



Emmett H. Tidd  
Vice Admiral, USN (Retired)

03 March 1997

Dear Admiral Zumwalt:

Your numerical relief in the Navy made all of us very proud on 10 February. The change of command was beautifully done, and with all of the traditional Navy ceremony that still makes a special kind of chill run up your back.

You and Mouza were muchly missed --- but Kurt took much comfort in your intent expressed to me earlier that you planned to be there "for the other end of the tour."

He asked that I give you the enclosed copies of the Change of Command Ceremony, and his new Welcome Aboard pamphlet.

He acknowledged relieving an outstanding CO, and the excellent reputation earned by USS Arthur W. Radford (DD-968). Kurt's goal is to build on that solid foundation. Thursday they entered drydock at Norfolk Navy Shipyard --- for five months in the dock!. Total length of overhaul will be about eight months. They are to receive several major cutting edge new prototype pieces of equipment that are being jointly developed with the Brits. To assure the earliest possible start of operational time at sea, he has already made contacts with his Lantflt schedulers and the Brits for planning interesting test and evaluation ops that should prove equally interesting to his crew, --- which he has foremost in his mind.

Also enclosed, which I hope you will have time to read, is his "**Command Philosophy**", issued on the day after taking command, but only after thoroughly discussing it "down the chain" with his XO, then his Master Chief, then Department Heads; next the Chiefs Mess; Wardroom; Leading POs; and finally, to All Hands, with ample opportunity for Q&A's. His intent in those briefings, in addition to all of them getting a thorough understanding of what each one is to expect of the other, was, to make his policy "self-policing." (Now, wherever did he get such an idea!)

Many of the words are not new. But he has put them forward in a manner that is clear, concise, positive, and upbeat. I think you will enjoy reading them --- and will delight in finding his emphasis on "fun & zest" ! (Now, wherever did he get such an idea!) As a starter, on their first full day in the shipyard, see the enclosed copy of his e-mail to me: "... we had about 250 officers, chiefs, and sailors running in formation at 0800, chanting various calls and building cohesion in spite of being in overhaul." (Now, wherever did he get such an idea!)

Admiral, I think Kurt is typical of a lot of these emerging Commander-level leaders that are going to take our Navy into that "next century" that you are contemplating in your next book. (Kurt has not yet heard from Bob Ancell, that I am aware of.) Remember, these officers were generally recruited and motivated either during your watch or as a direct result of your policies. You can be very proud of what you started. --- I am.

We had Vadm. (Retired) Bat LaPlante & Phyllis, Radm. Lee Gunn & Lily, and the Captains Jim & Kim Gibson to brunch yesterday. They too, come from that breed of excellence you motivated.

Bat LaPlante has an excellent position with a private investment banking group (looking for rising entrepreneurs.) They are an elderly group of "very wealthy people" that enjoy investing in "comers." Bat is VP in charge of finding defense related bloomers.

You might consider contacting Bat about getting his wealthy elders interested in becoming "Friends" of the "Center for the Study of the Vietnam Conflict." Jim Reckner would be most appreciative. Bat and Phyllis (also Lily Gunn!) were most interested in my description of the Center and Jim's marvelous work. I did not mention solicitation, but did comment on the need for continuing funding support.

Lee Gunn will soon be announced as the new Navy IG, and promotion to three stars. For now, he said, this is "for family info only," but, it appears to be a done deal. He has done a superb job as Deputy Chief of NavPers in this trauma of the downsizing. He has really earned his third star. His relief will be a destroyerman, Radm. William R. Schmidt, who now has CruDesGru ONE in San Diego. Kurt says that Schmidt was SecNav's Aide when selected for flag. You may know him.

Jim Gibson is another outstanding young officer, but in the dying community of Diving and Salvage (1140). He is at a key decision making point of whether to keep plugging, with no real flag-making billets ahead of him. He's now in Op-41, head of Ordnance Distribution. Jim may opt for starting a new career --- but it is tough to lose an officer that has been such a leader and thorough staffer, as Jim. He was Kurt's Company Commander at the Academy, two years senior to Kurt, and has been an excellent mentor over the years. And you know what a delight, and valuable Navy asset Kim is. I understand (from Kim) that Jim's detailer is giving no weight to a co-location billet relative to Jim's next orders. I hope we don't lose both of them !

