

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?

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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

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

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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

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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 THERE-- AFTER 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---

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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 ---

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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

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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

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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

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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

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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.

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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

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--ACTION SHEETS, TO THE APPROPRIATE OFFICE, WHICH GOT TO BE KNOWN 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

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RESPONSIBILITY FOR THAT PARTICULAR AREA WOULD COME BACK WITH A PROGRAM AND A MESSAGE TO SEND OUT. I THINK BEFORE HE FINALLY TOOK OVER AS CNO HE GOT THE IDEA ONE DAY, THAT I THINK THESE ARE THE GENERAL MESSAGES THAT GO OUT TO ALL NAVY OPERATIONS PEOPLE AND SO ESSENTIALLY IT'S THE WHOLE NAVY AND IT'S CALLED A NAVOP FOR SHORT. AND NAVOPS LIKE ALL GENERAL MESSAGES HAVE A SERIAL NUMBER STARTING AT THE FIRST OF EACH YEAR. IT STARTED AT THE FIRST OF EACH FISCAL YEAR ----

RICE - HALF A DOZEN OF THEM GO OUT A DAY? NAVOPS.

ADM - IT'S A LARGE NUMBER. BUT HE SAID, I THINK THAT SO FEW PEOPLE KNOW, I'M PERSONALLY CONCERNED ABOUT SOME OF THESE THINGS THAT GO OUT, BECAUSE THERE ARE A LOT THAT GO OUT THROUGH THE BIG STAFFS, I THINK I'LL JUST PUT A Z NUMBER ON SOME OF THEM. AND I REMEMBER THAT THERE WAS A PERSON OR TWO THAT RECOMMENDED AGAINST IT, I DON'T KNOW WHY. BUT HE FINALLY SAID, I THINK I'LL DO IT ANYWAY. SO HE HAD DECIDED TO DO THAT EARLY ON JUST FOR THAT REASON SO THAT THE FLEET WOULD KNOW WHAT THE CNO HIMSELF WAS PERSONALLY INTERESTED IN VERSUS THE STANDARD STAFF THING THAT COMES OUT TO THE FLEET. HE ORIGINALLY HAD NOT NECESSARILY INTENDED THAT THEY BE ALL PERSONNEL ORIENT, BUT AS A MATTER OF FACT THE SECOND ONE HAD SOMETHING, IT WAS CONFIDENTIAL AND IT SOMETHING TO DO WITH THE WAY PEOPLE TREAT PUBLICATIONS OR SOMETHING LIKE THAT. BUT FROM THEN ON THEY ALL WERE, BECAUSE SOMEWHERE EARLY ON THE PRESS GOT AWFULLY INTERESTED IN THIS, AND I DON'T KNOW THE ANSWER TO YOUR QUESTION AS TO WHETHER THE PRESS JUST GOT INTERESTED OR WHETHER JACK DAVEY BROUGHT THE PRESS IN,

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PROBABLY THE LATTER, PROBABLY CDR DAVEY, NOW CAPTAIN DAVEY,
PROBABLY TRIED TO PUSH THESE, I DON'T KNOW.

RICE - IT'S PRETTY HARD FOR THE PRESS TO FIND OUT ABOUT NAVOPS.

ADM - BUT WHEN HE STARTED LETTING PEOPLE KNOW ABOUT THIS, THEN
THE PRESS PERKED UP A LITTLE BIT ON WHAT KIND OF THING IT WAS
SAYING. SO THEN THE DECISION WAS MADE THAT IT WOULD BE BEST TO
KEEP THEM ALL PERSONNEL ORIENTED, AND ALL UNCLASSIFIED.

RICE - THERE WAS ANOTHER ONE CONFIDENTIAL, I'D FOGOTTEN.

ADM - YES, IT WAS AROUND 52 OR SO, WHICH IS THE ONE I WROTE THAT
WAS GOING TO SET UP A SYSTEM WHERE YOU COULD WRITE A CLASSIFIED
THING TO ALL COMMANDING OFFICERS, COMMANDERS, OFFICERS IN CHARGE,
THIS SORT OF THING, SO THAT YOU WOULD HAVE COMMUNICATIONS WITH
THE PEOPLE IN COMMAND BY Z-GRAM EFFORT. BUT WE NEVER USED IT
BECAUSE DAVEY'S ADVICE WAS THAT THEY SHOULD ALL BE OUT IN THE
OPEN AND THE ONLY WAY THAT I WAS GOING TO USE THIS WAS THAT WE
WOULD DO IT ON A CONFIDENTIAL BASIS; SO THE SKIPPER, YOU KNOW,
COULD BE INFORMED OF SOMETHING, OR THE CNO COULD TALK TO THE
SKIPPER WITHOUT THE WHOLE WORLD AND EVERYBODY ELSE KNOWING ABOUT
IT, BUT IT WAS NOT USED.

RICE - CRYPTOGRAPHY WAS THE ONE.

ADM - THAT'S THE ONE, THAT'S THE NUMBER TWO. THEN THERE MAY HAVE
BEEN ONE TOWARDS THE END.

RICE- THERE WAS ONE TOWARDS THE END.

