

Richard Nixon Presidential Library  
White House Special Files Collection  
Folder List

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
57	5	11/19/1961	Memo	Notes on capaign organization. 3 pages
57	5	11/19/1961	Memo	Field Division. 2 pages.
57	5	11/19/1961	Memo	Contact Division. 2 pages.
57	5	11/19/1961	Memo	Public Relations Division. 2 pages.
57	5	11/19/1961	Memo	Strategy Division. 2 pages.
57	5	11/19/1961	Memo	Headquarters Operations.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
57	5	11/19/1961	Memo	Candidate's Staff.
57	5	11/19/1961	Memo	Candidate's Schedule. 2 pages.
57	5	n.d.	Report	Notes on 1956 Southern California Report. 3 pages.
57	5	n.d.	Memo	Public Relations, Contact, Field, Administration, and Finance.
57	5	n.d.	Memo	Organizational Chart. Duplicate not scanned.
57	5	n.d.	Memo	Work Sheet to Accompany Organizational Chart. 3 pages.
57	5	n.d.	Memo	How to develop an organizational chart for the Nixon for Governor campaign.

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57	5	n.d.	Other Document	Loose leaf outline map of California.
57	5	n.d.	Other Document	Blank Organizational Chart. Oversized- not scanned.

Sunday, November 19, 1961

NOTES ON CAMPAIGN ORGANIZATION  
GENERAL

The structure of this campaign organization is designed to separate the three basic functional areas of finance, strategy and operations. It is understood that the Manager's responsibility is for the area of operations only and that others will be responsible for finance (both fund-raising and disbursements) and strategy (both development of issues and counsel to the candidate on political strategy). It will obviously be the Manager's function to coordinate operations with both of these other phases of the campaign and to provide staff facilities for carrying out all plans.

A primary factor in establishing this format for campaign organization is the decision on the part of the candidate and the present strategy group not to retain a professional management organization for this campaign. This means that the many functions sometimes assumed by such an organization will be executed by staff members of the campaign organization itself. It follows, therefore, that the campaign organizational structure will be substantially larger than is the case when a management firm is retained.

It is the strong recommendation of the Manager that all concerned recognize the desirability of assembling a key executive staff of top

people in the specific areas concerned to whom full responsibility for their assignments can be delegated. This means the willingness to pay adequate salaries for top personnel. In the long run, this will be an economy since it will enable the campaign to rely on the services and counsel of outstanding people rather than those who are mediocre or just adequate.

It must also be recognized that the nature of this campaign and candidate are substantially different than the usual situation. This candidate has a number of unique personal advantages due to his past positions, which also are liabilities in the sense that they make necessary a larger and more specialized staff than is the case for a less well-known candidate. This particularly applies in the areas of answering mail etc.

The candidate and the strategy group also have a number of goals and ideas regarding the building of the Republican Party in California and the attraction and assistance of outstanding candidates for other state offices. Successful execution of these ideas will depend on a staff that is adequate in numbers and outstanding in abilities.

The material that follows will outline present thinking as to the composition and responsibilities of the various contemplated staff members. This covers the general area of campaign operations only, and does not go into the non-operational or non-staff areas of finance

and strategy.

It is proposed that the operating division of the campaign be divided into four major subdivisions - Field, Contact, Public Relations and Strategy - plus two secondary subdivisions - candidate's staff and headquarters' management.

It is the Manager's recommendation that serious consideration be given to the possibility of acquiring top staff people on a loan basis from industry. In addition to the obvious advantage of cutting staff costs, this, in many cases, would make it possible to acquire people of much higher caliber than are normally available on a paid political professional basis.

Sunday, November 19, 1961

FIELD DIVISION

RESPONSIBILITIES

Basic

The primary assignment of the field division will be to set up on a statewide basis a complete Nixon political organization consisting of county chairmen, city chairmen, precinct chairmen and block chairmen.

