

had to lie to you. Be sure that the Secretary knows that what we said to him was what we were told to say to him and that obviously the Rickover system works differently than we described it.

Antidote Number Two on Rickover

When I came to the office of the Secretary of the Navy to work for Paul Nitsa, those who were still there were still talking about an episode that happened when Secretary Korth, who was Mr. Nitsa's immediate predecessor in the job of Secretary of the Navy, had been there. The story goes that Admiral Rickover was involved in a series of vendettas with the superb Chief of Naval Personnel, Vice Admiral William R. Smedburg, who was a great fighter for the interests of people and who found himself constantly in conflict with Admiral Rickover who put people a distinct second. Many of these issues could not be resolved ~~by~~ between them and now indeed by the Chief of Naval Operations since Admiral Rickover always insisted in escalating the issues to a higher level and therefore Mr. Korth found himself much too frequently involved in resolving arguments between Admiral Smedburg and Admiral Rickover. The story goes that on one occasion, having had a belly full, Fred Korth sent for both Admirals, cleared

out all members of the Secretary's staff, closed the door and proceeded to chew both of them out in the tallest Texan tradition with ample use of four letter words. The members of ~~C~~orth's staff who were listening outside the door heard the general thrust which was that Fred ~~C~~orth was sick and tired of having to resolve arguments between the two that should be resolved at their level, that he didn't expect to have any more troubles kicked upstairs to him, that this was the last time he expected to see either one of them in his presence to resolve such issues and then summarily dismissed them. As they walked across the reception room toward the Pentagon corridor, Admiral Smedburg was heard to mutter to Admiral Rickover "I've never been talked to by anybody in my life like that." Whereupon Admiral Rickover, quick as a flash, turned to Admiral Smedburg and said "You deserved it." Admiral Rickover, who is all business when dealing with his male counterparts has a common human foible in that he loves to do a little innocent flirting with the female sex. I've heard any number of women, including my own beloved wife, say that they have found him to be a very charming dinner partner. He, also, on occasion, can be rather sadistic with the other sex. I observed the following on one occasion when I was working in the office of the Secretary.

Admiral Rickover came in to call on the Under Secretary, who had a very attractive female Marine working for him. Admiral Rickover walked over to her and said innocently I understand that a common nickname for you lady Marines is Bam, can you tell me what this means? (Admiral Rickover knowing full well that it stood for broad assed Marine.) The attractive young lady blushed and said she didn't know. Admiral Rickover persisted two or three times enjoying her embarrassment. He then walked over to a male Yeomen who was standing nearby and said you surely know what it means, why don't you tell her? The yeomen looked at Admiral innocently and said yes, sir, it means beautiful American Marine.<sup>1</sup> Thereby presenting Admiral Rickover with the only put down I have ever seen effectively delivered.

<sup>#3</sup>  
Another Antidote about Admiral Rickover

When the Navy was in the process of putting it's plan together for the production of the Trident submarine, it was necessary that the facilities at the Electric Boat Company were going to have to be expanded in order to provide adequate drydock facilities to do both the Trident construction and to continue the construction of nuclear propelled attack submarines. Admiral

Rickover negotiated a verbal agreement with the Electric Boat Company as to how this might be done and then put it forward to his Navy superior, Admiral Isack G. Kidd, who was Chief of Naval Materiel. Admiral Kidd had serious reservations about the legality of the arrangement that Admiral Rickover was proposing and after I examined and like, I shared his concern and therefore declined to forward the proposal up the line until the legalities had been resolved by a restructured arrangement. However, during the period that I was serving as a stumbling block, I received a call from Senator Pastory, always a great supporter of Admiral Rickover's, but a man who also was able to see the big picture and the best interests of the Navy and the country. He was, however, concerned and had undoubtedly been lead to be concerned by the impact of the delay on the employment opportunities for his state, since many of the citizens of Rhode Island were employees of Electric Boat. I explained to Senator Pastory what the circumstances were and he accepted with alacrity the need to wring out the legalities and be sure that we were in a good sound posture. I then called Admiral Rickover, who had unquestionably positioned Senator Pastory's call and he, of course, innocently denied any contact.

