ORAL HISTORY INTERVIEW
WITH
SERGEANT MAJOR OF THE ARMY
GEORGE W. DUNAWAY (USA-RET)

SERGEANTS MAJOR OF THE ARMY
HISTORY BOOK PROJECT

Center of Military History, United States Army
and the
United States Army Museum of the Noncommissioned Officer

Interviewer: SGM Erwin H. Koehler (U.S. Army, Retired)
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US ARMY MUSEUM OF THE NONCOMMISSIONED OFFICER

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INTERVIEWER: SGM ERWIN HENRY KOEHLER (U.S. ARMY - RETIRED)

INTERVIEWEE: SMA GEORGE W. DUNAWAY (U.S. ARMY - RETIRED)

Interviewer: What is your date of birth, and where were you born?

SMA Dunaway: I was born July 24, 1922, in Richmond, Virginia.

Interviewer: Where was your father born, and what is his date of birth?

SMA Dunaway: Father was born in Richmond, Virginia, in 1898.

Interviewer: Where was your mother born, and what is her date of birth?

SMA Dunaway: Mother was born in Dinwiddie, Virginia, in 1898.

Interviewer: When and where were your parents married?

SMA Dunaway: They were married in Richmond, Virginia, in 1917.

Interviewer: Tell me about your parents, such as their occupations, physical characteristics, and their family backgrounds.

SMA Dunaway: Father was a postal employee. Mother was a housewife.

Interviewer: Tell me some of your earliest recollections of your parents during the years when you were a pre-schooler.

SMA Dunaway: I don't remember much, except that my parents were great. They were loving and strict, and were excellent role models.

Interviewer: Since discipline is extremely important in raising a child, what were some of the things your parents forbade you to do? What sort of punishment did you receive if you broke one of your parent's rules, and do you feel that their rules and forms of discipline were too harsh or too lenient?

SMA Dunaway: I was taught the basics of right and wrong from the Baptist belief of the Bible's teachings. Punishment ranged from scolding to whippings with switches, belts, etc. I was required to honor and obey my parents, as were most children of that day. We did not dare talk back or "sass" our parents. My parents' methods were appropriate and they were effective.

Interviewer: Tell me about some of the trouble you used to get into during your preteen years and how your parents handled the situation.

SMA Dunaway: No serious trouble. . . .just normal childhood pranks. My parents handled the situation fairly and administered appropriate punishments.

Interviewer: How did the standards of conduct your parents required of you influence you as a young man?

SMA Dunaway: The standards of conduct required by my parents kept me out of trouble, productive, and laid a great foundation for living the rest of my life, rear my own children, etc. They were one hundred per cent effective.

Interviewer: Do you have brothers or sisters?

SMA Dunaway: I have three sisters and two brothers.

Interviewer: Are your brothers/sisters still living?

SMA Dunaway: Two sisters and one brother are living.

Interviewer: Were your brothers and sisters older or younger than you?

SMA Dunaway: I was the third child.

Interviewer: Where do your surviving two sisters and one brother now reside?

SMA Dunaway: They're all in Richmond, Virginia.

Interviewer: What are their occupations?

SMA Dunaway: They're retired.

Interviewer: What was the name of the elementary school you attended and in what town or city was it located?

SMA Dunaway: John B. Cary School, in Richmond, Virginia.

Interviewer: How far was your school from your house, and how did you travel to and from school?

SMA Dunaway: I don't recall the distance, but I walked to school.

Interviewer: At what times did the school day begin and end?

SMA Dunaway: I do not recall exactly. Nine a.m. to three p.m., I think.

Interviewer: What were your favorite subjects while you attended elementary school?

SMA Dunaway: History, geography, arithmetic.

Interviewer: Who was your favorite elementary school teacher? Why was that teacher considered your favorite? What influence did that teacher have on you?

SMA Dunaway: I don't remember her name, but she gave me money to ride the bus to choir practice when my family didn't have it.

Interviewer: What actions did your teachers take to correct infractions of their standards of discipline, such as: talking in class, not paying attention, running in the hall, fighting, cussing, etc.?

SMA Dunaway: Had to stay half an hour after school, clean the chalkboard, erasers, and the like. I never got into serious trouble.

Interviewer: Were you ever punished by a teacher? If so, what was

the reason for being punished and what type of punishment did you receive? How did your parents react to punishment you received in school?

SMA Dunaway: I don't recall ever being punished for anything serious.

Interviewer: What was your favorite sport?

SMA Dunaway: Baseball.

Interviewer: We have just discussed some topics relevant to your elementary school days. Would you comments about the six years you spent in elementary school?

SMA Dunaway: It prepared me for junior high and high school, and gave me lots of experience in getting along with others.

Interviewer: During summer vacation, how did you, your brothers and/or sisters, and friends spend your free time?

SMA Dunaway: I don't know that I can call it "free" time, but summers we spent on my grandparents' farm helping to plant and harvest crops, milk cows, groom mules, feed chickens and pigs, and general farm work. This was during the Great Depression and everyone old enough to do even the simplest tasks had to help the family in whatever way possible.

Interviewer: Were you a member of the Boy Scouts?

SMA Dunaway: No, I wasn't.

Interviewer: During your preteen years, who were your best friends? What are some of the things you did together?

SMA Dunaway: Classmates and relatives. We played sandlot sports, hiked, camped out sometimes. There were not many things to do in those days of very hard times when feeding and clothing families were the top priorities.

Interviewer: At this time, I would like you to tell me about your years in junior high school. Many of the questions I am about to ask will be similar to those asked about your elementary school days. What

was the name of the junior high school you attended and in what town or city was it located?

SMA Dunaway: Abbot H. Hill School, in Richmond, Virginia.

Interviewer: What were your favorite subjects while you attended junior high school?

SMA Dunaway: History, geography, math.

Interviewer: Who was your favorite school teacher when you attended junior high school? Why was that teacher considered your favorite? What influence did that teacher have on you?

SMA Dunaway: I do not remember the names of any of my junior high teachers.

Interviewer: What actions did your junior high school teachers take to correct infractions of their standards of discipline, such as: talking in class, not paying attention, running in the hall, fighting, cussing, etc.?

SMA Dunaway: Stay after school, and notify the parents when appropriate.

Interviewer: Were you ever punished by a teacher? If so, what was the reason for being punished, and how did your parents react to the punishment you received in school?

SMA Dunaway: No serious infractions. Just late for class, talking in class, and similar minor acts. My parents restricted me in various ways in some cases.

Interviewer: What was your favorite sport, and did you participate in organized sports?

SMA Dunaway: Baseball way my favorite, but I also played football, basketball, and volleyball. I earned letters in each of them.

Interviewer: We have just discussed some specific topics related to your junior high school days. Now, would like you to make general comments about the three years you spent in junior high school?

SMA Dunaway: It was rewarding, and it was a privilege. Many kids

that age had to dropout of school to help their families earn a living. I had to myself later on.

Interviewer: Did you have a part-time job after school? If so, describe what you did on the job. What were your wages?

SMA Dunaway: Sometimes in my early teens I delivered newspapers for a while. I don't recall how much I earned.

Interviewer: Were you employed during the summer? If so, what type of job did you have?

SMA Dunaway: I worked on the farm, as discussed earlier.

Interviewer: During summer vacation, how did you, your brothers and/or sisters, and friends spend your free time?

SMA Dunaway: I worked on my grandparent's farm, as discussed earlier.

Interviewer: During your years in junior high school, who were your best friends? What are some of the things you did together?

SMA Dunaway: Same as discussed earlier. We played sandlot ball, etc.

Interviewer: Is there anything else on which you would like to comment concerning your junior high school days?

SMA Dunaway: No.

Interviewer: We have discussed your first nine years of school. Now I would like to ask you about your years in high school. Once again, many of the questions I will ask will be similar to those asked about your elementary and junior high school days. What was the name of the high school you attended, and in what town or city was it located?

SMA Dunaway: East End High School, in Richmond, Virginia.

Interviewer: What were your favorite subjects while you attended high school?

SMA Dunaway: The same as discussed earlier. (history, geography, math)

Interviewer: Who was your favorite school teacher when you

attended high school? Why was that teacher considered your favorite? What influence did that teacher have on you?

SMA Dunaway: I don't recall any of them by name. I got along with all of them and learned from all of them. Learning discipline and high standards of conduct throughout my formal schooling has been valuable to me throughout my life.

Interviewer: During your high school years, what do you think were the most prominent discipline problems?

SMA Dunaway: I don't recall there being any discipline problems. Students did what they were told to do, and parents didn't tolerate poor performance. Most parents had limited formal education themselves, and wanted, above anything else, to insure their children had as many opportunities as possible, and that required an education. That said, children who didn't take advantage of being able to go to school usually had parents who would make them stay home and work.

Interviewer: What actions did your teachers take to correct infractions of their standards of discipline?

SMA Dunaway: They told us to stop and we did. If we didn't, we were either whipped by that teacher or were sent to the principal who whipped us, suspended us, or expelled us. By and large, we did as we were told; infractions were rare. Most parents whipped their children when they got home if they were whipped at school.

Interviewer: What was your favorite sport, and did you participate in organized sports?

SMA Dunaway: Baseball and football. I lettered in both.

Interviewer: Did you graduate from high school? If so, in what year?

SMA Dunaway: No, I had to quit in the tenth grade to work and help support my family. I completed my GED (General Educational Development) in the Army while I was a Sergeant First Class E6 at Fort Benning, Georgia.

Interviewer: I would like you to make general comments about the years you spent in high school. Tell me about your teacher, fellow students, in-class activities, etc.

SMA Dunaway: There is nothing special to say. In high school, as in the lower schools, students were obedient. There were no serious discipline problems that I recall. Parents were strict also, and students avoided getting into trouble at school because they would have to face their parents when they got home. Some made higher grades than others, but all were taught well and had an opportunity to learn, and extra help from teachers when needed. Teachers gladly stayed after school to give extra help to students who needed it. Something I might point out here is that, in those days, there were very few adults who had been fortunate enough to have the education necessary to teach. Teaching was a highly respected profession and teachers were well paid. Their knowledge and their integrity were virtually unquestioned, either by students or parents.

Interviewer: Did you have a part-time job after school? If so, describe what you did on the job. What were your wages?

SMA Dunaway: I worked as an assistant to the milkman, delivering milk to homes. If my memory is correct, I think I earned about eight dollars per week.

Interviewer: Were you employed during the summer? If so, what type of job did you have?

SMA Dunaway: I worked in a grocery store as a clerk, and delivered groceries to customers' homes by bicycle. That was quite common in those days. Many customers did not have transportation to take groceries home after they had bought them. Not everyone had automobiles then.

Interviewer: During summer vacation, how did you, your brothers and/or sisters, and friends spend your free time?

SMA Dunaway: We worked at whatever part-time jobs we could find.

Interviewer: During your years in high school, who were your best

friends? What are some of the things you did together?

SMA Dunaway: The neighborhood kids. We played sandlot sports, mostly.

Interviewer: Are there any other comments you would like to make concerning your high school days?

SMA Dunaway: School was rewarding. I always felt lucky because so many other kids had to work on farms and were not able to go to school. I was exposed to school while many others were denied the opportunity.

Interviewer: Did you serve in the Army National Guard or Army Reserve?

SMA Dunaway: Yes, in the Virginia National Guard.

Interviewer: When did you join the Virginia National Guard?

SMA Dunaway: January 1940.

Interviewer: How old were you when you joined the Guard?

SMA Dunaway: Seventeen years, six months.

Interviewer: What motivated you to join?

SMA Dunaway: When I first reported in and raised my hand to enlist in the National Guard, I did it because I wasa young man and many of my friends were there. I knew their names, and I would have gone anywhere with those guys; I even knew the company commander. That was in 1940. If I wouldn't have known anybody in the unit, I probably would have felt that the military wasn't for me; but seeing all my friends there, my own age, I decided it was OK. I still have a soft spot in my heart for the National Guard because of those times. We all knew each other . . . .and when they'd put us on the train early in the morning to go off for maneuvers, many people would turn out to see us off.

Interviewer: How long did you serve in the National Guard?

SMA Dunaway: From January '40 to August '43.

Interviewer: What unit did you join?

SMA Dunaway: Company "A," 176th Light Infantry Regiment, 29th Infantry Division.

Interviewer: What platoon, squad, or section were you assigned to in Company "A"?

SMA Dunaway: The third platoon.

Interviewer: Where was Company "A" located?

SMA Dunaway: In Richmond, Virginia.

Interviewer: What rank or ranks did you hold?

SMA Dunaway: Private.

Interviewer: Did you serve in a leadership position?

SMA Dunaway: No.

Interviewer: Did the unit hold drills weekly, every two weeks, or monthly?

SMA Dunaway: Every two weeks, I believe.

Interviewer: What was the length of time for each drill session?

SMA Dunaway: Two hours in the evenings, as I recall.

Interviewer: Describe a typical drill session.

SMA Dunaway: We had instructional classes in basic subjects. We were separated into groups, based upon how long we had been in the guard and how much training we had already had. Each group was instructed in subjects at whatever level it had progressed to in the past. We learned how to march, how to disassemble, clean, and reassemble rifles, how to wear uniforms properly, and the like.

Interviewer: Describe some of the unit's activities during AT (Annual Training)?

SMA Dunaway: Summer training was more as a company, while normal drill sessions concentrated on individual and squad and platoon training. We went on maneuvers at Camp A.P. Hill, Virginia and we did a great job. We even won an exercise over the Regular Army from Camp Drum . . . . .at least that's what we were told. We had high morale and felt that no unit could touch us. The Regular Army unit that we were against was a horse cavalry unit. Our company commander had the foresight to get us up in the middle of the night and maneuver us around in the dark

so we could hit them at daybreak while they were eating their breakfast. They were off their horses and we captured the whole battalion headquarters. We were good. We didn't have good equipment, but we had a good commander and good NCOs (noncommissioned officers).

Interviewer: What was your MOS (Military Occupation Specialty) when you served in the Guard?

SMA Dunaway: Infantryman.

Interviewer: How were you trained in your MOS; by OJT (On the Job Training) or Service School?

SMA Dunaway: OJT.

Interviewer: Describe the common soldier task training you received.

SMA Dunaway: Wear and care of the uniform, rifle assembly and disassembly, marching, rifle marksmanship, patrolling, map reading, all the standard things infantrymen were taught then.

Interviewer: What is your evaluation of the leadership of the noncommissioned officers you served with in the National Guard?

SMA Dunaway: Noncommissioned officers in my National Guard unit at that time didn't appear to have much authority. But as time passed and I progressed, it seemed they'd take the initiative and make decisions. Of course a few unit commanders wouldn't let NCOs do that, but most of them would. The NCOs were excellent, overall.

Interviewer: How was morale in your unit?

SMA Dunaway: Top-notch.

Interviewer: Were there any improvisations made because of money or equipment shortages?

SMA Dunaway: Yes. I started out as a private when we had those difficult wrap-leggings, and we had stove pipes to simulate mortars. Training was limited because we didn't have the equipment to train properly, but we did very well, under the circumstances, with what we had.

Interviewer: Under what circumstances did you become a member of the Active Army?

SMA Dunaway: My National Guard Division was activated in February 1941.

Interviewer: After the 29th Division was activated, where did you receive your combat skills training?

SMA Dunaway: At Fort Meade, Maryland.

Interviewer: How old were you when you entered combat skills training?

SMA Dunaway: Eighteen.

Interviewer: What was the length of the training (in weeks)?

SMA Dunaway: Eighteen weeks.

Interviewer: What was your serial service/serial number? Later, what was your social security number?

SMA Dunaway: In the National Guard my number was NG 20360634. When I reenlisted into the Regular Army, the "NG" was replaced with "RA" but the number stayed the same. Draftees had a "US" prefix before their serial number during their drafted period. If they reenlisted, the "US" was replaced with an "RA." When serial numbers were replaced by social security numbers, 227-12-9293 became my serial number.

Interviewer: What were the billets like that you lived in?

SMA Dunaway: Two-story wooden barracks. Each floor had an open bay for double bunks and there were two small individual rooms at the end for NCOs as needed. The floors were wood, and they were heated with coal heat . . . . no air conditioning.

Interviewer: How did you rate the quality of food served in the mess hall?

SMA Dunaway: Each company had its own mess hall, and food was great.

Interviewer: How often did you perform KP (kitchen police)?

SMA Dunaway: About every three weeks, until I was promoted to

corporal.

Interviewer: What type details were you assigned while on KP?

SMA Dunaway: Normal KP duties, washing trays, pots and pans, mopping floors, peeling potatoes by hand, cleaning grease traps, etc.

Interviewer: What were the meals like in the field? Were you served all C-Rations, all A-Rations, or a combination?

SMA Dunaway: Either or both, depending on the tactical situation.

Interviewer: What time did your normal training day begin, and what time did it end?

SMA Dunaway: From reveille to retreat, sometimes longer.

Interviewer: Did you train on weekends and during holidays?

SMA Dunaway: Occasionally. Of course training exercises had no holidays; if one encompassed a weekend or holiday, the exercise continued.

Interviewer: Describe your normal duty uniform during your combat skills training.

SMA Dunaway: Fatigues, headgear, web belt, leggings, dogtags, plus any items of equipment necessary for any particular type of training. If we needed weapons, we had them; the same goes for cartridge belts, canteens, ponchos, helmets, field packs, shelter halves, etc.

Interviewer: What were the drill instructor's attitudes towards the newly activated National Guardsmen?

SMA Dunaway: We didn't have drill instructors, in the sense they are known today. Training was conducted by the unit's chain of command, and each instructor was a member of that unit. NCOs--corporal and above--conducted most of the instruction and occasionally an officer would give instructions. We had officers, for example, when live ammunition was being handled or fired. Sometimes an officer would be in charge, but NCOs would give the instruction. Sometimes the officer would actually give the instruction.

Interviewer: Did the instructors curse or touch their trainees?

SMA Dunaway: Not in an abusive way. We had to touch them to correct a position such as a firing position, physical training position, etc.

Interviewer: Did the instructors teach all of the subjects, or were there instructors that taught specific common skill tasks?

SMA Dunaway: Yes, they taught all subjects.

Interviewer: What role did the NCOs in your company play in the combat skills training?

SMA Dunaway: They taught the subjects and supervised the training. They also performed all other normal NCO duties.

Interviewer: What type of daily and weekly inspections did you have?

SMA Dunaway: Personal inspections in-ranks, standing by our bunks, and constantly throughout each day by all superiors. These included proper wear of clean uniforms, personal hygiene, weapons, equipment, lockers, barracks, latrines, etc. Prior to the five-day work week most units worked until noon on Saturday. Saturday mornings were devoted primarily to inspections. Every Saturday morning, unless in the field of off for holidays, we had thorough inspections all morning and were dismissed at noon for the weekend, except that some deficiencies were reinspected in the afternoon Saturday. The most common was an inspection in-ranks in a Class "A" uniform followed by a stand-by inspection in the living quarters, which were then called "barracks" or "billets." These inspections usually began at 0800 (8:00 AM) with an inspection in ranks in Class "A" uniform, conducted by the company commander and lasted an hour or more. The "Saturday Morning Inspection" was where soldiers learned the proper way to wear and care for their uniforms, awards and decorations, etc. In those days, each soldier knew how to wear properly each and every item of his uniform, and NCOs knew how to teach them all. When soldiers were seen, their brass was positioned properly, their awards were properly placed and in the

correct order, uniforms were clean and neat, and soldiers were almost always well-groomed. The old adage, "People do well only those things the boss checks," was proven true when the regular and frequent inspections were discontinued. Soon, especially toward the end of the Vietnam War and in the first few years that followed, soldiers lost a lot of the pride their predecessors had in their uniforms. Far too many did not know how to wear them or how to place their brass and awards. After the in-ranks inspection, we were released to the barracks where we stood by our bunks and lockers and the CO (commanding officer) inspected the entire barracks. These inspections could be with or without individual weapons, with or without all field gear displayed, and with or without lockers open. Such details were left to the unit commanders. The battalion commander usually roamed the battalion area and conducted spot inspections, so he showed up at times and didn't at others. We never knew when he might come, but we were always ready in case. This part of the inspection sometimes included laying all our field gear out on the bunk (called "full-field layouts") and sometimes it was on top of our lockers in ready-to-wear configuration. On Saturdays, anyone not passing the inspection was denied a pass; or was limited to staying on the post. Gate guards checked each soldier, walking or riding, at the post's entrances and exits. No pass, no exit.

Interviewer: Describe the daily inspections.

SMA Dunaway: Daily inspections were conducted at reveille every day unless it was not yet daylight. In those seasons, the inspections were conducted at the first formation after breakfast and daylight.

Interviewer: Was the most emphasis put on drill and ceremony, weapons training, or upon other common skill tasks?

SMA Dunaway: Emphasis was put on all aspects of military skills and military life. A world war was in progress and we were taught that there were only two kinds of soldiers: the quick and the dead. Integrated into all training was a great emphasis on mental alertness.

The greatest emphasis was placed on drill and weapons.

Interviewer: Describe the physical training program during basic training.

SMA Dunaway: Daily each morning. There were usually twelve separate exercises, known as the "daily dozen" and a one to five mile run normally followed.

Interviewer: How often was dismounted drill held?

SMA Dunaway: Daily, except during field exercises.

Interviewer: Tell me about the dismounted drill during your training.

SMA Dunaway: We had normal squad, platoon, and company drill.

Interviewer: What weapon did you qualify with during your combat skills training?

SMA Dunaway: M-1 Garand rifle.

Interviewer: Describe the weapons training you received.

SMA Dunaway: That was previously answered. Cleaning, maintaining, and firing weapon. Firing included fixed targets, and combat firing ranges where targets would pop up anywhere.

Interviewer: Describe the chemical warfare training you received.

SMA Dunaway: We learned the use, wear, and maintenance of the gas mask, including taking mask off in a gas chamber which forced us to inhale harmless, but very irritating, CS gas to add realism to the training. That forced us to properly adjust the fit of our masks.

Interviewer: What types of vehicles (if any) were used to transport the troops to and from training?

SMA Dunaway: Two-and-a-half ton trucks when available, sometimes called "duece-and-a-halves." Much of the time we marched to training areas, from one to ten miles.

Interviewer: Were there any improvisations made because of money or equipment shortages?

SMA Dunaway: Not during this time. The entire Nation sacrificed

so that the military could have equipment. Much civilian industry was converted to produce military hardware and equipment, and civilians had many things rationed, such as sugar, butter, coffee, rubber, and other items, so that the military could have everything we needed.

Interviewer: How realistic was the training you received during your combat skills training?

SMA Dunaway: As close as it could have been to actual combat.

Interviewer: Did you feel that you were prepared to function as a soldier when you completed training?

SMA Dunaway: Yes.

Interviewer: What was the most humorous thing you remember about your combat skills training?

SMA Dunaway: I don't remember humor in training. We were dead serious in all our training. There as a world war going on, and training was no joke.

Interviewer: What was the most difficult thing you had to do during your combat skills training?

SMA Dunaway: Maintain top-notch physical condition.

Interviewer: What was the scariest thing you had to do during your combat skills training?

SMA Dunaway: I don't recall being scared of anything. Cross-country night training, using compasses and including river crossings, was a little scary in the sense that there was a possibility of getting off course and having to walk distances longer than necessary, and the potential for someone drowning in the dark.

Interviewer: What significant impact did the training have on your early military life, and later during your military career?

SMA Dunaway: I guess every experienced combat soldier would answer this question essentially the same way. Training is necessary to learn discipline, basic combat skills, chain of command, and the military way of doing things. It forms the foundation for the remainder of one's stay

in the Army, whether it's one enlistment or a career. Most importantly of all, it prepares each individual soldier to survive in combat so he can accomplish the mission assigned him and his unit.

Interviewer: Is there anything you would like to say about your combat skills training?

SMA Dunaway: No.

Interviewer: Did you attend an NCO academy? If so, where and when?

SMA Dunaway: Yes. I attended the academy at Fort Benning, Georgia while I was stationed there. I think it was a regimental academy.

Interviewer: What rank were you when you attended the NCO Academy?

SMA Dunaway: Sergeant First Class E6.

Interviewer: Approximately how many soldiers were in your class?

SMA Dunaway: Approximately forty.

Interviewer: What was the average rank of the soldiers that attended the academy with you?

SMA Dunaway: E5, E6, E7, then called "first three graders."

Interviewer: Tell me about your days in the NCO academy.

SMA Dunaway: The days started at 0400 (4:00 a.m.) and were rigorous until lights out at 2200 (10:00 p.m.) Training was tough, thorough, realistic, and inspections were "white glove" types. Perfection was the order of the day, in all subjects and all aspects.

Interviewer: Were you airborne qualified? If so, when and where did you go to Jump School?

SMA Dunaway: Yes, I was airborne qualified. I went to Jump School at Fort Benning, Georgia, in August 1943.

Interviewer: What led to your decision to "go airborne?

SMA Dunaway: Two or three of the men from my hometown had gone directly to Jump School when the rest of us went to Fort Meade. When they returned to the unit wearing wings and spit-shined jump boots, they really looked sharp . . . .they impressed me very much, and I decided

I'd go airborne as soon as I got the chance. My motivations to volunteer included the extra money, jump pay, the pride of wearing bloused trousers with spit-shined jump boots, and the challenge. When we accomplish things that only a few people accomplish, we have the right to be proud because we are then among an elite group. If I had it to do over, I'd go airborne again. Everyone was a volunteer, and no **one** could complain because he didn't have to be there. We were all volunteers, and that makes a big difference.

Interviewer: What airborne assignments did you have?

SMA Dunaway: 187th Regimental Combat Team, 542nd, 517th Regimental Combat Team, 501st Airborne Battalion, 505th Parachute Infantry Regiment, 82nd Airborne Division, 101st Airborne Division, and Special Forces. I went to Jump School in '43 and stayed airborne for the majority of my career. Like they say, "once airborne, always airborne." Consequently, when I went to World War II, I was with the 517th Combat Team, which was airborne, and from then on when I'd come back from overseas I'd always go to an airborne base . . . . Benning, Campbell, or Bragg.

Interviewer: Tell me about Jump School.

SMA Dunaway: Jump School was tough. It was four weeks when I went through. The first week was sort of a preparatory week, running and exercising and just generally getting into good shape. The second week was ground training, the third was tower training, and the fourth was jump week. When I first went into the preparatory week, I was sent for a physical and they found that I needed surgery. So I went into the hospital, had the surgery, and had nearly five months to recuperate before going back to Jump School. During my recuperation period I served temporarily as the First Sergeant of the post stockade. That was some learning experience for me. They gave me another physical and determined that I was ready for Jump School. I reported for A-Stage, or preparatory training. In those days a student removed his rank and went through

school as a private, except a few who were designated as student platoon sergeants, company commanders, etc. I was the senior student as a Sergeant First Class so I was the Student Company Commander. The instructors made it rough on NCO students, trying their best to make us quit the course. They made us do push-ups and squat jumps until they got tired of watching us. There were many times that I wanted to throw in the towel, but I kept remembering that some of the guys from my old National Guard unit had made it through and, if they could, I could. So I stuck with it. The harder they tried to make me quit, the more determined I became to make it. The second week was mostly ground training, learning proper procedures inside the aircraft, how to exit the aircraft door properly, keep a sharp lookout during descent, control the chute, and make correct parachute landing falls. The aircraft procedures and door exits were practiced from mock airplanes which were just long platforms with benches along the sides to simulate the seats. The door was about two feet from the ground. There was a swing landing trainer where each student was strapped into a harness, then allowed to swing from a six-foot platform from side to side. The instructor would drop the student without warning and the student had to make a proper landing. Another trainer simply had the student suspended two feet above the ground just hanging in the harness. There we learned how to turn to observe other jumpers in the air, and how to pull down on a set of risers to make the chute drift in the direction we needed to drift. Near the end of that week we trained on the 34-foot towers to learn proper exit techniques and begin to get the feel of actually falling from a significant height. Thirty-four feet isn't really high but it surely seems high the first time you are up there looking down. We were graded on each tower jump and had to keep doing them until we had three satisfactory ones. To an instructor, "satisfactory" means "perfect. You could hear them yell "UUNNNN-satisfactory, get back in line and do it again!" Tower week was probably the best week other than jump week.

We jumped from the 250-foot towers and that was both scary and fun. Like ground week, each student was doing something all the time. You were either the student the instructor was training, you were in line to be next, or you were pulling a rope or holding something so that another student could be graded. Each student was occupied from the beginning of the day till the end. Using two jump towers, three students would be on each tower, which was controlled by the instructors. A student in the harness would be hooked up to a chute and a group of the other students would attach his chute to one of the big rings; then he would be hoisted up the two hundred and fifty feet to the top of the tower arm. The instructor would give the signal and the tower operator would release the student to descend to the ground. As in all of the training, each student was graded extremely strictly and made to repeat jumps until enough were satisfactory. Having completed tower training, we went to the rigger shed where the parachute riggers packed chutes. They taught us how to pack a parachute and we packed several, unpacking each one after it had been checked, then repacking it again. At the end of that phase, we tagged the last chute we packed and that was the chute we actually jumped on our first jump. With the training finished, we were given the weekend off before starting jump week the following Monday. The drop zone was Fryar Field, which is actually across the Chattachooche River in Alabama, but it is part of the Fort Benning reservation. The first two jumps were "Hollywood" jumps, that is only a steel helmet, chute, and a reserve. The last three were with full field equipment, and weapons, with the last one being at night.

