

My Archive: LeHand Papers

Franklin D. Roosevelt Library & Museum

Collection: Grace Tully Archive
Series: Marguerite ("Missy") LeHand Papers
Box 10; Folder = Writings: Draft Article about
FDR and Working in the White House, ca. 1937-1938

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Dear Miss Le Hand:

Some of the attached may be of some use to you.

Your article and it is up to you to throw it all out if you wish.

You find no merit in it. You say that some of the suggestions

are practically off the trolley and others are interestingly

useful. Best to type them all out separately, because I am

of both business procedure in the White House and the extent of

the attention you've given to magazine articles.

If any other ideas come to me I'll send them along

to you. Thank you very much for your courtesy this morning. I'm

convinced that you are going to write an outstanding article.

Sincerely,

was

After the introduction it might be well to put in a characteristic stick of dialogue that will plant the reader in the White House and let him know he is beginning a business day in the executive offices.

① Does the President make any characteristic remark in beginning the business of getting-down-to-business ?

② Does he favor any particular variety of mail—does any variety give him greater pleasure than others ? Will he reach for a familiar signature that he has not seen for a long time, as many people do ? Does he like to get off all of his letters at once or does he like to break up the business of correspondence throughout the day ?

Almost every executive office has its own kind of office slang, a sort of code that covers various types of questions and problems. Is there a White House code ? Used in directions for answering letters that fall into general classifications, or handling routine situations ? A sort of glossary of the office slang of the White House executive offices certainly would interest the reader, and serve to put him at ease in the offices.

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Does the President dislike to telephone, as many executives do, or does he prefer telephoning to writing a note, when doing either would serve the situation ?

Does the President like to have a written memo on a visitor calling for the first time, and the substance of what the interview is about ? Or does he carry this information in his head after word-of-mouth information ?

(more)

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How does the White House filter work at handling the Man Of Prominence ,of no official standing,who feels that what he has to say is so important he can discuss it only with the President ? Not the nut type,but the fellow of standing with some sort of organization behind him.

Any incident or anecdote to illustrate the persistence of such callers,who really have nothing of great moment to bring up ?

Is the President a stickler for punctuality,or no ? In this connection,does his schedule vary according to whether he feels like working,or does not feel particularly like it ? What happens to routine business when some such thing as the bombing of the Panay comes up ? Is it all shoved to one side indefinitely,or does The President attempt to handle it and go on to other things on schedule ?

Incident to illustrate ?

Has it ever happened that somebody who should not have seen the President got to see him ?

Do you recall any mistake you made,about handling the business of the White House ,perhaps at the beginning of the first term ?

The readers are all conscious of mistakes,or anyway subconscious,and would be reassured to hear that everybody makes them, no matter where .

What is the President's attitude toward mistakes ?
Is he plainspoken in calling them to the attention of the erring ?
Or does he ~~MM~~ do this by indirect suggestion ?

Any incident ?

What about praise ?

Incident ?

Does he, perhaps, vary his method of reproving or
praising according to the individual?

Any contrasting incidents ?

Is the President keen about having a detailed explanation
about a mistake ? Or does he consider that a waste of time, and go on to
new business, instead. It seems to me there are two general types of
executives: A. wants a detailed explanation of any and all errors. B.
allows an able man about one miss out of five, and doesn't want to be
bothered with explanations, but gets himself a new boy if the misses
begin to run to two or three out of five. Does the President fit
into either description ?

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What ~~part~~ part of his work pleases the President
most ? What wearies him most ?

~~Incident~~ Incident ?

Is there any particular thing about a visitor that
particularly annoys the President ---any mannerism, or affectation, or
gesture on the part of a visitor that is distasteful to him ?

Is there any special quality in a visitor
that he likes especially ?

(more)

Is he sometimes helpful to a worthwhile visitor who is having difficulty in getting over the idea of his mission clearly ?

Incident ?

How does he handle the visitor who takes undue advantage of the call, one way or the other ?

Incident ?

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Does the President ever shut himself off altogether when considering a problem, declining to see anybody or talk to anybody on the phone for an hour or so ?

Example ?

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In addition to the office slang as applied to correspondence and situations, does the President have any pet phrases of his own for describing types of people, or problems ? Or situations ?

Have you some of your own ? They would help the article.

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Can you tell how the President feels about this, that or the other by any mannerism or facial reaction or gesture ? Without his speaking ?

The President has been personalized and given characterization by almost every writer in Christendom, certainly, but to give the reader the idea that he is spending a business day with the President more characterization, by describing details of mannerisms and reactions such as are embodied in the above question, would be useful . (more)

Does the President have his desk piled high, at times ?
Or does he insist on keeping it clear ?

What was the busiest day you recall since you've worked
with the President ?

What was the most trying time for him since he has been
President, do you think ?

What was his happiest day since he has been President, do
you think ?

* * *

It seems to me that the piece could move easily through
a day and digress frequently, at points all along the line, to bring
illustrating incidents or anecdotes or examples from the past
into it. Some appointment that came up would give the President
pleasure, you know, because you recalled ~~the~~ the time that ect.
ect. ect.

That fashion *

* * *

What do you find the hardest thing you have to do ?

What do you like most about your work ?

* * *

Doris Fleeson

Missy Outline....1

The introduction. I like that line of the President's :
"I am proud of the fact that I never kept a diary ,etc." Weave in
a few lines of course that make it clear who it is writing ,

I think you can consult your preference about the
length of these paragraphs .Why not write what occurs to you -- then if
you like you can chuck it later and just begin: "The President's
alarm clock is a tall, soft-voiced ex-barber from Warm Springs,Ga.
named Irwin (?) McDuffie who has been set to the hour of 8:15 a.m.
and always (or usually !) announces the new day to him at
precisely that time. "

What does McDuffie say -- I realize we can't get in that
priceless line about "when I retire from public life, I am going
back to Georgia " but if he always pontificates about the weather
or always makes the same long-syllabled colored greeting ,it would
be good.

Breakfast at 8:30. What and by whom served. This is
the time to ^(locate) ~~locate~~ the President's room in the White House .As
you tell about the breakfast and what he eats and the newspapers,
bring in details about how it looks -- ~~flowers~~ flowers,marine
prints, etc.

Missy Outline....2

9 a.m. Typical appt. with Secretary Morgenthau.

Secretaries gather and wait outside. Names of coursex and duties.

Secretaries enter. Are ubiquitous secret service men around ?

"Well tell me the worst."

A sample day's grist. Incident to illustrate "the worst."

The break-up with Secs. going to their offices.

The President dresses.

