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Sunday morning

[6/29/75]

late hours  
weekend work  
stuffing of bags

Bill: ~~of 4 15 22 5 9 10~~ Secretaries  
v. 2 rotation - lower office to  
handle late stuff.  
Stay through new show

Jack: If quiet tell them to leave  
One area is state dinner  
Havent discussed with Sheila.

Tom: record isn't ~~in~~ ~~in~~ ~~in~~ Blue Rm.

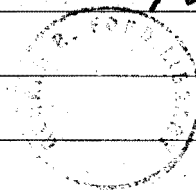
Jack: responsibility

Ron: I think Sheila ~~in~~ ~~in~~ ~~in~~

Bill: ~~TV 11 12 13 14 15 16 17 18 19 20 21 22~~  
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around w/ staff TV

Ron: If ~~TV 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100~~ Bob's office?

Bob: Helen ~~in~~ ~~in~~ ~~in~~



Bill during whole day has to be someone's

Bill: Now 1/2 @ 1/2 is put on ring to stay  
at 1 pm.

You have to move pools into Portico for  
stairs.

TV crew 2? - 2

Then 1/2 @ 1/2 1/2 1/2

1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2

Eric: 1/2 to 1/2 @ 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2

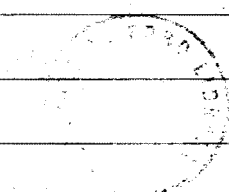
RV: 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2  
she is 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2

Row: Bob 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2  
Evening 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2  
be included? Eric & Pappy at.

Bill R.: 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2

Row: Bill 1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2  
1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2

1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2  
1/2 1/2 1/2 1/2 1/2 1/2 1/2 1/2  
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Jack:

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... 2 2 1 2 1 2 1 2 1 2  
2 2 1 2 1 2 1 2 1 2

Ron:

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2 2 1 2 1 2 1 2 1 2  
Spencer Gent

Jack:

No. - 6. 1 2 1 2 1 2 1 2 1 2

Jerry:

1 2 1 2 1 2 1 2 1 2

Ron:

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2 2 1 2 1 2 1 2 1 2  
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2 2 1 2 1 2 1 2 1 2

Rotation ... O.K?

2 trips comparable. Won't be equal  
to working out better

2

Larry:

Vail, Palm Springs trips are where problems arise.

Ron:

Permanent night job is better than rotating.  
because of getting used to routine.

Jerry:

on trips, need to have office covered all the time.  
Imperative man press officer is there ~~to~~  
all the time to take reporter's queries.

Ron:

Right need someone in office all the time.

Jerry:

on the way to the White House.  
Need senior guy to be in on plans  
being developed.

Ron:

I think Jack & Guever should alternate  
trips - one to stay in <sup>ad</sup> office all the time.


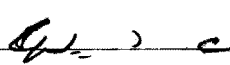
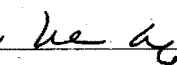
Schedule put in effect. Need continuity.  
Need more formal schedule.  
Assign specific duties to everyone.

Over stepped <sup>on goal</sup> on short - out & back trips.

### N.S.C. Problem

Ron:

Personal differences not question

How can ~~they~~  ~~they~~  ~~they~~   
Absolute deadlock N.S.C.

They refuse to have a foreign policy

John Carlson

Have improved some ~~one~~

Ron: Need to sit in on foreign

Need to present foreign policy with  
some degree as domestic

Jerry:

Key is whatever system will still have  
same bottleneck at Scowcroft & HAK

For own protection RN needs to come

him out of day to keep informed

Cannot delegate. Have to go to Scowcroft  
and ~~him~~ <sup>convince</sup> him not in best interest

of IT to have p. 2 look of

When ~~people~~ <sup>people</sup> of IT's foreign position.  
discovery of IT's foreign position.

IT sets policy.

Zigler sat in on counterpart ~~staff~~ meeting,  
on tape. Busted into HAK's office.

Developed rapport with people on NSC staff.

Ron has to go back & back find out  
why can't say things.

