

Tape #24 Side A

Z:

When I took command of the Naval forces in South Vietnam, in Sept. of 1968, there were about 38 thousand officers and men in the force. I. . .

R: How were they deployed basically. . .

Z: About 10 thousand of these were located in the I Corps at the Naval Support Activity-~~REMOVED~~ Da Nang as a logistics support force, for the Marine Corps. And the rest were in headquarters and in the Naval forces, ranging all the way ~~x~~ from ships down through helicopters, to small craft. I began the practice of visiting different activities ~~x~~ everyday by helicopter, and almost everyday of the 20 months ~~z~~ was in the air, doing so. It rapidly developed that the best way to come to grips with the problems in each place, was first to meet~~ix~~ with the leadership, and second to assemble the entire group to first explain to them what our objectives were, and second to take their questions. This was a period of ~~f~~ dramatic change and tension because we were moving from the major rivers and the coastal patrols, into the narrow canals and smaller rivers of the delta, and ~~x~~ sailors who had not been shot at very often suddenly found themselves in the thick of the action, along with the soldiers. By about the third month, we were experiencing casualties at the rate of 6%. Which meant that for a period of the two or three months that these casualties ~~xxxx~~ were going on that high, each man out there had about three quarters of a chance to be killed or wounded during his year's tour. So, it was a very important thing for me to be with them, and to be seen with them, and to. . .

R: 75% chance?

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Z: 6% a month were the casualty rates, and continued for a year

was 72. So it was very important for me to be with them, and to listen to them, to find out the nature of their problems, and to be very sure that in addition to doing everything we could to make the operations run as efficiently as possible, we were solving any of the problems that were solvable. I also visited hundreds of the wounded, during the course of those months. The thing that stood out above all else was first the fact that there were almost no complaints about having to be in Southeast Asia fighting the war. Second that there were many questions in each of the rap sessions, and ~~in~~ during the visits to the wounded in the hospitals, asking why it ~~is~~ ^{is} not possible for we who have volunteered to join the Navy and further volunteered to fight an unpopular war, to be permitted to look like the lifestyles from which we come. In addition to questions about hair and beards, there were many questions about the other kinds of Mickey Mouse regulations which led me to conclude, that here were a groups of men who understood patriotism, understood the need to fight, and yet ~~never~~ notwithstanding those bonafides were seriously able to question the Navy's attitudes toward personnel administration. This included not just the 18, 19 year old recruits, but some of the seasoned, petty officers, and the officers of several years experience.

R: What surprises me is that out there in jungle bases, and on small craft. . .

Z: The primary complaint had to do with the hair standards. And we therefore changed them, and tacitly authorized our people to wear beards and moustaches. But there were larger ships, for example the ~~sk~~ large ships in support of the mobile rivering, and flotilla - barracks ships, and lining ship tanks and so forth, which were able

to practice much of the ritual of the ships at sea. These changes in Vietnam included another rather novel departure. Navy regulations prevent the consumption of alcoholic beverages on board ship, yet there were no clubs ashore which ~~xxx~~ our sailors, anchoring, or steaming into the rivers, could go. And so we began the practice of tying barges up along side the bigger ships, which were anchored in the river, to serve as ~~fixxxx~~ floating bases for the smaller craft, and to permit the sailors to go off the ship onto the adjacent barge, and have their beer. This worked beautifully and there were no important abuses.

R: There are no booze on water runs now?

Z: Not since Josephus Daniels was Secretary of the Navy in ~~the~~ the early 1920's, and outlawed it when his son became very ~~drunk~~ drunk. The net of what I learned from these discussions, and what I observed by making some changes that didn't interfere with fighting qualities, good order and discipline, led me to conclude, when I came back to take the job in ~~xxxx~~ Washington and ~~it~~ looked at the problem we had of bringing up reenlistment rates and changing the Navy's image, that I could apply the same doctrine here.

R: Was it common to all the services?