President receives Congressional leaders in study.

"Do Not Disturb Sign" -- Tommy outside door -- he is never disturbed--no telephone calls ,etc. Who is there . Strictly confidential nature of conference .It may last hour or more . Was it at such a conference President disclosed Court plan ? Or some other big New Deal project.

Then President goes to office.

Three bells ring. Jackson and Pat McKenna in study.

Tin basket and what it contains . Anything new that's come up is told. F.D.may make telephone call.

This I believe is the obvious place to describe the oval study from the "McIntyre-bring-me-a-fireplace " to the last donkey on the President's desk. Does he hate to part with old things he's had ? What does he use for his personal memoranda ? Uses pencil or pen ? Color ink ? Stub point or fine ?

The doors --~~where they~~ on second thought don't be specific about them on account of the secret service but you can say that the first caller comes in from McIntyre's office on left and sits down -- where ?

The Callers: officials, ~~a politician~~, heads of agencies, visiting firemen, old friend, the little ~~Red~~ Cross girl.

Who gets in and how they arrange it. Always state their business in advance unless old friend, . Mac's job to see President sees whom he should but his time not wasted. The old acquaintances who say "but I never used to have any trouble seeing the President."

Those numerous Harvard classmates. (Personally I'd like to see you gently kid the President about these especially since Harvard ~~XXXXX~~ votes for the Old Deal.)

The President loves people --gets interested --hates to have them leave -- lets them overstay time --Mac's schedule gets behind .

"In contrast with his generosity about his own time, the President is a stickler for punctuality when he has made engagements . He is meticulous about keeping to schedule."

When routine business is shot to hell.

That excellent account you gave me of the time of the floods when Harry Hopkins lived in the Cabinet room, mail was left untouched, etc. The President's constant availability at a time like that. The Panay time -- the President keeping a firm, steady and informed hand on the situation .Hull calling his staff back to work and their working across the street in the State, War and Navy building. The open line from the White House to Hull.

Don't spare the details !

Occasionally minor bits of excitement : The insurance agent that got to the President. This will panic the country -- the old fellow-feeling stuff. Give it everything you've got.

No caller ever got in who shouldn't ? ...Ask Mac.

Missy's own mistakes .That error of too close co-operation with the State dept.

The President's attitude toward mistakes . One quickly goes to him and confesses. Never lie. He never jumps on anyone or bears a grudge .

Presidential praise . Almost never directly tells you-- he tells other people. If he likes you, he gives you more work.

Illustrate these .And illustrate how he will vary his method according to the individual. He is type of executive that does not want a detailed explanation and apologies ,allows an able assistant an occasional miss and if the misses come too often (no pun intended) gets himself a new assistant. (I ~~personally~~ personally classify the President as extremely patient .)

The list of callers stops at 1 for luncheon.
All about it -- what,where,who brings it,etc.How long it lasts.

Callers resume after luncheon. Often President has kept his callers too long and upset schedule so he's behind. But it is the callers who please him most about his day~~xxx~~ -- the contact with people. He loves people and this flow of representative Americans who keep him in touch with what people are thinking and saying.

A visitor can only annoy the President in one way*-- by not knowing his job and being unable to answer intelligently questions asked him. Can you illustrate this?

On the other hand if it is merely an overwhelmed or shy person, awed perhaps or overly modest the President is patient and skilful at eliciting information. Etc.

The President's method of terminating an interview-- his phrase -- his bells.

Only in times of special stress are callers barred. ~~He~~ In time of crisis, he will see only the specialists in that crisis as Hopkins during the flood, Hull on Panay. Nothing is allowed to interfere with Congressional leaders' conferences. And then there are the speeches which are in a class by themselves. (We planned to take ~~thxxxxxxxxxxxx~~ those up later.)

One memorable time when he cut himself off -- to write bonus veto in longhand.

Budget message another time of special effort--constant conferences with Bell and Morgenthau.

The difference between the a.m. and p.m. conferences -- those where a particular point or task is to be covered are brief ;where policy is to be determined ,they are long and are usually scheduled for the afternoon,probably from 2 to 4 o'clock.

Correspondence at 4. This should be detailed. And incidents to illustrate. What letters go to him ? How does he annotate them ? Missy to ack; etc. How is he to take dictation from ? Is he long or brief in his answers ?

Remember that he replies in full to State department letters.

Does he do much work on the telephone ? Does he have any typical phrases in the dictating ? Slang ? Your own slang .."spinach." Grace's. Paula's work.

His desk does not get piled up with mail -- that Tin Basket.

After mail or during it,Dr. McIntire may come in to get him to go for a swim.Or a ride --some change from the office. Or rest if reception that night as receptions where he must stand and shake hands with thousands, most physically wearing of anything he does.

When he succumbs to the stop work order -- The Children's Hour. He stops dictating--plays a tune on the bells --everybody comes in. Incidents.

If the President swims. The pool. Mrs. Roosevelt joins him.

He goes to his room and dresses for dinner.

He may dine in his study with only the family. How served?
How elaborate a meal ? What does he wear ? Interruptions ?

Or he may dine at a medium-sized x dinner in the Red room.
Description of what it's like and who guests are apt to be.

Or State dinners in state dining room with Monroe
epergnes, etc. You might speak here that your part in State dinners
is very small -- rank is everything etc. How many a year.
Mention the musicale that generally follows State dinners.

Before receptions, usually a medium-sized dinner .
Be sure to include that lovely touch of dining in a tuxedo and
changing to white tie which he hates at the last minute.

Then: After dinner xx if there are no guests he will
work -- and even after state dinners with musicales and after
receptions he has to be watched lest he go on working. Usually
spends a little time in his study before ~~retiring~~ retiring.
He may take house guests in for an informal chat too. Or look
at something that has come in. Or enjoy a talk with Mrs. Roosevelt.

If the evening free of formal entertaining he will
go to study after dinner and there work or look over his collections.
Sometimes movies -- what kind does he like ? Has he a favorite
movie actress and actor ?

Missy Outline....8

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This/is Typical Day --a typical Monday for it is on Monday that the President sees the Congressional leaders.

Tuesday always includes a press conference,
Wednesday and ~~xxxxxx~~ Thursday nothing special.

Friday the press again and Cabinet.

Saturday the President spends at the house with a work program in the a.m. but tries always to keep the afternoon free for relaxation.

Sunday-- goes to church .Always has supper alone now with Mrs. Roosevelt.Definite plan .Same scrambled eggs though.

The President likes his press conferences when several hundred reporters of all ^{shades} ~~xxxxxx~~ of political faith representing ~~xxx~~ newspapers of all shades of political faith gather in the oval study. Incidentally reporters for foreign papers also admitted.

