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Richard I. Wiles Interview (MORS)

Wiles, Richard I.

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INTRODUCTION

Dick Wiles, FS, served as the Executive Vice President of MORS (a title previously called the Executive Director of the Society) from 1984 to 2000. This job included "ensuring that the MORS office, symposia and publications run well, and also to take an active role in working with the Board of Directors to identify and implement new ways that MORS can enhance military analysis." In recognition of his 16 outstanding years of service, MORS bestowed the title of Executive Vice President Emeritus on Dick.

Bob Sheldon, FS, was MORS President in 2000 and benefited tremendously from Dick's sage advice. Bob retired as a lieutenant colonel from the US Air Force, what Colonel Wiles refers to as "the junior Service," and works for L-3 Communications Analytics Corp.

MORS ORAL HISTORY

INTERVIEW WITH COL Richard I. (DICK) WILES, USA-Ret, FS, Executive Vice President Emeritus

June 2002

Fort Leavenworth, KS

BOB SHELDON, FS, INTERVIEWER

Additional material from Dick Wiles' interview is being used for the MORS 40th History to be published in 2006.

BOB SHELDON: We are near Fort Leavenworth for the annual MORS Symposium. Let's start out with some basic questions. Where were you born, raised, and educated?

DICK WILES: I was born in Morgantown, West Virginia, on February 12, 1930. My father was, at that time, in pre-med school and went on to medical school, private practice and then the Army. I bring all that up because that means I was educated in a variety of places. I went to elementary school in West Virginia, Illinois and New Jersey. Junior high school in Michigan, Colorado, Oklahoma, and back in West Virginia. I went to three high schools, Morgantown, West Virginia, Arlington, Virginia, and finally graduated from Franklin High School in Portland, Oregon, a school I attended for less than six months. There was not a lot of bonding with my classmates there. When the school officials in Portland reviewed my transcripts from West Virginia and Virginia, they said I needed only one credit to graduate. I could graduate in December, rather than spending a full aca-

demical year there. Since I had ambitions to go to the Military Academy, my father thought it best if I did that, and enrolled in a local college to get some college-level experience under my belt before taking the exams for West Point.

BOB SHELDON: What was your dad's position in the Army?

DICK WILES: He was commissioned a second lieutenant of infantry from West Virginia University (WVU) Reserve Officers Training Corps. He belonged to the West Virginia and Illinois National Guard while attending WVU and Rush Medical School at the University of Chicago. After he earned his MD he was commissioned in the Army Medical Corps. He entered the Regular Army in 1939 as a first lieutenant. His first posting was the Army Hospital at Fort Monmouth, New Jersey, where he was the "other" physician. There was the hospital commander and himself. By 1944 he was a full colonel, commanding a Hospital Center of several thousand beds in the Philippines. His overseas service started in New Guinea. He then went with MacArthur from New Guinea to the Philippines, landing at Leyte when the initial landings were made there.

BOB SHELDON: Did he have a specialty in medicine?

DICK WILES: Internal Medicine and hospital administration. After the war he commanded hospitals in the Philippines—on a second tour there, Germany—Wuerzburg, Heidelberg and Berlin and the US—Fort Ord and Fort Leonard Wood. He also commanded the clinic at Fort Myer.

BOB SHELDON: What is your dad's first name?

DICK WILES: Isaiah. The same as my middle name. When my son, who is a Jr., named my first grandson Joshua Isaiah, my father supplied a genealogy to show that he was the seventh Isaiah within the Wiles-Bolyard family. Bolyard being my father's mother's name.

BOB SHELDON: What European heritage does your family name come from?

DICK WILES: Wiles, I'm told, is Welsh. Bolyard is a corruption of Balliet. Needless to say that is French. They were Huguenots. They were run out of France during one of the pogroms against non-Catholics. They went to Germany, stayed for a brief time until they were run out of Germany, and ended up branching into two parts. The first branch, my branch, settled in Pennsylvania, where the name was corrupted to Bolyard. The rest of the family went to Louisiana, where it is still Balliet. My mother was a Wilson—Scotch-Irish.

Military Operations Research Society (MORS) Oral History Project Interview of Richard I Wiles, FS

by Robert Sheldon

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Her mother was a Johnson and her mother was an O'Toole. My mother was in the Daughters of the American Revolution so we must have had at least one ancestor who fought in the Revolution.

BOB SHELDON: What drove your interest in the Military Academy?

DICK WILES: Going back to Dad's first tour, at Fort Monmouth, New Jersey (1939-42), when he was still a first lieutenant. One weekend we drove up to West Point. I saw that magnificent place and a cadet parade. I said, "That's for me." I don't remember the time of year; I only remember that I was nine years old.

BOB SHELDON: Did your dad encourage you to go to West Point?

DICK WILES: He not only encouraged me, in addition to getting me to start college early before going there, he set me up with a number of tutors to help me better cope with the entrance exams.

BOB SHELDON: Where did you go to college before you went to West Point?

DICK WILES: At the time, it was called the Vanport Extension Center of the Oregon State System of Higher Education—a two-year institution. It was one of many institutions set up after WWII, to accommodate the influx of Veterans who were using the GI Bill to get their college education. It is now called Portland State University.

BOB SHELDON: What did you study there?

DICK WILES: Pre-engineering.

BOB SHELDON: Did you take your West Point exams after you had a semester there?

DICK WILES: Vanport used the term or quarter system. I took the exams at Fort Lewis during the spring term. My appointment to West Point was as "second alternate" which meant that the two persons in front of me on the list, the Principal and First Alternate, would have to fail one of the exams or withdraw in order for me to be admitted. Not wanting to put all my eggs in one basket, I also competed for a Navy ROTC scholarship at the same time. I passed both the West Point and Navy ROTC exams and was selected for Navy ROTC. I was accepted at Oregon State University on a Navy scholarship and had been measured for my uniforms as a midshipman USNR, when I received my instructions from the Army Adjutant General to report to West Point. I didn't resign that Navy scholarship until near the end of Beast Barracks in August.

BOB SHELDON: When you started out at West Point, did you have an intended major?

DICK WILES: In my day, there were no majors. Except for foreign languages, everybody took the same courses. There were one or two courses for which one could take a validating exam and enroll in an advanced course in the same subject, but there were no majors. Everyone graduated with a degree in general engineering.

BOB SHELDON: What year did you start at West Point?

DICK WILES: 1948 (the Sesquicentennial Class of '52).

BOB SHELDON: So, relatively soon after the World War II. What were the sentiments of young folks going to West Point at that time?

DICK WILES: My class was unique in the period. We entered during a period where there was no draft. Right after we entered, the draft was re-instituted because of Soviet actions around the world. But at the time we entered there was no draft. We were all true volunteers. There was no pressure to go to West Point to avoid the draft.

BOB SHELDON: How large was your starting class?

DICK WILES: We started at about 700, and graduated 527. An honor scandal came to a head just before the summer we became seniors, or First Classmen. Almost half of the 90 cadets who resigned were classmates. The rest were from the Class of '53.

BOB SHELDON: What was the nature of that scandal?

DICK WILES: They were passing information about daily recitations and exams illegally. The Honor Code specified that cadets would not discuss or pass information about daily recitations or exams to those who had not recited or taken the exam. The same recitations and exams were given to cadets who would take the course on alternate days. So if a cadet took an exam on Wednesday, he would not discuss it with a cadet who would take it on Thursday.

BOB SHELDON: Was the enforcement from the Cadet Honor Court, or was it from the officers.

DICK WILES: It was both. Because of the extensive nature of it, a major investigation was conducted by a board of three officers at the Military Academy. But it was first revealed by a cadet from the Class of '53, who had been approached to join the "ring." It was in my cadet company (K1) that this happened. I did

not learn this until I read McWilliams book a couple of months ago. Each company has a junior or second class and senior, first class, honor representative. My classmate, the second class honor rep, was the one who was informed by this sophomore about what he thought was a "cheating ring". My classmate then took the information directly to the Commandant of Cadets, because it appeared to be something bigger than could be handled by the Cadet Honor Committee. That resulted in the three-officer board. If you want to know a lot about this, Bill McWilliams, also K1, of the Class of '55 has written a book called *Return to Glory*, which probably has the best explanation of what happened at this period.

BOB SHELDON: How did you feel about your quantitative background at West Point? Your mathematical training?

DICK WILES: The opportunities were there, but unfortunately I was a fairly lazy cadet. I didn't take full advantage of it, for which I paid the price in subsequent years.

BOB SHELDON: Your wife Ginny has been such a part of MORS over the years. When did you first meet Ginny?

