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**NOMINATIONS OF GEN. WILLIAM C. WESTMORELAND,  
ERNEST LOUIS MASSAD, AND ROBERT C. MOOT**

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**HEARING  
BEFORE THE  
COMMITTEE ON ARMED SERVICES  
UNITED STATES SENATE**

NINETIETH CONGRESS

SECOND SESSION

ON

GEN. WILLIAM CHILDS WESTMORELAND, ARMY OF THE  
UNITED STATES, FOR APPOINTMENT AS CHIEF OF STAFF,  
U.S. ARMY

ERNEST LOUIS MASSAD, OF OKLAHOMA, TO BE DEPUTY  
ASSISTANT SECRETARY OF DEFENSE FOR RESERVE  
AFFAIRS

ROBERT C. MOOT, OF VIRGINIA, TO BE AN ASSISTANT  
SECRETARY OF DEFENSE

JUNE 4, 1968, AND JULY 18, 1968

Printed for the use of the Committee on Armed Services



U.S. GOVERNMENT PRINTING OFFICE  
WASHINGTON : 1968

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(II)

## CONTENTS

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Statements of—

Ernest Louis Massad, of Oklahoma, nominee to be Deputy Assistant Secretary of Defense for Reserve Affairs.....	Page 8
Hon. A. S. Mike Monroney, U.S. Senator from the State of Oklahoma.....	7
Robert C. Moot, nominee to be an Assistant Secretary of Defense.....	13
Congressman James V. Smith, of Oklahoma.....	11
Gen. William Childs Westmoreland, nominee for appointment as Chief of Staff, Army.....	3

CONTENTS

---

Introduction ..... 1

Chapter I ..... 10

Chapter II ..... 20

Chapter III ..... 30

Chapter IV ..... 40

Chapter V ..... 50

Chapter VI ..... 60

Chapter VII ..... 70

Chapter VIII ..... 80

Chapter IX ..... 90

Chapter X ..... 100

Appendix ..... 110

Index ..... 120

NOMINATIONS OF GEN. WILLIAM CHILDS WESTMORELAND, FOR APPOINTMENT AS CHIEF OF STAFF, U.S. ARMY, AND ERNEST LOUIS MASSAD, OF OKLAHOMA, TO BE DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR RESERVE AFFAIRS

TUESDAY, JUNE 4, 1968

U.S. SENATE,  
COMMITTEE ON ARMED SERVICES,  
Washington, D.C.

The committee met, pursuant to notice, at 10:30 a.m., in room 212, Old Senate Office Building.

Present: Senators Russell (presiding), Stennis, Symington, Jackson, Cannon, Young, Brewster, Byrd, Jr., of Virginia, Thurmond, Miller, Tower, Pearson, and Dominick.

Also present: William H. Darden, Chief of Staff; T. Edward Braswell, Jr., professional staff member; Charles B. Kirbow, Chief Clerk; and Herbert S. Atkinson, assistant clerk.

Chairman RUSSELL. The committee will come to order.

The President has nominated Gen. William C. Westmoreland to be Chief of Staff of the U.S. Army.

(The nomination reference and report, and biographic data on General Westmoreland follow:)

NOMINATION REFERENCE AND REPORT

IN EXECUTIVE SESSION,  
SENATE OF THE UNITED STATES,  
April 24, 1968.

*Ordered*, That the following nomination be referred to the Committee on Armed Services:

Gen. William Childs Westmoreland, [REDACTED] Army of the United States (major general, U.S. Army), for appointment as Chief of Staff, U.S. Army, under the provisions of title 10, United States Code, section 3034.

RÉSUMÉ OF SERVICE CAREER OF WILLIAM CHILDS WESTMORELAND, GENERAL [REDACTED]

*Date and place of birth.*—26 March 1914, Saxon, South Carolina.

*Years of active service.*—Over 31.

*Present assignment.*—Commander, United States Military Assistance Command, Vietnam and Commanding General, United States Army, Vietnam, since August 1964.

*Military schools attended.*—United States Military Academy; the Field Artillery School, Basic Course, Troop Schools; The Airborne School, Basic Airborne Training Course; Educational Equivalent to Armed Forces Staff College; and Army War College.

*Educational degrees.*—United States Military Academy—BS Degree—Military Science.

## MAJOR PERMANENT DUTY ASSIGNMENTS (LAST 10 YEARS)

	From—	To—
Commanding General, 101st Airborne Division, Fort Campbell, Ky.....	April 1958.....	June 1960.
Superintendent, U.S. Military Academy, West Point, N.Y.....	July 1960.....	June 1963.
Acting Commander, U.S. Strategic Army Corps and XVIII Airborne Corps, Fort Bragg, N.C.	July 1963.....	August 1963.
Commanding General, U.S. Strategic Army Corps and XVIII Airborne Corps, Fort Bragg, N.C.	August 1963.....	January 1964.
Deputy Commander, U.S. Military Assistance Command, Vietnam.....	January 1964.....	July 1964.

