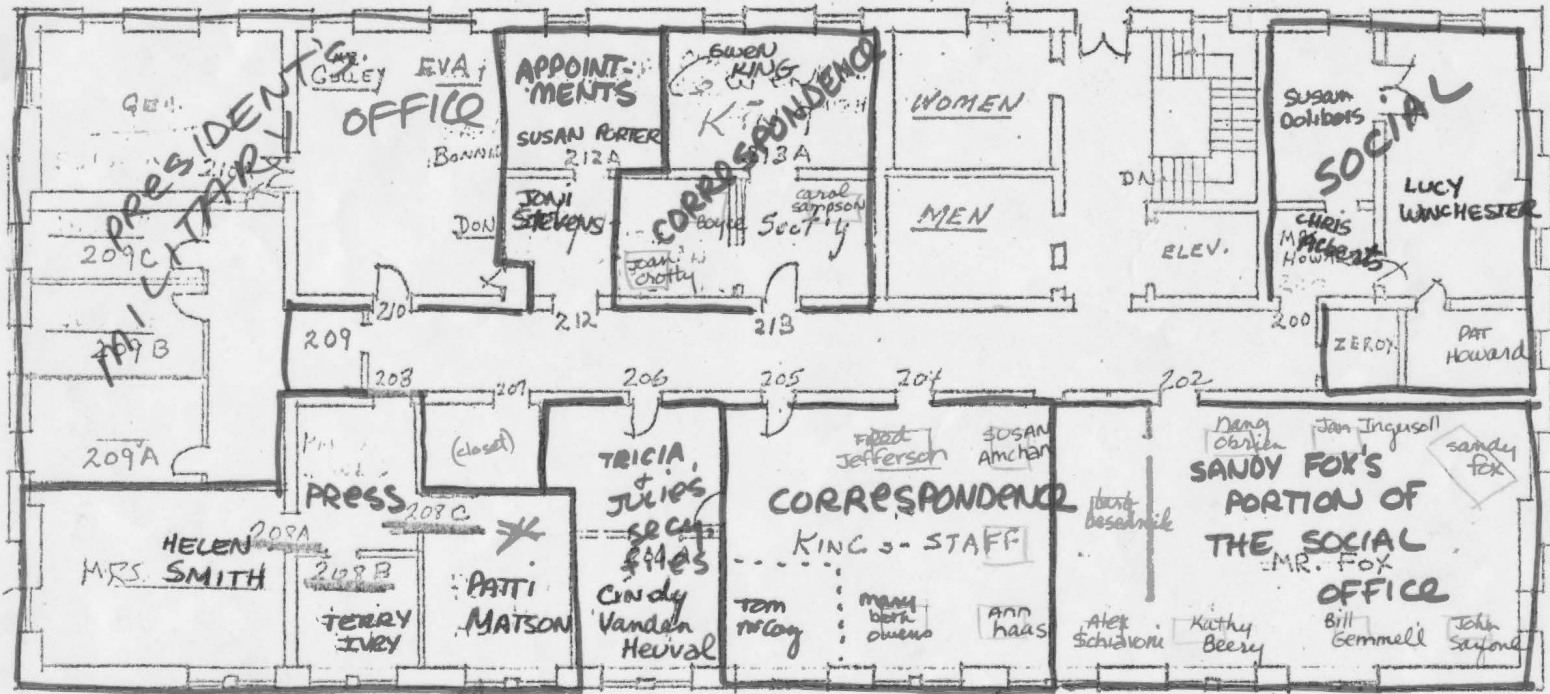
I am very sorry for any undue concern that I have managed to place on you at this time and would appreciate an opportunity to discuss privately with you any aspects of my request that still might be unclear. I feel that such a meeting would help greatly to save time and avoid the possibility of any misinterpretations. Additionally, I feel I would also gain a better insight into how my problems relate to the overall staff situation and could, perhaps, adjust my request accordingly.

My sincere concern in this matter is that the potential I have seen in the children's mail be utilized to its fullest extent to give confidence back to the American people that the Administration now in the White House is indeed honest, open and "reachable."

Thank you.

cc: Brad Patterson
Nancy Howe





SECOND FLOOR PLAN - EAST WING

6-29-71
S.R.



The responsibility of the White House Social Secretary includes the overall planning, coordinating and responsibility for all official (both foreign and domestic) social functions given by the President, Mrs. Ford and their family.

