

A Normal Day Is 12 Hours

Defense Secretary Supercharged

EDITOR'S NOTE—The U.S. kept out of war in 1961 but its military headquarters, the Pentagon, saw some brisk skirmishing. There were battles over the reserves callup, muzzling of top brass, budgets and ballistic missiles. In the middle was Defense Secretary McNamara, hired to be tough and able. How tough and how able was he?

By FRED S. HOFFMAN
Of the Associated Press

WASHINGTON (AP)—Midnight struck as the tall, slender man hefted a bulging briefcase and stepped from the big black limousine.

He paused at the curb, thought a moment, then turned to the chauffeur and asked: "Can you be back here early?" "How early, sir?" the chauffeur said.

"About 4 o'clock," replied Robert Strange McNamara, Secretary of Defense, before disappearing into his comfortable home.

Four hours later, the still dumbfounded chauffeur drove up the shadowed, silent street—and there was McNamara, waiting at the curb.

The 45-year-old McNamara has an unflagging energy that has won grudging admiration even from some of his critics.

Not Typical

Of course, this wasn't a typical night.

It happened last September while McNamara was spending long hours before a Senate committee and other long hours at his Pentagon desk, catching up with backlogged work. It was at a time, too, when the Berlin crisis military buildup was being set in motion.

But this incident gives a glimpse of the way McNamara has driven himself in his first year as President Kennedy's defense chief.

For McNamara a 12-hour working day is normal. He's generally striding into the Pentagon about 7:15 a.m.—an hour before most of the civil service workers start streaming to their desks.

On Saturday, when most of Washington officialdom is relaxing, McNamara generally can be found in his spacious office at least part of the day. It's not uncommon for the defense chief to drop by on Sundays as well.

Avoids Socializing

McNamara hasn't made much of a dent on the cocktail-and-banquet circuit as much as possible. But his imprint on the sprawling military establishment is deep and unmistakable.

His rimless glasses, somewhat bookish look and shy smile convey a deceptively mild impression which belies his basic toughness.

If there is any one outstanding characteristic of his first year in the Pentagon it is the clear establishment of firm civilian control.

There are those in the uniformed services who complain privately that the military professionals have been shunted into a secondary role in the decision-making process.

A reporter who roams the corridors of the Pentagon sometimes hears caustic remarks about the "whiz kids"—the band of civilian theorists and managers McNamara has brought into the Defense Department.

Prodigious Military

Aides of McNamara deny the military professionals are being pushed aside. They note that the secretary meets regularly with the Joint Chiefs of Staff and consults at other times with individual service chiefs.

What the civilian leadership is doing, they say, is to try to prod the military into faster reactions to policy decisions.

"We are in the process of making military policy more responsive to over-all national policy, particularly foreign policy, under civilian direction and control," one of McNamara's aides told a reporter.



(AP Wirephoto)

Long Day

End of a long day finds Robert McNamara, secretary of defense, putting papers into his briefcase before leaving his Pentagon office for his home in Washington. In addition to complicated work in his office, McNamara spent many hours before Congress committees during his first year.

The term "civilian direction and control" is a key one. It is a fundamental objective of President Kennedy, who told Congress last Mar. 28: "Our arms must be subject to ultimate civilian control and command at all times, in war as well as peace."

Good Year

As his first year in the Pentagon drew to a close, McNamara summed up what had happened in that time and found it good.

"We have strengthened our nuclear strike force, so that it is a more powerful deterrent to potential aggressors," he said.

"We have increased the capability of our strategic forces to survive even a massive attack, and we have improved our command and control arrangements so that the temptation to an aggressor to attempt another Pearl Harbor is considerably reduced."

"We have added to our non-nuclear forces, so that the range of military options open to us is greatly increased."

"We have assumed a new and expanded program for civil defense so that we can improve our non-military defenses, along with our military defenses, against the distant but terrible possibility of a major thermonuclear exchange."

From all indications, McNamara and Kennedy have meshed well, and the defense secretary is rated as one of the most influential figures in the administration.

McNamara and Kennedy met for the first time only a few days before the then President-elect announced his selection for the cabinet post in December 1960.

Pay Cut

When McNamara took the oath of office on Jan. 21, 1961, he traded a \$500,000-a-year income as president of the Ford Motor Co. for \$25,000 as a government official.