Interviewer: You said there were times you wanted to quit?

SMA Dunaway: I wasn't kidding when I said there were times I wanted to quit. Those instructors gave me a very hard time, from the day I arrived till I graduated. They kept asking me if I'd had enough, if I wanted to quit. A master sergeant in the preparatory stage was the toughest, and he probably passed the word on to the other instructors

to push me as hard as they could. A couple of times I passed out when I had done as many push-ups as I could or when I couldn't climb the ropes high enough, or whatever. But the only time they let you stop was when you lost consciousness. Summertime in Georgia produces temperatures in the high 90's and it hits 100 from time to time. Yes, I wanted to quit, but I just couldn't let myself do it. I took the worst beating of my life, but I was still standing there when all the dust settled. The master sergeant from A-Stage was on the drop zone the night we made our fifth and final qualifying jump. He came up to me in formation and said "You're the type of man we want in the Airborne . . . . . congratulations! That's when I knew it had all been worth the sacrifices and all the pain and agony. I was proud, and that felt good.

Interviewer: Where did you go after Jump School?

SMA Dunaway: After graduation, they sent me to Pathfinder School, then to Glider Training, then back to be an instructor in Basic Airborne Training. Parachuting was fairly new then, so they were looking for good NCOs to keep as instructors. That's probably why they put me "through the mill" without mercy, just to see if I could handle the pressure.

Interviewer: Tell me about the Glider Training.

SMA Dunaway: Training was one week and included loading equipment, takeoff, and landing. Newer than parachuting was the use of gliders. These were very lightweight, thin-shelled gliders that almost looked like real aircraft. There were no engines, propellers or any of that. They had a pilot's compartment and just enough stick controls to allow a pilot to guide the ship to a gliding landing. The purpose of the glider was to give us the capability of landing troops near or behind enemy lines without detection. Since they had no motors and made no noise, they could be landed at daybreak without alerting the enemy. They were hooked on behind C-46 aircraft with ropes and were loaded with combat troops. I think each one held eight to twelve troops or so. Each C-46 would take off, towing a glider loaded with men. When the plane reached

a pre-designated point, short of the target landing area, the pilot would disconnect the tow rope and the plane would bank off and return to base. The glider was left on its own in free flight. The glider pilot, who also was a combat soldier, would guide the glider to the landing zone where the glider slid along on its belly until it came to a stop. The troops could then debark, assemble, and go on with the mission. This glider business was quite dangerous . . . . . not just in combat, but in training as well. With no power, the pilot's flexibility was limited to what he could manage using wind currents and the gliding ability of the craft. Sometimes they landed short of the intended area and would hit trees, stumps, ditches, fences, and the like. There were injuries and the casualty rates were high, but those were calculated risks considered in employing gliders.

Interviewer: Tell me about your pathfinder training.

SMA Dunaway: Pathfinder School was a one-week course. We learned how to jump into forward areas ahead of everyone else and mark drop zones, landing strips, key terrain features, and so forth, to help guide the main force into the proper locations on large maneuvers and in real combat.

Interviewer: What other military schooling did you complete?

SMA Dunaway: NCO Advanced Training, at Fort Benning, Georgia; Jumpmaster School, at Fort Benning; and Recondo School, at Fort Campbell, when I was 187th Regimental Sergeant Major. The Recondo School was a division school operated by the 101st Airborne Division for its own personnel. It was very close to Ranger training in most respects.

Interviewer: In which branch did you spend most or all of your Army career?

SMA Dunaway: Airborne Infantry.

Interviewer: Which MOSs did you hold? Which MOS did you hold the longest?

SMA Dunaway: Infantry MOSs until the CSM (Command Sergeant Major) program was implemented. MOS 00Z5P.

Interviewer: After your combat skills training, what unit were you assigned to?

SMA Dunaway: I remained with the 29th Division. Once we completed our training, we started training draftees, using the knowledge we had gained. I had advanced to the rank of sergeant by then.

Interviewer: What squad, section, platoon, etc., were you assigned to?

SMA Dunaway: 2nd Platoon, Company A, 176th Infantry, 29th Division.

Interviewer: What was your job?

SMA Dunaway: Platoon guide.

Interviewer: How long did you remain with the unit?

SMA Dunaway: Until August 1943, when I went to Fort Benning, Georgia to attend the Airborne Course.

Interviewer: How were soldiers selected for promotion in the unit?

SMA Dunaway: It was based on the chain of command recommendations and authorizations from higher headquarters to promote to each grade. A qualification test at company level, followed by appearance before a selection board were required before being promoted.

Interviewer: Do you feel that the selection for promotion was fair or unfair, and why?

SMA Dunaway: It was fair. Promotions went to those who demonstrated the ability to perform effectively at the next higher grade level. There may have been a few political promotions now and then, but they were not noticeable. The company commander was the promotion authority.

Interviewer: Which NCO had the most positive effect on you, and why?

SMA Dunaway: The first sergeant. He was top-of-the-line and being a first sergeant was a goal for me early on.

Interviewer: Previously you stated that the morale in Company "A" of the 176th Infantry was excellent. To what do you attribute the excellent morale in the unit?

SMA Dunaway: We had been a Guard unit and everyone knew everyone else. We had first-rate leadership.

Interviewer: Was there a spirit of teamwork in the unit? Please elaborate.

SMA Dunaway: Yes. We had a mission and worked together to accomplish it. Everyone was a team player.

Interviewer: Did you receive any awards or special recognition while assigned to the unit?

SMA Dunaway: I was promoted through the ranks from private to Sergeant First Class E6.

Interviewer: What do you feel were the strong points in the unit's performance?

SMA Dunaway: Unity and teamwork.

Interviewer: What do you feel were the weak points in the unit's performance?

SMA Dunaway: None.

Interviewer: How were disciplinary problems handled in the unit?

SMA Dunaway: Swiftly and firmly, using company punishment and courts-martial.

Interviewer: What did soldiers do during their leisure time after duty hours and on weekends?

SMA Dunaway: They stayed in the barracks, went to the movies, beer halls, PX's, and on passes to town when they were permitted and earned.

Interviewer: Approximately what percentage of the enlisted members of the unit was married?

SMA Dunaway: I never counted or saw any specific figures, but twenty per cent would be a good guess.

Interviewer: Where did the majority of the married enlisted

members reside?

SMA Dunaway: Off post.

Interviewer: What do you feel was the most common problem facing married enlisted soldiers assigned to your first unit?

SMA Dunaway: The cost of living off post and leaving the family while on extended training exercises in the field.

Interviewer: We have covered some specific questions relating to your first active duty assignment. Do you have additional comments concerning that assignment?

SMA Dunaway: No.

Interviewer: How many combat tours of duty did you have?

SMA Dunaway: Three. One in the European Theater of World War II and two in the Republic of Vietnam.

Interviewer: When did you serve your first combat tour of duty, and where?

SMA Dunaway: January to November 1945, in France and Germany.

Interviewer: When did you serve your other combat tours, and where?

SMA Dunaway: From June '66 to June '67 and from December '67 to July '68. Both tours were in the Republic of Vietnam.

Interviewer: Where were you assigned when you received assignment orders for your first combat tour?

SMA Dunaway: I stayed on as an instructor in basic airborne training, accumulating seventy-five jumps, until I was selected to attend an eighteen week Noncommissioned Officers' Leadership Course there at Benning. Upon completion of the course, I was assigned to the 517th Regimental Combat Team in France. That was January 1945.

Interviewer: What were your reactions when you received the orders?

SMA Dunaway: I, and all soldiers then, expected orders at any time. I was ready to go. We all were. I departed seven days after

notification, and my family had to move on their own back to Washington, D.C.

Interviewer To which company in the 517th Regimental Combat Team were you assigned?

SMA Dunaway: "H" Company.

Interviewer: To which major command was your unit assigned?

SMA Dunaway: Third Army.

Interviewer: Where was you unit located?

SMA Dunaway: Montage, France.

Interviewer: Did you remain with that unit throughout your combat tour?

SMA Dunaway: Yes.

Interviewer: Describe your deployment from Fort Benning to France.

SMA Dunaway: Getting to France was just about as hectic as being in the war there. Today everyone goes everywhere by air. Then it was a logistical nightmare. We were trucked from Fort Benning to troop trains. The trains took us to Fort Dix where we practiced three days to learn embarking, debarking, and emergency procedures for ships. Overseas pay started when we left the dock, and it took nine or ten days to cross the ocean and dock at Liverpool, after passing through an area where enemy submarines had been sighted. Trains then took us across England to Southhampton, were we boarded a British ship and crossed the channel to Le Harve, France. There we boarded another train into cattle cars . . . . .and I do mean cattle cars, with open-slatted sides and hay on the floor. . . . . to our final destination somewhere in the middle of France where the 517th happened to be at the time. We moved within a few days after our group arrived. Those cattle cars, in January, were miserably cold . . . . . had it not been for the hay to help keep us warm, and forty of us in each car huddling together, we would have probably gotten frostbite. Today you'd simply fly from Fort Benning to Le Harve and you'd be there the same day. That trip took more than

twenty days from start to finish.

Interviewer: What rank were you when you joined the 517th?

SMA Dunaway: Sergeant First Class E6.

Interviewer: What was your duty assignment?

SMA Dunaway: Platoon sergeant.

Interviewer: What was the mission of your unit?

SMA Dunaway: Same as all combat arms units - to close with and destroy the enemy.

Interviewer: How long was your tour of duty?

SMA Dunaway: From January '45 to November '45.

Interviewer: How do you assess the leadership abilities of the NCOs in the unit?

SMA Dunaway: Excellent.

Interviewer: How was the morale of the soldiers in the unit?

SMA Dunaway: Superb.

Interviewer: Was there a drug or alcohol problem in the unit?

SMA Dunaway: No. It was a well-disciplined all-volunteer unit.

Interviewer: Were there discipline problems in the unit?

SMA Dunaway: No. We didn't have discipline problems in the 517th.

Interviewer: Did you receive special recognition or were you awarded any combat decorations during your tour of duty in Europe with the 517th?

SMA Dunaway: Yes. I was awarded the Combat Infantry Badge and the Bronze Star Medal.

Interviewer: When you returned from Europe, what was your next duty station?

SMA Dunaway: I was assigned to the 501st Airborne, at Fort Benning, Georgia.

Interviewer: Describe your return to the United States.

SMA Dunaway: When the war ended later in 1945, we went by truck to Camp Lucky Strike, then rode a train to Marseille, France, where we

boarded a liberty ship to Hampton Roads, Virginia. The liberty ships were small mass-produced troop ships that were more like tubs in the ocean. The sickest I've ever been in my life was being seasick aboard that little ship as it bounced around in the stormy ocean. From Hampton Roads we went by train to Fort Meade, Maryland, to process for discharge. I was a Sergeant First Class then and I had intentions of leaving the service, even though my battalion commander had offered to make me a first sergeant if I'd stay with the 517th. Then they could promote to senior grades, but it wasn't like it had been back in my original Guard unit where I had known so many guys. Those days were gone and I had to make new friends and acquaintances each place I went. I really thought I was ready to be a civilian once more. That wasn't in the cards, though.

Interviewer: Do you have any other comments you would like to make concerning your first combat tour with the 517th?

SMA Dunaway: The 517th was a crack airborne outfit. While I was assigned to them, we performed a variety of missions in France and in Germany. We achieved several objectives that I'm confident contributed materially toward bringing the war to a victorious conclusion.

Interviewer: When did you serve your second combat tour of duty, and where?

SMA Dunaway: June 1966 to June 1967, in the Republic of Vietnam.

Interviewer: Where were you assigned when you received assignment orders for your second combat tour?

SMA Dunaway: I was assigned to Headquarters, 1st Special Forces, in Okinawa.

Interviewer: To what unit were you assigned in Vietnam?

SMA Dunaway: Headquarters, 5th Special Forces Group.

Interviewer: Where was Headquarters, 5th Special Forces Group located?

SMA Dunaway: Nha Trang.

Interviewer: What was your duty assignment with the 5th Group?

SMA Dunaway: I was the Group Sergeant Major.

Interviewer: Describe the special circumstances under which you were assigned to the 5th Special Forces Group?

SMA Dunaway: My commander and I would fly frequently to Laos and Vietnam to visit our troops where, as well as staying on top of the training in the Pacific. Special Forces people normally went from one Special Forces group to another when it was time to PCS (permanent change of station). There were Special Forces elements stationed at Bragg, Okinawa, Vietnam, Germany, and Fort Devens primarily. Lots of these guys made the rounds. It was very enjoyable being with the Special Forces in Okinawa and Colonel Kelley was among the best commanders I had in the Army. In early 1966, Colonel Kelley was alerted for his next assignment as Commander of the 5th Special Forces in Vietnam. Shortly after that, I received notification that my next assignment was to be at Fort Benning, Georgia. Within a month we made another of our frequent visits to our teams throughout Vietnam, and stopped in at MACV (Military Advisory Command, Vietnam) Headquarters as we were about to leave on our return trip to Okinawa. I asked to see General Westmoreland and they sent me right on into his office. He was on the phone with his wife, Kitsy, and he said to her "George Dunaway just walked in." He said "Kitsy says hello, and for you to give our best regards to Peck." When he finished the phone conversation, he came around his desk and we sat on his couch. I told him about my orders to Benning and asked if he would help me get them amended so I could transfer with Colonel Kelley to the 5th Group in Vietnam. I explained that I had been coming to Vietnam since 1961 on visits, but Okinawa was my home base and I had not actually had an official tour in-country. He said he'd see what he could do. Of course that meant my orders would be changed, and they were within a week or so. We sat there for awhile chatting about some of the times we'd had back at Fort Campbell, exchanged updates about our

families, and then I excused myself because I knew how busy he was. Then I found Colonel Kelley as he was leaving J3 Operations and told him what General Westmoreland had said. We returned to Okinawa that same day. Colonel Kelley's reporting date to Vietnam was about a month ahead of mine. He left in early May and I left in June. I had a footlocker with all my "junk" in it and some of the guys helped me load it onto the C-130 that took me to Vietnam. When we landed in Tan San Nhut and everyone deplaned, there was some cargo that had to go to another part of the airfield. The pilot sent his crew chief to ask me what area of the airfield would be convenient for me. After I told him where the Special Forces section was, the pilot taxied the aircraft all the way over to where I had to go, and even swung the plane around and lowered the tailgate directly in front of the shed so I only had to go some forty feet or so. A couple of the troops unloaded my footlocker while I carried my other baggage. Through his open cockpit window the pilot waved and said "Here you are, good luck." Special courtesies like that I will always remember.

Interviewer: What was the mission of the 5th Special Forces Group?

SMA Dunaway: To advise the Vietnamese soldiers and teach civilians, and to help them fight.

Interviewer: How long was your tour of duty?

SMA Dunaway: All tours in the Republic of Vietnam were one year then, unless an individual extended voluntarily. My tour was twelve months.

Interviewer: How do you compare the leadership abilities of the NCOs in the 5th Special Forces Group to those you served with in the 517th Combat Team?

SMA Dunaway: Reasonably equal. Both were airborne and both were manned by volunteers. Leadership in both was top-of-the-line.

Interviewer: How did the morale of the soldiers in the 5th Group compare with that in the 517th?

SMA Dunaway: Both had exceptionally high morale, due to the top quality leadership and the voluntary nature of the assignments.

Interviewer: Was there a drug or alcohol problem in the 5th Group?

SMA Dunaway: Absolutely not.

Interviewer: What differences did you observe between the soldiers in the 5th Group and those you served with in the 517th?

SMA Dunaway: Members of the 5th Group were more extensively trained. All were trained and competent in at least two MOS's. The purpose of this concept is to permit people to do the jobs of others when necessary. For example, if a medic becomes a casualty himself, someone else is a trained and competent medic and can take over the job.

Interviewer: What similarities between the soldiers did you observe?

SMA Dunaway: Loyalty; dedication; commitment; comradeship; pride in one's self; unit; command; country; pride in appearance; performance of duty; patriotism; and constantly striving to improve individual and group professionalism.

Interviewer: Compare the discipline during the two tours? Did it improve, was it about the same, or did you observe a deterioration?

SMA Dunaway: Discipline was about the same. Everyone followed orders promptly and without question. Both were in hostile combat environments. There were some minor differences that are inherent in the difference of the types of organizations. The 517th was a traditional unit with squads, platoons, and companies forming a battalion while the 5th Group's organization is built around small, specialized teams of experts. In Special Forces, almost everything is done as a team, both in peacetime and in combat. For example, if a team is detailed for police call, each member of the team picks up trash. In the traditional unit, the lower grades pick up trash and the NCOs walk behind and supervise.

Interviewer: Compare the problem areas during your two combat

tours. What problems were common? What new problems had surfaced? Which problems had disappeared?

SMA Dunaway: Homesickness and separation from family among the younger soldiers is a problem common in all combat duty, and even in peacetime overseas assignments. While good soldiers fight day in and day out, taking things as they come, all of them look forward to when the war will be over or when their tour will be completed and they can go home. This, by no means, takes away from their dedication to mission or their professionalism. It's just an influence that sets in when there is a lull in the action or when they get a break from combat. In WWII, we were there for the duration of the war, with rotation back to the States on a point system. Points were accumulated based on how long a soldier was overseas, the degree of his combat involvement; infantrymen on front line duty accumulated points much faster than rear echelon soldiers, for example, and other considerations. Troops were members of their units for long periods of time and cohesiveness had time to become extremely effective. In Vietnam, on the other hand, the one-year tour concept had a somewhat different effect. While a unit's presence was perpetual, the turnover rate of its members was a continuous process. Every few days replacements were arriving and veterans, whose tours were complete, were departing. Even so, cohesion was excellent --as it always is in war--, but I don't think it jelled quite to the degree in Vietnam that it did in World War II.

Interviewer: When did you leave Vietnam, and what was your next duty station?

SMA Dunaway: I left Vietnam in June '67 and was assigned as the Division Sergeant Major of the 101st Airborne Division, at Fort Campbell, Kentucky

Interviewer: Are there any other comments you would like to make about your second combat tour of duty?

SMA Dunaway: No.

Interviewer: When did you serve your third combat tour of duty, and where?

SMA Dunaway: From December 1967 until July 1968, in the Republic of Vietnam.

Interviewer: Where were you assigned when you received assignment orders for your third combat tour?

SMA Dunaway: I was Division Sergeant Major of the 101st Airborne Division.

Interviewer: Explain the reason for the short amount of time between your two tours in Vietnam.

SMA Dunaway: When I was assigned to the 101st I did not know then that the division would be alerted to make a division move to Vietnam. Less than six months after I had left the 5th Special Forces, I was back in Vietnam. I signed a waiver and volunteered to return to Vietnam with the 101st Airborne Division when it was alerted to deploy as a division. That move proved to the largest single deployment of the Vietnam war.

Interviewer: When did you arrive in Vietnam?

SMA Dunaway: I landed on December 13, 1967, after a twenty-three hour flight aboard a C-141 aircraft. I was with the division's Command Group.

Interviewer: Tell me about the deployment of the 101st Airborne Division to Vietnam.

SMA Dunaway: Major General Olinto M. Barsanti was CG (Commanding General) of the division. He was a very highly decorated general, with a tremendous combat record. When I reported to him, I had the swagger stick I had carried since becoming a sergeant major. His first words to me were "You'll need a bigger stick than that in this division." In July 1967, I moved my family into quarters on post for what I expected to be at least a three-year assignment . . . . . but shortly after getting settled into quarters we received, in September, alert orders to move the division to Vietnam. General Westmoreland, then commander of

Vietnam, had asked President Johnson for more troops and had specifically asked for the 101st. We immediately got to work making plans and getting troops and equipment ready for the move. There were some reorganizing of units and major personnel turbulence involved. We had to identify people who were non-deployable, for a variety of reasons, and get them shipped out and someone of the same grade and MOS shipped in to replace each one. People who were in the hospital, in jail, and so forth, had to be removed from our slots and rosters and replaced. We had folks coming in from all over, some voluntarily and some by direction of the Department of the Army. We accelerated our training program, using all the most recent techniques from Vietnam experience, and it was successful. We jumped quite a bit during those weeks we prepared to deploy to Vietnam. Once in Vietnam, we might not get to jump often, if at all, so we were authorized to continue to collect jump pay whether or not we were able to jump. The last jump I made at Fort Campbell was number 565 for me, and it turned out to be my last jump. When the division's Command Group landed in Vietnam (December 13, 1967), in an elaborate ceremony Major General Barsanti reported to General Westmoreland to mark the 101st Airborne Division's official presence in Vietnam. The first elements of the 101st had departed Fort Campbell in November, and they continued in increments until the final plane landed with the last elements of the division, about the middle of January 1968. We deployed 10,356 men more than 10,000 miles from Fort Campbell in the largest single troop movement of the war. The operation was named "Eagle Thrust" and was executed from start to finish in forty-one days, from Campbell to Bien Hoa. Almost everyone had taken ten to twenty days' leave home prior to departing for Vietnam. Morale was high and the 101st was ready . . . . . but we had no idea how hard we'd be hit by the enemy before we had our base camp completed.

Interviewer: Since the entire division was to be deployed, did

you have a large number of NCOs in a non-deployable status? If so, how did you deal with the problem? How successful were you?

SMA Dunaway: There were hundreds of soldiers of all ranks who were non-deployable. They included people who had been back from Vietnam less than six months, sole surviving sons, soldiers who had any relative in Vietnam at the time, people with certain physical profiles, patients whose convalescence leaves extended part our deployment date, and several other categories. We identified each and every one of these. Those in the first category were given the choice of remaining non-deployable, or signing a waiver and remaining with the division. I called a meeting of all senior NCOs who had been back from Vietnam less than six months and discussed the choices, informed them that I was signing a waiver to stay with the division and pointed out how important it was to the men of the division to have leaders with Vietnam experience. We veterans had an unusual opportunity to be instrumental in saving many lives in the future, with our Vietnam combat experience. If all of us elected to hide behind our nondeployability and stay at Fort Campbell, the division would deploy with very little combat experience. I felt it was crucial to succeed in persuading as many as possible to go back to Vietnam with us. That was very successful and the vast majority of them, especially those in key leadership positions, signed waivers and agreed to return to Vietnam with us. Some who had valid reasons not to return did not sign waivers but volunteered to stay with the division at Campbell right up to deployment in order to help the division prepare for the move and conduct as much combat training as possible for the troops. When the list of remaining nondeployables was finalized, we categorized them by grade and MOS, then coordinated with the 82nd Airborne Division to exchange nondeployables for deployables on a man-for-man basis. Since the 82nd was the only other airborne division, the greatest pool of airborne qualified personnel was there. For the slots we were not able to fill from the 82nd, DA (Department of the

Army) went worldwide to identify and solicit volunteers for us to fill the remaining slots. They published orders to effect all these transfers so that everyone was on station in plenty of time to deploy, and we successfully deployed at 100% of authorized strength. The deployment was incremental, with entire battalions departing every few days with all their men and equipment. It was a very major operation which involved far more details than can be, or should be, included in a history of the Sergeant Major of the Army.

Interviewer: Did you remain with that unit throughout your combat tour?

SMA Dunaway: I remained with the 101st until selected as Sergeatnt Major of the Army. I was credited with a complete tour, although I was only there from December 13, 1967 through July 25, 1968.

Interviewer: While assigned to the 101st in Vietnam, did you serve as the Division Sergeant Major?

SMA Dunaway: Yes.

Interviewer: Where was the 101st originally located? How many moves did the division make?

SMA Dunaway: At Bien Hoa, near Long Binh, about thirty miles north of Saigon. The 2nd Brigade moved north to Quang Tri, around Hue-Phu Bai just before TET 68. Intelligence information indicated that a massive buildup of enemy troops was in progress near Hue, and the 2nd Brigade's job was to locate them and wipe them out. As it turned out, the buildup was part of the TET (oriental new year) Offensive and the enemy hit Hue City at the same time other major cities were being hit. The 2nd Brigade successfully repelled the attack, with some assistance from a U.S. Marine battalion from Dong Ha. Shortly afterwards, the 2nd Brigade set up a temporary base camp at LZ (landing zone) Sally, near Phu Bai. We learned that there was a far greater concentration of North Vietnamese regulars in the I Corps zone in the north than we had previously believed. The rest of the division moved north the week following TET.

We set up a forward base camp which we named Camp Eagle, named after the eagle on our division's shoulder patch. Camp Eagle was near a Navy Seabee camp at Gia Le just outside Phu Bai. We had the 1st Brigade with us at Camp Eagle, and the 3rd Brigade established its base camp a short distance away at Camp Evans. The rear detachment remained at Bien Hoa to handle our finance and personnel records and functions, a casualty reporting center, and replacement operations. As part of the replacement system, we had a cadre group which conducted what we called "in-country" training.

Interviewer: Explain what "in-country" training was.

SMA Dunaway: This was a training course devised to take newly arrived replacement personnel through a familiarization and acclimation course, designed to get them ready and adequately trained before being assigned to a unit.

Interviewer: Do you think the "in-country" training was beneficial?

SMA Dunaway: I'm convinced that lots of soldiers managed to stay alive because they had taken this course.

Interviewer: What was the mission of the 101st?

SMA Dunaway: While specific missions varied from time to time, depending on the enemy's activities, the basic mission remained the same as all infantry and airborne infantry divisions . . . . . as well as virtually all combat arms organizations . . . . . to close with and destroy the enemy.

Interviewer: Compare the leadership abilities of the NCOs in the 101st to those in the units during your previous tours?

SMA Dunaway: The abilities of leaders in the NCO Corps improved, mostly because more NCO academies and courses were in existence by then, so their training had been more extensive and, perhaps, of higher quality. Leadership in the officer's corps was of high quality in the field and flag grades, but at the company level officers were being

turned out by accelerated and protracted courses at Fort Benning, and other places in the States, so the level of training was sometimes less than that desired and needed. Also, there was such an effort to get as many officers in command positions to benefit their career progressions, that rapid turnover of officers was somewhat disruptive. I think that was dangerous, to a degree, and I think it cost the officer corps some prestige.

Interviewer: How did the morale of the soldiers in the 101st compare with those during your previous units?

SMA Dunaway: Not much difference. As mentioned before, airborne units are manned by volunteers, and they are almost always first-rate people.

Interviewer: Was there a drug or alcohol problem in the division? If so, how were the problem dealt with?

SMA Dunaway: Not in combat and maneuver units. A few of the rear echelon troops smoked marijuana some, I was told, but not to the extent that any problems came to my attention. My subordinate sergeants major were top-notch and kept me informed; I'm confident I would have known if there had been any significant problems. I can't be sure how things were after I departed, but the Division Sergeant Major who replaced me was a long-time friend and I'm sure he would have told me if he had problems later. He didn't.

Interviewer: What differences did you observe between the soldiers in the 101st and those you served with during previous combat tours?

SMA Dunaway: Overall, the 101st soldiers had better civilian educations prior to entry into the Army. The one-year limit on tours was probably the most significant difference. Almost everyone had a 365-day calendar and marked off each day as it passed to keep track of how many days were left on the tour. Vietnam soldiers were better equipped than WWII soldiers due to advances in technologies. In addition, they were fighting a totally different type of war. In WWII, you knew which

direction was enemy territory and that everything behind you was generally yours. In Vietnam, the enemy could be in any direction, anywhere at any time, and even could be employed in your own base camps. We pretty much knew in WWII when we were in safe places and could relax, whereas in Vietnam enemy action could come from anywhere at anytime. A sense of continual vigilance was more evident in Vietnam.

Interviewer: What similarities between the soldiers did you observe?

SMA Dunaway: The same answer I gave to the question you asked previously, concerning the similarities between the soldiers of the 517th and the 5th Group, applies to the soldiers of the 101st. Those traits were evident in the 101st soldiers.

Interviewer: Compare the discipline during the three tours? Did it improve, was it about the same, or did you observe a deterioration?

SMA Dunaway: I would say generally that discipline gradually deteriorated throughout my thirty years, reflecting the same trend that was occurring . . . . and is still occurring . . . . in the civilian sector. The Vietnam War was not a popular war. There were organized movements and demonstrations against the war constantly going on back in the States. Soldiers brought that knowledge from the States with them to Vietnam and were affected by a variety of attitudes. Having said that, I must also add that in combat environments and under fire, soldiers perform superbly. Overall, they were magnificent, and I loved them.

Interviewer: Compare the problem areas during your three combat tours. What problems were common? What new problems had surfaced? Which problems had disappeared?

SMA Dunaway: Once again, the answer I gave to this same question concerning the 517th and the 5th Group answers this one as well.

Interviewer: Are there any other comments you would like to make about your combat tour of duty with the 101st?