ADM - THAT'S PRETTY MUCH IN GENERALLY WHAT HAPPENED, THEN LIKE
I SAY WHEN THE MINI-STAFF WOULD GET THEM, MOST OF THEM WOULD COME

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TO MY OFFICE THEN I WOULD SHOTGUN THEM OUT TO ALL THOSE OTHER PEOPLE-----

RICE - SUBJECTS COULD ORIGINATE EITHER FROM THE RETENTION STUDY GROUP, RIGHT?

ADM - SUBJECTS ORIGINATED FROM ADM ZUMWALT'S OWN IDEAS FROM SOMEBODY THAT WAS CLOSE TO HIM OR FROM THE RETENTION STUDY GROUP, WHICH WAS THE BIGGEST GROUP OF THEM.

RICE - THE GREATEST NUMBER CAME FROM THEM?

ADM - RIGHT. AND MAYBE THE NEXT GREATEST NUMBER, AND I'M NOT SURE ABOUT THIS, BUT ANOTHER SOURCE WAS HIS VISITS TO THE FLEETS.

RICE - YOU MEAN WHAT PEOPLE TOLD HIM.

ADM - RIGHT. YOU KNOW, WHENEVER HE WENT OUT TO VISIT ANY AREA, HE WOULD ALWAYS ARRANGE TO TALK TO VARIOUS LEVELS OF PEOPLE.

HE'D ALWAYS TALK TO THE COMMAND, HE'D ALWAYS TALK IN THE WARD-ROOMS, HE'D ALWAYS TALK TO A GROUP OF CHIEFS, HE'D ALWAYS TALK TO A GROUP OF JUNIOR ENLISTED PEOPLE, TRYING TO FIND OUT WHAT WAS ON THEIR MINDS, HOW THINGS WERE GOING AND SO FORTH. EVERY NOW AND THEN-----

RICE - WAS HE EVER ABLE TO GET JUNIOR ENLISTED PEOPLE TO OPEN UP?

ADM - OH YES.

RICE - THEY AREN'T SCARED OF HIM?

ADM - NOT AT ALL. AS A MATTER OF FACT, IT JUST POURED OUT. AND EVEN IN A LARGE GROUP. SO GENERALLY SOMEBODY FROM CAPTAIN TIDD'S OFFICE WAS WITH HIM WHENEVER HE WOULD GO ON ONE OF THESE TRIPS AND EVERY TIME A GOOD IDEA WOULD GET WRITTEN DOWN, HE'D SAY, GOOD IDEA, WE'LL LOOK INTO THAT, THEN HE'D WRITE IT DOWN.

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THEN GO OUT AND ISSUE AN ACTION SHEET ON THE THING, THEN WE'D GET IT STAFFED AND LOOKED AT, AND IF HE AGREED WITH IT, THEN HE'D SEND IT OUT AS A Z-GRAM. BUT I CAN'T TELL WHICH ONES ORIGINATED FROM WHICH DIRECTION. I KNOW SOME OF THEM THAT ORIGINATED THROUGH OUR SHOP.

RICE - WERE SOME OF THE IMPORTANT ONES ON HIS MIND WHEN HE FIRST SAT IN THE CHAIR, FOR EXAMPLE, I GUESS, STANDARDS OF SERVICE WAS AN IMPORTANT ONE BY EVERYBODY. YOU ALL REGARDED THAT AS ONE OF THE CRITICAL ONES. HE DRAFTED THAT HIMSELF, IT SAID SO ON THE THING.

ADM - HE MAY HAVE CHANGED--HE DIDN'T DRAFT IT. THE GUY WHO DRAFTED THAT STANDARD OF SERVICE WAS A CAPTAIN OR COMMANDER IN BUPERS, WHO LATER CAME BACK AS EXECUTIVE ASSISTANT TO THE CHIEF OF NAVAL PERSONNEL. HE'S THE GUY WHO DID THE ORIGINAL DRAFT , BUT WAS PROBABLY CHANGED AROUND--

RICE - BUT THERE WERE A FEW THAT CARRIED HIS NAME AS DRAFTER, DID HE EVER ACTUALLY DRAFT ONE, THE EQUAL RIGHTS ONE CARRIES HIS NAME AS THE DRAFTER.

ADM - NO HE DIDN'T DRAFT THAT ONE.

RICE - WELL, WHY IS HIS NAME ON THEM?

ADM - I DON'T KNOW WHY WE DID IT, TO PROTECT THE INNOCENT I GUESS. I DON'T MEAN THE INNOCENT. TO PROTECT THE DRAFTER, BECAUSE, YOU KNOW, THAT MESSAGE GOES OUT ELECTRICALLY WITHOUT ANY OF THAT INFORMATION ON IT, BUT THE WAY THE MESSAGE GOES OUT TO THE STAFF IN WASHINGTON, IS THEY JUST DUPLICATE THE THING THAT WAS SENT IN

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TO BE OUT. SO IT'S GOT ON IT THE DRAFTER, SO THE THING YOU'VE SEEN GOES OUT TO EVERYBODY IN THE WASHINGTON AREA, THAT'S THE WAY THEY GET THEIR COPY OR AT LEAST IN THE PENTAGON.

RICE - ARE THERE SOME SUBJECTS THAT ARE SENSITIVE ENOUGH SO THAT YOU DON'T WANT TO GET SOME LIEUTENANT COMMANDER IN DUTCH OVER IT RIGHT?

