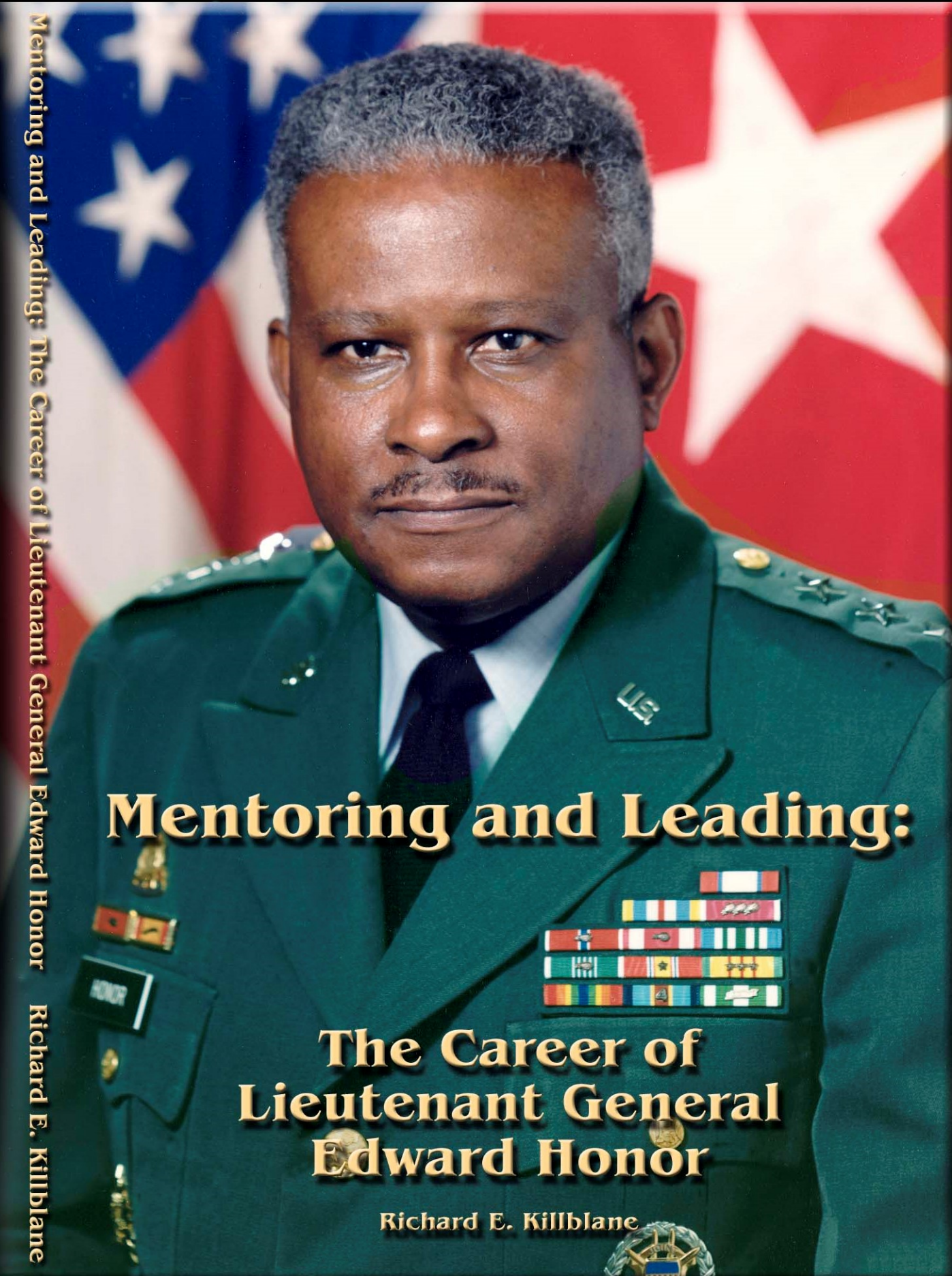
Mentoring and Leading: The Career of Lieutenant General Edward Honor Richard E. Killblane
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To Rich
Thanks for your dedicated
work.
Ed Honor

Mentoring and Leading: The Career of Lieutenant General Edward Honor

Richard E. Killblane

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Fort Eustis, Virginia
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FOREWORD

This book is a compelling story about a great, humble man - Ed Honor, friend, Soldier, mentor, and businessman - who devoted his life to our nation. It is the story of an officer who truly epitomized the former Army password: "Be all you can be." Ed's perseverance during adverse periods of his service is a signal to all who come after us that we should perform our assigned duties to the very best of our abilities whatever the assignment. While assignments are important, equally if not more important is our duty performance. I am truly honored by being a small part of his story. In a larger sense, my life has been enriched -- both personally and professionally -- by my association with this good friend.

I first met Ed when we served together as majors in the Transportation Directorate within the Office of the Deputy Chief of Staff for Logistics (DCSLOG) at Department of Army headquarters. Our offices were then in a business office building in Roselyn, Virginia. Most of the Directorate was housed there. Both of us having recently returned from Viet Nam, Ed and I struck up a friendship. He served in the operations division while I served in the plans division. Ed was a quiet, pleasant, unassuming guy, but one who knew a lot about a lot of things. It was therefore a pleasure to link up with Ed both from the standpoint of his friendly attitude toward his fellow officers as well as from the standpoint of one who had a lot on the ball and could help steer me in the right direction while serving at the DA level. His mentoring gave me and others important insights on how best to get things done at the DA/national level. Thus began a friendship that has continued through the next 34 years.

Since that beginning, Ed and I have served together a number of times. We attended the same class at the Army War College. We linked up again in Europe, where we had a professional and personal relationship while he commanded the 37th Transportation Group in Kaiserslautern. This relationship continued after he moved to Rotterdam and I to the outskirts of Frankfurt. His mentoring served me well while I commanded the 4th Transportation Brigade. During this period, Ed knew I was intending to install a management-by-objectives system within the brigade, which served him well throughout his career. During one of our frequent conversations, he mentioned hearing about my intentions and that while such a system was good, he made me aware of the many pitfalls that exist using the system in an operating command such as I had. As usual, he was right. Our relationship has continued through the present day.

Ed was a Soldier and a great leader. As you read this biography, you will find many examples of his love for the Soldier and the army family. You see this in his handling of Soldiers in Korea. You will read where Ed extended his concern to the Korean Soldiers as well. There are a number of examples herein which point out the need for a leader to know his people, their strengths and weaknesses, their need to have their own place in the sun, their need to be protected from outside influences while performing their assigned duties. The best example of Ed's love for the Soldier and his family will be seen here in his handling of the loved ones of the 101st Airborne Division Soldiers who died in the tragic aircraft crash in December 1985.

Another aspect of Ed's leadership traits was his reliance on subordinates. This practice began early on in his career at Fort Eustis where he was assigned to the Installation Supply Division. Here he met two individuals -- Master Sergeant Hill and Chief Warrant Officer Witherow – who understood that he knew very little about supply. They therefore walked him through the processes to the point where he learned the major tenets of the Army supply system. In his next assignment, Ed's platoon sergeant -- Sergeant First Class Kunclrs -- took over his training. These three individuals exemplified the knowledge and wisdom possessed by subordinates. While at Fort Knox, this knowledge and understanding was strengthened by his first company commander - Captain Knipp. The captain was trained to evaluate situations systematically, and his technique was an education for his subordinates to look at the total system. Later on in his career, we see Ed continuing to depend heavily on his subordinates. You will also see Ed's willingness to support his subordinates even at the risk of jeopardizing his own carrier. The message here is clear. Each of us alone will not be able to accomplish our missions. Upon our first entry into the military service we need to look and listen to friends who have gone before us. To subordinates who have been where you are at any point in time and can make valuable contributions to your understanding the new environment in which you serve. You will see these truths as you read Ed's story. It is not unique in this respect. I can attest to this through my own service. Following the Basic Officer Course, I was assigned to an Amphibious Truck Company at Fort Story. First Sergeant Miller, a World War II combat veteran in that unit, served as my mentor. After commanding two transportation companies, I was assigned duty as a platoon commander in a tank company in Europe. My platoon sergeant, Sergeant Avery, knew that I had never even been near a tank before and thereby became my mentor.

Ed was probably the very best staff officer I have ever been exposed to. He would examine an action from every possible aspect and develop a course of action to handle the action successfully. He would discuss the action with peers as well as subordinates to obtain the broadest possible understanding of the impact of the particular action. This method served Ed well, for he invariably had no difficulty when it came to obtaining concurrences on a staff action. Ed also was not shy in expressing his views to his superiors, even when those views were perhaps not what they wanted to hear. You will see this in his discussions with Admiral Carroll, whom Ed served in the Office of the J-4, Office of the Joint Chiefs of Staff. You will also see this in his discussions with General Wickham, then the Army Chief of Staff.