SMA Dunaway: It was one of the more rewarding assignments of my career. I think it was the best division in the Army, and certainly the best in Vietnam, and the major commanders were of the highest quality. I am proud of the 101st. If I were on active duty today, I would wear the 101st patch on my right shoulder even though I would be authorized to wear any of the several others I earned the right to wear.

Interviewer: How many non-combat overseas tours did you have?

SMA Dunaway: Two.

Interviewer: During your first non-combat overseas tour, where were you stationed?

SMA Dunaway: In Japan.

Interviewer: When did you arrive overseas?

SMA Dunaway: Early 1954.

Interviewer: To what unit were you assigned?

SMA Dunaway: The 187th Regimental Combat Team. I was First Sergeant of Company G, First Sergeant of HHC (Headquarters and Headquarters Company), then Regimental Sergeant Major.

Interviewer: How long did you serve with the 187th, in Japan?

SMA Dunaway: Twelve months.

Interviewer: What was the mission of the 187th?

SMA Dunaway: Tactical separate maneuver airborne infantry regiment in support of 8th Army.

Interviewer: What type training did the 187th undergo while in Japan?

SMA Dunaway: We conducted jumps and extended maneuvers in and around Hokkaido and other small islands around Japan. Maneuver room was quite limited, so we had to advance and retreat a lot over the same real estate in our exercises, but we were able to maintain a high state of combat readiness.

Interviewer: What were the most common problems of the soldiers living overseas during that tour of duty?

SMA Dunaway: Same as I have mentioned earlier. Homesickness, separation from families, mail from home, etc.

Interviewer: What steps were taken to attempt to alleviate the soldiers' problems?

SMA Dunaway: The use of service clubs, soldiers', NCO, and officers' clubs, on-post movies, very rigorous and well-supported sports programs, liberal pass policies, and the like.

Interviewer: How were the leadership abilities of the NCOs in the regiment?

SMA Dunaway: Excellent.

Interviewer: When you were the Sergeant Major of the Army, did you revisit Japan?

SMA Dunaway: Yes.

Interviewer: Had things changed since you were stationed there? If so, how?

SMA Dunaway: Yes. There were fewer troops.

Interviewer: Is there anything you would like to add concerning your first non-combat tour overseas?

SMA Dunaway: I enjoyed it.

Interviewer: During your second non-combat overseas tour, where were you stationed?

SMA Dunaway: In Okinawa.

Interviewer: When did you arrive overseas?

SMA Dunaway: In 1961.

Interviewer: To what unit were you assigned?

SMA Dunaway: After seven years as a Battle Group Sergeant Major of the 187th, I was reassigned as Group Sergeant Major of the 1st Special Forces Group.

Interviewer: How long did you serve with the 1st Special Forces Group, in Okinawa?

SMA Dunaway: From June '61 through June '66.

Interviewer: What was the mission of the 1st Group?

SMA Dunaway: To maintain a high state of training and send teams to Vietnam, for six months at a time, to train and advise the South Vietnamese soldiers and civilians.

Interviewer: Earlier, when we were discussing military training, I did not ask you about your Special Forces training. Tell me about your training.

SMA Dunaway: Normally when a soldier first joins Special Forces, he has to go through extensive Special Forces training at the Special Forces Warfare Center at Fort Bragg, North Carolina. The training is very tough and quite thorough. A graduate is proficient in at least two MOSs, and is then awarded a special skill identifier, or suffix, as part of his MOS. This in-depth cross-training is completed before the soldier is actually assigned to an A, B, or C team. Since my assignment was directly from Fort Campbell to Okinawa, I didn't get the opportunity to attend the school and formally graduate. Instead, I went with the companies when they would train in the Pacific and, bit by bit, I acquired most of the skills taught at Fort Bragg. The first training I took was submarine training. The submarine would be at a particular location off the island and we would paddle out to it in rubber rafts. Once there, we'd board the sub and store the rafts. The sub would dive and take us to another island where the training was to be conducted. It would surface near the island. We'd get our rafts out and blow them up. There were two rafts to a party, each with a six-man crew. We had all the gear needed, such as ropes, compasses, and so on. We'd position the rafts on the sub's deck, get in, and insert our oars in the slits. The sub would submerge and leave us on the surface. As the sub went below the water's surface there would be sudden waves hitting us as the water rushed to the center to fill in the area that had been displaced by the sub. Sometimes the rushing waves would capsize one of the rafts but that didn't happen too often once we knew what we were doing and

worked as a team. After the water stabilized from the submersion, we'd string a 30-foot rope between the rafts and secure both ends, then separate to tighten the rope. The sub would make a 360-degree turn and come back to us with its conning tower just above the water a few feet. As it passed between the two rafts, the rope would catch on the tower and it would take us toward the island as far as it could, then submerge again and leave us there. That's when we would disconnect the rope and use our quad paddles to get to the island. We had a mission on the island that was timed, so we had to be quick and thorough with each crew member doing his share. Then we'd mount the rafts again and hustle back to the predetermined rendezvous point for the sub to pick us up. We had a thirty minute window that the sub would be there . . . . . if we didn't make it in time, the sub would leave without us and pick us up at the same time the following night. So, if we wanted to get back the same day, we'd have to be well organized and work as a team, otherwise we'd have to spend an extra twenty-four hours on the island. Rendezvous time with the sub would be in the dark, like three of four o'clock in the morning, so we had to find the right place in the water in the dark, depending entirely upon compass readings. It's amazing how pitch dark it is out in the ocean. One time we ran into the sub before we saw it. That's how dark it was. Back on the sub we'd deflate and store our rafts. Sleeping quarters on the sub were all the way forward where the torpedoes were. We slept in the torpedo room and it was crowded. The sub carried a crew of about ninety-nine, but they only had bunks for about half of them. At least two people were assigned to one bunk and one would use it while the other was at his duty station. We had a pretty rough time finding space for the A-Team plus the crew. In spite of the close quarters and very limited space inside, they managed to prepare and feed us excellent food. You felt closed in and overcrowded, but the food was great. It was all terrific training. Sometimes we'd practice the exercise several times and do things over and over till we

got them right. Scuba training was also conducted on the sub. We'd put on our gear and enter a pressure chamber where we'd stay till the pressure was equal to what it was outside the sub. When the outer door opened, we'd be outside some twenty feet or so below the surface and we'd go right on up to the top. The door was called the "escape hatch," but we used it to release and pick up divers. The scuba training was administered to us by the Navy Seals and, let me tell you, those guys are tough and in great physical shape. They teach you so that you will never forget what you've learned. It's easy to panic in the beginning. Once I was about thirty feet down and felt that I couldn't breathe . . . . . I panicked and started ripping off my equipment with the intent of heading for the surface to get some air. Luckily the "buddy system" was in effect and my partner was a sergeant named Whitlock, who knew what he was doing. He grabbed me and held me there. He wouldn't let me go up like I wanted to. Thank God he did. I'd have had the bends if I had. He held me there until I regrouped my wits and stopped breathing hard., then I was OK. I never panicked again. Of course the scuba training was also combined with parachute operations, where we'd jump with scuba gear, air tanks, weapons, the works. They'd have boats standing by to pick us up. This was a safety precaution taken in training, so we'd always get picked up. But in a combat situation, those boats would make one pass to pick you up . . . . . if you or they missed, that was it, good-bye. When a jump exercise or operation is conducted where water is known or expected to be in the drop area, jumpers wear a life preserver . . . . . we called it a "Mae West" in those days . . . . . in addition to their parachute and other equipment. It's worn deflated under the parachute harness. Once you had exited the aircraft and checked your canopy to be sure you were looking good coming down, you'd have to release the parachute harness in front and then inflate the Mae West. If you inflated it with your harness tight, it would crush your chest, so you had to be careful. Sometimes only one

side would inflate at the pull of the toggle releases. They would tell you to manually blow up the other side, but there wasn't time for that . . . . . you'd be in the water before you could get that done. Besides, there were other things to worry about, like keeping a sharp lookout during decent to prevent becoming entangled with another jumper in the air, and so forth. Having only one side inflated when you hit the water is dangerous because the inflated side will float and that forces your head under the water. To alleviate that problem before you hit the water you would release one side of your reserve, depending on which side of the Mae West didn't inflate, and slide it up under the arm on the side opposite the inflated side. That would keep you afloat and give you time to blow up the uninflated side. All the while you have to release your risers at the shoulder just as you hit the water and immediately get out of the chute harness, and be careful not to let the chute fall on top of you, fill with water, and drag you under. So you have to keep alert every second and perform each step the way you have learned in practice. Mistakes can be very costly, even fatal. The old saying "The sky and the sea are unforgiving of error," is quite true. I remember having a problem once when we were jumping T-10 chutes and landing in the water. Those harnesses did not have the shoulder releases, so you had to disconnect the entire harness. In the center of your chest there was a connector, called a "quick release box," permanently attached to the left shoulder strap, and the right shoulder strap and the two leg strap buckles were hooked into the box. To disconnect it you had to pull out a safety pin, rotate the front plate a quarter turn, then strike it sharply with your fist. When you are under water, you can't hit anything hard . . . . . the water makes you feel like you are hitting it in slow motion, and it won't open without a brisk, sharp hit. There I was, I had hit mine several times but it was stuck and just wouldn't release. I hit the water and knew I was in trouble. The chute started to fill up with water and there was nothing I could do about it, and I couldn't free

myself from the harness. For a little while I thought I was a goner. Luckily they had spotters in pickup boats and one saw that I needed help. They were equipped with knives and dressed to get in the water and get you out. They jumped in and cut my risers loose and hauled me into the boat. They saved my life. This didn't happen just to me, it happened to a few guys every time we had water landing jumps. In a combat situation there would be several casualties caused this way because there wouldn't be boats to pluck you out of the water or retrieve the chutes . . . . . the chutes would sink and a few guys would drown. But that is one of the risks that is calculated in combat. If the jump was part of the scuba training, we'd jump with our scuba equipment. Once we hit the water we abandoned our chutes, linked up with our partner or team, went right to the bottom and went on with our mission. The boats would retrieve the chutes for us. During the time we were in Okinawa, I took my family through scuba training. There we were, a family of six; my wife and I, two boys and two girls, and we all took scuba training. They loved it and they were really good. They'd have the weight belts on and knew how to stay on the bottom. They got a big kick out of seeing the fish and sea life swimming around right in front of them. It's beautiful down there. You aren't aware of what's going on above the water. . . . . there can be a storm, hurricane, or whatever, and you are just totally removed from it. We'd go from Okinawa to Hokkaido, Japan, for snow ski training. It was quite an experience going up a hill with skis on. They taught us to go up and down with equipment on and without equipment. Companies would take turns going up and they'd teach us to jump hills coming down. The whole family went through ski training, just as they had with scuba training. That's one of the nice things about Special Forces, being able to take advantage of all the great training. We periodically flew from Kadena Air Force Base, there in Okinawa, to conduct training jumps on Hahn River 1 and Hahn River 2 in Korea, in both day and night exercises. We also jumped near

the bottom of Mount Fuji in Japan. All in all, the training in Special Forces was fantastic. Medical training, heavy weapons, light weapons, survival, you name it, they had it. They run you, push you hard, and keep you in shape. Many things happened during my time in Vietnam that made the Special Forces training we took come into sharp focus. When they go off on operations . . . . . sometimes being dropped behind or near the enemy . . . . . they might have to run four or five miles in the heat with all their equipment, and that's tough. But they are trained for it and they can do it. That's why a squad, an A team of ten enlisted men and two officers, can sometimes do the job of a company or battalion of infantry. Special Forces training is great!

Interviewer: What were the most common problems of the soldiers living in Okinawa during that tour of duty?

SMA Dunaway: Leaving families on Okinawa during six-month tours to Vietnam.

Interviewer: What steps were taken to attempt to alleviate the soldiers' problems?

SMA Dunaway: Implemented family programs for entertainment, participation, socializing and anything we could think up to keep families active and occupied.

Interviewer: How were the leadership abilities of the NCOs in the 1st Group?

SMA Dunaway: Excellent.

Interviewer: How was morale in the 1st Group?

SMA Dunaway: Excellent.

Interviewer: When you were the Sergeant Major of the Army, did you revisit Okinawa?

SMA Dunaway: No I didn't.

Interviewer: Is there anything you would like to add concerning your second non-combat tour overseas?

SMA Dunaway: No.

Interviewer: Where were you stationed, when, and to which unit were you assigned when you became a platoon sergeant for the first time?

SMA Dunaway: Platoon sergeant in Company "A," 176th Infantry at Fort Myer, Virginia, followed by platoon sergeant, from January to December 1945, in France and Germany, with Company "H," 517th Combat Team.

Interviewer: What type platoon were you in charge of?

SMA Dunaway: Infantry, obviously.

Interviewer: What was the mission of your company and your platoon?

SMA Dunaway: Training for deployment to the war.

Interviewer: How many men were in your platoon?

SMA Dunaway: Thirty-five to forty.

Interviewer: What was your most difficult task you faced in the performance of your duties as a platoon sergeant?

SMA Dunaway: Demonstrating leadership ability and always being careful not to make any mistakes in the presence of troops, setting the best example possible. Finding ways to improve and maintain morale. Reading manuals and learning everything I could.

Interviewer: As an inexperienced platoon sergeant, who provided you with the most assistance, guidance, and advice?

SMA Dunaway: Other platoon sergeants in the company with more experience, and my platoon leader who was older and had experience.

Interviewer: What problems were common among the soldiers of your platoon? Of your company?

SMA Dunaway: No problems come to mind other than being away from home. Those guys were dedicated.

Interviewer: How did you handle disciplinary problems within your platoon?

SMA Dunaway: Good leadership, assigning soldiers to unpleasant details for minor infractions. More severe problems were referred to the

Commanding Officer for formal punishment.

Interviewer: What responsibility did you have concerning the training of the members of your platoon?

SMA Dunaway: I had to research subjects directed on the weekly training schedule, obtain manuals and training aids, then either teach the subjects or assign other NCO's to teach them. Overall, I was responsible to my platoon leader and company commander for the training.

Interviewer: How did you rate the leadership abilities of the junior NCOs in your platoon?

SMA Dunaway: Excellent.

Interviewer: What initiative did you take to improve the leadership abilities of the junior NCO's?

SMA Dunaway: Gave compliments on the spot, positive confirmation of their own self-confidence, frequent encouragement, recommended deserving people for promotions, etc.

Interviewer: During the time you were a platoon sergeant, did your platoon, or members of your platoon, receive special recognition? If so, what type recognition and for what reason?

SMA Dunaway: Recognition and congratulations by commander for jobs well done. The soldiers took pride in that.

Interviewer: Is there anything else you would like to say about your first duty assignment as a platoon sergeant?

SMA Dunaway: No I don't.

Interviewer: How many times did you serve as a platoon sergeant?

SMA Dunaway: Three times.

Interviewer: Where, when, and to what units were you assigned as a platoon sergeant?

SMA Dunaway: Company "A" 176th Infantry, Fort Myer, Virginia; 501st Infantry at Fort Benning, in 1943; and the 517th Combat Team in France, in 1945.

Interviewer: What type platoons were you a platoon sergeant of?

SMA Dunaway: Infantry.

Interviewer: Compare the other platoon sergeant assignments with the first. What was similar and what was different?

SMA Dunaway: The 176th was a National Guard unit, the 501st at Fort Benning was engaged in training soldiers for war, and in the 517th it was war. We had live ammunition and live enemies.

Interviewer: How did your prior experience help you in the performance of your duties?

SMA Dunaway: Leadership ability and experience improve with time. The more you have, the better you can perform.

Interviewer: Is there anything else your would like say about your first duty assignment as a platoon sergeant?

SMA Dunaway: No.

Interviewer: Where were you stationed and to which unit were you assigned when you became a first sergeant for the first time?

SMA Dunaway: I was stationed at Fort Bragg and was First Sergeant of Company "G," 505th Airborne Infantry Regiment.

Interviewer: Were you assigned to the company prior to becoming the First Sergeant?

SMA Dunaway: No. I was assigned to Headquarters Company and was Operations Sergeant for the 505th Regiment prior to moving to Company G.

Interviewer: How many men were in your company?

SMA Dunaway: It fluctuated from one hundred ninety to two hundred and twenty.

Interviewer: What was your most difficult task you faced in the performance of your duties as a first sergeant?

SMA Dunaway: Long hours and having to be available twenty-four hours a day.

Interviewer: As an inexperienced first sergeant, who provided you with the most assistance, guidance, and advice?

SMA Dunaway: My commanding officer and experienced first sergeants

in the regiment.

Interviewer: What problems were common among the soldiers of your company?

SMA Dunaway: Training was sometimes repetitive to the point it became boring to some, and keeping them busy during duty hours was a tough job sometimes.

Interviewer: How did you handle disciplinary problems within your company?

SMA Dunaway: With good leadership, tact, guidance to platoon sergeants and all first three graders (E5 - E7), and maintaining good rapport within the NCO Corps. We had very few disciplinary problems that were not handled within the platoons. Platoon sergeants had their ways of keeping soldiers in line, and redirecting them when they strayed.

Interviewer: What responsibility did you have concerning the training of the members of your company?

SMA Dunaway: Administrative and logistics . . . . . getting them to where they were supposed to be, on time, and with the proper equipment.

Interviewer: How often did your company participate in FTX's (field training exercises)? Describe the typical FTX?

SMA Dunaway: We usually went twice a year, one for practice and one annual, graded by umpires for record. They were about three weeks long and involved arrival at the tactical location . . . . . Fort Bragg, Fort Campbell, Longhorn, Texas, among others . . . . . by mass parachute drop of troops and equipment, followed by extended infantry exercises. The exercises integrated all aspects of maneuver infantry training. They ran the gambit, including leadership, command, tactics, map reading, approach marches, attacks using fire and maneuver . . . . . sometimes live fire, sometimes blanks . . . . day and night withdrawals, defensive methods and techniques, preparing and camouflaging fighting positions, feeding and re-supplying troops on the move, the whole nine yards. On a

couple of occasions aircraft were not available to facilitate the airborne portion of the exercise and we traveled to the maneuver location by truck.

Interviewer: What type of structured training program did your company have, such as common skills training, MOS training, weapons qualification, physical training, etc.?

SMA Dunaway: We had it all.

Interviewer: Describe your company's maintenance program. Who had the major responsibility for the maintenance program?

SMA Dunaway: The company commander ultimately was responsible for all maintenance. Soldiers were responsible for their own personal and field equipment. Vehicles were consolidated at battalion level and a battalion maintenance officer supervised daily maintenance tasks and held "motor stables" to inspect vehicles. Each company commander visited the battalion motor pool periodically, but it was supervised continuously by the battalion maintenance officer.

Interviewer: How did you rate the leadership abilities of the NCOs in your company?

SMA Dunaway: Excellent.

Interviewer: What initiative did you take to improve the leadership abilities of your NCO's?

SMA Dunaway: We had daily supervision, good sports programs, off-duty social events, counselling sessions, NCO development classes, etc.

Interviewer: During the time you were a first sergeant, did your company receive special recognition? If so, what type recognition and for what reason?

SMA Dunaway: Accolades by battalion and regimental commanders for a job well done. We'd get days off, called "training holidays," as rewards when we did an especially good specific job, or performed well over a period of time. We received ratings for training exercises and for

annual IG (Inspector General) inspections.

Interviewer: How was the morale of the enlisted personnel prior to you assuming duties as first sergeant? What steps did you take to maintain high morale, or improve morale?

SMA Dunaway: From the time of my first assignment as a platoon sergeant through my final CSM (Command Sergeant Major) assignment with the 101st, I always made an effort to improve morale, and I was always successful at it. A good example of that is discussed in my 1990 biography where my Special Forces assignments are covered.

Interviewer: How was the retention within your unit? Did you have a high reenlistment rate?

SMA Dunaway: About ninety per cent, as I recall.

Interviewer: Is there anything else your would like to say about your first duty assignment as a first sergeant?

SMA Dunaway: I learned a great deal, and I enjoyed being a first sergeant. It was very rewarding.

Interviewer: How many times did you serve as a first sergeant?

SMA Dunaway: Twice.

Interviewer: Compare the other first sergeant assignment with the first. What was similar and what was different?

SMA Dunaway: The duties were essentially the same. One was in Japan and one was at Fort Bragg.

Interviewer: Is there anything else you would like to comment on concerning your assignments as a first sergeant?

SMA Dunaway: No.

Interviewer: When were you first assigned to the Airborne Department at Fort Benning?

SMA Dunaway: I was never assigned to the Airborne Department; I was assigned to the 501st Airborne Battalion which supported and supplemented the Department.

Interviewer: What duty positions were you assigned, such as

instructor, senior instructor, etc.?

SMA Dunaway: I was an instructor.

Interviewer: Which portions of the airborne training did you conduct?

SMA Dunaway: Ground, tower, and jump training, plus Jumpmaster Training.

Interviewer: Would you comment on the changes in airborne training over the years?

SMA Dunaway: Equipment has improved significantly, but training has remained relatively unchanged, at least through 1970 when I retired.

Interviewer: Was the course an MOS producing course?

SMA Dunaway: No, but it did add the special skill identifier "P" as the final digit of the MOS. In addition, the Parachute Badge was awarded for wear on the left breast of the uniform.

Interviewer: What do you remember most about your assignment?

SMA Dunaway: I enjoyed teaching troops fundamentals of parachute jumping, which was among the toughest training of that era.

Interviewer: In September 1950, while you were the Operations Sergeant of the 505th, you, along with other members of the 505th were selected, or detailed, to participate in an A-Bomb test. Tell me about that special mission assignment.

SMA Dunaway: The name of the exercise was "Tower Blast" and the examination of Ground Zero was called "Tumbler-Snapper." We boarded several chartered civilian aircraft at Fort Bragg and landed at an airport in Las Vegas. Buses picked us up and took us out to a deserted area and put us in tents for the night. It was really hot there. About 2 a.m. they awakened us with an alarm and put us in the buses again. We unloaded in an area about three miles from Ground Zero, where we were assigned to trenches. They issued us dark glasses and instructed us to listen to the sound system and follow the instructions we would hear. After a short while we were told to put the glasses on and turn our

heads away from the blast area. There was just a little less than a battalion of us in the trenches when the blast went off. We had been told there would be a shock wave right after the blast, but we weren't expecting it to be as severe as it was. We also weren't expecting to hear a blast as loud as it was . . . . . it shook us all up quite a bit. The mushroom was really something to see . . . . . it was unbelievable! They said it was bigger than usual, but they never said why. After about thirty minutes, they bussed us up to Ground Zero. We walked through the area. There were two-and-a-half-ton trucks that had been completely demolished. Buildings with steel frames and steel girders had been ripped to pieces, and some twisted up like tangled-up kite string. There were areas there where they had animals . . . . . goats, rabbits . . . . . not far from Ground Zero. The animals were tied to stakes or in cages, about four or five feet below the ground. None of them were killed but every one that I saw was badly burned. Seeing those animals burned like that horrified us all. Next they bussed us back about two miles, unloaded us and checked us with radiation detectors, told us we were all clear, then loaded us back on the busses. Maybe some of them had some side effects later but, so far, I haven't had any that I'm aware of. I was exposed to Agent Orange in Vietnam, and haven't had any ill effects from that either. I'm confident that some of the people in both situations have had, though.

Interviewer: Did you have other special mission assignment?

SMA Dunaway: No.

Interviewer: When did you become the Regimental Sergeant Major of the 505th Parachute Infantry Regiment?

SMA Dunaway: In 1952.

Interviewer: Where was the 505th stationed?

SMA Dunaway: Fort Bragg, North Carolina.

Interviewer: How long were you assigned to the regiment before becoming its Sergeant Major?

SMA Dunaway: Four years.

Interviewer: How long did you serve as Regimental Sergeant Major?

SMA Dunaway: Two years.

Interviewer: As the Regimental Sergeant Major, what occupied most of your time?

SMA Dunaway: Keeping up with soldier issues and keeping my commander informed.

Interviewer: Did you implement any programs designed to improve morale, increase readiness, etc.?

SMA Dunaway: Commanders implement policies . . . . . NCO's are not policy makers. I made recommendations, my commander implemented.

Interviewer: To maintain proficiency, what was the training routine of the 505th?

SMA Dunaway: We had daily P.T. (physical training), training and classes in both general and special subjects, field exercises, jump exercises, etc.

Interviewer: Describe some of the airborne operations in which the 505th participated. What was your role during the operations?

SMA Dunaway: I previously described some of the same types of exercises common to airborne units. In the 505th, one that comes to mind was when I was Operations Sergeant. We traveled to Fort Drum, New York by truck then boarded aircraft and jumped into a maneuver area in the snow. In this exercise, cold weather training and skiing were integrated into the maneuvers.

Interviewer: What was your greatest accomplishment as the Regimental Sergeant Major?

SMA Dunaway: Being the highest ranking enlisted man in the regiment is hard to top. That, in itself, was a great accomplishment.

Interviewer: When did you depart the 505th? What was your next assignment?

SMA Dunaway: I departed in early 1954 and was transferred to the

187th Regimental Combat Team in Japan as Regimental Sergeant Major.

Interviewer: How long did you serve as the 187th Sergeant Major, in Japan?

SMA Dunaway: Twelve months.

Interviewer: The 187th was renamed twice during your seven year assignment. Please address the renaming of the 187th. When were the changes made? What were the other names given the 187th Regimental Combat Team?

SMA Dunaway: The 187th was first renamed as the 187th Airborne Infantry Combat Group when it moved to Fort Bragg in July 1955, then the 187th was moved to Fort Campbell, Kentucky, in December 1955, to become the 2d Airborne Battle Group, 187th Infantry of the 101st Airborne Division when the division was re-activated on September 21, 1956.

Interviewer: When the 187th was moved from Fort Bragg to Fort Campbell to become part of the re-activated 101st Airborne Division, what sort of problems did the 187th encounter, if any?

SMA Dunaway: We had some rough going at Fort Campbell in the beginning, in the 187th. The major unit at Fort Campbell had previously been the 11th Airborne Division . . . . . Angels . . . . . which had been designated to execute a Division move to Germany. The move was called "Operation Gyroscope," and was the largest troop movement ever undertaken during peacetime. In order to qualify for the move, soldiers had to have at least thirty-three months remaining on their enlistments. Many reenlisted or extended to meet this requirement, and those who did not were transferred out of the 11th to other units on post. The result of that was that the 187th had to take in many troops who only had a few months left on their enlistments, and many of them had what we called a "short-timer's" attitude. In spite of the fine leadership we had in the battle group, the adverse affect caused by these soon-to-leave personnel was felt for several months until most or all of them had gone. Then we began to mold a well-trained, highly-motivated, efficient, airborne

organization of the highest order. Colonel Melvin Zais was the Battle Group Commander from the beginning. He had previously been Chief of Staff of the division, but took command of the 187th upon its activation. I was actually the Division Sergeant Major for a short while after arriving from Fort Bragg, but Colonel Zais asked me to be his Group Sergeant Major. I accepted because I already knew what a fine man he was to work for.

Interviewer: As the 187th Sergeant Major, what occupied most of your time?

SMA Dunaway: Spending time wherever the troops were, assessing morale, discussing enlisted matters with soldiers and NCOs, keeping my commander informed, plus the administrative duties of the Regimental Sergeant Major.

Interviewer: Did you implement any programs designed to improve morale, increase readiness, etc.?

SMA Dunaway: As I said before, commanders implement policies. I recommended and supported a number of programs, including Soldier of the Month, football, baseball, boxing, basketball, social events, etc. One of the major ingredients in a well-rounded organization is teamwork. Troops are taught teamwork in their jobs, but it takes more than that. There has to be a good sports program and there has to be some social life that involves the family. In the 187th . . . . . and in all the organizations where I was the sergeant major . . . . . we had both. For some years we had baseball, basketball, and football teams at the regimental or battle group level, in addition to post teams. We had boxing, track and field, you name it. When we would play against another regiment or battle group, our troops and their families would be there, cheering the team on. That was a great morale builder. We had periodic social events where the soldiers could dress up, dress up their wives or dates, and have parties on Friday or Saturday night and have a good time with the folks in their own organization. Heck, some of those young

wives had never worn a long dress before. At first they felt they were being made to socialize, but once they saw how much fun it was, they loved it. NCO parties were separate from the lower enlisted parties, but everyone got to socialize with his peers. In the mid-60's Department of the Army stopped funding division and post level sports, except those that led to international competition, and encouraged intramural sports at the unit level. I think that was a mistake. It may have saved money, but it took away the soldier's identify with his major command. They couldn't take away our socials. Everyone supported and enjoyed them.

Interviewer: Sergeant Major, during your tenure with the 187th at Fort Campbell, you were quite involved in several community activities. Tell me about that involvement.

SMA Dunaway: I taught Sunday School every Sunday I was available. I managed a Little League baseball team for three years, was President of the PTA one year, was President of the Board of Governors of the NCO club system, and even was the supervisor for the Post Thrift Shop. These activities take up a great deal of time, but anyone who wishes to can find the time. Colonel Zais was my Battle Group Commander and his two sons were on my Little League team. I treated them the same as I treated the other boys. I believe senior NCO's should involve themselves with the growth of community projects. At a PTA meeting once I remember General Sherburne, the Division Commander, commenting to me that everywhere he went around the Post he noticed I was involved with so many community efforts. I was proud to be involved, and proud that he noticed.

