

Defense Secretary's Foes Concede He Is Most Efficient

(Editor's note: Even Robert S. McNamara's foes concede he is one of the most efficient and hard-hitting defense secretaries the nation has ever had. But he has come under fire in Congress and the military on grounds he is centralizing too much power under his title in disregard of traditional civilian and military concepts. The issues are set forth pro and con in the following exclusive dispatch.)

By CHARLES W. CORDDRY

Washington — (UPI) — In December, 1959, when he was a senator, President Kennedy prophesied that the missile age would require that the Army, Navy and Air Force be merged into a "single service."

He set 1965 as the probable target date.

What is the status of that prophecy today as knuckledrapping Robert S. McNamara completes 20 months as Kennedy's defense secretary?

This can be said: there now is strong evidence that, under the drive of the amazing McNamara, the merger may be nearing reality, whether or not Congress and the military like it.

With the blessing of Chairman Carl Vinson (D-Ga.), a House Armed Services subcommittee recently lashed out at the former Ford Motor company president's management upheaval with claims "the groundwork was being laid" for the very merger the legislators oppose.

Little Debate

Strangely, however, there has been remarkably little public debate about it. Yet such a gigantic consolidation would be genuinely revolutionary in military history.

One reason may be the fact that it is impossible now to visualize what an enormous one-tent military machine would look like. There also is no concrete proposal before the people.

What is happening under McNamara are periodic "reforms" made administratively and without risking the uncertainties of congressional reform legislation.

The 46-year-old McNamara simply says: "When I see a way to do something better, I do it."

He could add that most times he does it so fast the services and Congress find themselves objecting to accomplished facts rather than proposals. Examples:

Military space operations were concentrated in the Air Force before the Army and Navy knew what hit them. And McNamara told members of Congress they could end their legal doubts about certain agencies which he created, simply by passing a law giving them statutory authority.

There is little doubt that most of what McNamara does "better" results in still more centralization, plus diminished stature for the three service secretaries and their departments.

Examples: He set up a defense intelligence agency which absorbed many service activities and personnel.

He set up a defense supply agency destined to have 25,000 employees and a \$20 billion inventory.

He set up a new U.S. strike command under the Joint Chiefs of Staff. This combined Army divisions and Air Force tactical squadrons.

'Advice' Program Tinged By Politics

Vienna—UPI—The Communist Radio Budapest has a form of "advice to the lovelorn" program although its questions and answers sometimes take on a political tinge.

The once-a-week program is called "Human Problems of Young People."

A young woman met an old admirer in a Budapest streetcar. Both then realized that their love was "for real" but, alas, the ex-boy friend had married another in the meantime. What to do?

"Turn down his request for a date," was the Hungarian Mr. Anthony's reply. "It might bring unhappiness to the old flame's lawful wedded wife."

Another listener, a young woman of 22 married to a man several years older, said his six-year-old child from wife number one was "poisoning" her marriage.

The child had, the woman felt, inherited the bad qualities from his drunkard mother.

"Nonsense," the radio warned. The woman was told she must try to love the child if only for the sake of saving her marriage which could become more precarious with the passing of time.

McNamara "unified" the entire military budget, showing not separate categories for the Army, Navy and Air Force but allotments by function.

All this points toward an eventual merger, no matter what kind of label it was.

The "forms" of the services — separate uniforms, for instance — may be retained. But the "substance" is being steadily revolutionized.

Each defense reorganization, from 1947 on, has pointed toward greater centralization, but no one can really estimate how much McNamara has stepped up the process or how far he will push it in his tireless zeal for doing things himself.

Behind this is a tenacious conviction about the rectitude of his own decisions.

Questions

The defense boss probably is the first man in aviation history to ask how much less an airplane would cost if it went two times instead 2.1 times the speed of sound. He poses such questions to get straight to the heart of the matter on weapons costs. With five per cent less performance, the plane may cost 20 per cent less.

Does all this mean that McNamara's management of the world's biggest enterprise is finally leading to a merger?

In drawing a bead on the secretary, the House subcommittee may have given a taste of big controversy to come. Its report said:

"The elimination of conflicting views, the consolidation of functions, and the downgrading of military departments may... eventually lead to the adoption of a single defense concept. It is the opinion of the subcommittee that such a concept could be disastrous if carried to its ultimate conclusion."

It cautioned that the centralization now going on could make the defense system ponderous and also spawn indecision in the lower echelons.

A case in point cited by some critics is that the Kennedy administration has started few, if any, new major weapons projects. It has, however, vastly stepped up purchases of existing weapons and enlarged the forces.

Major Factor

As a senator, Kennedy thought the major factor in "real defense unification" would be emergence of the missile as the common weapon of all the forces. But that was before the emergence of the phenomenal McNamara who most usually moves faster than a missile.

McNamara is a 12-hour-a-day doer. And he doesn't even let small matters in the department that will spend \$40.3 billion this year, escape his notice.

Critics, of whom former Army Secretary Elvis J. Stahr Jr. was one, assert that McNamara more and more handles decisions once left to service secretaries and military leaders. They argue that the defense establishment is too ponderous for only McNamara and few other men to run.

The secretary was born in San Francisco. He was educated at the University of California and Harvard Business school. He taught at Harvard and served as an Air Force procurement expert in World War Two. Afterward, he and a group of Air Force colleagues hired out to Ford Motor company as management

specialists. Their talents earned them the names "quiz kids" and "whiz kids." In November, 1960, McNamara became Ford's president. The next month he left to join President-elect Kennedy's then-forming New Frontier cabinet.