DICK WILES: I met her in Baltimore in 1951. At the Academy I was active in photography for the yearbooks, I was the sports photo editor for the yearbook before mine ('51) and the photo editor for my yearbook. I took an opportunity to accompany our lacrosse team when they played Johns Hopkins University in Baltimore. The team and the coaching staff were put up by Johns Hopkins in the visiting team quarters, and since I was not a part of the team, I had a motel room off campus. I had a cousin who was a student at the University of Maryland Medical College Nursing School. Ginny is a nurse. She was a student at the Easton School of Nursing, on the eastern shore of Maryland, a small school which did not have the capability to teach all the subjects required of nursing. She affiliated at the Maryland Medical School for some of the courses that she couldn't take in her home hospital. My cousin called her and said, "I have a blind date for you." Ginny said, "Sorry, I have a date tonight with Dr. So and So." My cousin said, "No, you have a date with my cousin." That's how it started.

BOB SHELDON: After graduation, what was your first duty assignment?

DICK WILES: 91st Armored Field Artillery Battalion, 1st Armored Division, Fort Hood,

Texas. When the Korean War started in the summer of 1950, many recent graduates from the class of '50 were immediately sent to combat units there. The class suffered a large number of casualties. Because of the casualties incurred by that class it was Army policy that all lieutenants would serve at least 90 days in a troop unit outside the combat zone before they went to Korea. I served almost 90 days in the 1st Armored Division, and then went off to Korea, where I was assigned to the 92nd Armored Field Artillery Battalion. The unit at Fort Hood was 105 mm howitzer, self-propelled direct support. That meant that it supported one of the three combat commands within the division. The 92nd Armored Field Artillery was a 155 mm howitzer, self-propelled, general support battalion belonging to IX Corps Artillery. Its mission was reinforcing the fires of the artillery units in the divisions.

BOB SHELDON: What part of Korea did you go to initially?

DICK WILES: In the center, IX Corps—Chorwan Valley. However, our last major action was in the Kumwha Valley. There was a salient that the Chinese wanted to reduce before the truce became effective on the 27th of July. They mounted a major attack. Our intelligence knew that they were going to mount this attack. Their intelligence knew that we knew, but they attacked anyway. Our unit was temporarily relocated from Chorwan to Kumwha Valley to support the defense. That was in early July. The Truce was effective on the 27th of July. We went into essentially peacetime mode at that point.

BOB SHELDON: That last month or so, was that pretty intense fighting for you?

DICK WILES: We fired a lot of rounds. I can remember, while we were still firing in the Chorwan area, that . . . Let me put it this way. At this time, I was the reconnaissance officer of the battery, which meant that I was in charge of the communications, survey, motor maintenance, everything except firing the guns. My men unpacked ammunition (not their normal duty) for the cannoners who were firing the guns. I remember doing this all night at least once. When dawn came, there were huge stacks of aluminum cans that the powder charges had been in, and a constant convoy of trucks bearing ammunition resupply coming into our position. It was pretty intense, yes.

BOB SHELDON: How many men did you have working for you at the time?

DICK WILES: As the platoon leader, I had about 40. After the truce became effective, and all the reservists were sent home, I became the Battery Commander. Then I had the whole Battery—close to 200—working for me.

BOB SHELDON: One of the critiques that is often mentioned about the Korean War is people were sent over there before they had adequate training. Did you observe that in your units?

DICK WILES: That was one of the reasons officers were supposed to serve at least ninety days in a unit outside the combat zone before going to Korea. I think the artillerymen were pretty well trained. I received my orders in early January 1953 to report to Camp Stoneman, California in February for further transportation to Korea. Ginny at the time was about eight months pregnant, so as soon as we got the orders, we cleared quarters, cleared post and I took her back to her mother in Maryland, before I moved on. When I arrived at Camp Stoneman they said, "Oh, you are an artillery officer, artillery officers are in short supply in Korea. You will fly along with these medical people, who are also in short supply in Korea." All of my contemporaries, who were in other branches, went down to Oakland and got on ships to be sent by sea to Japan and Korea. Well, for some reason they had some logistical problems that required the Air Force to use their transportation means to help solve those problems, such that the medics and artillery officers sat at Camp Stoneman, while the airplanes were otherwise employed. Eventually we flew off to Camp Drew in Japan, where we drew our combat gear. There we met our former compatriots who had sailed over. One important difference, when those guys got on the ship, they started drawing their points for rotation back home. We didn't start drawing our points until we got on that airplane, a month later.

BOB SHELDON: So you remained in Korea for a few months after the truce?

DICK WILES: I remained in Korea until December, and then went to Japan.

BOB SHELDON: What was it like during the truce?

DICK WILES: The first thing we did was make sure we were ready to resume the fighting if necessary. There were the usual inspections, readiness inspections, testing of our ability to perform our mission. To be combat ready, that was what it was all about. Make sure we

were trained and our equipment was ready. This was very important because, as I said, the reservists were sent home. They were in the service because of the "police action," it wasn't a war, and they were all given the opportunity to go home as soon as the truce was signed. I don't know of any who turned it down. Only the regulars and the reservists, who still had an obligation for at least two years active service, were left behind. We had a bunch of green lieutenants commanding batteries and companies.

BOB SHELDON: How long did your dad remain in the Army?

DICK WILES: He retired in 1966. By that time, he had over thirty years service, including his National Guard and Reserve time before he went in the Regular Army.

BOB SHELDON: Were you ever stationed the same place?

DICK WILES: I arrived in Japan the month he left (December 1953). We had a couple of weeks overlap then. I think that's about the only time that we really had overlap in that close proximity, because we were both in Tokyo then. However, my last year in Germany, which we haven't gotten to yet, I was in Heidelberg, and he was commanding the Army hospital in Berlin. I got to see him and my mother several times during that year. In fact they were invited to Heidelberg by my boss when I was promoted to major.

BOB SHELDON: Have you returned to Korea since the war ended?

DICK WILES: In 1975 I was a member of a Defense Ammunition Survey Team. The mission of the team was to determine the adequacy of ammunition storage and maintenance of all the services in the Far East. I was the senior Army representative on the team. Korea was one of the places we visited. I found Seoul to be like I remembered Tokyo twenty years before. When I got up into the 2nd Division area, which was our only combat unit still left over there, they were all dug in, and had all the most modern things you could have in a forward deployed area. Probably very primitive to an airman.

BOB SHELDON: Knowing what you know now about operations analysis, are there any things that you experienced or saw happen in Korea during that wartime that could have been done better if some analysis had been done?

DICK WILES: I think at that time I was at too low a level to have an appreciation of that. I was more interested in what my soldiers could do, and what my few subordinate officers could do to have a combat ready unit.

BOB SHELDON: Where was your next assignment after Korea?

DICK WILES: For nine months I was aide-de-camp to Brigadier General Homer Case in Japan. General Case commanded Central Command. Homer is a story himself. He majored in mathematics at Drury College in Missouri, and here we are in Missouri. He was Class of 1913, I think it was. There were three members of his class that stayed in the Army after WWI; two became Brigadier Generals and one a Colonel. I don't think that West Point can match that. I don't think the Air Force Academy can either. General Case was an older General. When they were going through that reduction in force (RIF) as a result of the Korean truce, he was invited to retire. That terminated my assignment as his aide. I transferred to Okinawa and the 612th Field Artillery Battalion in the 29th (later 75th) Regimental Combat Team.

BOB SHELDON: Did you apply for the job as an aide?

DICK WILES: No, I requested a transfer to Japan after the truce. Originally, I was to have been assigned to the advisory group for the Japanese Ground Self-Defense Forces. By the time I got there, the job was eliminated. They were looking for something for me to do. General Case was coming back from Korea, just after I did. After an interview with the Central Command Chief of Staff, they said, "We'll keep you here and see if General Case will accept you as his aide. If so, then that's your job, otherwise, we'll look for something else."

BOB SHELDON: As a math major, what had been his role in the Army?

DICK WILES: In WWI he commanded a railway gun battery in France. In WWII he commanded an anti-aircraft artillery brigade in the Pacific. I can't tell you exactly where. I do know that while commanding that brigade, I think in New Guinea, his airplane went down. He broke his back. I remember when he got his letter from the Secretary of the Army inviting him to retire. He said, "Well I guess my back is hurting even more. I'll have to go to the physical disability board, and see what we can do about that."

BOB SHELDON: If he'd been Class of '13, that would have made him about 60 when you worked for him.

DICK WILES: Yes. The last time I saw him, he was almost 90. He was, of course, well retired then, and living in Santa Barbara, California. His wife had osteoporosis, and was bed-ridden. She insisted that Ginny and I come to her bed. The General at first didn't want us to go back there, but she persisted and we had a delightful chat with her. Unfortunately she died after that visit. The Christmas card we got from the General said, "The trouble with getting old is, your friends die."

BOB SHELDON: From there you went to Okinawa?