Never misses one of he can help it --enjoys give and take. Steve warns him of questions likely to be asked but there is no planting of questions .Both reporters and President are strictly on their own to bring out news they want .

Really does not mind pointed questions .Liked Mrs. Elisabeth May W Craig's question (she is on Portland, Me. Press Herald) : "Do you think a referendum on war consistent with the democratic form of gov't. ?" (Get exactly from Steve.)

That whole colloquy very interesting.

Any other illustrations ?

Cabinet meetings. All the details. C.members go in and wait for him -- he comes thru Missy's ofc. They stand.

No one else present. Do Not Disturb sign again. Cabinet supposed not to tell what goes on. Can't hear from outside -- except Missy can catch feminine timbre of Miss Perkins voice. If important votes being taken on hill they may be brought in by messenger. Or Pres. may ring for information. Mac and Steve stand by in Missy's office having own Cabinet meeting.

Cabinet members like other callers are reluctant to leave. One will usually return to Pres. study to complete discussion of timely matter.

Cabinet at 2 -- then mail.

Speeches. This is new and most interesting. Time he devotes to them. Painsstaking care. The Phila. speech is a fine example because it was so memorable. F.D.R. the phrasemaker. Sam Rosenman good at cutting out words. Experts check detail. I do not believe you can spend too much time on these -- every word will be ~~engrossing~~ engrossing.

"Bound up in these busy days, the President requires pressure from outside to induce him to pay attention to such mundane matters as his wardrobe. The pressure is usually furnished by Mrs. Roosevelt. (Does he ever get called to task on clothes by his mother and told to get some new ones ?)

He doesn't care about clothes. Likes old ones-- Like the ties that are given him, he treasures them.

That tweed suit that was his father's.

Missy Outline....10

His favorite clothes -- color, cut.

The jewelry he always wears .

Those famous grey morning clothes.

When does he take time for other personal affairs::

His farm, his income tax, his old friends, his continuing interest in Warm Springs.

What are his amusements other than the occasional movies and his collections. His favorite jokes. His habit of quoting Lear limericks. Does he have any ~~favorite~~ favorite quotations for ~~any~~ a given situation .? What situation ?

Does he kid people about their foibles and failings ? Can you illustrate ? Does he like practical jokes ? Play them x ?

How can you intrepret his mood ? Is he absent-minded when deep in thought ? How is his pace throughout the day - ? Is it even ? Or does he fly at it --then cool offv?

Is there any diversion he particularly likes when tired ? Music ? His favorite songs ? Does he sing too ? Books ?

Please, please list his collections .And include the Christmas cards.

Does he eat between meals ? Like a snack before he goes to bed ?

Any superstitions ? Three on a match ,etc. What are your pet superstitions ?

What was the busiest time in the White House ? Can you pick out a busiest day for the President and one for yourself. ? Likewise a hardest day for both of you.

Missy Outline...11

And a happiest day .Or most thrilling.

What does the President like best to do ? What is hardest
for him to do ?

And the same for you.

And what do you like best about your job ?

30

Potsdam, Feb.

Personal interest to an unusual degree is being taken by many people of Northern New York in the inaugural plans for March 4th. A Potsdam girl, Miss Marguerite LeHand, will go to the White House as private secretary to the new president, the first woman, it is said, to occupy that position.

The LeHand family home was for many years in Potsdam and a number of relatives still live in the district. Among them are Miss LeHand's aunts, Miss Nellie Graffin and Mrs. P. J. McCarthy. A brother, Daniel LeHand, is the husband of a Potsdam girl, the former Miss Georgia Reynolds, sister of Martin V.B. Reynolds.

Miss LeHand attended school in Massachusetts and later engaged in secretarial work. Her association with Franklin D. Roosevelt began in 1920 when he was vice-president of the Fidelity & Deposit Co. of Maryland. When he was nominated for vice-president on the Democratic ticket with Governor Cox of Ohio, Miss LeHand became Mr. Roosevelt's private secretary and continued in that capacity at the close of the unsuccessful campaign.

While
~~During the years when~~ the President-elect was beating his way
back to health and during
his two terms as governor of New York, Miss
LeHand was a valued member of the household, to the younger members
of which she is known as "Missy". The regard in which the family
holds her was shown in late October during the heat of the campaign
for the presidency. Miss LeHand was stricken by news of the sudden

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death of her mother near Boston. Mrs. Roosevelt had just returned from Binghamton where she had appeared before a large meeting. Without hesitation she cancelled all engagements and hurried to Boston with Miss LeHand.

At the family home the next First Lady of the Land made herself generally useful and with unobtrusive simplicity answered the doorbell and telephone. She made arrangements for bringing the body to Potsdam in a private car, accompanying Miss LeHand and her brothers, Daniel and Bernard, to Northern New York and remaining for the funeral and burial.

In Boston Mrs. Roosevelt declined to see newspapermen until she had concluded her services at the home and then refused to consider that she had done more than any other woman would have done for a member of the family in grief and distress.

Among the engagements unselfishly set aside by Mrs. Roosevelt was one to accompany the Governor to Groton where their two younger sons are in school and be present at the reception and campaign meeting in Boston the following Monday. But she considered this of small moment when she could be of comfort to her husband's secretary. "We regard Miss LeHand as practically one of the family", she said. "I certainly do not feel that any plans of mine have been upset by coming here with her. I have been glad to be of comfort to her, as I hope I have been. That is all."

No president has ever been personally known to so many citizens of the North Country. On his trips of inspection of state institutions and the St. Lawrence power project while governor, President-elect and Mrs. Roosevelt made many friends in this

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section by their democratic attitude and evident sincerity.

Miss Grace Tully, a second member of the Roosevelt secretarial staff, has been in Potsdam several weeks as the guest of Mrs. T. H. Perrin and has a wide acquaintance here. Both Miss LeHand and Miss Tully are attractive in appearance and of a high type of young womanhood. Frequent references to them both are made in news articles concerning the family of the President-elect. Papers carrying the story of the Roosevelts at the time of the Chicago convention ~~and~~ stated that the two secretaries remained at the radio all during the night in which balloting took place. They accompanied the Governor and Mrs. Roosevelt to Chicago by airplane at the time of his acceptance of the nomination. Friends ~~xxxxxxxxxxxx~~ will follow their activities in Washington with interest.

Among those from Potsdam invited to the inauguration and who plan to attend are Miss Nellie Graffin and Mrs. T. H. Perrin.