Jet age diplomacy has brought about an end to the strict adherence to "the social season." Therefore, the responsibility and the work load of the office of the Social Secretary has increased five-fold and the staff was diminished by one assistant last September.

In 1950, the Social Secretary arranged 55 social functions (5 of them were State visits) for a total of 3,508 guests. Ten years later, in 1960, there were 17 State visits with a total of 10,513 guests at the White House. In 1970, the President and Mrs. Nixon entertained 21 Heads of State. Thus far, the Ford Administration has entertained 22 Heads of State with a projection of at least double that for the coming year because of the bicentennial celebration. For example, H. I. M. Hirohito, Emperor of Japan, and H. M. Queen Elizabeth II who have not visited the United States in over two decades have already set dates for a State visit.

With an increase in the number of social functions and the most favorable press reaction to the Ford parties, there comes also an increase in the normal day to day work:

- ① -- approximately 150 daily telephone calls (more during a State visit), up 50% from the previous administration

② -- 100 pieces of mail daily (an increase of 75%)

Additionally, the Social Office now has the responsibility for processing guest lists (handled previously by another White House office), entertainment (also handled previously by another White House office), and table decor. Each one of these areas is tremendous in scope and is a full-time job for a social assistant. The table decor area alone necessitates contacts with museums, art galleries, studios, companies, etc., to locate American art objects to be used as a focal point of the centerpiece for a State Dinner dining table. The presentation of these objects and the contacts with designers to assist with each project is an often difficult and time-consuming exacting task. This area is new during the Ford Administration.

The Social Entertainment Office's added responsibility over and above the normal work required for social functions (i. e., invitations, place cards, seating stickers, escort envelopes, menus, programs, etc.) includes:

1. Inscribe photos of the President and Mrs. Ford and their family (even Liberty) -- 1000 a month (an increase from 50 a month during the Kennedy Administration).
2. Maintain 40,000 guest record cards (up from 20,000 during the Kennedy Administration).
3. Research correct names, titles and addresses of each invitee (up 20,000 from the Kennedy Administration).