## PROMOTIONS

	Temporary	Permanent
2d Lieutenant.....		June, 12, 1936
1st Lieutenant.....		June 12, 1939
Captain.....	Oct. 1, 1940	June 12, 1946
Major.....	Mar. 9, 1942	July 15, 1948
Lt. Colonel.....	Sept. 25, 1942	
Colonel.....	July 28, 1944	
Lt. Colonel.....	July 1, 1947	July 7, 1953
Colonel.....	June 29, 1951	June 12, 1961
Brigadier General.....	Nov. 7, 1952	Feb. 1, 1963
Major General.....	Dec. 1, 1956	Aug. 12, 1965
Lt. General.....	Aug. 1, 1963	
General.....	Aug. 1, 1964	

Medals and awards:—Distinguished Service Medal (with Oak Leaf Cluster), Legion of Merit (with 2 Oak Leaf Clusters), Bronze Star Medal, Air Medal (with 9 Oak Leaf Clusters), and Combat Infantryman Badge.

Chairman RUSSELL. As the result of his earlier appearances before this committee and of the visits to Vietnam by most of the members of the committee, General Westmoreland is well and favorably known to most of us. He has had a most distinguished career.

He was one of the outstanding officers of World War II. He served as commandant at West Point. He has served with great distinction in Vietnam since January of 1964, and he has been commander of our forces there since August of 1964, a period of nearly 4 years.

It is difficult to believe that any officer could have been more conscientious or more diligent than General Westmoreland in his efforts to carry out the missions assigned to him. It is the opinion of the Chair that General Westmoreland deserves the deep gratitude of his fellow citizens for his work in Vietnam. His experience there and elsewhere and his other qualifications should enable him to serve as Chief of Staff of the Army in the very best traditions of the great soldiers who have preceded him in this position.

The first part of our meeting is in open session. Some of the questions that the members probably will desire to ask General Westmoreland are likely to involve subjects that should not be discussed in open session. Because of the discussions that are occurring in Paris, the Chair hopes that the members of the committee and General Westmoreland will be especially careful to avoid questions or answers or comments that would have harmful repercussions on the talks that are now underway over there.

After General Westmoreland's testimony in open session and after hearing another nominee in open session, the Chair hopes that we may have an executive session with General Westmoreland.

General Westmoreland, we are pleased indeed to have you before the committee this morning as the nominee for Chief of Staff of the Army. We congratulate you on this manifestation of confidence. If

you have any statement you would like to make to the committee at this time, you may proceed. We would be very glad to have you make any statements you see fit.

### STATEMENT OF GEN. WILLIAM C. WESTMORELAND

General WESTMORELAND. Thank you, Mr. Chairman and gentlemen.

It is a high honor for me to appear before you as candidate for the position of Chief of Staff of the Army.

I was born in Spartanburg County in South Carolina in 1914. Upon graduation from Spartanburg High School in 1931, I attended the Citadel for 1 year and during that year was appointed by Senator James F. Byrnes to the U.S. Military Academy at West Point in New York.

Upon graduation from the Military Academy in 1936, I was commissioned in the Field Artillery Branch of the United States Army. My early assignments were to Fort Sill, Okla., and Schofield Barracks in Hawaii. In the spring of 1941, I joined the newly activated 9th Infantry Division at Fort Bragg, N.C.

During World War II, I commanded the 34th Field Artillery Battalion, 9th Infantry Division in North Africa and Sicily. Later, in France and Germany, I served as Chief of Staff of the 9th Infantry Division.

After a period as commander of the 60th Infantry during the occupation, I returned to the United States for assignment to the 82d Airborne Division. I served for a year as commanding officer of the 504th Parachute Infantry Regiment, followed by a 3-year tour as Chief of Staff of the Division.

In the summer of 1950, I became a member of the staff and faculty of the Command and General Staff College, Fort Leavenworth, Kans., but soon joined the faculty of the newly formed Army War College, serving that institution for 2 years initially at Fort Leavenworth, Kans., and later at Carlisle Barracks, Pa.

During the Korean War, I commanded the 187th Airborne Regimental Combat Team, both in combat in Korea and at station in Japan.

Upon my return to the United States in late 1953, I was assigned to the Department of the Army where I served for 4 and a half years, first as Deputy Assistant Chief of Staff, G-1, for Manpower Control, and later as Secretary of the General Staff.

From 1958 to 1960, I commanded the 101st Airborne Division at Fort Campbell, Ky. In 1960, I was appointed as Superintendent of the U.S. Military Academy. Following 3 years at West Point, I assumed command of the XVIII Airborne Corps at Fort Bragg. In January of 1964, I was assigned to the Military Assistance Command, Vietnam, where I served briefly as deputy commander until appointed commander, which position I now hold.

Chairman RUSSELL. Senator Miller?

Senator MILLER. Thank you, Mr. Chairman.

First, General, let me say that I am sure all of us deeply appreciate the long tour of duty you had in Vietnam, far beyond the normal tour of duty there, which we know you have undertaken at great personal sacrifice, and also sacrifice to your family.

I think I ought to say that my main consideration has been that this war be shortened with the minimal number of casualties to our own forces and those of our allies, consistent with the attainment of our objectives.

I understand very well that as commander of MACV, there are limitations on what you could do about that within policy guidelines. I just express the hope and the confidence, as a member of the Joint Chiefs of Staff, that you will do all you can to help formulate policies that will achieve those objectives, and I wish you every success.