Ed's mentoring method is one that needs to be considered for most use by all leaders. He was exposed to this method by a former battalion commander who took a liking to him: Lieutenant Colonel Ben Johnson commanded the 70th Transportation Battalion in Korea when Ed served with him. Colonel Johnson was formerly a member of the famous 1936 American track and field Olympic team. Colonel Johnson's system of mentoring was in two parts. First, he would ask a subordinate to take a walk with him. During the walk, Colonel Johnson would ask some questions of his subordinate, who -- in answering the question -- came to understand the nature of the difficulty he was in as well as how best to approach and solve the particular problem. This method stood Ed in good stead for it was a non-threatening method of both mentoring/counseling individuals as well as helping them develop their own institutional mental process of problem solving. Ed's use of this process did not stop when he left service but continued during the course of his presidency of the National Defense Transportation Association. In that position, Ed came in contact with many leaders in American industry. He used the same process in his relationships with these individuals that invariably resolved many problems. While his mentoring skills were effective, the most important aspect, however, was Ed's willingness to help people. It is this aspect of Ed's character that has endeared him to so many people, of all ranks, in and out of uniform.

Ed retired and became president of the National Defense Transportation Association in autumn 1989. He assumed these responsibilities at a time when the association was at its lowest level; it was almost bankrupt in resources and, more important, in spirit. Ed brought new life, vigor and vitality to this new task. He found some great team players to support him in his quest to revitalize the organization. Men like Mel Hooker, Norbert Grabowski, Joe Torsani, Ross Thompson and Ron Drucker were recruited to help him in his tough challenge. He reversed the

trend. Soon, increased membership was restored and exceeded the best financial posture ever for the organization, and he established committees to handle vexing transportation problems of the day as well as look into the future, and positioned the transportation industry to be responsive to the needs of our national defense. In sum, he epitomized good leadership, with a live, vibrant organization that stood ready and performed magnificently in times of national crisis. Today, that organization is a living reminder of Ed Honor and his dedicated effort.

This book is about a patriot. Ed was raised in a good family with solid values. These stood him in good stead during his initial difficult times in the military. He overcame these problems to become one of the finest leaders within our nation. It was a pleasure to have served with him but, more important, to have counted him as a dear friend.

Lieutenant General (Retired) Vincent Russo ----

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Chapter 1

Hopes and Fears

In July 1989, Lieutenant General Edward Honor stood on the platform at Murphy Field at Fort Eustis, Virginia. He was the guest of honor. Although he worked at the Pentagon, he felt it more appropriate to return to Fort Eustis, the home of the Transportation Corps, for his retirement ceremony. This is where his military career began and would end. He had mixed emotions. He would shed the uniform that he had worn for the last thirty-five years and go to work in a business suit. The transition would be easy. He would continue working the field of transportation as the president of the National Defense Transportation Association with many of the same people he had worked with throughout his military career. However, during his retirement physical, the doctors determined that he needed bypass surgery. While he looked forward to his next job, he did not look forward to the surgery.

As he looked out over the green parade field and the Soldiers standing in formation with flags waving, he remembered his first time out there. 1800 Reserve Officer Training Corps (ROTC) cadets sat on that same field while Brigadier General Harold R. Duffie stood where he had that day and addressed them during their summer camp in 1953. That was how it started. Ed also remembered that at the conclusion of his speech, Duffie asked, "What can I do for you?" A big football player from Wisconsin stood up and said, "We need more milk." Nearly all 1800 cadets roared in laughter.

As officers embark on their journeys through an Army career, most do not know what lies in store for them. Everything is new and different. To succeed, they need a map to guide them along the way, warning them of the high points and pitfalls of their career, how not to lose direction and reach their destination. Those who have traveled their own paths through the woods eagerly offer advice. Each tailors his or her advice according to the obstacles and successes that they encountered. The advice varies as much as the differences in the characteristics of the persons giving it. Some will advise one to map out his career goals, where one wants to be in five years, ten years, and on up until twenty. Twenty represents that magic number in which one reaches the age of retirement. It measures the first achievement of a successful career.

At the start no officer can be sure even if he or she will even stay in. As for many junior officers in the combat service support branches, they are not sure they even want to try. However, anything can happen. Experience shows that some of those

who had ambitions of putting in their twenty get disillusioned at the start. Similarly, those planning to just fulfill their initial obligation of military service have found Army life challenging and the camaraderie rewarding. Many Transportation Corps general officers like Lieutenant General Edward Honor started out this way; they advise one to enter leaving one's options open but work hard to make sure one can exercise those options.

So as one looks down the road to an Army career, it appears as a journey into the unknown filled with great possibilities. That in itself makes it attractive. The reason veterans gather with their old comrades years later is that civilian life never offers them anything compared to the excitement or the camaraderie of when they wore the uniform. They were not just working for the weekend. They belonged to a team where each person counted on the others for success. The success of the team came first and provided the bond to link its members with diverse backgrounds and personalities. They became united in both work and play. In combat, they counted on each other not only for the success of the mission but for their very lives. This profession brought out the best in them. Selfless sacrifice for a common goal and honor are probably the most admirable of qualities of the human spirit. As many reflect on their lives, they long for that time when they belonged to something bigger than themselves. They seek out their former brothers and sisters in uniform to re-experience those values they shared long ago. For those about to start down that same journey in a more modern age, they should learn from those who traveled the road before them. Edward Honor learned early to study the careers of others and learn what made them successful.

For a young officer, there is no better map for success than that drawn out by the successful career of a general officer. While one can readily obtain a general officer's short biography, it merely chronicles the assignments, awards and achievements. This does not provide much advice. Rarely does a junior officer get the opportunity to sit one-on-one with a general officer and learn from him and find out what it takes to make flag rank[1]. The system of promotion in the Army has evolved over two centuries following two patterns, one for war and another for peace, that has not changed that much. An exception, Lieutenant General Edward Honor has honestly opened up his career as a guide for others.

Why Honor? Besides rising to the second highest rank in the peacetime Army, he was the first Afro-American Transportation Corps officer to become the senior logistician for the Armed Forces and was inducted into the Transportation Corps Hall of Fame. As a trailblazer, he cut a new path for others. His story was not so much one of overcoming racial barriers since others cut the trail closer to flag rank for him, but he overcame the disadvantages of poverty, which knows no color barrier. Cutting a new trail only made the journey harder but nonetheless achievable.

[1] Flag rank refers to general officers since each has a flag with the number of stars according to his or her rank. Company grade refers to the ranks of lieutenants and captains. Field grade refers to the ranks of major through colonel.

As one of the great success stories of the Transportation Corps, Honor exhibited tremendous common sense in his approach to problem solving and his achievements attest to his talent. One can learn this process. He earned three stars both for his skill as a good leader, a good follower and a good negotiator. For this book, Honor honestly discussed the politics of rising to flag rank, the pitfalls along the way, and how to overcome adversity. This is something that most officers only hear rumors about or learn late in their careers. Several times his career was momentarily derailed, but he knew how to get it back on track. He learned early how the system worked. One can also see how the scope of his responsibility changed as he rose through the different echelons. Yet any general officer's career could have provided a good study.

But all the officers who knew Honor unanimously agreed that his story should be told. He became the boss that everyone would have wanted to work for. He was the very definition of mentor. In the context of this study, a mentor not only provides guidance and counseling but also intervenes on the behalf of the officers. As a mentor, he took personal interest in the development of those he had taken interest in. As he developed his style, he felt an obligation to help others throughout their careers. While most officers would have been happy to retire with the rank of lieutenant colonel, Honor's legacy is a long list of colonels and general officers in whose success he played an instrumental role. His example is the one that officers should emulate.

The success of those he mentored also provides a testament to the leadership principles that he developed throughout his career and passed on to others. Their high ranks prove that it works. One cannot argue with success. Each assignment provided lessons that eventually formed his list of nineteen leadership principles. A study of his career creates a better understanding of those principles and how to use them.

This biography also explores the development of Honor's character and what made him successful. An examination of his youth explores the question of whether great leaders are born or made. One can see the early development of many of the traits that served him well throughout his career. Honor developed himself into the leader that he would have wanted to serve under by borrowing those admirable traits and leadership tools from others while avoiding the mistakes of those less admirable.

Not only does a study of his career provide a road map for those hoping to follow in his footsteps, but his thirty-five-year career also chronicles a period of time in the Transportation Corps history. His career began right after the Korean War and ended just before Desert Storm. In between, he conducted line haul operations in Cold War France and Germany and direct haul in Korea and Viet Nam. He helped form order out of chaos in the early stages of transportation management in Viet Nam. The 1950s and early 1960s provided a period of turmoil in Army reorganization as it tried to find the right mix, size and organization to meet the demands of the Cold War threat with the Soviet Union. No two assignments were the same. Honor's later career continued through the different levels of the organization that would become the Military Traffic Management Command. His multiple tours in the Pentagon and the Military Traffic Management Command and its predecessors also gave him an inside seat on a number of critical issues

during the Army's history and the development of a number of important logistical issues. In essence, Honor's career provides a short glimpse of Transportation Corps history.

Successful careers, as Honor realized, are usually intertwined. This was no accident. The small size of the Transportation Corps branch makes it difficult for career paths not to cross. During his thirty-five years, he crossed paths with many of the prominent officers of the Transportation Corps. As history shows, each general was mentored by the general officers before them, tracing their contacts all the way back to Major General Charles P. Gross, the Chief of Transportation during World War II. The general officers whom Gross mentored would form the pedigree whom would eventually lead to Edward Honor.