ADM - LTE'S TALK ABOUT THE EQUAL OPPORTUNITY AREA IF YOU DON'T MIND. HE'S PROBABLY ALREADY TOLD YOU ABOUT THAT A LITTLE BIT.

RICE - WE REALLY HAVEN'T GOTTEN INTO THAT YET AT ALL. WE'VE ONLY HAD A FEW HOURS TOGETHER SO FAR.

ADM - WELL, I'M NOT QUITE SURE WHAT THE MOTIVATION IS, BUT --

RICE - CAN I ASK YOU TO DO SOMETHING? YOU CAN ALWAYS SAY YOU CAN'T DO IT. CAN YOU SAY CANDIDLY, SINCE THIS IS ONLY AMONGST US THREE, REALLY WHAT THIS NAVY SCENE IS IN REGARD TO , WELL ALL KINDS OF STARCHINESS , YOU KNOW, DISCRIMINATION, RACIAL RIOTS, THE PREROGATIVE OF A CAPTAIN, THE WHOLE (tape ran out on one side) I THINK IT'S IMPORTANT THAT THAT SCENE TO BE SETTLED. WHAT THE OLD NAVY WAS REALLY LIKE.

ADM - THE PROTOTYPE OF THE OLD NAVY IS THE BATTLESHIP. IT IS A VERY FORMAL THING. ALL OFFICERS WERE ADDRESSED AS MISTER AND IT WAS KIND OF THE GRAND OLD ERA OF THE NAVY. THE LARGE NUMBER OF PEOPLE AND FAIRLY STRICT DISCIPLINE. I THINK, ALSO THE DRESS, THE BATTLESHIP HAS THE REPUTATION OF YOU KNOW, YOU WOULDN'T GO UP TOPSIDE WITHOUT BEING IN PERFECTLY PROPER DRESS AND ALL THIS SORT OF THING. I THINK WE ARE FAR AWAY FROM THAT RIGHT NOW, BUT THERE ARE STILL VESTIGES OF IT LEFT OVER.

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RICE - WHO LIKE THAT?

ADM - THE OFFICERS WHO ARE IN CHARGE OF THE NAVY, AND THE CHIEFS WERE VERY COMFORTABLE WITH IT, THE CHIEF PETTY OFFICERS. THEY WORKED THEMSELVES UP, IN THE OLD DAYS IT WAS NOT UNCOMMON FOR A MAN TO COME ABOARD A SHIP AND TO SPEND HIS ENTIRE CAREER ON THE SAME SHIP. HE GOT VERY FAMILIAR WITH IT. HE BECAME AN EXPERT AND HIS WORD WAS LAW--

RICE - THIS IS AN ENLISTED MAN, AN OFFICER NEVER DID THAT.

ADM - NO, JUST AN ENLISTED MAN, WELL SOME OFFICERS. I REMEMBER WHEN I WENT ON MIDSHIPMAN CRUISE, IN 1944/45, I FORGET WHICH, A 4 OR 5 PIPER CRUISER, THE FIRST LIEUTENANT ON THERE, AND THE FIRST LIEUTENANT USED TO BE THE GUY WHO HAD CHARGE OF ALL THE DECK, HE WAS A LCDR WHO HAD COME ON THAT SHIP 17-20 YEARS AGO AS A SEAMAN, AND NEVER LEFT. NOW THAT'S UNUSUAL. BUT A CHIEF THAT FELT VERY COMFORTABLE IN THE ENVIRONMENT AND WAS COMPLETELY IN CHARGE OF THE SITUATION, EVERYBODY JUMPS WHEN HE SAID JUMP. THIS IS A FAIRLY COMFORTABLE THING, THERE IS NO THREAT TO THAT AT ALL.

RICE- DID ANNAPOLIS PREPARE JUNIOR OFFICERS FOR THIS? I GUESS IT DID, HUH?

ADM - I CAME TO ANNAPOLIS DURING THE WAR AND IT WAS STARTING TO CHANGE A LITTLE BIT, SO I DON'T REALLY KNOW. BUT I'D SAY TO A DEGREE, YES. THE OTHER THING YOU HAVE GOT TO REMEMBER IS WHERE EVERYBODY CAME FROM TODAY. THE NAVY WAS MADE UP OF MIDDLE CLASS WHITE AMERICANS, PREDOMINANTLY SOUTHERNS, OR SMALL TOWN PEOPLE IF THEY ARE FROM THE NORTH.

RICE - MOSTLY PROTESTANTS?

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ADM - NOT NECESSARILY.

RICE - NOT A LOT OF CATHOLICS? THERE WERN'T MANY JEWS CERTAINLY IN THE NAVY?

ADM - NOT VERY MANY JEWISH PEOPLE AND VIRTUALLY NO NON-WHITES. IT WAS ALMOST A COMPLETELY WHITE MAN GENTLEMAN, AND TO A LARGE DEGREE, SOUTHERN GENTLEMEN OR SMALL TOWN. AND YOU CAN THINK WHY THAT WOULD BE, BECAUSE A PERSON WHO GREW UP IN THE CITY, HE WOULD BE INTERESTED OR AFFILIATED WITH A BANK OR SOMETHING LIKE THAT. BUT A SMALL TOWN PERSON, PARTICULARLY THE SOUTH, THIS WAS A WAY TO RISE TO THE TOP OF AN ORGINATION AND WITH A LOT OF THAT WENT ALONG WITH IT AND TO BECOME, YOU KNOW IN YOUR OWN WAY, SOMEWHAT SIMILAR TO A PLANTATION OWNER, SOMETHING LIKE THAT, BECAUSE THE CAPTAINS, THE ADMIRALS HAD ALL THESE THINGS TOGETHER.

