

James R. Schlesinger

Abrupt, Impatient Fact-Finder

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Pentagon briefers have a shock coming when James R. Schlesinger takes over as Secretary of Defense: he has the chart and slide shows that military men were to use to make their points.

print on the CIA. He took the job as CIA director with a mandate from President Nixon to clean out dead wood and to end the bickering between the nation's intelligence agencies.

Schlesinger worked so hard at his assignment that when he came to work one day with his right

quarters at Langley as a highway research station. He ordered new ones saying, "Central Intelligence Agency, Langley, Va." installed.

Earlier this week he brought a display of order rare to CIA directors when he admitted to a congressional committee that

report, he was personally responsible for trimming \$6 billion from the Pentagon budget.

"He had the hammer on the defense guys for more than a year," recalls a high-ranking Nixon aide. "He's made very few friends in the Pentagon."

It's cut out that Pentagon briefers have told a colonel to give me the facts.

That's Schlesinger in a nutshell: abrupt, impatient with superficial trappings and searching for facts; man who knows the value of using shock tactics while trying to gain control of a sprawling federal agency.

In his four years and three months in government—almost the length of the Nixon administration—Schlesinger has been shaking up the establishment.

In 16 months as chairman of the Atomic Energy Commission he reorganized and transformed it from a promoter of nuclear power to a regulator of the atomic industry. And then, before he left for the Central Intelligence Agency, he persuaded President Nixon to pick another maverick, Dixie Lee Ray, as the new AEC chairman.

During the past four months he has put his im-

hand a story went around the agency that he had broken it pounding on his desk.

The new director complained to Congress that the CIA is overloaded with overage spies recruited during the Cold War who have trouble adjusting to today's more peaceful world. He began pushing early retirement for some and has started reducing the CIA's 15,000 employees by at least 10 per cent.

Moreover, he was appalled by some of the "Monkey Mouse" supersecrecy "the agency."

He ordered switchboard operators to answer calls with "Central Intelligence Agency." Employees now answer the phone with last names or office identifications (such as Vietnam Desk) instead of merely repeating the extension number.

Schlesinger also has ordered the removal of signs identifying the CIA head-

quarters in a burglary attempt on the office of Daniel Ellsberg's psychiatrist was "ill advised." He pointed out three times, however, that it occurred while Richard Helms was director.

This didn't endear Schlesinger to the "old boy" network in the CIA.

One CIA veteran commented yesterday that Schlesinger wasn't a wet eye in the face when word got out that Schlesinger was moving to the Pentagon.

He will not be among friends when he moves to the Pentagon either. During his two years with the Bureau of the Budget and its successor agency, the Office of Management and Budget, Schlesinger was an overseer of the Defense Department's money requests. He had a reputation for insisting that better management could save defense dollars.

In the Nixon administration's first year, his friends

indicated recently that the era of cutting defense spending should end. In a little-noticed speech delivered last September when he was still AEC chairman, Schlesinger said:

"I am firmly persuaded that the time has come, if it has not already passed, to call a halt to the self-defeating game of cutting defense outlays. . . . It is an illusion to believe that we can maintain defense forces adequate for our treaty obligations to, say, NATO and Japan, with sharp curtailment in defense expenditures supposedly directed only to waste and duplication."

Schlesinger first came to President Nixon's attention through his work as assistant director of OMB, when he headed a survey team that in 1971 evaluated the nation's intelligence network. The report recommended the sweeping reforms that Schlesinger was eventually to undertake.

CIA