Charles Gross graduated from West Point in 1914 and served as an engineer officer in World War I and then until the beginning of the next war. In March 1941, Lieutenant Colonel Gross was appointed as the Chief of the Transportation Section in the newly formed Army Service of Supply. The Service of Supply became the proponent for logistics for the Army entering World War II. Although transportation had been a functional area under the Quartermaster Corps, railroad and harbor craft units belonged to the Engineers. Truck units belonged to the Quartermaster Corps. Up until that time, Major Frank S. Ross, a civilian highway expert, and a secretary made up what was then known as the Transportation Division. It would expand into a whole new branch.

Nearly every Transportation Corps General Officer can trace his or her star to Major General Charles P. Gross, the first of a continuous succession of Chiefs of Transportation.

Gross, having served as head of the Combined Arms Department of the Engineer School, had come to know many of the younger engineer officers. He selected the best and brightest of them, then tasked them to join the expanding transportation field. They included Frank S. Besson, William B. Bunker, Gannard W. Carlson, Wallace H. Hastings, Richard L. Jewett, Rush B. Lincoln, Jr., Richard D. Meyer, Edward G. Plank, Charles F. Tank, William W. Wanamaker, and Paul S. Yount. Most of them had

advanced academic degrees. Gross also arranged for the recall to active duty of Luke W. Finley to serve as his executive officer and Charles E. Martin to serve as his special assistant. When the Service of Supply evolved into the Army Service Force in March 1942, these officers filled key transportation positions throughout every theater of operation. For this reason, engineer officers dominated the Transportation Corps instead of Quartermaster officers, when it stood up on its own from the shadow of the Quartermaster Corps on 31 July 1942.

The lesson of previous wars taught that a single authority should manage all transportation assets. During World War I, the Army settled upon the organization of a Chief of Transportation for both the Army and the theater of operations. On 1 July 1942, Gross became the first of a continuous line of Chiefs of Transportation (COT) and he retired as a major general in 1952. Gross' assistant, Frank S. Ross, left for England to become the Chief of Transportation for the European Theater of Operations under Eisenhower. Ross finished the war as a major general. While Ross made significant contributions in the most important theater of the war, two other of Gross' peers would leave their mark on the future selection of Transportation Corps general officers.

Edmond H. Leavey graduated from the US Military Academy in 1917 in the Engineers. Admiral Chester Nimitz personally requested him as his Assistant Chief of Staff of Logistics for joint operations in the Pacific where he served until May 1945. Gross, Ross and Leavey occupied the key transportation positions in all three theaters of World War II. In December 1945, Leavey replaced Gross as the second Chief of Transportation where he served until June 1948. He retired as a major general in July 1952.

Another peer of Gross, Frank A. Heilman, entered the Army through the enlisted ranks and also joined the Army Services Forces from the engineers when it was organized in March 1942. He became the third Chief of Transportation from June 1948 until his retirement as a major general in March 1953. Major general was then the highest-ranking position for a Transportation Corps assignment. For any logistics position above two stars, the Transportation Corps general officers would have had to compete with Quartermaster and Ordnance officers. Leavey and Heilman would then do their part in mentoring the bright young engineer officers Gross had selected. This next generation of officers would shape the future of the Transportation Corps and play key roles in subsequent contingencies. A review of the early Transportation Corps generals' careers reveals how closely those careers were intertwined and how general officers played important roles in posturing other Transportation Corps officers for success.

Paul F. Yount, a 1930 graduate of West Point, was the senior of Gross' engineer prodigies. In World War II, he started as the chief engineer for the US Military Iranian Mission. From March to October 1942, he served as the commander of the Base Section for the Service of Supply in the China-Burma-India Theater of Operations until he was called back to command the Third Military Railway Service in Iran. In May 1944, he again returned to India to assume command of the Military Railway Services, then

became the commander of the Advance Section, which operated the road from Ledo, India, to Kunming, China.

In October 1945, General Gross called Yount back to the United States with an assignment as the Chief of Commercial Traffic and Military Railway Services. In March 1946, he served as the Assistant Chief of Transportation under both Leavey and Heilman. Colonel Yount then assumed command of the New York Port of Embarkation in June 1949, where one of Honor's mentors began his Transportation career. Yount left in August 1950 to become Deputy Commander of the Japan Logistical Command, where he commanded the Second Logistical Command, which supported the Korean War. He returned to work for Heilman again in June 1952, then became the fourth Chief of Transportation in April 1953. He retired as a major general in 1958.

The most prominent and successful of the transportation officers to come out of World War II was Frank S. Besson, Jr. Like the others, he began his career as an engineer officer, graduating from West Point in 1932. In December 1943, Colonel Besson went to work for Brigadier General Yount with the Third Military Railway Service in Iran. In May 1944, he assumed command of it after Yount returned to India. Following the war, he assumed complete control over the railroads during the occupation of Japan, and served as the Chief of Transportation and the Chief of Civil Transportation on General Douglas MacArthur's General Headquarters. In 1948, Besson returned to the United States to serve the next five years as the Assistant Chief of Transportation under General Heilman. Besson then served as the Commandant of the Transportation School from August 1953 to December 1954, the period when Honor attended the school. Besson was instrumental in containerization and upgrading Army landing craft and amphibians for logistics-over-the-shore operations. He later served as the Chief of Transportation from 1958 to 1962. On 2 April 1962, he assumed command of the newly formed Army Materiel Command. In 1964, Besson became the first Transportation Corps officer to attain the rank of four-star general. He retired in 1970.

Richard D. Meyer graduated from West Point in 1933, also going into the Engineers. When World War II broke out, Gross called Captains Meyer, Rush Lincoln, Charles "Bill" Tank and three other engineer officers, who were teaching at West Point, to work for him in the newly formed Transportation Corps. Meyer worked directly for General Gross. After the war he worked in various fields of transportation including the new field of helicopters. Meyer had amassed considerable experience working in Headquarters Department of the Army. He became the top logistician for the Continental Army Command in June 1961. In July 1963, he became the J-4 for the Joint Chiefs of Staff. He continued to serve as the senior logistician during the early stages of the Viet Nam War. That would place him in a position to assign Transportation Corps officers to key logistical commands in Viet Nam. He retired as a lieutenant general in July 1967.

Rush B. Lincoln, Jr., graduated from West Point in 1932, also going into the Engineers. Gross had picked him to work for him in early 1942. Lincoln worked a number of key joint planning conferences: Quebec, Cairo, Tehran, Malta and Yalta. In 1945, he became the Deputy Chief of Transportation for the Western Pacific Theater

where he attracted the attention of General Leavey. In 1947, Leavey assigned Lincoln as the third Commandant of the Transportation School. In 1951, Leavey then wrote to General Heilman to assign Colonel Lincoln to the Supreme Headquarters of Allied Forces in Europe, where he became the Deputy Chief of Movements and Transportation. Lincoln described how the mentoring process worked. He essentially summed up how an officer became a general, "… I suppose that you might say my selection was due to personal knowledge of the senior officers that would be involved in making choices, and also the broad experience that I had been fortunate enough to have, which qualified me to deal with this type of assignment." Lincoln became a major general and replaced Besson as the Chief of Transportation in 1958. He commanded the Defense Traffic Management Command, which was reorganized into the Military Traffic Management and Terminal Service, until he retired in 1965.

William B. Bunker graduated from West Point in 1934 and entered the cavalry, then transferred to the engineers. In 1942, Major Bunker joined the Transportation Corps and worked the next three years for Gross as his Deputy Assistant for Supply. After the war, he handled terminal operations for the Berlin Airlift in 1948. This provided valuable experience. In 1949, he returned to the United States, where Major General Heilman appointed him the Chief of Air Transport Division to organize an airlift terminal system investigating the application of helicopters as a new means of transportation. Bunker then flew to Japan to organize the same support system for the war in Korea.

In 1951, Bunker returned to the United States to expand the Army Aviation Program, where he pioneered the use of helicopters in the Army Transportation Corps. In March 1954, Colonel Bunker became the Assistant Chief of Transportation (Army Aviation) under Major General Yount. In August that year, Bunker became the Commandant of the Army Transportation School. In 1962, Bunker went to work for Besson in the development of Army Materiel Command and worked with him in it until he died as a lieutenant general in 1969. In the first three years of the Viet Nam War, Besson, Bunker, Lincoln and Meyer dominated the most influential logistical positions in logistics: Army Materiel Command, Military Traffic Management and Terminal Service, and J-4 (Logistics) of the Joint Chiefs of Staff. They established the prominence of the Transportation Corps in the logistics field. They knew their place in Transportation Corps history and felt an obligation to their new branch. These general officers would then use their considerable influence to place other officers of their branch in command of logistical assignments, ensuring the legacy of three- and four-star Transportation Corps general officers that eventually led to Lieutenant General Edward Honor.