DICK WILES: To Okinawa, to another field artillery battalion (105mm towed howitzer, direct support). Two and a half years later in 1956, I was transferred from Okinawa to the Field Artillery School at Fort Sill and a course for lieutenants, the Field Artillery and Surface-to-Surface Missile Battery Officer Course (FASSMBOC). Then, briefly, an assignment to the Field Artillery Officer Candidate School (OCS) as a tactical officer, or self-made bastard, as we were called by the Officer Candidates. OTS in the Air Force terminology. I think you know about that. You had Tac Officers, I presume, who were, or were not, self-made bastards? After I was promoted to Captain in 1958, I was transferred to another artillery unit, the 2nd Howitzer Battalion, 31st Field Artillery as a 155 mm howitzer battery commander again. I had a total of four batteries in my career as a lieutenant and captain.

BOB SHELDON: Typical manpower underneath that battery would have been . . . ?

DICK WILES: Depending on the caliber of the gun, from 115 to 150. Most of my time was with the 155 mm Howitzer, either towed or self-propelled. The 155 mm manpower is at the upper end because there was heavier stuff to handle (the projectiles, alone, weigh over 50 pounds). It takes even more muscle to service the guns.

BOB SHELDON: Did you have any problem children working for you?

DICK WILES: Always. Always. Remember we are talking about the draft Army here. There are a lot of people that didn't want to be there; they let you know they didn't want to be there. Even some of them who volunteered to enlist, once they got in the Army, had a different idea.

It was a challenge, yes. But, it is what made the job interesting.

BOB SHELDON: Any personalities in your younger officer days that you had to contend with?

DICK WILES: In this last battery that I commanded as a Captain, I tried to do something concerning the battery eight-ball which I thought novel. I made him my driver, so that he was under constant supervision by me and the first sergeant. It worked pretty well until he went AWOL. I wrote to his mother. Told her that her son was not in the unit, and needed to be. I would appreciate it that if she saw him, that she would have him return to us. When she got that letter, she called the local Military Police to come and get him. He was delivered back to us. There was always competition among the batteries, as I am sure there is among units in the Air Force. Each month the battalion commander would designate one of his batteries as "best." Among other things, we were graded on spot inspections of our vehicles. A maintenance organization belonging to the Commanding General would go out on a road on the installation, set up a roadblock, and pull vehicles off at random to see if they were well-maintained. Of course, you would get a nasty letter from the General's Chief of Staff, if your vehicle did not do well. But on the other hand, if you could get by with flying colors, you'd get a complimentary letter and points in this competition. I went from trying to salvage the battery eight-ball to trying to garner more points in the competition. I selected the best person I could find to drive and maintain my vehicle. Whenever we discovered that these ordinance people were spot-checking vehicles, I'd send my jeep out. He would get "caught," and he would get 100%.

BOB SHELDON: Did you win?

DICK WILES: Several times.

BOB SHELDON: From Fort Sill, what was your next assignment?

DICK WILES: Before leaving Fort Sill in 1960, I attended the Artillery Officer Advanced Course. Three of the nine-month course was an Air Defense phase taught at Fort Bliss, Texas. There the Field Artillerymen were introduced to the wonders of Air Defense—the 40 mm Duster and 75 mm Skysweeper guns and Nike Ajax and Hercules and Hawk missiles. During the Fort Sill phase, in addition to Field Artillery cannon (105 mm, 155 mm and 8" howitzers and 280 mm gun), we learned about the Corporal

and Redstone missiles and Honest John Rocket. One segment earned us qualification as nuclear weapons employment officers. I had to take refresher training periodically right up to the time I was promoted to colonel. When the course was over I went to Germany. Other than my stint as General Case's aide, my first real assignment outside the field artillery, I spent three years in Heidelberg, at Headquarters Special Troops, US Army in Europe (USAREUR). All the odds and ends in USAREUR were assigned to Special Troops. Units that logically didn't belong anywhere else, ended up in Special Troops. For example, the MP Customs Unit, which inspected all the things coming into Germany, to insure there was no contraband in violation of the Status of Forces Agreements. Likewise, things going out of Germany, to make sure there was no contraband going into the US. That unit belonged to us. The unit that guarded the trains that ran from Frankfurt to Berlin and back everyday—the troop train—those MPs belonged to us. An engineer intelligence unit, which I suspect knew the capacity of every bridge in Europe, among other things, belonged to us. We had a number of transportation units, and finance units, the odds and ends.

BOB SHELDON: What years were you in Germany?

DICK WILES: 1960–63. Although I had had brief assignments as Adjutant/S-1 (personnel and administration) and S-4 (logistics) in artillery battalions, I had my first real staff experience in Special Troops. Started as an Assistant S3 (operations and plans), became the S2 (intelligence), and then the Adjutant/S1 (personnel and administration).

BOB SHELDON: Did you travel up to Berlin when the wall was going up?

DICK WILES: As a matter of fact, yes. That's the time that my father was commanding the hospital there.

BOB SHELDON: What were your impressions of the Berlin Wall at that time?

DICK WILES: Grim, nasty business.

BOB SHELDON: Did you see any direct action involved?

DICK WILES: No, I did not personally see any. But, my son was later assigned to Berlin. He was there when the wall came down. Among my father's responsibilities was being the surgeon for the Spandau prison every fourth month. Rudolf Hess was incarcerated there; Hess would be his personal patient for

that month. When my son was in Berlin, he was an infantryman; he commanded a rifle company. Twice during his two years of company command, his company guarded the same prison. The guard at Spandau was rotated among the occupying powers, British, French, US and Soviets in that order as I recall. Once while visiting Berlin while my dad was there, there was a change of the guard. We turned the prison over to the Soviets. After the formal change of the guard, my father hosted a luncheon to turn over to the Soviet surgeon, the keys to the dispensary. Ginny and I were seated on either side of the Soviet warden. Spoke almost perfect English. After lunch he insisted that we have a Soviet cigarette—first and last time!

BOB SHELDON: Any other memorable impressions of that time in Germany?

DICK WILES: This was one of the times when there was a threat of another blockade. You remember, the airlift was started because the Soviets had blockaded our ground access to Berlin. There was another disagreement with the Soviets; it looked like there might be another blockade. One of the missions of Special Troops was to provide the logistical and administrative support for Headquarters US Army Europe. We had a mobile Command Post ready to go. The plan was to send an armored unit up the Helmstadt—Berlin autobahn to Berlin, to break any blockade that was attempted. My mission in this was to be the acting Headquarters Commandant. Set up a “jump” command post, for the people from Headquarters US Army Europe, who were going to be up there at the scene of the action. Fortunately, we did not have to leave Heidelberg, but I had my combat kit packed and was ready to do that.

BOB SHELDON: Did your dad say anything about Hess, of his personal encounters with him?

DICK WILES: No.

BOB SHELDON: So that was just professional; as a doctor, Hess was his patient?

DICK WILES: Yes.

BOB SHELDON: With three years in Germany, you must have had a lot of opportunities to travel around parts of Europe.

DICK WILES: No, actually, I was kind of busy. Only got out of Germany once, a memorable trip to the Netherlands during Easter, our last year there. We did get to go around to some of the local places, to visit some of my classmates. The city of Rothenberg, for example, a

famous walled city that is on all the posters of Germany, down to two of crazy King Ludwig’s castles, Linderhof and Neuschwanstein. Neuschwanstein is another one the kids enjoyed, because that is now Disney’s fairy castle.

BOB SHELDON: Did you have leaves canceled for duty reasons frequently?

DICK WILES: Leave wasn’t canceled, I just didn’t ask for it. I don’t want you to get the wrong idea though. In my twenty-six years in the Army, I think I only lost five days leave. So you know, when I’d have these intense periods, I’d make up for them taking extra leave between assignments.

BOB SHELDON: From Germany, where did you go?

DICK WILES: From Germany, we went to Fort Leavenworth, to the Command and General Staff College class of ‘64. From Leavenworth to Rensselaer Polytechnic Institute (RPI), to begin my OR training.

BOB SHELDON: At the Command and Staff College, what was your curriculum like?

DICK WILES: Basically we learned 57 ways to write corps, division and brigade operations orders. There was certainly nothing on OR. As a matter of fact, I didn’t have the foggiest notion what OR was. I did know that I wanted to go to graduate school. I looked through the Army Regulation on all these things that the Army needed people trained in at the Masters level. I ran across this thing called Operations Research. That looked interesting. The only school that they had listed at the time was Johns Hopkins. I thought that looked interesting too. So I applied for it. It turned out that Rensselaer was trying to induce the Army to use their institution, and probably made a fairly attractive offer to the Army to send people there. I was one of two officers sent on this trial basis to study Operations Research, or Management Science as they call it at Rensselaer.

BOB SHELDON: So you didn’t know much about the field of Operations Research?

