

not calling a halt for refreshments or to go to the bathroom -
MEMORANDUM OF CONVERSATION WITH BABY

November 27, 1974

In each case whenever there was a break, it was Brezhnev who

- had to call it. The first test came when, after a long session,
1. Baby called and reported that the drift is continuing. He has

Brezhnev said he'd like to go on another hour. Mr. Ford said
urged that all the Nixon appointees be cleaned out and Ford

he was prepared to go on for another twenty-four hours, if
appointees placed.

2. necessary, to solve important issues. This set the pattern.
He was concerned that a new amnesty announcement is about ready

6. Ford did some actual negotiating at the session, ^{Chas} but positions
to be made which will announce complete amnesty for those who

had not been fully worked out ahead of time.
"served sentences" full pardon and prospective full pardons for

7. The Colonel told Baby that twice on the plane trip out Kissinger
others after they have "worked their way back" - all at the same

took materials into the President and tried to talk to him
time that the Veterans' Assistance Bill is being vetoed. He felt

about it. In both cases, Ford said: "Henry, let me read this
this was very bad politically.

- and if I have any questions I'll call you back." Colonel Blaik
3. He has made this point to Marsh who told him to make it to Rumsfeld

obviously felt this was a put down for Henry.
and Hartmann, which he has done.

8. On one occasion, Ford came out of the negotiating session
4. The Colonel who was on the trip with the President heard him tell

and Colonel Blaik said how cold it was outside. The President
Rumsfeld to go with Kissinger to China. (The connotation therefore

turned to him and said: "I'm going to go inside and heat it up"
is that Rumsfeld is "riding shotgun" on Kissinger.)

- (with Brezhnev).
5. Hartmann told Baby that Ford was just simply able to outlaugh ^{last}

9. Marsh and Hartmann are busy pulling together a public
Brezhnev at the meeting - the Russians put a lot of credence

relations plan to change Ford's "drift" image.
into being "one up" on those with whom they're negotiating when

- not calling a halt for refreshments or to go to the bathroom -
- in each case whenever there was a break, it was Brezhnev who had to call it. The first test came when, after a long session, Brezhnev said he'd like to go on another hour; Mr. Ford said he was prepared to go on for another twenty-four hours, if necessary, to solve important issues. This set the pattern.
6. Ford did some actual negotiating at the session, ^{thus} but positions had not been fully worked out ahead of time.
 7. The Colonel told Baby that twice on the plane trip out Kissinger took materials into the President and tried to talk to him about it. In both cases, Ford said: "Henry, let me read this and if I have any questions I'll call you back." Colonel Blaik obviously felt this was a put down for Henry.
 8. On one occasion, Ford came out of the negotiating session and Colonel Blaik said how cold it was outside. The President turned to him and said: "I'm going to go inside and heat it up" (with Brezhnev).
 9. Marsh and Hartmann are busily pulling together a public relations plan to change Ford's "drift" image.

10. Colonel Blaik feels that on the trip the Big Three were the President, Kissinger and Rumsfeld, and that Hartmann was a poor fourth. Baby doesn't feel that Hartmann will go after Rumsfeld the way he did Haig, since Rumsfeld is a Ford appointee and the machinery is under Rumsfeld.

11. Baby continues to hear that Brown is still in trouble. I told him about my chat with Schlessinger in which he feels that Brown is over the worst. Baby *marsh* the Califano article. I pointed out that Califano was very close to Haig, who formerly worked for him, and could be a stalking horse. Baby said that Marsh had dinner with Brown on Tuesday and felt that things were better.

12. Baby reported that Charles Goodell, Chairman of the Amnesty Board, is no good, that he's hated, and that he's not necessarily in the President's good graces. He said that Goodell was Hartmann's choice. Baby is confident that
for draft dodgers
Goodell will try to request an extension/after the 31 January
expiration date.

13. Baby was aware of the 7 to 6 Senate Armed Services Committee vote on Haig coming back for hearings. Baby said he had heard that the Committee said for once Proxmire was right in going after someone. Baby had an hour with Ambassador Straus-Hupe who confirms that Goodpasture wrote him a "poor mouth" letter on Haig. Baby could not understand Goodpasture's attitude since the Commander-in-Chief had made a decision. Straus-Hupe feels that the NATO nations will be less upset with Haig after they get to see his professional competence - and they will never come to see his lack of integrity.
14. Baby referred to the article on Hartmann in the Sunday paper. Hartmann went in to see the President about it. Mrs. Ford had said the things she is quoted as saying when Hartmann was working for the Vice President, but she is sorry that she said them and feels that he is not nearly as bad as she felt when Ford was Vice President.
15. Baby says that Mrs. Ford looks extremely well and vigorous.
16. Congressman Hogan called in negative on Rockefeller's confirmation, with the count now around 19 in favor, 5

against, and 14 on the fence. So the estimate is favorable. Rocky's people are very cagey and have already decided to take a hard look at the whole structure of the Vice President's office, and the Army Colonel who has been there and is considered too close to Laird will have to go as soon as confirmation is over. (The Colonel made the mistake of offering to provide Rockefeller with political papers ala Laird.) (His name is Jack Lockard.) Rocky's people are reported to be very interested in a Colonel *or* Captain, someone who is competent to handle the National Security Council in Foreign policy and Military policy issues. We discussed the possible candidate, and I *passed it* on to Dave Bagley. Marsh considers that it ought to be a Navy guy, since there are no senior Navy people in the White House. Historically, the Vice President has had only one senior military fellow up until Agnew, and then Dunn enlarged the staff to have several military. Baby estimates that Rocky has about 69 people to clear out of the Vice President's office, some of them going all the way back to Humphrey.

Baby will push it again Friday.

17. Baby points out that of the 40 top people in the Administration, 31 are still Nixon appointees.

18. With regard to my change of command ^{remarks} formula, Baby says that the Vice President liked my comments except to the extent that it implied that President Nixon is on the way out. He had read my letter to President Nixon Friday before the Saturday change of command, and had decided that he ought to avoid getting into any controversy since he was on the side line.

19. Baby reports that earlier when the original clemency board was being set up, he recommended me to head it when Haig almost drilled a hole through him. He was violently opposed. Baby said it was shocking to see the extent to which Haig and Kissinger felt that they and their White House machinery were absolutely indispensable and the extent to which they had resisted changes. He stated that he found it very upsetting to think that people could become that convinced of their own immortality.