

ED FURTEK

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Ed has been with Glenn 4 1/2 years - 1 year as post doc in science and public policy from Duke and 3 1/2 on payroll. He got Ph.D. in sociology at Duke and taught 2 years at Kenyon before coming to D.C.

We talked about people being busy at this time of the year. He says this is the time people are scrambling to get to be original co-sponsors of of big legislation. You have to shop around "to find what's available." So "you have to rely on your friends. And sometimes they may not tell you what legislation is available or they may not tell you everything that is in the legislation." A time of some scrambling for advantage. It's also time of receptions. The lobbyists come to town. They want to see you in your office and they want you to come to their receptions. We get 50 invitations a week. The Senator won't go to them--not even to the big ones like the American Mining Congress. So the staff has to go to them. I go to two a night sometimes. You walk in the door and ask where the Ohio people are. Then you go to talk with them. Sometimes you pick up valuable information. Other times they are a waste.

He said the original staff had undergone a change - Len Bickwit worked for Hart. Walker Nolan worked for Ervin Committee. Re Nolan "He was like Magic Johnson. One year he played on a INCAA championship college team. The next year he was on the NBA champion. He peaked too early. Working for a freshman Senators are uncomfortable with newcomers on their staff. They want old hands who know the system. Sneator Glenn (Ed calls him Senator Glenn) did. But after a while, he became more confident of what he wanted to do. He didn't need the old hands as much. And, whether or not by design, he

hired more people with an Ohio background than were on the original staff." (How did Dole, Ed, Sue Matthews). Re Cathy P. "She thought masillon was pronounced "in a see you".

A concept for me would be "the first staff" and "the second staff".

On the question of the office reflecting personality, he said he thought the idea should be that the organization of the office reflected personality of the Senator - he thought I meant personality of staff reflects personality of Senator and he played with that a bit. He said Bill White is John's "alter ego" "What the Senator lacks in terms of politics, Bill has in spades." He says Carl fits best with John's personality "both are cautious politicians." He said Bill and Kathy Bell are the Senator's closest political advisers and that MJ "has been around the Senator a lot."

On the organizational note, he talked of "pilot mentality" as being one of I'm up there in the plane and you guys are on the ground. You'd better have done your job well or I'm in trouble; but I'm not going to get involved in your problems. You get your act together and act like a team--but don't involve me. There's a strong idea of teamwork, delegation, support, communication and the idea that these are two separate jobs. Ed says John sees the staffers as think . " Ed is now Director of Domestic Policy. He went into history of the position. When Bickwit was on the staff, all legislation went through him. Then Dan came in--or was promoted--but Dan is only chief in sense that he monitors business of getting things through and does not watch over domestic policy in substantive sense. So Ed has been appointed to make sure that he should be and that his positions have some overall coherence. An event that helped trigger the change, in addition to the staff change was fact that "Some study last year found that he was the second biggest spender in the Senate. That shocked him. He is in favor of social programs and he is a

hard liner on defense. Metzenbaum votes for social programs, but he votes to cut defense."

John is less comfortable with hierarchy than Ed thought he would be-- more emphasis on team work. But that, he explains, is ^{even} difficult between a marine and a marine pilot. Marines won't let a marine pilot be Commandant because they sense the difference.

Ed tells story about how he was flying back from vacation and plane was expected to crash land. All preparations were made--people took off jewelry, shoes, wrapped up kids, etc. He tells Glenn about it. "It certainly clears your head" says Glenn. A very cool response. We discuss John's reaction to crisis or pressure and how cool he is and how job oriented he is. Ed talks about Right stuff. When he thought heat shield might burn and he might die." They told him back would heat up first if something was wrong. What did you do?" "I felt my back." That was it. I talked about how he wouldn't fly with ice and how Air Florida went down that same day. We talked about trusting his judgment under fire.

Then we talked about how emotional he gets over politics. I said "He won't cut deals." and Ed agreed. "He won't cut deals to get things. There's pro and a con to that. The pro is that you can trust him. The con is he doesn't get as many things as he would." During the campaign, the Carter people would tell us that unless he campaigned for Carter we could forget certain things for Ohio. We didn't dare tell the Senator, because we knew what his reaction would be. He would go straight to "the President." I talked about his AWACs outburst. "He does that too much. Bob Andrews says he's got to stop that. It's like the guy who comes over every day and says 'That man is screwing my wife again.' The first time you are sympathetic; pretty soon you think he deserves it."

He talked about an incident that really got John mad. He is going to dedicate a USS Ohio and give a speech--on nuclear non-proliferation. He sends speech to Carter. Carter doesn't like it and calls John in AM of day he's going to give it. They get into a row and Carter accuses Glenn of lying. Glenn gets mad. He cuts out offensive parts. Then he gets to the christening and Rosalyn criticizes him for part of speech he wasn't going to give.

He says Bickwit was great at getting amendments passed and that John set a record for getting amendments passed. "That's all Len Bickwit's doing." A good instance of the "first staff" being geared to early days.

Ed says that part of reason for his new responsibilities is that "The Senator was unhappy about the initiatives he was taking. He often came back from the floor after having voted on some amendment and expressed himself to the effect that we should have come up with that idea ourselves... On domestic policy, I think he expects the staff to come up with 'policy initiatives. And, in domestic policy we don't always know how he will react to something. Sometimes I won't respond to inquiries on some new idea, because I can't figure out what his response will be. On foreign policy, Carl Ford knows what the Senator thinks about things. The Senator is more apt to take the initiative himself in foreign policy."

He said his job, in domestic policy was to survey the field and make things coherent. Re surveying the field, he said he was going to "survey the field and see what the main issues are, see what proposals there are for dealing with those issues and then see whether those proposals are adequate."

There seems, all in all, to be a heightened emphasis on domestic policy. Mike Hatfield told me that he didn't want to stay in the office because they really weren't interested in his area--housing and urban policy (He's from HUD)--but only in foreign policy.