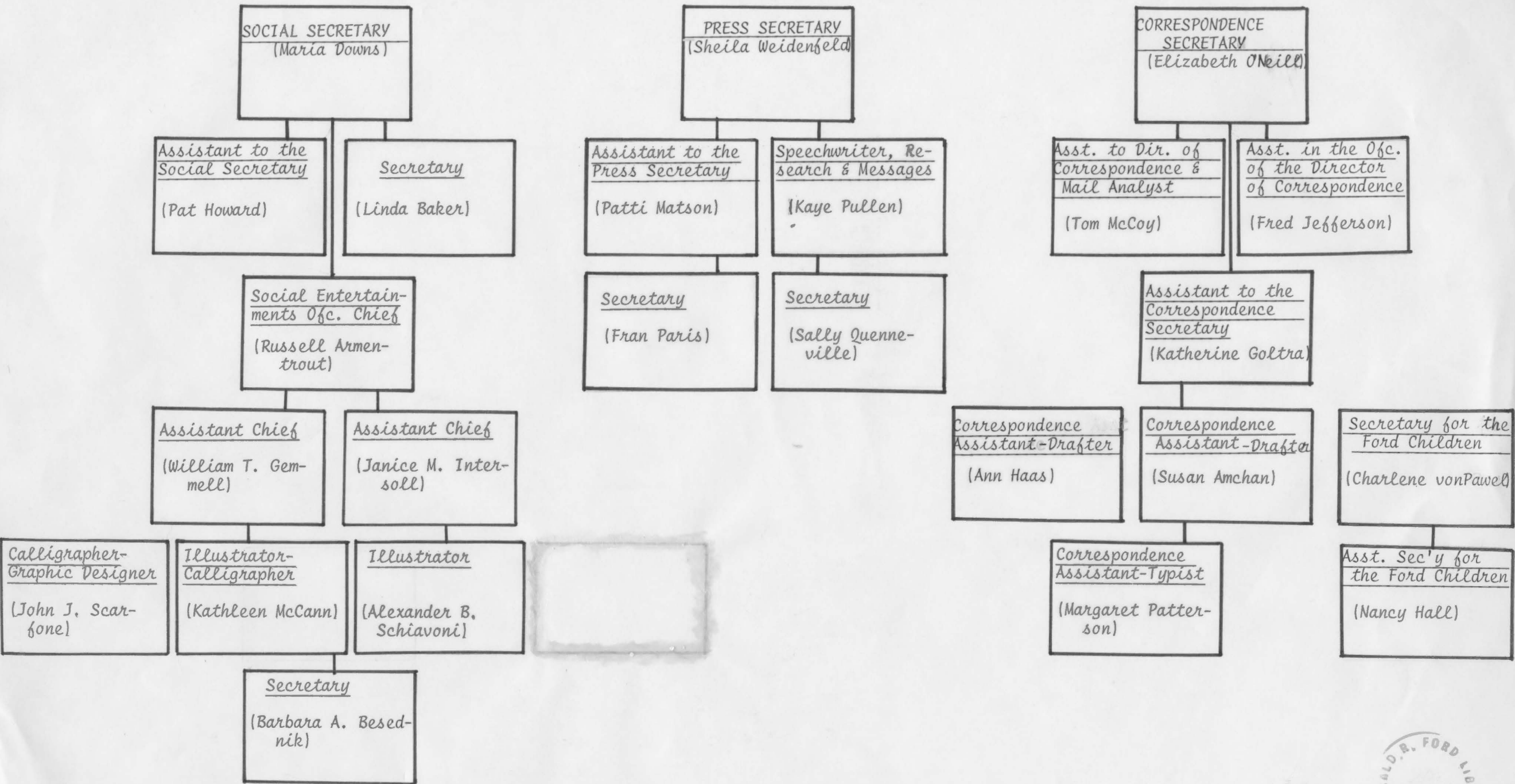
4. Prepare name cards for use at Presidential meetings -- 200 per month (new during the Ford Administration).
5. Inscribe names and dates on Presidential certificates of appreciation and of commendation, White House Fellows and Air Force One Flight certificates -- approximately 100 per month.
6. Design and have printed special invitations and programs often requiring extensive art work; for example, the Easter Egg Roll Certificate.
7. Prepare hand-lettered cards for use in displays (gifts from foreign governments, China Room signs, etc.).
8. Provide place cards, menu cards, etc., when the President entertains in places other than the White House (approximately 50 functions annually).
9. Do hand lettering for the Gift Unit (Presidential gifts to Heads of State).
10. Prepare centerpiece information cards for use at formal dinners -- approximately 500 annually (new during the Ford Administration).
11. Maintain Presidential precedence list (protocol keeping of current changes in government positions).
12. Order, stock and provide special Presidential congratulatory cards for Mrs. Ford's Correspondence Office (approximately 55,000 per year), up 10% from the previous administration.



13. Order Presidential Christmas cards and hand address cards to Heads of State, the Diplomatic Corps in Washington, American Ambassadors and other foreign dignitaries (approximately 500 per year).
14. Order, address and transmit Presidential Christmas gift prints (Johnson Administration sent 1100; last Christmas 3797 were sent).
15. Maintain comprehensive record book in triplicate of each social function containing guest lists, invitations, press clippings, table decor descriptions, etc., for use in Presidential Archives.
16. Maintain category files of approximately 8,000 possible guests of such categories as the sports field, arts, labor, Republican donors, White House staffers, etc. (new during the Ford Administration).

In conclusion, I recommend that the Social staff be increased by two persons - one grade 6 secretary and one grade 8 assistant.





APPOINTMENTS
SECRETARY

(Susan Porter)

Assistant to the
Appointments Secy

(Sally Runion)

Personal Secre-
tary to Mrs. Ford

(Carolyn K. Por-
embka)

Personal Secre-
tary to Mrs. Ford

(Nancy C. Shirdon)



(See last letter, It is a message
done by Ann Haas) CP

March 26, 1975

MEMO TO: Mrs. Ford

FROM: Marba

Report of your Correspondence Staff - Seven Months

Your mail has averaged 4000 pieces weekly - this includes the get well wishes at the time of your surgery and pro and anti Equal Rights Amendment - these were answered with printed cards.

The two drafters of personalized letters are doing their own typing (as opposed to "mocking up" a letter and having typed by a typist.

Each drafter receives approximately 60 letters per week

--Margaret Egebretson finishes 50 per week

--Ann Haas completes ~~40~~ 30 - Also Messages -

We are utilizing Ann Watwood as a volunteer to assist Susan Amchan in mailing replies to requests for birthday greetings, anniversaries, birth announcements, etc.