In addition, McNamara cashed in stock investments which would have yielded him an estimated \$3 million over three or four years.

He said then it was worth it—and there is no outward sign that he ever has regretted the decision.

The first year of the McNamara regime has seen a number of significant moves toward unification—something which had eluded most previous secretaries of defense as the individual services reluctantly gave ground.

Under McNamara's direction the separate intelligence operations of the services were combined into a Defense Intelligence Agency. Such a step had been urged as far back as 1946 when a congressional committee determined intelligence lapses contributed to the Pearl Harbor disaster.

To end duplication—and the sometimes cost-boasting competition between the services—he ordered creation of a Defense supply agency to buy items like clothing, automotive supplies and other goods used by the Army, Navy, Air Force and Marines alike.

Eventually, this agency could control an inventory worth about \$21 billion. Planners envision savings of between \$2 billion and \$4 billion.

One of the most significant actions was creation of a strike command—a unified organization combining elements of the Army's "Fire Brigade" strategic reserve and the Air Force's Tactical Air Command.

This means that the fighting men and the planes assigned to carry them swiftly to trouble spots around the globe are being placed under single direction, responsible to the Joint Chiefs of Staff.

One of the major objectives of the McNamara group has been to develop what is called a "controllable deterrent" force safeguarded from destruction in any first enemy strike and able to mount a devastating counter-attack.

New Approach

Outlining the aim to Congress, McNamara put it this way: "In re-evaluating our general war position, our major concern was to reduce our dependence on deterrent forces which are highly vulnerable to ballistic missile attack or which rely for their survival on a hair-trigger response to the first indications of such an attack."

"As a result, we sought to place greater emphasis on the second approach—the kind of forces which could ride out a massive nuclear attack and which could be always under the complete control of the constituted authority."

Accordingly, the Kennedy administration increased from about one-third to one-half the proportion of the nation's strategic bombers that is on 15-minute ground alert. It also boosted sharply the Polaris missile submarine program and hastened plans to employ reliable, quick-to-fire Minuteman intercontinental ballistic missiles in underground firing sites.

In this same realm, steps were taken to improve this country's air defense system. Machinery was built into the command and control system to guard against war by accident or miscalculation.

In July, Kennedy shifted responsibility for civil defense to the Defense Department and a revitalized effort got under way. This year, the administration hopes to hit stride with a \$700 million fallout shelter program.

Range of Choices

Another basic objective of the Kennedy administration and McNamara was to build up conventional forces.

As many Pentagon officials have expressed it, the idea was to give the President a range of military choices so he would not have to decide only between the extremes of a humiliating surrender and all-out nuclear war.

In this field, action was taken to strengthen Army and Marine ground forces, to provide more airlift and sealift, to increase tactical air support of ground troops in a limited war situation, and to equip the troops and navy ships with the latest conventional arms and modern equipment.

As this two-pronged effort was taking shape, Russia heated up the long-standing Berlin dispute.

In close consultation with Kennedy, McNamara presided over the beef-up in U.S. military strength by about a quarter of a million men to help show the Russians this country did not intend to be pushed out of Berlin.

Complaints Came In

To meet the military manpower needs in the shortest possible time, the Pentagon called up 156,000 Army, Navy, Air Force and Marine reservists and Army and Air National Guardsmen.

There were complaints from some of the guardsmen and reservists about poor quarters, clothing and equipment shortages, about having little to do in training camp.

McNamara's reaction to the complaints was sharp and direct.

When he heard that Rep. Alvin O'Konski, R-Wis., was voicing charges of "criminal negligence" in handling the callup of the Wisconsin 32nd National Guard Division, McNamara reached for his phone and told Secretary of the Army Elvis J. Stahr Jr.:

"Get the Inspector General out there right away."

Maj. Gen. Edward H. McDaniel, the Army's IG, flew out promptly to Ft. Lewis, Wash., and reported back in a few days. He said some of the complaints were true to a degree.

The Army then announced inadequacies were being corrected.

Off the experience in the Reserve-Guard callup, the Pentagon is taking a new look at whether to rely on such forces to meet Berlin-type crises in the future.

Rely on Regulars

Indications are the Pentagon will depend more on larger regular forces to meet cold war flareups, and hold the Guard and Reserve for longer-range mobilization.