General WESTMORELAND. Thank you.

Senator RUSSELL. Senator Stennis.

Senator STENNIS. General, I feel that you have problems over there that we really, after all, know little about—that is, it is so far beyond the ordinary problems that beset a man in your position.

I think you had a mission assigned to you, as the chairman said here, that is not only difficult, but you have made an excellent record. We are all indebted to you.

Someone asks a question as to why you are made Chief of Staff of the Army. I think the reason is that they are just looking for another good and competent man, and they have found him. We will be benefited now by your advice and counsel at this table, based on your experience in this war as well as others. I welcome you to this position. I think you will do another outstanding job.

That is all, Mr. Chairman.

Chairman RUSSELL. Senator Symington?

Senator SYMINGTON. Thank you, Mr. Chairman. I would like to associate myself with the remarks of the Chairman, with respect to the capacity and the career of General Westmoreland.

I will defer any questions I have until executive session.

Chairman RUSSELL. Senator Tower?

Senator TOWER. I simply would like to concur with the Chairman's remarks, and say that I know of no one of higher professional military competence in the armed services in the United States, and I am very pleased to have the opportunity to support General Westmoreland's nomination.

Chairman RUSSELL. Senator Jackson?

Senator JACKSON. Mr. Chairman, I want to extend a warm welcome to General Westmoreland and will defer any questions until executive session.

Chairman RUSSELL. Senator Thurmond?

Senator THURMOND. Mr. Chairman, I shall reserve any questions of significance for the executive session.

I just want to say that we people in South Carolina are very proud of General Westmoreland. We think he is an extremely able general, and I am sure he is going to make a very competent Chief of Staff.

I only regret that he was not allowed to win the war over there, because we felt he would have won it if the policies of our Nation had been different. We are proud of him. We are very pleased to have him as Chief of Staff of the Army.

Chairman RUSSELL. Senator Cannon?

Senator CANNON. Thank you, Mr. Chairman. I have no questions. I simply want to extend a warm welcome to the General. I have the highest regard for him, and I intend to support his nomination.

Chairman RUSSELL. Senator Pearson?

Senator PEARSON. Mr. Chairman, I have no questions at this time. I concur in the laudatory comments made by my colleagues, and I wish you well, General.

Chairman RUSSELL. Senator Young?

Senator YOUNG. Thank you, Mr. Chairman.

General Westmoreland, I have no questions whatever. It is my intention in executive session to vote in favor of your confirmation.

General WESTMORELAND. Thank you.

Chairman RUSSELL. Senator Dominick?

Senator DOMINICK. Mr. Chairman, General Westmoreland was certainly very kind to me when I was in Vietnam just about a year ago, and I thoroughly appreciated the opportunity he gave me to more around the country and see what was going on.

I do not think I should ask him questions at this point, and I will reserve them until later.

Chairman RUSSELL. Senator Byrd?

Senator BYRD of Virginia. Thank you, Mr. Chairman.

I warmly congratulate General Westmoreland on his appointment and congratulate President Johnson on his choice.

I have no questions, Mr. Chairman.

General WESTMORELAND. Thank you, Senator.

Chairman RUSSELL. General Westmoreland, you may either wait in the other room, or we will be glad to have you stay with us and hear the testimony of Mr. Massad who has been nominated to be Deputy Assistant Secretary of Defense for Reserve Affairs.

General WESTMORELAND. Thank you, Mr. Chairman.

(The nomination of General Westmoreland to be Chief of Staff, U.S. Army, was subsequently approved by the committee in executive session and confirmed by the Senate on June 6, 1968.)

#### NOMINATION OF ERNEST LOUIS MASSAD, OF OKLAHOMA, TO BE DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR RESERVE AFFAIRS

Chairman RUSSELL. My colleague, Senator Monroney, was very anxious to be here before Mr. Massad was presented to the committee. We will wait on him for a moment or two.

Mr. Massad has been nominated for the new position of Deputy Assistant Secretary of Defense for Reserve Affairs that was created by legislation this committee considered last year, on the subject of the Reserve components of the Army.

(Nomination reference, report, and biographic data on Mr. Massad follow:)

#### NOMINATION REFERENCE AND REPORT

IN EXECUTIVE SESSION,  
SENATE OF THE UNITED STATES,  
May 22 (legislative day, May 20), 1968.

*Ordered*, That the following nomination be referred to the Committee on Armed Services:

Ernest Louis Massad, of Oklahoma, to be Deputy Assistant Secretary of Defense for Reserve Affairs. (New position.)

#### ERNEST LOUIS MASSAD

Born in Brinkman, Oklahoma, on December 25, 1908, Mr. Massad studied government and law for five years at the University of Oklahoma.

He began his military career in 1933 when he was commissioned a Second Lieutenant of Artillery upon completion of ROTC at the University of Oklahoma. His first military duty included a tour with the Civilian Conservation Corps, Arizona District. He entered extended active duty in 1940 and joined the 82nd Airborne Division upon its activation in 1942.

During World War II, while with the 11th Airborne, he served for a time as Division G-1 and later as Commander of the 675th Para-Glider Field Artillery Battalion and participated in the battles of New Guinea, Leyte, and Luzon. His unit received the Presidential Unit Citation for its participation in military campaigns in the Pacific Theater. His personal decorations include the Silver Star, Legion of Merit, Bronze Star, the Purple Heart and the Distinguished Service Medal Awarded in February 1968.