Interviewer: What was your greatest accomplishment as the 187th Sergeant Major?

SMA Dunaway: Remaining there for so long, seeing commanders come and go, etc. I guess I stayed with the 187th "Rakkasans" about as long as anyone. I watched commanders come and go. I watched senior NCO's come and go. Some even went on overseas tours and came back to the 187th

and I was still there. You couldn't mention the 187th in any conversation without bringing up the Dunaways. When I did leave, they had a parade and festivities fit for royalty. There was, in the parade, an Army vehicle we called the "mule." Hooked on behind it was a little red wagon. On the side of the mule was a banner that said "Farewell to the Dunaways, All the Way!" On the side of the little red wagon it said "And the Little Dunaways, one-half All the Way!" They even had a 19-plane fly-by, which the NCO's arranged with the Air Force. The ceremony they conducted when I left the 187th was one of the most memorable events and honors of that assignment. I would put the esprit de corps and loyalty the 187th had then up against that of any unit that has ever been in any army. They were great, and I have always been proud of having served with them.

Interviewer: Do you have any further comments about your assignment with the 187th.

SMA Dunaway: I had no way of knowing then that several aspects of my life and career would repeat themselves in the future. For example, I hadn't the foggiest notion that I would leave the 101st and one day return to serve with them in armed combat. Toward the end of the seven years I served as Battle Group Sergeant Major of the 2nd Airborne Battle Group, 187th Infantry, Major General William C. Westmoreland became the Commanding General of the 101st Airborne Division. Never would I have guessed . . . . . in my wildest dreams . . . . . that I would one day become the Sergeant Major of the Army, as the Army's senior enlisted advisor to the Chief of Staff of the Army, who would be none other than General Westmoreland himself. The position of Sergeant Major of the Army didn't even exist then. Heck, they had just created the E8 and E9 grades in '58 and '59.

Interviewer: When did you depart the 187th? What was your next assignment?

SMA Dunaway: In 1961. I was assigned to the 1st Special Forces

Group in Okinawa as the Group Sergeant Major.

Interviewer: How long did you serve as the 1st Group Sergeant Major?

SMA Dunaway: Five years.

Interviewer: As the 1st Special Forces Group Sergeant Major, what occupied most of your time?

SMA Dunaway: Normal duties of a commander's sergeant major. In this assignment I traveled extensively with my commander visiting our Special Forces troops in Vietnam, Laos, Thailand, and Taiwan.

Interviewer: Did you start any programs designed to improve morale, increase esprit de corps, improve cohesiveness of the teams, etc.

SMA Dunaway: First we started having frequent parties and other social gatherings; families got to know other families, and soldiers got to know other soldiers. My wife, Peck, did several things with the wives, getting them together periodically. I introduced a Special Forces blazer for the men, and everyone had one. We didn't make anyone buy them, but once most of the senior NCOs had them, everyone followed suit. It even got to the point that word of the blazers filtered back to Fort Bragg and the word was out that you might as well get your "Dunaway Blazer" before you left Bragg for Okinawa. They were proud of the blazers, and proud to be in Special Forces. There was something else I did that wasn't so popular, though, at least not in the beginning. When I arrived I noticed in short order that some of the men had mustaches, most to them long, shaggy, and unkept. You could see them eating in the mess hall and some would have food caught in the mustaches. They just looked so unsanitary After getting my commander's total backing, I announced that the mustaches had to go. A few of the men even went on leave a short while, just to prolong the inevitable. But they all had to shave them off, and leave them off. Their appearance was far more in line with standards of neatness than they had been before. Some of the

former mustache wearers went to Vietnam and said "Boy, now we can grow our mustaches again." They didn't know I'd soon be Sergeant Major of the 5th Group and bring the "no mustache" policy with me. They got a kick out of that when I arrived in Vietnam; they had to shave them off again.

Interviewer: To maintain proficiency, what was the training routine of the 1st Group?

SMA Dunaway: Our teams had six-month tours to Vietnam, Laos, Thailand, or Taiwan.

Interviewer: How often did you make visits to Vietnam? What were the purposes of your visits?

SMA Dunaway: About three times a year. We visited all A, B, and C teams, kept them updated on a variety of information and advised them of the status of their families back in Okinawa.

Interviewer: What was your greatest accomplishment as the 1st Group Sergeant Major?

SMA Dunaway: All my accomplishments were valuable; I don't consider any particular one as the greatest.

Interviewer: In June 1966, you departed the 1st Group and became the Sergeant Major of the 5th Special Forces Group, headquartered in Nha Trang, Republic of Vietnam? How long did you serve as the 5th Group Sergeant Major?

SMA Dunaway: Twelve months.

Interviewer: Earlier you told me about the events which led to your assignment as Sergeant Major of the 5th Group and your arrival in Saigon by C-130 aircraft. Tell me what occurred after your arrival in Saigon.

SMA Dunaway: Colonel Kelly had preceded me by nearly a month and had already settled in as the Group Gommander of the Group and was in Nha Trang. I checked in at the small headquarters of the Saigon Special Forces and stayed a couple of days to get briefed, then I went on to Nha Trang to assume my new duties. I unpacked, met all the key people

in the headquarters, and Colonel Kelley and I immediately departed and visited all the A, B, and C teams in I Corps, II Corps, III Corps and IV Corps Combat Tactical Zones.

Interviewer: As the 5th Group Sergeant Major, what occupied most of your time?

SMA Dunaway: Spending time with the troops and traveling with the commander; we always traveled in Huey helicopters. We frequently received hostile fire on these trips, especially in I Corps where there was a greater population of regular North Vietnamese troops. Neither of us was ever wounded, but the choppers took plenty of hits. The year passed very quickly because we were almost always on the move, visiting the teams and sometimes accompanying them on operational missions. We visited the teams as often as possible. That varied with locations of teams and changes in combat situations. We generally got to everyone at least every month, month and a half, or so. These guys would be at these team sites for six months at a time before they could go back to Nha Trang or to CONUS (Continental United States). They deserved the very best, and we made every effort to keep them aware just how much they were appreciated. On Christmas Day we visited as many sites as we could manage in that single day. I only took one break, and that was ten days when I visited my family in Sydney, Australia, where they lived the year I was in Vietnam with the Special Forces.

Interviewer: Did you introduce any programs designed to improve morale, esprit de corps, etc.?

SMA Dunaway: In addition to the other things I have previously discussed, I recommended on-the-spot promotions at A and B Team sites. At each site, especially A team sites, we would promote at least one deserving member of the team, based on recommendations of the team sergeant, and presented awards that had been earned by the men. This on-the-spot promotion and award program was a great morale booster. Colonel Kelley supported and backed me almost without question. He

allowed me complete control of enlisted promotions and assignments. When he was present for promotion ceremonies, he pinned on the stripes, but I decided who was to be promoted. In his absence, I pinned on the new chevrons. The troops knew how strongly he backed me.

Interviewer: How did you handle problems, or possible problems within the 5th Group?

SMA Dunaway: We made every possible effort to have only the best people in Special Forces. Because Colonel Kelley and I had been together for so long in Okinawa and then went to Vietnam at almost the same time, we became near-legends as a team in the relatively small circle of Special Forces careerists. When an enlisted man would get into trouble or do something I felt was embarrassing to the command or unbecoming to a career professional, I would ship him out right away to some less desirable assignment. Of course I always consulted with the man's senior enlisted supervisor to be sure that no one was shipped out without adequate cause. But when I had all the facts in a case and decided to get rid of a man, I sent word for him to report to me "bag and baggage." Everyone knew that meant the man was being reassigned immediately. The "bag and baggage" phrase was just as well-known and widely-known as was the "Dunaway Blazer" throughout the world of Special Forces.

Interviewer: What was your greatest accomplishment as the 5th Group Sergeant Major?

SMA Dunaway: As I said previously when asked that question about my assignment with the 1st Group, all my accomplishments were valuable and I don't consider any particular one greater than the other.

Interviewer: When did you depart the 5th Group? What was your next assignment?

SMA Dunaway: June 1967 to the 101st at Fort Campbell, Kentucky.

Interviewer: Is there anything else you would like to say about your assignment as the Sergeant Major of the 5th Special Forces Group?

SMA Dunaway: I feel comfortable I did an exceptionally good job,

and was very proud of the men who served with the 5th Group. I will always remember those who died or were wounded there. My commander was as fine as they come.

Interviewer: As the 101st Division Sergeant Major, what occupied most of your time?

SMA Dunaway: Visiting as many subordinate units as frequently as possible as they prepared for the move. The majority of these visits were with my CG (commanding general), but I made many on my own. I had to study rosters and evaluate personalities and experience of first sergeants and sergeants major, then arrange with the AG (adjutant general) to transfer quite a few of them around so that no one organization would lose too many experienced people due to non-deployability. It was essential that each and every company, battalion, and brigade have a fair share of Vietnam veterans to enhance the combat effectiveness of the division as a whole.

Interviewer: Did you introduce any programs designed to improve morale, esprit de corps, etc.?

SMA Dunaway: This was partially answered in the preceding question. In addition, I put high priority on getting enlisted and NCO club facilities built and operational in base camp locations as soon as possible after arrival in-country. Some were quite elaborate, for a combat zone, while others were just small buildings made of plywood and whatever scrap lumber we could find. Keeping the troops occupied is a must if you expect to keep morale high. Giving them the opportunity to get showers and clean clothes as often as a combat environment allows, and providing whatever entertainment that's available, makes all the difference in the world. Even during the rigors of combat, we still managed to do as much as possible for the troops when they came back periodically to base camp. Units were issued 16mm movies, books, magazines, and the like, and they traded them around among the units. I continued Soldier of the Month competitions and selection boards, even

in Vietnam, and that took a lot of coordination to provide transportation from outlying base camps to division headquarters, among other things.

Interviewer: How often did you make visits to units in the field? Tell me about your visits.

SMA Dunaway: We made visits as often as possible, daily sometimes for weeks. Most of them were during combat operations in progress by the units we were visiting. Division units embarked upon numerous "search and destroy" operations, seeking out the enemy and destroying him wherever he could be found. My CG, MG Olinto M. Barsanti, and I visited these units quite frequently, and often participated with them. We both loved being with the troops. . . . . it was great for morale. General Barsanti was a highly decorated officer with five or six Purple Hearts. He was fearless and didn't give a second thought to landing his chopper under fire to join the unit that was engaged with the enemy. I was almost always with him. Several times our chopper was hit by enemy small arms fire, but we were never shot down. Once one of the rounds that came up through the floor wounded General Barsanti. Other rounds knocked out the ship's radio equipment and made a few holes in the rotor blades, but the pilot managed to limp into the nearest field hospital to get medical treatment for the General. Fortunately, his wound wasn't too serious. He already had five or six Purple Hearts, so it was nothing new to him. Sometimes he would guide the pilot into "hot" areas that were under fire, as though he wanted another Purple Heart. I really wasn't interested in getting one . . . . . that's an award they can keep! Many times we would be present and witness incidents of extraordinary heroism, and General Barsanti would award Bronze Stars and Silver Stars to deserving soldiers right on the spot, as soon as hostilities had subsided. Those guys really did a magnificent job over there.

Interviewer: What was your greatest accomplishment as the 101st Division Sergeant Major?

SMA Dunaway: It's hard to pick one single thing as the greatest accomplishment. I was awarded the Silver Star Medal during TET of 1968 when our base camp was attacked in great force. I moved around the perimeter throughout the siege, helping to treat the wounded, loading them on vehicles for transportation to medical stations, and filled in defensive firing positions when it was critical to return fire against the enemy.

Interviewer: Tell me about the attack on the base camp during TET of 1968.

SMA Dunaway: As I mentioned earlier, the division headquarters was initially set up in Ben Hoa, near Long Binh some 35 miles north of Saigon. The 1st Brigade was in Phan Rang, the 2nd Brigade in Cu Chi, and on January 28th, the 3rd Brigade had moved north to Quang Tri, just outside of Hue City, in the northern area of South Vietnam. During the early morning hours of January 31, 1968, the enemy launched his now historic TET Offensive. This treacherous offensive had been a long time in the planning and preparation for a well-coordinated ground, mortar, and rocket attack on the seven major areas in Vietnam, simultaneously. Fortunately, the enemy had no aircraft, so everything in the air was ours. We took a lot of casualties but successfully repelled the unbelievable attack that lasted nearly two days nonstop. Our perimeter positions had been carefully and strategically placed, were well manned, and well supplied and supported. There were several layers of concertina wire supplemented with land mines and protected by interlocking fields of automatic weapons fire, as well as semiautomatic fire. Mortar and artillery batteries were zeroed in on the areas outside the perimeter. Army helicopter gunships and Air Force jet bombers responded to our calls for support and they wreaked pure havoc upon the enemy. During the attack I spent most of the time moving around the perimeter in my jeep, getting out and helping to man the bunkers when and where needed until replacements arrived, attending to wounded, transporting the

seriously injured back for medical attention, then returning to the perimeter, relocating troops when necessary to shore up weakened positions. It seemed as though the enemy had an inexhaustible supply of troops. We shot them and they'd fall and more would keep coming, trampling over those on the ground. Hundreds of dead bodies were all over the place, some hung in the wire. Periodically I'd return to the Division TOC (Tactical Operations Center) where the Commanding General and his staff were directing and coordinating fire support and air support. At one point a group of us was standing in the CP (Command Post) and an enemy AK-47 (assault rifle) round struck Sergeant First Class Wages next to me. The Division Surgeon was standing nearby and was unable to help; Wages died instantly. Here we were in what we considered a relatively safe place and, in a split second, a man two feet from me was dead and there was no chance of saving him. I was very close to Wages. When I returned to the States, I went to visit his wife and offered her my condolences. They were a great couple. It's extremely hard to lose someone you're close to; once you do, you try and avoid establishing close relationships with anyone else. You still get close to some, but you try not to. Most of our troops were very well trained, but very few had any real combat experience. They were certainly baptized that night and the next day; the "new" wore out of their uniforms right-quick-like . . . . . they had become veterans in short order. We never were certain of victory until it was over . . . . . and you can bet we were all glad when it was!

Interviewer: You were telling me about what you considered your greatest accomplishments as the 101st Division Sergeant Major when I interrupted to ask about the attack on the base camp. Please continue with your comments.

SMA Dunaway: From a non-combat standpoint, one of the toughest jobs I accomplished was a drill we called "Infunsion." We had deployed as a division, and there was a twelve-month tour in effect. That meant that

the members of the division would theoretically be leaving Vietnam over a forty-one day period one year after arrival. This would have destroyed any combat organization. Being airborne was not a required qualification for serving in an infantry division in Vietnam, so I coordinated with the USARV (United States Army Vietnam) Sergeant Major and his AG assignment branch to exchange personnel, over a period of four months, with other units throughout Vietnam. Of course we had a continuous flow of KIA's (killed in action) and WIA's (wounded in action) leaving the division, and a continuous flow of incoming replacements, so DEROS (Date Established for Return from Overseas) dates were being affected on a daily basis. Still, we would have had a tremendous mass loss of personnel one year after the arrival of the division. To prevent that, we identified people of all grades throughout USARV and exchanged people with all divisions and separate brigades so that DEROS dates were spread out fairly evenly and no unit would suffer any massive loss in a short period of time, thereby adversely affecting combat effectiveness. That was very successful, and it was a long, difficult personnel process. It bothered me that men who had volunteered to go back to Vietnam with the 101st had to be transferred to other divisions against their wishes, but it had to be done, and it was successful.

Interviewer: Later in the interview I will ask you about your nomination and selection as the Sergeant Major of the Army. When did you depart the 101st Airborne Division for your assignment as Sergeant Major of the Army?

SMA Dunaway: June 1967.

Interviewer: Is there anything else you would like to say about your assignment as the Division Sergeant Major of the 101st Airborne?

SMA Dunaway: It was a crack division, and had top-notch commanders and noncommissioned officers. Also, General Barsanti introduced me to the XVIII Airborne Corps Commander on his first visit to Fort Campbell

after I arrived. He said "This is my Division Sergeant Major, the next Sergeant Major of the Army." Little did I know that in less than a year I would be.

Interviewer: Prior to the establishment of pay grades E8 and E9, in 1958, pay grade E7 was the highest enlisted grade in existence. Before 1958, what chevrons were worn by the first sergeants and the sergeants major? Also please comment on the procedure for the selection of the first sergeants and the sergeants major?

SMA Dunaway: It was an appointed position then, and not a pay grade. Each company had a first sergeant. The first sergeant positions were filled by the master sergeant with the most service, time in grade, experience, education, or whatever made him the company commander's choice to be the first sergeant. The man appointed to that position wore chevrons with three stripes, three rockers, and a diamond in the middle. Although he might be junior to one or more of the master sergeants in the unit, he was the senior enlisted man, by position, in the unit. There were even cases where a sergeant first class would be appointed to this position when there were no master sergeants in the unit or when those who were there lacked the education or desire to fill the position and do the job; some master sergeants preferred running platoons to the extra work involved in being a first sergeant, so sometimes you'd find a platoon sergeant with more time in grade than the first sergeant but the first sergeant, by appointment, was the ranking enlisted man in the unit. In such cases, the SFC wore three stripes, two rockers, with a diamond in the middle, and he was addressed as "First Sergeant" instead of "Sergeant or "Sergeant First Class." In a similar fashion, the senior . . . . . or "selected" . . . . . master sergeant in a battalion or higher was designated to be the sergeant major. He wore the same chevrons as the first sergeants, but was addressed as "Sergeant Major" and had the duties of a sergeant major. First sergeants and sergeants major were paid the same as all master sergeants, but had

positions with more responsibility, prestige, and power. It was possible to be a first sergeant or sergeant major of an organization and then transfer to the next organization and be a platoon sergeant, since you were a master sergeant in pay grade E7. That happened when a unit had a first sergeant or sergeant major the commander was satisfied with, and a master sergeant with first sergeant or sergeant major experience transferred in. The transferee had to take a platoon or company even though he might have more time in grade than the first sergeant or sergeant major who was already there. It never happened to me though. More often than not, past experience was considered in assigning master sergeants, and those with first sergeant and sergeant major backgrounds would get assigned where their experience was needed.

Interviewer: When the pay grades of E8 and E9 were established, how did NCOs holding senior positions qualify for the new pay grades?

SMA Dunaway: For the added "super grades", those holding senior positions were administered written tests to qualify for the E8 and E9 positions. Many of us, Armywide, became E8s in 1958 and one year later selected ones of us became E9s. First sergeants, of course, remained E8s, and wore the diamond. Sergeants major wore a star in the center of their chevrons. As the years passed and the Army adjusted to the new "super" grades, many officers and enlisted members looked upon the master sergeants and first sergeants as the full colonels of the enlisted NCO Corps, and upon the sergeants major as the "generals" of the NCO Corps. The program was well received and was certainly successful.

Interviewer: When were you promoted to E9?

SMA Dunaway: I was promoted to E8 in May 1958, to E9 in May '59.

Interviewer: When was the rank of Command Sergeant Major established?

SMA Dunaway: While I was at Camp Eagle, Vietnam, the Army revised the grade of rank and title for E9s. Sergeants major were separated into

three categories: Sergeant Major of the Army, Command Sergeant Major, and Staff Sergeant Major, abbreviated SMA, CSM and SSM. The idea was to separate those sergeants major who were senior enlisted advisors to commanders from those who were the senior enlisted men in general and special staff positions, such as G1, G2, G3, G4, AG, Finance, etc. To visibly distinguish the difference, the chevrons for the Sergeant Major of the Army and Command Sergeant Major were modified by making the star smaller and placing a wreath around it. The Staff Sergeant Major chevron was unchanged. The Sergeant Major of the Army and all Command Sergeants Major were simultaneously awarded a new MOS of 00Z, which was "branch immaterial." A qualified CSM should be able to perform in any branch or any type of organization.

Interviewer: When were you appointed as a CSM?

SMA Dunaway: The first list published by DA was in DA Circular 611-31 dated January 8, 1968. I was on that list while serving as Division Sergeant Major of the 101st; all the 101st brigade level sergeants major were on that same list.

Interviewer: Was a promotion ceremony held for you? If so, tell me about the ceremony.

SMA Dunaway: General Barsanti assembled all the battalion and brigade sergeants major and held a ceremony at Camp Eagle to pin our new chevrons on. We all felt good about the change, but later realized that this made the Staff Sergeants Major feel like second class citizens. That's one of the things I had corrected after I became Sergeant Major of the Army.

Interviewer: Were you married when you joined the Army? If not, what rank were you when you did marry?

SMA Dunaway: I was not married when I joined the Army. I was a Staff Sergeant E5 when I married.

Interviewer: When and where were you married and what is your wife's name?

SMA Dunaway: On February 7, 1943, while I was still with the 176th Infantry, Peck and I were married at what was then South Fort Myer, Virginia . . . . . it's now a part of Arlington National Cemetery. Peck's name is Mary, but I've called her "Peck" about as far back as I can remember. Her father nicknamed her that and it stuck . . . . . everybody calls her "Peck" . . . . . if you called her "Mary," she wouldn't know you were talking to her.

Interviewer: What was her maiden name?

SMA Dunaway: Mary Henry.

Interviewer: Where was Peck born?

SMA Dunaway: In Springfield, Massachusetts.

Interviewer: What were the occupations of Peck's parents?

SMA Dunaway: Federal employees.

Interviewer: How did you meet your wife?

SMA Dunaway: I met her on a blind date.

Interviewer: Were the first quarters you and your wife lived in located on post or off post and what were the quarters like?

SMA Dunaway: Off post in a barn loft in Columbus, Georgia. We pumped water from a well and used a half-moon outhouse for a toilet. (See Enclosure A, page A-1-A) The first government quarters we had were at Fort Bragg in 1948 and were converted troop barracks; they were very simple.

Interviewer: Would you say that the quarters for married enlisted personnel have improved over the years? Gotten worse? Pretty well remained the same?

SMA Dunaway: Much improved.

Interviewer: How would you rate the quarters you lived in, from post to post? Which were the best? Which were the worse?

SMA Dunaway: The best were at Fort Campbell, Okinawa, and Fort Myer. The worst were at Fort Benning--off post--and Fort Bragg; converted barracks.

Interviewer: Was it difficult for you, as a young married soldier, to make ends meet on your salary? If so, please elaborate.

SMA Dunaway: We frequently ran out of money and had to borrow from family.

Interviewer: Did Peck work to help supplement your income?

SMA Dunaway: No. She was pregnant during the times we had money shortages.

Interviewer: What type activities was Peck involved in?

SMA Dunaway: President, NCO Wives Club; Red Cross Gray Lady; Girl Scout Leader; PTA; Teen-age Clubs; Bandage rolling for the Red Cross.

Interviewer: What support role did Peck play when you were a first sergeant? Did she become involved with the enlisted wives of your company?

SMA Dunaway: There were only four married men in the company.

Interviewer: What support role did Peck play when you were a regimental/command sergeant major?

SMA Dunaway: She was actively involved in NCO wives organizations and activities, set up thrift shops and "loan closets," and implemented programs to help younger, lower-grade soldiers' families who had financial and housing problems. She accompanied me at social functions, ceremonies, and was a tremendous supporter of my career. I could give pages of examples.

Interviewer: How many children do you have?

SMA Dunaway: Four.

Interviewer: When and where were your children born? Were they born in military or civilian hospitals?

SMA Dunaway: Fort Benning Military Hospital, Bolling Field Military Hospital, Washington, D.C., and two were born at Fort Bragg Military Hospital.

Interviewer: How well did your children adjust to your frequent moves, such as: leaving friends, changing schools, moving to different

climates, etc.

SMA Dunaway: They adjusted well. They didn't know any way of life other than the Army until they were grown up.

Interviewer: What do you think was the biggest problem that faced your children growing up as dependents?

SMA Dunaway: There were no problems. They were well adjusted and were proud of their parents.

Interviewer: What positive affects did growing up in a military environment have on your children?

SMA Dunaway: Travel within and outside the U.S., respect for others, and learning to adjust to changing living conditions and locations.

Interviewer: Did your family accompany you on overseas assignments?

SMA Dunaway: Yes, except Vietnam and in France during, World War II.

Interviewer: What did your family find most difficult about living in a foreign country?

SMA Dunaway: The foreign language.

Interviewer: What was most enjoyable?

SMA Dunaway: Seeing and learning about people and countries other than the U.S.

Interviewer: When you were assigned to combat tours, where did your family stay?

SMA Dunaway: In Sydney, Australia; Titusville, Florida; Washington, D.C.

Interviewer: Were there unit support groups available for spouses when you were deployed?

SMA Dunaway: No.

Interviewer: Was there a high rate of divorce among soldiers and spouses when you first joined the Army?

SMA Dunaway: I don't know.

Interviewer: Do you think the divorce rate in the Army has gone up or down? Why?

SMA Dunaway: I don't know for sure, but I would guess it has gone up as it has in all segments of society.

Interviewer: Where are your children living now? What are their occupations?

SMA Dunaway: One is a Navy wife and paramedic in Woodbridge, Virginia; one is an active member of the U.S. Army, in Korea; one is a registered nurse in Greensboro, North Carolina; and one is a service manager of a large dealership in Texarkana, Texas.

Interviewer: Are they married and do they have children?

SMA Dunaway: Yes they're married. I have ten grandchildren.

Interviewer: As you reflect back over your military career, what do you think was the most trying time for you and your family?

SMA Dunaway: Separation due to military assignments.

Interviewer: What was the most enjoyable time for you and your family?

SMA Dunaway: The two years I spent as Sergeant Major of the Army.

Interviewer: Where were your government quarters while you were Sergeant Major of the Army?

SMA Dunaway: I had government quarters at Fort Myer, Virginia, just a short distance from the Pentagon.

Interviewer: How did you travel between your quarters and the Pentagon?

SMA Dunaway: By sedan. I had immediate access to my sedan at all times.

Interviewer: Did you attend college level courses while serving on active duty?

SMA Dunaway: No. I educated myself through reading and studying subjects that interested me.

Interviewer: When did you serve as Sergeant Major of the Army?

SMA Dunaway: August 1968 to October 1970.

Interviewer: Who was the Army Chief of Staff while you served as the Sergeant Major of the Army?

SMA Dunaway: General William C. Westmoreland.

Interviewer: Where were you assigned, and in what position were your serving when you were selected as the Sergeant Major of the Army?

SMA Dunaway: Command Sergeant Major of the 101st Airborne Division, in Vietnam.

Interviewer: What were your reactions, and the reactions of the members of the command, when you were notified that you were a nominee for the position of the Sergeant Major of the Army?

SMA Dunaway: My CG recommended me, and he told me. I was grateful and proud, but I didn't tell anyone. I don't know who he told or what their reactions were.

Interviewer: Along with you, who were the other Command Sergeants Major considered for Sergeant Major of the Army?

SMA Dunaway: I never saw a list. When I went to Headquarters, USARV, to appear before a board, I saw CSM Joe Venable and CSM Don Peroddy there, and several others. Whether they were the only other ones in Vietnam who appeared before the board, I do not know. I don't know who was on the final list that was submitted to General Westmoreland.

Interviewer: Weren't you previously recommended for Sergeant Major of the Army?

SMA Dunaway: Two years earlier, in 1966, I had been recommended for Sergeant Major of the Army by Lieutenant General Albert Watson II, Commanding General of U.S. Army, Ryukyu Islands (USARYIS) when I was in Okinawa with the Special Forces. Then, the top position had just been established by the Chief of Staff, General Harold K. Johnson, who selected Sergeant Major William O. Wooldridge to be the very first Sergeant Major of the Army.

Interviewer: Describe the Sergeant Major of the Army selection

process when you were selected as Sergeant Major of the Army.

SMA Dunaway: I had to be recommended and I went before a board at USARV. Beyond that, I don't know how the rest of the process worked for that particular selection year. I know how the process worked for my successor because I was Sergeant Major of the Army and helped determine the prerequisite qualifications for consideration. I saw the DA Circular announcing the procedure and saw the final list submitted to General Westmoreland. After that, I'm told the process has changed from time to time.

Interviewer: Were the nominees for Sergeant Major of the Army interviewed? If so, describe your interview, including date, time, place, and name of interviewer.

SMA Dunaway: The board was chaired by a Major General. Each of us appeared before the board for some forty-five minutes and, believe me, the board challenged us with some pretty tough questions. We weren't told how well we did or where we placed, we just departed back to our units.

Interviewer: What was the length of time between your notification that you were a nominee for Sergeant Major of the Army and your official notification that you had been selected?

SMA Dunaway: Two months or so.

Interviewer: Recount the day when you received official notification that you had been selected as the Sergeant Major of the Army. What were the reactions of the officers and your fellow noncommissioned officers with whom your served?