This frees Susan to write letters

Margaret Boyce can complete 100 robot letters per week

Jackie Headen can complete 50 letters per week

Personnel - Nancy Ruwe - Sheila both requested help.

Nancy Ruwe feels an additional person in correspondence would benefit her - and first priority be for her - then general.

Letter signing

30 Messages waiting.

Nancy Ruwe - correspondence -
Marba sign form letters -
Sheila extra



MEMORANDUM FOR MRS. FORD

FROM TOM MCCOY T.M.

SUBJECT: MAIL RECEIVED FOR THE WEEK OF MAR. 21, 1975 THROUGH MAR. 27, 1975

TOTAL MAIL RECEIVED 1,736

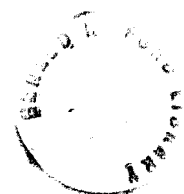
PRO: EQUAL RIGHTS AMENDMENT	360
CON: EQUAL RIGHTS AMENDMENT	181
GET WELL WISHES (CONCERN OVER ARTHRITIS)	41
RE: CUT IN FUNDS FOR CANCER RESEARCH	17
CRITICAL OF NEW FUR COATS	33
INVITATIONS	71
ENTERTAINMENT	8
PERSONAL AND FRIENDS	12
READ AND FILE	14
GENERAL MAIL	57
FOREIGN MAIL	26
SUPPORT, PRAISE AND PRAYERS	18
REQUESTS FOR ACKNOWLEDGMENTS FOR BIRTHS, BIRTHDAYS, MARRIAGES, WEDDING ANNIVERSARIES, ETC.	631
REQUESTS FOR AUTOGRAPHS AND PHOTOGRAPHS	56
REQUESTS FOR RECIPES	12
REQUESTS FOR GIFTS FOR FUND RAISING EVENTS	38
REQUESTS FOR LOANS, ASSISTANCE, REFERRALS, INFORMATION, ETC.	114
I.D. MAIL (MAIL SENT TO SECRET SERVICE FOR CHECKING)	8
MISC. PAPERS, MAGAZINES, ADS, ETC.	39

TOTAL MAIL RECEIVED FOR THE FORD CHILDREN 144

SUSAN	121
STEVE	11
JACK	10
MIKE AND GAYLE	2

TOTAL MAIL RECEIVED ON EQUAL RIGHTS AMENDMENT TO DATE 14,246

PRO	9,868
CON	4,378



Thank you for sharing your views on the Equal Rights Amendment. It is always gratifying to have an exchange of ideas which represents the basis of our way of life in this country. I believe that the ratification of the E R A is the single most important step that our Nation can take to extend equal opportunity to all Americans. I admire your commitment and encourage your participation in the legislative process.

With best wishes,

Betty Ford



Thank you for expressing approval of the Equal Rights Amendment and my efforts on its behalf. While I would have preferred responding in a more personal manner, the support of my action has been overwhelming. It is heartening to know that one's viewpoint is shared, and I am very grateful for your kindness in conveying your opinion.

May your commitment be an inspiration for others in bringing about what I feel is of the highest priority to all Americans.

With appreciation,

Betty Ford



March 24, 1975

Dear Friends,

It is a special pleasure to send warm greetings to all who are participating in tonight's tennis exhibition. Your attendance is helping a most worthy effort as proceeds go to support research, patient assistance and educational programs of the Northwestern Ohio Chapter of the Arthritis Foundation.

We have all known the pain of illness in our lives or in the lives of our loved ones. Fortunately, most of us recover and return to full and vigorous lives. For the twenty million victims of arthritis this is not so. Their lives are distorted by continuous pain. We must help find the cure.

I think it is appropriate that Billie Jean King who is actively involved on behalf of the women's movement, is aiding in the fight against arthritis, a disease which strikes women twice as often as men. With more than 14 million female victims, this ailment has the dubious distinction of causing more pain to more women than any other disease.

You all have my admiration and my hopes for a most successful exhibition, along with my warmest regards.