I have always been very proud of the fact that in all the years since 1920, when I started to work for the then very badly defeated candidate for the Vice Presidency, I have never kept a diary, never made a note and resolved never to write a history of the era. I possess no inventive genius and consequently I am sure I could not do justice to the imaginative memoirs which sometimes pass as history.

However, I am happy to be asked to try to paint a picture of the routine of the President's days in the White House.

The President's alarm clock -- a soft-voiced ex-barber from Atlanta named Irwin McDuffie, who has been set to the hour of eight-fifteen, announces the new day to him at precisely that time.

The President's bedroom faces the South. McDuffie comes up in the elevator to the second floor and crosses the main hall, where beside the President's door stands a silk American Flag. After being awakened, the President washes and puts on a soft, long-sleeved, woolen sweater -- either blue or tan -- which he wears during his breakfast in bed and also to receive his early morning appointments.

McDuffie makes a silent departure to the kitchens where he finds the President's breakfast all ready set out on the wicker breakfast tray. On the tray is a linen cloth, the usual salt and pepper, glass of water, sugar and cream and an extraordinarily large coffee cup. The food on this particular morning consists of orange juice, a boiled egg, two pieces of bacon and toast. When McDuffie has brought the tray to the President, a table is put beside the bed on which is a small percolator. One of the President's real joys is to make his own coffee, which, of course, he is sure is far more delicious than any coffee that could possibly be made by anyone else.

While the President is eating he enjoys the really lovely view of the Washington Monument, which can be seen from the south windows of his bedroom, and can also gaze upon his treasured naval prints and family photographs which literally cover his bedroom walls.

As soon as the President breakfasts he carefully reads the morning newspapers -- about six in all -- not always the same ones but always from different parts of the country -- and the Congressional Record. This is a most important part of his morning ritual.

Beside the bed is a table of very respectable size which no one is allowed to "tidy up." It holds books, magazines, reports, letters, a huge ash tray, pens, pencils, cigarettes and a tray holding a thermos of water and two glasses. ~~On~~ On a molding which is about six inches above the table, are several of his keepsakes such as a tiny frog, a penguin, a jade camel and a beautifully carved wooden horse. On a little shelf above the table sits, quite by itself, a folding alligator covered case about 6" X 3" which contains a clock and a barometer side by side -- a barometer will always be found not too far from the President.

A few years ago the President decided to college ^{at} pigs. It is amazing how difficult these are to find -- elephants, donkeys, dogs, cats, etc., one can find easily, but the useful little porker seems to have been neglected. However, Mrs. Roosevelt has been more successful than anyone else, and in his Christmas stocking this year she tucked away a really good sized family -- the babies of which are by his bed on the little molding and the others adorn the fireplace mantle which the President faces as he eats his breakfast.

Above the mantle hang two beautiful marine scenes which always remind the President of a story he delights in telling. "Back in 1920", he says, "a friend of mine, Doc

Cropley, who had just returned from Germany, described these prints to me. My friend said that he knew I would like them and that when he returned to Germany he felt he could get them for approximately \$25.00 apiece. I told him that would be grand but \$25.00 was to be the top price.

"Some months elapsed and my friend reappeared with a roll of prints under his arm and with an embarrassed expression on his face.

"Franklin,", he said, "I bought these prints for you but I am afraid that you are going to be shocked when I tell you what I paid for them. I am sorry and I hope that you will not be too distressed."

"Doc, tell me the worst"

"I paid

"I was horrified --how much will that set me back in American dollars"?

"Nine dollars and forty-six cents."

A little after nine o'clock Mrs. Roosevelt goes into the President's room to discuss plans for the day, the guests who may be coming for dinner and the night, or perhaps talk about some of the amusing incidents of last night's reception.

It is 9:10 - Mr. Muir, the Head Usher raps on the President's door, hears a "Yes?" and goes in to say "Good Morning, Mr. President -- the Secretary of the Treasury to see you --a 9:15 appointment." After a "Bring him right up, Ray," the Secretary is "in conference" with the President for some ten minutes.

About 9:20 the four of us - Mr. Marvin H. McIntyre (Mac), Mr. Stephen T. Early (Steve), Mr. James Roosevelt (Jimmy), and I gather in the second floor hall, ^{1092nd what is left in} Steve and Mac suggested, about three years ago, that I join this group. In this way it is possible for me to keep informed of the various things which are discussed at this morning conference about which I might not otherwise know. I was delighted to accept.

Mac is the Secretary who handles the President's appointments. I doubt if many people realize what a difficult and often unpleasant task is his. However, I think the people who come in contact with him will agree that he is unfailingly courteous even when it is not possible to arrange an appointment.

Steve is the Secretary who handles the corps of White House correspondents. These correspondents have a press conference with Steve each morning, in addition to their regular conferences with the President which are held on Tuesdays and Fridays. Steve is available to them at any time, day or night, to answer queries which they receive. Steve also handles all releases of speeches and answers the numberless inquiries in regard to various forms of publicity which reach the White House -- incidentally, reading this story will add one more task to his already many duties.

Both Mac and Steve knew the President when he was in Washington as Assistant Secretary of the Navy and they have been his close friends ever since. They are members of the "Cuff Link Birthday Group".

Jimmy, as everyone knows, joined us in January, 1937, and has taken over the coordination of the various independent agencies and is doing a splendid piece of work. He, like Steve and Mac, has innumerable other duties. Each one of the Secretaries keeps the other two as closely in touch as is possible with what is happening in his office. In this way it is possible, when necessary, for anyone of them to take over the desk of another one with comparative ease.

So much is constantly happening in the White House that it seems incredible that there are so few mishaps.

From the President to the newest Messenger, the feeling is very strong that Mr. Rudolph Forster, the Executive Clerk of the White House, who has ^{known} ~~served~~ eight Presidents in his forty-two years of service, is the person who does most to keep the Office of the President a smoothy running and efficient organization. In the Executive Offices the remark one years most often is "Mr. Forster will know" -- and he always does. All of us, including the President,

have a feeling of real devotion to him.

When the President is at the house one always finds Tommy Qualters, his personal bodyguard, on the second floor not far from the study.

At 9:25 when the Secretary of the Treasury leaves, we four go in to the President -- good mornings are exchanged and the President takes from Mac the tentative day's appointments -- which have been discussed the previous afternoon -- usually with the remark "Tell me the worst."

An amusing incident, ~~incident~~ which happened several months ago has given us many laughs at the President's expense. As the morning program generally consists of short appointments, Mac tries to include as many as possible of the visitors who have requested only ten or fifteen minutes, and there is always a long-standing list of these. However, the President has a propensity for keeping his callers a great deal longer than the scheduled time.