In 1945, he was promoted to Colonel. Upon release from active duty in 1946, he returned to Ardmore, Oklahoma and resumed participation in the U.S. Army Reserve. He was assigned Assistant Division Commander of the 95th Division in January 1958, and the following May was promoted to Brigadier General. He was promoted to Major General on December 11, 1962. He was Commanding General of the 95th Division in Ardmore from March 1962 to February 1968 at which time he retired from the U.S. Army Reserve.

He was a member of the Reserve Forces Policy Board of the Department of Defense from March 1964 to September 1967.

The following affiliations and honors are indicative of his interest and active participation in civic affairs:

Past President of the local school board.

Past President of the State Reserve Officers Association.

Past Chairman of Board of Stewards, First Methodist Church.

Member, Lions Club.

32nd Degree Mason.

Member, American Legion.

Original member, Board of Trustees—Southern Oklahoma Memorial Foundation.

Past President, County Heart Association.

Past Chairman, County American Red Cross.

Past Commander, VFW Post 4574.

Chairman, Industrial Airpark Board, Ardmore, Oklahoma.

Member, Advisory Board State Fair of Oklahoma.

Member, Board of Trustees, Oklahoma Independent Colleges.

National President of the Senior Reserve Commanders Association of the United States since July 1966.

Received the Silver Anniversary All-American football award from Sports Illustrated Magazine in 1956.

Named American Lebanese Man of the Year in 1963 by the Western Federation of American Syrian and Lebanese Clubs.

Received the Distinguished Service Citation of the Reserve Officers Association in February 1966.

Mr. Massad currently resides in Ardmore, Oklahoma where he is an oil producer and chairman of the board and president of a life insurance company. He is married to the former Mozelle Sockwell of Pecan Gap, Texas. They have two children—Michael Louis, age 20 and Mozelle Elaine, age 16.

#### MILITARY HISTORY

##### *Present position*

Commanding General, 95th Division (Training), United States Army Reserve; and Real Estate Developer, Independent Oil Producer, and President of Life Insurance Company.

##### *Education*

Student, University of Oklahoma.

##### *Military schools attended*

1941: Field Artillery School, Battery Officers' Course.

1942: Field Artillery School, New Division Artillery Course.

1943: USACGSC, 13th General Staff Course.

1943: Maxton-Laurinberg Glider School, Orientation Course.

1947: Artillery School, Advanced Associate Course.

1950: USACGSC, Refresher Course.

1953: ICAF, National Resources Conference.

1957: AAA&GM School, Atomic Weapons & GM Orientation Course.

1958-1965: USACGSC, C&GS Off Refresher Combat Division Course.  
 1958: USACGSC, Senior Off Nuclear Weapons Employment Course.  
 1960: USACGSC, C&GS Officer Refresher Course.  
 1960: National War College, Defense Strategy Seminar.  
 1961: USA Msg School, Army Management Orientation Course.  
 1964: Senior Commander, Preventive Maintenance Course.

*Previous assignments*

1940: Entered on Active Duty; Exec Off, Btry B, 82d Field Artillery.  
 1941: Student, Field Artillery School.  
 1941: S-4, 1st Cavalry Division Artillery.  
 1941-42: Recreation Officer, 1st Cavalry Division Artillery.  
 1942: S-4, 82d Division Artillery.  
 1942: S-4, 82d Airborne Division Artillery.  
 1943: Executive Officer, 674th Glider FA Battalion  
 1943: G-1, Hq 11th Airborne Division.  
 1943: CO, 675th Glider FA Battalion.  
 1945-46: On terminal leave.  
 1949-50: CO, 4126th Division Artillery (Tng).  
 1950-58: CO, 4050th ARSU.  
 1958-62: Assistant Division Commander, 95th Division (Tng), USAR.  
 1962-now: Commanding General, 95th Division (Tng), USAR.

Chairman RUSSELL. Mr. Massad, we are glad to have you before the committee, and we congratulate you on your nomination to this position.

The committee would like for you to give us a brief summary, if you will, of your background and experience, and a statement on how you view the responsibilities that go with this office to which you have been nominated.

Since Senator Monroney has now arrived we will be glad to hear from him. You may proceed, Senator.

**STATEMENT OF SENATOR A. S. MIKE MONRONEY, A U.S. SENATOR  
 FROM THE STATE OF OKLAHOMA**

Senator MONRONEY. Mr. Chairman, I apologize for being late. I was testifying before the Public Works Committee, and I did not think you would be through with General Westmoreland so quickly.

Mr. Chairman, I really have a great deal of pride and pleasure in presenting to you one of my dearest personal friends and one of the most respected men in the State of Oklahoma, Maj. Gen. Ernest L. (Mike) Massad, commanding general of the 95th Division, whose nomination as Deputy Assistant Secretary of Defense for Reserve Affairs is before you today.

General Massad is better known to his friends in Oklahoma as the famous "Iron Mike" who led the University of Oklahoma football team to many victorious seasons. Mike was about the only one who could stay on the field for the full length of the game. In those days, he was one of the few that could go the full course.

