



H. R. Haldeman Diaries Collection, January 18, 1969 – April 30, 1973

National Archives and Records Administration, Online Public Access Catalog Identifier: 7787364

Thursday, March 5.

NPT deposit - pretty good ceremony at State Department. President had been adamant that he would not speak, would just announce treaty in effect. As expected, however, he did make remarks. Very good.

Had a half hour session scheduled with all the black appointees - President stretched it to one and a half hours and, on basis of frequent remarks afterward, must have found it pretty productive. Originally was to be just a photo.

A half hour with Volpe also stretched into over an hour. Mayo, Kissinger and I came in midway through it to try to bring it to a close and start our budget meeting, but John wouldn't turn off. Had a whole satchel full of stuff and kept bringing out item after item, mostly complete trivia of no concern to President. A real problem of how to handle these guys, and a session like this just makes it worse. But Volpe was ecstatic.

Then we got into the Mayo session, which was equally bad. Bob launched into an extensive anti-Ehrlichman diatribe full of petty complaints and highly revealing insights into his monumental ego problem. Very interesting and, of course, very self-defeating especially with President. Topped it off by saying he'd probably better resign, since he and Ehrlichman were at an impasse on question of where policy is to be made. He contends Budget (or OEM) cannot be divorced from policy development. President handled whole thing beautifully - putting off decision until next week. Said afterward real problem is Mayo doesn't realize policy must be controlled by the President's men - and they aren't in the Budget Bureau. President is apparently ready to let Mayo go. He had a good session with John Connally and is strongly of the view that he would be ideal head of OEM. This may turn out to be the solution.

In the Connally meeting, President outlined his whole line of thinking regarding delegation, etc., much to Connally's approval. Even had me show Connally the "eyes only" memo to Haldeman, Kissinger, Ehrlichman. Connally made point President must be totally ruthless inside the Oval



H. R. Haldeman Diaries Collection, January 18, 1969 – April 30, 1973

National Archives and Records Administration, Online Public Access Catalog Identifier: 7787364

Office - but firm and human outside. Also said he should not pay any price to mollify Cabinet members. Should be tough with them - and let them go if they don't like it. Connally tracks well with President and would be an excellent addition if we could get him in.

President gave dinner for NAB Regional Chairmen - a motley collection of high and low level types, and a real waste of time and effort except as a sop to Don Kendall. Then off to Key Biscayne for the weekend. Spent most of the afternoon trying to keep President on track about Key Biscayne, he decided he didn't want to go because of bad weather - but finally agreed to give it a try. Then had to wait half hour on plane because of starter problem, pretty late night. Ehrlichman and I in cabin for whole flight - Kissinger in and out about Laos. Talk mainly regarding Mayo meeting, Connally, etc. Nothing new. Also back on the "how to handle Cabinet officers" bit.