I recount this because these are three very fine officers that also were greatly influenced by "your watch." Lee Gunn was my first Aide at SurfPac, and Bat was my second. Seeing both of them make three stars is very satisfying. The system does work. At least, two out of three times.

All of which is to say: Boss, you had a tremendous impact on our Navy of the next Century -- in people, hardware, strategic thinking, and above all, a mind-set change that is clearly blooming and now bearing wonderful results. How proud we are to have been a part of the team.

Muggs and I send our love and best wishes, and highest regards, to Mouza and you.

Very respectfully,



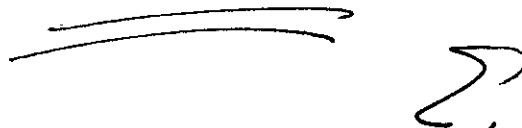
Emmett

Admiral Elmo R. Zumwalt, Jr., USN (Retired)  
1000 Wilson Boulevard, Suite 3105  
Arlington, Virginia 22209-2211

Enclosures:

- Change of Command Program, 10 February 1997, DD-968.
- Welcome Aboard Pamphlet, DD-968.
- Command Philosophy of CDR Kurt W. Tidd, 10 February 1997, CO, DD-968.
- Copy of e-mail excerpts from Kurt to his father, 02 March 1997.

*PS - YOU WILL NOTE IN THE C.O.C PROGRAM  
THAT THE FIRST CO OF DD-968  
WAS "CDR DAVID E. WOODBURY, USN 4/16/79 - 4/27/79*



10 Feb 1997

**MEMORANDUM**

From: Commanding Officer, USS ARTHUR W. RADFORD (DD 968)

To: All Hands

Subj: **COMMAND PHILOSOPHY**

**Purpose.**

To provide all hands in ARTHUR W. RADFORD some of my personal objectives, philosophies and standards so that you know what to expect from me and, in turn, what I expect from you. This is by no means all inclusive, but it will give you an idea of what I consider most important.

**Objectives.**

ARTHUR W. RADFORD is a United States warship, designed and built to go in harms' way, to prevail over any adversary, and return home safely. Every one of us is a warrior. Ours is a deadly, dangerous business. We cannot predict when or where we may have to fight, nor even what we may be called upon to do. But we can predict that to succeed we must operate as a team. **We are all part of one culture-- the Navy culture.** We are bound by a common heritage, founded on honor, courage, and commitment. We are warriors first and foremost, steeped in the timeless tradition of the sea. We speak one language -- naval -- and we are all held ultimately accountable by the merciless maritime environment. During my tenure as your Commanding Officer, ARTHUR W. RADFORD's primary objective is:

**To be 100 percent combat ready, versatile to respond to any contingency, and fully prepared to fight and win when called to action.**

When this objective is attained, RADFORD makes her maximum contribution to supporting our national strategy of deterring conflict through military strength.

**Philosophy.**

My most important philosophies are broken down into the following major categories and are listed in order of priority:

**1. TAKE CARE OF YOUR PEOPLE.**

Our Sailors are our most precious asset. Know your people -- everything from the details about their hometowns and families to their progress toward qualification and advancement. Protect them through fair, unbiased and scrupulous treatment as individuals -- care for them, teach them, lead them, train them hard, and provide for their safety. **THEIR SAFETY IS MY NUMBER ONE CONCERN.** I expect each of you to **respect the human dignity and self-worth of your shipmates, treating all with decency, equality and impartiality.** For supervisory personnel:

**Ensure you maintain the highest personal standards of professionalism.**

Lead by personal example. Live a life characterized by honor, courage and commitment.

**Ensure your subordinates' responsibilities are clearly defined.** Match the

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CDR Kurt W. Tidd:

Command Philosophy; USS RADFORD (DD-968) 10 February 1997

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competence and qualification of the man with the job. Take seriously your responsibility for the professional and personal development of your men. Make it your business to see that they are educated to act intelligently and independently, trained to seek responsibility, held accountable, and led to act boldly, with individual initiative and industry.

**Ensure newly reporting personnel are afforded the best possible treatment** (as you would welcome a close friend into your home), and departing personnel are appropriately recognized for their contributions to ARTHUR W. RADFORD.

