

TAPE #39

1

9/19/74 Draft of Outline for

ON WATCH (Standing Watch?)

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PREFACE

A short (1000-to-1500-word) personal statement, a draft of which Z already has dictated, explaining why he wrote the book. Chiefly, the reason is to bring into the open the issues critical to America's national security that he believes the Nixon Administration, and particularly Henry Kissinger, swept under the rug during the time Z was Chief of Naval Operations. A second reason is to inform the country, at a time when many people distrust the Military, of the seriousness and dedication with which the Navy tries to adapt its traditions and dynamics to a rapidly changing world.

Introduction - Chapter 1

THE SUMMONS

A relatively short narrative of the events leading up to and immediately preceding Z's appointment as CNO: a briefing he gave Melvin Laird in Vietnam; an interview he had with John Chafee, Secretary of the Navy; some speculation on Chafee's options and why he chose the Z one; an account of the phone call to Saigon and the trip home, of the confirmation hearings, of the swearing-in ceremony; an evocation of his feelings about becoming the youngest CNO in history. Several good anecdotes here. Drafts of most of the parts of this chapter already exist. (A map of Vietnam here or somewhere would make the Laird briefing and other sections of the book a good deal easier to understand.)

Introduction - Chapter 2

THE CUT OF MY JOB

A chapter that, obviously, introduces the book's protagonist with, among other things: a smattering of autobiography; an account of Z's varied naval experiences and how, if at all, they contributed to his ability to run the Navy; a statement of his views on subjects as various as modern naval strategy & tactics, styles of command, the Vietnam war, military discipline and arms limitations; some speculation on what the various factions and constituencies in the Navy thought of him and he of them. This may be one of the book's critical chapters because it is the one that, if it succeeds, will convince the reader that Z is a man worth spending time with. In our view it will be well to let the various, and numerous, pieces of this chapter assemble themselves in our minds as we work on other parts of the book. They are not yet so assembled, which is why this first description is vague. In short, this will probably be one of the last chapters we do.

Part I - Platforms and Weapons - Chapter 1

REALITIES AND PROBABILITIES - 1970

An expository chapter, mostly, that describes one of the gigantic problems Z faced from the outset: the erosion of America's naval establishment, and the building up of Russia's. There will be a bit of relevant naval history. There will be details about kinds of ships and planes and weapons systems on both sides, which we hope to make as science-fictiony as is consistent with accuracy. Inevitably, there will be statistics--as few as possible. A principal theme will be Z's "probability" calculations, which will cause him so much grief as the plot thickens. The narrative also will be sustained by an account of the two weeks of study Z engaged in immediately before his inauguration, and his conclusion as a result that since the Navy had no chance of getting what it would like to have from this--or any other--administration his first task as CNO was to devise a way of balancing resources against needs, today against tomorrow, that the Navy could live with. This won't be the liveliest chapter in the book, but it is an indispensable one.

Part 1 - Chapter -

HIGH-LOW (PROJECT 60?)

An account of Project 60, so called because it was executed during the first 60 days of Z's watch. It was a staff exercise that produced the aforementioned balanced plan of naval modernization (High-Low.) High-Low, which Z - with middling success - spent the next 3 years, 10 months trying to get adopted, involved hedging against the long time and vast sums of money it takes to get super-effective ships like nuclear carriers built and deployed by turning out fast various kinds of cheaper, if less effective, ships. There's a certain amount of opportunity for science fiction here too: airborne radar systems that can tract 24 targets simultaneously and fire missiles at the six most threatening; Hydrofoil ships that can cruise at 100 knots, thus outrunning torpedoes, etc. Don't despair, Roger. We'll give you some sex and violence yet.

Part I - Chapter 3

THE RICKOVER COMPLICATION

A look at Rickover's curious empire, more curious modus operandi, and most curious personality from the vantage point of his nominal (but never his real-- he doesn't have one) boss. The chapter begins with a close-to-verbatim-and hilarious-account Z wrote back in the '50's immediately after being interviewed for a job by Rickover. Rickover consistently undercut the Low part of High-Low. Though he and Z, working together, won a tough battle for Trident (High), he fought Z on the Sea Control Ship (Low) and won. Anecdotes abound in this chapter. It looks at this early stage like one of the winners.