Z: I'm frequently asked how Mickey Mouse came to be in the Navy, and whether or not it existed in other services, the Naval traditions go back centuries, and in their most recent incarnation, that is the last two or three hundred years, they have a very heavy influence from the British Navy. From this era, there is, there ~~has~~ has been inherited a tradition which fortunately is not the, not used by a majority of Naval leaders, that the sailors can be treated ~~x~~ in a ~~not~~ very

authoritarian fashion. Th, in the old days Navies got their personnel by shang-haing them, they were the dregs in many cases, the cat o'nine tails was in use, the idea was to use any kind of device to ~~giz~~ get them in and then tyranny to amintain discipline. Even in the more enlighteden era in the Navy, in which I served, there were sterile Naval leaders, whom I would ~~ju~~ judge to represent 15% of the Naval officers, who believed in practicing the kid of discipline that I would ~~g~~ describe as that of a martinet. Thatx is, no effort was made to understand the needs and aspirations of the men as individuals. No effort was made to provide suitable relief from the dull and monotonous ~~sk~~ ^{at} sea, no effort was made truly to ~~g~~ accomodate to legitimate needs in~~g~~ port. That is, there were always some leaders who didn't hesitate to interfere with leave and liberty for reasons ~~km~~ that were frequently not mission-related, and there, and this type of leadership very frequently did not make any ~~g~~ weffort to get to know the individual members of the crew, and understand their individual needs and aspirations. As I have described earlier, in World War II, a great deal was done to leaven this as citizen sailors came in, and as many of them stayed on in the Navy, who were non-Naval Academy graduates, we saw a rather remarkable improvement in Naval leadership but nevertheless there was a strong minority view that continued to believe that with the draft chasing them in, the strictest form of approach to discipline was all that was required. The Marines have had a similar tradition. My view of the Air Force is that it being a newer organization, without the centuries to go back to, they've always had a more enlightened attitude toward personnel administration, and much of what I have sought to do ~~kk~~ in the ~~Nx~~ Navy I've pattereded on what seemed to me to be ~~kkxxxxxx~~ their more enlightened

approach to personnel. The Army's record has been a spotty one, that is it seems to have varied a great deal over the generations. If one backed away from the problem still further, I think that you'd have to conclude that its possible to maintain the very tightly controlled, unenlightened approach to discipline, if the military services are sufficiently small. Back before World War II, the Marines and the Navy were very small organizations, drawing from a very large population, and it was possible to find the 30 to 100,000 people necessary to man an organization, and keep sufficient of them in over time to run it. In the Post-World War II as we retained very large forces, it was increasingly more difficult to do so. And now that we've entered an all volunteer era, where we don't have draft pressure, in my view it is going to be extremely difficult to get sufficient numbers, unless all the services are able to get across to their officers and petty officers, the need to make men want to obey, through the intelligence obedience of orders, as a result of the kind of enlightened leadership that we are endeavoring to practice in the Navy. There are two other phenomena that need to be mentioned in connection with the nature of discipline, and the capability to maintain an allvolunteer force. One of these is the economic pattern on the outside. During the depression years, the Navy was able to acquire any numbers of highly highly talented and intelligent young men, who simply couldn't afford to go to college and couldn't find jobs. And these permitted us to enter World War II with a very fine nucleus of extremely competent petty officers. During the post-war years when times were good, it was very difficult to maintain this kind of quality. As we enter a more difficult economic era, we may find this reversing. So this is a ~~skin~~ 24-A-5[?] effect.

There is a second pattern and that is one that is exponential in nature. The increasing complexity of Naval ~~we~~ weapons systems, has made it necessary for the Navy to have larger and larger a numbers of ~~petty~~ petty officers. Just 15 years ago 53% of our requirements were petty officers, and now in truth they ought to be about 65%, although the Defense Department doesn't let us go up quite ~~that~~ that high. And these petty officers have to be much better technicians than was required 15 years ago, as the Navy enters the ~~field~~ field of nuclear propulsion, guided missile ~~technology~~ technology, electronics warfare, and all the other host of technical ~~skills~~ skills that are required to fight modern Naval war. The person needed for these technical jobs, tends to be the kind who neither needs authoritarian ~~discipline~~ discipline, nor welcomes it. With regard to what I know and felt personally about ~~and~~ and abrasiveness in the Navy, I have to say that as an individual I really didn't suffer as I came along. I've always enjoyed working long hours, and throwing myself fully into whatever task I had, I ~~king~~ always found myself sufficiently consumed with interest in the substance of the job, that I was somewhat unaware of any of the external factors ~~surrounding~~ surrounding the job. Therefore, my perception of the ~~effect~~ effect of Micky Mouse and Chicken ~~has~~ has really been the perceptions that I have picked up from discussions with officers and men, going back to the period when I was a division officer, later a Head of Department, still later an Executive Officer and Commanding Officer, and finally in my various flag jobs.

