

A: No, I had no problems of that type. I found the Koreans to be well trained and disciplined soldiers. They cheerfully and loyally obeyed my orders. When I called an alert they met my standards, even though the U.S. units did not always do so. They had a great deal of pride. It was generally not recognized back home that the Korean military had come a long way since the Korean War of the early 1950s. Many of their younger officers were products of the Korean military academy which was patterned after West Point. Their officers were highly motivated and well qualified. I had full confidence in their ability.

Q: What about the Koreans in Vietnam. Did they do a good job?

A: Yes, they were good. The difference between the Korean units of 1950 and 1969 was nothing short of astounding. In 1950 there were a few good Korean units, but for the most part they were not well led, not well trained, and didn't have much in the way of weapons and equipment. By 1969 things had developed rather rapidly. I was pleasantly surprised by the high degree of alertness and soldierly qualities of the Korean officer corps and the Korean soldiers. We constantly pitted U.S. units against Korean units in competitions. Some, like maintenance of vehicles, were won by the Americans. But others, like moving out quickly to their battle positions, were won by the Koreans. There was a healthy, lively, and friendly competition between the U.S. and Korean troops, and the Koreans won most of the prizes.

Q: I gather the country had changed quite a bit.

A: Yes, very much so.

### **Deputy Chairman for the NATO Military Committee**

Q: I understand that when you left Korea you went to Europe where you became the deputy chairman for the NATO Military Committee.

A: Yes.

Q: How did they manage to ship you overseas from an overseas assignment without going back to the States for a briefing in between?

A: It was a matter of getting someone aboard in a hurry. The officer I was replacing had left early in July for a new assignment and there was no deputy on board.

Furthermore, Europeans traditionally take off the month of August for leave. They wanted me in Brussels the last several days of July so I could assume command on the first day of August. General Steinhoff was planning his 30-day leave beginning 1 August. The problem was exacerbated because the Army had reassigned my successor to another job and they didn't want my deputy, a Korean, to be in command. However, Steinhoff wanted a deputy on board so he could take off for his vacation and his requirement had priority over the Korean one. After only several days of on-the-job training, I became the acting chairman of the NATO Military Committee.

Q: What did that job involve?

A: The job of deputy of the NATO Military Committee involved several tasks. First, as deputy I would be the alter ego of the chairman. As in any organization, I would be his principal assistant and act in his absence. The NATO Military Committee is the highest military body in Europe and is made up of military chiefs of NATO countries who meet two or three times a year. To maintain a permanent organization the military chiefs each appointed a permanent representative to meet in constant session in Brussels. The U.S., for example, had a four-star general as its permanent representative. The UK and several other countries were represented by three-star generals. The smaller countries had officers of lesser rank; Luxembourg for example, was represented by a lieutenant colonel.

The second task of the deputy was to be the custodian of "eyes only" and secret nuclear plans of the United States. Nuclear plans supporting NATO were kept strictly in the U.S. channels. The NATO committee had a small body of four or five officers, headed by a U.S. general, who acted as my staff on nuclear matters.

Q: Did you have a smooth break-in period?

A: Not really. The day after General Steinhoff left for his leave, on August 2d, a major crisis occurred. Dom Mintoff, the prime minister of Malta, decided that Malta would defect from NATO. For the month of August, until Steinhoff came back, I had my hands full with this crisis. It required that I make several trips to the island of Malta. It also entailed my calling the permanent Military Committee together for a number of meetings. This had never happened before in the month of August. Several members of the committee sent their deputies. But others came back from leave to attend the meetings. As I recall, there were six meetings of the permanent committee in the month of August whereas previously there had never been a meeting during the month of August. It was an exciting and demanding time.

When General Steinhoff came back at the end of August, I turned the Malta crisis over to him. The next major event involving me directly was that General Steinhoff appointed me to be the chairman of the mutual balanced force reductions [MBFR] planning group. Steinhoff had two ideas in mind. First, he wanted to involve NATO in conventional arms reductions. Second, he particularly wanted the U.S. to become involved at a time when the U.S. did not want to get involved in arms reductions.

The principal reason for this is that the U.S., at that time, felt it was more important to further the CSCE [conference on security and cooperation in Europe] process in Helsinki. To force the issue of getting the U.S. involved, Steinhoff appointed me to be the chairman of the working group to get conventional arms reductions started. My superiors had instructed me to follow orders from Steinhoff even if they contradicted U.S. policies. Steinhoff tested the seriousness of the U.S. commitment to NATO and won out. This job occupied at least 50 percent of my time for the next year and a half. It resulted in getting the U.S. to accept MBFR. Without U.S. participation the planning would have gotten nowhere. Steinhoff's plan worked; we dragged the U.S., kicking and screaming, into the planning process.

So, my job as chairman of the MBFR working group meant that I had to meet several times a week with representatives from the NATO countries, all of whom sent me people to work on the substantive and administrative details of getting negotiations started on the reduction of conventional forces in Europe.

Q: Was this confined strictly to NATO?

A: Yes.

Q: Did this affect the Warsaw Pact? Were they the counterpart to NATO?

A: Eventually, we negotiated with the Warsaw Pact. But for the time being we had to decide among ourselves what forces and equipment we wanted to see reduced. And we also had to work out the modalities of the negotiations, for example: Where should we meet? At what level would each country be represented? How would we coordinate among ourselves? And there were many other details to be worked out.

Q: Essentially then, you were getting **MBFR started**?

A: Yes.

### Representative, Strategic Arms Limitation Talks (SALT)

Q: Did the MBFR negotiations get started before you left?

A: I left just before the actual negotiations in Vienna began. I had gone back to Washington to present the final plans to Admiral Thomas Moorer, the chairman of the Joint Chiefs of Staff. But I found out that MBFR was not uppermost in his mind; the strategic arms negotiation was. I learned that a deal had been struck between Scoop Jackson and Henry Kissinger. Scoop Jackson didn't have confidence in General Royal Allison, the JCS representative to the SALT talks. Kissinger wanted Jackson's support for the ABM treaty. As part of the payment for Jackson's support of the ABM treaty, Jackson would get to name the representative to the strategic arms talks. The person he named was me.

I had met Scoop Jackson 20 years earlier and we had become friends. However, I didn't want the SALT job. I had spent a year and a half getting MBFR started and considered it more important than SALT. Besides, I felt I was back on a career track and had a good chance of being promoted to four stars as the U.S. permanent representative to NATO. In fact, it had been Scoop Jackson who was responsible for a setback in my career earlier. Jackson wanted me to introduce armed helicopters in Vietnam, something I was myself interested in. I saw a role for helicopters in a counterinsurgency operation. They seemed ideally suited for seeking out and destroying guerrilla forces. This got me into the middle of a roles and missions fight, with the result that my promotion to three stars had been held up for several years. Having been promoted to three stars late in my career, I still saw a fourth star on the horizon.

Besides, Admiral Moorer resented what he felt was interference with his prerogative. He felt he should be able to pick his own representative to SALT and had an admiral in mind to replace General Allison. I told Moorer that was fine with me because I didn't want the job in SALT. Moorer told me he was going to talk to Jackson and Kissinger and tell them he was running the Joint Chiefs of Staff and entitled to name his own representative\* "Over my dead body," he said, "Will someone tell me who will be my representative."

The next day I went to see Admiral Moorer. He leaned back in his chair, threw out his arms and said, "I'm dead."

He told me it was a done deal. Jackson and Kissinger had taken the deal to the President who had given his approval.