RICE - DID THE SELECTION PROCESS FOR THE OFFICER CORPS ENCOURAGE THIS THING?

ADM - I DON'T KNOW THAT IT NECESSARILY DID.

RICE.- DO YOU THINK IT JUST AUTOMATICALLY THOSE PEOPLE WERE THE PEOPLE WHO SOUGHT NAVAL CAREERS?

ADM- BECAUSE OF THE REASON I MENTION, SORT OF A GENTLEMAN'S-- LIKE MYSELF. I GREW UP IN A SMALL TOWN OF 6,000 PEOPLE, OF COURSE I WAS INTERESTED IN THE BOY SCOUTS, I WAS INTERESTED IN THE WATER AND IN LEADERSHIP TYPE THINGS, SO A NORMAL THING TO DO WOULD BE GO TO BECOME AN OFFICER IN THE NAVY. VERSUS, WHAT ELSE WAS I GOING TO DO WHERE I COULD HAVE A CAREER LIKE THAT. AND I THINK THIS IS AN APPEAL TO A LOT OF YOUNG MEN. I DIDN'T HAVE ANY OTHER IMAGE, WELL, MY FATHER WAS A DOCTOR, THAT WAS THE OTHER

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ALTERNATIVE IF I COULD HAVE BEEN A DOCTOR, WHICH MY BROTHER DID. BUT I THINK, THIS IS FAIRLY TYPICAL. ADMIRAL ZUMWALT THE SAME THING. GREW UP IN A VERY SMALL TOWN IN CALIFORNIA. HIS FATHER WAS A DOCTOR. I DON'T KNOW WHY HE WENT TO THE NAVY.

RICE - I SUPPOSE ONE REASON PEOPLE FROM SMALL TOWNS JOIN THE NAVY IS THEY WANT OUT OF THE STIFLING SMALL TOWN ENVIRONMENT AND THEY WANT TO SEE SOME OF THE WORLD AND THEY DO GET TO SEE SOME OF THE WORLD IN THE NAVY, PARTICULARLY AS AN OFFICER.

ADM - THAT'S RIGHT. SO AT ANY RATE, THAT'S WHAT YOU'D END UP WITH.

RICE - YOU REALLY, I MEAN YOU COME FROM THAT BACKGROUND THAT WOULD MAKE YOU, ACCORDING TO YOUR STORY, PRONE TO CONTINUE THAT NAVAL TRADITION, BUT YOU'VE BECOME A DIFFERENT PERSON.

ADM - WELL, AND YOU'LL FIND MORE AND MORE PEOPLE TODAY, BECOMING A DIFFERENT PERSON. TO ANSWER YOUR QUESTION, IS I'M SAYING WHAT THE TRADITIONAL NAVY STRUCTURED TYPE WAS; BUT AROUND WWII, WE STARTED SLOWLY BUT SURELY GETTING AWAY FROM THEM. NOW, YOU'LL STILL SEE SENIOR OFFICERS TODAY THAT ARE STILL LIVING IN THE OLD BATTLESHIP TRADITION, BUT THERE ARE FEWER AND FEWER ALL THE TIME.

RICE - A PART OF THIS, OF COURSE, IS REGARDING THE ENLISTED MAN OR AT LEAST THE JUNIOR ENLISTED MAN AS SORT OF A NON-PERSON RIGHT?

ADM - I THINK, WELL, YES AND NO. THE DIVISION OFFICER OF 20 YEARS ACO DID NOT QUITE HAVE THE COMPLEXITY OF SYSTEMS TO GET UNDER HIS BELT THAT HE DOES TODAY. THE DIVISION OFFICER OF 20 OR 30 YEARS ACO WAS REQUIRED TO KEEP A NOTEBOOK--AND THIS IS ALSO PART OF THE BATTLESHIP NAVY TO KEEP A NOTEBOOK OF ALL THE PEOPLE

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IN HIS DIVISION, AND HE WAS TO HELP THEM, MAKE SURE THAT THEY ADVANCED WHEN THEY SHOULD HAVE ADVANCED, THAT THEY WERE WORKING AS HARD AS THEY SHOULD BE WORKING TO PICK UP THIS SKILL SO THEY COULD ADVANCE. HE WAS SUPPOSE TO KNOW ABOUT THEIR FAMILIES AND THIS SORT OF THING, BUT HE ALWAYS HELD THEM OFF AT A DISTANCE. IT WAS PART OF HIS JOB. AND THAT CAME THROUGH THE YEARS BUT IT KIND OF--THAT CONCERN FOR EACH MAN AT THE DIVISION OFFICER LEVEL--SOMEHOW OR ANOTHER DURING THE 60'S GOT CAUGHT UP WITH OTHER THINGS. THE OTHER THINGS THAT HE HAD TO DO STARTED BECOMING VERY OVERWHELMING AND THAT IS WHERE WE ENDED UP, WE WEREN'T DOING THAT AS MUCH AS WE USE TO DO IT. NOW, WE ARE TRYING TO GET BACK TO THAT, TO THE CONCERN FOR ----