**Encourage, aid and promote the physical and mental health and welfare** of each crewmember and his family. Physical fitness and mental agility are crucial to RADFORD's combat readiness. We will not be satisfied with merely meeting minimum fitness standards; as with all RADFORD endeavors, we will excel. Our shipmates lives may someday depend on it! I expect each man to ensure all his family's needs are met so that he can get underway, knowing his family is safe and secure.

**Communicate with your people** and ensure you create an atmosphere which allows them to feel they can freely communicate with you.

## **2. TRAINING.**

Bringing all of our shipmates home alive is the key quality of life issue. How we fare in the heat of battle when we are tired and under stress depends primarily on our level of training. This is when second nature and instincts, born of exacting training, drive the decisions we make. I will provide the opportunity for that kind of training. If we are well trained, our instincts will serve us well, and we will win. When our shipmates fail, it is probably because we failed to train them properly. When all hell breaks loose, we must be able to think clearly under fire. If things are out of control, the senior man present must take charge and FIGHT BACK. Admiral Burke once said, "We are destroyermen. When things are getting too hard for everybody else, they are getting just right for us." The following are my expectations:

**Devise appropriately challenging and realistic training.** Never pass up an opportunity to train; be imaginative, well-organized, and energetic. I will provide the time, you must provide the quality. As teams become more proficient, challenge them with progressively more complex scenarios.

**Know your equipment cold.** You are the experts, and your shipmates are counting on you to extract the last ounce of combat effectiveness from your gear.

**Believe in the Personnel Qualification Standards (PQS) Program.** Its benefits are twofold: the more qualified you are, the more combat ready RADFORD is; and you strengthen your opportunities for professional advancement. In addition to in-rate PQS, I expect you to achieve rapid qualification in Damage Control (DC) and Enlisted Surface Warfare Specialist (ESWS) PQS. The ESWS program will serve as the focal point for our warrior training.

**Know how all the ship's systems are integrated** to make RADFORD the

most capable combatant in the world. The most modern technology can always be defeated by tactically innovative warriors. Each and every one of you contributes in some way by the expertise you bring to the game or by the service you provide to your shipmates. You significantly enhance those contributions as you become more qualified. ESWS is the only way to get there.

**Follow established procedures** such as EOSS and CSOSS religiously. If there are no established procedures, improve and standardize practices by developing your own procedures and submitting them up your chain of command for approval. "Winging it" is not an option.

**Take watchstanding seriously.** If the job were not important, we wouldn't have a formal watch for it. Stand all watches in a professional, disciplined manner. Complacency kills shipmates.

**Learn from your mistakes.** We all make them. I expect you to make them in attempting to achieve our standard of excellence. Outside the areas of morality and ethics, I can accept honest mistakes provided you learn from them and don't allow them to deter you from accomplishing the mission. However, we must not do all our learning by making mistakes!

### **3. MATERIAL READINESS.**

To successfully achieve our primary objective, we must not only know our equipment, we must know how to keep it running in top condition. During the upcoming overhaul we must build another twenty years service into RADFORD. Plan as though the lives of your younger brother or sister, or son or daughter might some day depend on the quality of your work in RADFORD. I consider the following to be critical in achieving that end:

**Self Sufficiency.** RADFORD is our ship; our lives and honor depend on being able to take care of ourselves. While we will never hesitate to ask for help to fix material problems, neither RSG nor FTSCCLANT stakes their lives on our gear working. Our technicians will always accompany and learn from every outside repair team.

**Planned Maintenance System (PMS).** Follow PMS procedures to the letter. If you can't, say so. We can make changes to the system, but only if I am aware of the need to do so. Gundecking is never an option.

**Corrective Maintenance.** Report casualties immediately, then repair them as best and as quickly as you can. It is our gear-- we fix it. Accurately and promptly document any deficiency that remains, and CASREP if necessary.

**Procedural Compliance.** Use the book -- do it by the book. It is safer and better. If you don't understand the procedure or believe it to be unsafe, STOP and ask for help. If the procedure is incorrect, we'll fix it before using it.