These brilliant engineer officers, whom Gross convinced to join the fledgling Transportation Corps, all rose to general officer rank with Leavey, Heilman, Yount, Besson and Lincoln filling the next succession of Chiefs of Transportation until 1963. It was no accident that they rose to the occasion. They had the talent and Gross placed them in critical assignments where they could shine. These skillful and highly educated officers also molded the culture of the Transportation Corps. As a small branch, Transportation Corps enabled its officers to know each other and recognize talent. Officers primarily need assistance with mentoring and assignments on the way to general

officer. Once a general officer, the Army would pay very close attention to his or her careers, then it was solely up to their own ability to see how far they could go.

Unlike the combat arms, logistics is more of a science than an art. Its role changes little from peace to war, unlike the combat arms; therefore, it does not have to clean house during each war. This ensured a continuous line of general officers identifying and mentoring their successors and ensuring a continuous line of succession from Major General Gross. Every general officer from the Transportation Corps owes his star to Gross. The World War II patriarchs of the Transportation Corps, in turn, would mentor other brilliant young Transportation Corps officers and ensure their success.

While every Transportation Corps officer who attained the rank of general after World War II had the help of one of the original eleven appointed by General Gross, Fuson and Del Mar would play a significant role in Edward Honor's career. This book examines in detail the successful career of a Transportation Corps officer and the process by which he rose to three stars. So let the journey begin. Follow Honor's path and enjoy the stops along the way. Glean from his career those tools that you might need on your own journey.

Chapter 2

The Golden Rule

Born in Melville, Louisiana, on 17 March 1933, Edward Honor grew up in the small town of Sunset. He would later joke that the population was 999 until he went on active duty, then it dropped to 998. Agriculture provided the chief revenue for the community. Although it was the sweet potato capital of the world, the town had only two classes of people during the Depression: the poor and the poorer. Once a family had enough money, they usually moved away.

Ed's father, Louis, worked for Standard Oil Company, and although times were financially hard the Honors never wanted for food or clothing. Ed grew up in a very religious family, with two sisters, two brothers and loving parents. One of the most important moral values to shape his life was the Golden Rule. "Treat others as you would have them treat you." Ed's parents always believed that even though they did not have much, they should help those less fortunate. They shared what they had with others. The Depression brought people closer together, for they knew that they would only overcome their strife by sacrifice and working together. This had a strong influence on Ed. As he would go through life, his experiences would reinforce the practice of this rule. If anything, his humble beginnings taught him not to look down on anyone, no matter how high he climbed. In fact, Ed Honor's ability to identify with and understand his subordinates would tremendously benefit him throughout his life.

As a segregated town in the Deep South, the railroad tracks divided Sunset racially into two different communities. The black community lived on one side and the whites on the other. Each had separate schools and facilities. Since the Honors lived in the residential area outside the plant where Ed's father worked, young Ed Honor did not know what segregation was until he started school. As he started walking the seven miles to his school, he passed his white friends getting on buses to go to theirs. Segregation had become a way of life that no one questioned, yet friendships crossed all color boundaries. Although they went to different schools, Ed and his neighborhood playmates remained friends long after they graduated school. For that reason, Ed developed no resentment from the environment of his youth.

Ed Honor's early childhood is a testament that the keys to success are hard work and academic excellence. While his father stressed the importance of appearance, Ed

took the message to heart. He always spit-shined his shoes and wore a tie. During those days, children wore school uniforms. The boys went to school wearing khaki pants and white shirts. Although neither of his parents had any academic education, they stressed the importance of it to their children. They knew that education provided the ticket to success. Before the children could go outside to play, they had to finish their homework. Although their parents could not tutor them, they instilled in them a discipline to study and inspired in them a desire to achieve. The parents counted on their children to help each other. Ed learned to read and write before he started school because his older siblings taught him.

Ed proved to be a fast learner and also excelled in music and singing. He became the tenor soloist in the school choir and won honors in competition. He learned to play the trumpet in the school band, then taught himself to play other instruments. Ed never settled on just doing the minimum. His sisters remembered that he would get up early and go to school to light the coal-burning stove so the classroom would be warm by the time the other children arrived. His helpful and friendly nature made him well liked by his schoolmates.

As Ed entered high school though, he strayed from the straight and narrow path. Normally he would not fight. His sisters joked that they would do it for him. He began to become something of a hothead and began to run with the town's bullies. However, charging headlong against authority had its price. In those days, the principal could line the students up over the desks and whip them with a strap. If this did not get young Ed's attention, then the whipping waiting for him at home by his strict father did. He did not know how his parents found out so soon that he had been in trouble, since they did not have a telephone. The sting of a hard strap quickly brought him back on track and taught him not to confront personality problems head-on but to think the consequences through. He decided to develop his diplomacy skills instead.

It was more characteristic of Ed's nature to help people than hurt them. When he advanced to boy scouts, the scoutmasters had the older boys work with the younger cub scouts. Ed enjoyed that. He never forgot where he came from or what it took to get there. This planted a seed that would grow into one of his greatest traits as a leader of Soldiers and a mentor to other officers.

While the Jim Crow laws required separate school systems for the two races, they were not equal. The poor schools that Ed attended did not offer the same advantages as the others. George Washington Carver High School did not even have a chemistry laboratory. It only taught theory. This disadvantage did not hold him back. It meant that Ed would simply have to work harder in college to make up the difference between his school education and that of others.

The same teachers taught everything so students had the same teachers for several years. While they may not have had the expertise in any one area, the students and teachers built strong bonds. The teachers could identify those students with talents and pay special attention to them. In Ed's case, the high school principal, Mr. Edward Ray,

and his wife took him under their wings. To prepare him for success, they saw that he attended special summer camps that he needed. They convinced Ed that he could achieve any goal he desired. The teachers' and parents' encouragement combined with their children's hard work paid off; four of the five Honor children graduated either valedictorian or salutatorian from their high school.

Only one brother, Frank, decided to quit after the seventh grade so he could earn money. A bit large for his age, no one would believe that he was only thirteen years old. He went to work on highway construction, then brought the money back home to his mother, Retha. What he lacked in education, Frank made up for with good business savvy. He was also the only one in the family who became a millionaire, he eventually ran a record distributing company in Detroit up until his death.

Ed's father worked on the pipeline for Standard Oil Company and its predecessors for thirty-five years. Seeing his father come home from work covered in oil convinced young Edward that "this was not going to happen to me." This more than anything else his parents did influenced him to go to college. He had the confidence he could do more. In 1951, Ed earned a scholarship with Southern University, a historically black college in Baton Rouge, but it had not arrived as school was about to start. His backup plan was to enlist in the Army to earn the GI Bill, then return home to college.

World War II had excited Ed Honor's interest in the Army. The Army would sign out a two-and-a-half-ton truck to any Soldier to go into town on liberty, if he could get nineteen others to go with him, since the truck carried twenty passengers. Ed's cousin, Arthur Jackson, was stationed at Fort Polk, Louisiana. He would bring the truck to the Honor house and park it in their yard on the weekend. This Army truck made Ed the most popular boy in his neighborhood since all the other boys would come over to his house to play on it. That truck also introduced him to the US Army Transportation Corps.

Fortunately, Ed's scholarship arrived in time. He intended to major in music, since he had won the tenor solo competition in the state three times in a row. His counselor, however, informed him that music was a five-year program and he only had a three-year scholarship. Since his father could not afford to pay for college, Ed had to change course. Since he liked helping others learn, he decided to major in education instead. His eventual entry into the Army was almost accidental.

As soon as Ed finished talking with the school counselor, he walked over to the Reserve Officer Training Corps (ROTC) counselor, who was a sergeant sitting right next to her. The sergeant asked, "How would you like to participate in ROTC?"

"What's that?" Ed asked. He knew nothing about ROTC.

The sergeant said, "Well, you can be a lieutenant at the same time you graduate."

Ed asked, "Is that higher than a sergeant?" He only knew about sergeants because

his other brother had become one in the Army Air Corps. "Okay, I'll sign up for that," he said. Thus he took the first step that would lead to a successful thirty-five-year career.

Cadet Honor enjoyed ROTC. The noncommissioned officers were hard on the cadets, but Honor knew they cared. They were all combat veterans, either from World War II or the Korean War. They accompanied the cadets to summer camp and followed the early careers of their young officers.

Hard work and knowledge proved his early tools to Ed's success. He would always take that extra step to learn all he could. America had a work ethic for success at that time. If one wanted to get ahead, he had to work harder than his peers. To see how they ran training, Honor spent his free time working with the sergeants on Saturday afternoons developing training schedules. Many rising young stars have at least one identifiable trait that sets them apart from their peers. This insatiable appetite for knowledge was just one trait that distinguished Honor from others and would arm him for success. He had some outstanding instructors would help him along the way. Captain William T. Briscoe was a walking encyclopedia of knowledge. Captain Oswald Glaze exhibited tremendous leadership ability and provided a role model. Both retired as colonels. Honor learned much from them.

Honor was also a natural leader, very sociable and outgoing. This made it easy for people to like him. David Thomas first met him at ROTC summer camp at Fort Eustis, Virginia. Thomas was also in the Transportation ROTC program with Ohio State University. The ROTC program at Southern University and Ohio State were two of several Transportation Corps-affiliated ROTC programs initiated by the Chief of Transportation, Major General Charles P. Gross, in 1945. This meant that when Honor and Thomas graduated they would be automatically branched with the Transportation Corps. Honor took Thomas under his wing. Thomas remembered Honor was mature for his age and "was the kind of guy who takes charge."

