

TOM DAFFRON

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I dropped in to see Tom and Bob about the trip I took with Bill. They were pleased. "The trip went well. We got good press coverage and good reports. There was the usual throwing up about the TV interview and the firing of Tyrer. Two people called to tell him he was fired. Cohen knew the interview was on the schedule; he agreed to it; then he decides he wants time to prepare his speech. We knew he was going to do the interview; he knew he was going to the interview; we knew he would fire Tyrer." A sense of business as usual.

Re Ted - "He's our bright star up there. He's smart and he never gets ruffled."

We talked about staff. He began by stating the proposition that each of staff reflects the personality of the Senator. He said Percy was a businessman and that he read every paper that was sent to him, that he had a staff organized by specialties and very little cross fertilization. "He was a businessman. The legislative assistant was 'Vice President for Legislation' and had nothing to do with press or with politics. And the legislative side was highly specialized. You even had someone whose entire specialty was surface transportation. Now, that's going too far."

Cohen's office is not highly specialized. And Tom likes to hire smart people who can do anything. "I'm not interested in background specialties. I think we should hire smart people who know Maine and who know Bill Cohen. Bob Tyrer, our press secretary, had no experience with the press. But he's smart, he had been with us since 1975 and he knew Bill Cohen. He has worked out fine. He didn't need a journalism degree."

"Bill works well off paper, when you can get him to look at it. But he forgets paper and he loses track of the paper flow. He delegates a lot to the

staff. He is accessible to staff, but he wants things given to him bang, bang, bang. He is a quick study, but he bores easily. Like a lot of politicians, he's basically shy. It takes him a while to get to know people and to warm up to them. When Cindy became his secretary, she was 'the new girl' for a while. Not any longer. When he gets to know them, he is very informal with staff. Everyone calls him Bill; no one who goes into his office has to touch the toga. His relationships with staff are professional.

"Bob Griffin counted paper clips. He wanted to intervene in every decision of the office. And the office was like a revolving door for staff. He fired half his staff after the '72 election. So did Ed Brooke. And they both lost the next election in 1978."

Tom speaks of "senior staff" and "decision making positions".

He says that all such people have had campaign experience. He ticked them off; and he thinks that campaign experience is important. "Our '78 campaign experience has given us a contact in every part of the state and in every issue area. Any ideas we have, we can run it by one or two people who will red flag it if there's significant opposition."

"The staff needs to understand Maine politics. And they need to understand our moderate Republicans. The office is not noted for its loyalty to the party. But they have to be aware of just how many shots we have with the administration and they need to save 'em for important things. Not things like patronage, I might add."

"In Bob Packwood's office, his AA's proudest boost is that nobody gets to see the Senator ~~but~~ her. That is terrible for staff morale. The only compensation they get for their work is to show it to the Senator and get his approval. They certainly don't get paid a lot. There is no fighting for access in this office. Anyone who has a reason to see the Senator sees him."
(They all go through Tom).

Tom is a strong AA. "As long as I have budget and personnel control, I don't worry about my access to the Senator."

Tom has been with Bill a long time. He wonders whether it might be time to leave; but he values continuity--knowing what's gone before.

"I like to hire bright people, let them grow and promote them from within...Bud Heyerdeh started opening mail. Now he's our chief LA. Bob Tyrer started as a volunteer; he's press secretary."

All this fits with continuity, knowing Maine, knowing Bill Cohen, no specialization by background etc.

Cohen - "He is clinically efficient when he has a goal--like campaigning. Otherwise he loses his papers."

"Cohen doesn't understand the downward flow of information. He'll make deals with other Senators or agree to go somewhere and we don't know about it. So, we have a conspiracy to share every scrap of information we get on what he's doing or will do. There's no hoarding of information in this office."

Bill likes to have the basic speeches and put in his own jokes, quotes "The mandatory quote from Yeates and the two from Justice Holmes."

"I don't think people need to go to seminars, meetings, embassies or what not to learn the subject. You can specialize in a single province or China and go to every conference on the subject if you want to." He, like Don Harrell, is down on seminar-based specialization.

It may be a link that Cohen doesn't like to take information in in seminar style and Tom doesn't like people who specialize too much either.

"The staff has been pieced together, jury rigged with people who have been around a long time."

"The three big issues in the campaign were indian claims, Dicky Lincoln and Loving Air Force Base. The indian claims have been solved; Dickey Lincoln

has been killed; and Loving Air Force Base is in good shape. The stage is set for a 'Cohen Delivers' campaign in 1984. That sets us up with the constituency. All we have to do is show that he can run on a fast track down here."

Said something Jim Dykstra that I don't recall. I think maybe it was that he couldn't be a press secretary; but could only work as a specialist.