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Figures in Federal Reorganization

Elliot Lee Richardson

By RICHARD D. LYONS

Special to The New York Times

WASHINGTON, Nov. 28— Elliot Lee Richardson, President Nixon's nominee for Defense Secretary, will bring to the Pentagon the perspective of a man who once had a worm's-eye view of the Army. Four times rejected for service in World War II because of poor eyesight, he volunteered for non-combat duty as a private, won a commission and was wounded and decorated on the beaches of Normandy. But while Mr. Richardson was once a common G.I., he has neither viewed himself nor acted like a common man.

Born into a Boston Brahmin family on July 20, 1920, he was graduated from Harvard College and the Harvard Law School and was a law clerk to both Judge Learned Hand and Justice Felix Frankfurter before becoming Acting Secretary of Health, Education and Welfare in 1958 at the age of 37 years.

Later he was elected to office in his home state, first as Lieutenant Governor and then as Attorney General, before returning to the Federal Government in 1969 as Under Secretary of State.

Mr. Richardson, dark-haired, handsome and a trim 6 feet tall, has been described by associates as warm and outgoing in his personal dealings but shy and haughty in public.

"He would feel more com-

fortable in the striped pants set at state than the khaki at DOD [Department of Defense]," one aide said.

On becoming Secretary of Health, Education and Welfare two and half years ago, Mr. Richardson found the department in turmoil, mainly because, as the hotbed of liberalism within the Federal Government, it had borne the brunt of pressure from the conservative policy makers of the Nixon Administration.

Its problems were aggravated by the widening of the Indochina war and by changes in policy on racial integration. Social reforms generated by previous Administrations were tempered as theorists were replaced by businessmen and lawyers who were more management-minded.

Mr. Richardson not only survived the dissatisfaction but was also given high marks by many within the agency for restoring order and a sense of purpose of the department.

Works Long Hours

While Mr. Richardson told a news conference today that he was sorry to leave the department, associates have offered a somewhat different view. Like seven out of eight previous Secretaries, Mr. Richardson has been saddled with the almost impossible task of trying to manage a vast, inert bureaucracy that was branded by his predecessor, Robert H. Finch, as "the Department of Dirty Air, Dirty Water and Dirty Looks."

Yet the consensus is that

he did well at both the Department of Health, Education and Welfare and the State Department, working long hours trying to solve an endless series of problems and often arriving late at night at his suburban home in McLean, Va.

He and his wife, the former Anne Hazard of Peace Dale, R. I., have three children, Henry, Nancy and Michael.

Mr. Richardson managed to attract talented aides to H.E.W.; some have already been scouting the Pentagon. He declined today to predict what changes he might make in his new post, saying, "It's been the history of my employment that I have never held a job for more than two years. Every time I've spent some time on a job and I get to the point that I think I know what I'm talking about, somebody always makes me an offer."

One seeming irony, which did not go unnoticed by Mr. Richardson, appears in his nomination to the Pentagon and that of Caspar W. Weinberger to replace him. Mr. Richardson said, when he took his present post, that defense was receiving 45 per cent of the Federal Budget, with social programs getting 32 per cent. The numbers, he noted today, are now exactly reversed. This has prompted speculation that the President has appointed a liberal to make cuts at the conservative Pentagon while a conservative swings the ax at the liberal welfare agency.

Caspar Willard Weinberger

By LINDA CHARLTON

Special to The New York Times

WASHINGTON, Nov. 28—Caspar W. Weinberger, whose nomination as Secretary of Health, Education and Welfare was announced today, told his staff at the Office of Management and Budget yesterday that he would be leaving.

And the 55-year-old Mr. Weinberger said that he had hoped to stay on as budget director long enough to prune the language as well as the content of Mr. Nixon's next budget message. Then a staff member told him that this had been the unrealized ambition of many of his predecessors.

Where was the "slippage?" Mr. Weinberger asked.

"At the top," the aide replied.

"I should have followed the old lawyers' dictum: Never ask a question in cross-examination unless you know the answer," said Mr. Weinberger, who is a lawyer.

New Opportunity

At the Department of Health, Education and Welfare, Mr. Weinberger may well have the opportunity to fulfill another ambition, to prune the department's staff by 10 per cent, as he tried to do in December, 1971, in his capacity as budget director.