Although the official Army policy embodied the spirit of equal opportunity, Ed Honor encountered prejudice for the first time at Advance Camp. Certain individuals did not embrace that Army spirit and would turn him in for the slightest infraction of the rules. No matter how well dressed Ed was, a sergeant always assigned him to shoveling the coal pile on mess duty. Shoveling dusty black coal was dirty duty. While the South had a policy of segregation, Honor did not encounter individual prejudice until he joined the Army, an institution that stood for equality. This unfair treatment exhibited by only a few made Honor cautious. He realized that as a black officer others would watch him so he had to work harder. It also helped him hone his diplomatic skills. It worked. Both Ed Honor and David Thomas graduated distinguished honor cadets with Regular Army commissions.

Intelligence and hard work enabled Ed Honor to graduate college in three years instead of the usual four. For graduating as the Distinguished Honor Cadet, the National Defense Transportation Association awarded Honor a one-year membership, an honor he felt obliged to renew throughout his career. Ed Honor entered the Army in August 1954

with no initial intention of making it a career. Ed originally planned merely to fulfill his three-year obligation, then return home to teach school. But the early years of an officer are the most formative. The experience of the first few years shapes one's leadership style and often determines whether or not one makes the Army a career. Typical of the time, combat service support lieutenants were detailed to combat arms branches for their first assignment. Second Lieutenant Honor would serve two years in the Armor Branch. His first set of orders incorrectly assigned him to Fort Eustis upon graduation, while he should have gone directly to Fort Knox, Kentucky. Going to Fort Eustis was a blessing in disguise, however. Once there, Lieutenant Honor was assigned to the Installation Supply Office as the Assistant Supply Officer for School Troops. In the early 1950s, a black officer by habit was either sent to supply or the motor pool.

While this may not have been a prestigious assignment, Lieutenant Honor learned a number of things from the experience. Master Sergeant Hill and Chief Warrant Officer Witherow took this green lieutenant under their wings and taught him the ropes. Both were outstanding professionals who knew the supply system. Honor gained a great appreciation for the quality of the men whom he would lead and so was an eager student. He also had the chance to read regulations and understand them. He learned the supply system from how to conduct inventories to reports of survey - skills that most officers would not learn until much later in their careers. Ed decided that every job was what one made of it; therefore, make it the most important job in the Army. He had no idea of how important the knowledge he gained would help him later. Lieutenant Honor remained at Fort Eustis for about sixty days, until the Army corrected his orders and sent him to the Basic Armor Officers' Course at Fort Knox.

Honor felt that the Armor Basic Course properly qualified, lieutenant to become a platoon leader. It taught him what he needed to know to do his job so well that he could do it in his sleep. Officers knew as much as their Soldiers about maintenance and weaponry used on tanks, so that upon completion of the basic course in March 1955, Lieutenant Honor was assigned to the 894th Tank Battalion. It was a recently federalized National Guard unit from Alabama. President Harry Truman had recently integrated the Army, and Second Lieutenant Honor was that battalion's first black officer.

The battalion commander immediately asked if he was a West Point graduate. Since Honor was commissioned about the same time as the West Point class of 1954, his Army serial number started with the same 071. Ed answered, "No."

The commander responded: "We don't have any minority officers in this battalion, so you're not going to stay. Go to your BOQ. Call us and we will let you know when we have something available."

Honor informed him that he had orders from the Department of the Army assigning him Fort Knox.

The commander cut him short, "It does not matter. This is my battalion."

Honor never felt so depressed in all his life. He did not face prejudice from his peers, especially the Regular Army officers - just from this commander. The lieutenant colonel's attitude did not reflect the current Army values, but those shaped by a deep Southern culture that had not kept pace with the rest of society. Lieutenant Honor could have accepted an assignment to another battalion where he might have had a fair chance to succeed. Instead, he "stiffened his back" and accepted the challenge of working for a battalion commander who did not like him. He would play against a stacked deck of cards. The commander would watch his every move, waiting for him to fail, but Honor had the confidence in himself and the Officer Basic Course had prepared him. However, the best efficiency report he could expect was average, regardless of how well he performed. While this may not have seemed to be a good career move, it struck Lieutenant Honor that the commander's attitude was not right - and he was not going to let the battalion commander get away with it. This move demonstrated great moral courage on Honor's part.

Honor left the commander and reported to Regimental Headquarters. The Regimental Commander confirmed that the battalion commander could choose whomever he wanted in his battalion. Not that the Regimental Commander condoned the views of the battalion commander, but there existed a certain degree of respect for the autonomy of battalion command.

Honor, to his surprise, found he had allies. Overhearing the conversation, the Regimental Adjutant later came up and asked Honor where he lived. The new lieutenant told him, and the Adjutant said he would drop by later that afternoon. There he advised Honor of his options. Heeding the advice, because of his personal conviction over this issue, it was the only time in his thirty-five-year career that he wrote his congressman to resolve an Army issue.

In short order, Honor was called back to the battalion where he was assigned to run the Pit Detail for the post rifle team. His crew had the responsibility to pull large targets up and down in the pit, down range on the known distance range, and to record the scores of the shooters. The battalion commander essentially wanted to get Honor out of the way until he figured out what to do with this black lieutenant. Honor knew that he had to do every job better than his peers. The 894th Tank Battalion was a school support battalion. Its sole mission was to support the Armor School with tanks and personnel. Honor ran the detail for two months. As simple as the task may have seemed, his men always showed up on time and were very precise in their duties. The rifle team commander felt that Pit Detail performed great under Lieutenant Honor's leadership and passed this on to his superiors. Consequently, Honor received a letter of commendation from the Chief of Staff of Fort Knox, Colonel Creighton W. Abrams, who would go on to become the Chief of Staff of the Army. That was a hard accomplishment for Honor's battalion commander to acknowledge. He then relegated Honor to the S-3 shop as the Assistant S-3 for training. Since Honor had trained to be a schoolteacher, he acknowledged he could to that.

The Korean War had just ended in a cease-fire the year before, and many of the Armor officers had battlefield commissions and consequently no college education. As a young college graduate, Ed recalled, "It was very important that I used every drop of psychology that I had." He did not want them to think he was a brash young college kid.

Army Regulations were becoming more technical by that time. Sitting in meetings, Honor would hear decisions that he knew were not right because a lot of the "high school fellows" could not understand the new regulations. He would offer, "Why don't you let me take this and come back with some proposals on how we ought to handle it, sir." They would accept that, but if he said it in any other way he would have been their lunch. He had to learn tact early.

Honor remembered that in the combat arms at that time there was no such thing as a "give-and-take" discussion. A subordinate officer was always in "the receive-mode" with his boss. "You either received or you were gone." The senior officers did not care to mentor their subordinates. They said, "Do it as I say do it and there will be no other suggestions that will be entertained." Because of the size of the combat arms and fact that more general officers came out of the combat arms branches of infantry, armor and artillery, these branches were more competitive.

Having learned how to prepare the lesson plans from his noncommissioned officers (NCOs) in ROTC, Honor was demanding on their quality. Getting the companies to meet the standards required them to work harder than they wanted. While this may have inspired his battalion commander to move him, the Department of the Army told him to where. He had to assign the lieutenant to a platoon for at least one year. Honor had to have his chance to succeed or fail in a leadership position.

That May, the 894th Battalion Commander assigned Honor to Company C, where he served as a platoon leader and later supply officer as an additional duty. Company C had become the dumping ground for officers who did not meet with the battalion commander's approval. The company commander, Captain Knipp, was a Jewish officer on detail from the Chemical Corps. He had a Ph.D. in nuclear physics and felt that a tank battalion was below his dignity. Personally a super guy, he did not know how to run a tank company. The captain would meet with his lieutenants and ask them questions. His education taught him to look at things systemically, which the young officers did not understand at first. He continued this method until they instinctively looked at the total system of how everything fit together.

The two other lieutenants were also on detail, Lewi Leavey from the Transportation Corps and Joe Bishop from the Quartermaster Corps. Lieutenant Buckholt, the Company Executive Officer, was Regular Army from Texas A&M. The battalion commander had figured that he would kill their careers all "with one fell swoop." The officers knew this and decided that they would perform their best at everything. This gave them a common bond and they worked as a team. Honor remembered, "We busted our butts." What the battalion commander had unwittingly done was dump his best-educated officers into one company. Their performance reflected that fact.

One of the most important lessons in being a good second lieutenant is to learn what sergeant's business is and what lieutenant's business is. Honor's first platoon sergeant strengthened his ability to look at issues in detail and know when was the appropriate time to get out of the way and let NCOs do their jobs of accomplishing the mission. Every successful officer will probably always remember his first platoon sergeant. Sergeant First Class Kunclrs was the best platoon sergeant that young Lieutenant Honor could have asked for. Honor would make a habit of including his NCOs in his decision process.

