

ADM RAUCH'S INTERVIEW WITH MR. RICE

OUT WHAT WAS NOT GOING WELL AND WHY NOT AND WHAT WE NEEDED TO DO. DO WE NEED TO MOVE SOME RESOURCES AROUND IN THE COUNTRY, DO WE NEED TO GO GET SOME MORE RESOURCES FROM SOMEWHERE ELSE, DO WE NEED TO TEACH SOME PEOPLE TO DO SOMETHING THEY WEREN'T DOING BEFORE AND THIS SORT OF THING.

RICE -- DID HE GET THREE STARS WHEN HE TOOK THIS JOB?

ADM - THEY UPGRADED IT TO A THREE STAR JOB AND AUTHORIZED HIM TO WEAR THREE STARS WHEN HE LEFT THE COUNTRY. SO HE ARRIVED OVER THERE WEARING THREE STRIPS.

RICE - AND HAD NOT YET GONE THROUGH THE SENATE OR ---  
YES, IT HAD.

ADM -THEORETICALLY YOU ARE APPOINTED TO A THREE STAR RANK ONLY TO FILL A THREE STAR JOB. THEY UPGRADED THAT JOB BUT THEY AUTHORIZED A PERSON AS SOON AS THEY LEAVE THE CONTINENTAL U.S. ON THE WAY TO THAT JOB SO YOU WILL ARRIVE WEARING THE UNIFORM. THIS IS TRUE OF FOUR STAR ADMIRALS TOO.

RICE- YOU NEVER JUST GET APPOINTED ABSTRACTLY TO THREE OR FOUR STAR RANK, I MEAN THIS IS ALWAYS IN CONNECTION WITH THE JOB?

ADM - RIGHT.

RICE - HOW ABOUT TWO STAR, DOES THAT COME WITH THE JOB TOO?  
OR THAT YOU JUST MAKE FLAG OFFICER?

ADM - YOU MAKE FLAG OFFICER THEN THEY WOULD DECIDE WHAT FLAG JOB YOU ARE GOING TO TAKE. ABOVE THAT IT ALWAYS GOES WITH THE JOB. TO THE POINT THAT, UP UNTIL RECENTLY, I THINK WE HAVE CHANGED IT A LITTLE BIT, IF YOU WERE GOING FROM ONE THREE STAR JOB TO ANOTHER THREE STAR JOB, IF YOU HAD A PERIOD IN BETWEEN WHERE YOU WERE NOT ATTACHED, YOU WOULD HAVE TO REVERT TO TWO STAR.

RICE - SO THAT IS WHY YOU HAVE TO RETIRE AFTER CNO?

ADM RAUCH'S INTERVIEW WITH MR. RICE

ADM - WELL, YES.

RICE - SO THEN HE GOT THE JOB IN WASHINGTON AND SENT FOR YOU ONE OF THE FIRST THING?

ADM - HE PUT TOGETHER A GROUP OF PEOPLE THAT HE WAS GOING TO HAVE ON HIS PERSONAL STAFF, WHICH IS NOW AFFECTIONALLY "TERMED THE MINI-STAFF", A SMALL STAFF. BUT HE STARTED PUTTING TOGETHER A STAFF WHILE HE WAS STILL IN VIETNAM. ADM TIDD, WHO WAS HIS CHIEF OF STAFF OUT THERE, CAME BACK AND SET UP AN ORGANIZATION DESIGNED TO KEEP TRACK OF ALL THE DECISIONS THAT WERE MADE TO MAKE SURE THAT THEY GOT IMPLEMENTED. AND HE GOT ANOTHER BRIEFING ROOM SET UP WHICH IS CALLED NADEC. HIS PURPOSE WAS TO KEEP TRACK OF ALL THE IDEAS AND ALL THE DECISIONS TO MAKE SURE THAT NOTHING FELL THROUGH THE CRACKS AND EVERYTHING GOT FARMED OUT TO AN APPROPRIATE OFFICE AND THAT THEY CHECKED TO MAKE SURE THAT THAT OFFICE WAS DOING ----

RICE - HE'S A MANAGEMENT SPECIALIST, I GATHER.