RICE - OF COURSE, THERE IS A POSITIVE SIDE TO IT--I ALWAYS THOUGHT IN THE NAVY, IT WAS ALMOST COMPLETE COMMAND ACCOUNTABILITY--WE WERE REALLY RESPONSIBLE FOR WHAT HAPPENED AND FOR WHAT YOU DID AND FOR WHAT HAPPENED UNDER YOU, THE GUYS WHO WORKED FOR YOU DID, YOU WERE RESPONSIBLE FOR. ALL THE WAY DOWN TO THE DENT ON THE BOW. THAT'S THE CAPTAIN'S FAULT WHETHER THE CAPTAIN WAS SLEEPING IN HIS CABIN WHEN IT HAPPENED OR NOT.

ADM - THAT' RIGHT.

RICE - I ALWAYS THOUGHT THAT WAS A FAIRLY POSITIVE SIDE FOR THE THING.

ADM - IT IS ALSO, YOU KNOW, IT HAS A TENDANCY WITH SOME PEOPLE TO MAKE THEM UPTIGHT, SO THAT THEY COULD NEVER RELAX AND THEY ARE ALWAYS REFERRING TO THAT TIME WHEN THEY ARE GOING TO GET THAT DENT OR IF THEY ARE GOING TO TOUCH THE BOTTOM, THIS SORT OF THING. SOME OF OUR LEADERSHIP COURSES THAT WE TALKED ABOUT, VARIOUS

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STYLES OF LEADERSHIP, THERE IS ONE KIND OF GUY WHO DREAMS GOING TO SEA BECAUSE IT'S AN OPPORTUNITY TO RUN AGROUND. IN FACT, YOU DON'T SEE THAT VERY MUCH ANYMORE. BUT THERE IS THAT SORT OF PERSON, YOU KNOW, I'M GOING TO MAKE IT OR BREAK IT WHILE I HAVE MY COMMAND AND I'M NOT JUST GOING TO HAVE ANYBODY FOOLING AROUND WITH MY COMMAND AND MY REPUTATION. BUT THAT ---

RICE - IT IS NO JOB FOR AN INSECURE PERSON.

ADM - THAT'S RIGHT. AND WE STILL HAVE SOME OF THOSE, BUT WE ARE TRYING TO SCREEN THAT TYPE OF PERSON OUT AND WE DON'T HAVE THAT MANY OF THAT TYPE OF PERSON AS WE USED TO HAVE.

RICE - THE KIND OF THING THAT I DON'T CARE FOR - THE KIND OF THING I CALL TO MIND AS REALLY OLD NAVY - I REMEMBER ONE TIME, IT WAS REASONABLY ROUGH SEA SOMEWHERE IN THE PACIFIC ANOTHER DESTROYER PULLED ALONGSIDE THE ONE I WAS AT, I THREW OVER A LINE AND DID THE WHOLE DAMN CRUISE ON BOTH SIDES, HAVING TO DO ALL THESE COMPLICATE THING AND GET THEMSELVES SOAKING WET, BECAUSE THE CAPTAIN OF THE OTHER DESTROYER OWED THE CAPTAIN OF OUR DESTROYER A BOTTLE OF WHISKEY, I'D JUST RIGGED UP THE LINE TO SEND A BOTTLE OF WHISKEY OVER AND THEN THEY UNRIGGED IT AND SAID GOODBYE. THAT WAS NOT EDIFYING AS FAR AS I WAS CONCERNED.

ADM - THAT'S RIGHT. WHAT YOU'D HAVE IS, YOU KNOW, ALL POWER CORRUPTS, AND ABSOLUTE POWER CORRUPTS, AND YOU HAVE ABSOLUTE POWER AS THE COMMANDING OFFICER OF THE SHIP. AND ONE OF THE BIG THINGS THAT WE ARE TRYING TO DO IN OUR LEADERSHIP PROGRAMS RIGHT NOW IS POINT OUT THE DIFFERENCE BETWEEN PIVOTAL ISSUES AND PERIPHERAL ISSUES AND YOUR AUTHORITY INVOLVES -- YOUR AUTHORITY

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SHOULD INVOLVE WHAT NEEDS TO BE DONE -OR YOUR ABSOLUTE AUTHORITY WHAT NEEDS TO BE DONE IN CARRYING OUT THE MISSION OF YOUR SHIP. BUT THERE ARE PEOPLE WHO LET THAT AUTHORITY GROW TO ALL THINGS. THE MOST GROSS ONE I HAVE EVER HEARD WAS ONE OF THE RESIGNATION LETTERS THAT WE SAW THREE OR FOUR YEARS AGO, A GUY WAS UPSET BECAUSE THIS CAPTAIN WOULDN'T LET PEOPLE PUT CATSUP ON THEIR STEAK. HE JUST COULDN'T IMAGINE RUINING A GOOD STEAK WITH CATSUP SO HE JUST DECREED THAT THAT WON'T BE DONE ON MY SHIP. NOW THAT'S A PERIPHERAL ISSUE THAT HAS GOT NOTHING TO DO WITH CARRYING OUT THE MISSION, BUT THE GUY IS IN COMPLETE AUTHORITY AND HE FORGETS WHAT HIS AUTHORITY IS SUPPOSE TO COVER.