R: Did you see the necessity ~~is~~ for all this though?

Z: For this reason having had a career filled with what I consider
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to be filled professional fun and zest, it seemed to me that it ought

to be possible to so structure our Navy that everyone could find that same degree of satisfaction, by minimizing the rules and regulations that unnecessarily confront that opportunity. That is, it seemed to me that wherever one could do away with those rules and regulations which were merely barnacles from the past, while preserving those that were necessary for the maintenance of good order and discipline, one ought to do so.

Why I felt I had to move on people.

In addition to the insights that I have described earlier, with regard to my own ~~experiences~~ experiences, in earlier commands, and in command of the Naval Forces - Vietnam, on the trip back, after I had been relieved of command in Vietnam, and which I have also described elsewhere, I visited units of the U. S. 7th Fleet, and its commander, Vice-Admiral Moss Weisner, later to become ~~my~~ my Vice-Chief of Naval Operations, and now Commander-in-Chief of the Pacific Fleet. And then over on the otherside of the world, visited units of the U. S. 6th Fleet, who were then under the Command of Vice-Admiral Dave Richardson. In both places, from my discussions with the fleet commanders, with the commanding officers of the units visited, and with selected groups of officers and petty officers, I came away with the conclusion, that we had a Navy which was working its heart out to perform its mission, but which was being administered in an era of a draft, with the presumption that there would always be sufficient numbers coming in against which to hammer out the finished product. And it was clear to me that there were going to have to be significant changes made in order to persuade enough of the wonderful young men I was meeting to re-enlist and remain with the Navy, and in

order to so change the Navy's image that we could adequate numbers of recruits. The kinds of complaints and dissatisfactions that I encountered ran the range of those problems that have subsequently in the Z-grams. An awful lot of the frustrations, dealt with the demeaning and abrasive regulations which subsequently cancelled in Z-57. Others had to do with the unacceptably long sea tours, and the need for shorter portal to portal to planets. The need for more shore duty. Questions concerning why it was necessary to have the duty every third day back in the U. S. when it ought to be possible to man a ship in port at night with a smaller fraction. I came away from these sets of meetings, as I had in Vietnam, convinced that I knew quite a bit about the specific causes of concern, but that one needed a still more formal process for casting the net to get them all, and as a result soon after I took command of the Navy, I initiated the practice of bringing retention boards to Washington from each segment of the fleet so we could measure in finer grain the specific dissatisfactions.

R: Did many people tell you flatly right out that they were not going to re-enlist?

Z: Yes. Many of the officers to whom I spoke, stated that they would not stay beyond their period of obligated service. The overwhelming majority of sailors, stated that they had no intention of re-enlisting. So that my own private findings, convinced me that the Navy's figure of 10% re-enlistment for its first cruise sailors was very accurate. These perceptions in the 6th and 7th fleet were not surprising to me, because they really checked, they really correlated very closely with what I had been hearing from those 37 thousand and young officers and sailors in Vietnam, the very large

majority of whom had come from fleet ships.

Mouza: ~~xxxxxxx~~, It's sort of interesting, for myself, till then I was just a wife of a young officer, and everybody could just tell me what to do or not to do. And then when Bud became a commanding officer of ship, I realized that I was playing an entirely different role. And I have always been very very grateful, that I did have some very unfortunate experiences. Well, just nomatter how you look at it, ~~xxxxxxx~~ to me, actually they were ~~xxxxxxx~~ fortunate experiences, because it was something that stayed with me, and also made me more understanding of the young wives. So, in a way I'm really very grateful to my very unfortunate experiences, because it made me to mature and realize that you have to consider the other people, and I also realize no matter, the commanding officer ~~and~~ ^{of} his wife, I mean, he also has to have all the help from the little people. . .

Z: What ~~x~~ were some of the ~~xxxx~~ things you remember sweetie?

You were able to persuade several of the wives that their husbands ought to stay in the Navy. . .

Mouza: Well, like on the Isbell particularly, the main concern of the ~~x~~ young wives was that. . .the attitude of senior wives to younger, they always felt that they weren't included in things, frequently, but not necessarily always, but in some cases. In the Isbell, we were very fortunate, I had a marvelous group of ladies, and I worked ~~x~~ with them, and particularly, one of the ladies I was very close with, we really worked together, and convinced some of the young wives, that it would be a tremendous thing if they would stay in the Navy.

R: Where was this?

Mouza: In San Diego.