McNamara, who spent more than 88 hours testifying before Senate and House committees last session, likely will find himself explaining his policies in this field to congressmen during the 1962 session.

The House Veterans Committee has announced intentions to hold hearings on the Reserve-Guard callup. Others may follow suit.

The Defense secretary almost certainly will trek to the Capitol to defend anew his policies on controlling the public utterances of high ranking officers.

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1962

Eugene Register-Guard

SKI SCHOOL



GEORGE ARNIS
DIRECTOR IN CHARGE

A word about Mr. Arnis. He began his skiing career in Colorado where he became a U.S. racer. He is presently director of Willamette Mountain Ski School and a Certified Instructor. Arnis is also a member of the Pacific Northwest Ski Instructors Association. The Register-Guard ski school will be teaching the American technique, which will include all phases of skiing from walking to wedeln. It is approved by both the P.N.S.I.A. and the National Ski Association. Teaching in this Certified Ski School will be 2 certified teachers, 1 associate certified teacher and 25 registered instructors. The school is prepared for 300 students in each session. Small classes (maximum of 15), under the direction of one instructor, will assure the finest training in safe skiing.

CLASS CATEGORIES—

BEGINNING BEGINNER:

One who has never had skis on.

BEGINNER:

One who has attempted skiing but does not know how.

INTERMEDIATE:

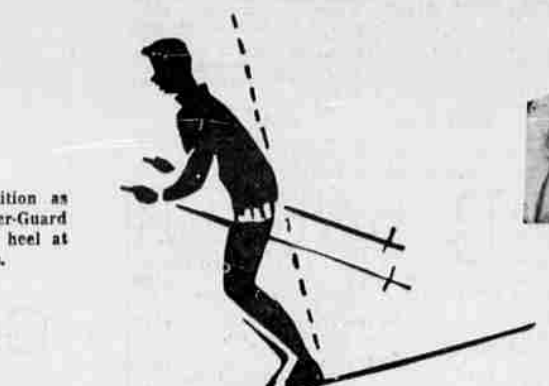
One who skis occasionally but lacks confidence, has bad habits and a weak turn in one or both directions.

ADVANCED:

One who has skied a number of years and can negotiate most types of terrain and snow conditions but who desires to smooth out and polish his technique.

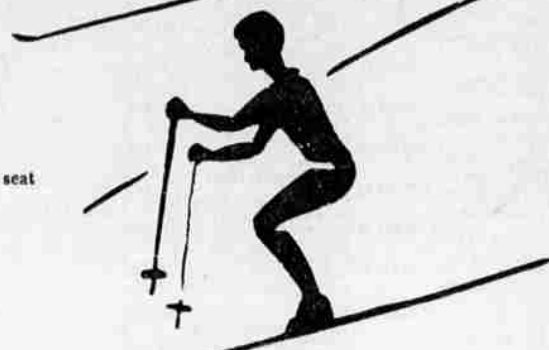
RIGHT...

proper running position as taught in the Register-Guard ski school. Hip and heel at right angle with skis.



WRONG...

Try to avoid "Back seat schuss."



WEDELN...

with sideslipping and spread of the skis into a snowplow. As taught in the Register-Guard ski school.



SKI SCHOOL FACTS:

School Director is George Arnis, certified PNSIA instructor.

School will be held at Willamette Pass Ski area on Highway 58.

Cost of four consecutive lessons (either Saturdays or Sundays) is \$12. With transportation furnished from Eugene by Greyhound bus, \$22.

Pupils may enroll under these choices: Four consecutive Saturdays in February or Four Sundays in February.

Bus or lesson tickets are not transferable.

Instruction for beginning beginners, beginners, intermediates and advanced.

Each day's session will run from 10:30 a.m. 'til noon and from 1 p.m. 'til 2:00 p.m.

Buses will leave the Greyhound terminal at 8 a.m. and will depart from the ski area for Eugene at 4 p.m.

One of the instructors will be assigned to each bus as chaperone.

Applications must be in by January 26th. Bus seats are limited and will be assigned in order of application.

A certificate will be given to each person completing their class.

Basic ski equipment (skis, bindings, poles and boots) can be rented for \$3.50 per day. Rentals are available at ski and sporting goods stores as well as at the ski area.