RICE - HE IS QUITE CAPABLE OF WRITING A BAD FITNESS REPORT FOR SOMEBODY WHO PUTS CATSUP ON HIS STEAK?

ADM - RIGHT.

RICE- IT'S KIND OF PERIPHERAL THING TO RESIGN OVER TOO.

ADM - IT WAS. YOU'D KNOW, WHEN YOU READ THOSE SEPERATION QUESTIONNAIRE YOU'VE GOT TO READ BETWEEN THE LINES, BUT THAT'S BESIDES THE POINT. THE POINT IS THAT THIS IS THE KIND OF THING YOU QUITE OFTEN HEAR OF, GUYS WHO WOULD DECREE SUCH AND SUCH. IT REALLY HAS GONE BEYOND THE REQUIREMENT OF THEIR AUTHORITY THAT THEY DID TO CARRY OUT THE MISSION.

RICE - WELL, HOW ABOUT THE RACIST PART OF IT THOUGH? YOU KNOW, JUST LIKE TRADITION. WHY HAS THE NAVY BEEN IN EFFECT MORE RACIST THAN ANY OTHER SERVICE?

ADM - RIGHT NOW? I THINK THERE MAY BE A COUPLE OF REASONS FOR THIS. FOR ONE, THE SOUTHERN LEADERSHIP OF THE TOP OF THE NAVY.

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THIS IS NOT TO SAY THAT SOUTHERNERS ARE MORE RACIST THAN OTHERS BECAUSE THEY'RE NOT. BUT THEY WOULD WELCOME AN ALL-WHITE ORGANIZATION WITH BLACKS IN A STEWARD TYPE JOB. THIS IS VERY SIMILAR TO WHAT THEY'VE SEEN THROUGH THE SOUTH AND AS A FAIRLY NORMAL THING. THAT'S ABOUT ALL I CAN REALLY ATTRIBUTE IT TO, THERE MAY BE OTHER REASONS. ADMIRAL ZUMWALT HAS A BOOK RIGHT NOW THAT I HOPE HE'LL LET YOU READ BECAUSE THERE'S A LOT OF HISTORY IN THAT; THAT WE'VE, THROUGH A CONTRACT, PUT TOGETHER TO GIVE A HISTORY OF SOME OF THE THINGS THAT WE'VE TALKED ABOUT.

RICE - I HAVE THAT ONE.

ADM - I DON'T KNOW WHETHER THERE WERE ANY ----

RICE - THERE WAS A LOT OF WHAT SEEMED TO ME TO BE VERY SUPERFICIAL HISTORY, KIND OF A RECITAL OF EVENTS OVER---

ADM - IT IS SUPERFICIAL, BUT I DON'T KNOW ANY MORE THAN THAT. IN OTHER WORDS, I CAN'T TELL YOU WHY THE NAVY ENDED UP BEING AN ALL WHITE ORGANIZATION, ALL I CAN TELL YOU IS THE FACTS AS YOU SAW IN THAT BOOK.

RICE - TELL ME ONE OTHER THING.

ADM - BUT IT WAS AN ALL WHITE OFFICER CORPS UP UNTIL THE MID-40'S, I DON'T KNOW.

RICE - WHEN YOU JOINED THE OFFICER CORPS OF THE NAVY, WHEN YOU FINALLY GOT TO WORK AFTER THE ACADEMY, WAS THERE ANYTHING ABOUT IT THEN THAT ALL REPELLED YOU OR SEEMED TO HAVE THE WAY OR ODD OR DID YOU FEEL QUITE AT HOME IN IT?

ADM - ME PERSONALLY?

RICE - I'LL ASK ZUMWALT THE QUESTION HIMSELF.

ADM - HE MAY BE ABLE TO ANSWER BETTER THAN I. I DON'T RECALL

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ANYTHING THAT PARTICULARLY BUGGED ME. I WAS JUST TRYING TO MAKE IT -- I DON'T KNOW HOW TO DESCRIBE THIS-- I WAS GOING TO GET ALONG AND I LIKED THE IDEA OF THE NAVY AND I LIKED GOING TO SEA ON SHIPS. I DON'T REALLY HAVE ANYTHING THAT I COULD REALLY GRIPE ABOUT IT IN THE VERY EARLY DAYS. AS A JO, I WAS ON A LARGE SHIP, BUT I GOT ALONG REAL WELL ON THERE.

RICE - YOU DIDN'T FEEL YOU WERE BEING TREATED TOO CONTEMPTUOUSLY?