Ron:

HAK's press staff meeting is at same time  
as P.O. staff.

Proposal:

Jerry:

Don't think we need to replace Ed Savage.

need to keep that in West wing press office.

Need to make system work for you.

Ron might leave IT's office and go to Scowcroft.  
Personal knowledge that you understand.

Ron:  
Jan:

Half briefing book is foreign policy guidance.  
Think sensible to keep f.p. guidance more  
than one day.

Believe Scowcroft is sensitive fellow who will  
understand if need to talk about IT's foreign  
policy.

estimate responsibility Ron's. <sup>need to</sup> ~~the~~ develop  
rapport.

Wont get it done by macho contest. Counter-  
productive. ~~If can't~~

John C.:

on F.Y.I. guidance, need to not use that in foreign  
guidance because of danger of saying it -  
Need to not say.

Jan:

you got to get them on your team. Need to  
make them think they need to help them.

Jack:

Go over at night and chat. Go in after  
briefing and chat. Have lunch with him.

Bill:

Lunch with Bud McFarlane <sup>have with</sup> ~~was with~~ better.  
They would like to bring Ron up to date.

Larry:

Series of seminars - teach week on Portugal, -- a  
foreign European meeting. Would

know who was in power.

Row:

what we lack not so much specific answers, but background issues.

~~July:~~

Answer. best we can do:

spend more time @ HAK and Scawcroft  
attend what meetings can  
cuesate better relations with NS.C.

~~July:~~

Essential that get things worked out with  
Margy. Build better relations

Row:

I don't have confidence. She is flip - not serious.  
She gives you answer she would give per  
response time bad.

July:

Margy can be molded to help you. She can be educated.  
She is functionary. Need to start at top.

Row:

They are against us.

July:

~~THE~~ HAK says theory now is we will do it  
so it doesn't get screwed up.  
Once there is developed, trust will develop.



~~Don & Sawcraft~~

~~Don & Sawcraft~~

Don: If we are wedded to system, why can't we have option of person we want? why do we have to make do?

Jim: It's to commit HAK Sawcraft you can be trusted. ~~Can only~~ <sup>your own good</sup> Can only come by their helping you.

Current  
Above the fray image. Being a Rumsfeld partner image.

Don: Be equal & strong office in White House. Good relationships with all offices.

News Summary & Briefing Book

Don: News summary <sup>circulator</sup> 130-178  
Should have with coverage of magazine.

Drop TV time at end for everyone but Mead and Messer.

Early trend report is important.

Negative image of T precisely what we talked about  
early warning system.

Need to ~~investigate~~ investigate possibility of  
off-set rather than ~~stencils~~ for news  
summary + press releases.

Jim + Bill will get together and see what  
can be done on printing.

T's briefing book

Shuman needs to take a day.

Keeping it up to date on weekly basis  
doesn't work.

Keep question up 2 P 2 ~~2~~ 2 4  
and Shuman readers

Would like to know much in  
advance on 4 2

Q's & A's 2 days before ~~2~~ con.

T should have ~~35~~ hr. before.

Don take in morning before day of p.c.

Format

Answers much more refreshing re  
— mind on background. Little

background at bottom of page.

what led up, political action

also whatever spin in answer

Bounce back things not acceptable.  
consider doing separate thing <sup>in front of newspaper</sup> - sending in  
too much stuff. Maybe top 10 most  
likely question.  
Never needs more than 50 questions

Problem ~~is~~ is when people get answers to  
Shuman, ~~and~~ it's too late to do anything.

Week of next press conference, Shuman should  
come into Senior staff and lay the  
stuff out. Have Rumsfeld then beat him out

Jeri should write his own answers too.

Jerry: Shumans & Ron should go in to set up after next  
news conference for critique session.

Larry: any problem of passing <sup>it's</sup> things back around?  
Pass around to press officers to know.  
Bill Turner will circulate among staff.

Jerry: Key thing is not just subject to come, but  
how it will come?

cs. who will handle foreign requests?

Jerry: will be educational. Those guys don't see things  
the way we do. More historical.