ADM - RIGHT. THE REASON FOR THIS IS THAT IN TALKING TO THE PREVIOUS CNO'S, WHICH HE DID AS SOON AS HE GOT INTO THE CITY, HE CALLED ON THEM ALL, THE ADVICE HE GOT FROM MANY OF THEM WAS AT THE END OF FOUR YEARS, YOU'LL REALIZE THAT THERE ARE A LOT OF THINGS THAT YOU THOUGHT YOU DID THAT THE BUREAUCRACY JUST NEVER GOT AROUND TO AND OTHER THINGS THAT YOU WISHED YOU HAD DONE BUT SOMEHOW OR ANOTHER, NEVER GOT OUT, AND THIS SORT OF THING. SO HE THOUGHT HE WOULD TRY PUT UP, WHAT YOU WOULD CALL A MANAGEMENT SPECIALIST, TO SEE THAT NOT TOO MANY THINGS FELL THROUGH THE CRACKS THAT HE WANTED TO DO. SO ADM TIDD, LATER ON, GOT THAT JOB. HE WAS A CAPTAIN THEN. THERE WAS A PERSON WHO

ADM RAUCH'S INTERVIEW WITH MR. RICE

WAS DOING THE GENERAL COUNSEL TO MR. NITZE WHEN ADM ZUMWALT WAS MR. NITZE'S EXECUTIVE ASSISTANT, A NAVY CAPTAIN LAWYER THING, ROBERTSON, AND HE CAME IN AS HIS SPECIAL COUNSEL WHEN HE BECAME CNO. BUT THIS WAS ALL ARRANGED WHILE HE WAS STILL IN VIETNAM. THERE WAS A COMMANDER WHO WAS PUBLIC AFFAIRS OFFICER IN VIETNAM WHEN HE FIRST GOT OUT THERE, THEN WENT LATER ON TO THE ARMED FORCES COLLEGE OR SOMEWHERE, AND HE GOT HIM LINED UP TO BE, THAT'S JACK DAVEY, HIS PERSONAL PRESS GUY. THERE WAS ANOTHER ONE OF THE OFFICERS, IN FACT THE GUY WHO RAN THAT GIANT SLINGSHOT OPERATION FOR HIM, THAT HE BROUGHT BACK TO BE HIS SPEECH WRITER. AND THE PERSON WHO TURNED OUT TO BE HIS EXECUTIVE ASSISTANT WAS A PERSON WHO HAD BEEN EXECUTIVE ASSISTANT TO ADM CLAREY AS VICE CHIEF OF NAVAL OPERATIONS AND HE HIGHLY RECOMMENDED HIM, BECAUSE AMONG OTHER THINGS, HE WAS A FLYER AND IT WOULD BE GOOD TO HAVE A FLYER IN THE OFFICE SINCE HE WAS A DESTROYER MAN. AND WE HAVE DONE THAT KIND OF THING THROUGHOUT THE NAVY. IF YOU HAVE A SURFACE PERSON IN CHARGE, THEN THE DEPUTY IS USUALLY AN AVIATOR AND MAYBE THE GUY'S EXECUTIVE ASSISTANT WOULD BE SOMEBODY OF A DIFFERENT WARFARE SPECIALTY.

RICE - ARE YOU THE SUBMARINE FELLOW ON THIS GROUP?

ADM - YES. I WAS THE ORIGINAL SUBMARINE GUY. BUT CAPTAIN SHEPERD, HE IS NOW A RADM, HAD WORKED FOR ADM ZUMWALT IN OP-96 WHICH WAS THE OLD SYSTEMS ANALYSIS DIVISION, SO HE KNEW HIM VERY WELL AND WHEN ADM CLAREY SUGGESTED THAT HE WOULD BE A GOOD EXECUTIVE ASSISTANT, HE WAS VERY HAPPY TO HAVE HIM COME OVER. THEN I CAME ALONG AS KIND OF A SPECIAL ASSISTANT AND I WAS GOING TO BE A POINT OF CONTACT WITH THE PEOPLE -- NOT AS BIG AS SOME

ADM RAUCH'S INTERVIEW WITH MR. RICE

OF THOSE OTHER SERVICES BUT IT'S FAIRLY LARGE PROBABLY INVOLVING MAYBE 30 OR 40 ADMIRALS AND PROPORTIONALLY DOWN BELOW THAT, DOWN TO THE LCDR LEVEL.

RICE - NOT MANY JUNIOR OFFICERS?

ADM - NOT TOO MANY, ONLY IN THE COMMUNICATIONS WATCH.