Chairman RUSSELL. That has been cured, since Mr. Massad was there, according to all we see on the television and read in the papers.

Senator MONRONEY. I must confess that he has done a lot more than I. When you mention the word "Mike", it is a household word throughout the State of Oklahoma. Mike Massad has a distinguished service record, dating back to 1933, when his commission days as second lieutenant, artillery, took place, after graduating from the University of Oklahoma. He served with distinction in the ROTC, University of Oklahoma, while he was there.

He has been on either active or Reserve status for the entire span of the last 35 years, having served with distinction in the 1st Cavalry Division, the 82d Airborne Division, 11th Airborne, as commander of the 675 Power Glider Field Artillery Battalion, Pacific, and most recently as commanding general for the 95th Division.

General Massad's unit received the Presidential citation for his participation in the Pacific Theater during World War II, and he has been personally decorated with the Silver Star, the Legion of Merit, Bronze Star, and Purple Heart. He served on the Armed Forces Reserve Policy Board in 1966 and was elected ninth president of the Senior Reserve Commanders Association.

In private life, his record of leadership and active participation in civic affairs is equal to his military record. He has served many years as president of his local board of education at Ardmore, Okla., and his initiative in civic affairs has been largely responsible for the progress in industrial development made by this community.

The Nation's gain will be his community's and his State's loss.

His continuing interest in, and his intimate knowledge of, reserve affairs uniquely qualifies him to be the first person to hold the title as Deputy Assistant Secretary for Reserve Affairs.

I endorse him without reservation and confidently state that he will more than justify the trust the President has placed in him by submitting his nomination and the expectation that Congress has in creating this new and vital post.

I hope you will give prompt and favorable consideration to his nomination, and I deeply appreciate the privilege of appearing here to recommend a man who I feel is the finest man I have ever had the pleasure of recommending to a committee, coming from Oklahoma, during 30 years in the Congress.

Chairman RUSSELL. Thank you very much. That is a very high recommendation, Senator Monroney.

#### STATEMENT OF ERNEST LOUIS MASSAD, OF OKLAHOMA

Mr. MASSAD. It is an honor to be here, Mr. Chairman.

I was born in western Oklahoma in 1908, December 25, lived in Oklahoma all my life with the exception of the times I have been in the service.

I moved to Ardmore, Okla., when I was 9 years old, and I have made my home there ever since.

In 1935 I went on CCC duty—Civil Conservation Corps duty—as a commander of a company in Arizona.

In 1939 I had served 2½ years, and went back in 1939 and served 1 additional year as a company commander at Springfield, Ariz.

In 1940 I was asked if I would like to come on extended active duty with the Regular Army. I reported to Fort Bliss, Tex. I served in the Regular Army of the United States from 1940 to 1946.

I returned to Ardmore, Okla., and took up my reserve obligation and organized a Reserve unit in Ardmore.

In 1962 I was assigned as the assistant commanding general, 95th Division, and in 1958–62, I took command of the 95th Division until my retirement in 1968, when I was retired on the 29th of February of this year.

Senator RUSSELL. We welcome what you have had to say as well as what appears on your personnel sheet.

Mr. Massad, you appear to be very well qualified for this position, getting your Reserve activity current since your retirement from active duty. I notice you have served on the Reserve Forces Policy Board for 3 years.

Senator THURMOND?

Senator THURMOND. Thank you, Mr. Chairman.

Mr. Massad, I want to congratulate you upon this appointment. I feel that a very fine selection has been made.

I have known of you, of course, for many years in Reserve connections. I have been proud of your outstanding record in the Reserve, and we are proud of your fine record as an American citizen. It will be a great pleasure for me to support your nomination.

Mr. MASSAD. Thank you, Senator.

Chairman RUSSELL. Senator Stennis?

Senator STENNIS. Mr. Massad, you have an illustrious career, both civic and military. One thing I particularly notice: You are the past president of a local school board. I think that is a high recommendation, for a man who is willing to assume duties of that kind, with all the headaches and time involved that go with it. You are willing to take the small important jobs as well as the large ones.

I know you are familiar with the history of the office that you are nominated to fill. This is contained in H.R. 2, which passed the Congress last year and is now law, and this required several years and emphasized that the Reserves have more recognition in our military program.

There were a number of different suggestions in connection with H.R. 2 as to what should be the precise statutory form of this office. It was finally settled as a matter of law that the present office, that of Deputy Assistant Secretary of Defense for Reserve Affairs, operating under the Assistant Secretary for Manpower, but having a definite statutory responsibility for Reserve Affairs, would be the best approach under the circumstances. You are familiar with the legislative history, I assume.

Mr. MASSAD. Yes, sir, I am.

Senator STENNIS. And you are in sympathy with the purposes for which this office was created; is that right?

Mr. MASSAD. Yes.

Senator STENNIS. It would be your purpose to carry them out the very best you can?

Mr. MASSAD. That is right.

Chairman RUSSELL. Senator Symington?

Senator SYMINGTON. I have no questions, Mr. Chairman.

I look forward to voting to confirm this nomination.

Chairman RUSSELL. Senator Miller?

Senator MILLER. Thank you, Mr. Chairman.