SMA Dunaway: One day in July, 1968, around the 20th or so, the General and I returned to Camp Eagle from a chopper raid in Hue. As we were getting off the chopper at the division headquarters, Colonel Tallon, General Barsanti's Chief of Staff, came running out to meet the General. They had a brief huddle and the chief was showing a piece of paper to the General; it was a TWX from the office of the Chief of Staff

of the Army. General Barsanti turned to me and said "You son-of-a-gun!" I thought I was in some sort of trouble, then he said "You're the new Sergeant Major of the Army." Colonel Tallon and General Barsanti both hugged me after showing me the TWX announcing my selection. The news media had been notified, and they were there within ten minutes after I learned the news. At first I thought they were there to cover the change of command ceremony of Major General Melvin Zais assuming command of the division from General Barsanti. But they were there to cover my appointment as Sergeant Major of the Army. They all wanted to know what my plans were and what I'd do as SMA. I didn't have any plans; for the moment I had enough on my hands just dealing with the shock of it all and how suddenly I had been notified. I kept telling myself that I had been an infantry soldier for my entire career. Infantry and airborne and soldiers . . . . these are what I knew best. My heart and soul had always been with the enlisted soldier, and I wouldn't let myself forget where I came from. Now I would have the opportunity to do more for soldiers than I had ever been able to do before. Now I would be in a position to change some of the things I had disliked and had heard so many complaints about. This was indeed an honor, and I vowed to myself not let the soldiers down . . . . . I vowed to be the best I could possibly be. A little later there was a big change of command ceremony and General Barsanti passed the division colors to General Zais. Shortly after that General Barsanti departed and we all said "good-bye" to him and wished him well in his new assignment at Fort Sheridan, Illinois. General Zais and I had served together in the 517th during World War II. I was his Sergeant Major when he commanded a battalion and when he commanded the 187th Battle Group. He had my deepest respect and admiration and once again, I was his Sergeant Major . . . . . well, technically, I was for that one day. For a few moments I very seriously considered declining the appointment in order to stay on with the fine men of the 101st. I was proud to be their Command Sergeant Major and it

was great to have General Zais as my commander again. But, I decided, I could contribute much more from the top than I could from within.

Interviewer: What was your family's reaction when they received the news?

SMA Dunaway: General Westmoreland personally called my wife in Titusville, Florida, and told her himself. He wanted her to hear it from him instead of seeing it on the news or reading it in the paper. I suspect he called her before I was actually notified. As soon as I could get to a phone capable of reaching the U.S., which turned out to be through a HAM radio operator, I called her and told her. She seemed very happy and proud. My whole family was proud.

Interviewer: How long after you received notification of your selection did you assume the duties as the Sergeant Major of the Army?

SMA Dunaway: Thirty to forty days or so.

Interviewer: Describe your departure from Camp Eagle.

SMA Dunaway: When all the change of command festivities had concluded and most everyone had left the headquarters area, I had a chance to speak privately to General Zais. I told him I had to depart for my new assignment and that I was going to slip out quietly. He said "You're not going to slip anywhere. You're going out of here with some recognition." I packed up and was ready to go quite quickly. There really wasn't much to pack . . . . .we traveled "light" in Vietnam. All the sergeants major and many first sergeants in the division had been summoned without my knowledge, and all the senior officers at Camp Eagle gathered to see me off. It was a real nice ceremony. They formed two lines from the headquarters to the chopper, and General Zais walked with me to the chopper between the two lines. Tears swelled up as I thought of all the fine people I was leaving, but I managed to hold them back. I was proud; I was honored; and, let's face it, I was a little scared thinking of what lay ahead.

Interviewer: On the long flight back to the States, you had

plenty of time to think about your upcoming tenure as Sergeant Major of the Army. Tell me some of those thoughts.

SMA Dunaway: Somehow, the combination of all my experiences since 1940 had led me to be selected for the one top enlisted job in the entire United States Army. Was I truly qualified? Did I have the experience I would need? What would General Westmoreland want me to do? How much authority would I have? Would I be a figurehead, or would I actually have the power to influence the changes and improvements I wanted to see in the Army? How much travel would be involved, and could my wife travel with me? Would I be locked into an office with mountains of paperwork, or would I be able to spend lots of time with soldiers in the field? What kind of staff would I have . . . . . how many would there be, and would they be military or civilian, or both? When will this plane ever land? These and a thousand other questions raced through my mind, and many of them had no immediate answers. I knew soldiers, and I knew the way they lived . . . . . I knew what they needed, what motivated them, and what irritated them. Lots of things I had been able to improve within the commands I had served as sergeant major, but some of the improvements I had championed had disappeared when I left the commands. Now I could do things that would be felt Armywide and, perhaps, they would become written policy that couldn't die when I depart. Yes, I decided, I could make a big difference so long as I kept the best interests of soldiers foremost in my mind. That should be no problem, that's what I had done all these years, wasn't it? I had been addressed as "Sergeant Major" for the past sixteen years, I certainly had the experience. Then I realized I was, in fact, qualified to do this job, and do it well. From that point on, all the doubts that had plagued me in the beginning suddenly disappeared and I faced each new day with the powerful self-confidence it takes to succeed. We can do anything we believe we can do, and set our minds to. I had made a commitment that would stay with me each minute of each day for the rest

of my military career. The most important thing I always remembered was where I came from. I was a soldier who had dug slit trenches, pulled K.P. and guard duty, and crawled in the mud. It was that same soldier I was there to represent, and I did my best every day I was Sergeant Major of the Army.

Interviewer: Did you have a period of transition with Sergeant Major of the Army Wooldridge before assuming your duties as the Sergeant Major of the Army?

SMA Dunaway: No. He was there when I arrived and introduced me to a few people, then left. He had arranged for a sergeant major from Fort Myer to escort me around and handle moving into quarters, process into Headquarters Company, U.S. Army, etc.

Interviewer: Did Sergeant Major of the Army Wooldridge give you any special advice, or make any recommendations, concerning the job of Sergeant Major of the Army?

SMA Dunaway: He knew each CSM has his own way of doing things, and he knew I had mine. It would not be appropriate to attempt to tell one's replacement how to do the job. Wooldridge had too much class to attempt that. He had alerted me to a few things he felt would be helpful. For example, the position was relatively new and its establishment had created some jealousy and irritation among some of the senior officers who resented having an enlisted man accorded more privileges than they. There was another thing of significant importance I learned from Bill. Many of the channels of communication throughout the general and special staff sections he had established one-by-one, by having cultivated individual, personal contact points. The doors he had opened in that fashion were sure to close when he departed. I would have to forge my own inroads, and I knew this would take time and patience. That wasn't the case with all sections . . . . . some of them were courteous and cooperative as anyone could hope for, and were very easy to work with. There were even some that were headed by people I knew. My two

administrative assistants were personable men who befriended senior NCOs, civilians, and officers in some areas, and that helped. Eventually I was able to get cooperation wherever and whenever I needed it. Today, more than twenty years later, most of these "doors" are permanently open to the Sergeant Major of the Army because the position has been well established and supported. But the first three or four Sergeants Major of the Army had to be the pioneers.

Interviewer: Describe the ceremony when you were sworn-in as the Sergeant Major of the Army.

SMA Dunaway: The ceremony was held on September 1, 1968, in the area just outside the Mall Entrance of the Pentagon. This was one of the proudest moments of my life. The entire 3rd Infantry Honor Guard--The Old Guard--was in formation in dress blue uniforms . . . . . they were beautiful. The Army's Adjutant General read the official order, then I raised my right hand and General Westmoreland swore me in. My family and many of my friends were there. Sergeants major from all over were there. Several hundred people who worked in the Pentagon were there. People from the media were there. After the swearing in, General Westmoreland and I trooped the lines, with me as the reviewing official and General Westmoreland marching to my left rear . . . . . what an honor, to have the Chief of Staff of the Army accord an enlisted man a position of such respect. Here was a great man. With the war in Vietnam going at full blast, he was busy every minute from 5 a.m. to 10 or 11 p.m. every day, and this ceremony was only a thirty minute block in his crowded schedule. Yet his attention to this was so concentrated that it seemed to be the only thing in the world to him at the moment. His calmness and sincerely helped me to relax at this highlight in my military career and, yes, in my life. That was a day I'll remember always.

Interviewer: What were the major guidelines given to you by the Chief of Staff of the Army, General William Westmoreland?

SMA Dunaway: After getting my family moved and settled, I reported for duty and met with General Westmoreland. He did not give me any set of duties or guidelines, he just welcomed me aboard, wished me well, and simply told me to let him know if I found anything that needed straightening out. He was a soldier's soldier, and I think every enlisted person in the Army knew it. He knew me, and he knew. I knew my job, and he knew I felt as he did about soldiers. He gave me a brief rundown on his vision of the coming year's goals and objectives for the Army. He later announced these to all commanders in terms of four M's: **Mission, Motivation, Modernization, and Management.** These were the subject areas he wanted to emphasize and improve upon at all levels. Then he introduced me to the key members of his immediate staff. It amazed me to learn that his staff consisted of more than 3,000 people, and that was after a drastic reduction of the large staff of some 4,500 General Johnson had assembled when he was Chief of Staff.

Interviewer: What were the greatest challenges given to you by General Westmoreland?

SMA Dunaway: The job of Sergeant Major of the Army; representing the entire enlisted body of the U.S. Army.

Interviewer: What is one of the first things you did when you assumed the office of the Sergeant Major of the Army?

SMA Dunaway: Right away I started planning trips to the places where soldiers were. I wanted to visit troops in the field in Europe, troops on fire bases in Vietnam, Special Forces A-Teams in Vietnam and other locations in the Pacific, troops at Army bases in CONUS, Korea, Hawaii, and Alaska. I did not visit all the Army's installations during my two years, but I managed to squeeze in the majority of them. Because the war in Vietnam was in high gear, I visited there three separate times. No doubt I traveled more than was expected of me, and it sure gets hectic living out of a suitcase and never sleeping in the same place two consecutive nights. However, I wanted to be visible and I

wanted soldiers of all ranks to know there was someone who could hear their problems and go right to the top with problems that had merit. Another thing I wanted soldiers to know was that they could reach the top if they worked hard enough and wanted to badly enough. Nothing is out of reach if you set high goals and work toward them sincerely. Not everyone can become Sergeant Major of the Army, but most men can get darned close to it if they try.

Interviewer: Immediately after assuming the duties as the Sergeant Major of the Army, did you receive information briefings to help prepare you for your assignment? If so, describe the briefings.

SMA Dunaway: No. I was on my own.

Interviewer: After you assumed the duties as the Sergeant Major of the Army, how often did you meet with General Westmoreland?

SMA Dunaway: No set time frame or schedule. If he wanted to see me, one of his aides would inform me. If I wanted to see him, I told an aide and usually was able to go right in, unless he had a major commander or staff officer in his office. I traveled with him on several occasions and we talked on the trips. I attended many ceremonies with him and we saw each other often. Sometimes we had specific things to discuss, other times we just had normal conversations. He was a very personable man, and easy to talk to. I couldn't have asked for a better Chief of Staff.

Interviewer: Who was your rater while you were the Sergeant Major of the Army?

SMA Dunaway: General Westmoreland.

Interviewer: Were there ever any suggested changes to the rating scheme for the Sergeant Major of the Army?

SMA Dunaway: Not during my tenure.

Interviewer: Did your rating scheme change at all while you were the Sergeant Major of the Army?

SMA Dunaway: No.

Interviewer: During your tenure, what distinguished the Sergeant Major of the Army from other Command Sergeants Major?

SMA Dunaway: At that time the Sergeant Major of the Army wore the same chevrons that all Command Sergeants Major wore. The only thing that visually distinguished him from the others was a set of collar brass that had been especially designed for the Sergeant Major of the Army. Sometime after I retired, special chevrons with two stars in the center were approved for that one position. That was needed.

Interviewer: How many noncommissioned officers were assigned to your staff?

SMA Dunaway: Two. The immediate staff of the SMA's office consisted of two E7 administrative slots. One E7 was leaving and one had applied to be appointed as a warrant officer and, apparently, was certain to be selected since he would be going to work for the Secretary of the Army. So, before I departed on leave, I immediately arranged to bring in an E7 from the 101st to be the senior administrative assistant, and another E7 from Fort Bragg who had worked for me in Special Forces. These were men who knew me, knew how I approached things, and I knew them. Having people that I knew with me would be a tremendous asset because I could trust them with the everyday operation of the office, and in handling routine matters in my absence. I later obtained authority to upgrade one slot on the TDA (Table of Distribution and Allowance) to E8 so the position could always be filled by someone with knowledge and experience. It would also allow those who held the positions to have promotion opportunity without having to give up their jobs.

Interviewer: What were the duties of the NCOs on your staff?

SMA Dunaway: To handle the day-to-day administrative functioning of the office, my travel arrangements, daily itineraries, screen and route incoming correspondence, bringing to my attention anything I should see personally, represented the office during my absence. They answered the

phones, handled the files, and normal administrative operation of the office. Sometimes one of them would travel with me and the other would keep the office running. The office had access to a stenography pool which allowed us to dictate correspondence and a stenographer typed it for my signature. The office received fifty to seventy-five letters a week from individuals. Some of them I answered personally while some were referred to various general and special staff agencies of DA for either direct reply to the writer or preparation of a reply for my signature. The former types of letters were the ones which properly should have been written, by the writers, to the Inspector General, Judge Advocate General, Adjutant General, and others, rather to the Sergeant Major of the Army.

Interviewer: What task occupied most of your staff NCO's time?

SMA Dunaway: Their time was distributed among the many duties assigned.

Interviewer: How often did you receive briefings from your staff NCOs?

SMA Dunaway: As often or as seldom as needed. There was no schedule.

Interviewer: What was the normal format of the briefings you received from your staff?

SMA Dunaway: Always informal. My assistants were close to me and I trusted them. There was no need for formalities.

Interviewer: What member of your staff did you consider to be your "right-hand man?"

SMA Dunaway: The one with the higher rank and seniority in the office. I started with two E7s, promoted the senior one to E8. When he left to assume first sergeant duties, the other one moved into the senior slot and was promoted to E8 and the E7 slot he vacated was filled by a senior E6 who was soon promoted to E7.

Interviewer: Tell me about your office in the "E" Ring of the

Pentagon.

SMA Dunaway: The background of that was interesting. My office was directly across the hall from General Westmoreland's office on the third floor of the Pentagon, just above the Mall entrance. It was a large impressive private office, immediately behind an administrative office and reception room connecting to the corridor. When General Johnson had directed the establishment of the position, the DCSPER (Deputy Chief of Staff for Personnel) was tasked to arrange for office space for the SMA. Just two weeks before SMA Wooldridge was to arrive, General Johnson learned that an office had been set up in the basement for the Sergeant Major of the Army. He immediately advised the DCSPER that he wanted his Sergeant Major nearby and told him to **make** the necessary room. There was no extra space. The whole area was already overcrowded. Many full colonels, and a few brigadier generals, had only "cubby holes," often separated only by office dividers, and some had portable typewriters on their desks. Space all up and down the corridor had to be further reduced to accommodate the Sergeant Major of the Army and his staff. More than a hundred officers lost space. The only private office in the staff area that was comparable in size to the new Sergeant Major of the Army's office belonged to the Deputy Vice Chief of Staff, a Lieutenant General. Of course General Westmoreland and General Palmer had bigger offices, but no one else had. It was easy to understand that senior officers were unhappy about having to give up space for an enlisted man. It wasn't the individual man they resented, it was just the principle of the matter that bothered them. In addition, the Sergeant Major of the Army was accorded four-star protocol, and that took a great deal of adjustment on my part, as well as theirs. I had been accustomed to going to the office of a full colonel or brigadier general to report or coordinate, and it took awhile for me to get used to them coming to my office. I learned to handle it though.

Interviewer: How often did you receive Department of Defense

briefings? What type information did you receive during these briefings?

SMA Dunaway: There was no set schedule. It would average twice a year, and my peers in the Air Force, Navy and Marines would be in attendance with all our Chiefs of Staff. Once it was just the four of us with the Secretary. Information disseminated always related primarily to the Vietnam War, since it was in progress then. The SECDEF (Secretary of Defense) was Melvin Laird, but a member of his staff gave the briefings. There were a couple of occasions when he summoned the four of us to his office for discussions with him personally. Secretary Laird's office was reasonably close to mine and he stopped by my office from time to time to just say "hello" and see how things were going. He usually addressed me as "Sergeant Major" or "My friend." He always made me feel comfortable in his presence and that he welcomed any comments or recommendations I might have.

Interviewer: How often did you receive Department of the Army briefings? What information did you receive during these briefings?

SMA Dunaway: No set schedule. I could get a briefing from any DA staff on any subject by asking for it. When I needed information, I usually contacted the sergeant major of the staff section concerned. If a briefing was needed, it was scheduled and conducted, but I seldom sought formal briefings; I preferred the informal approach. While I saw the Secretary of the Army from time to time and spoke with him on several occasions, he never formally briefed me on anything. My office was one protocol level below him, so such a briefing would not be appropriate. Stanley Resor was Secretary of the Army, and like Secretary Laird, he dropped in on me in my office from time to time for brief chats. His office was right down the hall and my office was immediately at the top of the escalator he used to get to the third floor, so it was very convenient for him. Such visits would be most appropriately described as "courtesy visits." Above all, I think these visits by Secretary Resor and Secretary Laird were clear demonstrations of their

respect for the OFFICE and for the enlisted members of the armed forces.

Interviewer: What type complaints did your office receive from the field? Do you feel that many of the complaints could have, or should have, been resolved at the command level?

SMA Dunaway: We received five to ten a week that could be classified as complaints. The vast majority of them could have, and should have, been handled at some lower level. However, we occasionally received correspondence relating problems that needed immediate attention and could not wait for chain of command processing. I personally handled some of them, and my staff handled others. I recall one where we were able to get a soldier a hardship discharge the same day he came into the office. On a few occasions I intervened in personnel assignments situations where serious mistakes had been made by Enlisted Personnel Directorate people. I can even recall receiving a letter, in 1970, from a first sergeant in Vietnam who wanted to get some female soldiers assigned to his unit to conduct searches of female Vietnamese employees entering and leaving his compound. That request was referred to both the Office of Personnel Operations and to the Provost Marshal General. The final word was that females could not be assigned to perform military police type duty. All that changed after I retired. Several letters to me were complaints that some people were assigned to Vietnam for a second tour while others with the same grade and MOS had not gone to Vietnam the first time. I quietly had those allegations investigated and learned that although some of them were inadvertent oversights, others occurred because a few employees in OPO (Office of Personnel Operations) were purposely keeping some of their acquaintances off orders. I identified many of them and had them levied to Vietnam right away.

Interviewer: How were complaints handled?

SMA Dunaway: They were based upon the circumstances and the nature of the problem. We did not have a formal complaint function. Some were

answered right in my office, but most of them were routed to the Army Staff activity having supervisory or policy making authority in the areas addressed by the letters. We had a DA Form which was a multi-copy memo routing slip for the exclusive use by the Sergeant Major of the Army. All the staff elements were listed with a block to check, and there were several action categories we could check, depending upon the results desired. I don't remember them all, but some of them were: "For direct reply to writer;" "For preparation of a reply on SMA stationery for the signature of SMA;" "For information upon which to base a comprehensive reply to writer;" "For preparation of a reply on CSA stationary for the signature of CSA." My stationery was available in the supply stores throughout the Pentagon, and any Army staff could pick up as many pages as were needed. Letters that were prepared for my signature were very precise, and were written by the experts in the subject areas involved. The staff sections most often concerned were: Enlisted Personnel Directorate, Inspector General, Judge Advocate General, and Deputy Chief of Staff for Logistics. They were exceptionally prompt and courteous with their responses.

Interviewer: Tell me how you got involved in the assignment of CSM, later SMA, Van Autreve, to Alaska. How did the change in assignment affect the eventual nomination and selection of CSM Van Autreve as the fourth SMA?

SMA Dunaway: In the late fall of 1968, I received a call from Vietnam from CSM Leon Van Autreve of the 20th Engineer Brigade. He had about fifteen days left on his year tour but had not received any new assignment . . . . . he assumed someone had overlooked him. I told him I'd get him an assignment that day, and asked what his preferences were. He said he was a soldier and would gladly serve wherever the Army needed him . . . . if he had a choice though, he would opt for Alaska or Fort Gordon. I went directly to the CSM assignment section of EPD (Enlisted Personnel Directorate). The section had a lieutenant colonel and a

sergeant major running the shop. They had the records of all the CSM's. I asked them what they had in mind for Van Autreve's next assignment. They looked it up and realized that he had been overlooked inadvertently, and commented that he had the best looking set of records in their shop. When I asked what assignments were available for him, they gave me several options, one of which was CSM of the U.S. Army, Alaska (USARAL). I accepted that assignment on his behalf and advised them I would notify CSM Van Autreve by phone and they agreed to send out the necessary messages. They did. Van Autreve was happy when I called him with the assignment. He asked me to call his wife and tell her. I did. The next day I left for a five-day trip to Sixth Army. Copies of all assignments for Command Sergeants Major were routinely furnished to me for information. About the third day I was gone, my assistant left word at Sixth Army to call him back. He had received copies of orders diverting CSM Van Autreve to a battalion in Fort Hood and diverting another CSM to USARAL. Dealing with situations of this type is delicate, and requires tact and diplomacy. When I returned from my trip I went straight to the brigadier general who was Chief of EPD. The Chief of OPO was a major general. The EPD General had already been briefed by the lieutenant colonel heading up the CSM section, so he was expecting me. My tactful approach was not successful; the brigadier general advised me that EPD made assignments of enlisted members, and they couldn't be changed by a sergeant major. I smiled and spoke very softly to him. "Sir, I did not change the assignment, and I did not influence it. I simply asked your people to make an assignment they had overlooked. They made it and concurred in my notifying the man. When I notified him, I did so on behalf of the Chief of Staff of the Army. Therefore, CSM Van Autreve goes to Alaska unless you get authority from General Westmoreland to change his assignment." Boy, he didn't like that at all. I excused myself and left. An hour or so later, the major general directing OPO came up and asked to see General Westmoreland. I knew why

he was there, and I waited till the Chief called for me when the major general left. General Westmoreland had told the major general essentially the same thing I had told the brigadier general. CSM Van Autreve went to Alaska and, later, **became the fourth Sergeant Major of the Army.** Had his diversion to the battalion at Fort Hood been allowed to stand, he would not have become the fourth Sergeant Major of the Army, because at the time he was selected a candidate had to have a general officer as his immediate boss. In a battalion he would have had only a lieutenant colonel. After he became Sergeant Major of the Army, Van Autreve expressed his appreciation to me for helping in that little incident. He knew the ultimate significance of it. As a result of that incident, a policy was published directing EPD to develop **proposed** assignments of the Major Commands Command Sergeants Major for final approval of the Sergeant Major of the Army. From that point on, I had final authority for those key positions. I don't know how it works now, though. It's easy to see why there was a lot of resentment, even jealousy, among some senior officers because they felt they had lost some authority to an enlisted man. But the Sergeant Major of the Army should have that authority. The Chief of Staff selected his major commanders, and the Sergeant Major of the Army should select his key Command Sergeants Major.

Interviewer: There were many major developments or initiatives during your tenure. During my research I read a list of those developments and initiatives you had prepared for your 1990 biography. I would like for you to address each of these one at a time. Tell me about how you ensured you were directly involved in proposed changes the Department of the Army was planning to make in enlisted policy.

SMA Dunaway: After I had discovered the announcement to the field of a couple of policies that shouldn't have been approved, I asked that the DA Staff be directed to inform me of proposed changes in policies affecting enlisted personnel so I would have the opportunity to make

recommendations and/or comments prior to final approval. That request was approved and it was so directed. Accordingly, I was able to influence several proposed policy changes before they were disseminated to the field.

Interviewer: Tell me about the re-establishment of formal Army Day celebrations.

SMA Dunaway: June 14 is the Army's birthday, and is called "Army Day." There were celebrations here and there, and all commands honored it on each tenth anniversary, but it wasn't receiving the recognition it should. I spoke with General Westmoreland and recommended it be emphasized to all commands every year. He agreed and messages were sent to the field directing the celebration of this day. We had a big bash at the field house at Fort Myer, Virginia, in '69 and '70. The NCOs organized it and ran the show. General Westmoreland and all the generals in the local command were there as guests, and the enlisted soldiers were there. We packed the field house; wall to wall. I believe they are still doing it every year, and I'm proud to have had a hand in getting it going again.

Interviewer: Tell me about the correction of the promotion problem encountered by enlisted personnel in hospitalized status.

SMA Dunaway: During my visits to military hospitals throughout the Army, I found many soldiers who had lost their opportunities for promotion simply because they were in the hospital for an extended period of time. Most of these cases were men who had been wounded in Vietnam and had been dropped from the rolls of the unit they were with when wounded. After documenting a few such cases, I asked the Chief of Staff to give hospital commanders authority to promote deserving soldiers in patient status. He approved a promotion policy for grades E4 through E7. The new policy was announced by message to the field and was followed by appropriate changes to AR 600-200.

Interviewer: Tell me about the accelerated promotion policy to

grades E6 and E7 for outstanding graduates.

SMA Dunaway: That was a result of a visit to the NCO Academy at Fort Benning, where I recognized a need for a special policy for promotion of graduates to E6 and for accelerated promotion to E7 with three years' time in grade, without regard to time in service. The promotion policy I was able to get approved improved the promotion possibilities for outstanding students to E6 and prevented their stagnation for six years before becoming eligible for promotion to E7. This was another great morale booster and incentive to reenlist for E6's we had previously been losing.

Interviewer: The inequity in the eligibility for promotion of students in long courses versus short courses was also corrected. Tell me about that.

SMA Dunaway: In November, 1969, I found that students of some schools were eligible for promotion sooner than students of other schools because of the difference in the length of the courses taken. Students in the shorter courses were returning to their units sooner and, thus, were being promoted sooner. As a result of my interest, more equity was provided for in the next scheduled revision of the service school promotion policy.

Interviewer: Another of the initiatives involved notification of next-of-kin of deceased and missing members. Tell me about that.

SMA Dunaway: This did not result in any changes to AR 600-10, but it did result in a clarification of the intent of the wording of the regulation. We wanted commanders to be able to send more than one person, when possible, to execute the initial notification to the next-of-kin. There had been instances where the next-of-kin of a deceased member, in a moment of uncontrollable distress, would attempt to harm the person making the notification. The presence of two men in this unpleasant situation would discourage any physical outbursts and would serve to demonstrate a deeper feeling of sympathy and respect

extended to the family by the Army. So, we achieved what we intended at achieve.

Interviewer: Tell me about the authorization allowing National Guard and U.S. Army Reserve enlisted personnel to wear the service stripes.

SMA Dunaway: There were several recommendations I made concerning the National Guard and Reserves, aimed at improving retention, enhancing morale, and at further diminishing the distinction of the active Army from them, while creating a greater awareness of the one-Army concept. Authorization was granted for the wear of the 3-year service stripes on the left sleeve of the uniform during my tenure as Sergeant Major of the Army. Several of the other ones were still under study when I left office. I'm not sure of the final actions taken.

Interviewer: I think the impact you had on a 1968 proposed change to the wearing of the Pathfinder Badge showed the value of having a senior enlisted man who could get things done by having access to the Chief of Staff without going through the bureaucracy of the Army. Tell me about your involvement in the proposed change in the wearing of the Pathfinder Badge.

SMA Dunaway: Prior to 1968 the Pathfinder Badge was a cloth badge worn on the right sleeve of the Class A uniform. In the Fall of 1968 there were several changes being made in the uniform regulations by DCSPER without approval of the Chief of Staff. One such change was communicated to the field by a personnel letter which had been used for some time to give commanders advanced notification of pending changes to regulations. It converted the cloth badge, previously worn on the right sleeve midway between the elbow and wrist, to a metal badge to be worn in the same manner as, and in lieu of, the Parachute Badge. The thinking was that if a soldier wore a Pathfinder Badge, everyone would know he was airborne qualified; they wanted to, in effect, combine two badges into one. That thinking was flawed since the change would force senior

and master parachutists to leave off the Pathfinder Badge in order to display their advanced proficiency in parachuting. In addition, both the Airborne School and Pathfinder School were schools approved by DA, and graduation from each entitled the graduate to wear a distinctive badge. Rather than staffing this one, I simply showed a copy of the personnel letter to General Westmoreland. With his pen, he lined through "in lieu of" and wrote above it "in conjunction with" and initialed it. I sent that to DCSPER and messages went out that day to the field making the correction. In addition, all future proposed changes to the uniform regulations had to be approved by the Chief of Staff.

Interviewer: AR 611-20 and DA Pamphlet 350-10 were changed to better control the awarding of the SQI (Special Qualification Identifier) "M" for Open Mess NCOs. Tell me about the change.

SMA Dunaway: Lack of control of the award of this SQI had resulted in the loss of too many mess stewards to work in open mess facilities. Often they were well qualified to operate a troop mess hall but were not qualified to run an open mess. We were losing good, competent mess stewards and gaining incompetent open mess managers in some cases. After receiving adequate documentation, the DCSPER obtained Chief of Staff approval for changing AR 611-201 and DA Pamphlet 350-10 so that the "M" identifier could only be awarded to those personnel who were fully qualified to serve as the principal NCO of an open mess. This change was really needed.

