

TOM DAFFRON

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Tom and I had lunch. His view of it all is very different from that of the Culver people where everyone was looking for a job. He is fighting people off. Hundreds of people are looking for jobs--downtown in the bureaucracy, on Cohen's subcommittees, even on Cohen's staff. All coming out of the woodwork. And people pushing other people are also coming in. "I'm the point man for all this personnel activity."

"I'm 99 percent certain Bill will keep Armed Services and Governmental Affairs. Percy would love to have him on Foreign Relations to help him cope with some of those extremists on the committee. But Bill has invested a lot of time in learning the hardware. And besides defense is a better committee at home. You don't get into arguments about giving all that money away to other countries and not paying attention to the state. New England is the one part of the country that still needs those transfer payments. If you vote for a strong defense, you can vote for those aid programs and be safe politically." But he did talk about the speculation re. Tower as Secretary of Defense and how Warner could be Chairman and how Warner got seniority over Bill because his predecessor resigned early. Cohen may spend his whole career behind John Warner, who was an accident in the first place. Can you imagine 2 1/2 years ago he was a defeated primary candidate and now he might be chairman of the AS Committee?"

Talked re Indian Affairs Committee. "Bill took it to get the Maine Indian Land Claims settled. It's been settled, if the conference committee comes through with the money. The idea was that it would be temporary, but all the committee chairmen to whom it has been offered have refused to take it. No one wants Indian affairs. But the Committee will deal with issues

only of concern to west of the Mississippi. And you can't even hire a friendly staff person, because you need an expert on that subject. But there's another side to it. Bill and Al Simpson are the only freshmen who have committee chairmanships. So they sit around with Howard Baker and other big wigs deciding the future of the nation. That's heady stuff."

His most pungent comment: "Ribicoff is right. Your two most important years here are the first and the fifth. And the fifth is more important than the first. That's the year you'd better be out there hustling." He's concerned that Bill will not get out and hustle as much as he should and may take his eye off the electoral ball.

We moved from there to a discussion of the cycle and he noted how easy it is to attack a 6 year record, and how hard it is to *rebut* it. Point is that in 6 years, trends change and if you bend with the trend, you may be attacked as inconsistent. But if you resist the trend then you are caught voting counter to current popular opinion. In 1974, being against defense spending is OK. In 1980 being against defense is bad. How can incumbent cope with that. House races tend to be 2 year events. Challenger doesn't go back beyond two years to look at incumbent's vote. The election 2 years ago will have been thought to legitimate the earlier votes. Plus the fact that the 6 year term may cause Senators to take eye off the electoral ball anyway. "House members are disciplined by the 2 year cycle," says Tom.

He talked about how Bill needs a challenge, how well he does when he has one, how he can absorb large amounts of material quickly, and how "he has a low threshold of boredom." That's the feeling I get talking to Bill, that if I don't say something that interests him, he'll lose the desire to talk to me or will find it a waste of time. But the central idea of "the challenge" was

emphasized by Tom--just as I have concluded it is the key to Bill's goals.

Re changeover - "On the most mundane level, you call down to the reapiro office to inquire about your red leather chair which they have had for 6 months and the head of the office brings it up to you the next day." He also said "Your phone ~~calls~~ get returned much quicker."

Re Culver - "That was a real loss. After you've been around here a while, partisanship doesn't matter. Quality does. Culver made a great contribution. Bill used to love to bang heads with him on the R & D subcommittee. If Culver beat him, he'd come back up to the office, get out all the books, get his arguments together and go back down and go at it again. Culver brought out the best in him. The contrast with Culver's success<sup>es</sup> is enormous. I don't agree with Bill Armstrong all the time, but when he defeated Floyd Haskell, the quality of the institution improved."

Another reflection on the change. "All of a sudden people who were never taken seriously begin to be talked about in different tones. 'You know, he really does have some good ideas. When you get to know him, he's really got a lot to him.' All you heard around here this fall were Al D'Amato jokes. Now everybody says he's really a great guy--both him and <sup>his mother</sup>. The moral is obvious of course: everybody loves a winner."

"It doesn't matter who you were before you got here or how you got here--you could have been the King of England, become a naturalized citizen and been elected to the Senate--when you get here, you start fresh. You are the new boy and you say 'Yes sir.'"

On the book, Tom thinks Bill has cut out worrisome passages and checked everything with people who are named. Only people who will object are people who see all books as kiss and tell. Tom says "It's not 'O Congress'."