Another Vinvet on Rickover

When I was Director of Systems Analysis, I was asked to do a Major Fleet Escort study as a result of great concern that I had expressed about the lack of adequate numbers of Fleet Escorts. This study was carried out over a period of several months by an ~~add-hoc~~ <sup>ad hoc</sup> group put together from various sources and headed by Captain Mark Gantar, who did a remarkable job and it was apparent that the study done with great care and balance was going to demonstrate that number of Major Fleet Escorts currently on hand ~~was~~ <sup>or</sup> being procured was inadequate. When the study was nearly completed, Admiral Rickover called one of the officers who was on this study group, a Captain Forrest Peterson, who had been given nuclear training and was to become the Commanding Officer of the nuclear carrier Enterprise. He made it quite clear to Captain Peterson that if he expected to have a future in the Nuclear Navy, there had better be some support in the Major Fleet Escort study for nuclear propulsion. Captain Peterson, who is a very honest and straightforward person, consulted with me. I suggested that he report this also to my boss, Vice Admiral Heath Holmes, then Navy's Director of Program Planning and later to be Commander in Chief of the Atlantic Fleet. It was perfectly obvious that Admiral Rickover would go to Admiral Holmes next.

Admiral Peterson did so and having covered our six o'clock to this extent, we then sat down to see how best to deal with the new problem. It was perfectly apparent that it was too late to redo the Major Fleet Escort study and that it would not have been appropriate to do so, so we concluded that the best course of action was to initiate as a subsequent piece of work, a study called the "Endurance Supplement" to the Major Fleet Escort study and I decided to put Captain Peterson in charge of this. This, then, gave him the opportunity to report back to Admiral Rickover that he had been successful in having some impact, so that Captain Peterson could survive for what subsequently became a very fine career in the Nuclear Navy and it also seemed to both of us that it would be useful to have the advantage of this additional analysis. The Major Endurance Supplement did justify that some nineteen escorts for nuclear carriers that were then visualized were probably required and that all other escorts probably ought to be nonnuclear propelled. However, the extent to which it was necessary to make assumption after assumption in favor of nuclear propulsion in order to come to this conclusion lead me, convincingly, to question whether or not even that number of nuclear escorts were really justified giving the extremely high costs of construction and whether or not the Navy could afford to give up the large

number of conventional escorts that it would have to give up in order to have the smaller number of nuclear propelled escorts has remained a very serious question in my mind. Indeed, I believe that the truth of the matter is quite convincingly that numbers of platforms from which to defend against air, cruise missile, and submarine attack, play so much greater a role in the capabilities of all our task forces to survive than does the additional efficiency of nuclear propulsion in a smaller number of escorts that it is quite clear that the Rickover lobby has done great harm to the Navy in maintaining it's capability to deal with the Soviet threat.

A Trip to See Vinson

In November (about 20 November) I organized a trip to visit the distinguished former Chairman of the House Armed Services Committee, Carl Vinson, who was then 89, still living in his old home town of Millidgeville, Georgia. Mel Laird had suggested this trip. He had had a father to son relationship with Carl Vinson when they both served in the House and <sup>that is how</sup> he knew one of the major factors in Eddie Hebert's decision to hold hearings on the Navy's racial incidents was that Carl Vinson had phoned Eddie Hebert from Georgia expressing great concern about what was going on in the Navy. Mel

Laird thought that it would be helpful if I went down and chatted with the old gentleman. This seemed to me to be eminently sensible. I had known Carl Vinson when he was the Chairman and had observed with fascination as he ran his committee in hearings like a benevolent tyrant. He had been Chairman of the old Naval Affairs Committee before the several military committees were merged into a single one to become the House Armed Services Committee, the Chairmanship of which he then inherited. During his nearly fifty years in Congress, he had come to cherish the Navy as practically his own private institution and he watched over it throughout his tenure on the hill like a mother hen. Both Mendall Rivers and Eddie Hebert had told me that even in retirement Carl Vinson retained a very active interest in their affairs and both tenderly referred to him as still the Defacto Chairman of the House Armed Services Committee as he would call them up from time to time insisting that they must do this or must do that and the reverence they had for him was such that they always tried to do so. So it was clear that Carl Vinson was a key player with regard to these hearings. I suggested to the Secretary of the Navy John Warner that he consider going down with me and he agreed to do so. I invited the previous Chairman, Eddie Hebert to travel, too, and he did. On \_\_\_\_\_ November

