

and Kraemer won. He was-and still is-a powerful, dynamic and articulate speaker who illustrates his points in four languages. I became so fascinated listening to him that I forgot much of what I was to say during my own presentation.

### **Army Member, Chairman's Staff Group, JCS**

But, apparently, it went over pretty well. There were several talent seekers in the audience, and I was tapped to become a member of the chairman's staff group. The group consisted of three officers-one Army, one Navy and one Air Force-who acted as personal assistants to the chairman of the Joint Chiefs of Staff. We reviewed his papers, did our own research, and gave completely independent and confidential recommendations to the chairman. As his personal assistants we were completely answerable to him and responsible to no one else. It was a very fascinating job and a powerful spot, powerful because one could influence important decisions. Even after recommendations had gone through the entire bureaucracy and put forward by a number of high-ranking officers, we could give a completely candid and separate view on what the chairman should do.

**Q:** Before we talk about your job in the chairman's staff group, could you summarize what you thought about the National War College?

**A:** Yes. The National War College is a great place for three reasons. First, it exposes you to a broad cross-section of high-ranking people in Washington who come to the War College and speak frankly and off-the-record. It opened my eyes and broadened my horizons considerably.

Second, the college allows you to make life-long friendships with people in the Air Force, the Navy and the State Department. A number of those friendships I established at the college proved invaluable later on. For example, when I went to Vietnam, I had trouble finding a place to set up headquarters. Because of a roles and missions fight, I was dispossessed from my office every other week. An Air Force officer I met at the War College took me in and let me share his office. He did this even though General LeMay had labeled me as "Air Force Public Enemy No. 1." He gave me this title because I was introducing armed helicopters into Vietnam.

Third, we learned a great deal from the month-long trips the college took. I elected to go back to Africa where I had served early in World War II. Even though I had spent several months in Africa during the early days of the war, I still felt Africa was the continent I knew least. It was interesting to go back to Liberia

and see how little things had changed over the 15 years since I had served there. It was also interesting to go to the other parts of Africa. In those days the Mau Mau were still in Kenya. It was also the beginning of the apartheid riots in South Africa. All in all, the trip to Africa was a fascinating one.

**Q:** You said this was one of your better tours. Apparently you **feel** the education system for Army officers is important. In this connection, did you go to the Command and General Staff College at Leavenworth?

**A:** Yes, I went to the Command and General Staff College [CGSC] at Leavenworth during World War II. Because the war was on, the year-long course was compressed to six months.

I was then in the 92d Division and my commanding general thought going to CGSC was a waste of time. However, I was in a jeep accident in which I broke my shoulder. The general thought I'd be of little use around the division for a couple of months, and felt I could recuperate at the Command and General Staff College as well as anywhere else. I went to the course with my right shoulder in a cast. I was assigned a WAC, a Women's Army Corps corporal, to do my writing for me. On the whole, I found it a fairly good course. I had already done most of the things they taught at the college but it was a good refresher. It showed me that some of the things we did in the field had a good academic rationale. At the college I made some lasting friendships which served me throughout my career. Next to fighting side-by-side in combat, school is one of the best places to make friends.

**Q:** Let's get back to your time with the chairman's staff group.

Who was the chairman of the Joint Chiefs of Staff and what do you remember about him?

**A:** The chairman was General Lyman L. Lemnitzer. Working for him started an association which lasted for about 20 years. He was a remarkable man who actively promoted NATO for years. For a man who was born in the last century [1899] he was an exceptionally vigorous person. I hit it off fairly well with him, something which helped me get back on a fast career track. I had been the first of the West Point Class of 1941 to be promoted to 1st lieutenant, the first to make captain, the first to make major, and the first to make lieutenant colonel, the first to be promoted to colonel, and the first in my class to be promoted to brigadier general.

I remember the day General Lemnitzer pinned on my first star. Two days earlier the general gave me a highly sensitive secret document that, he said, only he, the President of the United States, and now I knew about. He asked me to study it and give him a recommendation.

I analyzed the paper and next day gave him my recommendation. Lemnitzer accepted my view and that same day talked to the President about it. The following morning I was called at home at 7 a.m. and told that General Lemnitzer wanted to see me in his office at 8 o'clock. It was unusual that he would want to see me that early. While drinking my coffee I took a quick look at the paper and, to my horror, saw my memo in the Evans and Novak column of the *Washington Post*. I went to the office worried about how my memo had leaked. I recalled that Lemnitzer told me that only he, the President, and I knew about it. I had even typed my recommendation to him myself so not even a secretary would know about it.

When I got to the office, I had to cool my heels outside his office for half an hour. This was also highly unusual since General Lemnitzer was always very prompt. It made me all the more nervous. When I finally entered his office at 8:30, there were my wife and family. Lemnitzer said he called me in to have the pleasure of pinning on my star. I was as surprised as I was relieved. I said, "I thought you were calling me in to bawl me out for having leaked that document." Lemnitzer gave me his characteristic giggle and said: "You have a lot to learn about how this town launches trial balloons. This government is the only ship of state that leaks at the top? He said the document was leaked from the White House to see what the public reaction would be. I've learned a lot about deliberate leaks since then. But at the time it was a rude shock.