At one of our morning conferences the President read over the list, looked solemnly at Mac and said "Now Mac, I can see all of these people if you will only cooperate with me." This request "to cooperate" was too much even for Mac,

and we all, including the President, burst into uproarious laughter. Since then Mac has turned the tables and asks the President to "cooperate" with him in not detaining his callers beyond their appointed time. I suspect that Mac feels he is not too successful in getting this cooperation.

As this is Monday morning we know we must be through by 9:40 so Steve, whose newspaper men undoubtedly have had some queries, asks his questions; then Jimmy, who has a full day ahead with Chiefs of Agencies, probably will want some information, while I sit quietly and just listen! Our time is up -- we are all "shooed" out; the President gives the usual two rings on his bell which brings McDuffie, and in twenty minutes he is ready for his first appointment.

Not more than five minutes after we return to our respective offices, a typed memorandum of the President's appointments is placed on our desks. Here is the list of today's appointments:

- 11:00-Secretary Ickes
- 11:15-Mrs. Nan Honeyman
- 11:30-Senator Norris
- 11:50-Hon. Hugh Wilson
- 12:05-Hon. Aubrey Williams
- 12:15-Hon. Grover A. Whalen
- 12:30-Senator Sheppard, Governor Allred & Mr.
- 12:45-Hon. Charles Edison
- 1:00-Secretary Morgenthau (Lunch)

At ten o'clock on these Monday mornings the President
As he enters two ^{o'clock} ~~clocks~~ with ~~ship's~~ bells
^{should be} ~~probably~~ are striking four ~~bells~~.
goes from his bedroom to his study. There he receives the four

Congressional leaders - the Vice President, The Speaker, Senator
Barkley and Congressman Rayburn, who meet with the President
each Monday morning for a general discussion and to review the
work of the Congress both in retrospect and from the point of
view of the future. I feel that these discussions must be most
helpful and that they make for cooperation and understanding.

When the conferees are gathered in the study Tommy
Qualters hangs on the door knob a "Do not disturb" sign.

No one except the conferees and the President know
anything about the matters discussed during this hour -- this,
too, is theoretically true of Cabinet meetings.

The President, like any other Executive, of course,
prefers not to have his appointments interrupted by telephone
messages or otherwise, and unless something of immediate or
vital importances occurs, he is not disturbed.

(INCIDENT)

The President's first appointment at the office on
Mondays is scheduled for 11:00 o'clock. At that hour a very
distinctive buzzer rings three times throughout the office
building, which means that the President has left the White

House and will be in his office in not more than two minutes. Jackson, a faithful messenger who has served many Presidents, opens the center door of three leading from the President's office to the promenade outside. This promenade extends from the White House to the Executive Offices. Pat McKenna, the reception clerk, who also has served many Presidents, comes into the President's office at the sound of the buzzer. Everyone here is devoted to Pat.

The President is always accompanied from the White House to the office by an Usher and three Secret Service men, one of whom carries the old wire basket which contains the President's "mail to do."

By the time the President is seated at his desk, Mac, Steve and I may all descend upon him again with a telephone message which must have an immediate answer -- a change in the appointment list -- or perhaps some startling or particularly interesting bit of news which has just been received. ^{over} over the news ticker which is in Steve's office and ~~on~~ which he keeps a very close watch. As soon as we have delivered our messages, the President says "Hurry up Mac, the Secretary is waiting."

"Hello, Harold, how are things going? Sit ye down", and motions to the chair on the left side of his desk. He wants to discuss conditions in the National Parks.

*Describe desk
room*

As the Secretary leaves, Mrs. Nan Honeyman, the Congresswoman from Oregon, is ushered in.

Fifteen minutes later Mac appears - "Mr. President, Senator Norris is waiting." The President, deeply engrossed, looks up -- "Oh, yes, Mac, just two minutes." Whereupon Mac, feeling a little discouraged, returns to his office knowing full well that "just two minutes" means at least five. However, this particular two minutes actually reduces itself to one and with the usual "Good-bye - keep me in touch", Mrs. Honeyman leaves and Mac comes in promptly with the distinguished Senior Senator from Nebraska, who has a twenty minute appointment with the President to discuss the general power policy and perhaps the Tennessee Valley Authority.

Much as the President would enjoy extending this appointment indefinitely, he realizes that the Senator is anxious to return to the Capitol for the opening of the session at twelve o'clock. Therefore, at five minutes to twelve, when Mac comes in, the Senator is on his feet shaking hands with the President.

Mac tells the President the Secretary of State is on the telephone. The President picks up the receiver as he waves good-bye to the Senator.

A dispatch from the war zone has just been received by the State Department. Because of the importance of this conversation, the President is on the telephone for five minutes. As I go into the President's office to get an important paper signed, I hear him say - "Come over and have luncheon with me Cordell and we shall talk about this further." Usually on Monday the Secretary of the Treasury lunches with the President but today the Secretary of State has been invited.

After this interval Mac brings in Mr. Hugh Wilson whose nomination has just been confirmed as our Ambassador to Germany. He has a delightful fifteen minutes discussing conditions abroad with Mr. Wilson, who is conversant with so much of interest in a disturbed Europe.

As Mac brings in the next appointment, Mr. Aubrey Williams, who is head of the National Youth Administration, he tells the President that he has asked Mr. Edison to change his appointment to 2:00 o'clock instead of 12.45 -- for obvious reasons!

Mr. Williams has been given fifteen minutes. Unfortunately, the subject becomes too interesting and the President apparently does not even see Mac as he gives him an appealing look which says plainly -- "Please let me bring in Grover Whalen."

Although Mr. Whalen's appointment was set for 12.15, it is now 12.51. The President has a grand talk with Mr. Whalen about the 1939 World's Fair, of which he is the Commissioner General. The President finds this a most fascinating subject.

A group from Texas -- Senator Morris Sheppard, Governor James V. Allred and Mr. W. M. Massie, Chairman of the Texas Planning Board -- is the President's next appointment. They are here to extend to the President a formal invitation to attend an historical ceremony in their State.

The Secretary of State, accompanied by Mac, comes into the President's office through the door at the President's left, while the President's luncheon, in a very modern aluminum, rolling cabinet -- with one section for hot foods and another for cold foods -- is brought in and placed between him and his guest. This cabinet is guarded during its journey from the White House to the office. The butler very quickly and quietly arranges the desk with luncheon for two, which consists today of mushroom soup, eggs benedict, a green salad and coffee. He then leaves

the room as no further service is needed.