RICE- I'VE GOTTEN THROUGH THE WHOLE FILE OF Z-GRAMS AND ALSO LOOKED AT ALL OF THE REMARKS AND APPEARANCES BY OOD, OOF, AND WHOEVER WHO ALL THOSE PEOPLE ARE

ADM - I WAS OOG AND I USUALLY COORDINATED THE--EACH THING BEFORE IT GOT OUT. WE HAD TO GET THE PUBLIC AFFAIRS GUY WHO IS OOD, AND WE HAD TO GET THE LEGAL GUY, WHO IS OOF, WHO WAS THEN CAPTAIN ROBERTSON, AND THEN ADM BAGLEY, WHO WAS SET UP EARLY ON TO BE WHAT HE CALLED PERS-P, WHICH WAS THE NEW ASSISTANT CHIEF OF NAVAL PERSONNEL, WHO HAD NEVER BEEN THERE BEFORE, FOR PEOPLE. AND THAT WAS SET UP IN ONE OF THE LATER Z-GRAMS. BUT FROM THEN ON, ONCE HE GOT INTO THAT POSITION, THEN WE ALWAYS COORDINATED WITH HIM TOO. THIS IS AFTER ALL THE OTHER STAFFING. ONCE THE NORMAL STAFF WOULD PREPARE SOMETHING AT HIS DIRECTION, THEN BEFORE IT FINALLY WENT OUT, THIS MINI-STAFF DID SOME MORE RE-WORK ON THE THING. THE MOST CONTROVERSIAL OF THE Z-GRAMS IS Z-57.

RICE - THAT'S THE ABRASIVE AND DEMEANING REGULATIONS?

ADM - YES. I GAVE HIM A PAPER ON THAT NOT LONG AGO, ON THE AMOUNT OF STAFFING THAT WAS DONE ON THAT BEFORE IT WENT OUT. I DON'T KNOW WHETHER YOU HAVE A COPY OF IT OR NOT, BUT HE HAS. AND SOMETHING THAT YOU MIGHT WANT TO LOOK AT BECAUSE, AS A MATTER OF FACT THERE IS A FILE OVER THERE WHICH HE HAS ACCESS TO ON THE BACKGROUND ON PUTTING THAT TOGETHER, WHAT IT LOOKED LIKE IN

ADM RAUCH'S INTERVIEW WITH MR. RICE

VARIOUS STAGES.

RICE- IT MIGHT BE A FUNNY CHAPTER IN THE BOOK.

ADM - IT MIGHT WELL BE BECAUSE THE AMOUNT OF FOUR STAR INVOLVEMENT IN THAT THING WAS UNBELIEVABLE.

RICE - THAT WENT THROUGH JUST ABOUT EVERYBODY IN THE WHOLE NAVY DEPARTMENT?

ADM - WELL, IT WENT THROUGH A LOT OF PEOPLE. CONSIDERING THE CONTROVERSY OVER IT, IT IS THE MOST STAFFED OF ANY MESSAGE--

RICE - CONSIDERING IT HAD TO BE CLARIFIED 5 OR 6 TIMES THEREAFTER YOU MEAN.

ADM - YES. BUT

RICE - DOES THIS IMPLY THAT THIS WAS SOMETHING THAT HE WANTED TO PUT OUT AS QUICKLY AS POSSIBLE BUT IT TOOK FROM JULY TO NOVEMBER TO GET IT STAFFED?

ADM - PRECISELY. AND THAT IS IN A STAFF THAT IS WORKING FAIRLY FAST. THE REASON IT TOOK SO LONG IS BECAUSE OF THE LENGTH OF TIME IT TOOK TO GET VARIOUS PEOPLE'S CONCURRENCE ON THE THING BECAUSE THEY THOUGHT IT WAS IMPORTANT BEING THE THING THAT IT WAS.

RICE- DID YOU GO THROUGH THE FLEET COMMANDERS FOR EXAMPLE ON THAT ONE?

ADM - YES, WITH COMMANDERS IN CHIEF. WE GOT AN IMPUT -- THIS IS ALL IN THE FOLDER WHICH IS AVAILABLE. I DON'T KNOW WHETHER BOBBI HAS ALL THOSE FOLDERS OVER THERE OR NOT, BUT HE ASKED FOR A LOT OF MATERIAL BEFORE HE LEFT, AND THERE IS ONE OTHER THERE THAT HAS GOT ALL THE RE-WRITES AND IT'S GOT A PAPER ON TOP OF IT THAT I WROTE FOR THE RECORD WHICH KIND OF ENUMERATES ALL OF THE STAFFING INVOLVED---

ADM RAUCH'S INTERVIEW WITH MR. RICE

RICE - I THINK THAT THAT WOULD BE A GREAT THING TO PUT IN MY BOOK.

ADM - WELL, I THINK HE THINKS SO TOO, BECAUSE I HAD TOLD HIM I PREPARED SUCH A THING.