After Lieutenants Honor, Lassetter and Bishop finished their year, the battalion commander moved them to Headquarters Company and brought in some new lieutenants from Headquarters Company. The new officers were not familiar with training at the Armor School, so they made mistakes such as running out of fuel on the way to the training areas. Unfortunately for Captain Knipp, his command only lasted about three more weeks after losing his original platoon leaders. His experience with Captain Knipp taught Honor the importance of one of the many principles that would guide his career; "Always stress teamwork."

Undeterred by Honor's performance in C Company, his battalion commander assigned him to the 81mm mortar platoon. Honor soon learned why he had been given another platoon. It had no mortars - only jeeps - and it had a mortar platoon evaluation coming up in six months. The battalion also gave him Soldiers the other companies did not want. Article 15s and courts martial had cut deep into their already meager salaries. Many could not afford to even purchase the toilet articles they needed to pass inspections. Honor and his platoon sergeant worked to instill a bit of pride in them and show them that they could pass inspections with the best. They purchased toilet articles for the platoon with their own money. Honor remembered, "I believe that it was necessary to show people that they could be winners with help." The men turned out to be a great group of Soldiers whom no one else wanted. Lieutenant Honor learned that not all Soldiers who failed to perform well were bad Soldiers. Some needed more attention and positive reinforcement. Casting those Soldiers out of the platoons was a case of leaders taking the easy way out. Honor genuinely enjoyed working with Soldiers. He had respect for them and they for him. They repaid him with their performance.

Honor went over and made the acquaintance of a black company commander in the 504th Infantry. The infantry barracks were next to his. Honor learned that an infantry company also had a 81mm mortar platoon. To solve the problem of training, he made arrangements for his platoon to train with theirs. For some reason, the battalion could find the equipment for the platoon to test with but not to train with. To the battalion commander's surprise, Honor's mortar platoon passed its evaluation. The surprised battalion commander accused them of cheating. Evidently, the lieutenant colonel had not read the training schedules. Honor informed him, "Sir, here's the training schedule. We've had training with the 504th Infantry for the last six months."

The commander finally agreed to let the score stand. By that time, Honor had finished his two-year detail with the Armor Branch. Battalion promised him a

commendation medal, which he never received. He just chalked it up as not receiving his fair due. His evaluations were about average in spite of the battalion commander's efforts to set him up for failure. Honor was confident that his company commanders had defended him. He accepted every challenge and succeeded. Honor added to his kit bag that success depended not only on individual talent but the help of good subordinates and friends.

The first assignment of an officer in the Army is like one's first glass of wine. If it tastes bad, then all wine will taste bad. Lieutenant Honor was unique in that he found a positive experience in this assignment. As officers go through their careers, they pick up leadership traits or tools that they tuck away in their tool bag. Even a bad experience has beneficial learning value. This experience taught the young lieutenant a lot of things that he would not do in a leadership position. He learned how to work "in a fish bowl," where his every move was observed and checked. Everything had to be right and he had to do his job better than his peers did. Honor became a perfectionist. On the other hand, he had some outstanding noncommissioned officers. Best of all, Honor had two years working in the field with troops, an experience he would not trade for anything.

He returned in September 1956 to the Transportation School at Fort Eustis for the ten-month-long Transportation Company Officer Course that introduced detailed officers to the Transportation Corps. His class had about sixty officers, and there were another sixty in the Advance Course. To his surprise, Honor found an entirely different quality of officers in the Transportation Corps; with them he had more in common. All were college graduates, as many of the earlier Transportation officers of World War II had branched over from the Engineers.

The Transportation Course provided a chance for bonding and fostered camaraderie with men whom they would serve with the rest of their careers. Not only did they respect one another professionally, but they became fast friends. A number of officers, who lived in the Bachelor Officers Quarters, formed a tight-knit group. They washed their cars together on the weekends, met at the Officers Club for dinners and parties, dated together and would also go on leave together. They sat around and talked about the Army and what they would do in their military careers. Honor's group of close friends included: John D. Bruen, who made lieutenant general before Honor; Donald H. Conner, William "Bill" H. Danzeissen, Jr., John J. Durant, and James "Jim" A. Morsey, Harold Collins, who retired as colonels; Pete Denton, Jack Doyle, and Jack Jay Schwartz, who retired as lieutenant colonels; and John Sullivan who died in his next assignment. Captain John "Jack" P. Santry, who attended the Advance Course, also joined this circle of friends. He, too, would retire as a colonel. Officers often stay close friends with those whom they meet in the beginning of their careers when cooperation is most important. Due to the small size of their branch, their careers would also cross paths many times. Fortunately, the Transportation Corps introduced Honor to a different side of the Army.

In May 1957, First Lieutenant Honor received his first assignment to a Transportation unit, for a sixteen-month tour in the Republic of Korea with the 70th

Transportation Battalion along with his classmate, Bill Danzeissen. The battalion commander, Lieutenant Colonel Benjamin Johnson, asked Bill to be his Battalion Adjutant, since he had been one before. Bill later commanded the 74th Transportation Company. Honor's battalion's headquarters was stationed in Ascom City, as part of the 500th Transportation Group. The Korean War had ended in 1953 and the companies of the 70th were scattered over a wide area to provide direct haul support to United Nations missions on the Demilitarized Zone (DMZ). The primary supply mission was direct haul from a supply point and airstrip in the Yong Dong Po area to the 2nd, 3rd, 7th and 25th Infantry Division supply points.

Korea 1958. Korean orphanage that the 46th Transportation Company sponsored. 1LT Honor is in the middle of them. "You could give those kids just a little bit and it meant so much to them."

By coincidence, Ben Johnson was a 1936 Olympic track and field athlete, and still looked every bit like a track star. A graduate of Columbia University in New York, he had also started the Transportation Corps ROTC program at Southern University in 1949, where Honor graduated. Johnson had even belonged to the same Alpha Phi Alpha fraternity as had Honor. Honor had not known him before, since he did not enter the school until 1951. Johnson went on to become the first black officer to make colonel in the Transportation Corps. He turned out to be one of the best officers Honor ever worked for. Lieutenant Colonel Johnson provided Honor with his first successful role model.

Ben Johnson thought Honor was a "little green" for a lieutenant. Said Johnson, "You don't know very much about transportation, so I'm going to give you the 20th Truck Company. The guy who commands it now has it in perfect shape and you can't screw it up." Honor accepted the decision with an, "OK, Sir." The 20th Transportation (Light Truck) Company had two-and-a-half-ton trucks stationed down in Si-Hungi. Johnson then informed Honor, "But I'm going to billet you with the rans Company for the week until I send you up there."

The 46th Transportation (Medium Truck) Company - responsible for port clearance - was stationed in Ascom City initially, but later moved to Inchon, after Honor

assumed command. The officer who had the company was a senior captain waiting to retire.

The Army then had twenty-year captains. This officer was also a Mason, as was the battalion commander and the first sergeant. Members of the fraternal organization of Freemasons had risen to prominence in the Army by that time and membership did not matter on race or rank. It was a social organization founded on fellowship, which advocated promoting each other's welfare and rejoicing in each other's prosperity. This philosophy differed little from any other group seeking to promote its members linked by a common bond. Similar intervention caused many to refer to the US Military Academy alumni as the West Point Protective Association. At their worst these organizations tended to protect their members rather than correct them. In units where membership in the Masons was prominent, major decisions were often made in the Masonic Lodges instead of in the unit conference rooms and thus excluding non-members from the decision process. The old Mason company commanders Honor encountered "wheeled and dealed" among themselves without regard to regulations. If they had not had the battalion commander's backing, many of them might have gone to jail. Honor was about to discover why.

Lieutenant Colonel Johnson came down to visit Honor the next day and told the lieutenant, "Let's go for a walk." That was his style of counseling. He would take subordinates for a walk. It put everyone on neutral ground and was less intimidating. So they walked through the motor pool. Johnson told Honor, "I've looked at your record. You did pretty good at Fort Knox and you did pretty good in school. I'm going to give you this company just to see what you can do with it. It is up to you how well you do with the thing." The 46th was in very bad shape.

Honor thanked him. He thought he would like a truck company. Besides, there was so much room in the company for improvement that he could only go up. The 46th Transportation Company had sixty M-52, five-ton tractors. In Honor's words, "It was a good truck for that time, but they were dogs." They did not have much power to haul a load up any kind of grade. The company also had 120 M-127 twenty-foot trailers. Personnel-wise, it also had two Korean drivers and one American driver for each truck. The Korean Augmentation to the US Army (KATUSA) Soldiers had one Korean captain as liaison to the company. This arrangement created its own unique problems.

As Honor conducted his change of command inventory, he discovered severe shortages to include about twenty trailers. The company had not kept track of any of their equipment as the commander had not "minded the store." This is where Honor's training in supply really paid off. He briefed the out-going commander every day on what the problems were and told him that they needed to requisition the losses or put them on reports of survey. The company commander would sign requisitions for the vehicle equipment, saying, "Oh, we can get this stuff." Honor's Mason connections guaranteed that the requisitions had already been approved.