DICK WILES: Didn’t have the foggiest notion of what it was all about.

BOB SHELDON: Did you have any clues as to follow-on assignments, what the work would be?

DICK WILES: No.

BOB SHELDON: How long was your program at Rensselaer?

DICK WILES: Two years. At the time, Rensselaer only required thirty hours at the

graduate level for a Master's Degree. The way they packed in the courses, we finished that in just over a year. But I stayed and just continued to take more courses and learn more so I was better prepared when I left Rensselaer. The first thing that they did during the summer at Rensselaer, for all the military students, I might add, was to have a pass/fail no credit course called Review of Quantitative Methods. And I have to tell you, we reviewed things I had never heard of. That was my first real encounter with a matrix, for example, and the manipulation thereof.

BOB SHELDON: Did you find the course material interesting?

DICK WILES: The course was taught right out of one of *Schaum's Outlines*. I'm sure you know Schaum better than I do. It was all taught by TAs.

BOB SHELDON: How about the Operations Research courses there at Rensselaer?

DICK WILES: The Operations Research courses were taught by the Math Department, and the Management School. The real hard-core OR courses were taught by the Math Department. They had math designators. In particular was the Introduction to Math Models of Operations Research I and II, a two-semester sequence. Taught by ol' Doc Carter, who was a real tough nut, but a real loveable one too.

BOB SHELDON: Other than him, any notable professors or courses that you think you got much out of?

DICK WILES: I don't know of any . . . Well, the only ones that I really didn't care a lot for were those on marketing.

BOB SHELDON: They required marketing?

DICK WILES: Yes. Anyone who graduated with a degree in Management, had to have core courses in organization, marketing, OR and statistics, finance and accounting and production. They are essentially the functions of management. We had to take one or more courses in each. For some reason marketing and I never just saw eye to eye.

BOB SHELDON: How far into the program did you find out about your follow-on assignment?

DICK WILES: About six months before leaving. It was to the Office of the Chief of Staff of the Army, to an organization called Army Information and Data Systems (AIDS). This is 1966 we are talking about. The major general who ran Army Information Data Systems orga-

nization worked directly for the Chief of Staff and Vice Chief of Staff of the Army. It was not off in one of his subordinate elements. This organization was responsible for the acquisition of all computers for the Army that were not weapons-related. Our main function was to determine that the systems that were to be used on these computers were designed, at least in concept, so they warranted the vast outlay of money that was going for computers in those days. We are talking main frames that cost millions of dollars, not \$3,000 for a PC, that will do the same thing.

BOB SHELDON: Were these huge IBMs that filled up whole rooms?

DICK WILES: IBMs, UNIVACs, Honeywells, GEs, CDCs, RCAs, all of them. When the requests came to us, they were not supposed to be computer specific. They came to us with a system or systems to be used on a computer. The vendors would bid their computers to be able to run these systems.

BOB SHELDON: Did you have any computer training at Rensselaer?

DICK WILES: Yes, it was my first encounter with computers, and this was back when something which has less capability than my hand-held calculator, took up the whole suite that we're sitting in. An IBM 15 something or other. I don't remember the exact designation, but it was the technology just before the 360. While I was at Rensselaer, it was replaced by one of the first 360s.

BOB SHELDON: That was the days of stack decks of cards?

DICK WILES: Absolutely. During my first year there, we wrote Fortran programs on coding sheets, and turned them over to keypunch operators. I remember one professor, the math professor who was in charge of the computer lab, said "I've instructed the keypunch operators that if they had any question about what a character you've written is, they're to guess what it's not." That induced us to be a little more precise on coding forms. After the decks came back from the keypunch operators we reviewed them, we would turn them in and wait at least overnight to get the run back. You know, if one card was bad nothing worked.

BOB SHELDON: What kind of a quantitative evaluation did you do on those computer proposals for the Army?

DICK WILES: They had a regular checklist to evaluate the systems. We had a Class II activity (a staff support activity, which was not a

part of the Army staff) that did the technical evaluation of it. We did the oversight part of it and prepared the package to go to the Chief or Vice Chief and Assistant Secretary of the Army for Financial Management for approval.

BOB SHELDON: Did you have a lot of encounters then with the senior Army officers in the Pentagon?

DICK WILES: At the time I started there, I was a major. When I left, a junior lieutenant colonel. When it was still Army Information Data Systems, I did not. On one occasion, another officer and I went to Germany to evaluate the prototype of a new system for personnel within a division. When we came back, I walked into my office and found it, literally, a shambles, as if a bomb had been set off in it. Walls were down; there were stacks of crumpled wallboard, studs, electrical and telephone wire and things. I walked down to the Office Chief of Staff Admin, and said to the Chief Admin Officer, "John, what happened?" He said, "Dick, while you were gone we reorganized. A new organization has been created. It is called the Assistant Vice Chief of Staff, and the leader Lieutenant General Chesarek. Since your office was right outside the Major General's, who was in charge of AIDS and is now retired, it was the only suitable place that we could redo and make it suitable for a Lieutenant General. So your office is now over, on the B-ring" (it had been in the D-ring). He gave me the number to go find my colleagues. As a result of this reorganization, AIDS went out of business. An entirely new organization called Management Information Systems Directorate (MISD) was stood-up within the new organization. I became the Exec Officer of that, and supervised the planning and organization of this new directorate—from developing the manning charts, to getting the authority for the military spaces, going to the Civil Service people, to get the civilian spaces authorized at the appropriate grades and then, finally, hiring the people to fill them. I also supervised getting our physical space in order for us to occupy. When I left there, we had a going organization.

BOB SHELDON: How did you find that work as compared to artillery?

DICK WILES: Well, it is entirely different of course. It was very interesting in its own way. I enjoyed it. Got my first Legion of Merit out of that experience. From there I went to Vietnam to command an artillery battalion in 1968. It was the 2nd Battalion, 9th Field Artillery

(direct support, 105 mm howitzer), in the 4th Infantry Division, in the Highlands. When I assumed command of the battalion, we were located at Landing Zone (LZ) Mary Lou near Kontoum. When I relinquished command, nine months later, we were at LZ Oasis near Pleiku.

BOB SHELDON: Were you there during the TET offensive?

DICK WILES: No. The TET offensive was in the spring, and I got there in June. So it was over and done with.

BOB SHELDON: Had things calmed down a lot by the time you left?

DICK WILES: A lot.

BOB SHELDON: How many men did you command?

DICK WILES: I had about 600 then. There were three firing batteries, a headquarters battery and a service battery—five batteries. The headquarters battery, as you might imagine, had the command function plus the fire direction function, when we were controlling all the batteries, which was very seldom. In that environment, the batteries were so spread out that they couldn't fire on the same target or mutually support each other. At one time one of my batteries was with each of the division's three brigades. They were spread from the northern to the southern boundaries of the division area of operations. It would take me an entire day to visit all the batteries by helicopter. They each had individual missions, in which cases they computed their own fire solutions. This was at the beginning of digital computers in the Army (the anti-aircraft artillery had been using analog computers for some time). Each battery had a FADAC (Field Artillery Digital Automatic Computer), which computed fire solutions for each fire mission. The battalion fire direction center (FDC) also had a FADAC, which could be used to compute fire commands for all the batteries. The battalion FADAC was identical to the battery computers and was seldom used. It became a spare. If one of the battery FADACs went down, the battalion computer would be sent out to replace it while it was being repaired. During one of the fights just before I turned command over to my successor, my operations section was called upon to do what artillery battalions did in Korea and WWII. We prepared an area for assault by an infantry battalion. The preparation consisted of close air support (USAF), helicopter gun ships and three battalions of artillery, mine and two reinforcing battalions. It took about an hour to deliver.

BOB SHELDON: How long was your tour in Vietnam?

DICK WILES: It was a year. I commanded the battalion for nine months. At the time most combat arms (infantry, armor and artillery) battalion commanders were getting six months command. My first division commander, Major General Stone, selected and replaced the infantry and armor battalion commanders but let the Division Artillery Commander (a colonel), who was my boss, run the Division Artillery. The Divarty commander believed in letting a commander command until his tour was up or he screwed up. When Gen Stone was replaced by Maj Gen Pepke, Gen Pepke had a different idea. He selected all the battalion commanders, including the artillery. He had some artillery friends that he thought should be battalion commanders. At that time I had been in command longer than any other artillery battalion commander. I was the first to make room for one of Gen Pepke's friends. One of the three brigade commanders I supported was then the I Field Force G-3. I was transferred to I Field Force Headquarters. There were two field forces in Vietnam. They were similar to corps and were commanded by lieutenant generals. My first assignment was G3 (Air), working in the Direct Air Support Center (DASC). The purpose of the DASC (a USAF organization) was to get and coordinate direct air support needed within the field force. The G3 (Air) is the Army liaison between the Air Force and the Army. He and his assistants (two Army majors) relayed requests for immediate and preplanned air support to the Air Force colonel who ran the DASC (it turned out that I knew the colonel, he was from the class of '49 and had been in K1—I was one of his plebes!). I Field Force area was congruent with South Vietnam's Vietnamese II Corps, which, compared to I Corps and III Corps, did not have the major action. We did not need nor get much air support. There was not a lot of work to be done. One of the people I had worked for back in MIS was then Colonel Kalergis. When I was the exec of MIS, he was the exec to the Assistant Vice Chief of Staff, the three star, so we had that exec-to-exec relationship. He was then the I Field Force Chief of Staff and a Brigadier General. When he had special studies to be done, he knew I wasn't too busy down there in the DASC, so he would ask me to do them.