RICE - AND EVERYBODY WROTE COMMENTS? AND THIS ALL TOTALLY UNCLASSIFIED MATERIAL. I SUPPOSE, HOWEVER, SOME FEELINGS WOULD BE HURT IF THEIR COMMENTS IN IT?

ADM - ADM COUSINS, ADM CLAREY, ADM HOGGS, ADM DUNCAN, ADM WENTE AND ADM HYLAND ALL WERE INVOLVED TO SOME DEGREE ---

RICE - ADM DUNCAN HAS RETIRED TO BE ONE OF MY NEIGHBORS AND FAIRLY CLOSE TO ME.

ADM - DO YOU WANT TO GO INTO THE CNO DAYS?

RICE - YES. I LIKE THE WAY WE ARE TALKING ABOUT IT NOW ABOUT THE DIFFERENT Z-GRAMS. WHILE WE ARE ON THE SUBJECT OF WHAT WENT INTO THEM, WAS THERE A LOT OF STAFFING HAD TO BE DONE ON WHAT WAS IT THE EQUAL RIGHTS 166 OR SOME NUMBER LIKE THAT?

ADM - NOT TOO MUCH. IT WAS ALL DONE WITHIN THE MINI-STAFF. THEY DIDN'T ASK ANYBODY ELSE TO DO IT.

RICE - THAT ONE YOU WANTED TO THROW OUT--

ADM - YES. THE ONLY ONE THAT THERE WAS AN EXTENSIVE AMOUNT OF GOING OUT TO THE FLEET WAS THE Z-57.

RICE- THE OTHER SPECIFIC THINGS I WANTED TO ASK WHILE WE ARE ON THIS BEFORE WE GET INTO THE WHOLE GENERAL BUSINESS OF THE Z-GRAMS, WAS WHY WAS IT SO LONG BEFORE THE ONES ON DRUG ALCOHOL AND WOMEN, WHAT ---

ADM RAUCH'S INTERVIEW WITH MR. RICE

ADM - WELL THE ONES ON DRUGS ---

RICE -THE DRUGS WERE FAIRLY \_\_\_\_\_

ADM - YES. IT WAS

RICE - I THOUGHT THERE WERE 94, OH, THAT WAS A YEAR.

ADM - YES. BUT YOU SEE, THE NAVY WASN'T REALLY INVOLVED IN THE REAL BIG DRUG SITUATION UNTIL, OH, IT STARTED BUILDING UP AROUND 71.

RICE - OH REALLY? IT WASN'T HAPPENING IN VIETNAM WHEN YOU WERE THER?

ADM - NO. TO MY KNOWLEDGE, THERE WAS NO HARD-DRUG USAGE BY ANYBODY IN THE NAVY OR ANYWHERE ELSE IN VIETNAM UP UNTIL SOMETHIME IN THE EARLY 70'S AND I AM NOT AWARE OF ANY HARD DRUG USAGE IN THE NAVY UNTIL MAYBE, IT JUST STARTED AROUND OCT OF 70 --

RICE - DID IT START IN VIETNAM OR IN THIS COUNTRY?

ADM - NO, IN VIETNAM. AROUND THE FALL OF 70, JUST CAME ALMOST OVERNIGHT, THERE CAME ON THE MARKET IN VIETNAM THROUGH THE MAZE AND THROUGH THE TAXI DRIVERS, REAL LITTLE NICE CLEAN PLASTIC CONTAINER THAT HAD SOMETHING HAD HEROIN IN IT THAT WAS SOMETHING OVER 90% PURE. YOU COULDN'T EVEN SHOOT IT, YOU'D GET AN OVERDOSE. THE GUYS WERE SNIFFING IT OR POWDERING IT INTO CIGARETTES AND SMOKING IT. THAT DIDN'T HAPPEN UNTIL THE FALL OF 70 AND THERE WAS AN AMOUNT OF DRUG USAGE IN THE NAVY WORLD-WIDE BUT IT WASN'T SIGNIFICANT. THEN, WHEN THAT HIT OVER THERE, WE FINALLY HEARING ABOUT IT IN THE NAVY SOMETHING AROUND APRIL. AND IN APRIL WE SENT A TEAM OVER THERE TO KIND OF LOOK THE SITUATION OVER. ADM ZUMWALT WAS OVER THERE IN MAY. BY THEN

ADM RAUCH'S INTERVIEW WITH MR. RICE

THE ARMY AND THE AIR FORCE HAD COME OUT WITH SOMETHING THEY CALLED THE AMNESTY PROGRAM AND ADM ZUMWALT HAD ASKED US TO KICK AROUND WHAT KIND OF AMNESTY PROGRAM WE WERE COMING UP WITH. IT DID GET AN AWFUL LOT OF CAREFUL STAFFING THROUGH THE JUDGE ADVOCATE GENERAL AND THROUGH MY OFFICE AND THROUGH THE NAVAL INVESTIGATIVE SERVICE AND---

RICE - THE AMNESTY PROGRAM?