Sincerely,

Betty Ford

The Arthritis Foundation
Northwestern Ohio Chapter
3817 Monroe Street
Toledo, Ohio 43606

MAIL TO: Mr. Peter G. Nathan
Publicity Chairman
Owens-Corning Fiberglas Corp.
Fiberglas Tower
Toledo, Ohio 43659

m6p



BPW

March 26, 1975

Dear Friends:

It is a special pleasure to contribute to the Bulletin of the Ypsilanti Business and Professional Women's Club. I share your enthusiasm for the cause in which your organization has played such a leading role in bringing our nation to this historic point in the achievement of women. Your past accomplishments and future goals, both as individuals and as a group, are a tribute to the concern, determination, and involvement of each member.

The dream of equal opportunity which has been associated with the BPW for so long is now on the brink of becoming a reality. The Equal Rights Amendment will give adults the courage to try something new and younger citizens hope for the future. It will enable women to contribute far more to society than we have been able to in the past in terms of fully realizing potential and having an opportunity to use that potential in working toward solutions to the great problems of the day. The more equitable place that our society will become will allow for more equitable female participation in fulfilling the promise of our country and our Constitution.

How fitting it would be for this Amendment to be ratified in time for the coming Bicentennial Celebration! For, through extending basic rights and responsibilities to all Americans, it would demonstrate commitment to the idea that sexism is incompatible with true democracy.

Much that I have received about the Equal Rights Amendment has been stimulating and enlightening. One woman was in favor of the ERA because she wanted to be able to try anything "I think I'm capable of doing." Another said that in her state women were not quite as equal as men. An Oregon resident expressed the conviction that the "Silent Majority" supports this legislation. And another woman, who was beginning a career after having raised her family, was grateful to experience the role of wife and mother as well as that of a professional outside the home.

One of the most enjoyable letters came a 14-year-old girl who works for her father's electric company as a meter-reader. She wrote that she frequently encounters grown-ups who, surprised at her occupation, remark, "What? A female meter-reader? What will you be doing next?"



From Massachusetts came the thought that the women's movement has brought about the realization that despite differences in background, age, and marital status, women are a group with much in common and everything to gain from acknowledging this fact and working together for common goals. To quote directly, of my efforts on behalf of the ERA, this woman said, "Thus I can write to you, and feel able to say, despite the many differences between us, (I am a single woman, a teacher, and a Democrat!) 'Right on, sister!'"

To paraphrase this message, may I say sincerely to you EPW members, "Right on, sisters!" and to borrow from the meter-reader, "What will you be doing next?"

Sincerely,

Betty Ford

Ypsilanti Business and Professional
Women's Club
Ypsilanti, Michigan

Send to: Cathy Kemling, Editor
Ypsilanti EPW Club Bulletin
813 Stanley
Ypsilanti, Michigan 48197

AH



Check central files

already redrafted
two

some people getting 3 sets

THE WHITE HOUSE
WASHINGTON



~~Martha~~

Tom

All Proof READ
Anything ^{must be} perfect

Jeff

Ann drafter (pride)
in words

Susan - birthday & draft

Charlene - Children's mail

Sam - form letters

6 final drafts (redrafted)
form letters for social affairs

4.

Correspondence - The First Lady has her own correspondence staff which handles her mail. If it is necessary to discuss Administration policy, either domestic or international, Marba Perrot who heads the East Wing letter-writing section, contacts Roland Elliott's office, who in turn staffs the letter out to the appropriate office for response.



MEMORANDUM

THE WHITE HOUSE

WASHINGTON

October 31, 1975

MEMO TO: Mrs. Ford
FROM: Marba Perrott

This will serve as follow up and back ground, per our conversation on Wednesday.

Your correspondence section is composed of the following personnel and my evaluations:

Tom McCoy has been on the First Lady's staff for 23 years and is the only full time mail analyst -- EXCELLENT

Fred Jefferson in addition to his EXCELLENT assistance in folding mail and opening some mail serves you in many ways, driving and serving at White House social functions

Susan Amchan served on First Lady's staff three years personally handles all requests for cards, photos, recipes and autographs very diligent worker and fast - is capable of writing letters. I feel we are not using her talents to the fullest - as I do have her write letters from time to time salary: \$12,201 with over time

Anne Haas served on First Lady's staff two years, is an English major and writes most of the messages. Excellent composition and grammar, but very slow - some days completes less than 6 letters. I feel with competition from a "speedier" drafter, Anne would produce more volume. salary: \$13,128 with over time