BOB SHELDON: What kind of special studies?

DICK WILES: The one I remember best had to do with Vietnamization. It was the most important one. I had to determine how we were going to withdraw our forces and turn over our responsibilities to the Vietnamese Army.

BOB SHELDON: Do you remember any parts of that special study that stand out in your mind?

DICK WILES: It was pretty straightforward. We were going to withdraw the units in an orderly manner. I had to identify a Vietnamese unit that would take over a US unit's responsibilities when it withdrew. I had to coordinate everything with the Vietnamese, through our advisors that were located with them.

BOB SHELDON: In the nine months you were commanding the battalion, did you take troop losses in combat?

DICK WILES: Yes. Fortunately, very few. Comes to mind only one lieutenant, killed. He was a forward observer. He was doing his job with his company commander, and they were both killed by the same mortar round. There were also some wounded. I remember one incident. The Special Forces were going to put several battalions of CIDG (Civilian Irregular Defense Groups) into the mountains near the site of LZ X-ray in the Ia Drang valley where the action in *We Were Soldiers Once, and Young* takes place. I had to provide a battery to support the operation. Perimeter defense for my battery was to be furnished by the CIDG. I had selected an old French fort as the site for the battery, dubbed it LZ Virginia Lee. Normally, the unit to provide perimeter defense for an artillery battery occupies the ground before the artillery. There was a mix-up among the helicopter units lifting my battery and the CIDG. The battery arrived first. Turned out there were duds there, which my cannoneers found the hard way, by stumbling over one. The soldier who made the discovery lost a foot. When I visited him in the hospital to give him his Purple Heart and check on his progress, he was in good spirits—he was going home!

BOB SHELDON: Did you as the Commander have to write the letters to home?

DICK WILES: Yes. Later when I went back to Rensselaer, I was called upon to participate in the Memorial Day ceremony, and was sitting on a platform next to a woman who turned out to be the mother of the officer who was killed. He was from the Troy area.

BOB SHELDON: What kind of assignment were you trying for after Vietnam?

DICK WILES: My predecessor as commander of the battalion had gone to Hawaii. I had done my R&R in Hawaii, and thought that would be neat. I requested a transfer to Hawaii from Vietnam. Although Pacific Command said they could use me as an OR analyst, it didn't happen. The assignment I got was not all that bad. I went to SHAPE (Supreme Headquarters Allied Powers in Europe) in Belgium. I was able to go by way of the states and pick up my family who went with me to Belgium. There I was in the ADP (Automatic Data Processing) Division. A brand new division. The division chief, Assistant Chief of Staff for ADP, was a British Royal Air Force (RAF) Air Vice Marshall, two star. My immediate boss was a US Air Force colonel; his boss was the Air Vice Marshall. I had my own section with a Belgian Army major and a British RAF squadron leader (major). Within ADP Division, we had primarily US, German and British officers and NCOs. They are the ones that had the ADP training. We did have one Norwegian Air Force lieutenant colonel in addition to my Belgian Army major. The Chief Sergeant for our branch was from the Canadian Army. The British were all RAF. In the American contingent, we had a Navy lieutenant commander and several Air Force officers including two colonels, but mostly Army. In the German contingent, we had an Army officer and a Navy officer. The German Army officer, Oberst (colonel) von Mitschke, was MIT trained, I might add. He had a PhD from MIT.

BOB SHELDON: Were you selected for that because of your MIS background in the Pentagon?

DICK WILES: I'm sure. Our first mission was to get an operations and intelligence computer for SHAPE. They had a computer for administration and logistics, but didn't have anything in the Operations and Intelligence Center. We developed a plan and had a competition to acquire a computer for that purpose at SHAPE.

BOB SHELDON: Did it come while you were there serving?

DICK WILES: While I was there, we actually conducted the competition to determine the winner. Had it approved by the NATO Budget Committee at Brussels, had it funded by the Budget Committee, and it was on order.

BOB SHELDON: How did you find working with the NATO allies?

DICK WILES: It was interesting. This, of course, was a NATO-wide competition, not just U.S. organizations. There was one unique thing. The Joint Chiefs of Staff offered us the WWMCCS, the Worldwide Military Command and Control System. We had to have a computer that could run it. In those days, you just couldn't take a piece of software from one computer and put it on another one. Part of the specifications in the competition was that any computer offered be able to run WWMCCS. Any computer, which was offered, had to be able to run a benchmark, which would show that it could run the WWMCCS. As a result, no non-American computers were bid. At the time, the WWMCCS was on an IBM. So guess who won? However, we were not dealing with IBM Federal Systems Division. We were dealing with IBM International. Initially, we also had ICL, International Computers Ltd. from UK; Siemens, Germany; and Machines Bull, France. All of these except Siemens dropped out because of the requirement to be able to run the WWMCCS. Siemens was partnered with RCA. They bid an RCA machine, which failed the benchmark.

BOB SHELDON: How was the technical knowledge for our NATO allies, as compared to the Americans?

DICK WILES: Those who were in the ADP Division were just about up to us. That's why they had been selected, because they knew their stuff, as you might expect from the RAF. I'm sure in your career you have had some experience with the RAF. As I say, the Assistant Chief of Staff was an Air Vice Marshall; his exec was a Group Captain (colonel), an old "Spitfire" pilot from WWII. In fact, he had a decoration higher than the Air Vice Marshall, Order of the British Empire (OBE) I believe it was. The Air Vice Marshall was always envious of that. The group captain had gotten the decoration when he was a "Spitfire" pilot. We were told that he was never made an Air Commodore or Air Vice Marshall because he punched out one of his superiors when he'd had one too many once. But he was a Group Captain, and that says something right there. The rest were wing commanders (lieutenant colonels) and squadron leaders (majors). My Belgian Army major had been at JSTPS, the Joint Strategic Target Planning Staff in Omaha, O-MA-ha, he pronounced it. His oldest son, Eitien, (French Stephen) was

called Stephen when he was in O-MA-ha. When he returned to Belgium, he refused to revert to Eitien. He is still Stephen.

BOB SHELDON: What years were you in NATO Headquarters?

DICK WILES: NATO Headquarters is in Brussels. It's where the politicians and diplomats are. I was at SHAPE near Mons. Allied Command Europe (ACE) is commanded from SHAPE. ACE was one of three subordinate commands of NATO. The others were Allied Command Atlantic (headquarters at Norfolk, Virginia) and Baltic Approaches. I was at SHAPE for only one year. I was selected for the Army War College the year I arrived. In those days, they did not defer officers who had just started assignments. When an officer was selected, he (or she) went. I was there '69-70. Got there in June '69, left in July of '70. Went to the Army War College at Carlisle Barracks.

BOB SHELDON: Since the Vietnam War was still on at that time, what was the feeling of the NATO allies about the U.S. and its involvement in Vietnam?

DICK WILES: Well, basically, they didn't think we ought to be there.

BOB SHELDON: Did they voice those opinions to you out loud?

DICK WILES: Yes. The civilians especially. Many of the military were more circumspect. The American uniforms were not all that well respected if you walked downtown in many places in Europe. Because we were going to use the WWMCCS, we did a lot of coordinating with EUCOM (European Command) in Stuttgart. Constantly flying back and forth. We got some of the German reactions too. I remember one trip we made at *fasching* time. We were all in civilian clothes and ended up at a table in a beer tent with some German enlisted men. Some of us had a limited knowledge of German. We got to be real pals with them when it was all over, and after we'd had a few rounds of beer and barbequed chicken, and wurst. But civilians, that was something else again. Eagle landed on the moon shortly after we arrived. We were dining in a Belgian restaurant with the officer I was replacing when the landing came over the television. The Belgians, knowing that we were Americans, congratulated us, bought us drinks.

BOB SHELDON: The War College, was it a pretty set curriculum or did you have some optional courses?

DICK WILES: There was one elective during the course. I don't remember the name of the elective I chose, but it was taught by Professor Keeney from Princeton. It was one of my more interesting courses, and the only elective.

BOB SHELDON: Where did you go from there?