The basic assignment for this precinct organization will be to conduct a complete pre-primary canvass of all residential units in the state to classify all eligible voters as pro-Nixon, anti-Nixon or undecided, and to determine their registration status as Republican, Democrat, Independent or not registered. Following this initial canvass it will be the organization's duty to be sure all pro-Nixon eligible voters are properly registered as Republicans, so that they can vote in the primary. No attempt will be made to sell the anti-Nixon voters on any change in attitude nor to register or vote them. On election day, this organization will be responsible for securing the votes of all pro-Nixon voters.

Following the primary, this organization will continue its efforts as the basic Nixon unit, but can, of course, be filtered into the Republican Party organization in order to bolster any basic precinct weaknesses therein.

Secondary

The Nixon precinct organization will also, of course, have the traditional responsibilities for distribution of literature, lining up volunteer personnel for telephone, addressing and other basic activities, development of study groups on issues for those so interested and turn out for meetings for the candidate or his representatives when in their territory.

STAFF

The Field Division will be headed by a Field Director who should be a top-level, managerial executive with strong experience in precinct organizational work and in the direction of field men.

His staff will consist of a secretary and, at the outset, four or five field men. It may, of course, be necessary to add additional field men as the campaign progresses. The field men will be assigned geographically so that altogether they cover the entire state. It is hoped that at least some of these men can be donated by industry.

Sunday, November 19, 1961

CONTACT DIVISION

RESPONSIBILITIES

Basic

This division has two basic responsibilities:

1. The establishment, implementation and operation of the normal group committees by interest areas - such as doctors, lawyers, veterans, negroes etc.

2. The establishment, implementation and direction of an intensive WIN program along the lines established by Senator Fong in Hawaii. This contemplates occupational group committees in every community covering every possible occupational group organized for Nixon. Thus, there would be a Redondo Beach Barbers for Nixon, Hodcarriers for Nixon, Manicurists for Nixon etc. Each of these community occupational groups would have a chairman and as many members as possible. Servicing of these groups would be the responsibility of the Contact Division. This would include publicity, provision of materials for dissemination to members relating to their specific interest areas, and specialized direction of activity relating to their occupational groups i.e. barbers should be provided with talking points, in simple form, to use with their customers and with literature to put on magazine stands in their waiting areas.

The same would apply to beauticians etc. Shopkeepers should be provided with display materials for their windows. There are many other opportunities for detailed follow through in this area.

### Secondary

The Contact Division will also have the general assignment of making sure that anybody who wants to help in the campaign is given that opportunity and is given an assignment commensurate with his interests and abilities. This, needless to say, is a Herculean task and proper execution of it could have vast long-range effects on the strength of the Republican Party in California.

### STAFF

At the outset, at least, the staff for the Contact Division would consist of a Contact Division Director and a secretary. This Director must be a man of outstanding managerial and organizational ability with tremendous zeal and drive and imagination. The opportunities here are limitless and the extent to which they are capitalized depends greatly on the individual heading this division. It is possible that the division will not need additional staff since it will draw on the staff facilities of the other campaign divisions to service its programs, and volunteers to execute them.

Sunday, November 19, 1961

PUBLIC RELATIONS DIVISION

RESPONSIBILITIES

Basic

This division will be responsible for all campaign operations and activities in the public relations field, in its broadest sense. This will include coordination with the Public Relations Advisory Committee and its core Steering Committee and the execution of decisions made by this group. The broad areas would include those of campaign publicity, advertising, materials and speakers bureau.

Secondary

This division would also be responsible for the servicing of all other campaign divisions in the areas outlined above.

STAFF

The Public Relations Division would be headed by a Public Relations Director who should be an experienced politician with solid background in the areas of public relations, publicity and advertising. His job will be to sit on the Public Relations Advisory Committee as its staff man, to prepare the agenda for this committee, and to execute the decisions made by the committee. He will serve as administrative head of the division, which will encompass a number of other staff people. He will also function as advertising manager for the campaign,

and in this capacity, handle all contact with the advertising agency.

Under the Public Relations Director, it will be necessary to have several key staff people to carry out the various functions of this division on a fulltime basis.