ADM - WELL, I WASN'T AS A MATTER OF FACT, BUT THERE WERE A COUPLE OF LIEUTENANTS THAT I DIDN'T THINK WERE TOO BRIGHT, BUT IT WAS NEVER A BIG PROBLEM BECAUSE I HAD A LTJG THERE THAT MET ME WHEN I CAME ABOARD. HIS BROTHER WAS A CLASSMATE OF MINE, A VERY GOOD FRIEND, AND HE WAS KIND OF A BIG DADDY FOR ME AND I STOOD MY WATCHES UNDER HIM--IT WAS IN 47--AND I GOT ALONG PRETTY WELL. THE SKIPPER THAT WE HAD FOR SIX MONTHS FOR THE ROUGHLY TWO YEARS I WAS ON THERE, WAS ARLEIGH BURKE. HE WAS A REAL FINE LEADER AND THAT SHIP, IT WAS REALLY EXCITING TO BE ON UNDER HIM. WE WENT ON A SIX MONTH CRUISE UNDER HIM, THREE MONTHS IN THE MEDITERRANEAN, WENT THROUGH THE SUEZ--

RICE- YOU HAD A CRUISE DIDN'T YOU?

ADM - IT WAS REALLY A DELIGHT, AND WE HAD A DESTROYER WENT ON THIS TRIP. SO I DON'T HAVE TOO MUCH BAD TO SAY ABOUT THE EARLY DAYS. THEN I WENT FROM THERE TO A SMALL MINESWEEPER FOR SIX MONTHS. I WAS ON A CRUISER -- TO A 36 MAN MINESWEEPER, ONE OF THESE 136 FOOT WOODEN THING AND THAT WAS A BALL. AS A MATTER OF FACT, WE WERE IN CHARLESTON MOST OF THE TIME. I DIDN'T OWN A CAR, I DIDN'T HAVE A WIFE SO I TOOK MOST ALL THE DUTIES AND IN THE EVENING WE PLAYED TOUCH FOOTBALL AND I GOT TO KNOW THE CREW

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REAL WELL AND I HAD A BALL. FROM THERE I WENT TO SUBMARINE FORCE WHICH WAS A VERY CLOSE KNIT ORGANIZATION SO MY OPERATIONAL CAREER HAS ALWAYS BEEN A VERY PLEASANT ONE. I HAVE BEEN UPSET WITH SOME OF THE MICKEY MOUSE STUFF WHICH SOME OF THE SAILORS HAD TO GO THROUGH FROM TIME TO TIME. I REALLY HAVEN'T PERSONALLY SEEN ANYTHING--I'VE SEEN PEOPLE THAT I THINK GOT RAW DEALS MORE THAN ANYTHING THAT PERSONALLY HAPPENED TO ME.

RICE - I GUESS THE MORAL OF THE STORY IS THAT THERE ARE WHITE MALE SOUTHERNER AND A WHITE MALE SOUTHERNER INEQUITY. IT'S NOT TOO BAD FOR YOU.

RICE - THIS FOR REASONS BEST KNOWN TO MYSELF AS HELPFUL, I'D LIKE TO BE ABLE TO LISTEN TO WHAT ZUMWALT SAYS WITH SOME KIND OF LITTLE MORE PERSPECTIVE THAN I HAVE OUT OF MY OWN KNOWLEDGE. HOW ABOUT, NOW THE WHOLE PROBLEM WITH DEALING WITH IT, YOU WERE GOING TO WHERE HE DIVERTED YOU, THE WHOLE EQUAL OPPORTUNITY.

ADM - THAT'S A PRETTY INTERESTING STORY WHICH YOU WANT TO GET PARTS FROM HIM, BUT I'M NOT QUITE SURE WHAT THE MOTIVATION WAS, IT DOESN'T MAKE ANY DIFFERENCE, BUT SOMEWHERE ALONG BETWEEN THE FIFTH AND THE TENTH, THE RETENTION STUDY GROUP THAT WE BROUGHT. AS A MATTER OF FACT, I CAN BACK THAT WAY THEN. HE TALKED TO GROUPS AS I MENTIONED AND ONE OF THE VERY EARLY GROUPS HE TALKED TO, AS A MATTER OF FACT IT WAS RECORDED AND PUT INTO A MOVIE, DID YOU SEE ALL THE SITREPS OR WAS HE GOING TO SHOW YOU THE CNO SITREPS, THERE WERE ABOUT 8 OR 9 OF THEM? THE VERY FIRST ONE THAT HE DID, HE TALKED TO A GROUP OF LIEUTENANTS FROM THE BUREAU OF NAVAL PERSONNEL, IN AN AUDITORIUM, WHERE HE WAS FILLED WITH THEIR QUESTIONS. ONE OF THE PERSONS WAS A BLACK LT AND I THINK

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THAT MAY HAVE BEEN THE SPARK THAT LED US TO MAYBE WE SHOULD HAVE A GROUP OF MINORITIES IN AS ONE OF THE RETENTION STUDY GROUPS. IT WAS AROUND, SOMEWHERE EARLY ON, BECAUSE THE WIVES CAME TOO, I REMEMBER THAT, SO WE HAD A BUNCH OF JUNIOR MINORITY OFFICERS, I THINK THEY WERE ALL BLACK WITH THEIR WIVES. THEY REPORTED OUT TO HIM, AND SOME OF THE WIVES IN DISCUSSING SOME OF THE EXPERIENCES THEY HAD, ACTUALLY BROKE DOWN.

RICE - THEY REALLY LAID IT ON, THOSE PEOPLE?