For foreign requests, spread around. Have Bill  
Roberts handle some.

## Personnel

would like to get us from 46 to 40.

No fun friends to do this.

Our proposal to put photo office (6 slots)  
into GSA or Archiver.

Replacements for Jerry. nuts and bolts guy.

Preferably news guy.

Everyone turn in names.

Eric - understaffed

Can borrow private industry  
volunteers to train for a while and  
Parawater.

~~More money~~

Margita will need more people for campaign.

Eric will draft memo from Ron to legal council  
asking what can do. Get legal council ruling.

No trouble getting pay raises.

Morning:

Jim Wadsworth + intern come in at 6 am  
to clip papers and do memofit notes.  
Will see them

Misc

Personnel actions in office discussed with  
people involved

When Ron gets things from Oval Office  
come out and get things around with staff

Enr

Met to talk about arrival ceremonies

In-house activities - Bill + Thayer  
should continue to look it over

Press Conferences - see press ground rules.

Ron

We all need to support each other

Saw staff section at press conf. But staff won't  
sit stand around it. Ron will bring up in  
Senior Staff. Saw sort of restrictions on  
where they sit who they

Arrival Ceremonies

Met to ~~reassign~~ redesign arrival ceremony  
to improve ~~position~~ photos +  
arrangement.

Wanner in which our govt treats foreign press.  
Met reciprocal arrangement to have

better financial arrangements for visiting  
head's per so we get better overseas -  
bus at Andrews

reception in Ron's name  
Don by Dept of State

Kennedy operation

Becomes increasingly important as  
campaign

Don't take pix of anyone who shoots with President  
which should be done & sent out

Ron needs to talk to Pennington

Ron: Think of job as usefulness to the TT. Maybe  
extra work.

Jerry:

Have to select them & us situation with East Side  
Her decision 24 ✓ ✓

Out - 2 1 - on 1 - 2 & 1 - 1  
Idea - 1 - 1 - 1 - 1 - 1 - 1

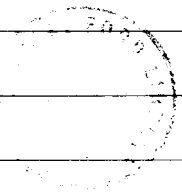
Margita's office - top office as contact to  
editors and publishers

People in Press office lookout people alive  
to have someone like Ron who  
wants to throw things over.

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Press Office Staff meeting  
Sunday, June 29, 1975  
9:15 am - 12:15 pm

Margita White absent

Late hours, weekend work, vacations, office workload

Ron started the meeting with a discussion of the long work hours in the Press Office. Perhaps some rotation could be worked out for the press secretaries in the lower office to handle the late work. As now, everyone stays through the evening news shows, and if things are quiet, then people start to leave. Perhaps the late duty should be rotated.

One area that causes a lot of night duty is the state dinners. The suggestion in Jack's memo is that coverage of the state dinners be given to Sheila Weidenfeld's office. This hasn't been discussed with Sheila.

It is mostly a supervisory area and their record isn't good at keeping people in the Blue Room. But they haven't had that responsibility to evaluate them.

Sheila's office probably couldn't handle it. They say they're short staffed, and it needs someone firmer.

What is involved is dealing with the TV problems. It takes almost the whole day, beginning with setting up the lights in the State Dining Room around noon. There is a continuing series of things that you have to have someone there to supervise. If a lot involved is technical TV, perhaps Bob Mead's office could handle some of it. Helen Collins is over there sometimes, but someone has to be with them all the time.

After the initial set-up is completed, then someone has to put on a tuxedo to stay at the dinner usually until around 1 a.m. The first thing to do is to move the pools into the Portico for the staircase shot. Then move them into the East Room after dinner. It's a matter of supervision and making sure they do it in a hurry. If the First Lady's press office did it, they would have no one to control those TV guys.

It can't be given to Sheila. Bob Mead could take care of getting the lights set up on the day of the dinner. But the evening duty should be rotated. We could include Thym. Eric and Pappy could be included when they are not on the road.

For a working dinner, the procedure is even simpler. It is a matter of taking the pool in at the start of the dinner for their shot.