Mr. Massad, I am impressed by your credentials and, particularly, by the endorsement of your senior Senator. It will be a pleasure to vote for your confirmation.

Mr. MASSAD. Thank you very much.

Chairman RUSSELL. Senator Jackson?

Senator JACKSON. Mr. Chairman, I want to compliment Mr. Massad on a very fine and distinguished military career, and an

equally distinguished civic career. I think it is a perfect combination for the position for which you are nominated.

Mr. MASSAD. Thank you very much, Senator.

Senator JACKSON. That is all.

Chairman RUSSELL. Senator Cannon?

Senator CANNON. Thank you, Mr. Chairman.

General, it is nice to see you again.

Mr. MASSAD. Thank you, Senator.

Senator CANNON. I certainly want to congratulate you on being selected for this position.

I would like to ask a couple of questions, however.

In the appearance of some of the assistant service secretaries, heretofore, Senator Smith and I both asked some questions that the nominee said he would like to have an opportunity to review and supply the answers for the record.

Those answers have now been supplied, and it appears that the review just simply seemed to be a review to find out what the policies had been in the past and then to restate them and say that those policies would be carried out in the future.

I would like to ask you whether or not it would be your intention in this position to review policies that have been carried out in the past, and if you felt they needed to be changed, to make recommendations for changes in those policies?

Would that be your intention?

Mr. MASSAD. Yes, sir.

Senator CANNON. As I understand this position, it is certainly more than just simply to review policies that have been established for a long period of time, which may or may not have been corrected, and certainly when I voted for H.R. 2, it was my intention that this position would carry with it the responsibility of reviewing and establishing the type of policies that should be established for the items over which you have jurisdiction. Is that your intention, if you are confirmed in this position?

Mr. MASSAD. That is my intention.

Senator CANNON. Thank you very much, General.

I have no further questions.

Chairman RUSSELL. Senator Tower?

Senator TOWER. Mr. Chairman, I have no questions. I would note that the nominee had the eminent good judgment to marry a Texas girl, so that, I would say, makes him eminently qualified. I will be glad to support the nomination.

Chairman RUSSELL. Senator Brewster.

Senator BREWSTER. No questions, thank you, Mr. Chairman.

Chairman RUSSELL. Senator Pearson?

Senator PEARSON. I have no questions, Mr. Chairman.

Chairman RUSSELL. Senator Dominick?

Senator DOMINICK. No questions.

Chairman RUSSELL. Chairman Byrd?

Senator BYRD, Jr., of Virginia. No questions.

Chairman RUSSELL. Senator Monroney?

Senator MONRONEY. I note the absence of the honorable and distinguished leader of the House, Mr. Albert, who is a lifetime friend and classmate of General Massad. I know if his duties in the House

would have permitted him, he would have been here. He supports this as enthusiastically as I do.

One further thing: The 95th was called up, I believe, twice—once during the Berlin airlift. All the times that this well-trained division was in service, I did not receive one single letter from a member of the division or from a dependent protesting their call to active duty, and when I was down there for their mustering out, they were as pleased to have served as any American could possibly have been. He has been able to cultivate high morale in this division.

Chairman RUSSELL. Senator Byrd?

Senator BYRD, Jr., of Virginia. No questions.

Chairman RUSSELL. Thank you very much, Mr. Massad.

A letter from Congressman James V. Smith, of Oklahoma, recommending approval of Mr. Massad's nomination, will be inserted in the record at this point.

CONGRESS OF THE UNITED STATES,  
HOUSE OF REPRESENTATIVES,  
*Washington, D.C., May 27, 1968.*

Senator RICHARD B. RUSSELL,  
*Chairman, Senate Armed Forces Committee,  
Washington, D.C.*

DEAR SENATOR RUSSELL: It has just come to my attention that the President has submitted to your Committee the appointment of Major General E. L. "Iron Mike" Massad of Oklahoma to be the Assistant Deputy Secretary of Defense for Reserve Affairs.

Oklahomans are most proud of this fine appointment, and I sincerely want to commend General Massad to you as a great American, and a person ably suited to fill the post to which he has been appointed.

General Massad recently retired as the Commanding General of the 95th Division (Training), a Reserve Division with units located in Oklahoma, Arkansas and Louisiana. He has served his country both in active and reserve status for more than 35 years, and is one of the few reservists on inactive status to be presented the Distinguished Service Medal.

General Massad's active service included combat with the 1st Cavalry Division, 82d Airborne Division, 11th Airborne Division and the 675th Paraglider Field Artillery Battalion in the Pacific and European theaters during World War II. To mention his many decorations for heroism under fire would embarrass General Massad, so I shall allow his distinguished record to speak for itself.

General Massad is an able servant of his country, and I am convinced that his further services in his new post would bring great credit to that office. I would sincerely appreciate this letter being made a part of the record of hearings which I trust will bring quick confirmation of this fine man.

Your indulgence is deeply appreciated.

Sincerely,

JAMES V. SMITH, *Member of Congress.*

Chairman RUSSELL. The committee will now go into executive session.

(Whereupon, at 11 a.m., the committee went into executive session.)

(The nomination of Mr. Massad to be Deputy Assistant Secretary of Defense for Reserve Affairs was subsequently approved by the committee in executive session and confirmed by the Senate on June 6, 1968.)