A News Bureau Director with a secretarial assistant will be responsible for preparation and placement of all publicity releases and material regarding all phases of the campaign and its activities except the direct activities of the candidate himself.

The Speakers Bureau Manager will have responsibility for recruiting, training and scheduling campaign speakers from all fields for all types of forums. This function can probably be performed by a competent executive secretary type gal, who has had some experience in this area.

The Campaign Materials Manager will be responsible for preparation and dissemination of all campaign materials including buttons, bumper strips, stickers, literature, fact books etc. plus coordination of jewelry and other materials to be offered for sale.

Sunday, November 19, 1961

STRATEGY DIVISION

RESPONSIBILITIES

Basic

This division will be responsible for supplying the candidate with material on issues and statistical and other political strategic data.

Secondary

The Strategy Division will also service other divisions of the campaign organization with necessary research and statistical material for preparation of speakers manuals, brochures and for direction of the field organization in assigning quotas etc.

STAFF

This division will be headed by a Staff Director, who will be responsible for coordination of the division's assignments. A Research Director, who might be a top individual available on a part-time rather than a fulltime basis, will direct all basic research activities by the staff and task forces.

This division will assimilate the two research staffers now under contract to the candidate and will undoubtedly require one or two additional researchers and a secretary.

The staff members of this division will work closely with the special advisers to the candidate in the areas of strategy and issues,

and will provide the staff material for decisions in this area and for the candidate's speaking material.

This division would also coordinate and assimilate intelligence and counter-intelligence activities by persons outside the basic campaign organization.

Sunday, November 19, 1961

HEADQUARTERS OPERATIONS

RESPONSIBILITIES

The Headquarters Operation group will be responsible for providing facilities, equipment and space to all members of the campaign organization in all of their activities.

STAFF

A Headquarters manager will oversee the physical and personnel needs at headquarters. Additional staff members will be required to man the switchboard, the reception desk, the mimeograph machine, the shipping and mailing department, and the steno and typist pool who will be available to fill in wherever needed in the various divisions.

Sunday, November 19, 1961

CANDIDATE'S STAFF

RESPONSIBILITIES

This staff will work directly with the candidate handling his own personal requirements as contrasted to those of the campaign organization.

STAFF

The candidate's present staff consists of his executive secretary, an assistant secretary, a press aide, and his office manager who oversees handling of the candidate's mail.

In addition to this existing staff it is anticipated that a personal aide to the candidate, a tour manager who travels with the candidate at all times and is responsible for travel arrangements, and an excerpt man who will prepare release material, will be required.

Sunday, November 19, 1961

## CANDIDATE'S SCHEDULE

### GENERAL PROCEDURE

All incoming requests for appearances by the candidate will be acknowledged by the candidate's mail office if they have been directed personally to him, and then will be transmitted to the Schedule Committee for action. Requests coming directly to the campaign organization will be answered immediately by the schedule secretary and then be referred to the Schedule Committee for action.

The Schedule Committee will be responsible for review of all requests and initiation of additional requests where advisable, and will make final recommendations to the candidate regarding all scheduling of his time.

The Schedule Committee will have a fulltime secretary assigned to it to coordinate all scheduling activity.

### SCHEDULE COMMITTEE

This committee will consist, at the outset, of the campaign manager, the candidate's executive secretary, and one or more special advisers to the candidate, and the candidate's press aide.

The committee's initial responsibility will be to review all pending speaking requests and to plan a general campaign itinerary for the candidate for the months of January and February.

### SCHEDULE SECRETARY

One fulltime secretary will be responsible for the candidate's schedule. She will coordinate and record all activities of the Schedule Committee and maintain files and records on speaking requests and plans.

She will also handle all correspondence regarding the candidate's schedule and work with the candidate's tour manager in making specific plans and reservations for trips.

## NOTES ON 1956 SOUTHERN CALIFORNIA CAMPAIGN REPORT

### Absentee Ballots

Appoint manager to develop activity on absentee ballot mechanism including contact with hospitals, sanitariums, travel agencies, airline and railroad offices to secure cooperation in distributing applications. School precinct organizations in use of absentee ballot and obtain sufficient supplies to insure total coverage.