Honor's predecessor had only departed a couple of days when battalion bounced all the requisitions back to Honor. Honor just placed the missing items on reports of

survey. Battalion then called the Mason back from Japan to explain to a board of officers how he lost the property. Honor was not about to back down on his request for reports of survey. He did not plan to pay for any property out of his own pocket. Battalion leadership finally approved the surveys and requisitions, so the company received replacements for all its shortages.

Lieutenant Honor realized he had to fight an uphill battle to bring the company back up to standards. He asked around for advice. Everyone told him to go and talk with the man who had the best company in the battalion, Captain Richard F. Johnson. Honor learned once again that Transportation Corps officers liked to help each other out.

Captain Richard F. Johnson commanded the 504th Transportation (Light Truck) Company just around the corner in Ascom City. Johnson had served as an enlisted man in 1945, then left the service to attend Southern University, Honor's alma mater. He had graduated in 1951, before Ed Honor entered the same school. Johnson had also inherited what was then considered the worst company in the battalion. He willingly shared his wisdom with the younger officers.

Johnson knew how to display property. In fact his company became a showplace. He had solved the problem of Koreans losing clothing by increasing the number of inspections. Many sold their clothing on the black market. Since shoes disappeared the most, he would have the Koreans fall out for formation with one pair of shoes on their feet and their other pair around their necks, to make sure they still had both. He learned this from the stockade personnel. A number of other officers copied what he had done. Johnson taught Honor how to conduct surveys and manage by objectives. When Johnson had taken over his company, he identified the problems to the battalion commander, then developed a plan to fix them and gave progress reports along the way. This was a method of management Honor would use throughout his career.

Johnson and Honor became lifelong friends. Captain Johnson would often go over and visit with Lieutenant Honor. In the future, every time that Honor received a promotion, Richard always called or sent a card of congratulations. Although Johnson retired as a lieutenant colonel, he never had any jealousy over Honor's success. A lot of factors contribute to the success of one's career that many call luck. The legacy of many truly successful officers is not always the rank that they achieve, rather, the careers of other people they have helped along the way. Honor, in turn, credits Johnson for part of his early success.

Richard Johnson warned Honor that the companies had a habit of losing trailers and to watch out that some units would steal trailers and paint new bumper numbers on them. It was easy to lose equipment in Korea. "The Koreans would steal you blind," he said, they had perfected this skill during the four decades of Japanese occupation of their country. The local KATUSA Soldiers, or "slicky boys," were the main problem with property loss. Honor realized that the Korean Soldiers were stealing because "Three dollars a month was not very much for those guys." Honor and his officers discussed the problem and realized they had to do something to keep them from selling off all the

equipment. One of the solutions Honor tried was to develop incentive programs. Honor and his officers contributed a couple of dollars every month. They rewarded the Koreans with money for being the best-looking trooper for guard duty or driver of the month. They even gave the Korean captain and first sergeant a little stipend because they were not making very much either.

Captain Johnson also solved the problem of Koreans selling gas by giving them enough gas to reach their destination. Then he would tell the POL personnel at the other end to issue them only enough gas to get back.

Honor also integrated the KATUSAs and Americans in the same barracks. When Lieutenant Honor took over the company, the Koreans lived in one barracks and the Americans in another, irrespective of what platoon they were in. Captain Johnson said that the previous company commanders did not care about the KATUSAs. The Americans lived in good barracks and the Koreans in what were left over. Johnson had no intention of commanding two different companies, so he had assigned the men to barracks according to the numbers of the trucks that they drove. Truck numbers were assigned by platoons. Honor followed that idea. After the improvements, the Koreans "watched the store" for the Americans.

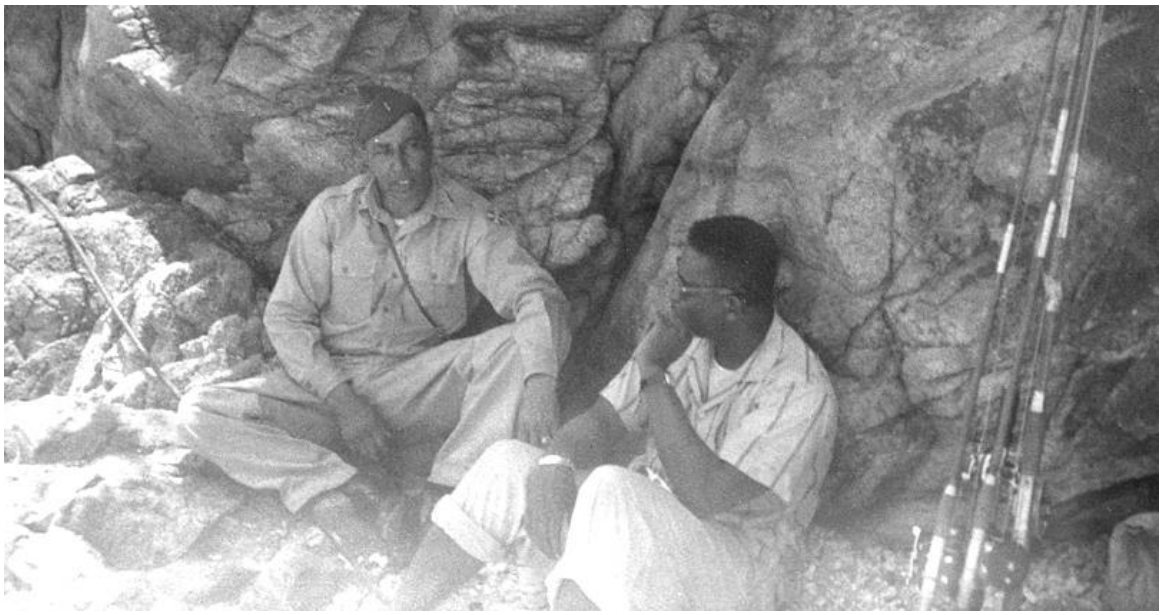
Honor found solutions for discipline and performance. At that time beer was not allowed in the barracks, so on payday Soldiers would buy a case of beer from the Post Exchange and go up into the hills with the feeling that they had to drink the entire case. Consequently, they became terribly drunk by the time they stumbled back down the hill. Honor and his first sergeant decided to let the men put refrigerators in the barracks if they wanted to buy them. They could then keep beer in the refrigerator if they would follow the rule of no drinking during duty hours. The men respected the rule and it put a stop to that problem of drunkenness. Honor also ran competitions for maintenance of vehicles and best Soldier.

With each problem, Lieutenant Honor would sit down with his subordinate leaders and identify the root cause. They could then develop a proper solution. While officers set policy and direction, the NCOs translated that into execution. For any idea to work, they had to believe in it. Honor also liked to walk around and talk with his Soldiers, and he faithfully took his first sergeant with him. He had learned as a platoon leader that the Soldiers would confide in a sergeant more willingly than an officer. The intimidation of his rank and position of command reinforced the importance of having his senior NCO by his side when visiting troops.

CW4 Quave working his maintenance books in his BOQ.

Honor later reflected that "youth by its nature is impatient, and impatience can cause problems particularly with regard to discipline." Honor had a terrible temper. He often reacted quickly and said sarcastic things to peers or senior officers that he would later regret, especially when his integrity was impugned. In this area he received help.

Honor had a warrant officer in charge of his maintenance who was "just priceless." Chief Warrant Officer 4 Joseph Quave had been an enlisted man who became a commissioned officer during the Korean War, then reverted to warrant officer afterwards. He had worked for Ben Johnson before the latter became the battalion commander. Quave was a fantastic teacher. Not only did he teach Honor about maintenance management but also patience. He taught the lieutenant how "to work with less than stellar Soldiers in a calculated way to either turn their lives around or eliminate them from the service."



1LT Honor and CW4 Quave fishing at company picnic. Honor had loved going fishing with his father.

One night one of Honor's Hispanic Soldiers returned to the barracks drunk and walked around punching the Korean Soldiers in the face while they slept in their bunks. When Lieutenant Honor found out about this, he was livid and wanted to deal with the Soldier immediately. Quave advised him, "Honcho[2], you ought not do it that way." The young lieutenant heeded his advice and cooled off. The next day, Honor was grateful for Quave's advice. He was sure that he would have acted in haste and done something he would have regretted. Instead he administered punishment that he felt was fair. When

[2] *Honcho* was Japanese for squad leader. It was later adopted into the American Army vernacular for "boss."

the Soldier challenged the punishment and said he wanted to see a higher authority, with that remark Quave jumped up on the desk and said, "I am."

Lee Fields, a clerk in the 74th Transportation Company, remembered that Lieutenant Honor started out a little unsure of himself, lacking in self-confidence, but he quickly overcame reluctance; this caused his self-esteem to blossom. He turned the company around in six months. Under his tenure, the company improved discipline and accomplished its missions while maintaining rapport with the KATUSAs.

Honor soon impressed his peers and even the "crusty old sergeants" of the battalion. Everyone spoke highly of him. Lieutenant Robert Johnson, who commanded the 20th Company down in Si-Hungi, mistook Honor for a West Point officer, on account of his appearance. He wore pressed fatigues and shined boots every day. Ed, on – the – other - hand, was surprised that transportation officers did not worry as much about their appearance as the combat arms officers did. They took greater pride in their appearance even to the point that the Armor officers wore "tanker" boots. During that time, officers also carried swagger sticks. Honor purchased his wooden one from the Post Exchange. Richard Johnson remembered that Honor was a perfectionist. Both liked to go to work early and stay late. Johnson remembered that it was never a problem to call Honor at work at six in the morning. Honor was one of those young officers who stood out early in his career and people knew he would go far in the Army, given the right help and guidance.