It should be handled this way: Bill Roberts should take the next person in rotation with him to the next dinner to show him the procedure. Then that person takes with him the next in line, etc. until everyone knows how to handle the routine.

Ron emphasized again that everyone needs to take a week or two vacation. He will come back and do a better job if he takes a break.

The only thing holding up vacations is the next European trip. The general guideline Jack has set up is that only one girl and one man should be gone at the same time.

As far as weekends and Sunday duty, it has been working out well. We are involving almost everyone in it. We need to find a permanent late girl for Ron instead of rotating it, so that she learns the routine. Bill G is working on that. Even on nights when we know we are going to have something late, everyone needn't stay. It isn't a matter of thinking you couldn't handle the matter. People need to get out and away from the office. We can rotate that.

The office work seems to be running smoothly. We are loading a lot of work on Thym Smith, which is taking a little chance. We might be loading too much on him.

The girls in the upstairs and downstairs offices are terribly efficient, and can be used to take the routine load off. For serious news, a man needs to handle it.

#### Trip staffing

The rotation of the girls on trips is working out fairly well. No two trips are comparable, so the rotation won't be equal no matter what. But it is working out better. The "vacation" trips -- such as Vail and Palm Springs are where the problems arrive. Maybe too much is expected from "vacation" trips. Because it is a vacation trip for the President still means that it is a working trip for the Press Office staff.

On trips, we need to have the office covered at all times, and keep continuity. Just because nothing is going on doesn't mean the office can be uncovered by both girls and men. It is imperative that a man press office is in the press office and press room at all times. He is the reporters' security blanket and is there to take reporters' questions.

Are we overstaffed on overseas trips? It is probably better to be overstaffed than understaffed. However, a lesson should be learned from the Rockefeller Commission Report example, when no one was here at the White House press office go give the Commission guidance on releasing the report. There can be understaffing at the White House also. There needs to be a senior press office in the press office to be in on the plans that are being developed here while the President is away.

Jack and Bill Greener should alternate trips -- one to stay at the White House and one on a trip.

Suggestions made for trips:

- More formal office set-up, with each person assigned a desk as in the White House office
- More formal work schedule of time off so the office is always covered
- Assignment of specific duties to everyone on trip
- Keeping continuity in office procedures

There is probably over-staffing of girls on short out and back trips. The work could easily be handled by one person when two are sent out.

### NSC Problems

Ron began the discussion by saying personal differences between Press Office and NSC staffers is not the question or the problem. The question is how can we best make known that the President is on top of foreign policy? We are in an absolute deadlock with the NSC. They refuse to give us good information on foreign policy.

Relations with them and the material they provide have improved lately, but not to a great degree. We need to be able to present the foreign policy guidance with the same ability Ron presents domestic guidance.

Ron needs to sit in on meetings with the NSC - some that are held in the situation room rather than the NSC meetings themselves. It is probably better for his own protection that he not attend the regular NSC meetings. But that does not exclude many meetings that he should attend.

The key is that whatever the system, we will still have the same bottlenecks at the Kissinger and Scowcroft level. For Ron's own protection he needs to carve out some time during each day to keep informed on NSC matters -- to talk to Scowcroft and others on the NSC.

Ron cannot delegate the authority. He has to go to Scowcroft himself and communicate with him. He must convince Scowcroft that it is in the best interest of the President to have a press secretary that does not look stupid.

When there is not a highly delicate policy matter, Ron should be comfortable talking about it and reminding people of the President's position. The President sets the policy.

Ron Ziegler sat in on counterpart meetings of foreign officials who met with the President. He met with senior members of the NSC staff, and he developed a good relationship with General Haig and others who trusted him.

Ron Nessen must heal the wounds that are there, and declare a truce so that we can make a new beginning and work together. We must go back to NSC and back to them again until we find out why we cannot say something. We must build a bridge to get them to trust us and be comfortable in giving us material.

Perhaps Son could sit in on Kissinger's meeting with his press staff, but it is at the same time Ron goes in to see the President.