Luncheon today is only fifteen minutes later than the scheduled time, which is not unusual. It is often twenty minutes to a half hour late, and, consequently, Mac's day, so well planned, is completely ruined.

Page 1A
Insert

THE WHITE HOUSE
WASHINGTON

To follow and keep up with
the daily routine of the
President in the White
House, however, requires
no inventive genius but, ^{merely} a
~~strong~~ ^(statue) constitution strong
enough to keep going fifteen
hours a day, from subject to
subject, personality to
personality, activity to
more activity

I have always been very proud of the fact that in all the years since 1920, when I started to work for the then very badly defeated candidate for the Vice Presidency, I have never kept a diary, never made a note and resolved never to write a history of the era. I possess no inventive genius and consequently I am sure I could not do justice to the imaginative memoirs which sometimes pass as history.

(A) However, I am happy to be asked to try to paint a picture of the routine of the President's days in the White House.

The President's alarm clock -- a soft-voiced ex-barber from Atlanta named Irwin McDuffie, who has been set to the hour of eight-fifteen, announces the new day to him at precisely that time.

The President's bedroom faces the South. McDuffie comes up in the elevator to the second floor and crosses the main hall, where beside the President's door stands a silk American Flag. After being awakened, the President washes and puts on a soft, long-sleeved, woolen sweater -- either blue or tan -- which he wears during his breakfast in bed and also to receive his early morning appointments.

McDuffie makes a silent departure to the kitchens where he finds the President's breakfast all ready set out on the wicker breakfast tray. On the tray is a linen cloth, the usual salt and pepper, glass of water, sugar and cream and an extraordinarily large coffee cup. The food on this particular morning consists of orange juice, a boiled egg, two pieces of bacon and toast. When McDuffie has brought the tray to the President, a table is put beside the bed on which is a small percolator. One of the President's real joys is to make his own coffee, which, of course, he is sure is far more delicious than any coffee that could possibly be made by anyone else.

While the President is eating he enjoys the really lovely view of the Washington Monument, which can be seen from the south windows of his bedroom, and can also gaze upon his treasured naval prints and family photographs which literally cover his bedroom walls.

As soon as the President breakfasts he carefully reads the morning newspapers -- about six in all -- not always the same ones but always from different parts of the country -- and the Congressional Record. This is a most important part of his morning ritual.

Beside the bed is a table of very respectable size which no one is allowed to "tidy up." It holds books, magazines, reports, letters, a huge ash tray, pens, pencils, cigarettes and a tray holding a thermos of water and two glasses. ~~On~~ On a molding which is about six inches above the table, are several of his keepsakes such as a tiny frog, a penguin, a jade camel and a beautifully carved wooden horse. On a little shelf above the table sits, quite by itself, a folding alligator covered case about 6" X 3" which contains a clock and a barometer side by side -- a barometer will always be found not too far from the President.

A few years ago the President decided to collect pigs. It is amazing how difficult these are to find -- elephants, donkeys, dogs, cats, etc., one can find easily, but the useful little porker seems to have been neglected. However, Mrs. Roosevelt has been more successful than anyone else, and in his Christmas stocking this year she tucked away a really good sized family -- the babies of which are by his bed on the little molding and the others adorn the fireplace mantle which the President faces as he eats his breakfast.

Above the mantle hang two beautiful marine scenes which always remind the President of a story he delights in telling. "Back in 1920", he says, "a friend of mine, Doc

Cropley, who had just returned from Germany, described these prints to me. My friend said that he knew I would like them and that when he returned to Germany he felt he could get them for approximately \$25.00 apiece. I told him that would be grand but \$25.00 was to be the top price.

"Some months elapsed and my friend reappeared with a roll of prints under his arm and with an embarrassed expression on his face.

"Franklin," he said, "I bought these prints for you but I am afraid that you are going to be shocked when I tell you what I paid for them. I am sorry and I hope that you will not be too distressed."

"Doc, tell me the worst"

"I paid

"I was horrified --how much will that set me back in American dollars"?

"Nine dollars and forty-six cents."

A little after nine o'clock Mrs. Roosevelt goes into the President's room to discuss plans for the day, the guests who may be coming for dinner and the night, or perhaps talk about some of the amusing incidents of last night's reception.

It is 9:10 - Mr. Muir, the Head Usher raps on the President's door, hears a "Yes?" and goes in to say "Good Morning, Mr. President -- the Secretary of the Treasury to see you --a 9:15 appointment." After a "Bring him right up, Ray," the Secretary is "in conference" with the President for some ten minutes.

About 9:20 the four of us - Mr. Marvin H. McIntyre (Mac), Mr. Stephen T. Early (Steve), Mr. James Roosevelt (Jimmy), and I gather in the second floor hall. Steve and Mac suggested, about three years ago, that I join this group. In this way it is possible for me to keep informed of the various things which are discussed at this morning conference about which I might not otherwise know. I was delighted to accept.

Mac is the Secretary who handles the President's appointments. I doubt if many people realize what a difficult and often unpleasant task is his. However, I think the people who come in contact with him will agree that he is unfailingly courteous even when it is not possible to arrange an appointment.

Steve is the Secretary who handles the corps of White House correspondents. These correspondents have a press conference with Steve each morning, in addition to their regular conferences with the President which are held on Tuesdays and Fridays. Steve is available to them at any time, day or night, to answer queries which they receive. Steve also handles all releases of speeches and answers the numberless inquiries in regard to various forms of publicity which reach the White House -- incidentally, reading this story will add one more task to his already many duties.

Both Mac and Steve knew the President when he was in Washington as Assistant Secretary of the Navy and they have been his close friends ever since. They are members of the "Guff Link Birthday Group".

Jimmy, as everyone knows, joined us in January, 1937, and has taken over the coordination of the various independent agencies and is doing a splendid piece of work. He, like Steve and Mac, has innumerable other duties. Each one of the Secretaries keeps the other two as closely in touch as is possible with what is happening in his office. In this way it is possible, when necessary, for anyone of them to take over the desk of another one with comparative ease.

So much is constantly happening in the White House that it seems incredible that there are so few mishaps.

From the President to the newest Messenger, the feeling is very strong that Mr. Rudolph Forster, the Executive Clerk of the White House, who has ^{known} ~~served~~ eight Presidents in his forty-two years of service, is the person who does most to keep the Office of the President a smoothly running and efficient organization. In the Executive Offices the remark one years most often is "Mr. Forster will know" -- and he always does. All of us, including the President,

have a feeling of real devotion to him.

When the President is at the house one always finds Tommy Qualters, his personal bodyguard, on the second floor not far from the study.

