



E. R. ZUMWALT, JR.  
ADMIRAL, U. S. NAVY (RET.)

1 September 1982

Admiral Worth H. Bagley

La Jolla, CA 92037

Dear Worth:

I attach a copy of a letter I received from Jim Watkins which I do not intend to provide to anyone else. I would appreciate your thoughts when you have a minute.

All best wishes.

Sincerely,

E. R. Zumwalt, Jr.

1500 Wilson Boulevard  
Arlington, Virginia 22209  
703/841-8960

Attachment



## CHIEF OF NAVAL OPERATIONS

26 August 1982

Dear Bud,

I appreciate your frank and thoughtful letter regarding the Surface Warfare community. Believe me, Bud, I am sensitive to the same concerns you expressed, and, although I do not agree with all of your conclusions, I am personally committed to ensuring the continued strength and vitality of our surface warfare community.

To check my own feelings, I took the liberty of sounding out randomly selected members of the community. I wanted to pulse the system in order to validate my perspective and identify legitimate problem areas. On the whole, results are encouraging. The mood on the waterfront is that it's a pretty exciting time to be driving ships, with a modern fleet, imminent introduction of AEGIS cruisers, return of more capable battleships, introduction of VLS and Tomahawk cruise missiles. These all add up to a more offensive surface force; one which supports a strategy of distributed offensive power.

When it comes to professional development, Surface Warfare officers are achieving broad operational experience and increased training and educational opportunities which exceed other communities, even after across-the-board training pipeline reductions which I believe are now necessary. Surface Warfare officers are assigned in increasing numbers to important positions. One has only to observe 1110 predominance in E-Ring EA billets or view recent increases in 1110 flag officers present at CEBs and NADECs to conclude that this community has a growing involvement in Navy leadership.

Harry Train's retirement will indeed cause us to lose our only 1110 four star, but I believe that the eleven surface officers among our 26 three-star officers are a better measure of community strength. Among these are officers of great potential; several have commanded carrier battle groups at sea, three are--or have been--

numbered fleet commanders, and all have broad experience both at sea and ashore. Moreover, we have a corps of exceptionally qualified one and two star 1110 flag officers who will be strong competitors for the Navy's top positions. The Surface Warfare community should be "bullish" about its future; I am.

I can't agree with your comment that innovation has been discouraged at the top. To the contrary, we have a strong chain of command, and it is being exercised properly in our daily conduct of both administrative and operational business. The Leadership, Management, Education and Training program (LMET) established by Tom Hayward was designed specifically to restore leadership at all levels and institutionalize the many fine equal opportunity and leadership initiatives which you so artfully initiated. The payoff is clearly recognized in reduced numbers of disciplinary cases, unprecedented level of fleet readiness, and in pride and professionalism evident everywhere.

Good material and operational readiness go hand in hand. Our vast improvement in all these areas is witness to the fact that we are doing things right. The criticism that we now overemphasize technological matters is ill-founded and, frankly, outdated. You and I know ships that can't get underway and steam can't fight. We put on pressure to improve engineering practices and have succeeded. We are out of the knee-jerking early stages and have now established a solid base of engineering professionalism. To say that technical emphasis outweighs strategic and tactical thinking ignores a wide variety of initiatives begun by earlier CNOs; initiatives which I support and am expanding upon for all warfare communities.

In concluding, it's fair to say that we do have some concerns. They are concerns over very fundamental issues, e.g., weapon systems and tactics for outer air battles, future strategic balance, and integration of space into naval warfare. Surface warfare officers will be leaders in these efforts as well as in the military/political aspects of our profession where youngsters are coming along to follow in the footsteps of leaders like John Poindexter of the NSC Staff and Jonathan Howe at State. All necessary professional

disciplines are being cultivated to maintain a strong and balanced Navy. We have a deep reservoir of operators, technicians, policy experts and strategic thinkers, many of whom are Surface Warfare Officers. I am optimistic in my outlook for the future of this community and the Navy. Surface Warfare symbolizes a Navy on the move.

Sincerely,



JAMES D. WATKINS  
Admiral, U. S. Navy

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