

LOU GALLEGOS

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I began by asking him about N.M. representation on staff and he started there and talked about staff-management problems and ended by saying "So I've come around the circle to tell you how we staff up. Whether people are from New Mexico or not is the smallest part of the problem. It's the whole totality of (arms sweeping in a circle) of what you are trying to accomplish. You try to build a total capability to that--and a little bit more. You should always be able to do a little more than you are called upon to do at any one time. For example, all our people in the correspondence division can do any part of the job. I'm satisfied that we've begun to get the results we want."

"On the political side of the office, Helen Cameron used to be the guru of the whole operation. Nobody else contributed any political input. Maybe that worked all right for a while. But when you do that, you put all your eggs in one basket. I changed that so that we would have many baskets or many eggs. We have several people feeding political information to the center. I've told all the field people--Ernie and Fran and Poe to devote more of their time to the political side of the operation, and to bring as much political input to the office as they can. Gretchen is the coordinator of that. Sometimes, they will have some hot idea they want to tell the Senator directly; and then the process is short circuited. Gretchen won't find out about it till later and may be shocked. That's a problem. But it's a better system than when one person blanketed the whole operation. If she got sick or mad--bam, you were dead."

"Last year, we changed the philosophy of the staff. We didn't do it too visibly. The fact that no one noticed means we were successful. We see it as Domenici and Company. If we were going to be a company then we would organize ourselves like a corporation. The Senator is chairman of the board. Corporate management calls for several operating divisions and a chief operating officer. We instituted a system of decision making by consensus. In order to get the

division to work together, we had to make them equal. We had to get away from the notion of a hierarchy. Every Monday morning, we have a senior staff meeting of the division heads. We discuss what we want to do that week, what we have to do, how we are going to do it, who is going to do it. Do we have a newsletter to get out; do we have a trip home; do we have legislative hearings; who is coming to town; who will come to us grinding an axe, do we want to grind an axe with them who will do that. When we agree on that, my job is to see that it happens. We never did that before. Everybody used to come to the staff meeting and throw ideas in willy nilly. Everyone pitched in; but no one knew what his responsibility was and people got fired right and left."

He drew the overlapping idea on a napking and talked a little bit about it, using newsletter as an example. "When I explain it to them I draw overlapping circles to illustrate that their divisions overlap with one another. If we are going to do a newsletter, the Correspondence Division will have to send it out, press will have to write it, legislature will research it, the field office will critique it and I'll have to see that it all gets done. I want them to see that it's a joint responsibility. People here don't like to be told by someone else that they have to do something. Turf protection is very important here. Peer pressure will help to get things done...

"I spent 6 months here just trying to figure out how the system works. It was like nothing I had ever seen from a management standpoint. There is the big I ego around here. There is a cult of personality. The personality is the Senator. Every staffer says his only desire is to serve his boss. But they only pay lip service to that idea. Each person is out to make his own track record here--out to accomplish something great that is his. The Senate is not an end in itself. It is a trampoline. People walk on it and bounce off it in some other direction. Some angle off, some go straight up and down, some go higher than others. But they all want to do something for themselves--you

take Senator Hayakawa. Six months ago, when he looked like a dead duck, I began to get resumes from his staff, telling me what great and wonderful things they did. So I asked them why should I hire you when you didn't do your job for your own Senator. You let him sink in water. Well, the answer was that they didn't do those great and wonderful things for the Senator. They did them for themselves. Staffers have a loyalty to their Senator, but it is a conditional loyalty. I recognized that and that's why I have instituted a system of checks and balances. That's what I've done. I want a system whereby one set of expectations flows from the Senator and another set of expectations flows from each other. Any study of group dynamics would lead you to the overlapping circles idea. I want them to learn to work together. Anyone of them can go in and show the Senator. That's not hard. I want them to get away from that. And above all I want to stabilize the staff.

"The bottom line is that we free up the mind of Pete Domenici from the mundane things so that he can pay attention to his role as a Senator. He shouldn't have to worry about whether we are sending out 2 letters or 200. Given his personality, he'll never get too far away from those things, but at least he can rationalize that he doesn't have to worry about them. And if we can get him to that point, we will have done him a service. And I think we have."

Talks about how mail person ^{Rene Duke} ~~Granada~~ Carnie can give Pete a summary of the mail each week. "We never could do that before, because we didn't have anyone who knew those things. Everyone was being moved around so much to plug up leaks in the system and break bottlenecks."

He looked at the old system and the chart I had. "It was the original plan drawn up by the first office manager, Franklin Jones. It was never implemented. He had an office manual that thick, which nobody ever read. But the idea behind it was the old hierarchical one. He detailed everyone's job down to

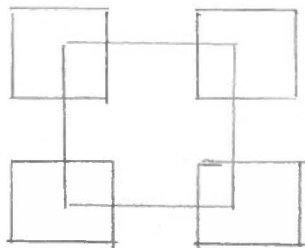
the last bit. If it didn't appear in the list then it wasn't your job. Things would go bac and someone would say 'that's not my job' and he would be fired."

He wants to stabilize the staff more than anything. Each new person hired is upgraded from the last one. He wants to give em a challenge, because you can't pay them enough. He wants people with good ideas to be able to with them.

He talked about productivity--especially re mail. They answered 18,000 letters in 1980 and 36,000 in 1981 and didn't have to hire anymore people. He spoke of bottlenecks and frenzied atmosphere. Now they have an assembly line. Asked Sgt. At Arms consultants to come in. They did and as a result they bought another computer. More computerized letter library.

"The staff hasn't begun to even think of the things I want to do with the computer." He expounded on, for example, storing speeches of PD's and how everything gets tape recorded in the field now.

His diagram:



He said they did 1 Newsletter in 1980, 3 in 1981 and 3 already this year. Easy to get 'em out now and they are better. "We used to have to beg, cajole, threaten to get out one newsletter."