ADM - YES. AND WE WERE WORKING ON THIS AND HE WAS IN VIETNAM ON ONE OF HIS TRIPS AS CNO OVER THERE IN MAY OF 71 AND ADM SALZAR WAS THEN THE --HAD HIS OLD JOB, COMMANDER OF THE NAVAL FORCES AND HIS PROBLEM ABOUT THE DRUG PROBLEM AND OF COURSE, WE HAD ALREADY START TO WORK ON SOME KIND OF EDUCATION STUFF THAT WE COULD SEND BACK OVER THERE AND ADM SALZAR HAD ALREADY TAKEN-- HE HAD TEAMS FORMED UP THAT WERE GOING OUT WITH EDUCATIONAL PROGRAMS OF SOME SORT. BUT HE SAID WE NEEDED SOME SORT OF AMNESTY PROGRAM OVER THERE, SO ADM ZUMWALT SAID, RIGHT ON THE SPOT, OKAY, YOU HAVE THE PILOT PROGRAM FOR THE NEXT 30 DAYS. GIVE AMNESTY TO ANYBODY THAT IS ON DRUGS AND ASK FOR HELP, GO AHEAD AND TAKE CARE OF THEM WITHOUT----LET IT BE KNOWN THAT THEY WOULD NOT BE PROSECUTED AND THIS SORT OF THING, JUST DO IT. SO THAT'S THE NAVY'S PROGRAM, BUT THE STAFFING OF THE PROGRAM HAD GONE TO THE DEGREE THAT I THINK WE HAD OUT THE NAVY EXEMPTION PROGRAM PRIOR TO THE TIME THAT MONTH WAS UP, I THINK IT WAS JUNE OR JULY WE FINALLY GOT THE EXEMPTION PROGRAM.

RICE - THE Z-GRAM WAS JULY 15, WHICH WOULD MEAN THAT IT HAD BEEN DRAFTED PROBABLY TWO OR THREE WEEKS BEFORE THE ACTUALLY MESSAGE ITSELF?

ADM - THAT'S RIGHT. AND I THINK IT WAS CLOSE ENOUGH, AS I RECALL, I RECALL CALLING VIETNAM AND SAYING DON'T STOP YOUR AMNESTY PROGRAM. SO THAT'S THE TIMING ON THAT. NOBODY WAS OVER-CONCERNED ABOUT ACOHOLICS BEFORE. AND ONE OF THE THINGS THAT YOU LEARNED EARLY ON WHEN YOU START TALKING ABOUT DRUG ABUSE AND CONTROL OF DRUG ABUSE, IS THAT YOU ARE TALKING OUT OF BOTH SIDES OF YOUR MOUTH IF YOU WEREN'T ALSO GOING TO DO SOMETHING ABOUT THE ACOHOLICS WHICH IS A BIGGER PROBLEM IN THE NAVY AND IS A BIGGER PROBLEM IN THE WORLD. AND IT TURNED OUT THAT ABOUT THE TIME THAT WE WERE GEARING UP OUR DRUG EDUCATION SHOP AND TRYING TO PUT TOGETHER AN ORGANIZATION TO CONTROL OR DRUG REHABILITATION AND SO FORTH, THERE APPEARED ON THE SCENE A CAPTAIN BACKSTER WHO IS A RECOVERED ACOHOLIC, WHO HAD KNOW OF A SMALL ALCOHOLIC REHABILITATION EFFORT THAT WAS GOING ON OUT IN LONG BEACH, KIND OF A BOOT STRAP OPERATION UNDER THE AGIST. OF BUMED AND THAT HAD BEEN GOING ON FOR A COUPLE OF YEARS. IT HAD BEEN SET UP BY A DOCTOR AZUSKA WHO WAS A NAVY MEDICAL OFFICER WHO RETIRED AS A CAPTAIN, HIS BROTHER AND SISTER IN LAW THROUGH SOME TYPE OF INVOLVEMENT WITH ALCOHOLISM, BOTH LOST THEIR LIVES, HE BECAME A ZEALOT IN ALCOHOLIC REHABILITATION, CONVINCED BUMED TO GIVE HIM A WING OF THE PALCE TO OPERATE AND HE WORKING WITH AA AND ALL SORTS OF EXPERIMENTATIONS PUT TOGETHER THE REHABILITATION PROGRAM OUT THERE. THIS CAPTAIN BACKSTER WAS AWARE OF THAT. HE ACTUALLY MADE HIS RECOVERY ON HIS OWN WORKING THROUGH AA WITH THE HELP OF SOMEBODY ELSE WHO HAD GOTTEN HIM INVOLVED. SO HE CAME TO US ABOUT THE TIME