On the question of whether to replace Ed Savage, we need to keep that function in the West Wing. We need to make the system work. Ron might leave the President's office and go to Scowcroft directly to have that personal knowledge that he makes sure he understands.

Half of the briefing book is foreign policy guidance, but it is a bad idea to keep the foreign policy guidance for any more than one day. The situation changes. The ultimate responsibility is Ron's for developing a working relationship with the NSC. Scowcroft is a sensitive fellow who will understand the need to talk about the President's foreign policy if he can be convinced it is in the best interest.

You do not get the same results by macho contest. That is counterproductive.

One thing that Ron must be careful of is not to give out FYI information in his guidance. This is strictly for Ron's information, and there have been occasions when it has been given to the press.

The secret to the NSC-Press Office is getting them on our team. We need to make them know they need to help us. Ron could go over to Scowcroft's office at night and chat about the day, and also go in after the briefing to talk about how things went. Perhaps he could have lunch with Scowcroft. Bill Greener's lunch with Bud McFarlane was very productive, and now they work very well together.

It might be a good idea to have a series of seminars - one hour each week similar to the Alan Greenspan briefings - to be briefed on issues such as Portugal, etc. to give a little background on the world situation.

What we need is not so much specific answers, but background on the issues.

Suggestions on how we can best work with NSC:

- Ron should spend more time with Kissinger and Scowcroft personally to get guidance

- Ron needs to attend what meetings he can of NSC that aren't too sensitive

- Ron needs to cultivate better relations with the NSC - starting at the top - to convince them we're all working together and NSC can trust us

It is essential to get things worked out with Margy. It will build better relations. She is flip and not serious, and doesn't have the background or experience, and she gives you answers she would give the press. Also her response time is bad. But she can be molded to help. She can be educated as to what we need when.

The Kissinger theory is "we will do it so it doesn't get screwed up." Once a truce is developed, a trust will develop.

Maybe since we are wedded to their system we should have the option of who the person is we will work with. Why do we have to make do with Margy if we're going to start again?

The secret is to convince Kissinger and Scowcroft you can be trusted. Ron's doing well can only come by their help. We have to cultivate an above-the-fray image.

We need to be a strong and equal office in the White House -- not a mouthpiece for others in the White House. We need to have a good relationship with all the offices at the White House.

#### News Summary and Briefing Book for the President

The news summary circulation has gone from 130 to 178. Would like to expand coverage to what is in magazines not commonly read at the White House -- to catch early trends in the nation's thinking.

The TV times of the news summary can be dropped except for Bob Mead and Ron Nessen. There is no need for the rest of the White House staff to get those times.

Jim Shuman and Bill Greener will investigate the possibility of having the summary printed by off-set process rather than stencils.

On the briefing book, trying to keep it up to date on a weekly basis doesn't work. The Q's and A's submitted are not given good thought. The best procedure is to try to keep it up every day from the Nessen briefings, and Jim Shuman's own reading.

Jim would like to know a week in advance when a press conference will be held. Most of the time this should be possible.

The Q's and A's should be submitted to Jim 2 days before the press conference. The President should have a briefing book 36 hours before -- Ron would take it in the morning before the day of the press conference.

As to the format, the answers are much more refreshing in the President's mind, if he has background on question. It should be at the bottom of the page and contain a little bit on what led up to the action, and also whatever spin the answer should take.

Jim should bounce things back to staff people that are inadequate, and not acceptable. He shouldn't accept inadequate work.

Consideration should be given to a separate sheet in front of the briefing book of maybe the top 10 likely questions. There is now too much material going into the President. He never needs more than 50 questions. He is asked about 20 questions per press conference.

The problem is people get their Q's and A's to Jim too late for him to do anything with them.

The week of the next press conference, Jim Shuman should come into the Senior Staff meeting and tell the staff about the Q's and A's which are submitted. Emphasize that they need to be in good condition. Then Rumsfeld could back him up with an endorsement of the importance of getting Q's and A's on time, and in good condition.

Jim should also write answers to questions that he sees developing daily.