At 9:25 when the Secretary of the Treasury leaves, we four go in to the President -- good mornings are exchanged and the President takes from Mac the tentative day's appointments -- which have been discussed the previous afternoon -- usually with the remark "Tell me the worst."

An amusing incident ~~incident~~ which happened several months ago has given us many laughs at the President's expense. As the morning program generally consists of short appointments, Mac tries to include as many as possible of the visitors who have requested only ten or fifteen minutes, and there is always a long-standing list of these. However, the President has a propensity for keeping his callers a great deal longer than the scheduled time.

At one of our morning conferences the President read over the list, looked solemnly at Mac and said "Now Mac, I can see all of these people if you will only cooperate with me." This request "to cooperate" was too much even for Mac,

and we all, including the President, burst into uproarious laughter. Since then Mac has turned the tables and asks the President to "cooperate" with him in not detaining his callers beyond their appointed time. I suspect that Mac feels he is not too successful in getting this cooperation.

As this is Monday morning we know we must be through by 9:40 so Steve, whose newspaper men undoubtedly have had some queries, asks his questions; then Jimmy, who has a full day ahead with Chiefs of Agencies, probably will want some information, while I sit quietly and just listen! Our time is up -- we are all "shooed" out; the President gives the usual two rings on his bell which brings McDuffie, and in twenty minutes he is ready for his first appointment.

Not more than five minutes after we return to our respective offices, a typed memorandum of the President's appointments is placed on our desks. Here is the list of today's appointments:

- 11:00-Secretary Iokes
- 11:15-Mrs. Nan Honeyman
- 11:30-Senator Norris
- 11:50-Hon. Hugh Wilson
- 12:05-Hon. Aubrey Williams
- 12:15-Hon. Grover A. Whalen
- 12:30-Senator Sheppard, Governor Allred & Mr.
- 12:45-Hon. Charles Edison
- 1:00-Secretary Morgenthau (Lunch)

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As he enters two clocks with ship's bells
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Congressional leaders - the Vice President, The Speaker, Senator
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-15-

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Luncheon today is only fifteen minutes later than the scheduled time, which is not unusual. It is often twenty minutes to a half hour late, and, consequently, Mac's day, so well planned, is completely ruined.

We all know that this lagging schedule
~~I think all of us feel that this is caused by the~~ *the result of*

President's real love of human beings and his pleasure in talking with the various types he sees every day. Also, *We* are all astounded at the amount of information he gathers from his ~~many~~ *these* visitors, which is inclined to make us feel less disturbed by the lagging schedule. In contrast, however, the President is extraordinarily punctual *in keeping appointments* when he leaves the White House for any occasion, such as the dedication of a public building, ~~is~~ arriving at the train in plenty of time for the schedule to be kept as planned, even though he travels on a private train which, of course, would not leave without him; in keeping a speaking engagement and ~~also the President~~ is always ready at exactly the right hour for dinners at the White House, whether they be formal or informal. *(President - on time)*

all
~~I am sure that all~~ of us around the President are conscious of having made many mistakes in the five years we have been in the White House. *also* ~~I am sure, too,~~ that we have ~~all~~ learned that the first and most important thing to do, when we discover our mistake, is to go to the President as quickly as possible, *and* explain exactly what we have done ~~x~~

We ~~omitting~~ none of the gruesome details of our ~~own~~ error.

knows
The President is ~~most~~ understanding; he realizes that we

are not infallible, and usually has a suggestion which helps us

straighten out our own mistakes, while ~~he~~ ^{each one} never insists on all

the details or profuse apologies; he ~~will~~ ^{is allowed} allow the people in

whom he has confidence ^{is allowed} a certain number of mistakes ^{when the quarter} before the

has been reached that

person is replaced with "a new boy."

of course,
On the other hand, the President expects each one of

us to do his or her job well. To hear him say "That is grand"

or "I like that a lot" or "Good idea" is from him the greatest

we hear from
compliment. Occasionally, someone quite outside the White House,

if a story I got from G. C. ...
~~will tell us something very complimentary, which the President~~

~~has said about us. When any such remark comes to our attention,~~

it pleases us tremendously.

~~it is like music to our ears. Conversely, I feel I can say,~~

with complete confidence, that the President does not tell others

of our mistakes.

~~Only~~ Recently the President rang for me and I went

into his office to find a very stern-faced gentleman, who said,

"You have not sent the check to Mr. Plog for the men who work

in the woods. Mr. Plog is the Superintendent of the property

at Hyde Park and it is his responsibility to see that the men

are paid. The President ~~employed~~ took these men from the relief

rolls, when the relief rolls were largest, and has kept them

at work ever since. The President continued "You know that

these families are entirely dependent on what they earn in

on the property -13-
building roads, and keeping the woods in condition, *They must* and it is not
have their wages when they are due
fair to ask them to wait a whole week for their money. I asked

you to send this check a week ago. Will you please send the
check right off? *Mr. Plafie* The President was one hundred per cent right
and I was one hundred per cent wrong. I told him so and *also* told
him how very sorry I was. Needless to say, the check was mailed
within the next five minutes.

It is 2:30 and the Assistant Secretary of the Navy,
Mr. Charles Edison, is waiting to keep his appointment with
the President. As he comes into the room the President
apologizes to him for the change in the hour of his appoint-
ment and also for having kept him waiting. The Secretary *of State* and
Mr. Edison greet each other as the Secretary leaves. Mr. Edison
requires only fifteen minutes, and, aware of the fact that the
President has had a particularly busy and trying day, he leaves
promptly at 2:45 P.M.

The Secretary of the Treasury, the Director of the
Budget and *Wallace* have been waiting since 2:30 for a con-
ference on the Budget. This particular conference concerns
the Department of *Agriculture*. ~~We all realize that this con-~~
undoubtedly be a lengthy one
ference will last ~~approximately an hour and a half.~~

Bring in the mail. This means - "Send Grace in. Without fail."

as I beg for Grace Kelly - L.V. Y. O. P. - E. O. O. / 10 E. V. Y.