R: That's a kind of a Navy town,

M: Very ~~xxx~~ much so.

R: What kinds of places were you all living in. Apartments around the town, or houses around the town. . .

M: Yes, in small houses, most of the time we lived in small houses, private homes. Spread around the city, and particularly when the husbands were away, and that was when there was ~~f~~ concern for the young wives, because it was kind of a frightening experience, when ~~xxx~~ suddenly left there alone with the family. The husband goes away for 6 ~~xxx~~ months, it's a long long period of time, and when their gone 6 ~~x~~ months, it seems like 60 years, and when they come back home for 6 months, it's just like 6 days. And that's where the skipper's wife can keep them all together. If you try to call them, and in the evening I'd call and talk to them, and if they have any problems or so, you give them advice, not necessarily are they going to take it, but you know, sometimes ^{they} ~~you~~ would. . .

R: Did they have any ~~xxx~~ outside independent social life, or life of any kind themselves, the young women.

M: Well, that's the interesting part. Way, way back on the Isbell, that's about 15 years ago, it was very interesting, at that time I think the young wife ~~x~~ was more inclined to stay in their own group.

R: With the other wives?

~~xx~~ M: Yes with the Navy sort of, and most of the time ~~it~~ was a very common thing to have coffees, luncheons, all those typical what the wives ~~x~~ would do in the ~~xxx~~ morning, particularly when their children were away in school. But I think it's an interesting change now.

The young wives are not that eager to go and have a cup of tea, and talk about ~~the~~ the weather or the children. They actually are going and

having education. Or they, rather to do something more constructive, than just to have a chit-chat.

R: What makes you think so?

M: Well because in the last four years particularly, I noticed that the wives were more interested in solid things.

Z: Part of that Mouza, I think may be that the ones that turned out and went somewhere, were the ones who more interested in that kind of thing. Whereas when you were skipper, you were aware of those who ~~were~~ weren't turning out.

M: Well, that's probably true. Because there I had everybody, and I had to work with all of them with the different interests. . . here. . .

R: It wasn't just the wives from one ship who were together. . .

M: No, here we're speaking about. . .

Z: . . . to do it by ship.

M: Yes, by ship.

R: Even with the hundreds of Navy families there are in San Diego?

M: That's right, ~~kk~~ but they're all spread, of course in the neighborhood, they might have some off the ship, not particularly on that ship.

~~Mxx~~

R: But it would tend to be Navy?

M: Oh yes, typically Navy.

Z: Typically the group would tend to hang together because they were assigned to the same ship, but each of them would have a friend ~~or~~ or two they'd served with somewhere else, and that kind of thing.

R: But not part of the community life of San Diego.

M: Not at that time. At that time, I would definitely say that it

was just still in the Navy.

R: Does this go with you to?

E: No, we as a matter of fact, always made our own policy that we would never live in the military entirely. Of course we were you know, different services. Like when we used to live in Annandale, for example, we had the different services there, and civilians as well. . . (end side A).

Tape 24 Side B

M: ~~Yes~~ We, tried to. . . we were very successful in that because we have civilian friends. Ever ~~since~~ ^{thing kind of} worked out with our children, actually their ~~friends~~ friends were civilian.

R: the wives, what ~~are~~ particular kinds of things did you hear, as being the complaints of the men, as far as deterring them from wanting to stay in or. . .

dM: The men or the Wives?

R: Both actually.

M;; Well, of course, that's something I cannot really answer very well, but the wives sometimes, you see, even if the men, we have quite a few cases on the Isbell as a matter of fact, the one particular case I'm thinking of where the ~~man~~ man was a very outstanding man you see. And we wanted to stay in, but his wife didn't ~~want~~ want/

R: Why didn't she want it?

M;; She didn't want it because she felt that it was just kind of- they didn't have any children, and they were newlyweds, and she felt that it would be very difficult for her to get to know the Navy Wives. She felt the Navy wives were different. She came from a very small hometown, somewhere in the middle West, and so she thought it would be very difficult for her. But then when we were talking to her and trying to get ~~her~~ here to realize actually what a tremendous opportunity she had, being in a service. . . perhaps it was a little . . . well in a way I thought it was. First of all I knew that he was a very outstanding officer, and we needed him. And then I thought that she had potential that she would very good for the young wives. She was a very warm person, very interested in many things, in music, and in art, and loved to read, and I felt we needed that. So then we tried

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