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15	17		<input checked="" type="checkbox"/>	White House Staff	Other Document	Notes from unknown to "H," most likely Haldeman, detailing a crumbling work relationship. 6 pgs.
15	17		<input checked="" type="checkbox"/>	White House Staff	Other Document	From unknown author to unknown recipient RE: problems with the latter's office structure. 2 pgs.

H -

Your comments to me on the aide situation have caused me to pull together many of the thoughts that have been going around in my head for sometime that I've wanted to discuss with you but have never been able to bring off. Much of what follows will probably sound conceited or self centered but I've at least got to get it down on paper to see if it does make sense - if not I'll tear it up.

The way we've worked together for the last five years has ~~caused~~ given me the opportunity to be exposed to more things than most people are in there whole career. What I've been able to learn from that exposure only time will tell. Something I feel I've learned fairly well - other things I never will - at least not to your satisfaction. But what ever I've learned I feel can only grow if the relationship you and I have is able to change. ~~some way~~ If I were to analyze our relationship: working and personal over the last 4 years I would say that it divides into marked periods - the '68 campaign which was a total disaster for you and probably the best concentrated learning experience I'll ever have

- Our move here to the White House when I feel I was able to do a few things on my own, albeit your supervision.
- Aide Period I when I moved to work with you, learned moderately well how to become an aide and developed a really close friendship with you despite the ups and downs.
- Administrative Asst. period one - When I feel I did a good job as your Administrative Asst. as well as a good job of being your friend.
- Administrative Asst. Period two - When I did a no - no job of being your H.A. and a ~~terrible~~ poor job of being your friend or developing our relationship.

The last period is the one that has really bothered me. The others I think have only been able to do me good but this one is not or can not continue. For about the last year I think that the Administrative Asst part of your job has shrunk tremendously while the Aide needs have gone up. This caused me to move in the direction of my weaker suit and I feel caused our relationship to go down hill. ~~For me the super~~ Perhaps

we are now too well organized or that we have
grown flabby but either way while the work
load has gone down the quality of the product
has not gone up. On ~~the~~ ~~and~~ ~~generally~~
~~at least~~ ⁵ Most of the areas in which it ~~has~~
~~has~~ gone down have correspondingly caused
a decrease in the quality of our friendships.

The move we made to get an aide in George
has never panned out and I don't believe that
it will ~~so~~ ~~well~~ ~~if~~ I'll get another Administrative
Assistant. This sounds like a repeat of where
things stood a year ago and probably is at the
core of the whole problem. Anyway, I see myself
for the past year as being continually depressed,
not growing, not doing good work for you, and
being the observer of a decreasing friendship between
you and me. ~~At the same time~~ ~~I~~ ~~but~~ ~~I~~ ~~try~~
over doing aide type functions - not because I
can't do them but because they seem rather futile
in light of the lack of other jobs to do with them.
I came closer to becoming an ^{quite} administrative assistant
and further from becoming an administrative assistant
or anything else.

I feel basically intimidated by you and
fairly unnecessary. Take today for example

Chapin, or Mable said things in that meeting that ~~was~~ but they been uttered by me would have received public ridicule by you and an explanation afterwards of how I just don't know how to handle myself in this. To some it ~~these~~ these times I'm aware for a number of other things that I do. I can remember you telling me that this ~~was~~ was one of the reasons young H.R. Haldeman decided to go to New York or at least get out of the Haldeman Air Conditioning Business.

Well anyway for me it kind of all fell in place today when you talked about the Administrative Assistant that you needed for the next four years and ~~had~~ had back to our first meeting at "2" in the village in Westwood. You say that you need to find someone that ~~is~~ is ~~in~~ see the way to his success the next 30 years as being the assurance of your success. I don't argue with that and maybe that's why I'm writing this letter. I feel that in my present position I'm no longer contributing to your success. Perhaps I'm like the Domestic Council, I put out fire, prevent back sliding but don't really move us ahead. I think the reason for that is that I am falling just in down the ladder with each

screw up of an a/c function. I'm
primarily good to play tennis but
even that is a mechanical exercise
rather than a chance to have a good time.
Well anyway it isn't working. It
least not like it could or should. Why?

Well aside from what I've mentioned
above I think your job has changed. I'm
not sure really need a deputy. ~~or~~ like
we've talked about. The things that
you are now dealing in do require a
good aide/administrative assistant.
Paper do need to be collected, assignment dished
out, camera bought, Camp David arranged,
Tennis games arranged, etc. ~~all of~~ Most of
the other work has become so high level that
you must deal with it directly. The rest
can be given to Colson or Casper. There
are pretty ugly facts at least for me to face
for contrary to what you are thinking now
I have no real desire to get out and
did see myself ~~able to~~ in the position
of being your jr partner in some
interesting enterprise over the next several
years. I feel however now though that I've

level of reached the point of I can't be your
deputy because, I can't be your Administrative
Assistant, because I can't your aide cycle
that means I am basically in limbo. Face
it Bob - no one can ever really be your
aide unless you pick him because then you have
the stake in his success. Anyone I select, I basically
will have to prove to you is right for the job.
Anyway I think the way things are going now
has obscured our friendship, effectiveness and
purpose. The answers are ~~obvious~~ not obvious.

I don't have the desire to begin to do only
my own thing - as on a take it or leave it basis.
On the other hand the result will probably be
the same, because what I am really saying
is Bob - we need to staff around me
to get this thing put together right.
Putting it in terms of how I can best use
my contribution is a lot of window dressing.

Anyway whatever the case I'm burned
out emotionally, and intellectually in
my current job. Every fiber of my body, want
myself & many of the things I have been examined
by you on a come as you are basis. I
I've been told how should I play tennis, how to
my wife play tennis, what clothes to wear
etc. to the point that it is largely all dicta.

I've traveled too much, seen my family too little, and find that I have a young lady and my house whom I don't even know.

MM

The solution: bring in another bright brain young man and let him go at it for a while. Check present construction of it is a term job. My candidate, based now not just on random observation but fairly close scrutiny is Terry O'Donnell. He has the enthusiasm, looks, bearing, manners, etc to make them all work. He is not a genius better than at least above average intelligence. Anyway whatever their go to the four years of blood sweat and tears that you've poured into me. To tell you the truth I'm not really sure. I know that short term I've got something I can contribute to the reorganization ~~with~~ question. But long term that is another question.

Your basic job and the way I've pushed the whole thing is in the direction of getting everything away from you and operating without your continual supervision. Why do you need to direct ~~work~~. The main area that you will continue to need to be active in is the schedule area. Here you will always be turning to Copin. Beyond are the rebellious P.R. projects. Here

again, Chapin is the one you will look to.

The staff secretary can run itself essentially
reporting quarterly to you. Essentially the
President will look at you as a free floater.
and what has been happen in you, with perhaps
some help from me, have designed your office
with comparatively little continuing attention.
To draw more into ~~it~~ ~~activity~~ by creating another
high level official that has to have something
to officiate ~~recurrence~~ ~~country~~ ~~productive~~. I'm
a bit stumped because I've made a mediocre
care of what I don't ~~what~~ want to
do. ~~or~~ am not needed to do. So -
I've made my own care. Short term
it looks very untidy. Long term
I'm totally confused.