DICK WILES: Back to Rensselaer Polytechnic Institute (RPI) to work on a PhD. They gave me two more years. In the two years I finished all the required course work and pre-thesis exams. We had to take exams in four of the five management areas that I mentioned—we could waive one—pick one you think is the weakest in and waive it. I waived marketing and took the exams in the rest. Took an integrating exam, which was a case study where we were supposed to put it all together to show that we knew what we are talking about. That was virtually an all-day thing, where we walked in with a brown bag lunch, and a stack of blue books and turned 'em all in when we were finished. Passed that, and was admitted to candidacy. About that time, my major professor went on sabbatical. His substitute was less than enthusiastic. I could never get a thesis topic accepted. So my two years ended and I didn't have a thesis topic.

BOB SHELDON: So you ended up ABD, 'All But Dissertation'?

DICK WILES: RPI even gives an ABD. I have a paper that certifies that I am an ABD.

BOB SHELDON: How did the Army feel about you finishing up without a dissertation?

DICK WILES: Nobody said a word. I went back to the Chief of Staff's office, this time to Program Analysis and Evaluation, PA&E, the term familiar to most people in our business, where I was working the Army investment (acquisition and R&D) programs. Then in 1975 I was transferred to the Concepts Analysis Agency.

BOB SHELDON: In PA&E, what kinds of studies did you do?

DICK WILES: We were putting the Program Objective Memorandum (POM) together. We worked for the whole Army, in putting that together, to make sure that in my case, the R&D and acquisition programs were the best that we could do with the money that we had. In those days, there was "the big five." The advanced attack helicopter, now the Apache; the main battle tank, now the M1 or M1A2 Abrams; the UTTAS (Utility Tactical Transport Aircraft System), now the UH 60; the Infantry Fighting

Vehicle (Bradley); and the Patriot air defense missile system. Every one of them is now in the Army inventory, and need to be replaced.

BOB SHELDON: Did your quantitative background from Rensselaer or any of your other previous analytical background help you?

DICK WILES: One of the things we did for the Vice Chief of Staff when I was at PA&E was a comprehensive ammunition study—Project Bullets. We put together a graphical model of the Army ammunition system, which included everything from requirements determination to design to procurement to storage to use. Along the way resupply and maintenance, the whole . . . everything we could think of. You know, the typical systems analyst activity—“don’t forget nothing.” We tried to put all that together with the best operations research methodology we could think of. We provided a status report to the Vice Chief of Staff every month. Visited ammunition facilities all over the world. We visited the ammunition facilities in the states where ammunition is made, stored and maintained. That’s how I ended up on this ammunition survey that we did in the Far East. He had gotten some bad reports and wanted to know how bad it was.

BOB SHELDON: Do you feel like the Army made some good decisions based on your analysis?

DICK WILES: Some but not enough. One general that I talked to said, “Nothing is going to change until the Chief of Staff fires somebody.” He was right. We made our reports, we told him what was wrong, what was improved, what still needed improvement. He didn’t fire anybody, and things didn’t really change. That’s management rather than OR.

BOB SHELDON: From PA&E to CAA, did you ask for that as a follow-on tour, or did the Army pick it for you?

DICK WILES: One of my jobs at PA&E was to sit on study advisory groups (SAGs) and review panels for the work that CAA was doing. Being a colonel, I would usually sit next to one of the senior people from CAA. Not too infrequently the Commander, Major General Hal Halgren. I was somewhat a thorn in his side with some of their methods and some of their studies. I think he got tired of that and so the first thing he did after he arranged the transfer, was to give me his troubled directorate Systems Integration Analysis Directorate (SIAD). At the time SIAD was doing what they

called catch up C-O-E-As (Cost and Operational Effectiveness Analysis) now A-O-As (Analysis of Alternatives). The Army does not say COEA as a word (co EE a) as do the other services and OSD, but pronounces each letter in the acronym—C-O-E-A. TRADOC had just been stood-up and given the responsibility for doing COEAs, but there were so many major systems on the table at the time, that they didn’t have the capability to do them all in a timely manner. CAA and my directorate had the responsibility for several of them. The most minor one was the M60A1E2, an improved version of the then existing main battle tank, but with a vastly improved sighting system. The others were the M1 Tank, the attack helicopter, the heavy lift helicopter (completed before I joined CAA) and finally a conceptual family of tilt rotor aircraft. That one was a little strange. The Vice Chief of Staff was briefed on a budget item, which essentially said the Army and NASA are studying the conceptual tilt rotor aircraft. The Vice Chief wanted to know, “What’s in this for the Army? Should we be spending this money with NASA on this program?” We were asked to look at that, to determine whether or not the Army would continue to participate. Well, despite what came out our analysis, which concluded that it should, the Army withdrew. The reason was not because of the defects of our analysis, but because of the strong lobby from the Army aviators who didn’t think that thing would ever get off the ground. They didn’t want anything that didn’t have a rotor over their head all the time. Not something that had a rotor over their head part of the time and in front of them the rest of the time. The Marines now have the Osprey.

BOB SHELDON: This was when CAA was in Bethesda?

DICK WILES: In Bethesda, and at the time, Major General Halgren was commanding. Later he was succeeded by Major General Whitehead who was commanding when I retired in 1978.

BOB SHELDON: Was this when Wilbur Payne was in CAA?

DICK WILES: Wilbur was never in CAA. If you want a Wilbur Payne story, I need to go back. When I was in the PA&E, one of my old battery commanders from Okinawa, Tom Reeder, who was then also a colonel, was commanding the Safeguard Systems Evaluation and Analysis Activity (SAFSEAA) at White

Sands Missile Range. The Safeguard program had just been killed. That organization was set up to be able to simulate and analyze some of things which couldn't be tested. Definitely an OR organization. He and his senior civilian came to Washington. He knew where I was. He asked for time to see me. He briefed me on what they could do. I knew that TRADOC had an office down the way, where they were recruiting people to do things that they needed to have done. I told Tom that he needed to talk to Major General Camm. I made the phone call, arranged the appointment. He went off to brief him. SAFSEAA became Wilbur Payne's outfit. Wilbur, at the time, was the Deputy Under Secretary of the Army. General DePuy, the first TRADOC commander, recruited Wilbur to head-up the organization. Tom retired and Wilbur replaced him. Occasionally I would brief him about the things we were doing in PA&E. My first encounter with Wilbur is another story. Tom Reeder and I think it was Leon Goode, who became Wilbur's civilian deputy, were the two that came to Washington, who talked first to me, then to General Camm from TRADOC. I thought they would make a good red team because they were looking for a red team at the time. Gen Camm could see the bigger picture. SAFSEAA became TRASANA, the TRADOC Systems Analysis Activity.

BOB SHELDON: Let's go back to your first encounter with Wilbur Payne then.

DICK WILES: We (PA&E) were asked to do a short study on the viability of the Improved Hawk, to see whether or not we would include it in the program. I had a smart major (Bill Reno), who ended up as a Lieutenant General. I gave the project to Bill who did it in short order. He and I were then summoned to Wilbur's presence to brief it to him before it went any higher, to see if it was a good study to support the Army position. We found Wilbur's office, which was then down on the first floor near where two sides of the Pentagon come together. It was a weirdly-shaped office, inside, no windows. We walked in and told his secretary that Major Reno and I are here to see Dr. Payne. She said, "Oh, he's in there." So we walked in. Couldn't find anybody except this little short fellow with a bald head and Fu Manchu mustache, in his stocking feet and his tie tucked in his belt. He said "Hi, I'm Wilbur Payne." Well, Bill Reno did his usual sterling job of briefing Wilbur on his analysis of the Improved Hawk. We were sent our merry way

with his blessings. Subsequently, while I was at CAA, Wilbur asked me to come down to White Sands. He talked to me about being his deputy. I thought it would be a neat idea, but Ginny and General Whitehead had other things in mind, so I never did that.

BOB SHELDON: Any other notable characters from your PA&E days?

DICK WILES: There were a whole bunch of people there that went on to get their stars. Bill Reno, as I mentioned, became DCSPER (Deputy Chief of Staff for Personnel—three-star). Max Thurman was a lieutenant colonel then; became a four-star at TRADOC and was CINCSOUTH during Operation Just Cause in Panama.

BOB SHELDON: Did you work with Max Thurman?