Margaret Engebretson served on Vice President Ford's staff as a typist - moved to your staff October, 1974. does not have top skills, drafts letters, but requires a great deal of assistance - has not grown in the job and uses too much time on personal phone calls - has been a GOP worker in Iowa and friend of Mary Louise Smith (husband Gary works for Mary Louise) has White House "itis" salary: \$11606 with over time

To flight drafter - 14,000

is she really a productive letter drafts excellent letters for messages



Kay Pullen - Spreads Messages

THE WHITE HOUSE

WASHINGTON

page 2

Margaret Boyce Patterson

dam ->

served on First Lady's staff 3 years as a typist - does approximately 80 letters per day - has written letters (especially to children) EXCELLENT salary: \$10950 with over time

What side find is good typist? Jackie Headen? financial problem

served on Vice President Ford's staff as a file clerk - was moved to typist in July, 1974 and transferred to your staff fall, 1974 - she is very slow and there are personality conflicts between her and Margaret Patterson salary: \$8712 with over time

I have stated salary amounts at the present rate - which goes into effect with this pay period (the 5% increase).

Solutions proposed:

Physically move the two typists into the room now occupied by Nancy Hall and Charlene - move Charlene and Nancy Hall into your outer office, now occupied by Nancy Chirdon and also the room now occupied by Patterson and Headen - this will give me direct access to them and increased supervision. If Nancy Chirdon does not mind sharing the larger space with Carolyn - as very seldom both girls are in this office. (I have not discussed this with Nancy Chirdon and Carolyn). I am very willing to move any place, but my present location lends very well to working closely with Tom McCoy, which is essential.

I feel that transferring Jackie Headen would be difficult, as her salary is very low and any transfer would result in a higher priced staff person coming aboard. I would like to have Margaret Engebretson transferred (I just learned that Mike Farrell has an opening on his staff). Roland Elliot has to cut one girl from his staff and the recommendation is:

Becky Bovelsky

I do not know her length of service, but am informed she is an EXCELLENT drafter and typist salary: \$17055 with over time.

If this can be accomplished your staff would benefit with a very qualified drafter, and the number can remain the same. We would use Margaret Patterson and Jackie in the same positions - and they would have the additional work of typing your drafter's letters (they are now doing it themselves), as Becky could be used in both categories. It is my understanding that Becky has to be informed of her transfer out within the next week.

I shall await your decisions, and thanks so much for listening - not only to my written word, but also for last Wednesday.



Writer-management Liz Neal -
- Kay Tullen -

THE WHITE HOUSE
WASHINGTON

Mr. Jim Connor *

1. Strong ^{Mid-Jen.} Campaign -

2. Strong dissatisfaction
Staff

New Pres ^{national}

~~me~~ ^{with} sure China

established ^{most of} gold

relationships



(5 to 7 cut
offers - Ford Committee
in Scheduling)

Betty Ford

12,000
before

Speeches, messages

(17,000
18,000)

Letters

Anne Hass -
Good Dafter -



Words changed - Machine
typed - typed letters to correct

250-24-25 - before
Prayer Breakfast

Norm Evans
Bob Watson.

skates
Tennis
Winter

17
18
19
20
21



James Ross
Book Report

Market changes -
typical - typical letters to cover

THE WHITE HOUSE

WASHINGTON

January 13, 1975

MEMO TO: Nancy Lammerding
FROM: Marba Perrott
RE: Correspondence directed to Social Office
pertaining to White House entertainment

Per our conversation I have done such research regarding the preparation of letters for the signature of the Social Secretary regarding White House entertainment. The following is for your information:

19 weeks of records from onset of Ford Administration	
--letters received re entertainment	335
--average of 17 1/2 per week or 3 1/2 per day	
19 similar weeks during Nixon Administration	
--letters received re entertainment	187

Total mail received in Correspondence Section is now running about ten per cent above similar weeks a year ago. The Correspondence Section has two less persons than one year ago to handle this type of mail: Carol Sampson and Mary Beth Owen.

Appointments Office and Press Office answer all their correspondence. Prior to Lucy Winchester's tenure as Social Secretary no entertainment correspondence was handled in the Correspondence Section.

It is our understanding that no form letters were used by the Social Office prior to Lucy Winchester's tenure.



December 5, 1975

Mrs. Ford's Correspondence Staff

To follow up on my very brief statements, I list the infractions of what I wish to refer to as proper office procedure and behavior. Though I do not like memos, please do a mental quiz and see if any items below pertain to you.