Interviewer: Tell me about the approval of additional pay for drill instructors.

SMA Dunaway: This was a long and hard battle, not because anyone questioned the need for additional pay for the long hours these men worked and the additional cost they incurred in purchasing and maintaining more uniforms at a high state of appearance, but because of budgetary limitations. As proposed, the program would cost an

additional $4 million. We did not win this one the first go-around. But we stayed with it until we got the funding to raise the additional pay. I firmly believe that the additional pay not only relieved some of the financial strain on drill sergeants, but helped to attract more volunteers for the program.

Interviewer: Probably the most highly visible change during your tenure was the decision to ship troops to and from Vietnam in jungle fatigues. This was a wise and popular decision, especially in the eyes of those of us who had previously traveled to and from Vietnam in short-sleeve khaki uniforms. Tell me how this change came about.

SMA Dunaway: Shortly after I assumed duties as SMA, I visited the centers at Fort Lewis, Washington, and Oakland, California, where troops were being processed to and from Vietnam. They were making the long journey in the khaki uniform, arriving in Vietnam without jungle fatigues, and returning to CONUS (Continental United States) in khakis they had worn for nearly thirty hours and having slept in them. One can imagine how they looked, and the impression they would give to observers as they traveled from the West Coast to their leave location or next duty station. We, the military, were already under attack from the civilian sector because of the unpopularity of the war . . . . . the least we could do was to make our veterans look as clean, neat, and well dressed as possible. This was a matter I took directly to the Chief of Staff. I recommended the wear of jungle fatigues to and from Vietnam on all commercial and MAC (Military Airlift Command) charter flights. A message directing the implementation of this new policy was sent to all commanders right away. It certainly improved the morale of everyone making the trip.

Interviewer: Tell me about your intervention that helped retain the senior enlisted interview room at OPO.

SMA Dunaway: What is now called MILPERSCEN (Military Personnel Center) was called "Office of Personnel Operations" (OPO) when I was

Sergeant Major of the Army, and it was located in the basement of the Pentagon. During my tenure there was a reorganization that included discontinuing the interview room. The reason given was a lack of space available. The service provided senior NCOs in transit status was a very valuable management tool for the managers, as well as being a tremendous morale factor for the NCOs affected. I was able to intervene and save this function of the enlisted management division. As the need for more and more space continued, they were later relocated outside the Pentagon and renamed.

Interviewer: Tell me about the adoption of a policy to send advanced copies of Enlisted Qualification Records for E8s and E9s to gaining units.

SMA Dunaway: To reduce the delays experienced by E8s and E9s in processing into gaining commands, and to provide advanced information to management personnel, I recommended that a policy be instituted requiring losing commands to furnish copies of DA Forms 20 to the gaining commands as soon as reassignment orders were published. This policy was immediately approved and implemented.

Interviewer: In your 1990 biography you wrote about the changes to ARs 600-20 and 600-200 that help eliminate the confusion concerning the three grades of the rank of E9. Tell me about those changes.

SMA Dunaway: We had three grades of rank for E9s which were: Sergeant Major of the Army, Sergeant Major, and Staff Sergeant Major. The latter was not very favorably received by those with that grade of rank. The Command Sergeants Major Program was relatively new and, although quite successful, had created some confusion in the field as to which of the grades of rank were which. To clarify the situation once and for all, and to remove the word "staff" from the titles, I proposed that the three grades of rank be Sergeant Major of the Army, Command Sergeant Major, and Sergeant Major with all titles of address remaining "Sergeant Major." The approval of my recommendation was announced by

message, followed by changes in AR's 600-20 and 600-200 published shortly thereafter.

Interviewer: In December, 1969, AR 210-24 was revised to require commanders to make soldiers aware of the existence of, and advantages of credit unions. Tell me about this change that came about during your tenure.

SMA Dunaway: Credit unions provide an excellent place for soldiers to save and borrow, both at excellent interest rates. They are located at, or near, virtually all military installations. I found that too many troops were not aware of their existence and, as a result, patronized some of the loan-shark activities found near all military bases. These parasites victimize uninformed soldiers and lend them money at exorbitant interest rates. Such loans unnecessarily over-burden soldiers financially and often lead to unmanageable indebtedness which, in turn, affects the performance of duty. I was instrumental in having this regulation revised so as to require commanders at all levels to implement inprocessing procedures which ensure that all personnel are aware of the existence of credit unions and the distinct advantages they offer to members. The new regulation was published in December, 1969.

Interviewer: Tell me how you and the Sergeant Major of EDP addressed the problem of the improper utilization of soldiers in some MOSs.

SMA Dunaway: As I took more and more trips and saw and talked to more and more soldiers, frequently I found cases where soldiers were not being utilized properly. Some had MOSs that the Army had spent thousands of dollars for formal school training. Yet with personnel shortages in their grade and MOS, sometimes they'd be performing duties totally unrelated to their training. Sergeant Major Tom King was the Sergeant Major of the Enlisted Personnel Directorate (EPD), and I discussed these cases with him at length. We decided to try something that had not been done before, and that was to bring personnel management to the troops. I

arranged for Sergeant Major King to accompany me on some of my trips, and that accomplished a great deal. We would seek out the malassigned people and Sergeant Major King would interview them. If reassignment was the solution, Sergeant Major King would call his office at EDP and coordinate correcting the situation. In some cases the soldier could be reassigned within his current command without a PCS, and other cases the soldier would have to move to another post or command. It was great that we could make these corrections right on the spot. Not only was the affected soldier happier, but those around him saw that the Army cared about each and every one of them. This was something that had never been done before, and it was quite a successful project. Sergeant Major King went with me to Europe and to several posts in CONUS.

Interviewer: How often did you testify before congressional committees? If so, what were the subjects?

SMA Dunaway: I never testified before a congressional committee.

Interviewer: Did members of Congress, ask you for input on planned legislation concerning the Army, or the military in general?

SMA Dunaway: Yes, at times. When I gave input to Congress, it was in conjunction with the Chief Master Sergeant of the Air Force, Master Chief Petty Officer of the Navy, and Sergeant Major of the Marine Corps. Information was requested from all services and we each provided input. I never testified personally on any specific subject, just on military enlisted subjects in general.

Interviewer: What relationship did you have with the armed services committee?

SMA Dunaway: I knew the Chairman, Mendel Rivers, who was the military's best friend. I was in his office several times and had breakfast with him once. Many times I was in the Secretary of the Army's office. At most of these gatherings there were several senators and congressmen too, so I really was able to meet and chat with a large number of key people at the top of our government.

Interviewer: Describe your interaction with the senior enlisted representatives of the other branches of the service?

SMA Dunaway: There were many social functions to which we were all invited and jointly attended, some with our Chiefs of Staff and some without. There were ceremonies, invitations to the White House, Camp David, Medal of Honor presentations, and there were times the four of us just got together to discuss common problems or just social get-togethers. We all got along well together and respected one another.

Interviewer: Were you a guest speaker at conventions or meetings of veterans organizations?

SMA Dunaway: No.

Interviewer: How did your office communicate with the office of the Chief of Staff of the Army?

SMA Dunaway: By voice in person face-to-face, on the phone, and by memorandums or written communications, depending upon the subject or situation at hand.

Interviewer: Approximately what percentage of the time were you in your Pentagon office?

SMA Dunaway: It varied. Sometimes I was there for a week, and sometimes I was gone a whole week. I performed the duties as I saw them, and went wherever that took me. Standing blanket travel orders had been published authorizing me to travel anywhere at any time, for any length of time, for any purpose related to the performance of my official duties. My two administrative assistants had similar orders so that either of them could accompany me on any trip.

Interviewer: When you were traveling, how often did you contact your office and what method of communication was used?

SMA Dunaway: By phone daily.

Interviewer: Describe the working relations between you and General Westmoreland.

SMA Dunaway: Could not have been better. I've mentioned several

times that I knew General Westmoreland when he was a lieutenant colonel, and served under him several times. I firmly believe that the relationship that existed between us was as close as a relationship between a general officer and a sergeant major can possibly be. There was never a time that I didn't feel at ease with him, and never a time that I hesitated in bringing to his attention anything I considered worthwhile. I don't believe that any other Chief of Staff of the Army and Sergeant Major of the Army were as close as we were. His faith in me was a tremendous asset . . . . . to me, and to soldiers. I had access to him virtually at will. Of course I couldn't walk in and talk to him when he was out of town or when he had a major commander in or if he was in the JCS (Joint Chiefs of Staff) briefing room, but if he was available, I had access to him. If I had an immediate need and he was out of town, I went to the Vice Chief of Staff, General Bruce Palmer. If the matter could wait until the Chief's return, I waited and spoke with him when he returned. I was never denied personal access to him. There were times I saw him several consecutive days, and there were times I wouldn't even see him for several days. We traveled a lot together, and he was always proud of his Sergeant Major. His love for soldiers was genuine, and he never lost sight of the importance of enlisted soldiers. He valued my opinion always . . . . . he had known me for many years and trusted my judgment.

Interviewer: Tell me about General Bruce Palmer.

SMA Dunaway: General Bruce Palmer was Vice Chief of Staff to General Westmoreland. Although he was also a four-star general, he was General Westmoreland's "deputy." Several times I went on trips when General Palmer would go and represent General Westmoreland, and sometimes I would go to General Palmer at his Pentagon office if General Westmoreland was out of the city or otherwise not available. General Palmer was among those officers I admired most during my thirty years. He was soft-spoken, never raised his voice, but always meant just

exactly what he said. He always treated me as he would a member of his family . . . . . I was always comfortable with him and always felt welcomed. I could not have had better bosses than General Westmoreland and General Palmer. Mere words aren't sufficient for me to express the deep sense of gratitude and respect I feel toward both of them.

Interviewer: Were there times when the Chief of Staff of the Army had to remind top ranked military and civilian personnel of the importance of the Sergeant Major of the Army? If so, give some examples.

SMA Dunaway: He often routinely mentioned my existence and importance at staff meetings, and there were times I had to turn to him for support when an effort or project of mine was opposed by a flag officer. The most significant example is the situation with CSM Van Autreve we discussed earlier. The "word" spread quickly throughout the staff agencies of the outcome of that little exercise. I had very few difficulties after that with any staff agency.

Interviewer: Describe your interaction with the National Guard Bureau (NGB) and the Office, Chief of Army Reserve (OCAR).

SMA Dunaway: I visited National Guard and Reserve units on several occasions, and always coordinated those visits with NGB and OCAR beforehand.

Interviewer: How often did you visit Reserve Component units? What were the purposes of the visits?

SMA Dunaway: I don't recall the frequency, and there was no set schedule or goal as to which units to visit or when to do so. Usually I would integrate such visits into trips I made to active duty installations. If I visited a U.S. post during the Summer and summer training was being conducted on that post by Reserve or NG units, I usually had brief visits included in my itinerary. The National Guard and Reserves often feel left out. Most people don't really realize how much we depend on the National Guard and the Reserves. They train far more than people know. They fly our transport planes all the time. They

are good, and the more incentives we can give them to stay in the Guard or Reserves, the better. We need them. As Sergeant Major of the Army, I made it a point to talk to the Guard and Reserve units when I went on visits. I believe I succeeded in convincing them that they could set high standards and goals, and make it to the top. After all, I had been a National Guard man in the beginning. I could always tell they were proud of me . . . . . for reaching the top from a National Guard beginning.

Interviewer: When General Abrams was Chief of Staff, he decided that the Sergeant Major of the Army should be married. Why do you think this requirement was so important?

SMA Dunaway: The answer to this question is obvious to anyone who has ever been a senior NCO. The Sergeant Major of the Army represents the entire enlisted body of the Army, and soldiers' families are important to them. The Sergeant Major of the Army needs to be married so his wife can travel with him and attend military family get-togethers around the Army. Being married adds credibility to the office; how can a single Sergeant Major of the Army identify with the problems of married soldiers?

Interviewer: While you were the Sergeant Major of the Army, you had the authorization for the travel of the spouse of the Sergeant Major of the Army included in Army regulations. Describe the procedures you went through to obtain this authorization.

SMA Dunaway: I worked it out with the Comptroller General and informed General Westmoreland. This authorization had not been addressed during the tenure of the first Sergeant Major of the Army. After I assumed the position, I recognized the need for recognition of the Army wife and believed it would be appropriate to set the example of including one's family in Army life. In the beginning I had paid for my wife's plane tickets and all her lodging and meals. After awhile the expenses had become prohibitive so I went to visit the Army's

Comptroller General to request funding for her travel. When he learned that I had been paying out of my pocket for her travel, he scolded me and said I should have come to him right away. He took care of getting the necessary authorization and funding for her to travel with me from then on. It is still customary for the Sergeant Major of the Army to have his wife accompany him on many of the trips he takes.

Interviewer: How often did your wife, Peck, accompany you on trips?

SMA Dunaway: I would take Peck with me to most places where enlisted men had their families. The military wife is an important part of the Army, and it is essential that military wives receive proper recognition for the role they play in their husband's careers. A happy soldier performs his duties much better than an unhappy one. Most men are happier when they have their families with them, and I wanted to recognize these ladies and express appreciation, on behalf of the Department of the Army, for the fine job they were doing. What better way could that be done than for me to demonstrate how important my wife was to me? Peck had stood by me through thick and thin. There had been long family separations when I was overseas at war, and many, many shorter separations when I'd been in the field on maneuvers or training exercises. Even when I'd lived under the same roof, there had been many jobs I'd had that kept me at work twelve to eighteen hours a day. She had to take the family reins and run things . . . . . discipline and rear our children, manage our finances and run the household, keep automobiles in operating condition; the works. It was extremely important to keep troops everywhere aware of how important their families were to them, and remind them that folks up the ladder cared about them and their families.

Interviewer: Describe some of the memorable trips during which Peck accompanied you.

SMA Dunaway: All my trips were memorable, with and without my

wife. We especially enjoyed a trip to Panama, but enjoyed the others too.

Interviewer: Did Peck have speaking engagements? If so, what types, and what were the general topics of her presentations?

SMA Dunaway: Yes she had speaking engagements. She had many of them, usually wives clubs' teas and luncheons where she would speak about Army life and how it had evolved, what was currently being done at DA level when appropriate, and normally had question and answer sessions following her talks. My 1990 biography contains an entire section, beginning on page 50, devoted to her own personal comments. I consider her comments to be more official than if I related her activities, especially since I most often was not present when she was involved in wives' activities.

Interviewer: I read Peck's excellent comments and, with your permission, I will include those five pages as an enclosure to this interview. For the record, the enclosure is pages number 50 thru 54 from Sergeant Major Dunaway's 1990 biography, and the enclosure is titled "COMMENTS BY MRS. GEORGE DUNAWAY."

SMA Dunaway: In addition, she completed the Survivor's Course at Fort Rucker, Alabama.

Interviewer: What type activities was Peck involved in, in the Washington, D.C. area?

SMA Dunaway: Army Community Services and Military Wife of the Year Committee.

Interviewer: How much input did Peck have on matters involving the military family?

SMA Dunaway: A great deal. Her own experience was formidable, and she acquired information during her travels with me. Her input to me was invaluable.

Interviewer: How did Peck cope with your heavy travel schedule?

SMA Dunaway: The same way I did; she packed her bags and off we

went, or she stayed home if she didn't want to go or if it was not appropriate to go, such as to Vietnam, etc.

Interviewer: Was Peck included in official government and military functions held in Washington, D.C.?

SMA Dunaway: Yes, some of them, but not all.

Interviewer: Were you and Peck invited to the White House by the President of the United States?

SMA Dunaway: Yes.

Interviewer: For what type functions?

SMA Dunaway: Prayer breakfast, Bob Hope Christmas Show, and Medal of Honor Presentations. Medal of Honor award ceremonies were held at the White House and the President would make the presentations to live soldiers receiving the Nation's highest bravery award. When the awards were posthumous, the Secretary of the Army would make the presentations to the deceased soldier's family, in the Pentagon. With the war still in progress, these ceremonies were fairly frequent. So I was at the White House many times and met both President Johnson and President Nixon on numerous occasions. President Nixon's recognition of the senior enlisted representatives of each branch of service (Sergeant Major of the Army, Chief Master Sergeant of the Air Force, Master Chief Petty Officer of the Navy and Sergeant Major of the Marine Corps) should be mentioned. He is probably the only President who has demonstrated such respect and accorded such courtesy to these men and their wives. For example, in 1969, I believe, Bob Hope presented his Christmas show to President Nixon in the East Room at the White House before taking his tour to Vietnam, Korea, and Europe. We, the seniors of the four services, were invited with our wives to attend that presentation and were seated in the second row, directly behind the President and Vice President. These are covered in more detail in my earlier biography, but should be mentioned in the history. We were seen on national television right there with the President, and that was highly visible

proof that all enlisted personnel in all services had someone representing them at the top. Chief Master Sergeant of the Air Force Paul Airey, Master Chief Petty Officer of the Navy Delbert O. Black, and Sergeant Major of the Marine Corps Herbert "Shifty" Sweet and I went, as a group, to many functions. We all knew each other. During one of our visits to the White House, President Nixon turned to his Chief of Staff, H.R. Haldeman, and told him to take the four of us to Camp David. This was a very big "first." It had never been done before, and I don't think it has been done since. We all went and, believe me, we were treated like royalty. President Nixon was proud of his senior enlisted men.

Interviewer: How often did you travel with General Westmoreland?

SMA Dunaway: Frequently. Most of the time I made the trips on my own. From time to time, General Westmoreland would take me with him on trips. Sometimes I would accompany him during the entire trip; other times we would go separate ways when we arrived at our destination. That depended upon where we were going and what he had planned. I usually briefed him on our return flight in those situations.

Interviewer: How many trips did you make to Europe?

SMA Dunaway: Three. One of them was during a Reforger exercise.

Interviewer: What major problems faced the troops stationed in Europe? What role did you play in helping to solve some of the problems?

SMA Dunaway: Most problems were handled within the commands. Anything that hit the CSM channels was usually handled in-country by the USAREUR (United States Army Europe) CSM or a CSM of a subordinate command. Broad-based problems were presented to DA level at the annual Major Commands Command Sergeants Major Conference in Washington.

Interviewer: Tell me about the Major Commands Command Sergeants Major Conference.

SMA Dunaway: Annually I hosted a meeting in Washington called the "Major Commands Command Sergeant Major Conference." It was held during

the same timeframe that General Westmoreland held his "Major Commander's Conference." The purpose of my conference was to hear the voice of the Army's enlisted body. Each of these Command Sergeants Major had solicited and accepted recommendations from his subordinate commands, and had compiled discussions and justifications for each proposal. We spent several days discussing the pros and cons as a group, and came up with a final consolidation of recommendations for presentation to the Chief of Staff of the Army. Here was something the Army did not have prior to the establishment of a Sergeant Major of the Army. Soldiers of all grades and ranks, from all levels, had an opportunity to present ideas and recommendations for improving the Army's morale, training, readiness, proficiency, and anything else that could be improved. They simply made suggestions to their immediate enlisted supervisor. Suggestions were consolidated at each level and submitted to the next higher level. At each major command level the suggestions were examined by a panel of Command Sergeants Major and a final list was agreed upon from the Major Command CSM to present at my annual conference. This gave the enlisted soldier a voice that was heard at the very top, a voice he had never had before. When the conference was over I presented the list to the Chief of Staff. Some he approved immediately. A very few he would disapprove immediately. The others he would send out for staffing to determine feasibility, cost, and expected impact. When they came back he would approve or disapprove each one. In the final analysis, we didn't get everything approved; but we got lots of things that would never have even surfaced through the officer's chain of command. Even the things that were disapproved were at least recorded and copies of everything considered were sent to all commands afterwards. That was an excellent way of informing commanders Armywide of the things that interested soldiers. One of the things I remember recommending and losing was the wear of green leadership tabs for command sergeants major. Those tabs aren't like rank or a medal, where once you earn

it you keep it. The tabs are to be worn when you are filling a combat leadership position in the chain of command. So, that was disapproved, even though a command sergeant major has normally served many years as a squad leader, platoon sergeant, and first sergeant. You wear them when you're in the position and, when you leave the slot, you take them off.

Interviewer: During your tenure as the SMA, I am sure you observed changes in the U.S. Forces stationed in Europe? What changed for the better?

SMA Dunaway: I was SMA for two years. I don't recall any major changes in Europe during that short time.

Interviewer: During your tenure, did you observe a change in the relationship between the U.S. Forces and the host countries in Europe?

SMA Dunaway: No, I didn't.

Interviewer: Did you travel mostly aboard military aircraft or by commercial air?

SMA Dunaway: Some of the trips were made aboard military aircraft, and some were by commercial air.

Interviewer: What was your normal routine when you arrived at the site of your visit?

SMA Dunaway: The coordinations were made with the Command Sergeant Major of the major command I was to visit and they always met me, provided transportation, and had a schedule programmed for me. If I had requested to see specific things or visit specific places or units, they would always accommodate my requests. I always paid a courtesy call to the Commanding General of the post or command I was visiting, before beginning my tour of the command. If I was checking on anything that General Westmoreland had asked me to check, I would advise the CG during this initial visit; on rare occasions, depending upon the subject matter, I'd ask his Command Sergeant Major to excuse us so I could speak to the CG in private if sensitive information was involved. These trips were always pleasurable. When I returned from each one, I would brief

General Westmoreland and let him know what I had found.

Interviewer: What method did you use to brief General Westmoreland?

SMA Dunaway: On some occasions I would go to his office and he'd sit on the couch with me and, other times, he would come to my office and we sat on my couch. I would brief him informally and provide him informal notes, generally. If I had a specific request that needed formalizing, I would prepare a formal typewritten letter and hand it to him, along with a verbal explanation. When I needed his approval and authority to get something corrected or improved, I simply asked for it and submitted a formal request for the record. In almost all cases he gave me total support and approval. Occasionally there would be things that couldn't be done because of budgetary limitations, or some other valid reason, but not often.

Interviewer: How many trips did you make to Vietnam? How many to other countries in the Far East?

SMA Dunaway: I made three to Vietnam, two to Thailand, and one to Japan.

Interviewer: How often did you travel to Vietnam?

SMA Dunaway: Every six to eight months.

Interviewer: During your tenure as the SMA, I am sure you observed changes in the Army stationed in Vietnam. What changed for the better?

SMA Dunaway: Facilities continually improved and more semi-permanent buildings were erected in major headquarters areas. Armed Forces Television provided quicker news from the States, and entertained troops in rear areas where electrical power facilitated the use of television sets. It became evident that turning the war over to the South Vietnamese was being planned and that troops would be gradually reduced until we were out altogether. That was encouraging to soldiers.

Interviewer: What negative changes did you observe?

SMA Dunaway: There was an increase in heroin use in rear echelon

areas where soldiers were not in combat environments daily, and drug testing was initiated, and "drying-out" facilities were set up to help addicts. Again, most of the drug problems were in areas other than combat units. Movies misrepresent this aspect of the Vietnam War to a great degree.

Interviewer: Describe one or several of your trips to Vietnam?

SMA Dunaway: On one trip I was hosted by the CSM of USARV (United States Army, Vietnam) and he took me by chopper on visits to many, many base camps and fire bases. I mingled among the soldiers and talked with countless numbers of them. Morale seemed high everywhere I went.

Interviewer: Before I ask you for your reflections, observations, and opinions, is there anything you would like to add concerning your tenure as the Sergeant Major of the Army?

SMA Dunaway: No.

Interviewer: When did you make the decision to make the Army your career? How or why did you arrive at that decision?

SMA Dunaway: As I mentioned before, when I got back from Europe I went to Fort Meade, Maryland to be discharged. The day before I was to be discharged, I took a pass and went to visit my wife and children in Washington, D.C. It was only about thirty or forty miles. We had a daughter before I went to Europe and now we had a son who had been born while I was in Europe. Peck's mother was there and my brother-in-law was there. He had just been discharged from the Air Force and was already working for the railroad. He came in late that night and had on coveralls that were just as dirty and black as they could be. I asked him what kind of work he was doing and he said he was working for the railroad and that was where I'd be working when I got out. It didn't take me but a few seconds to say "No sir, not me." The next morning back at Fort Meade, I reenlisted for six years. I'll never forget that as long as I live. I didn't take the minimum three years, I bit off six! That turned out to be one of the smartest things I ever did. They gave

me a ninety day leave and then I returned to the Airborne Department at Fort Benning. After that initial thought occurred to me, it just evolved over time. Once it was clear to me that I could be promoted based upon merit of my performance and I felt comfortable being a soldier, I just kept on staying, one enlistment after the other.

Interviewer: Since you spent the majority of your military career in the airborne, would you please reflect back on your years in the airborne?

SMA Dunaway: I enjoyed the Airborne. In those days most soldiers stayed with the same unit for several years and everyone knew everyone else. Airborne was an all-volunteer business, so there were no draftees except those who elected to reenlist and volunteer to be airborne. Everyone was there because he wanted to be there. We all knew who we could count on when the chips were down, and who we would have to watch carefully. Loyalty was a big thing then, partly because it was emphasized so much, and partly because the people you worked for were the ones who decided whether or not you were promoted, or even reduced in rank. I learned early to be loyal to my bosses and subordinates, and it was the primary trait I looked for in soldiers. There's an old saying I've always remembered, although I don't know who the author is, that says "If you work for a man, work for him; be faithful and loyal to him and support him in every way possible, no matter what, because if you don't, the first breeze that comes along will blow you away and you'll never know where the wind came from." Truer words were never spoken. A couple of times when I would take a furlough, now called "leave," some subordinates would take advantage of my absence and get something done while I was gone, knowing all the time that I would not approve if I were there. That was disloyalty, pure and simple, and I fired the responsible person as soon as I found out about it. The 82nd was a well trained outfit. I thought the world of the marvelous men of the 101st as I had my Special Forces. It was very hard to leave them

and go to Washington . . . . .or anywhere else for that matter . . . . and I was uneasy about my decision. I would do anything for my troops, and they knew it. I'm confident that nearly all of them would do anything for me. Airborne duty paid a little more. Enlisted men . . . . there were no women jumping then . . . . .were paid $55 a month extra for jumping, which was a lot of money then, and officers were paid $110 a month. It seemed to us that there must be two doors on the plane, one $55 door and one $110 door. We always were looking for the $110 door but never managed to get through it. Now, the incentive pay for jumping is the same for officers and enlisted, but it took more than thirty years to get that inequity corrected. Airborne duty places exceptional emphasis on physical conditioning. Run, run, run, and jump, jump, jump. There's a great deal of well deserved pride in airborne units. They do something special that other troops don't do . . . . . they jump out of airplanes with a parachute to get them safely to the ground, and they stay in top notch physical condition. Because they are elite troops, they go the extra "mile" to present the best and neatest appearance possible. For many years they wore their hair very short, were not allowed to wear mustaches, and kept their uniforms in first class condition, including spit-shined jump boots. They were the only troops allowed to wear boots with a Class A uniform . . . . . they never wore low quarter shoes. The boots were the mark of a paratrooper, and they were very proud of them. They'd fight you if you marred or scuffed up their boot shine. The Parachute Badge has traditionally been called "The Badge of Courage," more commonly known among jumpers as "Wings." Morale and pride in airborne units were always the highest the Army had anywhere. Years later, the Army authorized soldiers in airborne units to wear a beret to set them apart from other Army units. Special Forces wore a green beret, and other airborne units began, in the late 1960's, to wear a maroon beret. The beret was another distinctive uniform item of the airborne soldier, along with jump boots. In the older days, up

until the late 1950's, soldiers in airborne units wore the Glider Patch on the left side of their field caps with the work uniform. The Glider Patch was also worn on the Class A overseas cap . . . . the airborne did not wear the flying saucer caps at all . . . . we threw them away.

Interviewer: Tell me about the training exercises that helped maintain the airborne's high state of readiness.

SMA Dunaway: Once a year, each unit was tested in what were then called Army Training Test, better known as ATT's. These tests were conducted at every level from squad to division. Umpires were assigned to grade each and every phase of the testing process, and accompanied the unit from beginning to end. It's amazing how realistic these exercises were, with opposing units acting as "aggressors" or enemy forces, everyone firing blank training ammunition, umpires assessing casualties during periods of engagement and from simulated enemy artillery and mortar fire. The realism even included having mobile medical units come in and carry out soldiers, designated by the umpires as wounded, on stretchers and transport them back to field hospitals much the same as the ones you see on television in the M.A.S.H series that was so well known for many years. The medics simulated caring for these "wounded" soldiers and received training and testing in a tactical environment.

Interviewer: Sergeant Major, in today's Army with it's increased emphasis on the helicopter, what do you see as the future of the airborne?