ADM - YES THEY DID. I THINK HE DID NOT REALIZE, AND THERE ARE ALL KINDS OF STATEMENTS THAT HE HAS MADE, I GUESS THE BEST ONE IS THE QUOTE HE MADE, THOSE WERE HIS WORDS THAT WERE QUOTED WHEN HE SAID, I DID NOT REALIZE TO THE DEGREE, TO THE DEPTH, I THOUGHT WE WERE DOING BETTER. ALSO ONE HE HAD DECIDED EARLY ON AND ALSO AT THE SAME TIME HE TALKED WITH THAT GROUP, BUT I'M NOT REALLY SURE, HE DECIDED HE REALLY OUGHT TO HAVE A BLACK OFFICER ON HIS MINI-STAFF AND WE GOT ONE, WHICH TURNED OUT TO BE ONE OF HIS CLOSEST FRIEND, BILL NORMAN, I WANTED TO BE SURE HE WAS MENTIONED TO YOU.

RICE - HE HAS BEEN MENTIONED, I'VE SEEN HIS NAME SOMEWHERE.

ADM - BILL NORMAN IS A BRILLIANT BLACK OFFICER, FAIRLY JUNIOR LCDR. HIS WARFARE SUBSPECIALTY WAS NAVY FLIGHT OFFICER WHICH IS A NON-PILOT TYPE FLYING. HE'D BEEN ON A COUPLE OF STAFFS. HE WORKED SOME HOW OR ANOTHER ON A WHITE HOUSE STAFF FOR A YEAR OR SO. HE'S BEING TO THE NAVAL ACADEMY AS AN INSTRUCTOR. AND SOME HOW OR ANOTHER, WE FOUND OUT, TALKED TO HIM AND GOT HIM ORDERED IN AS SPECIAL ASSISTANT FOR MINORITY AFFAIRS. BILL WORKED VERY CLOSELY WITH THE NAVY

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RICE- I BELIEVE[?] THERE WAS A Z-GRAM WENT OUT ABOUT THAT APPOINTMENT WEREN'T THERE?

ADM - THAT WAS MENTIONED IN Z- . SINCE I ENDED UP DOING A LOT OF THINGS IN THE PERSONNEL AREA AS A SPECIAL ASSISTANT, HE AND I WORKED VERY CLOSELY TOGETHER AND LATER WHEN I LEFT THE STAFF, HE RELIEVED ME AND TOOK OVER THE WHOLE PERSONNEL THING AND NOT JUST THE MINORITY SIDE OF IT. HE ARRIVED ABOUT THE SAME TIME WITH THE RETENTION STUDY GROUP. IN FACT, THE RETENTION STUDY GROUP WAS WORKING DURING THE TIME THAT HE WAS SUPPOSED TO BE ON HIS LEAVE. BETWEEN THE RETENTION STUDY GROUP AND THEIR REALLY EMOTIONALLY GETTING TO ADM ZUMWALT, THE SECRETARY BUT PRIMARILY TO ADM ZUMWALT AND WITH BILL THERE TO CONTINUOUSLY CARRY ON BEYOND THAT AND GIVE HIM SOME INSIGHT INTO SOME OF THE AREAS WHERE WE REALLY NEVER BOTHERED TO LOOK BEFORE. MOST OF THE PROBLEMS WERE THOSE THAT I MENTIONED, THERE WERE A LOT OF VIOLENCE IN OUR NATION. YOU KNOW, IT SEEMED ALMOST SUPERFLUOUS, SUPERFICIAL I SHOULD SAY, TO TALK ABOUT THINGS AS COSMETICS IN EXCHANGES WHICH YOU SAW, BUT THAT'S HOW BAD WE WERE. THAT NOBODY EVER CONSIDERED THE BLACK PERIODICALS AND THINGS LIKE THAT.

RICE - I SUPPOSE THAT FROM TIME TO TIME SOMEBODY HAD GONE TO ONE OF THOSE STORES AND ASKED FOR IT ----

ADM - BUT THERE'S NOT REALLY MUCH MORE TO IT THAN THAT, IT WAS THAT RETENTION STUDY GROUP THAT REALLY TURNED HIM AROUND TO REALIZE THAT IT WAS A THING THAT HAD BEEN COMPLETELY OVERLOOKED, I SHOULDN'T SAY COMPLETELY, BECAUSE IT SHOULD HAVE BEEN COMPLETELY OVERLOOKED AS A HIGH EMPHASIS THING FROM THE TOP OF THE

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THING.

RICE - IT NEVER DID COME UP IN VIETNAM?

ADM - NO

RICE - WERE ANY BLACK SAILORS IN THOSE VIETNAM THINGS?

ADM - YES, BUT YOU KNOW, I DON'T THINK HE SAW COLOR HIMSELF.

RICE - SURE CAME UP IN THE ARMY IN VIETNAM.

ADM - YES THERE WAS SOME MENTION ABOUT THAT, BUT WE DIDN'T HAVE VERY MUCH AT ALL. I SAY VERY MUCH, THERE MUST HAVE BEEN SOME BUT NONE OF US WAS AWARE OF IT. IT WAS NEVER A MAJOR ISSUE. AT ABOUT THAT TIME, 5.5% OF THE NAVY WAS BLACK AND I SUSPECT THAT WOULD BE ABOUT WHAT THE PERCENTAGE WAS OUT IN VIETNAM. BUT VIRTUALLY NO PROBLEM, IT WAS NOT AN ISSUE THAT HE WAS AWARE OF.