The move was opposed then by Secretary Elliot L. Richardson, who was nominated today to move to the Department of Defense. Mr. Rich-

ardson was apparently successful. The department had 112,000 employes then, and as of October, the total was 114,253.

Mr. Weinberger, who is generally known as Cap, has a reputation as a tough administrator and a devout fiscal conservative, and this has led to the sobriquet Cap the Knife. But the nickname is said to be totally misleading as an indicator of his personality.

He has a wry and self-deprecating sense of humor—he once attributed his reluctant acceptance of a post he did not want to "some vagrant sense of duty left over from my New England ancestors"—and a corresponding lack of self-importance.

He Headed F.T.C.

Mr. Weinberger has been a member of the Nixon Administration since January, 1970, when he was sworn in as chairman of the Federal Trade Commission.

After 17 months there, during which he is generally conceded to have revitalized the agency, Mr. Weinberger became the first deputy director of the Office of Management and Budget on its creation. He became director last May.

A native Californian—he was born in San Francisco Aug. 18, 1917—Mr. Weinberger served as that state's finance director in 1968 and 1969, after two years as

chairman of the state's Commission on State Government Organization and Economy.

He also served as chairman of the Republican State Central Committee and in the State Assembly.

Harvard Graduate

Caspar Willard Weinberger went to Harvard for his undergraduate education—a bachelor's degree, magna cum laude and Phi Beta Kappa, in 1938, and a law degree in 1941. He served four years in the Army during World War II, entering as a private and leaving as a captain.

Mr. Weinberger and his wife, the former Jane Dalton, live in Washington's Capitol Hill redevelopment area. They have two children.

At a news conference today after the announcement of his nomination by President Nixon, Mr. Weinberger noted that the budget that President Nixon will present in January, 1973, would be the fifth government budget he has worked out—two in California and three here. He said he thought three was enough.

He added in a joking tone that he had thought the job of heading the budget office was the worst in the Government "as far as difficulties and problems and late hours are concerned."

"But I now understand there's a worst one," he added. He did not have to say which job he was talking about.

Roy Lawrence Ash

By ANTHONY RIPLEY

Special to The New York Times

WASHINGTON, Nov. 28—Roy Lawrence Ash, who was named today by President Nixon as director of the Office of Management and Budget, commented on his new job by stressing the "essentiality that any structure have built into it responsiveness to Presidential direction and accountability for what it is responsible for."

Mr. Ash, who headed the President's Advisory Council on Executive Organization, has never been regarded as a flaming public speaker.

His words today translate into one of the essential ideas that came through his study of the organization of the President's office: Give the President a handle to manage his huge responsibilities and sprawling offices.

Mr. Ash rose from a bank job to the presidency of one of the nation's large conglomerate corporations, Litton Industries, with annual sales of \$2.4-billion. Those who worked with him in recent years in Washington

attribute that rise to his "remarkable powers of concentration" and his ability to organize complex undertakings.

He is a co-founder of Litton, which has 100 divisions with 16 main areas of business ranging from office machinery and equipment to machine tools, food, education and ship building.

He is a director of the Bank of America, the Bank-America Corporation, the Pacific Mutual Life Insurance Company and Global Marine, Incorporated.

His major themes are responsiveness to direction and accountability.

"We have got to get away from the appropriations mentality," he said in an interview almost a year ago. He defined that mentality as "the more money you spend, the more you automatically accomplish."

"That's not the way organizations work," he said.

Mr. Ash was born in Los Angeles Oct. 20, 1918. He never attended college as an undergraduate but was ac-

cepted at the Harvard University Graduate School of Business Administration, where he was top man in his class.

He lives in the Bel Air section of Los Angeles and drives to work daily in a station wagon.

Mr. Ash has two married daughters, three sons and three grandchildren. He reads at least three newspapers daily, collects antiques and likes to travel with his family, which he does extensively. The trips included an African safari.

It was Mr. Ash's reorganization plan that gave birth to the idea for an Office of Management and Budget. Now, Mr. Ash plans to sell his stock holdings in Litton and become part of the new organization chart that he designed.

"He's an unassuming guy who wears shiny California suits and always has a wisp of hair in the wrong place," said one former aide. "His office looks like a piece of Harvard Business School with English hunting prints on the wall. He's a clean-desk man."