

THE WHITE HOUSE

WASHINGTON

December 11, 1970

MEMORANDUM FOR: H.R. HALDEMAN

FROM THE PRESIDENT

I think you are going to find it necessary to divide up your staff in terms of those projects which require "charging them up". You have first our true-believing Liberals like Garment, Price, Huebner, et al. Their attitude is completely understandable - they naturally didn't like the answer on forced-housing integration and they are more concerned about the kind of nonsense that Bob Semple holds about - bringing the country together - rather than thinking realistically about the fact that we are always going to have differences ^{that} /in bringing the country together and we're doing is to try to de-escalate the rhetoric. What I think you will want to do is give them separate treatment and separate projects - men don't change at their age and it is really unfair to try to change them. They are warm, decent, humanitarian liberals and if it weren't for the fact that we were in power and that they have a strong personal relationship - particularly Garment and Price - with me, they would be out rooting and tooting with the likes of Gardner, Kingman Brewster and Scranton.

We need such men on our staff because they give leaven to the hard-nosed people like Buchanan. On the other hand, they can be useful on the staff only if they are treated separately, having in mind their totally different viewpoint on the PR front.

What you need to do on the other side of the coin is really charge up those who are willing to be charged up. I don't mean to charge them up so that they all go off and be two-bit Agnews. Charge them up so that they know that politics over the next two years is not a question of bringing in Blacks, and Liberal Senators and making them feel that they are "wanted" but it is going to be cold steel with the amenities engaged in only for purposes of appearance and not for purposes of action.

This basically is the trouble with most of our Cabinet. They simply do not understand how to get into a fight and win it - win it gracefully, win it as gracefully and as non-belligerently as possible - but, above all, to play the game hard and strong so that we finally come up with the votes.

As a special favor to me I want you to get Nofziger, Buchanan, Huston, and anybody else who has the steel to play the game, to take personal charge launching an all-out offensive against the press after their infantile buildup on the press conference and then falling on their faces.

H. R. Haldeman

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Dont bring Ziegler in because he's got to get along with them, and don't bring in Klein because he is too soft. Use him of course -

. On this one give me a complete report as to what you accomplish.