### **4. STANDARDS,**

ARTHUR W. RADFORD's standard is excellence. We do things right the first time. My standards are high -- I expect you to adhere to them. If you are in a

position to enforce them, I expect you to do so fairly and justly. But remember that corrective discipline need not be punishment; and mast is a last resort. Standards I consider most important:

***An uncompromising sense of personal integrity and honesty.***

**Twenty-four hours a day, on duty or off, at work, at play or at home.**

There is no more valuable attribute in our line of work.

***Loyalty.***

Up, down, and across the chain of command, such that it results in unfailing **mutual trust** between all shipmates.

***Pride in service.***

We take pride in service to country, Navy, shipmates, family, and self.

***A positive, cheerful attitude.***

If we can't inject a healthy dose of fun and zest into everything we do, we must be doing something wrong!

***Teamwork and cooperation as opposed to competition.***

We lend a hand to any shipmate or ship in need, and celebrate their success.

Within the lifelines, we are one team -- no unions, no stovepipes, no "us against them." RADFORD succeeds or fails together!

***Courage to do what's right, no matter the consequences.***

Shipmates must be prepared to sacrifice for the good of the ship and the mission -- never for personal gain or benefit.

***Quiet confidence and humility.***

As opposed to arrogance in the wake of success. We will be known by our record and our reputation. Our performance speaks for itself.

***Continuous improvement.***

Never be satisfied we're the best we can be. There is always room for improvement. If we aren't moving ahead, we are falling behind.

***Chain of command.***

Use it and make it work for you both up and down the line. Feel free to discuss personal matters with me at any time via established request mast procedures.

***Keep me informed.***

I need to understand completely the capabilities and limitations of the ship in order to do my job. I do not like surprises. If you are in doubt as to whether I need to know something, err on the safe side and pass it up the chain.

***Visitors and guests.***

They should be made to feel at home and comfortable in ARTHUR W. RADFORD. Treat all as though they were my own personal guests.

***Appearance and cleanliness of the ship.***

The standard is simple -- immaculate, properly preserved, and ship-shape inside and out. We should never have to go to "crisis mode" to prepare for a distinguished visitor; rather, our standards will be such that we are always ready to receive distinguished visitors on short notice.

**Things we will not tolerate.**

The following are a few of the things we will not tolerate as RADFORD shipmates:

Any form of discrimination or harassment -- racial, sexual, religious or otherwise.

Lying, cheating or stealing (I include PMS gundecking in this category.)

Fighting between shipmates.

Disrespect to a superior.

Abuse of a subordinate.  
Disobedience of an order.  
Drug or alcohol abuse.  
Anything other than professional, ethical and gentlemanly behavior ashore.  
Sloppy or informal watchstanding.  
Initiations not approved by me.

**Summary.**

We will operate ARTHUR W. RADFORD to the full extent of her designed capabilities. But in order to accomplish our mission, **I absolutely depend on each of you.** You must know and do your job to the best of your ability, or we will surly fail. As destroyermen, we will carry out our mission with the same tenacious fighting spirit made famous by the warrior for whom this ship was named. As Admiral Radford would no doubt expect, we will be ready.

K. W. TIDD

**INFO FROM YOUR  
NUMERICAL RELIEF!**

Excerpts from e-mail of Kurt W. Tidd  
to his father, Emmett H. Tidd:

COPY FOR ADM Z.  
FYI - VIR -  
Σ.

03-02-97:

.....You'd have been proud; Friday morning I led my command in a formation run through the streets of Norfolk Naval Shipyard. Even with the duty section left behind, we still had about 250 officers, chiefs, and sailors running in formation at 0800, chanting various calls and building team cohesion, in spite of being in overhaul. We're going to do it every Friday morning, just to keep up command unity and identity throughout the overhaul. Heck, we'll probably even keep it up once we get over to the other side of the river as well !.....

03-05-97:

.....Had my first Captain's Mast today. Not a nefarious character, just an irresponsible kid who hasn't figured out yet that it's time to grow up (and when the Chief says "frog," you're supposed to ask "how far do you want me to jump?"). Still, had to send a signal with this first one, since I know everyone will be watching. I took a leaf out of Joe Herger's book, and prior to dealing with my criminal, I had the same division bring up one of their sharp kids, held meritorious mast, let his chain of command say a bunch of good things about him, thanked him for his hard work, then gave him the rest of the day off. The huge grin he was sporting as he paraded out past the (soon to be found) guilty party probably had as big an impact as the punishment I imposed. We'll see what kind of signal gets around the ship over the next few days.....