The first part of the document is a letter from the Secretary of the State to the Governor, dated the 1st day of January, 1862. The letter is addressed to the Governor and is signed by the Secretary of the State. The letter contains the following text:

Sir, I have the honor to acknowledge the receipt of your letter of the 29th inst. in relation to the application of the State of New York for the admission of the State of New York to the Union. I have the honor to inform you that the same has been referred to the Committee on the subject, and they have reported in favor of the admission of the State of New York to the Union. I have the honor to inform you that the same has been referred to the Committee on the subject, and they have reported in favor of the admission of the State of New York to the Union.

The second part of the document is a report from the Committee on the subject, dated the 1st day of January, 1862. The report is addressed to the Governor and is signed by the Chairman of the Committee. The report contains the following text:

We have the honor to acknowledge the receipt of your letter of the 29th inst. in relation to the application of the State of New York for the admission of the State of New York to the Union. We have the honor to inform you that the same has been referred to the Committee on the subject, and they have reported in favor of the admission of the State of New York to the Union. We have the honor to inform you that the same has been referred to the Committee on the subject, and they have reported in favor of the admission of the State of New York to the Union.

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## NOMINATION OF ROBERT C. MOOT TO BE AN ASSISTANT SECRETARY OF DEFENSE

THURSDAY, JULY 18, 1968

U.S. SENATE,  
COMMITTEE ON ARMED SERVICES,  
Washington, D.C.

The committee met, pursuant to notice, at 10 a.m., in room 212, Old Senate Office Building.

Present: Senators Russell (presiding), Stennis, Symington, Jackson, Cannon, Young of Ohio, McIntyre, Brewster, Byrd of Virginia, Smith, Miller, Pearson, and Dominick.

Also present: William H. Darden, chief of staff; T. Edward Braswell, Jr., and Gordon A. Nease, professional staff members; Charles B. Kirbow, chief clerk; and Herbert S. Atkinson, assistant clerk.

Chairman RUSSELL. The committee will come to order.

Mr. Robert C. Moot has been nominated to be Assistant Secretary of Defense to succeed Robert N. Anthony.

We congratulate Mr. Moot on his nomination. We understand you will serve as Comptroller of the Department of Defense which means that you have to handle quite a bit of money or at least keep the books on it, whether you handle the money or not.

Most of the members of the committee, I am sure, know Mr. Moot, who served in various capacities in the Government heretofore. Mr. Moot, we like to have the nominees make a brief statement as to their background and experience so that the committee will feel they are presently acquainted with them. Will you follow that course, please?

(The nomination reference and biographical sketch of Mr. Moot follow:)

### NOMINATION REFERENCE AND REPORT

IN EXECUTIVE SESSION,  
SENATE OF THE UNITED STATES,  
June 28, 1968.

*Ordered,* That the following nomination be referred to the Committee on Armed Services:

Robert C. Moot, of Virginia, to be an Assistant Secretary of Defense vice Robert N. Anthony.

### BIOGRAPHY OF ROBERT C. MOOT

Robert C. Moot has been Administrator of the Small Business Administration since August 1, 1967. President Johnson had nominated him on July 10, 1967 and he was confirmed by the United States Senate on July 13.

As Administrator of SBA, Mr. Moot has been responsible for directing that Agency's annual billion dollar loan program and fifteen billion dollar procurement assistance program for small business.

Mr. Moot was Deputy Administrator of SBA from December 19, 1966 to August 1, 1967. As Deputy he developed the resource management systems of the Agency.

From June 1965 to December 1966, Mr. Moot was Deputy Assistant Secretary of Defense for Logistics Services. In this position he was responsible for formulating policy and program management for transportation, warehousing, telecommunications and subsistence. He also administered the cost reduction program of the Department of Defense.

From February 1962 to June 1965, Mr. Moot was Comptroller of the Defense Supply Agency. As Comptroller he was responsible for all aspects of financial management, manpower utilization, management evaluation and reporting. He also was instrumental in the initial planning of the Agency, charged with the procurement and distribution of supplies and services for the Defense Department.

From 1957 to 1962, Mr. Moot was Staff Director for Materiel Management in the Office of the Secretary of Defense. He was responsible for administration of the programs for inventory control, cataloging and surplus disposal in the Department of Defense.

Mr. Moot was the first civilian Comptroller of the Navy's Bureau of Supplies and Accounts where he served until 1956. He entered Federal civil service in 1946.

He served in the U.S. Army during World War II and was discharged with the rank of Chief Warrant Officer. Among the awards Mr. Moot has received are the Department of Defense Distinguished Civilian Service Award, the Department of Defense Meritorious Civilian Service Award, the DSA Exceptional Civilian Service Award, the DSA Meritorious Civilian Service Award and the Jewish Life, Inc. 1968 Friendship Award for exceptional service by an American, not of Jewish faith.

Before entering military service, Mr. Moot held accounting and marketing positions with Sears and Roebuck, Brown Brothers, Harriman and Company and the National Casket Company.

Mr. Moot was born in New Jersey in 1911 and was educated in New Jersey public schools. He, his wife Helen and their three children, Karen, Robert, Jr. and Gregory, live in Annandale, Virginia.