ADM RAUCH'S INTERVIEW WITH MR. RICE

WE WERE STARTING TO THINK WELL, WE'RE GOING TO HAVE TO DO SOMETHING ABOUT THIS ALCOHOL PROBLEM TOO. AND FINALLY HE STARTED WORKING FOR ME, AND WE THEN STARTED TO PUT TOGETHER WHAT WAS THE NAVY'S ALCOHOL PROGRAM, WHICH IS PROBABLY NOW AS GOOD AS ANYBODY'S IN THE WORLD.

RICE - DID THIS ALSO COME UP IN A COROLLARY WAY WHEN YOU WERE LOOKING INTO THE WHOLE PROBLEM OF NAVY FAMILY LIFE, IT MIGHT SURFACE THROUGH THAT TOO?

ADM - NOT REALLY. WHERE IT CAME UP REALLY WAS TWO-FOLD. BECAUSE OF THE DRUG THING, IT WAS OBVIOUS TO ALL THE SERVICES THAT THEY ALSO HAD TO LOOK AT THE ALCOHOL. SENATOR HUGHES WAS ALSO VERY INTERESTED IN THE MILITARY GETTING BOTH THE DRUG REHABILITATION CAPABILITY AND A ALCOHOL REHABILITATION CAPABILITY SINCE SENATOR HUGHES IS HIMSELF A RECOVERED ALCOHOLIC. SO IT WAS REALLY THROUGH TRYING TO EXPAND THE DRUG PROGRAM AND IN THE FORTUNE THAT THE NAVY'S HAVING HAD A COUPLE OF YEARS IN A SMALL THING THAT WE WERE ABLE TO BUILD ON.

RICE - HASN'T THE NAVY BEEN THE SERVICE PIONEER IN ALCOHOL PROGRAMS?

ADM - THE AIR FORCE WOULD NOT LET YOU GET BY WITH SAYING THAT THAT, BUT IF YOU TALKED TO THE NATION'S LEADERS IN THE ALCOHOLISM AND ALCOLICS IN THIS AREA YOU'LL FIND THAT THE NAVY IS CONSIDERED TO BE THE FINEST. AND WE HAVE ONE OF THE MOST EXPENSIVE PROGRAMS THERE IS RIGHT NOW. THERE WAS NO SWEAT AT ALL WITH ADMIRAL ZUMWALT SEEING THE WISDOM OF THIS AND SUPPORTING IT, BUT IT IS NOT A THING THAT WAS PARTICULARLY ON HIS MIND UNTIL IT WAS POINTED OUT THE NECESSITY TO TAKE THIS ONE TOO. OF COURSE, IT WAS THE

ADM RAUCH'S INTERVIEW WITH MR. RICE

KIND OF THING THAT HE WAS VERY SUPPORTIVE OF AND HE GETS MORE THAN SUPPORTIVE ONCE HE FINDS OUT THIS IS THE DIRECTION WE SHOULD GO THEN HE BECOMES THE PUSHER.

RICE - I REALIZE ALSO THAT IN SPITE OF THE FACT THAT 57 AND 66 AND THOSE ARE THE FAMOUS Z-GRAMS, THERE ARE OTHER ONES THAT ARE MUCH MORE TO THE POINT AS FAR AS, AT LEAST THE RETENTION PROGRAM WAS CONCERNED.

ADM - RIGHT. COULD I TALK TO YOU A LITTLE BIT ABOUT WHERE THE IDEAS CAME FROM OR DO YOU GET THAT ALL? THE RETENTION STUDY GROUP.

RICE - I'D RATHER YOU TALK FIRST ABOUT, WELL MAYBE WE'RE TALKING ABOUT THE SAME THING. ABOUT HOW THE WHOLE OPERATION WORKED-- KIND OF THE Z-GRAM OPERATION WORKED, YES, WHERE THE IDEAS CAME FROM, WHAT THE PROCEDURES FOR PUTTING THEM OUT; WHAT THE CRITERIA FOR MAKING SOMETHING AS Z-GRAM WAS; WHAT THE ONES THAT THE OFFICE THOUGHT OF AS MOST IMPORTANT FOR AND HOW THEY GOT PUBLICIZED, YOU KNOW, HOW DID THEY GET INTO THE PRESS, DID YOU ACTUALLY PUT OUT REALEASES ABOUT THEM OR DID THEY CREEP INTO THE PRESS OR YOU KNOW, ALL THAT KIND OF STUFF.