Big Build-Up

There followed a big build-up of the Armed Forces from \$43.2 billion of spending proposed by the outgoing Eisenhower administration to \$46.9 billion last year and \$48.3 billion this year. Military manpower was expanded from

2,484,000 to 2,816,000 largely because of the Berlin crisis last year. It is scheduled to settle back to 2,684,000 but the President has asked Congress for standby authority to call 150,000 ready reservists to active duty.

McNamara swiftly discovered

that there was no missile gap with Russia as the Democrats had claimed during the Eisenhower regime and that, with what he had inherited and what he planned, the Soviet Union could never knock out America or block massive retaliation.

He presided over a shift, but not a revolution, in U.S. strategy when the President decided to bolster the conventional forces so that a greater range of conflicts might be handled without using nuclear weapons. Meantime, the capacity for massive retaliation

continued to grow as the administration expanded orders for concealable and mobile missiles of the Polaris and Minuteman type.

Like any man determined to lead, McNamara quickly plunged into controversies with Congress. But even his congressional foes regard him as highly, if not higher, than any of his predecessors.

Fought Senate

McNamara fought with Senate "military muzzling investigators" and finally invoked executive privilege to prevent Pentagon censors from testifying

on matters which he said were his own responsibility. McNamara also aroused congressional ire by persisting in a reserve forces cutback and reorganization that will still cause trouble if he carries it out.

His whole aim, he says with monotonous repetition, is to "develop the military power that this nation needs as a foundation for its foreign policy, without any regard to pre-determined financial limits, and procure and operate that required level of power at the lowest possible cost."

"I want issues approached in just one way," McNamara says. "I want no emotionalism injected. I want no loose judgments, no misstatements, no omissions tolerated. I want a clear statement of the alternatives, a clear statement of the issues, and a complete statement of the pros and cons relating to those issues."

On that basis he reaches his decisions and, as he puts it, "I expect everyone to fall in line. You can't run a military organization with divided authority."

MEDFORD TRIBUNE

SECTION B MEDFORD, OREGON, THURSDAY, OCTOBER 4, 1962 PAGES 1 to 12

STARTS TOMORROW!

PENNEY'S 60th ANNIVERSARY

It's the high point of Penney's big year of bargains! For months Penney's has been unfolding one history-making value after another... offering brands at new low prices... rounding up dramatic collections of quality and fashion buys that make low prices real values. But we've saved the biggest for the last... buys that beat everything we've brought you all year, that outdo them all. They're all yours...

CHARGE THEM NOW!

Penney's Downtown Medford Is Open Mon. and Fri. 9:30 AM to 9 PM; Tues., Wed., Thurs., Sat. 9:30 to 5:30 PM



TODDLETIME® PRINT SLEEPERS

regularly 2.19 in sizes 1 to 4 2.39 in sizes 3 to 8

FRIDAY! SATURDAY ONLY!

GO ON SALE AT

3 \$5 for

TODDLETIMES GROW one full year thanks to extra long in-out tops, Gripper® fasteners, 4 inch cuffs that turn down.

TODDLETIMES STAY PUT. Elasticized ankles gently keep soles in place.

TODDLETIMES PLASTIC SOLES BREATHE! They're ventilated, skid resistant.

TODDLETIMES ARE KITTEN SOFT COTTON warmly knit and scientifically sized!

TODDLETIME SLEEPERS COME IN 6 COLORFUL PRINTS.

Count on Penney's for quality melamine dinnerware at big savings! Created by famous California Molded Products, Melmac gives you dependable service, goes in automatic dishwasher! Penney's guarantees Melmac for 2 years against chipping, cracking or breaking in normal usage. Here's what you get: dinner and salad plates, cups, saucers, serving platter and bowl, sugar, creamer... and now, tumblers!

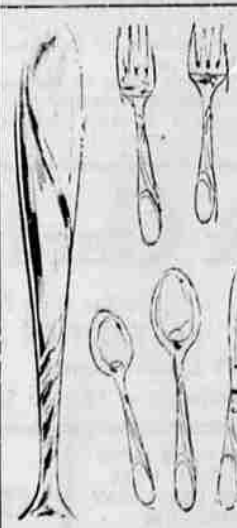
CHARGE IT AT PENNEY'S! SAVE!

53-PIECE MELMAC

19⁸⁸ COMPLETE

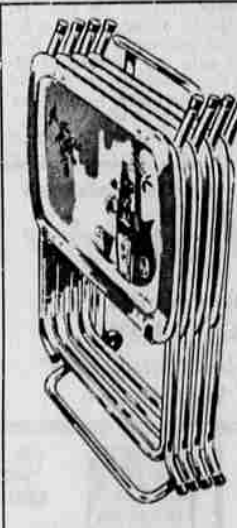


OUR GREATEST PENNEY DAYS in 60 YEARS



54-PC. SPECIAL HAS BIG EXTRA 9⁸⁸

Stainless steel service for 8 includes 4 pc. hostess set of pierced vegetable server, cold meat fork, ladle, pastry server. Plus 16 teaspoons, 8 ea: dinner knives, forks, soup spoons, cake forks, 2 table-spoons.



SPECIAL! 5 PC. FIBER GLASS KING SIZE SET \$10

Fiber glass TV trays store compactly on Roll-A-Rack! Clip on brass finished steel frames with tipped, non-skid legs!



PENNEY DAYS SLIP SPECIAL 2⁴⁴ average sizes 34 to 40

Nylon tricot with touches of nylon satin and lace... the kind of detailing you've seen for more. White, beige, black.