SMA Dunaway: In my opinion there will always be a need for the airborne capability, but it has been greatly reduced by the added options helicopters have given commanders, both in transportation roles and in firepower delivery roles. A prime example of this evolution is the 101st Airborne Division I so proudly served. During my time, it was an airborne division. It had a rapid deployment capability because the units could be flown to or near the destination or objective and be

delivered by parachute prepared to fight when the feet hit the ground. The invention of the helicopter threatened to make the parachute obsolete. The division is now an air assault division, and training in air assault techniques is rigorous and demanding. Soldiers in the 101st have exceptionally high morale. The firepower the 101st is able to deliver is more than awesome; it borders on being unbelievable. You'd have to see it to believe it. But knowing what they can do does make us old soldiers sleep better. Jumping is a quick way to get troops and equipment to where they are needed and, in the days before the helicopter, it was about the only way to get them into places where there were no air landing facilities. We fly, we jump, we're there. From a tactical standpoint, flying to and jumping into an area of operations was just a mode of transportation. to get to a destination in a hurry. Once on the ground, the airborne soldier performed much the same as other soldiers in similar infantry, artillery, cavalry, signal, and various combat support units. One major exception was that the airborne soldier was equipped only with what he could carry with him, and what could be dropped in by parachute. We were deployed in situations where we had to take and hold a location or position until more troops could arrive by other means to reinforce us or take over the mission. We were also trained for dropping behind enemy lines at low altitude to accomplish commando-type raids or surprise the enemy from behind. During my tenure with the 82nd, we trained and trained and trained, running maneuvers and field exercises with brigades, battle groups, or battalions being trained or tested individually as part of a division in simulated combat or tactical situations. This was an important part of having an efficient and mobile "quick strike" combat force ready for immediate deployment should the need arise anywhere in the world. Along with the 101st Airborne Division at Fort Campbell, Kentucky, the 82nd Airborne Division fulfilled that role in the Army's readiness posture.

Interviewer: As you reflect back on your military career, do you have any regrets?

SMA Dunaway: Probably the prime regret is my lack of understanding of, and appreciation for, the Army's school system during the time I was a First Sergeant and my early years as a Sergeant Major. In those days most of us hadn't been to many schools, so we didn't understand how valuable they would have been had we taken proper advantage of them. We would get quotas for various schools and, instead of sending our best and most deserving men, we would keep those sharp guys present for duty and field exercises while we sent someone we wanted to get rid of to the schools. To us it was a burden to have to fill a school quota. What we did not know was that a top notch man could go to a school, like Ranger School, then return to the unit and train others in the skills he had learned. Some of those skills would have, no doubt, saved lots of lives in times of war; but we just didn't know. Once I saw the training those guys get at Ranger School, I changed my whole attitude towards schools and quotas and encouraged my first sergeants to send their best men. So much more is available to soldiers today than we were exposed to in the "old" days. Soldiers can attend a wide variety of schools that teach Army skills that can be used effectively in civilian life after completion of their service. They get paid a salary that, in most cases, is reasonably comparable to civilians performing similar duties. My pay as a private was $21 a month.

Interviewer: What effect did the NCO Open Mess scandal have on the Office of the Sergeant Major of the Army?

SMA Dunaway: So-called scandals occur periodically throughout all agencies of the government. Some are worse than others, and some receive more media coverage than others, but they all eventually die with the passage of time. This particular situation did not effect my position as Sergeant Major of the Army, and I did not suffer any setbacks as a result of it. My effectiveness was based upon my relationship with my

Chief of Staff, the support he gave me, my relationships with DA Staff agencies, and my own personal and professional reputation. To the best of my knowledge, there were no NCO Open Mess irregularities involving any individual during the time he actually served in the Office of the Sergeant Major of the Army, and I certainly was not involved in any. I have provided some confidential comments and opinions, dated July 5, 1993, to the Chief of Military History on this subject. I will provide them to you if he has not furnished a copy. It is my opinion that the history of the office of the Sergeant Major of the Army should not include any reference to this scandal since it did not involve the Office itself, nor anyone **while he was actually serving as Sergeant Major of the Army.** My reasons are related in the confidential comments mentioned earlier.

Interviewer: During your tenure, you made the recommendation that the Sergeant Major of the Army should serve a two-year term. Why did you make this recommendation?

SMA Dunaway: The general order in effect when I became Sergeant Major of the Army, GO #29, dated 4 July 1966, directed that the tenure of the Sergeant Major of the Army corresponds to the tenure of the Chief of Staff of the Army for whom he serves. Normally, that would be four years. After serving the first year, I began to believe that the Sergeant Major of the Army should be limited to two years. A two-year tenure would ensure a fresh flow of ideas into the Chiefs of Staff, and it would permit an opportunity for a greater number of command sergeants major to reach the top job . . . . . that alone might motivate some top soldiers to stay on a few more years in hopes of attaining the office. My belief didn't come overnight. It was only after a lot of thought, and discussion with several people, that I reached that conviction. I also believed that candidates for the position should be in CSM slots at division level or below, to insure that the individual selected would be fresh from a troop assignment rather than some isolated higher

headquarters. If one is to advise the Chief of Staff of the Army on enlisted matters, he must have recent experience and up-to-date information regarding enlisted personnel. I made the recommendation formal, and General Westmoreland approved it. General Order #34, dated 8 June 1970, was published making the Sergeant Major of the Army tenure two years. Later, during Sergeant Major of the Army Bill Bainbridge's tenure, GO #23, dated 15 November 1977, was published changing the Sergeant Major of the Army's tenure to three years, with provisions for the Chief of Staff of the Army to extend his Sergeant Major of the Army an additional year. That policy is still in effect today, I believe. To be eligible for consideration for selection as Sergeant Major of the Army . . . . . since GO #23 . . . . . .a nominee must have a general officer as his immediate boss, and be recommended by him. That policy has the potential of overlooking outstanding sergeants major who may be holding positions as brigade sergeants major, or even battalion sergeants major. Hopefully that injustice will be corrected in the future. Sergeant Major of the Army Silas Copeland followed me and became the third Sergeant Major of the Army. When he was selected, he told me he would have retired if he hadn't been selected that round. That proves my point that we lose good men early when they have to wait another four years for a shot at the job.

Interviewer: What are your thoughts concerning the length of the terms of the recent and current Sergeants Major of the Army?

SMA Dunaway: The length of the tenure after my departure is a matter under the jurisdiction of succeeding Chiefs of Staff and Sergeants Major of the Army. I respect their reasons for the changes they have made, and those that will be made in the future, as I am sure they respect my reasoning at the time I served.

Interviewer: What do you feel was your greatest accomplishment while you were the Sergeant Major of the Army?

SMA Dunaway: I am proud of all accomplishments as Sergeant Major

of the Army. Nothing in particular stands out; I consider them all important. Some were temporary in nature because they related to the time in which they were implemented (Vietnan War), while others were longer lasting. Nothing can be considered permanent, because any Chief of Staff of the Army can change virtually anything he desires. Probably the most permanent improvements that I am proud of are initiatives that were introduced before my tenure, but which materialized or grew during or after my tenure. Specifically I refer to the Command Sergeant Major Program and the birth of the Sergeants Major Academy. The CSM Program distinguishes those sergeants major who serve as senior enlisted advisors to commanders on enlisted matters, based upon their own careers of extensive troop leadership experience, from sergeants major who advance to the highest pay grade through administrative and technical fields with limited troop leadership experience. There was, and always will be, a need for that distinction. For example, a soldier who advances to E9 in dining facility management, medical corps, administrative office management, vehicle maintenance, logistics, and similar fields with limited troop leadership involvement and limited personnel management experience, should not be a Command Sergeant Major and should not be positioned to advise commanders on enlisted matters. The Sergeants Major Academy didn't get into operation until after I retired, but there can be no question that it is one of the best things that ever happened to the senior NCO Corps. I have spoken at length with many graduates and most say the school was the best thing the Army ever did for them. It goes without saying that commanders are certainly better off with better educated senior NCOs, and it's obvious that the level of competence of seniors has been enhanced. In addition, a First Sergeants Course later followed that prepares one for first sergeant duties. The better and more qualified the leaders are, the better the soldiers are, plain and simple.

Interviewer: What did you find most rewarding about being the

Sergeant Major of the Army?

SMA Dunaway: Being in a position to influence Armywide policies pertaining to enlisted personnel, and getting top-level attention and focus on matters that never got to the top prior to establishment of the Sergeant Major of the Army position.

Interviewer: What did you find most frustrating?

SMA Dunaway: Having to live out of a suitcase while traveling. It was difficult to maintain the standards of appearance I desired when clothes had to be packed and unpacked almost every day, since I seldom spent two consecutive nights in the same place.

Interviewer: What goal did you fail to accomplish, and why?

SMA Dunaway: I was never able to adequately express my appreciation to the many, many soldiers and officers from whom I learned so much. It was those countless people whose influences gave me the knowledge and experience that prepared me to be Sergeant Major of the Army. My gratitude to these people can never be expressed to all of them. After all, we are all really the grand sum total of all the people we have known in our lives. This is a goal I imagine everyone fails to achieve.

Interviewer: In retrospect, is there anything you would have done differently?

SMA Dunaway: No there isn't.

Interviewer: Has the role of the Sergeant Major of the Army changed over the years? If so, how has it changed, and why do you think the changes have come about?

SMA Dunaway: There is no doubt it has changed some. Changes are due more to the differences in the personalities and goals of each Sergeant Major of the Army and his Chief of Staff. Each person is unique, and each regime sets its own goals, so change is inherent in those top people. No two people command or manage in precisely the same way. Just as the country changes with the election of new Presidents and congressional members, so does the Army change with the appointment

of new top leaders.

Interviewer: Since your tenure as the Sergeant Major of the Army, what is your relationship with your successors? Have they sought your counsel and advice? If advice was sought, in what areas, and what advice did you give?

SMA Dunaway: All former SMAs are invited annually to the Major Commands Command Sergeants Major Conference in Washington, and our opinions are solicited by the sitting Sergeant Major of the Army and his major command CSMs on a variety of subjects. There are other periodic events we are invited to attend, and I feel we are a close-knit group of professionals, even though our careers have been completed.

Interviewer: Reflecting back upon your two years as Sergeant Major of the Army, you must have had quite a few humorous or comical experiences and some interesting things happen that left lasting impressions. Would you please share some of those?

SMA Dunaway: Once I left the office headed down the hall to the men's room. Preoccupied with something else, I started into the ladies room. As I started to open the door, a colonel passing by cleared his throat loudly enough that it caught my attention and I stopped to look around. He grinned and pointed to the plaque on the door just above my hand. . . . . it clearly read LADIES in all capital letters. I was quite embarrassed, but I thanked him and went to the men's room. On the door of the men's room the word GENTLEMEN was in individual brass letters, each with two very small nails holding it in place. The "T" was missing, --probably because some wise guy had taken it off--so it read GEN LEMEN. Folks who worked in the building used it without hesitation but those visiting the Pentagon never opened the door. On one trip I accompanied General Westmoreland to Fort Bliss. There were some minor problems with the plane so we landed about half way there and changed planes. The replacement plane was much smaller. We had a couple of congressmen and several colonels and lieutenant colonels. There weren't enough seats,

so I sat on a bag behind the last seat in the back that General Westmoreland had taken. The plane was packed beyond normal limits. When we landed at Fort Bliss, everyone stayed seated until General Westmoreland deplaned first, then the others followed him out. I remained in the back, out of everybody's way, intending to get off last. By the time I stood up and straightened my uniform, I got off to see only the crew chief there; everyone else had gotten into sedans and left. One of the sedans had the post Sergeant Major in it and when he realized he hadn't seen me get into any car, he turned around and came back . . . . . there I stood, all alone. The following morning when we returned to Washington, I told General Westmoreland about it, sort of jokingly, and he couldn't believe it. He put out the word that in the future his Sergeant Major would always deplane directly behind him except that I'd follow Mrs. Westmoreland if she was aboard. From then on, there was no problem. I don't know how everyone was notified but, after that, even the senators and congressmen would't even get up until I did. That was the appropriate thing to do though because, wherever we went, the soldiers wanted to see their Chief of Staff and their Sergeant Major together. Then there was a time my assistant went with me to Fort Leonard Wood. Peck was with us and we flew commercial from Washington to St. Louis, then by military air to the post. As we were taxiing out to the runway to leave the post the next day, my assistant ran up the aisle past us to the pilot's compartment like something was on fire. The plane turned around as he came back to tell me he had left his briefcase in the terminal. Our tickets from St. Louis to Washington were in the briefcase. The late Mendel Rivers is legendary to the military for his many years as chairman of the Senate Armed Services Committee. He was always a staunch supporter of the military and, because of his support and power, the military managed to get the funding needed throughout his tenure. I met him several times, under a variety of circumstances. One of those times we were attending a posthumous award of the Medal of

Honor. He joked a lot and everyone loved him. For some reason unknown to me, he told me he was sending me something. Later a watermelon was delivered to me. I don't know the significance of the watermelon, but he was well known for sending them to people. Fort Wolters has a helicopter training base. A newspaper there, The Fort Wolters Trumpet, gave me headline coverage in its January 24, 1969, issue. The front page headline read "Top Ranking Noncommissioned Officer Plans Two Day Visit Here." In itself that's not unusual. But also on the front page was an article about President Nixon. My picture was bigger than his and my headlines were in larger print than his. They gave me copies of the paper, and it was brought to President Nixon's attention by his staff. He laughed. On the morning of July 24, 1969, I walked out the front door of my quarters at Fort Myer, Virginia, to get into my sedan and was surprised by the U.S. Army Band's presence in dress blue uniforms. They immediately played "Happy Birthday." Traffic had been blocked off, and it was just a couple of minutes past 7 a.m. I couldn't believe it, but I certainly was honored. At the AUSA (Association of the United States Army) Convention in 1969, there were too many general officers and influential celebrities to remember individually. One of the highlights for me was meeting General of the Armies Omar Bradley. He was a five-star general from World War II; five-star generals remain on active duty for life. General Bradley had a staff, an office, limousine, the works. He was getting on up in the late 70's or early 80's in age, and wasn't in good health. But he came to the Convention there in D.C. I noticed he was standing alone with his cane in one of the reception rooms where folks were mingling around socializing during one of the happy-hour gatherings during the week. I walked up to him and spoke. He was tired and asked if I'd help him over to a chair and I did. I sat next to him for awhile and we chatted about a variety of Army subjects. He was an interesting personality, and his memory was fantastic. He recalled incidents of World War II just as though they had happened

yesterday. After awhile one of his aides came over and escorted him out to his car. He was the only living five-star general left, and it was a rare honor to get to chat with him. The top enlisted men from the sister services and I went to Cape Kennedy to watch the Apollo 11 launch. Vice President Agnew was there, and former President Lyndon Johnson was there. President Nixon had invited us, although he was unable to attend himself, and we had flown down aboard Air Force Two. Afterwards we went back to the airfield to return to Washington. Somehow, there were more congressmen and other dignitaries going back than had arrived on that plane, and we were asked to fly back with the Secret Service on their four-engine prop aircraft. We did. The following day, Vice President Agnew learned about our flight back, and he personally phoned each of us to apologize for our not getting back on Air Force Two, as was intended. That was great that the Vice President of the United States would take the personal time to make those four phone calls. We were all honored. I was present at many, many military funerals at Arlington National Cemetery. These were sad events and, as with the award ceremonies, there were family members present who often had little or no comprehension of how much their beloved soldier had contributed to the efforts of defending the safety and security of this great Nation. I took exceptional pride in making consoling and reassuring comments to those civilian family members. I made it my duty to attend as many of them as possible, especially those for lower grades It was very much appreciated and I know that . . . . . I owed those families that. There are so many stories I could tell about things I recall from my two years as Sergeant Major of the Army. It was a very eventful two years, and I am proud of the results achieved.

Interviewer: On September 30, 1970, you ended your thirty year Army career and you were honored by a parade at Fort Myer, Virginia, which was performed by the Army's "Old Guard." The ceremonies were organized and executed by enlisted men. Before I ask you for your

observations and opinions, tell me about that special day at Fort Myer.

SMA Dunaway: The parade was terrific. General Westmoreland was out there with me, and Sergeant Major Chilton was the CSM of the "Old Guard," and he accompanied the general and me as we trooped the lines in a jeep. General Westmoreland looked at me and said "Sergeant Major, you're going to miss all of this." I said "Yes sir, I know." Yes, I knew I'd miss it, and tears welled up in my eyes as I thought about what it would be like to leave behind the only life I had known for the past thirty years. But it also felt good to know that I had done my job well every day of the thirty years I had served. We went to the reviewing stand and the "Old Guard" passed in review, rendering the salute as each group passed. I returned their salutes with tears in my eyes I couldn't hold back; I hope no one noticed. So many people were there. After the pass in review, we formed a receiving line at a tent that was set up out there on the parade field. Dozens of three and four-star generals came through, even the Commandant of the Marine Corps and his Sergeant Major were there. Sergeants major, first sergeants, sergeants first class, and lots of enlisted men came through. Some were long time friends and had come hundreds and thousands of miles to honor me with their presence on this special day. I was indeed grateful to them all. I would have liked to leave then, but the Honor Guard brought up the horse and buggy they normally use for weddings. They took Peck and me on the tour of Fort Myer. I guess we looked like newlyweds. When that was over, General Westmoreland said good-bye to us and wished us well, then left. We went down to a house close by and had a farewell get-together, said good-bye to lots of people, then cranked up the old car and headed for Titusville, Florida. I had had a great Army career . . . . . I couldn't have asked for better.

Interviewer: Let me get some of your observations over the years. How has the quality of the soldiers changed over the years? What affect did the transition to an all-volunteer force have on the quality of the

soldier?

SMA Dunaway: The quality of soldiers is constantly changing. Quality tends to peak during times of war, and our Nation always pursues a down-sizing after each war to divert defense funds to domestic use. During these postwar periods, the armed forces become less proficient because numbers are reduced faster than missions are; fewer people are expected to do more. Then rebuilding and expansion occurs as the next perceived threat emerges, and quality again rises. This cycle isn't likely to change. The education level of soldiers continues to improve as technology advances. Right after I departed, they embarked on the task of getting the all-volunteer force into high gear. For the first time ever, the armed services were given budgets for advertising on radio and television. The "Be All You Can Be" motto was born in the early stages of the program and has been very successful. I think it's a great motto and it challenges everyone. One of the favorable results is that a better quality of soldier is attracted, not just because of the challenge but also because of the educational benefits available to them and the thrill of adventure that goes along with thorough training in some of the high technology fields and combat arms. It's difficult for the modern soldier of today to even imagine what the Army was like when we reached a peak strength of nearly six million during World War II. The draft filled our ranks with a true cross section of the population, and we had folks who had advanced educations but we also had many who couldn't read and write plus some who couldn't even speak English.

Interviewer: How has the soldiers' reasons for enlisting or reenlisting changed over the years?

SMA Dunaway: The transition to an all-volunteer force was just getting under way as I retired, so I don't have any firsthand observations in this area. It seems to have been much more successful than most leaders of my era expected. There was a draft in place

throughout my 30-year career, so I have no experience with the all-volunteer force.

Interviewer: How has the changing demography of the United States affected the Army?

SMA Dunaway: Over the years the Army has become quite diverse in its make-up, attracting more and more soldiers of virtually all ethnic groups, religions, etc. At the beginning of World War II, the Army was made up primarily of white and black, mostly Christian people. The evolution to today's Army has been gradual and the transition has been rather successful.

Interviewer: While you were assigned as First Sergeant of "G' Company, 505th Parachute Infantry Regiment, the Army ordered the integration of black and white soldiers. Would you please comment on the early days of integration. What changes have you seen in race relations during your time in the Army?

SMA Dunaway: I think this was something the Army did that should have been done. The Army has come a long way since then. A soldier is a soldier. A battalion had 1,000 to 1,200 men in those days, and the 3rd Battalion in most regiments had around 2,500 to 3,000 soldiers who were all black, except that they had white company commanders and white battalion commanders. About 15 or 16 blacks were assigned to my company as part of the integration. Like white soldiers, some of them were good soldiers and some were not so good. Here they were, moving in with one hundred ninety-six white soldiers, and I imagine it must have been tough for them because they probably expected the worst. But, in my company at least, it went very smoothly. I was glad to have them, and most of the company was glad too. They were accepted as soldiers and were treated as soldiers . . . . . no more, no less.

Interviewer: In 1958, the enlisted grade structure was changed. What affect did the addition of the two "super grades" initially have on the Army? What were the feelings of most enlisted men concerning the

change? How long did it take for things to "settle down" or stabilize?

SMA Dunaway: The Army revamped the enlisted grade structure, and changed several things. They added two "super grades," E8 and E9, created several fields of specialists from E4 through E9 with new insignia for those grades, shifted pay grades for some ranks by reintroducing the three-stripe "buck" sergeant that had disappeared after World War II, and directed an implementation plan with a so-called "wear-out" period for those who would have to change their chevrons. It was a sweeping change that made some happy and some sad. For example, before the change, a promotion from corporal E4 to sergeant E5 had meant going from two stripes to three stripes with one rocker. That is, corporal chevrons were replaced by what we know today as staff sergeant chevrons. Sergeant first class had been E6, and master sergeant had been E7. After the change, the E5 became buck sergeant, the E6 became staff sergeant, E7 became sergeant first class, E8 was new and was either master sergeant or first sergeant, and E9 became sergeant major. That meant that a sergeant first class E6 would have to remove his bottom rocker and become a staff sergeant E6 . . . . . it didn't change his pay any, but it sure became a morale problem initially because no one wanted to take off any of his stripes. To deal with that, the Army gave each person affected the right to continue to wear the "old" stripes for two years to give him the opportunity to be promoted to the next higher grade and keep his chevrons. Then the two-year "wear-out" period was extended to three years and, later on to four years. But those who had not been promoted by the end of the four years did, in fact, have to remove one rocker. This was embarrassing, causing lots of anger and heartaches for those affected, but in the end everything worked out. For those few years you couldn't look at a soldier's chevrons and be sure what his rank was. A staff sergeant could be a senior E6 or a junior E7; a master sergeant could be a senior E7 or a junior E8. If you didn'tknow the person, you had to ask.

Interviewer: What affect has the increasing number of women in the military service had on the Army?

SMA Dunaway: I can't comment on that subject with any authority. When I retired, women were members of the Women's Army Corps (WAC) and, while assigned in support positions, were under their own female commanders. Since my career was spent in combat units, we did not have any women attached. Females were not called "soldiers" but "WAC's." Most members were limited to administrative and medical duties, and were attached to the units where they actually performed their duties. They returned to their own commands at the end of each duty day or training period. Discipline was administered by the offending WAC's commander. The "WAC" Corps was dissolved at some point and the members were integrated into the Army and called "soldiers" for the first time. Let me apologize for my continually referring to soldiers as men rather than service persons, service members, or some other term that includes women. There is certainly no intent to short-change the Army's female soldiers. It's just that when I left the Army in 1970, women had traditionally been limited to the medical, administrative, and very few other non-combat fields. You didn't see them in the combat arms, and that's where nearlyall my experience was.

Interviewer: How has individual and unit training changed over the years?

SMA Dunaway: It has improved gradually with time, advances in weapons, equipment and technology, as well as in the area of better educated soldiers both at time of entry and through more and better formal training and education while progressing up the grade scale.

Interviewer: During the Vietnam War, what was the greatest training challenge that faced the Army?

SMA Dunaway: Turning out well-trained soldiers fast enough to keep pace with the replacement requirement demanded by the establishment of the 12-month tour and rapid turnover caused by that and casualties.

Interviewer: What changes in the method of training came about as a result of the Army's involvement in South Vietnam?

SMA Dunaway: The establishment of accelerated and protracted training programs to produce "instant" officers and junior NCO's.

Interviewer: What weaknesses did the soldiers have in common during your combat tours? What, if anything, has the Army done to correct the problems?

SMA Dunaway: Lack of experience and abilities of the "instant" leaders. That problem essentially disappeared at the end of the war, but it will reappear the next time the armed forces have to face a rapid build-up in preparation for the next major threat of war.

Interviewer: What were the common strengths the soldiers had during your combat tours? Do you feel that those strengths are still present in today's Army?

SMA Dunaway: Faith in their leaders. Because of the 12-month tour, many soldiers and leaders had two or three tours in Vietnam; therefore many replacements joining a unit were veterans of previous tours, plus we had many veterans of the Korean War, and some World War II veterans. Today's Army has no World War II or Korean War veterans, and very few Vietnam veterans. The few Vietnam veterans remaining are senior in rank, so there is no experience, to speak of, at the unit level. The only combat experience in our current active force was gained in Panama, Granada, and the Persian Gulf War, none of which produced any real seasoned combat veterans. Those who actually experienced ground combat were very few in number, and extremely limited in scope and length of time. Our next war will be fought with soldiers with virtually no combat experience.

Interviewer: Compare the enlisted leadership of the Vietnam War era with the post-war era. If there is a difference, to what do you attribute this difference?

SMA Dunaway: The NCO education system that got underway after the

Vietnam War improved the formal education and training of NCOs, but did not produce combat experience. While the leadership of today may look better on paper . . . . . soldier's records and readiness reports, etc. . . . . than during the Vietnam era, the real test is combat and nothing can substitute for experience. So, while peace is the ultimate goal of war, the absence of real war depletes our supply of experienced fighting men.

Interviewer: What do you think was the Army's biggest shortcoming during the Vietnam War?

SMA Dunaway: Twelve-month tours. Hopefully that mistake won't be repeated in the next war.

Interviewer: Were there changes in basic combat training from the time you took basic until your tenure as the Sergeant Major of the Army? What changed?

SMA Dunaway: Over the period of thirty years, certainly combat training had to change to accommodate advances in doctrine, tactics, equipment, technology, etc. However, the fundamental goal to produce the best possible fighting man has not changed.

Interviewer: Compare the Reserve Components of today with the days when you were in the Army National Guard, such as: training, equipment, mission, readiness, etc.

SMA Dunaway: All of these things have improved 100%, as a result of the considerations I just mentioned (advances in doctrine, tactics, equipment, technology, etc.). In addition, reserve units are designated as "round-out" units which will become part of active units when deployed to war. They receive more and better training now so that they can fill this role when called upon. They are certainly better equipped now than we were before and during World War II.

Interviewer: Assess the Army's NCOES (Noncommissioned Officer Education System). What affect do you think a structured education system has had on the Army?

SMA Dunaway: It has had a major impact; all favorable. Programs were in existence already, but they could hardly be called a "system." Some major commands had in operation what were called "NCO Academies," but they were set up under each respective command, and the length of the courses, the subjects taught, the ranks and grades of students, and the like, were determined by each command sponsoring the individual academy. That was good in that there was a vehicle for learning, but it was not good in that students could be taught things in one command that they found to be quite different as they entered future assignments to other commands. With the birth of NCOES, things began to become standardized.

Interviewer: Compare enlisted training before NCOES with the training received under the current NCOES.

SMA Dunaway: The NCO education system already had a great deal of support when I assumed duties as SMA, and some elements of the proposed program were already being refined. I was able to provide input as plans progressed. For example, the Sergeants Major Academy was planned to be just under 180 days so that attendance would be in a TDY (temporary duty) status. My recommendation that it be a PCS (permanent change of station) move was approved in spite of lots of opposition. However, I felt strongly that those attending the course would perform much better if their families were there. As of this day, the school is still a PCS move. I retired before NCOES was implemented.

Interviewer: How have the roles of junior NCOs, the corporals and sergeants, changed during your career?

SMA Dunaway: Their responsibilities and authority have been greatly reduced. I can remember when many corporals ran platoons. No more. They head fire teams now, sometimes squads, but never platoons. There was a time when the word of a corporal was enough to put a soldier in jail.

Interviewer: Assess the impact the Sergeants Major Academy has had on the Army.

SMA Dunaway: Although USASMA (U.S. Army Sergeants Major Academy) did not become a reality until nearly two years after my departure, I was very familiar with the plans. The intent was not only to better educate the future command and staff seniors, but to follow the educational technologies that were in practice at the War College and at the Command and General Staff College for commissioned officers. It was time that sergeants major be trained and educated in operational procedures used at the highest levels, and be knowledgeable and proficient in tactics, doctrine, proper use and deployment of available firepower, and so forth. Sergeants Major, especially the Command Sergeants Major, are interested in every facet of command which interests the commanders. I have visited the Academy at Fort Bliss twice since I left office, and those guys are absolutely the "cream of the crop." They will tell you that the Academy is one of the best things the Army ever did for them. The academies there are very demanding and they utilize the group self-teaching techniques the War College uses. A great deal of the study references and handout materials came directly from the War College; the first two or three classes used them with War College headings on them until time permitted them to reprint them with USASMA logos. The assistant I brought with me from Vietnam later attended the Academy. He was selected to attend the very first class, but was deferred because of the job he was doing at the time at Fort Benning, teaching first sergeants' duties to the NCOES students. He's a CSM and has been retired some fifteen years and he still talks about the Academy and how valuable it was to him. Had it not been for the existence of the Sergeants Major of the Army, I'm convinced there would be no Academy today, nor would there be a First Sergeants Course out there.

Interviewer: How has the Army's maintenance and supply management system changed over the years?

SMA Dunaway: Maintenance and supply were not my fields of

expertise. This question would be better answered by someone in the logistics field, not former Sergeants Major of the Army.