DICK WILES: I worked with his older brother, Roy, who was my first boss in PA&E (retired as a 3-star) and Max's successor, Pat Roddy who ran the program development team (PDT). He became a major general and director of Army PA&E. PDT put the POM together. They got the input from the rest of us and made it into one cohesive document. Dicky Woods, another one who was a lieutenant colonel then, became a major general and director of Army PA&E. Chuck Dominy, a major and engineer classmate of Bill Reno's became a lieutenant general and Director of the Army Staff. Charlie Otstott, another classmate of Reno's became a lieutenant general. Another one who worked for me, Jim Warman, lieutenant colonel, also became a major general. It was a sterling group of people to work with, I'll tell you. Even makes you feel a little embarrassed when you are only a colonel when you retire, having worked with them. General Kalergis had become a lieutenant general and was the Assistant Vice Chief of Staff, our boss's boss. He left that job and became Commander of First Army at Fort Meade. That was another little interesting sidelight: The Secretary of the Army has civilian aides in each of the states. Their primary function is to carry the Army's story to their peers within the state. A new aide for Massachusetts had been appointed, and Massachusetts was in the First Army area. General Kalergis called me and said "Dick, we need to brief this new aide on what the Army programs are now, so he'll know what he is talking about when he's out telling the Army story. Would you mind going up and to Fort Devens with me?" Of course, what could you say to a lieu-

tenant general but "I'd be delighted, General"? I joined him at Fort Meade and we flew off to Fort Devens in his airplane. Georgie Patton III, had just had, I think, hip surgery. He was shoved up there to Fort Devens to recover. He didn't have a real job. I briefed this new civilian aide to the Army Secretary and Georgie Patton III. Guess who asked all the questions? It was a very interesting and enlightening briefing.

BOB SHELDON: What kinds of questions did he ask?

DICK WILES: Well, what I talked about were the new systems that I already mentioned that the Army was acquiring, plus issues within the force structure and personnel areas. The whole thing, not just my area of program development, the whole program. The questions might be under specifics of an item. Now Patton, of course, would be interested in what we were doing about the tank and armored forces.

BOB SHELDON: In CAA, I talked to at least one or two folks who worked with you then, one Captain Fred Hartman at the time. Any other notable MORSians that you worked with at the time?

DICK WILES: There were a couple that I hired that did pretty well. One was Tom Swain. Tom was at RPI the same time I was, the second time. He was getting a Master's Degree in math prior to going to West Point to teach math; he earned a second masters in Management so he could become an OR analyst. After his tour at West Point, he went to Leavenworth then Korea. I captured him and brought him to CAA. That S.O.B. worked his tail off. Vandiver at that time was the Tech Advisor to the Army DCSOPS. He was looking for a new guy. I said, "You ought to look at this guy, Tom Swain." He did and he took him away from me. I saw him later and said, "How is Swain doing?" "That S.O.B. works his tail off!" Tom got one star before he retired. Another young captain that I didn't recruit was Jim Cunningham. I was lucky to get him, and did all I could to promote his activities within CAA. He retired as "only" a colonel. He was a brigade commander at Fort Sill before he retired. He is still active in the business. Civilians? All of the current senior civilian leaders at CAA were less senior when I was there. Van's deputy, Dan Shedlowski was I believe, a GS13 then. When we were doing this tilt rotor COEA, we had to do a full full-fledged cost analysis as well as the operational analysis. Shedlowski and Dan Nussbaum, who became an SES in the Navy, were both at CAA. They

worked up the cost part of it. They used some very unique methods of putting together costs for rotary wing aircraft and costs for fixed wing aircraft, to come up with what would be the cost of a tilt rotor aircraft. Then there was Al Bayes. Al was one of the civilian directors, a supergrade before we had SESs, a GS16. Shortly after I retired, he went to the FBI as the first Assistant Director of the FBI never having been a Field Agent. He ran their technical programs. Brought in the computers that put all their fingerprints and all their other files into now, and set all that up. He was with them until they moved that part of the operation out to West Virginia. Bayes taught me a lot about how to manage civilians. Age-wise, Bayes was about five years my junior, but experience-wise I think he was another five years my senior. He knew how to handle problem children, satisfy the civil service system, and get rid of the ones that didn't produce. One of my colonels, Chuck Curry, became the Chief of Staff of CAA after I left. He learned some of these things from Al Bayes and me. That's why he became the Chief of Staff. He could get rid of these slackers.

BOB SHELDON: You retired from the Army out of CAA, what drove your decision to retire at that point?

DICK WILES: Two things. First, if you look at the Armed Forces pay table, you see that at 26 years of service, other than cost of living, a Colonel does not get any more pay raises. Second, you reach a certain age where you are not as marketable as you once were. I decided that 26 years of service was about the point for me to go. I had enough opportunities to be considered for Brigadier, if that was going to happen. I hadn't had a command as a Colonel; that was a pretty good indicator itself that I wasn't going to get a star. So I needed to find a job while I was still young enough and dynamic enough to do something with it. I decided to retire.

BOB SHELDON: While you were at CAA did you participate in any of the MORS activities?

DICK WILES: Yes. In fact, starting back at PA&E, I went to a MORS at Fort Eustis, Fort Lee, and did something up at Aberdeen. I don't know if it was a workshop or what, but a number of MORS activities.

BOB SHELDON: What year did you start going?

DICK WILES: Oh, about 1974-75.

BOB SHELDON: What was your impression of MORS at this time?

DICK WILES: Well, I thought it was pretty interesting. While at CAA, I almost immediately became a working group leader. C3—Measures of Effectiveness. That particular symposium was at Fort Bliss, Texas. I knew the Assistant Deputy Under Secretary of the Army (Operations Research), Hunter Woodall. You've heard that name I think. Hunter was my nemesis on most of the studies I did for the Army, one of those who kept me honest. We became pretty good friends as a result of that, so that when I was anointed as the Chair of C3, I asked Hunter to come and be my keynoter for the opening session of the working group, which he did. So we got off to a good start. I also chaired Land Combat.

BOB SHELDON: How often did you go to the MORS activities?

DICK WILES: Once or twice a year, depending on the funding available in the agency, and what areas I had to contribute.

BOB SHELDON: Did you meet many of the MORS Directors or working management?

DICK WILES: I knew some of them. Al Grum and Bob Reed—both Army colonels, for example. Always wondered how they got to be Directors. Never bothered to ask them. I don't mean that in the negative sense, I just meant the process that they went through, not that they were lacking in any ability to be Directors.

BOB SHELDON: Let's walk you through your Army retirement.

DICK WILES: After 26 years of service, I went to work for ORI, Inc., which had been founded by Emory Cook. The company had gone through a metamorphosis. It had been bought by a conglomerate. It had not been particularly successful as a part of this conglomerate. The ORI executives made a proposal to the conglomerate that they be spun off in the form of an Employee Stock Ownership Trust (ESOT). They would borrow the principal amount of money to buy themselves from a bank, and they would owe the rest of the money to the conglomerate until it was paid off. As it was paid off, stock was created and distributed to the employees. That was done. In going through that second metamorphosis, the name was changed from Operations Research, Inc. to ORI, Inc., meaning nothing. When I left ORI, I had six years service; seven was required to be fully vested. Consequently, I owned 80% of my shares when I left. I was required to sell the

stock back to the company when I departed. The money from that sale was rolled over to my 401K at MORS.

My first job at ORI, Inc. was as an Independent Evaluator for an advanced armored vehicle test and evaluation (ARMVAL). The Department of Defense wanted to determine the lethality and survivability of light armored vehicles on the battlefield. A highly mobile, agile and lethal light armored vehicle. The Marines at the time were looking at what they called MPWS, Mobile Protected Weapon System, and they sort of volunteered to be the executive agent for this test. The test directorate was about 98% Marines and 2% Army. The Army tank community wasn't the least bit interested because the M1 Abrams was not out of the woods; it hadn't yet been fully funded. General Don Starry, then TRADOC Commander and the leading armor advocate, wanted nothing to interfere with the acquisition of the M1 tank. He did not want anything to do with any other kind of armored vehicle, and he wasn't going to participate, so help me God. An Army colonel from OTEA (Operational Test and Evaluation Agency) became the Deputy Test Director. That was the total of the Army input to test directorate. However, the test was done at Fort Hunter Liggett and was supported by the Army Combat Development Experimentation Command (CDEC). CDEC did it as an experimentation unit, not a part of TRADOC. We, ORI, did the test design, and, with the assistance of the test directorate, designed a surrogate armored vehicle. The surrogate was fabricated at Army Tank Automotive Command in Detroit. It used the old lightweight armored vehicle, M551 chassis. The original engine was replaced by a souped-up Marine Corps LVTP7 (amphibious tractor) engine. The engine compartment had to be enlarged to accommodate the new engine. At that it still stuck up out of the engine compartment. Also had to redesign the suspension system because when they plopped that heavier engine in the back, the nose went up. The surrogate had a torsion bar suspension system. They re-indexed the torsion bars to level the vehicle. We had a surrogate gun on it, a laser, with a pyrotechnic device to give a firing signature. It used a unique sight, which had been designed by the Germans. It was called a STAGET, which was a *stabilizier geret trager*, or stabilized instrument carrier, a stabilized platform. The STAGET and gun could track no matter what the motion of the

vehicle. It would keep the sight and surrogate gun on the target, thereby, being able to shoot and hit while on the move. Without a stabilized system like that, tanks would have to stop to fire to hit anything. The gun would go one way when the tank was going another. With the STAGET, the sight and gun would track the target. Enough surrogates were built to have a platoon of tanks plus maintenance spares for the test. They were sent to Fort Hunter Liggett. The Marine Division at Camp Pendleton provided the support troops.