ADM - HE CAME INTO THE JOB WITH A LIST OF THINGS THAT HE HAD PUT TOGETHER THAT HE WANTED TO BASED ON HIS PREVIOUS COMMAND EXPERIENCE AND BASED ON WHAT HE SAW IN VIETNAM AND HE HAD ASKED FOR SOME SUGGESTIONS BEFORE HE LEFT VIETNAM TOO, ON SOME THINGS THAT MIGHT BE LOOKED AT. SO CAPTAIN TIDD, WHO WAS HIS CHIEF OF STAFF HAD BEEN RELIEVED, AND HE CAME BACK--THEY KIND OF MADE AN INSPECTION TOUR OF THE FLEETS ON THE WAY BACK TO WASHINGTON FROM VIETNAM. IT WAS KIND OF A AROUND THE WORLD TRIP ALMOST. AND SO, HE KIND OF ARRIVED IN THE CITY WITH A LIST OF THINGS THAT HE

ADM RAUCH'S INTERVIEW WITH MR. RICE

WANTED TO DO. ONE OF THE THING THAT I THINK HE KIND OF PICKED UP -- LET ME TELL YOU HOW HE GOT IT--- THERE WAS ALSO A YOUNG OFFICER WHO HAD WORKED FOR US IN VIETNAM, A FINE YOUNG MAN WHO WAS A GOOD FRIEND OF HIS SON, ELMO, THAT'S JUST INCIDENTAL, NAME OF DAVE HALPRIN--AND YOU MAY WANT TOGETHER ON THAT.

RICE - YOU MEAN THE ONE THAT GOT ON KISSINGER'S STAFF?

ADM - RIGHT. DAVE WAS ALSO ON THAT TRIP WHEN THEY CAME BACK AND HE TALKED WITH YOUNG PEOPLE AND HE GOT THE COMMANDING OFFICERS OF THE SMALL UNITS WHILE THE ADMIRAL WAS TALKING TO THE FLEET COMMANDERS. THE ADMIRAL TALKED TO HIM AND TO CAPTAIN TIDD AND TOGETHER THEY PUT TOGETHER SOME IDEAS OF SOME THINGS THAT THEY WANTED TO DO. ONE OF THESE WAS THE "CHICKEN REGULATIONS" THING. IN FACT, THE FIRST TIME I SAW ADM ZUMWALT AFTER HE GOT BACK, I REMEMBER RIDING WITH HIM SOMEWHERE AND HE SAYS, CHICK ONE OF THE THINGS THAT I WANT PUT OUT, I DON'T KNOW WHAT'S GOING TO BE IN IT EXACTLY, BUT I KNOW THE TITLE OF IT. IT'S GOING TO BE "MICKEY MOUSE, ELIMINATION OF".

RICE - GLAD IT DIDN'T GO OUT LIKE THAT.

ADM - WELL, YOU'LL SEE ALL THAT, BECAUSE IT WAS LIKE THAT THEN IT GOT CHANGED. AT THE VERY LAST MINUTE, MICKEY MOUSE GOT LEFT OUT.

RICE - WELL, MICKEY MOUSE IS IN THE TEXT THOUGH.

ADM - I GUESS IT IS. THE OTHER THING THAT HE WANTED EARLY ON WAS, AND THIS IS NOT OF MUCH SIGNIFICANCE AS IT TURNS OUT, BUT IT WAS A LETTER TO ALL COMMANDING OFFICERS ON THE SUBJECT OF COMMAND.