Distribution available at least 30 days prior to closing of filing date. Prepare simple manual on application and casting of ballots made available to all campaign workers and potential absentee voters, here adding a campaign bulletin. Assign a staff writer to preparation and editing of an interesting, concise and readable weekly campaign bulletin to be sent to all members of the campaign organization. - basically, a newsletter.

### Contact Division

See Henry Kearns<sup>1</sup> report for outline of division of responsibility and contact to two groups - committee development and group communication - also, for rundown on groups used in 1956 campaign, and procedures followed for communication.

### Coordination

It is desirable to establish regular weekly meetings. As the chairman of all volunteer organizations and miscellaneous divisions of the campaign, accurate minutes should be taken and distributed to respective leaders immediately after the meeting.

### Foreign Language Operations

A campaign chairman of top management ability should be appointed to supervise the overall language group operations. Subdivisions within that would be the Spanish speaking group, the French and Italian group, the Baltic and Mid-European group and the Japanese and Chinese group.

### Headquarters

This report emphasizes that a minimum of 10,000 square feet is

needed for headquarters with parking for at least 50 cars. Switchboard service should have a minimum of 20 trunk lines and adequate extensions suitable for 2 switchboard operators, and a minimum of 20 additional direct lines should be available.

### Jewelry

A separate manager should be placed in charge of jewelry operation preferably someone with experience in merchandising and similar material. A central source for jewelry and novelty material should be established from the main headquarters and distributed throughout County and local headquarters. It is believed that this could be a valuable source of funds.

### Lists of Volunteer Workers

The file for 1956 was maintained with a card for each volunteer in four copies; one list alphabetical, one geographical, one by campaign assignment and one to turn over to appropriate campaign executives. The cards were made up on paper in pads of four vari-colored copies so as to facilitate automatic distribution. Master lists should be maintained on a confidential basis and up-to-date, and one individual on the campaign management staff should be responsible for this.

### Speakers Bureau

Recommendation that Speakers Bureau personnel include a director, research assistant and secretarial help.

### Special Events

It is recommended that a Special Events chairman or manager be selected who has ability to judge and effectuate public relations policies. This manager will require at least two and sometimes three assistants. Areas of responsibility include scheduling, managing and crowd producing of meetings for dignitaries, coordinating Young Republican activities, women's teas, airport receptions, special luncheons, presentation of scrolls to specific committees, distribution of specialized campaign gimmicks, handling of the women's brigade and assisting in other campaign activities. In other words, they are responsible for all assignments that don't normally fall into another committee's basic responsibility.

### Supplies

The supply department distributed the following quantities of items during the 1956 campaign.

Bumper strips - 753,000  
Windshield stickers - 339,000  
Campaign tabs - 300000  
General campaign folders - 250,000  
Campaign buttons - 100,000  
Volunteer postcards - 100,000

Plus a great number of miscellaneous additional items.

Public Relations

Polls  
Direct Mail  
Literature  
Advertising  
    Newspaper  
    Radio-TV  
Research  
    Candidate  
    Opposition  
    Speakers Manual  
Speakers Bureau  
Publicity

Contact

Agriculture  
Businesses  
Professions  
(labor)  
(women)  
WIN  
Youth  
Nationalities  
Assembly  
Old Timers  
Veterans  
Negroes

