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"From my observation, over eight years, when Senators first came here they bring their campaign staffs with them. But some of them don't prove out. Some people make excellent campaign operatives, but poor public servants. So fater a year or so you have to do some winnowing. I think we avoided most of that because we were able to do some winnowing before hand... As soon as we knew Glenn would roll all over Ralph , we started thinking about the next stage. Even then people were talking about Glenn as a presidential possibility. Some people in the campaign built up expectations that they would roll through the Senate and roll right on into the White House. They thought they would move automatically from there first life into their second life. Glenn knew that wasn't so---that he would have to work hard to establish himself as a Senator. We had to think about the Senate staff. Some people didn't get the positions they thought they should have gotten or didn't get a position at all. They had a propensity to talk about it to the papers. And the papers (surprise) had, a propensity to print it. That's why you might have read in the clips that there weren't enough staffers from Ohio."

Re 1970 campaign. "It was just a group of friends of John Glenn who wanted to help. For example, Vern Alden had been President of Ohio Wesleyan and had moved to Boston. He suggested a friend of his, who became the campaign manager. He didn't always do the things a campaign manager should. It was a mess... I was the resource man. I was practicing law in Columbus, and I did the issues. We hired a media person and Pat Caddell did a poll for us. He was a student then, and did a state-wide poll for 6,000. He polled for John Gilligan, too."

He, Bill White, was only hold over in 1974.

1974 was "an improvement." "Once he lost in 1970, Glenn knew he would run again in 1974. He started going around the state speaking and going through the hoops you have to go through with the state Democratic party and getting a political base. Then we found out that Gilligan wanted Glenn to be lieutenant governor. I was practicing law but also working for the state at the time (in natural resources, at the beginning of the environmental movement, exciting) Gilligan's decision froze all the party people in place, so that we were forced to go outside the party to find our support. It soon became clear that I had to leave the state government. I'm still friends with those guys... We hired a consultant, Matt Reese, who was on a high roll then, and Peter Hart to do our polling. That showed people that Glenn was serious. They each had some other people they recommended to us."

Was Glenn involved in the campaign decisionmaking. "In 1970, we had a very centralized operation Glenn was in on everything. The rest of us were too insecure to get away from the center. We didn't have the balls to do anything on our own. It wasn't like it is now where the staff operation is so decentralized. The work gets done here and Glenn doesn't know most of what's going on... In 1974, he was in on the big decisions, like how hard to hit Metzenbaum on his taxes, and on the media part of the campaign. But he was on the road all the time. We had a poll from Peter Hart, showing us where we were strong and where we were weak--in parts of the state or by demography. That set the campaign. We allocated so many days to Cuyahoga County and so many days to Lucas County. When he went there was not his decision. We did some amateurish scheduling and ran his ass off sometimes. And he would complain about it 'Why do I have to be here this morning and then tonight?

Can't I stop inbetween? "But he did what you do in campaigning." It was that JG was not personally involved as he had been in 1970.

Re access to Glenn by staff. "Theoretically anyone can go see him when they wish--it's a free country and all that. But those who take too much advantage of that soon learn not to. The legislative staff sees him regularly; Kathy Bell does, Mary Jane does, I do. The others don't, unless there is a constituency meeting and a staff person is in charge of the matter involved."

Does the legislative staff have to go through you? "We have worked an informal system through evolution. There are some things I'm interested in and some things I'm not. If they know I'm interested, they will come to me and talk about it. If I'm not interested, they go see the Senator and I don't care. I'd say that the staff is pretty secure about their relationship with the Senator."

I tried to get him to talk about Glenn's impact on the staff; and it didn't come off. About all he said was "I don't know how to answer that question. I could give you the line that we are a pragmatic staff because he is pragmatic. I don't know. Maybe that's really it. One thing I can say, compared with other staffs I know, is that we do not have any prima donnas on the staff. Glenn doesn't like prima donnas. He doesn't like bull shit. So he doesn't get any bullshit."

Bill hires and sets salary. Re the original staff. "Irwin came down here and set himself up in the personnel office. He had reams of applications to go through. When it came down to the final choices, Irwin, Glenn and I sat around Glenn's breakfast table in Columbus and picked the staff."

The last big staff up was when they hired Bob Andrews, Harold Brazil and Dale Butland, all at about the same time. Glenn was planning to go on

Armed Services and would have had the Dems kept in control of the Senate.

"That made Bob Andrews particularly appealing to us."

He said they picked a lot of people from Ohio and a lot from the campaign. "The people who meet the public are from Ohio. And, of course, all the people in our state offices are from Ohio. But the legislative staff was chosen for background and experience. They are not from Ohio."

He said personal compatibility mattered but no examples except he said that some people were unhappy with the office slot they got and that led to some groaning and lack of compatibility in that sense.

What was JG's "base" in 1974. "I hate to say this, but it's the truth-- the people. He could go around the party organization and the labor unions and establish contact directly with the ordinary voter. He had no base whatsoever, and not anywhere, within the party organization."

Re Hunt Commission. "It worked out very well. The only problem may have been with the loophole primaries. They may benefit the candidates with the most support already in place. We decided to take the conservative position and go with the traditional system. The unlocking of the delegation was especially good for Glenn. Who knows how it will work out. Whoever is strong in California, for example, will win in California, whenever the primary is held. If Glenn decides to do it, he'll just have to campaign hard. That's all there is to it anyway." (or something like the last 2 sentences. I may not have it just right. His point seemed to be that campaigning does it, no matter what the rules.)

Then he said "The rules count in that you have to be set up so as to track the delegate selection process. If you don't you will wake up and find yourself out of it. That's what happened to Kennedy. He thought all you had to do was go out and campaign."

Rather inconclusive talk re campaign.

It was a poor, formal interview. He smiles, but does not give. His own behavior toward me indicates that he acts more like a prima donna than he thinks he does. That is, you have to get a formal interview with him, etc. He tries a little to put you at ease, but not too hard. The interview was useful, if at all, as an icebreaker for me. We'll see. He does not have an imperious manner (as Tom Hughes does) but he behaves imperiously. He smiles but he is not warm.