03-29-97:

.....Life in the shipyard continues on its methodical, plodding pace. Lots of daily challenges that in the grand scheme of things aren't very important, but in the aggregate have to be attended to. Neither harder, nor easier than "normal" sea duty, just different. Gotta really keep the eye on the long-term goals, and not get overly wrapped around the axle over each day's tribulations.....

.....Crew is beginning to come around. More and more of them are starting to understand what we are trying to do and how we plan to accomplish it. The Friday morning bonding sessions (our command runs) are a weekly highpoint-- rather than organizing by departments and divisions, we run broken into the three underway condition three watch sections, each led by their respective TAOs. We break down the departmental stovepipes that become especially rigid during yard periods, and allow people to begin the bonding process with their underway watchstanding shipmates-- hopefully it will pay off as we shift from the industrial to the tactical mindset.

Not coincidentally, each underway watch section corresponds to an inport duty section, and each of those three inport sections is divided into two sister sections, which drill together for emergency drills and combine to form our out-of-homeport duty sections, but allow us to be in six section duty while cold iron in homeport. Makes for a significant admin challenge to get the right mix of ratings, skills, and watch quals properly spread across each of six sections, but we have some pretty smart people and good tracking programs, and more importantly right now we have the time to make such a significant mindset shift and get people trained to fill any initial gaps we might have.

I'm trying to get people to continue thinking like fighting teams, even while we are in overhaul, and I think we are beginning to make it work. Not without some bumps and hesitations along the way, but hey, nobody said making sausage was a pretty sight either!

I've got a great commodore who is supporting me as we do this, and enough enthusiastic officers and chiefs to bring it off. Speaking of the commodore, he showed up again Friday to run with us, so I think maybe he actually enjoys doing this. Gets him over to our side of the river regularly, and we have a chance to discuss (between gasps, wheezes, and the occasional "Right Turn/Left Turn" command) things going on with the ship. Not exactly your traditional conference setting (running through the early morning streets of the shipyard with 300 singing and chanting sailors double timing in formation on our heels!), but we have to take the opportunities we are offered to brief our bosses! Somehow, I suspect ADM Z would approve ! .....

Memo to Admiral Zumwalt

From Emmett Tidd

03 March 1997

Subject: Your Numerical Relief in the Navy.

The following is excerpted from an e-mail I received last night from Kurt. I think you'll see that your disciple had a plan (if not a Project Sixty) in his hip pocket on the 10 February when he said those magic words, "I relieve you, sir":

Quoting from part of Kurt's e-mail of 02 March 1997:

Dear Dad:

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I'll call to get the feedback from your brunch with Gibsons, LaPlantes, and Gunns. ---- [Jim Gibson] is just too good an officer to lose this early, yet his community just doesn't have much more to offer. I'd hate to see him go.

You'd have been proud; Friday morning I led my command in a formation run through the streets of Norfolk Naval Shipyard. Even with the duty section left behind, we still had about 250 officers, chiefs, and sailors running in formation at 0800, chanting various calls and building team cohesion, in spite of being in overhaul. We're going to do it every Friday morning, just to keep up command unity and identity throughout the overhaul. Heck, we'll probably even keep it up once we get over to the other side of the river as well!  
[Bold face type added for emphasis by a proud father !]

Hope the packing for the trip [to Lubbock] is going well. Remember, there probably isn't very much you can't find if you leave something behind. You may be heading for Texas, but they've been fairly civilized for at least the last few years! ----

Love, Kurt.

UNQUOTE

Looks like we can safely say, "He's off and running" !! (I couldn't resist the pun !)

Very respectfully,



Emmett

40 T



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

April 28, 1997

Commander Kurt W. Tidd  
Commanding Officer  
USS Arthur W. Radford (DD-968)  
FPO, AE

Dear Captain:

Your Dad shared with me some excerpts from your e-mail which makes both of us very proud.

I certainly admire the way in which you are molding an assortment into a model crew.

All best wishes for continuing success.

Sincerely,

E. R. Zumwalt, Jr.  
Admiral, USN (Ret.)

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cc: VADM Emmett Tidd, USN (Ret.)