~~two minutes Grace is in the room with the "mail to do", and I~~

About 5:30 P.M. Dr. McIntire invariably appears in

with the President?" The answer to these questions is usually

the President's office rather cautiously lest the President be

by an interruption. However, the President probably looks up

exactly seventeen and a half minutes. The Doctor then goes

that the President will be leaving within the next half hour!

correspondence is finished, suggests that the President buzz

decided upon.

the buzzers which summon Steve, Jimmy and me -- this is the

hour that we all look forward to -- better known as "The Children's Hour." Almost invariably the President and Grace have found something amusing in the mail -- Mac probably has been told before we arrive and after we have been let in on the secret, we all have suggestions of various kinds to offer. While the President is getting organized to leave -- which means putting all his papers into his wire basket, which, I might add, has gone with him from the office to the White House, to South America, to Hyde Park, to Warm Springs, to the Pacific Coast, and so on "ad infinitum" -- in other words, wherever the President goes. *(thought unfinished)*

If the mail in the basket rises above the top (and this may be to the height of a foot) we all know that the President's ^{*will not feel any until he has disposed of it*} mind is constantly aware of it. On the other hand, when his basket has only the usual amount, he feels that he has a right to an evening of work on one of his many collections.

INSERT A - PAGE 10

After about fifteen minutes at luncheon I answer my buzzer and the President asks me for a certain memorandum from one of our Ambassadors (whom we shall not name), which the Secretary of State has not brought with him. Paula Larrabee, who works with me, has charge of the President's private and confidential files, which consist largely of diplomatic and strictly personal correspondence. I immediately pick up the telephone, which is the quickest means of communication, ~~xxx~~ tell Paula briefly of the memorandum the President wants and it is immediately brought in and placed before him.

OK
Incidentally, the reason the telephone is the quickest means of communication between my three assistants and me is rather amusing. When the new Executive Offices were built in 1934, Grace Tully and Paula Larrabee were working with me and in trying to find a room which was quiet and where not too many people would have occasion to enter while Grace perhaps was writing a very confidential letter or a speech which required concentration, we chose a large corner room which in the other building was Mr. McIntyre's office. In this room Grace had ~~xxxxxxxx~~ quiet and Paula had adequate space for her special files.

In order to get from my office to my assistants' office, one travels feet many times a day. After the death of Louis Howe, and at the time that we were preparing for ^{Jimmy} ~~James~~ Roosevelt ^{making} to join us, I talked with the President, Steve and Mac about this ^{exchange} arrangement. All three agreed that I should go ahead and make any changes which would meet the approval of Mr. Rudolph Morster, who is our mentor in all the things that have to do with the White House and with the work of the office of the Presidency.

I am sure I spent days gazing at the various offices with my eye on the ultimate objective of having Grace and Paula very close at hand. In some way, which I never have been able to explain to myself, the changes which I suggested were made, and to the amazement of everyone, and mostly to myself, when everything was rearranged, I found that practically everybody but the President had been moved and my assistants were in the same corner of the building.

PREPARATION OF SPEECHES

From all that I have been able to learn from attaches of the White House who have served under several Presidents, none of them has put more effort, energy and time into the preparation of speeches and messages to the Congress than President Roosevelt. Some magazine and newspaper writers have stated or have hinted that the speeches of the President are largely prepared by others. (That is) This statement is not so.

~~xxxxxxx~~
However, any printed material of immediate interest or possible usefulness in preparing a speech, ^{which} comes to the President's attention, ^{is given to him to inspect} he has me place in the various "Speech Material" files, which I keep.

In addition, a great many different people, from time to time, send in suggestions for speeches and, in some instances, carefully prepared drafts, running from a paragraph to a whole speech. He sometimes asks two or three individuals to prepare proposed drafts of speeches or portions of speeches.

When he actually gets ready to write the speech himself, his usual custom is to gather all of the material and drafts submitted to him for a proposed speech and to read them all through very carefully.

PREPARATION OF SPEECHES (continued)

-2-

He then lays them aside and either in longhand or by dictation to me or Miss Tully, he prepares a completely new draft. It is quite natural that in this new draft some of the thoughts and even some of the language submitted to him will find their place.

After the first draft is completed he goes over it time and again, sometimes alone and very often with two or three individuals, at least one of whom is an expert in the particular subject being treated. I have seen as many as eight drafts of a speech prepared before it is finally turned over to ^{who} Miss Tully ~~in~~ typewrites his "reading copies."

In the course of the preparation of these drafts there will be many inserts dictated by the President or at times suggested by others; there may be telephone conversations between him and experts on the particular subject; parts of it may be read to Cabinet officers for suggested revisions or additions. But when the final draft is complete there can be no doubt that it is the President's own speech and that every word and punctuation mark has been carefully gone over by him.

PREPARATION OF SPEECHES (continued)

-3-

The reading copy of the President's speech is written on a specially prepared soft paper in order to eliminate any sound noise before the microphone while turning the pages. The pages are punched at the side and placed in a loose-leaf leather binder so that they may be turned conveniently and noiselessly.

From the first carbon of the reading copy the White House stenographic staff cuts the stencil from which mimeographed copies are made and given to the Press, always in advance of the delivery of the speech or message. In this way the message or speech may be transmitted and set in type ready to appear in the newspapers on the street as soon as the President has completed the delivery of the speech.

51 R.

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After this interval Mac brings in Mr. Hugh Wilson whose nomination has just been confirmed as our Ambassador to Germany. He has a delightful fifteen minutes discussing conditions abroad with Mr. Wilson, who is conversant with so much of interest in a disturbed Europe.

As Mac brings in the next appointment, Mr. Aubrey Williams, who is head of the National Youth Administration, he tells the President that he has asked Mr. Edison to change his appointment to 2:00 o'clock instead of 12.45 -- for obvious reasons!

Mr. Williams has been given fifteen minutes. Unfortunately, the subject becomes too interesting and the President apparently does not even see Mac as he gives him an appealing look which says plainly -- "Please let me bring in Grover Whalen."

Although Mr. Whalen's appointment was set for 12.15, it is now 12.51. The President has a grand talk with Mr. Whalen about the 1939 World's Fair, of which he is the Commissioner General. The President finds this a most fascinating subject.

A group from Texas -- Senator Morris Sheppard, Governor James V. Alford and Mr. W. M. Massie, Chairman of the Texas Planning Board -- is the President's next appointment. They are here to extend to the President a formal invitation to attend an historical ceremony in their State.

The Secretary of State, accompanied by Mac, comes into the President's office through the door at the President's left, while the President's luncheon, in a very modern aluminum, rolling cabinet -- with one section for hot foods and another for cold foods -- is brought in and placed between him and his guest. This cabinet is guarded during its journey from the White House to the office. The butler very quickly and quietly arranges the desk with luncheon for two, which consists today of mushroom soup, eggs benedict, a green salad and coffee. He then leaves

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the room as no further service is needed.

Luncheon today is only fifteen minutes later than the scheduled time, which is not unusual. It is often twenty minutes to a half hour late, and, consequently, Mao's day, so well planned, is completely ruined.