1972 we flew to \_\_\_\_\_, Georgia, the airport nearest to Millageville. Carl Vinson met us at the airport with his housekeeper. He, obviously had not changed a bit from the benevolent tyranny with which he used to run things when on the hill. He directed the Secretary of the Navy, John Warner, to ride with him in one car and directed Chairman Hebert and me to ride in the second car driven by a Navy recruiter Carl Vinson had summoned to perform. We drove to the home of his housekeeper ( I need to get this name) where lunch was to be served. There was a very pleasant pre-lunch period during which Carl Vinson reminisced at great length. I reminded him that I had been with Paul Nitsa when we drove him to the Naval Academy graduation in 1965 (I think) where Carl Vinson gave the graduation address as one of his final acts before leaving Congress. I reminded him that he had told me on that trip that whenever he was going to have a hearing in which he really wanted to cut somebody up he would put Congressman Eddie Hebert on it and that if he was even madder than that he would put Porter Hardy on the subcommittee with Eddie Hebert and that if he was really out to get somebody, he would make it a three man subcommittee and add Daniel Rivers to it. He had said that those three were the meanest members of his committee and he could really count on them to go to work on whoever was the object

of the hearings. I said somewhat <sup>quietly</sup> ~~lightly~~ that at this point in 1972, seven years later, I hoped that Eddie Hebert was not resorting to the same technique in the way in which he had set up the Hicks subcommittee. Carl Vinson grinned with appreciation and winked at Eddie Hebert from which I gathered that a similar synario was visualized. Carl Vinson regaled us with stories going back many years. He recalled how he had been the one who had insisted that the Naval Petroleum Reserve be protected by statute and had authored the legislation which required that Naval Petroleum Reserves be maintained for the private use of the Navy in war time. He said that later on there had been a major effort to regain these lands for use by commercial interests and that he had had to compromise a little in winning the fight, as a result of which the oil reserves were now held by statute for use in a national emergency but not exclusively for the Navy. He scolded Eddie Hebert a bit about the on going efforts on the part of the oil industry to get access to the Navy Petroleum Reserves and Eddie Hebert assured him like a son assuring a father that no changes would be put through the Congress as long as he remained Chairman of the Committee (a commitment upon which Eddie Hebert has contined to deliver). During the course of this pre-arranged conversation, Carl Vinson, like the smooth and efficient maestro he is, got

each of the three principals off in a corner and had a private session with us.

John Warner did not pass on the conversation that he had. Eddie Hebert reported that the Chairman counseled him to give the Navy a good scrubbing on this one and make sure that everything was under control and also urged him to insure that the Navy's budget was adequate. With me Carl Vinson asked a series of rapid fire questions about the Navy situation in general to which I gave ~~possibly~~ equally rapid fire answers. In a period of about five minutes I would estimate that we covered fifteen or twenty such issues as the Ex Chairman sought to plum the nature of the difficulties. The questions became, I thought, friendlier and friendlier as time went on and in the end he then shifted abruptly to probe a little bit as to whether the Committee (the House Armed Services Committee being the only one to which either party could possibly be giving consideration) was doing enough to support the Navy's budget. I reported to Mr. Vinson that the House Armed Services Committee each year cut us a bit but that they were the least harmful of the four committees and most concerned of the four about the rapid ~~expanding of the Soviet~~ <sup>by</sup> ~~expanding of the Soviet~~ growth of the Soviet Navy and what this meant with regard to our own decreasing capability to perform our mission. At this point, Carl Vinson

became quite animated, asked a number of questions about the Soviet threat and ended up asking for additional material with which to study up on the matter. I provided him with material when I returned to Washington. Suddenly, as though satisfied, Carl Vinson directed that we all sit down to lunch. Lunch was devoted exclusively to a series of reminiscences again or general questions in keeping with the old southern tradition of not getting any business done during lunch. Carl Vinson broke the lunch up promptly at the appointed time, knowing of our commitment to make the plane, managed to have a little private session again with each of the three of us before we left the house and marshalled us ~~with a great big mitty in a~~ ~~palm~~ back to the airplane where we all agreed that it had been a most fascinating performance and experience. One of the things that seemed to please Mr. Vinson the most was when I let him know that it was Mel Laird's suggestion that