

# Tapes of a Raging Nixon

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## Washington

A remarkable glimpse of Richard M. Nixon in the pre-Watergate days, raging at his subordinates and the bureaucracy with demands that heads roll and with threats of exile to "unpleasant places," emerged yesterday from a newly discovered section of White House transcripts.

It was a strikingly different sort of a president than the somewhat submissive figure portrayed in the initial White House tape transcripts.

If Mr. Nixon was thought to be a Milquetoast in his post-Watergate incarnation, then he acted more in the spirit of Captain Queeg in the pre-Watergate period.

"We have no discipline in this bureaucracy," the President protested in the April 19, 1971, meeting at the White House. "We never fire anybody. We never reprimand anybody. We never demote anybody.

"We always promote the sons-of-bitches that kick us in the ass."

As the President surveyed the horizon, he saw himself encircled by nose-thumbing bureaucrats and apathetic agencies.

"When a bureaucrat deliberately thumbs his nose, we're going to get him," the President told John D. Ehrlichman, his domestic counselor, and George Shultz, the secretary of the Treasury. "... The little boys over in State particularly, that are against us, will do it. Defense, HEW — those three areas particularly.

"They've got to know that if they do it, something's going to happen to them ... There are many unpleasant places where Civil Service people can be

sent," the transcript showed Mr. Nixon saying.

In the case of one offender, an unidentified official of the Small Business Administration, the President demanded: "Demote him, or send him to the, send him to the Guam regional office: There's a way. Get him the hell out."

As though to demonstrate his point, the President picked up the phone and applied the flail to Deputy Attorney General Richard Kleindienst for pressing the government's appeal of its antitrust case against the International Telephone and Telegraph Corp.

"I want something clearly understood, and if it is not understood, McLaren's ass is to be out within one hour," the President snapped. (Richard McLaren was the chief of the Justice Department's antitrust Division). "The IT&T thing — stay the hell out of it. Is that clear? That's an order."

Either McLaren stops running around "prosecuting people, raising hell about conglomerates, stirring things up" or he resigns, the President scathingly warned. "I'd rather have him out anyway. I don't like the son-of-a-bitch."

The President was equally unsparing in his appraisal of other civil servants. Speaking of the offending man from the Small Business Administration, Mr. Nixon proclaimed: "... The head is got to roll ... but the main point is ... as I told Halde-man, it's got to be done with publicity.

"And let him roll ... as a warning to a few other people around in this government, that we are going to quit being a bunch of God damn soft-headed managers."

Although the target of the President's wrath was not identified, former SBA California regional director Donald McLaren was transferred out of the job in 1971

because of a controversy over the processing of emergency grants to victims of the February, 1971, earthquake, which struck Los Angeles and Orange counties.

The 1971 tapes reveal the President as a man who operated in the imperative tense, whatever the problem or provocation.

When the conversation turned to rising burglary and robbery rates, the President demanded of Ehrlichman that something be done about muggings.

"Let's try to knock that down," Mr. Nixon exhorted. "That's where we had a responsibility."

"Right," Ehrlichman retorted.

"... And then blame the states for failing to knock this down," the President added.

"We can, we can do that," Ehrlichman assured the President.