Interviewer: How has the enlisted personnel management system changed? What are some of the strong points about the current system? Compare the current system with the old system of management.

SMA Dunaway: Personnel management has gradually moved from the regimental level to a centralized system at DA level. Both systems have their strong points and weak points. I still believe soldiers can better be evaluated and managed by leaders who observe their daily performance than by clerks who review their records hundreds of miles from the soldiers. Administrative "personnel managers" at high levels usually lack experience with troops and tend to deal with numbers, percentages, ratings, school credits, and the like. They lack the benefit of being able to observe performance. The real personnel managers are the supervisors of the troops being managed. Central management is good for keeping track of numbers and types of soldiers and keeping total strengths within the manning levels set by Congress, but centralization can never replace what can be done in person. One of the important things I think the Army has lost sight of in recent years is the retention of first sergeants and command sergeants major for longer periods of time. A good first sergeant or command sergeant major can hold a unit together through changes of commanders and can maintain continuity in the enlisted leadership structure. Moving them every two or three years doesn't help the units.

Interviewer: Would you please assess the effectiveness of the family policy/support system? How important is it?

SMA Dunaway: I retired in 1970 . . . . . I am not familiar with the current system mentioned.

Interviewer: How do you assess the performance of the Army during recent combat operations, such as Operation Urgent Fury, Operation Just Cause, and Operation Desert Storm?

SMA Dunaway: I am reluctant to respond to this question since I have no firsthand knowledge of these operations. I am hesitant to rely upon news reports, and certainly don't want to get into the politics of these operations. Desert Storm was impressive because it was conducted under competent major commanders and senior leaders, many of whom have now retired. Our civilian leadership today lacks experience in military matters, and does not seem prone to accept the advice of the military leaders. I am opposed to military actions to achieve political goals.

Interviewer: Sergeant Major, we have talked about World War II, Vietnam, and recent combat operations. We haven't mentioned the Korean War. Do you have any comments about that war?

SMA Dunaway: I didn't get to serve in Korea during the war there, but I did follow it very closely. Known as "The Forgotten War," it's among the events in history that most Americans would just as soon forget. We almost lost it right in the beginning when our troops were pushed back to barely a toehold at the southeast tip of the peninsula. Then, after a brilliant amphibious operation, we almost had it won until the Chinese swarmed across the Yalu River as our forces neared China. That forced us to retreat in sub-zero weather and fight to a bloody stalemate along a line not far from where the war had begun three years earlier. Some 54,000 died and another five and a half million soldiers fought and suffered in those three years which ended in an armistice rather than in victory. They deserve to be honored and remembered. It's my belief that the absence of a clear victory in that war helped to set the attitudes of many Americans who opposed the Vietnam War. Plans are in progress to erect a memorial for the war in Korea. Its design hasn't been finalized yet, but it's to be located across the Capital's Reflecting Pool from the Vietnam Memorial. I only hope the design is finalized and the Memorial completed while some of the veterans and their relatives are still alive.

Interviewer: Before I ask for your opinions on a variety of

subjects, would you like to comment on other observations you have made over the years concerning the soldiers, the office of the Sergeant Major of the Army, the Army, or the military in general? First, do you have further comments you would like to make about our soldiers?

SMA Dunaway: I can't say enough good about the American soldier. He is intelligent, well trained, full of energy and spirit, willing to follow good leadership, and he is unbeatable in war. The American soldier has never lost a war, and will never lose a war. If history says that America lost the war in Vietnam, it will have to show it was lost by the political machine, not by the soldiers. They did what they were instructed to do, and they did it superbly. It's like General Patton once said; "It isn't our job to die for our country, it's our job to make the enemy die for his country." Sad as it is, we just can't fight a war without killing people and losing some of our own in the process. That's a known sacrifice in war, and we can't do anything about it. What we can do is train our soldiers well so they know how to fight and stay alive; at least that minimizes our losses. A Russian general once said, "Hard in training, easy in battle." That's true. Once a soldier practices in training to the point that the basics come to him automatically, it's a breeze in combat. The only difference is the degree of danger involved; but the principles and techniques are the same. Our soldiers can do a great deal more under pressure than people think. You'd have to see them perform in combat to believe it. While I'm quoting generals, a German general said after World War II that if they had had American soldiers and American leaders, they would have won the entire war in Europe. I'm convinced he was right. They had the will to go the extra mile when they were needed, and they excelled under the most adverse conditions. They know that mistakes in combat are often paid for with the loss of lives, so they make every effort to avoid them. The times in our military history when our soldiers have been killed by friendly fire have not been the fault of the soldiers on the

ground facing the enemy . . . . . no, those mistakes were made by people who were in safe, rear-echelon or underground headquarters areas where they were in no imminent danger themselves. It's easier to make careless mistakes when you're not looking at the business end of an enemy weapon. Once in Vietnam we lost almost an entire platoon of men in an ambush when a lieutenant took his platoon into an area known to be infested with enemy, and he took them as though they were on a boy scout hike. They were just casually walking along the trail with no point man, no security out, and were violating every basic rule of patrolling. The division commander relieved the platoon leader, but it didn't bring back those innocent soldiers. They did what they were told to do. In Vietnam most of the men were glad when their year was up and it was time to go back to the States. But there were many who extended and stayed an additional six months or twelve months. We even found a few seventeen-year-olds and had to send them back to the States . . . . . they weren't supposed to be sent to Vietnam until they were eighteen. Some of those youngsters wanted to stay anyway. We cannot give the American soldier too much credit . . . . . he deserves everything we can do for him and he deserves all the respect we can show him. The American soldier is among the greatest assets this country has. Generations of Americans will be able to enjoy the freedom that American soldiers have defended and preserved in war after war throughout our history. The equipment and weaponry will continually change and improve, and the size of the military will expand as needed, decreasing during times of peace. But the unyielding will of the soldier and the dedication of professional military leaders will not change. The honor of serving one's country stumbles occassionally during peacetime, only to be brought back to center stage in times of war. The American soldier will never become obsolete, and he will never die. I am among the many millions who have served in the military establishment of this great Nation. I can think of no greater or more honorable contribution I could

have made. In World War II, Korea, and Vietnam, we had men who could not even speak English, but they could fight and they had heart. It didn't matter whether they were white, black, Hispanic, oriental, or what. They fought hard, and they did what they were told to do. The American soldier recovered from these wars, even recovered from the stress and unpopularity of Vietnam. At least the brave ones did. I'm sick of hearing about "flashbacks" and combat fatigue, and all the other labels they have put on cowardice. A solid man does his job in war and puts it out of his system when it's over. He's proud to have done his duty. These men were loyal. Not all of them were totally committed, but they were loyal and they did their jobs. I'm proud to have been one of them, and I'm certainly proud to have been their Sergeant Major . . . . . of their battalion, brigade, division, and their Army.

Interviewer: Do you have a final comment about the Office of the Sergeant Major of the Army?

SMA Dunaway: The Army will be forever indebted to General Harold K. Johnson for establishing the SMA position. There are countless significant improvements that were made . . . . . and will continue to be made . . . . . as a result of the influence of the Sergeant Major of the Army. The need for most of them would never surface without that position. Many senior officers fought it from the beginning, but the Chief of Staff of the Army is a powerful man, and he normally gets what he wants. Thank God for General Johnson. He retired after completing his tenure as Chief of Staff of the Army, but continued to be a valuable advisor to various elements of the Department of Defense from time to time. Occasionally he would drop by General Westmoreland's office for a brief visit, and always spent a few minutes in my office if I was there. On one of his visits near the end of my first year, he invited me to have lunch with him. He wanted some feedback from me and some of my opinions concerning the office he had established. We ate informally at Fort Myer, just the two of us. He briefly summarized for me his

motives for creating the position and how he had envisioned it would benefit the enlisted body and, in turn, benefit the Army. My comments and opinions not only reinforced his own belief that he had done the right thing, they elated him because the achievements of the office had exceeded his expectations. It was an honor for me to get to spend that time with him on a one-on-one basis, and be able to speak so candidly. He even confided in me how his faith in the noncommissioned officers' corps had been confirmed when he had examined the individual finalists submitted to him as candidates for the first Sergeant Major of the Army. He said "You were all so highly qualified and competitive that the Army would have been well served if I'd selected any one of you." He was a man who was very concerned for the soldiers in his Army, and he left a system in place that will continue to provide for their best interests.

Interviewer: Give me your opinion of the anti-war demonstrators during the Vietnam War.

SMA Dunaway: It's unfortunate that the war in Vietnam was so unpopular. Whether or not a war is popular among the Nation's people, and whether or not it is supported by the legislators, have no bearing on what the soldiers do and think. They perform their duties magnificently and bravely. They don't make the politics, and they don't declare war. But they fight, they bleed, and they die. And they do it unhesitatingly. They should be appreciated and recognized for it, without regard for the political aspects of the war. I was extremely disappointed in the American public for raising so much stink during the Vietnam War, especially those college students. They made such a big deal of it because they were cowards and didn't want to go and do their patriotic duty in Vietnam. You can't call it anything but cowardice. There is no doubt that there are people who object to war on the basis of religious beliefs. But isn't it strange that you don't hear anything about it until someone is notified he will be sent to war? Most of them don't object to war, itself, they object to being sent to war. It isn't

as though they thought the Army was a garden club when they joined. Surely the training with rifles, machine guns, hand grenades, bayonets, and a wide array of weaponry gave them at least a hint that their duties might one day involve facing an armed enemy. It's interesting to note that after the draft stopped, very little was heard about conscientious objectors. When the Nation stood on the threshold of a possible war with Iraq, many of these students . . . . . now in their late 30's and early 40's . . . . . organized once again and were sending a message to the President that they had "drawn their line in the sand." They were saying they wouldn't stand by quietly while their sons, daughters, husbands and wives were sent to war. I'd like to ask them how in the world they expect the Nation's leadership to protect a country, its people, and its way of life without sending some of its citizens to war when national defense is at stake. They, and people like them, make me sick. We are honored to have the Vietnam Memorial in Washington, listing the names of all those who died over there. It helps the families to see that their dead sons, husbands, daughters and wives will be remembered forever. It doesn't bring them back, but it helps.

Interviewer: There were some supporters of the soldiers. Tell me about the letters you received during your first tour when you were with the 5th Special Forces.

SMA Dunaway: While I was Sergeant Major of the 5th Special Forces in Vietnam, I received a letter from my oldest daughter who was living in Miami with her captain husband. She said she had written "Dear Abby" in response to a column Abby ran asking for names and mailing addresses of soldiers in Vietnam. She had sent in my name and address. Kids from elementary to high school wrote letters addressed to me . . . . . there were more than five hundred of them. I distributed them to the A, B, and C teams, which were scattered all over, and asked them to pass the letters out and write answers back to the writers. There was no way I could have answered them all, but I believe nearly all of them were

answered by our men. It helped their morale to participate in the project. It let us all know that lots of kids believed in what we were doing in Vietnam.

Interviewer: Sergeant Major, noncommissioned officers are promoted because of their performance from the squad and fire team level up to Command Sergeant Major. Success for a noncommissioned officer is based on how well his or her soldiers perform. Properly led soldiers perform well, while improperly led soldiers may not accomplish their mission. Having attained the top enlisted position in the Army because of your demonstrated leadership ability, give me your comments concerning leadership and leadership training.

SMA Dunaway: Leadership is better taught now. First, a lot more is known about effective leadership techniques and teaching techniques and, secondly, many more people are able to attend formal leadership training courses. The advanced technology of today's Army demands better and more comprehensive training of soldiers with higher aptitudes than in the days of old. Soldiers benefit from first rate leadership training. Too many leaders want to "rule" instead of lead and influence. Many of them use fear to keep the troops scared not to do their jobs. That's really bad. Troops who are afraid of their superiors are not going to be loyal to them, the unit, or the chain of command. Fear creates resentment, distrust, back-stabbing, and dissent. It destroys willing teamwork, and the effectiveness of the unit or activity. It gives birth to tenseness which then replaces the controlled calmness and performance proficiency that competent leadership by example breeds. My leadership and methods or operation have proven time and again that people will follow willingly, and proficiently, a leader they respect. In that scenario they perform well, are loyal, and trusting. You must give them reasons to have confidence and pride in themselves, in their leaders, and in their units. Only then will you have loyalty. The vast majority of my career had been as a leader, and I know the leadership

business. Leaders cannot be over trained. Tactics and doctrine have had to continuously evolve in order to keep pace with the ever-improving weapons technology, transportation and rapid deployment capabilities, high tech communications systems and equipment, and lessons we continually learn from combat experience and training experience. The Army cannot afford to let the evolution of leadership fall behind and cause total disorganization and confusion.

Interviewer: In contrast to the present-day Army, what do you see as the future of the Army?

SMA Dunaway: I predict we will be forced to re-build the armed forces in the near future to face threats, obviously on the horizon, that are unseen by the current administration. North Korea is the greatest single threat at this time, in my view.

Interviewer: How do you think the down-sizing of the military will affect the Army, such as: its recruiting and retention, ability to perform its world-wide missions, etc.

SMA Dunaway: As earlier predicted by many competent military experts, it is already obvious that the armed forces are being cut below acceptable levels. Recruiting and retention will become more and more difficult as citizens continue to lose faith in the Congress and the Administration, and as military benefits continue to erode. When our government denies the existence of injuries due to chemical warfare in the Gulf, in the face of credible medical evidence, it is clear the civilian leadership loses its credibility with the military community, both active and retired, and their dependents. Missions assigned to the military should be made based upon our national interests, not political moves to satisfy other countries or to get politicians re-elected.

Interviewer: Now that the Cold War is obviously over, what changes do you see in the global role of the Army?

SMA Dunaway: I'm not convinced the cold war is over. I am not alone in this opinion. There are too many nuclear weapons around the

world with too many irresponsible factions with access to them. Down-sizing the military now is a mistake.

Interviewer: What affect do you think the "gays in the military" issue will have on the Army?

SMA Dunaway: There has been more than sufficient public testimony by military experts that the military complex must not admit homosexuals. If the ban ever falls, it will destroy our beloved military.

Interviewer: I have asked all of my questions. Do you have any final remarks?

SMA Dunaway: I am not only proud of having been Sergeant Major of the Army, I am proud to have been a soldier. When you think of the freedom you enjoy in this country, think of the sacrifices the soldier has made to keep us free. Thank God for the soldier.

Interviewer: Before we close this interview, you have some additional remarks you would like to make concerning items you feel should be addressed in the History of the Sergeant Major of the Army. Go ahead and make those comments.

SMA Dunaway: There are a few items I'd like to add that were not specifically addressed in this questionnaire. First, the pay for the Sergeant Major of the Army is discussed in paragraph 7, page 2, of my July 5, 1993 critique of DA's first draft, and should be addressed in the history of the office. Secondly, that same critique contains, in paragraph 3, page 1, a brief discussion of the WAC Corps and how WAC's were utilized before being integrated into the Army with the implementation of the Volunteer Army (VOLAR). Thirdly, the evolution of local and major command NCO academies, prior to the implementation of NCOES, should be explained in the history, or at least as background information for the centralization of NCO education. Finally, I think it would be useful to list the prerequisite qualifications for SMA nominees as they changed from tenure to tenure; examples include the

difference in the grades recommending raters had to be, and the marriage status that was added by General Abrams. I wish to again address the question about the NCO Open Mess business. Just the past week I learned from a high school history teacher, who served in Vietnam, that the coverage of the Vietnam War history does not include the My Lai massacre in the most recent high school history books. If that can be deleted, surely this Open Mess business can be deleted; including it can serve no useful purpose, in my view.

Interviewer: I am also going to add the first two pages of your 1990 biography, which is titled "Army Overview." Sergeant Major, on behalf of the NCO Corps, I'd like to thank you for your more than thirty years of dedicated service and for the many, many valuable contributions that you made during your tenure as Sergeant Major of the Army. On behalf of General Nelson, Doctor Dray, Major Kelly, and all the people at the Center of Military History, also on behalf of Colonel Van Horn and Sergeant Major Strahan of the Sergeants Major Academy, and Mr. Larry Arms, Director of the NCO Museum, thank you for participating in this very important project. Finally, I want to thank you for affording me the opportunity to share your experiences during your thirty years of distinguished service to our Nation.

(End of interview)

Special Note:

After a review of the "First Draft" of this transcription, Sergeant

Major Dunaway made the following written comment: "There is a major inaccuracy in my interview responses that needs to be corrected. It appears that I considered myself to be on active duty effective when my National Guard unit was activated when, in fact, I was still in the National Guard even though on active duty. So the answers regarding promotions and duty positions in the National Guard need to be corrected. The information contained in my 1990 biography is correct, so the answers can be gleaned from there. Please include those corrections, along with the ones I have marked in pen."

Sergeant Major Dunaway joined Company A, 176th Infantry Regiment, 29th Division of the Virginia National Guard in January 1940. The 29th Division was activated in February 1941. While with the 176th Infantry Regiment, he was promoted through the ranks from Private to Sergeant First Class E6. He enlisted in the active Army, with the rank of Sergeant First Class E6, in August 1943 and went to Jump School at Fort Benning, Georgia.

Annexes

COMMENTS BY MRS. GEORGE W. DUNAWAY

Following are comments by Mrs. George W. Dunaway, fondly known as "Peck" by everyone who knew her, from a 1990 interview at the Dunaway home in Las Vegas, Nevada.

"I was always proud to be George's wife....when he was a sergeant, when he was a sergeant major, and when he was the Sergeant Major of the Army. All of that time I looked upon myself as a military dependent and did whatever I could to help George, his soldiers, and their families.

"George went to Fort Benning in 1943 shortly after we were married. He called and said he'd found a place for us to stay, so I went and we stayed in the guest house on post for something like fifty cents a day. Then he and another sergeant went looking off post and found a place out in the country they thought we could afford if we shared the rent.

"It was an apartment above a farmer's barn, with one bedroom, living room and kitchen. The other couple had a baby and I was pregnant with our first child, so we gave them the bedroom and we slept on the couch that opened up into a bed.

"We had to go outside and use the half-moon latrine, and we had to pump water and bring it upstairs to cook and bathe with. We'd wash in a little basin. We stayed there for five or six months. We were on the list for quarters, but there weren't any available at that time.

"It was uncomfortable and there was almost no privacy at all, but it was better than being back home away from my husband. There weren't many places to live, and civilians there would convert garages and barns to apartments to rent to the military. Our accommodations were better than some had....at least we could go out and pump water when we needed it.

"There was a housing area just off post called 'Baker Village.' It was a large housing area that reminds me of the low rent projects you see around the country these days. It really wasn't much, but we thought it was Heaven. It had an indoor bathroom, one bedroom, living room and kitchen. I think the rent was $22 a month, including electricity and water. We cooked on an old kerosene stove in the kitchen.

"The hospital complex was a group of old white wooden buildings up on main post. I had to ride a big old semi, that had been converted to a bus, which ran from Columbus to Fort Benning every day. It was a bumpy old thing, and I had to ride it frequently for my periodic checkups with my pregnancy. But we survived all that, and it's comical now to look back on.

"Throughout our military career I did lots of volunteer work. I was a Girl Scout leader for about ten years. When we arrived in Japan in '53 I found they didn't have any Girl Scouts

there. They had Boy Scouts only. So we put notices on bulletin boards, in the Daily Bulletin, and made announcements at church to get the word out that we were starting up the Girl Scouts. I trained a couple of other mothers to be Girl Scout leaders, and we got the program going.

"Volunteer Red Cross work was interesting; I did a lot of that over the years. I was a nurses' aide and a grey lady. We'd work at the pediatric clinic, OB/GYN clinic, and wherever we were needed. We assisted the doctors and nurses and, in some places, we were told that some of the clinics would have had to close if they didn't have help from the grey ladies. I've always enjoyed hospital work.

"When we were in Okinawa, it was really interesting working in the hospital. The Vietnam War was going on and some of the teams in George's outfit were pulling six-month tours there, training the South Vietnamese and advising them in the war. Most of the ones who were wounded over there were evacuated to either Japan or Okinawa.

"Some of them would be kept there a short while, then sent on back to the States. Others would be treated for awhile and sent back to Vietnam, depending upon the seriousness of the wounds. They had been grabbed up off the ground and put on choppers just as they were, bleeding and all. They'd be transferred from the chopper to a plane and flown directly to a hospital.

"Each morning we'd check on the ones who had arrived during the night to see if they needed toilet articles, stationery, and so on, and see if there was anyone they wanted to notify. Sometimes they just wanted someone to talk to. Some of them were so pitiful, still bleeding with tubes sticking out of them all over. Once we had two seventeen-year-old marines and both had lost both their legs. It would get to me sometimes, seeing them and thinking what the rest of their lives would be like.

"One morning when I checked into the office, they told me a patient had just come in and needed someone to write a letter for him. He was still in his combat-torn clothes, still bleeding, waiting to go to surgery. He said he wanted to write a letter to his mother. He asked me to write his mom that he was going to surgery in a few minutes. I asked 'what else do you want to say?' He said 'That's all.'

"I had a son a little older than he was. I could imagine what it would be like to get a letter like that from my son. I asked him if he wanted to tell her that he was out of Vietnam, in a hospital in Okinawa, and that he was going to be OK. He said 'Yes ma'am. Tell her I'm OK.' I said 'and tell her you will write more later?' Again he said 'Yes ma'am.' So I wrote the letter, noted at the bottom that it had been written by a grey lady, and went and mailed it. I didn't really think he would live.

"A week later I went in and there he was, sitting up and cutting up and carrying on with the other patients. I told him he was mighty spry today, and realized he didn't remember me. I told him about writing his mom for him last week, and asked if he'd written since. He hadn't. I gave him stationery and a pencil and gave told him I'd be back in thirty minutes to get the letter. He wrote it and I mailed it.

"Many military wives did this sort of thing. It was an important service to these men, to write letters for them, go to the PX and get things for them, and chat with them. I had children of my own who were older than most of them, so I felt like a grandma.

"Helping the wounded was tough to deal with at times, seeing some of them seriously or permanently wounded. Tougher than that however, was having to notify the wives on Okinawa when their Special Forces husbands had been killed. Some of these wives I knew better than others, but I knew nearly all of them. George kept a lot of socializing going on, so I at least recognized them.

"If it was an enlisted man, I would accompany the Chaplain and the Survival Assistance Officer to make the notification, as soon as word arrived. They'd call and would either pick me up on the way or I'd meet them at the survivor's quarters. Most of the time it would be in the middle of the night. I'd stay with the wife through the night and help with whatever I could. By morning some of the wives who were close to her would arrive and take over, but I handled the initial duty. It wasn't easy, but it had to be done. I hated to hear the phone ring.

"Once when George was Sergeant Major of the Army, he invited some of the amputees from Walter Reed Hospital over to his office for refreshments. General Westmoreland was there, and so were the Secretary of the Army and some other high ranking people. George and I always thought amputees were a special group of men. We visited them in every hospital we went to.

"I had some elective surgery at Walter Reed while George was SMA. We didn't notify anyone, I wanted to go in and out quietly. Somehow the cat got out of the bag and flowers and plants started coming in from all over the Nation. They came from every post, from every major command. I never saw so many flowers in one place in my life. My room was full, and they lined both sides of the hall.

"The hospital commander paid me a courtesy visit to see if everything was going OK and he asked if there was anything he could do. I said 'You certainly can, you can see that all these flowers and plants get taken down to the amputee ward.' Thirty minutes later the corpsmen came with carts and took them all, just as I had requested. A lot of them were plants, and the guys could keep them and cultivate them in their ward. Each time

another one would come in, I'd tell them not to even put it down, just take it on to the amputee ward.

"Every trip we went on was exciting. We went to Fort Benning and I was the guest of the senior NCO wives. They asked me to speak, so I told them my name was 'Peck' and I was an Army dependent, as they were. Since I hadn't expected to be a speaker, I had to think of something to talk about so I told them about our experiences at Benning back in the '40's. They got a big kick out of hearing about the outdoor toilet, carrying water, and especially the $22 rent that included utilities. Twenty-two dollars wouldn't even pay their water bills at that time.

"I accompanied George to the White House several times. Bob Hope presented his Christmas USO Show for President Nixon, at the White House, before leaving for Vietnam. They played 'Hail to the Chief,' as President Nixon and Bob Hope came down the stairs and formed a receiving line. The place was packed with Senators, Congressmen, Ambassadors, and all sorts of dignitaries. George and his counterparts in the sister services had been on the invitation list.

"President Nixon introduced us to Bob Hope, then his military aide escorted us up to seats on the second row. We didn't expect to get such good seats. When the President was seated, his wife was on one side of him and Vice President Agnew and his wife were on the other. An empty seat was left between them for Bob Hope, but he never used it. I was sitting directly behind the empty seat.

"Well, the television cameras were there and when they would zoom in and show the President and Vice President from the front, it looked as though I was sitting right in between them. Many people called me from all over and asked what I was doing up there in the front row with the President. George thought it was good press and a morale boost, for the enlisted men to see how well their Sergeant Major was treated.

"Once the wives of George's three counterparts of the other services and I were invited to be assistant hostesses to help Julie Eisenhower welcome the families and guests who were attending a Medal of Honor presentation. That was a big thrill. After the ceremony they had hors d'oeuvres and coffee and all we did was mingle and talk. It was quite an experience; I don't think that's been done since then.

"On a trip to Fort Bragg, we flew commercial air. While the plane taxied to the terminal, the stewardess came on the speaker and asked everyone to remain seated, that we would not be getting off right away. When the plane stopped and shut off engines, she came back on the speaker and said 'Sergeant Major and Mrs. Dunaway, will you please deplane at this time?'

"They had the steps on wheels that they rolled up to the plane door, and we were the first ones out the door. The TV -

cameras and reporters for the media were there, along with the welcoming committee. I felt like the Queen of England.

"I regret now that I didn't keep a detailed diary then. So many of the things we did, the experiences we had, the people we met, would have some historical value now. When George retired, we went to our home in Titusville, Florida, and I cried nearly all the way home. After all these years, I knew I'd miss the Army life terribly.....and I have, and still do.

ARMY OVERVIEW

During the period from 1968 through mid-1970, a tremendous amount of change and turbulence took place both in the military and in the civilian sector.

The Presidential Administration changed from Democratic (Lyndon Johnson) to Republican (Richard Nixon).

By June of 1968 The Vietnam War had become the longest war the U.S. had ever fought. It seemed no end was in sight, even though President Johnson ordered massive bombing of selected strategic targets in North Vietnam and enemy troop concentrations in South Vietnam. The war became very unpopular with a growing number of U.S. citizens. This sentiment negatively affected many young men still being drafted into military service.

Antiwar and draft-card-burning demonstrations became frequent occurrences and many men left the U.S. to avoid being drafted. Unrest on college campuses throughout the nation became so prevalent that sixteen state governors activated their National Guard units for riot control.

At Kent State University in Ohio, jittery National Guardsmen opened fire and killed four college students and injured dozens. Military personnel unjustifiably became unpopular in the civilian sector, and the once-proud practice of wearing a military uniform off duty began to all but disappear.

The Nation was shocked when the media broke the My Lai Massacre story. A platoon leader of the 3rd Infantry Division, better known as the "Americal Division," had shot and killed some two dozen Vietnamese civilians after they had been captured. Some of them were women and children, and that only served to intensify the antiwar sentiment in America.

This unfortunate situation did not surface, then disappear quickly; it dragged on and on as investigations were conducted. Eventually the platoon leader and others were court-martialed. Media coverage was relentless, and the incident terribly embarrassed the Army.

The war raged on and saw, during this period, a continuing of the military build-up to a peak troop strength of some 536,000 in Vietnam by the end of 1968. In June, 1969, an incremental reduction began that cut strength to 475,000 by the end of 1969.

At the same time, the United States began a plan called "Vietnamization," which was an all-out effort to better train and equip the South Vietnamese Army to gradually take over the war themselves (the withdrawal of American troops continued systematically until the role of the U.S. officially ended on June 28, 1973).

At the beginning of 1968, U.S. casualties in Vietnam totaled

16,021 killed and 99,762 wounded in action. By the beginning of 1970, the numbers had grown to 40,024 killed and 262,796 wounded.

The commissioned and noncommissioned officers corps suffered rapid turnover from the combined effects of casualties in combat, unrestricted retirements, lowered reenlistment rates, and a lack of experience. Many young soldiers found themselves being promoted rapidly to fill the vacancies thus created, and abbreviated and accelerated officer and noncommissioned officer candidate courses were turning civilians into officers and sergeants in four months. The average age of soldiers in Vietnam was 19.

The 1968 Military Justice Reform Law became effective August 1, 1969, and was the first substantial overhaul of the military justice system since 1950. The reform sought to reduce the influence commanders had over trials and sentences and, for the first time ever, guaranteed the service member a lawyer as defense counsel when accused of an offense that could result in a less-than-honorable discharge, or worse. The law also created military judges and allowed service members to refuse a summary court-martial, among other reforms.

Plans were laid for the establishment of effective education and promotion systems for all noncommissioned officer grades.

This period also saw the preparations for an end to the draft, and the beginnings of the transition to an all-volunteer force for all armed services.

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