#### **STATEMENT OF ROBERT C. MOOT, NOMINEE TO BE AN ASSISTANT SECRETARY OF DEFENSE**

Mr. Moot. Thank you, Mr. Chairman:

Briefly, I was born and raised and educated in New Jersey. Before the war I held jobs with Brown Bros., Harriman Co., Sears & Roebuck, and National Casket Co., and my functions in those concerns were accounting, marketing, and materiel management inventory control.

I went in the Army in uniform in 1943 and served 3 years, primarily doing cost negotiation and contract termination. I left the Army as a chief warrant officer.

In 1946 I went to work for the Navy, the Navy Bureau of Supplies and Accounts as a civilian, and there I was the comptroller of the Bureau, as a matter of fact, the first civilian of the Bureau of Supplies and Accounts in the Navy.

In 1956 I moved to the Office of the Secretary of Defense as a staff director for materiel management, and in 1961 when the Defense Supply Agency was formed to provide common supplies and services I became the first comptroller of the Defense Supply Agency.

I moved back to the Department of Defense in 1965 as a Deputy Assistant Secretary for Logistic Affairs, services including transportation, food services, and at that time the administration of the cost reduction program.

In December 1966, Mr. Chairman, I moved over to the Small Business Administration as the Deputy Administrator, and in July of 1967 the President nominated me to be Administrator of the Small Business Administration and for the last year, until he nominated me this year to be Assistant Secretary, I have been the Administrator of the Small Business Administration, directing its financial procurement and financial assistance programs.

I think briefly that brings me up to today, sir.

Chairman RUSSELL. You have had a very wide and varied experience in your public career. You had a rather wide experience before you came into the Government. Was it Brown Bros. of Dallas that you worked for?

Mr. Moot. Well, at the time I worked there, sir, it was way back in just the postcrash days and it was really Brown Bros. Co. It evolved very shortly into Brown Bros., Harriman & Co. It is a Wall Street concern, a private investment concern.

Chairman RUSSELL. I thought it was rather far removed from your other sources of employment.

Mr. Moot. I hasten to say I didn't have a very important position.

Chairman RUSSELL. Have you any agreement or any ideas as to how long you will stay in this position, Mr. Moot?

Mr. Moot. I have been a career Government employee for the last 20 years, and I intend to stay at the pleasure of the President. Of course, this will depend upon the pleasure of the President in January obviously.

Chairman RUSSELL. I think I might advise the committee that I have a letter from Mr. Moot stating he has no holdings that would constitute a conflict of interest.

Senator Smith?

Senator SMITH. I have no questions.

Chairman RUSSELL. Senator Stennis?

Senator STENNIS. No questions.

Chairman RUSSELL. Senator Miller?

Senator MILLER. No questions.

Chairman RUSSELL. Senator McIntyre.

Senator McINTYRE. Mr. Chairman, I would like to make a brief comment regarding Mr. Moot's qualifications for high public office.

I serve as the chairman of the Subcommittee on Small Business of the Committee on Banking and Currency, and Mr. Moot as Administrator of the Small Business Administration, has on a number of occasions appeared before and worked with my subcommittee.

Based on this experience, I feel confident in recommending that his nomination as Comptroller of the Department of Defense be confirmed. His performance in the past has been marked by an unusually diligent attention to the details of the challenges facing him and a willingness to tackle seemingly impossible tasks, and I would think these are two characteristics which will stand him in good stead in the Department of Defense.

I also would like to point out, Mr. Chairman, that Mr. Moot is very much aware of the important role which the Congress must play in overseeing the administration of our laws. I believe, Mr. Chairman, that the members of this committee will have no reason to regret confirming his appointment.

Actually, I just hate to see him leave SBA, and I believe that the Small Business Administration's loss will be the Department of Defense's gain.

My own feeling of Mr. Moot is he is soft spoken, capable, highly intelligent, and every inch a gentleman, and I certainly recommend him for confirmation.

Chairman RUSSELL. The committee is glad to get that statement, and I am sure Mr. Moot appreciates Senator McIntyre's statement.

Mr. Moot. I do, Mr. Chairman, very much.

Chairman RUSSELL. A very complimentary statement.

Senator Pearson, do you have any questions?

Senator PEARSON. No, Mr. Chairman, I don't.

Chairman RUSSELL. Mr. Moot, the committee seems to be reasonably well satisfied with you and have no questions, and we congratulate you. I am sure you are fully aware of the magnitude of the position that you are assuming, probably one of the most important posts in the entire Government structure, and we on this committee, as well as those who serve on the Subcommittee on Defense Appropriations, will have occasion to see you quite often. We look forward to our association.

Mr. Moot. Senator, I appreciate those comments, and I, in turn, want to assure you that I am under no illusions as to the size of the job. I am going to work at it, and I would like to reiterate Senator McIntyre's comments that you can be assured of my full cooperation.

Chairman RUSSELL. Thank you very much. We appreciate your appearance.

Mr. Moot. Thank you, Senator.

(Whereupon, at 10:45 a.m., the committee proceeded to other business.)

(The nomination of Mr. Moot to be an Assistant Secretary of Defense was subsequently approved by the committee in executive session and confirmed by the Senate on July 19, 1968.)