It would be a good idea for Ron and Jim to go in to see the President after the next news conference for a session on how the briefing book could better serve him.

The request was made to have the President's briefing book passed around to the press office spokesmen to review to keep them apprised of what it says. Bill Greener will circulate it among the staff for that purpose.

A key part of the briefing book is not just the subject to come, but how will it come?

#### Foreign news media requests:

Whoever handles the foreign press, and takes over Ed Savage's responsibilities in this area, will receive an education. Foreign journalists are a font of knowledge. They see things in a different light than Americans, with a more historical view.

It might be good to spread foreign requests around -- have foreign reporters develop their own person in the office with whom they work well.

Bill Roberts handles some requests now, and will take a more active role in that area.

### Personnel

Rumsfeld's office would like us to reduce our staff from 46 people to 40 people. There is no firm time when this has to be accomplished. Our proposal is to get 6 slots from the Photo office by moving them into GSA or the Archives.

We need a replacement for Jerry Warren soon. Margita is overwhelmed with work. He should be a nuts and bolts guy, preferably a newsman. Everyone should submit names to Ron on who they think would be good.

Eric's staff is understaffed with the campaign coming up. Margita's office will also need more people when the campaign gets in gear. Eric and Margita should do memos to Ron, who will submit them to the legal counsel for a ruling on if we can borrow people from private industry to volunteer help during the campaign.

Right now we seem to have no trouble getting pay raises. If you feel you or your staff is underpaid, submit them and we'll see what can be done.

To implement our new morning schedule, Jon Hoornstra and Larry Brock will come in about 6 a.m. to clip the morning newspapers and do overnight wires. This will free Thym to start on announcements earlier so they will be ready by briefing time.

### Miscellaneous items

It would be a good practice to discuss personnel actions in the office with the people involved before they are undertaken.

We need to talk about arrival ceremonies for visiting dignitaries at some point. Eric will make suggestions and work with the Military Aide's office in redesigning the setup for improved arrangements for picture purposes, and also better viewing from those in attendance.

Ground rules for press conferences need to be emphasized. White House staff causes problems by wandering around and wanting to get in the pictures with the President. Although there is a staff area where they are encouraged to sit, they won't sit in the suggested section, and then we have a section of empty seats showing on the television screen.

The manner in which our government treats foreign journalists traveling with visiting foreign leaders needs to be improved so that when we visit other countries arrangements are easier, and the financial arrangements are more reasonable. We could do little things like have a bus at Andrews for the foreign

press, give them a reception in Ron's name even in Ron can't attend. This should be arranged and financed by the State Department.

The Kennerly operation becomes increasingly important in the campaign. At present they don't photograph many people who shake hands with the President. This automatically should be done, and then an autographed copy should be sent to each individual. Ron needs to talk with Rumsfeld about this.

We all need to support each other. We need to think of the job in terms of its usefulness to the President. It may be a little extra work for us, but it is worth it, and that is what we are employed for.

Jerry Warren summing up :

We have to solve some of the "them vs. us" situation with the East Wing. We need to get decisions from the President into the system for implementation. Out on trips, check with the advance man who is familiar with the situation before we commit ourselves to things that might not be possible. Jack's idea for a kitchen cabinet for Ron is an excellent one. Remember Margita's office is a top office as contact with editors and publishers around the country.

The people in the press office are the luckiest people alive that they have someone like Ron, who is willing to thrash things over and make improvements.

Ron Nessen:

Remember that the sensitive things from this meeting should remain confidential. This has been a successful weekend. We go back with added enthusiasm and a second wind. We have a job to do for the President. We have slackened in doing it. We would like to have these sessions every 3 or 4 months. The next one will hopefully be in the fall, just one year before the campaign. Perhaps we could bring a guest in. We should continue to reassess ourselves. And to communicate better. That is our job.

THE WHITE HOUSE  
WASHINGTON

RON:

FYI -

SOUNDS LIKE BROADCASTING  
IS BUGGING LAUREL  
LODGE MEETING ROOM

Bill R



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