That was an interesting story. Not everybody knew, but Colonel Bob Thompson, the Marine test director, reported directly to the Commandant of the Marine Corps. He would give the commandant a progress briefing about once a month. When we decided that we were going to run this test at Fort Hunter Liggett, the logical place to get troops since the Army was not going to play, was the tank battalion in the Marine division at Camp Pendleton. The division commander down there said "Thank you, but no thanks." At the next briefing that Thompson had with the commandant, the commandant said, "Well, are you having any problems, Colonel." He said, "Well, we've got this little problem. We are not able to get the troops that we need for the test." He said, "Well what do you need?" He said, "We just need a company from the tank battalion at Pendleton." "Well, that's not a problem." When the Commandant of the Marine Corps speaks, that's it. I don't know about the Air Force, but in the Army we used to say there is no such thing as a final decision. I have a firm belief that in the Marine Corps, that when the commandant makes a decision, it's final.

BOB SHELDON: What was your role in this test?

DICK WILES: Independent evaluator. I was the leader of the ORI, Inc. team that had a contract with the Office Secretary of Defense (Director of Defense Test and Evaluation) to provide an independent evaluation. We did the test design, the vehicle design, created a computer model and analyzed and evaluated the test results. We used the model to help design the test by finding where the critical points were, what we needed to test in the field. It was a Lanchester-type model. My last year at CAA, I had a young woman, Cheryl Seyboth, from Hood College up in Frederick, as an intern during the summer. She worked in the modeling business. Hood is a liberal arts women's

school. When Cheryl went back to Hood for her last year, she wanted to write a senior thesis on modeling. None of the faculty at Hood felt qualified to evaluate and grade such a thesis. They asked CAA for assistance which was provided. She graduated about the time I went to ORI. I hired her as my modeler. She and I went to White Sands, Fort Knox, Fort Leavenworth, anyplace we could find anything that we needed to crank into this model to adequately represent what we wanted. She designed it and coded it.

BOB SHELDON: Did it incorporate rates of fire and movement rates?

DICK WILES: And ammunition replenishment, the whole nine yards. We were able to replicate the field test in the model. When it was all over, we used the results of the field test to validate the model. We could say that the model adequately represented the test, not necessarily combat, but the test. We had a view that it probably represented combat pretty well too, but we wouldn't go that far in our determination. After the test, we used the same model, after we had validated it, for "what if-ing," so we didn't have to go back to the field to do the what-ifs.

BOB SHELDON: Was that model used by the Army and the Marines too, or just by ORI?

DICK WILES: Just by ORI. The Marines did their own post-test evaluation. I don't know what methodologies and models they used. I still have a copy of the report in my file.

BOB SHELDON: Did you ever have this young lady go and brief it at MORS Symposium?

DICK WILES: Yes. I was going to say we went to the Summer Computer Simulation Conference, but we didn't. That was back at CAA when the attack helicopter COEA modeler and I went to the Summer Computer Simulation Conference to give a paper on "teaching tanks to fly." There was a lot of criticism from GAO and OSD, that people were designing their analyses and test scenarios to get the outcome they wanted. Make your assumption based on the results you want. We were determined that they were not going to pin that label on us, so we took the approved scenario from the tank study, and added the helicopters. That's all—just added the helicopters, and looked for the marginal difference because of the helicopters. As far as I know Cheryl is still with that organization but it is no longer called ORI. It was bought by Atlantic Research, which

in turn was bought by somebody else. Before I left ORI she married Dr John Ware, an ORI scientist. Her name is now Ware, Cheryl Ware. Dr Ware was into the Navy stuff. ORI was mostly Navy oriented when I was there.

BOB SHELDON: Did you have any formal courses in design of experiments?

DICK WILES: Yes. That was one of the required PhD courses at RPI. Book that thick (2"-3") on design of experiments. I don't remember the author anymore, I think it is still one of the books I have on my shelf. Latin squares, ANOVA, etc. That brings to mind a story about RPI. When I returned to RPI in 1971, the dean of the Management School was the Smith of Draper and Smith's *Advanced Regression Analysis*. The text was used in a course of the same name that I took. We had a blizzard such that the professor teaching the course called in to say he couldn't get out of his driveway. Dean Smith walked into the classroom unencumbered by text or notes and asked, "What chapter are we on?" Then taught one of the better classes I had that year!

BOB SHELDON: When you were doing test designs, did you use some of the classic experimental designs?

DICK WILES: We did our best to. In fact I tried to teach these Army testers at Fort Hunter Liggett new nomenclatures, "plots," "treatments" and "replications;" all they wanted to do was "trials." I had to mentally transcribe from what I had learned to what they were using, because they weren't about to change, and they still aren't. They're still "trials" not "replications." Well, as I recall from the book that all came from the agricultural studies in India, when plots were plots of ground and treatments were different fertilizers.

BOB SHELDON: During this time when you were at ORI, were you actively participating as a work group leader in MORS for any of the workshops?

DICK WILES: That's when I was running the Land Warfare Working Group. As a matter of fact, another thing we did after ARMVAL was a project for OSD PA&E. It was sort of like what we did with the light armored vehicles. The Army was claiming that because of their speed and agility, the thin-skinned vehicles in the 9th Infantry Division were survivable on the battlefield. The 9th ID had all this jazzy equipment out there, dune buggies and HUMVEEs with 50 caliber machineguns, and automatic grenade launchers on them. There was some

question at PA&E whether or not they could survive. They wanted us to do some studies on that, which we did. We essentially used wargaming methods for that. We also did some work for the Defense Nuclear Agency (DNA) in the chemical and biological area. They were just getting into that area. Most of the work was actually for the people at Leavenworth, but the contract came through DNA. We were looking at such things as, what happens if we use these "nasty weapons" in a war in Europe when the Russians come charging down the Fulda Gap? Is it going to hurt them more than it hurts us?

BOB SHELDON: Was it chemical and biological, or mostly chemical?

DICK WILES: Well, it ended up all three but mostly chemical and nuclear.

BOB SHELDON: Were you able to brief any of that stuff at MORS?

DICK WILES: We did some of it, yes. We had an office here, just a few miles from where we sit, up closer to the Kansas City airport, just before you get to the airport actually. You see two identical buildings? Well, ORI had an office in one of those. That was because, as I say, the real customer was Leavenworth; the contract just came through DNA. I had three guys in that Leavenworth office. They would brief at the MORS symposium. When this project was finished my next job was with the Westinghouse Manufacturing Science and Technology Center in Columbia, Maryland. They were automating their manufacturing of chips for the F16 radars at their plant over by Baltimore Washington International Airport; maybe you're familiar with that plant. It is now part of Northrop Grumman, I think, but it was Westinghouse in those days. They wanted somebody to document the process of developing these robots. My job. After that, there was a study on non-acoustic ASW (Anti-Submarine Warfare). Actually it was a number of experiments. I cannot say anything about the nature of the tests and experiments, but my responsibility was to provide my expertise on test design to them, and be their administrative manager.

BOB SHELDON: So you spent a total of six years ORI?

DICK WILES: Yes, 1978-84. That's when Ed Napier decided to retire. I saw this notice in the *PHALANX* that they were looking for somebody, and I threw my hat in the ring, sent in a letter, and before you know it I was being interviewed by various and sundry.

BOB SHELDON: Were you still happy with your work at ORI, or just looking for new challenges?

DICK WILES: Well, this Navy stuff was a little bit far out. This non-acoustic ASW stuff that I can't talk about. I thought the time was right. The projects they were putting me on were getting weirder and weirder. First there was the Manufacturing Science and Technology Center at Westinghouse. Then there was Navy ASW for this old Army clown.

BOB SHELDON: Did you still keep a lot of connections with your Army comrades?

DICK WILES: Yes, as much as I could. In fact, in the letter, I said that if they really

wanted to know what I'd done in the Army, they might check with Wilbur Payne, or Van Vandiver. At the time I didn't know that Wilbur and Van were on the Board.

BOB SHELDON: What is your recollection of your first MORS Symposium that you went to? What attracted you or was notable?

DICK WILES: Too much activity. Couldn't decide where to go. This is one of those things where the old French expression comes in, "The more things change, the more they are the same." The more we tried to improve the symposiums and make it easier for people to get around, the less we improved that particular aspect of it I think.