- too many personal phone calls - both incoming and outgoing
- phone calls of personal nature are too lengthy
- tardiness - late arriving at desk and early departure from desk
- poor sentence structure and improper grammar in letters
- unkind personal remarks about fellow employees
- lengthy personal visits (cuts down on own work and disturbs other person)
- unnecessary visiting across office
- lack of cooperation in furnishing information to fellow employee
- criticism of other's work - please make any remarks that of constructive criticism
- duplication of lunch hour time (eating at desk, relaxing, reading and also leaving the White House (loss of 2 hours)
- writing personal letters, balancing check book, and other personal matters
- bringing personal problems to work (please leave them at the gate)
- requesting favors from other members of White House staff (special parking privileges, tours of the residence, etc.)
- highly developed opinion of your job - I call it "White House itis"

We must always keep in mind the personality and humility of the Fords. Both the President and Mrs. Ford are humble, kind, compassionate, friendly people. We should be an extension of their life style. Only in this manner can we serve the Fords best. Please remember that we work for Mrs. Ford's correspondence section, refer to our office as that and not as Mrs. Ford's office.

I welcome at any time all suggestions, criticisms and comments about my work, my attitude and behavior.

Thank you





THE WHITE HOUSE

Head of the Secretariat
assist Secretaries

23 yrs =

Tom - sort

Jeff

KAY

Correspondence

- darter - typist -
clarter - typist -

(~~Ann~~ Hass) such decision
(quote)

High Chief - top rank -
very savvy - some
political background
on hill - works
well under pressures.

- Administration - telephones
dealing with public -





~~Proposed~~
State Flowers
several flowers into a
centrepiece -

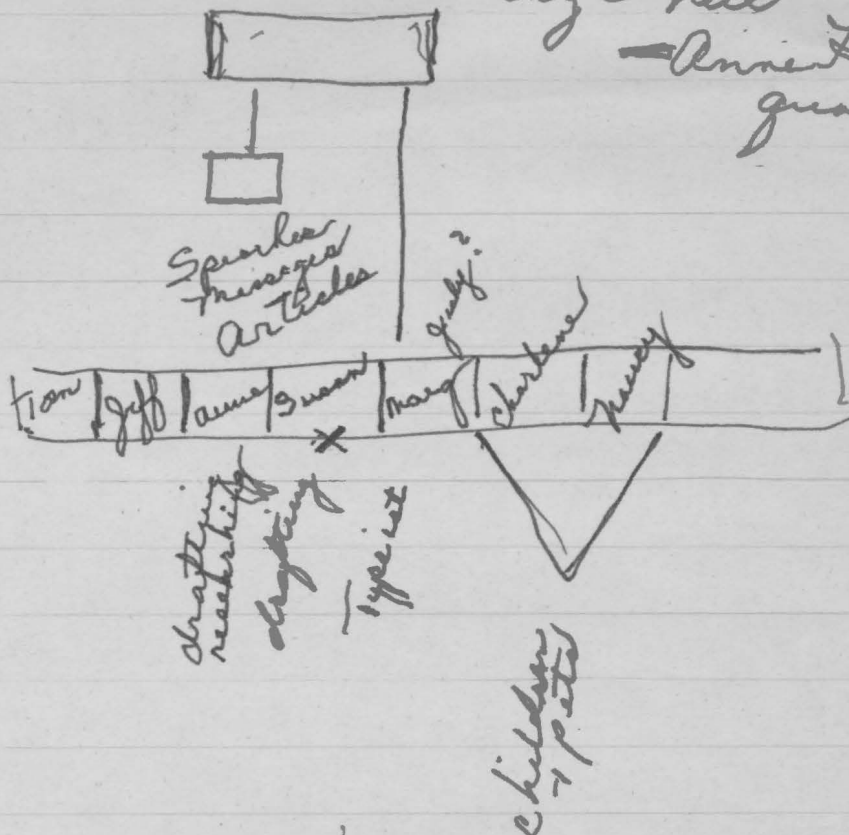
Bureau of Indian Affairs



maria mentioned

Liz O'Neil

— Annie Haas —
quality



Shelia

end of the week

requests —

Monday — extra hours
" work

until I find a new director

Maggie

← Chrissie —

← Martha —

John —

Rose Tod