Part II - Chapter 4

THE PROCUREMENT COMPLICATION

A chief obstacle to putting High-Low into effect was Congressional suspicion--in some cases rather well justified--of procurement contracts and the performance of contractors, and the reluctance or inability of one civilian head of the Navy to perform their traditional job of handling such matters. (John Warner, Chafee's successor, will get some lumps in this chapter, he doubtless will in others; he's one of the book's subsidiary ~~vill~~ villains.) There will be accounts here of what went on with Grumman (the F-114, which is now deployed and whose success was one of E's big victories), with Litton's Pascagoula shipyards (D963 and the LHA; Roy Agg is out of Litton), and with Newport News shipyards (nuclear carriers and cargo ships). Frankly, this chapter gives R a headache and he hopes he can figure out some way of making it less ~~farxkxkx~~ forbidding than it now seems.

Part II - RANKS AND RATINGS - Chapter 1

Z-GRAMS

A problem as vexing as naval obsolescence that Z faced upon assuming command was the imminence of the end of the draft, which meant new difficulties in recruitment and retention. He became convinced that an All Volunteer Navy was an impossibility without modifying or abolishing all kinds of regulations, procedures and traditions that made life unnecessarily hard on Navy men and women, particularly those at sea or overseas. This decision accorded with his own predilections. He had become increasingly exasperated during his 30 years as an officer with racial prejudice in the Navy, with ~~the~~ the often gratuitous strains naval service put on family life, and with that whole category of pointless ways of doing things known as "Mickey Mouse". His experiences as a combat commander in Vietnam had enormously fortified his opinions on these subjects. This chapter will go into all that and then describe the genesis and operation of the Z-Grams--notably those concerning drugs and alcohol--that do not fit comfortably into any of the categories subsequent chapters deal with.

Part II - Chapter 2

MICKEY MOUSE, ELIMINATION OF

An almost surefire chapter dealing, mostly, with Z-Gram 57, the famous one permitting new hair styles, uniforms, etc. Though Z wanted this message to be one of his first, it didn't go out until the end of November because the Navy's senior commanders had so many comments on it. We have the folder that contains all of them, and they make amusing reading. Z also has endless Mickey Mouse anecdotes in his memory book, if you'll pardon this excursion down Tin Pan Alley. Finally, hair, uniforms, etc. continued to be an issue for months or years, and by now the body of commentary on these subjects, if it does not have the gross weight of the Talmud, ~~is~~^{is} almost as abstruse.

Part II - Chapter 3

FAMILIES

Of the deterrents to joining the Navy or staying in it, the greatest always has been the difficulty of having a family life there. Z & Mouza experienced a good deal of this themselves, and since family life means a great deal to them, Z has always been very conscious of the strains others were undergoing in this area. Indeed in Vietnam, Z initiated various programs designed to strengthen the family life of Vietnamese naval families. More Z-Grams were aimed at making Navy family life more liveable than any other objective. And one of the largest public controversies of Z's incumbency, over "homeporting" in Greece, arose from his belief that the Navy could not maintain the two carrier forces in the Mediterranean it needed unless the men in those forces could see their families regularly. There's a good deal of juice in this chapt r, including the voyage to Athens aboard a destroyer tender(?) a bunch of women and children made.

Part II - Chapter 4

SAILING SECOND CLASS

Z first found out how prejudiced some Navy people were when he brought his foreign-born wife to America. He found out how racist the Navy was when he worked for the Bureau of Personnel and was instructed in the ways of making sure black officers never advanced very far. He didn't like any of this. Z-66, issued in December of 1970, was the chief equal rights Z-Gram. It came out after he (and Nouza) had spent a considerable amount of time eliciting from black officers and men, and their wives, their grievances and their desires. The Z-Gram liberating the Navy's other group of second-class citizens, women, did not appear until August '71, principally because the Navy's top-ranking woman didn't want to liberate women. Besides, the hackles on the backs of various old admirals' necks bristled even more formidably over women at sea than they did over sideburns on sailors. An obviously safe chapter.

Part II - Chapter 5

THE FAT HITS THE FIRE (The Shit Hits the Fan?)

Through 1971 and the first half of 1972 I heard with increasing frequency how local commanders were ignoring E-66. Finally, in the fall of '72, for a variety of interesting reasons that will be detailed, racial incidents occurred first on the Hassayampa and the Kitty Hawk in Subic Bay, then visibly enough to make the headlines, on the Constellation in San Diego. The ensuing six or eight weeks almost cost I his job--"permissiveness" was what he was charged with; racial tolerance was what was held against him-- and the next two chapters describe those weeks play by play. This one ends with the Constellation incident.