I recall another interesting incident while I worked on the chairman's staff group. It was the time of the Cuban invasion. I knew something unusual was going on because the same officers were going in to see General Lemnitzer and we on the staff were excluded. Only two or three officers in the JCS worked on the Cuban invasion and they worked directly for the chairman. While we overheard a few things, we were not involved in planning the invasion and not certain what was going on.

After the invasion failed, we shared our office with the persons who were investigating why it failed. One was Robert Kennedy. Another was General Maxwell Taylor and the third man was Richard Helms who later became head of the CIA [Central Intelligence Agency].

I was fascinated by what I overheard. Richard Helms was quite silent, but there couldn't be two more contrasting personalities than Robert Kennedy and Maxwell Taylor.

General Taylor would come to meetings in a well-tailored, perfectly pressed uniform. He sat ramrod straight at one end of the table. Robert Kennedy came dressed in sports shirt and slacks, loafers and athletic socks. He sat slouched over at the other end of the table. He'd tie off his loafers and put his stocking feet up on the table. The two went at it hammer and tongs. At one stage, General Taylor made some remark Robert Kennedy didn't agree with. Kennedy got up, walked to the other end of the table in his stocking feet, and punched his finger into the general's chest. "Maxie," he said, "you're full of s\_\_\_!"

I've never seen anyone more stunned or shocked than General Taylor. Here was this staid and reserved general, being upbraided by a member of the younger generation. I had heard that not even Mrs. Taylor called him Max but referred to him as "General." Taylor contained his anger and answered Kennedy in reasoned and convincing terms. It was quite an insight into their manner of doing business.

While in the chairman's staff group, I was asked to write an outline plan for how to improve the logistical situation in Europe during the second Berlin crisis. Just as the plan for the invasion of Europe during World War II was written by General Alexander and turned over to General Eisenhower, I wrote a plan which was to be turned over to an officer who would carry it out.

Having written the plan, the major general who had been designated to carry out the plan became ill. A second major general selected to carry out the plan was not acceptable to Secretary McNamara. As a result I, then a brigadier general, was moved to the secretary's office to execute my own plan. For the next several months I worked directly for Secretary McNamara. It was a busy and interesting time. I got to work with McNamara's whiz kids: Enthoven, Hitch, and Rowan, and got to know McNamara quite well.

Working for McNamara gave me a good insight into his mind and personality. As I recall, I moved to his staff late on a Friday afternoon. I spent Saturday and Sunday putting a staff together. Early Monday morning I was summoned into McNamara's office. He asked: "Well, what are your conclusions?" I answered that I had not even put my staff together yet. McNamara said, "You've got a lot to learn, young man. If you don't know what the conclusions are before you start, you're not my kind of man. What I want you to do is write your conclusions and bring them in to me by noon." McNamara's theory was that a good operator put together a plan in his head, decided on what to do, and filled in the details as he went along.

I received good support from the whiz kids, two of whom, Alain Enthoven and Harry Rowan, I had worked with previously. The third person, Charles Hitch, had worked with McNamara at Ford. Every Wednesday afternoon I would bring McNamara and his staff up-to-date on my plan and get approval for the next week's actions.

At the first such Wednesday meeting, I had prepared some charts and was going through them. Every time I got to a sticking point, Hitch would wink at me. It encouraged me to go on. Afterwards I said to him: "Mr. Hitch, I don't know you very well, but I'm certainly appreciative of the encouragement you gave me."

"Encouragement hell," said Hitch. "I thought much of what you said was wrong. Every time I did," he added, "my nervousness made me wink."

Q: Who were the two officers with you on the chairman's staff group?

A: One was a colonel, Thomas Wade, a tactical pilot in the Air Force. Tom was killed several years later in an auto accident just 200 yards from where I lived in Brussels. He was coming up to visit me from Italy and after a 10- or 12-hour drive, apparently fell asleep.

The other officer was Captain Norman Gray of the Navy. Captain Gray was a lawyer. Later he successfully defended the captain of an aircraft carrier who was relieved because there had been a fire on board. Up until this time, in strict accordance with the Navy tradition that a captain is responsible for everything that happens on his ship, no commander who had a ship fire had been acquitted.

### **Assistant Commander, Support, 82d Airborne Division**

Q: When you left the chairman's staff group I gather you were assigned to the 82d Airborne Division. Had you completed your tour?

A: I was nearing the completion of my tour when General Ted Conway, who later became a four-star general in command of U.S. Army, Europe, took over command of the 82d Airborne Division. I had known Conway in Italy when he was an assistant to General Gruenther who was then Mark Clark's chief of staff.

Q: Were you then in the 92d Division?