Field

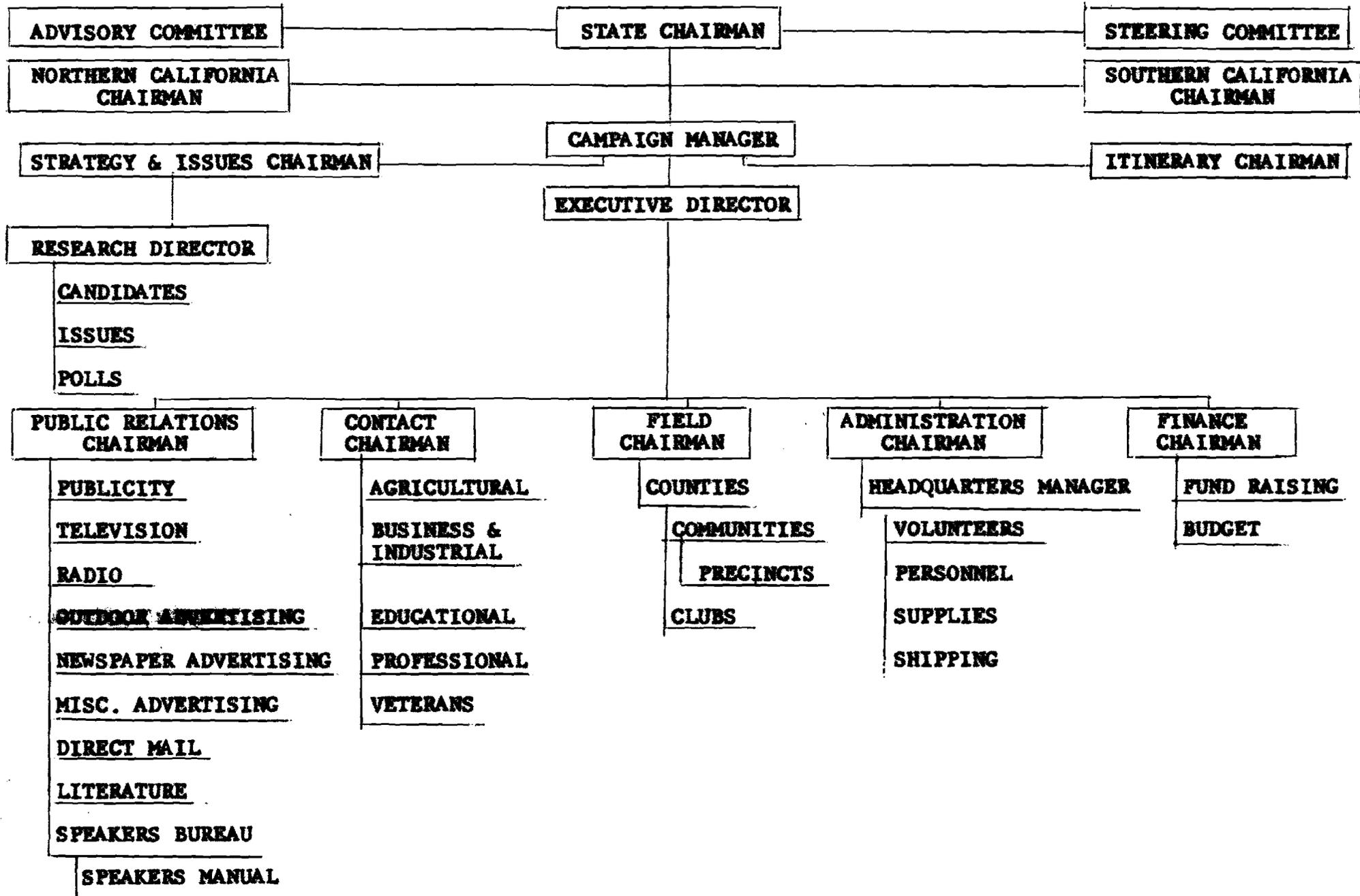
Community  
Precinct (poll)  
Clubs  
Field men

Administration

HQ manager  
Switchboard  
Personnel mgr.  
Supplies  
Shipping  
Volunteers  
Campaign materials  
  