HERE'S MY APPLICATION FOR THE EUGENE REGISTER-GUARD'S 1962 SKI SCHOOL

Please enroll me in the Register-Guard's 1962 Ski School. I am enclosing my entry fee with this application. I understand that my Ski School tickets will be mailed to me. (Signature of parent or guardian necessary for those who have not reached their 18th birthday.)

In consideration of your accepting this application, I hereby, for myself, my heirs, executors and administrators, waive and release the Guard Publishing Co., employees, successors, their representatives, and of assigns, for any and all injuries to person or property by the undersigned or by any of them at said Ski School sessions and traveling to and from same, except such as may result from the willful wrong of the Guard Publishing Co.

NAME _____

ADDRESS _____ CITY _____

PHONE _____ AGE _____

SIGNED: _____
(signature of parent or guardian if under 18)

Important... check the group you wish to be enrolled in:

SATURDAY, Feb. 3, 10, 17, 24 (\$12) with transportation (\$22)

SUNDAYS, Feb. 4, 11, 18, 25 (\$12) with transportation (\$22)

NO REFUNDS — NON TRANSFERABLE

Place Me In A: Beginning beginners class
 beginners class intermediate class advanced class

★ Applications may be mailed with fees to: SKI SCHOOL DIRECTOR
EUGENE REGISTER-GUARD
EUGENE, OREGON

★ Applications and money may be brought into the Register-Guard, Ask for Mrs. Helen Spilleg, Promotion Department, Monday through Friday, 10th Street entrance.

Union Leader Says His Job Like Cleric's

By RALEIGH ALLSBRICK
Of the Associated Press

NEW YORK (AP)—Harry Van Arsdale Jr. sometimes compares his role of union leader with that of a clergyman.

He says he believes each has a sacred trust and that he should live humbly and not count the long hours he puts in for members of his flock.

Now 56, the stocky, grey-haired Van Arsdale is one of the nation's ablest and most prominent union leaders. He is considered a successor to George Meany as head of the AFL-CIO.

His name has been in the news lately as head of Local 3 of the Brotherhood of Electrical Workers, which won a strike against State World City's multimillion dollar auto-parts industry.

Van Arsdale's previous job was as president of the International Brotherhood of Electrical Workers, a joint board with the auto-parts industry that has

He Won the Five-Hour Day

built a \$20 million low-cost apartment project large enough to house 2,000 of the local's 30,000 members.

Convalescent Home

A 60-room mansion on a 300-acre Long Island estate was purchased and converted into a union convalescent home.

A scholarship program is sending 277 children of union members to college.

Each year three union representatives go abroad on goodwill, vacation and study trips.

Union workers are sent to schools to broaden their education horizons and develop leadership and a stronger sense of community responsibility.

And with all of these fringe benefits, the local's members are among the highest paid unionists in the nation. The 9,000 involved in the strike have been working a six-hour, five-day week with a guaranteed extra hour each day at overtime rates.

This brought their weekly earnings to \$165.

Now, under the reduced work week they will get slightly lower pay. They will work five hours a day at \$4.96 an hour, plus an extra hour of overtime, for a weekly wage of \$161.20. In some instances, however, a union member may be employed for as many as 15 hours overtime a week, which would bring his pay to \$235.60.

Nothing New

Shorter working hours are nothing new to Van Arsdale. His union has had a basic six-hour day since 1934. He began his campaign for a four-hour day back in 1938.

Unions, he said "must work up an entirely new set of values" and stop emphasizing a "six-cent raise this year and another six-cent raise next year."

He predicted that hundreds of thousands of workers would be made permanently unem-

ployed unless the country gets ready for a four-hour day.

Van Arsdale today envisions a time when the nation's work force will work four hours daily and spend four hours studying in colleges and schools.

"In our struggle to maintain peace in freedom," he says, "we must enlist the understanding of the people. Understanding can come through education."

Born in the rough hell's kitchen section of New York, he was forced to end his own education in the second year of high school.

His father also was an electrician and union man. Van Arsdale still lives with his wife in the ramshackle cottage she helped him build years ago.

\$10,400 a Year

He receives \$10,400 a year for running the big local and his friends say he works 16 hours a day.

His guiding slogan is one he got from a Texas-born labor official years ago. It is: "Give me the hills to climb and the strength to climb them."