ADM RAUCH'S INTERVIEW WITH MR. RICE

AND ANOTHER THING THAT HE WANTED TO DO WAS CALL IN, IN SMALL GROUPS, REPRESENTATIVES OF VARIOUS COMMUNITIES, HAVE THEM BRAINED STORMED FOR A WEEK UNDER THE DIRECTION OF LT DAVE HALPRIN AND AT THE END OF THE WEEK, PRESENT TO HIM AND LATER TO THE SECRETARY OF THE NAVY ALSO, BUT AT FIRST IT WAS JUST FOR HIM, SOME OF THEIR IDEAS ESSENTIALLY ON HOW THE NAVY COULD BE IMPROVED. THE FIRST ONE WAS THE JUNIOR OFFICERS FROM THE SURFACE COMMUNITY AND SECOND JUNIOR OFFICERS, I BELIEVE, EITHER FORM THE SUBMARINE OR AIR COMMUNITY AND THE NEXT WAS THE OTHER. SOMEWHERE IN THERE, IT SEEMED LIKE A GOOD IDEA, BECAUSE OF SOME OF THE THINGS HE HAD HEARD IN SOME OF THE EARLIER ONES, TO BRING THE WIVES BACK TOO. AS A MATTER OF FACT, IT THINK AIR WAS SECOND AND THE THIRD WAS SUBMARINES BECAUSE I REMEMBER SOME OF THE WIVES CAME WHEN THE SUBMARINERS CAME. AND THEN, EARLY ON, WE SAID WE BETTER ALSO TALK TO SOME OF THE ENLISTED PEOPLE. AND THEN OUT OF THESE IDEAS, THEN CAPTAIN TIDD, WOULD TAKE--YOU KNOW HE WAS THE MANAGEMENT GUY TAKING THE NOTES, MAKING SURE NOTHING FALLS THROUGH THE CRACKS,---WELL FIRST, ADM ZUMWALT WOULD SIT DOWN WITH LT. HALPRIN, SOMETIMES I WAS THERE, SOMETIMES I WASN'T; SOMETIMES CAPTAIN TIDD WAS THERE AND HE'D SAY THIS IDEA I DON'T THINK WE COULDN'T DO WITHOUT FURTHER STAFFING, LET'S DO THIS ONE RIGHT NOW. HERE'S ONE THAT GOING TO HAVE TO HAVE A LAW PASSED, BUT LET'S GO AHEAD AND TELL SOMEBODY TO START INITIATING LEGISLATION. HERE'S ANOTHER ONE WE COULD DO RIGHT NOW AND SO FORTH. AND THEN WE WENT BACK, WE WOULD WRITE UP ACTION TO THE APPROPRIATE ACTION

ADM RAUCH'S INTERVIEW WITH MR. RICE

--ACTION SHEETS, TO THE APPROPRIATE OFFICE, WHICH GOT TO BE KNOW AS GREE STRIPS, BECAUSE ADM TIDD ALWAYS OR CAPTAIN TIDD WRITE EVERYTHING IN GREEN, SO WHEN HE MADE UP THE FORMS THAT THESE WENT OUT ON, HE'D HAVE THEM ORDER THEM IN GREEN. SO THESE WOULD GO OUT TO THE APPROPRIATE PLACE, GENERALLY IT WAS TO THE CHIEF OF NAVAL PERSONNEL.

RICE - YES, GENERALLY PERSONNEL. I NOTICED BY THE DRAFTING, MOST OF THEM WERE DRAFTED BY PERSONNEL.

ADM - RIGHT. BUT THESE THINGS THAT CAME ABOUT WAS ALWAYS BY THE RETENTION STUDY GROUPS, SOMETIMES IT HAD INVOLVEMENT BY SUPPLY PEOPLE, SOMETIMES EVEN BY THE NAVY MATERIAL COMMAND OUTSIDE OF SUPPLY.

RICE- THIS PROCEDURE IS WHAT ACCOUNTS FOR THE RATHER RANDOM ORDER OF HOW THEY CAME OUT.

ADM - PRECISELY. NOW, HE WANTED THEM PRETTY WELL BALANCED. HE DIDN'T WANT EVERYTHING JUST ALL GOODY-GOODY STUFF. HE WANTED SOME OPERATIONAL FUN AND ZEST TYPE OF THING, WHICH YOU'LL SEE.

RICE - AND HE ALSO WANTED THINGS THAT APPLIED TO ALL RANKS AND RATINGS?

ADM - THAT'S RIGHT. HE WAS VERY CONSCIOUS OF THAT VERY EARLY ON, ALTHOUGH A LOT OF PEOPLE CRITICIZED THAT IT WAS MOSTLY FOR YOUNG PEOPLE. VERY EARLY ON WE WERE LOOKING HOW MUCH REALLY IS JUST FOR THE YOUNG PEOPLE, AND HOW MUCH IS FOR EVERYBODY, BECAUSE MOST OF THEM REALLY WERE FOR EVERYBODY, THE MAJORITY OF THEM.

RICE - A LOT OF THEM WERE DIRECTIVES SPECIFICALLY FOR --SEVERAL WERE DIRECTIVES SPECIFICALLY TO CHIEFS OR SENIOR OFFICERS.

ADM - THAT'S RIGHT. SO THEN THE OFFICE THAT HAD THE PRIMARY