Candidate Itinerary  
"      Schedule

Finance

Fund raising  
Budget



WORK SHEET TO ACCOMPANY ORGANIZATIONAL CHART

1. Special Advisors: Individuals of the candidate's choosing who would work with the candidate on special assignments, i.e. issues, television, strategy, etc.
2. Coordinating Council: Approximately five (5) persons inclusive of the chairman from the North and the South, who would meet regularly regarding campaign policy and strategy in addition to general and specific reporting on the execution of previous policies and campaign tempo. These would be chosen from the membership of the respective steering committees.
3. Northern Director: Would work under the direction of the campaign director; serves as an executive director to the Northern chairman and work with the Northern steering committee.
4. Northern Chairman: Member of the Coordinating Council; chairman of the steering committee.
5. Northern Steering Committee: Pre-primary--individuals chosen at large for specific responsibilities on a regional basis, i.e. six of these persons would help choose the volunteer county chairman and would meet regularly with that regional board.  
*Field Div*
6. Activities of Professional Help: Carry out staff functions of coordinating and employing a staff field organization; handling the press and publicity for the northern area and the production, etc. of campaign materials and supplies. These would work under the direction of the Northern steering committee.  
*PR Div -*
7. Northern Headquarters: All of the responsibilities of a headquarters to service the northern 48 counties. This again

would be under the responsibility of the steering committee and one of its members.

8. Regional Board: There would be six (6) for Northern California. The composition would be as follows:
- Pre-primary - each region would be represented by the volunteer chairman from those counties within the region, also the member of the steering committee who's responsibility is that region.
- General - representation on the regional board would also include the Republican Party chairman for the respective counties.
9. County: The counties for the regions involved for all practical purposes would have two representatives, the volunteer chairman and the party chairman. The working arrangement would be dependent upon whether the election is pre-primary or general, but the specific functions of each individual and their specific workers would be definitive as to areas of responsibilities and authority. In this manner the coordination and delegation of authority would be pre-determined.
10. County Volunteer Chairman: Would be responsible for conducting the campaign for non-Republicans and the operation of the candidate's volunteer clubs. This whole operation would be coordinated with the party chairman and established on the regional level.
11. County Republican Party Chairman: Would be responsible for this candidate's election campaign following the primary election. Would be involved in behind-the-scenes coordination of the pre-primary campaign. This would take on the form of correct intra-party communication.

12-15 and  
16-19

Examples of the delineation of responsibilities.  
This points out for example the need for two head-  
quarters operations, finance committees, press and  
publicity, etc. Also the development, similar to  
the past campaign, of the party's precinct operation  
well coordinated with the volunteer operation  
telephone.

To develop an organizational chart for the Nixon for Governor campaign necessitates a basic decision on the personnel involved and their specific function. Once this is determined it is a relatively simple matter to chart the proper procedure.

There are though, some simple, basic yet extremely important rules which should be observed in this process. This naturally is based upon corporate organizations and should, at least theoretically, serve as an excellent guide.

1. Determine and state the objectives of this chart and then develop the chart to fulfill these requirements. (This by one approach could be accomplished by a written description of each position)
2. There must be clear lines of authority from top to bottom of the organization. (One should be able to trace the line of authority from the 'Campaign Director' to the individual volunteer worker—the 'chain of command')
3. No one in the organization should report to more than one line supervisor. Everyone in the organization should know to whom he reports and who reports to him. (Unity of command)
4. The responsibilities and authority of each supervisor should be clearly defined in writing.
5. The responsibility of higher authority for the acts of its subordinates is absolute.
6. Authority should be delegated as far down the line as possible. (Decision making power placed nearer the scene of action.)
7. The number of levels of authority should be kept at a minimum. (Otherwise it becomes too lengthy a process, for a campaign period, to fulfill duties and proper communications.)
8. The work of every person in the organization should be confined, as far as possible, to the performances of a single leading function. (Our general campaign principle of specialization.)
9. Whenever possible, line function should be separated from staff function and adequate emphasis should be placed on important staff activities. (Generally speaking line functions are those which accomplish the main objectives; staff function those which provide service, advice, control and coordination for the line functions.)
10. There is a limit to the number of positions that can be coordinated by a single executive.
11. The organization should be flexible so it can adjust to changing conditions.
12. The organization should be kept as simple as possible.

The benefits of an organization based upon these principles are: disposes of conflicts between individuals over jurisdiction; prevents duplication of work; makes communication easier; shows the possibility for changes for the General; provides sound basis for appraisal for the General; permits expansion and change and increases cooperation.

Ed Slevin