Ben Johnson also had a tremendous leadership style. When a young officer went in to discuss his problems, Johnson would never answer his questions directly. He would ask questions about the problem until the young officer figured out the solution to his problem. The first time that Johnson used it on him, Honor felt like the village idiot for not having gone through the process himself. Honor thought that was a fantastic technique and added it to his bag of tools. Johnson also had an interesting philosophy about the Army. "The Army is simple. There is a regulation on everything. When all else fails, read the regulation." Honor found that to be true.

Johnson also let it be known that he was the boss. He told Honor how the Army worked. "I don't have to get along with you, but you have to get along with me."
In Korea, Eighth Army had strict contracts with specific trash men. Meanwhile, Honor had some buildings torn down because he needed to have his dining facility repaired. Rats ran rampant through the mess hall and the engineers never came to fix it. He would not let his men suffer any longer from others' neglect and from bureaucratic red tape. He finally took matters into his own hands. He gave his trash and lumber from the torn-down buildings to a local Korean, who agreed to do some carpentry in his dining hall. Honor also had him install some windows to keep out the foul smell of the feces, or "honey pots." Thinking he had done well to show initiative in improving the welfare of his men, he unfortunately realized too late that this violation of the rules would result in an investigation by the Inspector General. Honor thought that he had ended his career.

Lieutenant Colonel Johnson took Honor for a walk and asked his usual litany of questions. Realizing the gravity of his actions, Honor became agitated. The hot-headed young lieutenant explained, "Well, Colonel. I did none of it for personal gain, only to make the place more attractive for people to eat. If the Army wants to get rid of me because I had my dining facility fixed to keep out the rats, then please tell them to have at it!"

Johnson looked at him and said very calmly, "Lieutenant, don't get excited. You did the right thing, but sometimes ignorance of the law is no excuse."

Honor shot back, "I'm not trying to make an excuse."

Johnson said, "But this is the way it works," said Johnson. "Eighth Army has a contract with the garbage pickers around here. Any trash or scrap lumber, they're supposed to get it." To Honor's surprise, his commander finished with, "Just don't do this again."

Johnson rightfully could have become very upset since this incident could have gotten them both thrown in jail. Instead, he received a reprimand from Eighth Army over Honor's seemingly indiscretion. Honor learned a very important lesson about staying calm and not getting excited. He greatly respected his commander for not venting his frustrations on him, but used this incident as a teaching tool. He would never forget it. Ben Johnson kept an active interest in the careers of Honor and a number of others who had served under him. He provided advice along the way long after they had left his command. Honor kept in contact with Ben Johnson up until his death in 1990.

Since the 46th was the only company at Camp Edinburgh, the group commander came down and visited Honor every morning. They would walk around the motor pool and talk with the Soldiers and the KATUSA mechanics. After a while, the commander would go to the mess hall for a cup of coffee and talk with the mess stewards. He never went through the barracks. The colonel often talked about vehicle commitment levels and the maintenance of equipment or made small talk. Finally, Honor believed that the group commander just liked to get out of his office and meet with the Soldiers. During the walks, he would always ask Honor for a cigarette. Honor did not smoke, but the colonel did. After a couple weeks, Honor learned to carry a pack of Salems in his pocket every morning. After each visit, Honor would put them back in his office. Although, providing those cigarettes was a simple act of courtesy to his senior officer, Honor also knew that little things mattered.

The group commander made Honor the compound commander since his company provided the security for the camp. No one could come onto the installation after a certain hour unless Honor personally approved it. That put the first lieutenant under a lot of pressure. A number of Soldiers did not know how to act so far away from home for the first time. Some of them went overboard with misconduct. Honor had to handle personnel situations rather gingerly to prevent problems from escalating.

Honor learned much from his experience in Korea. He would add four more principles to his list. What he had first learned from his mortar platoon, his command experience in Korea reinforced. "Assume that all your subordinates want to do a good job. Teach your people to compete and win. Create an environment where your subordinates will perform at a high level even when you are not present. Acknowledge excellent performance." Honor discovered that most Soldiers shared his same ambition to succeed. They simply needed the right support and environment. If leaders treated their Soldiers the way they wanted to be treated, the unit would achieve excellence. This was the Golden Rule of leadership. "Practice the Golden Rule." If a leader practiced that one principle then all the others would fall into place. These principles would serve him well in future assignments.

Honor's Korean assignment changed his whole attitude about the Army. The Transportation Corps officers he worked with were the best caliber of people he knew. He had found that combat arms officers worried about the wrong things. He remembered his combat arms company commander bringing his platoon leaders in on a Saturday to walk around and look at where the circumference of the grass cut around the trees should be. He never experienced any of that kind of waste of time in the Transportation Corps. On the contrary, transportation units held officers calls that meant something.

Honor decided to stay in as long as the Army could use his talents. As he mapped out his career goal, he hoped to make major. Most officers do not initially plan beyond a twenty-year career. At that time most officers retired as captains or majors. He had not seen many majors and especially no black majors. As a young lieutenant, the rank of major made an admirable goal to achieve. Honor left the 46th in fantastic shape. Every time he visited Korea in the future he would drop by and visit with his old company.

Chapter 3

Transportation Wheel of Fortune

Undoubtedly, the initial assignments of an officer develop his direction and style. The Army had inspired Edward Honor enough that he wanted to fulfill a career in the Transportation Corps. Based on his values shaped at home, he picked and chose from leadership traits that complemented his own style. The years as captain helped put the finishing touches on it. An officer borrows from others, all the while adding to his bag of tools until he ultimately develops his own leadership style. Once one becomes a field-grade officer, then others will begin to borrow and learn from him. Honor's years as a captain also chronicled a period of significant change in the Army.

On the unfortunate side, Honor's four-year marriage ended in divorce after his return from Korea. He and his wife had grown apart. The common belief among professional Soldiers at the time was: "If the Army wanted you to have a wife, it would have issued you one." Professionals viewed the Army as their priority, often at the cost of their marriages. Honor admitted that he had problems juggling the demands of military life with the demands of family life. The two remained friends and Honor visited his two children, Beverly and Edward, whenever he could.

In 1957, the officer corps underwent a major change in its culture, as the reduction-in-force (RIF) forced a percentage of its officers out of the Army. It primarily targeted those who had not completed their four-year college education or had not done so well on evaluations. Many of those with battlefield commissions, who did not have their college degrees, either reverted back to noncommissioned officers or became warrant officers. Consequently, the officer corps lost a wealth of combat experience, but became more educated. Fortunately former commissioned officers like Chief Warrant Officer-4 Quave became valuable assets to young commanders willing to learn from them.

The RIF also sent a message through the Army that careers were fragile. Senior officers held junior officers' careers in their hands through their written performance evaluations. As a result, the officer evaluation system became a feared tool. Officers feared to make even a single mistake and command became a high-risk job. Officers said that there were ninety-nine reasons to be relieved of command. For this reason, officers who did not know their business or could not relate to enlisted men managed their assignments so as to avoid the hard jobs. Some sought out jobs as safety officers. The

Army appeared unforgiving, and officers without influence usually ended up in the troop assignments. However, those with confidence, like Ben Johnson, advised Honor to seek out the field assignments. "Take that difficult job that nobody else wants."

The Army's culture change also coincided with a uniform change in 1958. The US Army traded in its olive drab service dress uniform of the enlisted and olive-green tunic with beige trousers of the officers for the forest-green tunic fit for all. This change included trading in the old rough-skin brown boots for the smooth-surface black boot. The latter were easier to shine, therefore helping to usher in a "spit and polish" Army. About this time Soldiers also started sewing name tapes, US Army tapes and colored cloth insignia on their fatigue uniforms. Starched fatigues with all the trimmings began to replace the khakis as a Class B uniform for field units. These two uniforms helped to distinguish the two career paths from each other. Thus the "Khaki Mafia" represented those officers who pursued staff assignments. The uniform changes, combined with the distinct cultural change, got Soldiers referring nostalgically to the old days as the "Brown Boot Army." The Continental United States was also the home for significant organizational change in the Army.

In August 1958, both Lieutenants Ed Honor and Bill Danzeissen returned to the United States with assignments to the 10th Mountain Division at Fort Benning, Georgia. When they arrived, they discovered that the 10th Mountain Division no longer existed but had become the 2nd Infantry Division. The Army was in the throes of responding to the growing Cold War in Europe and President Dwight Eisenhower's promise to reduce the defense budget after the Korean War. The Soviet Union had forced the installation of communist governments in its areas of occupation, which isolated the Eastern Bloc countries from the rest of Europe. In 1949, the other European nations formed the North Atlantic Treaty Organization (NATO) for mutual defense against Soviet aggression. In 1955, Germany had become America's new ally and the Army of Occupation in Germany had transformed into a first line of defense. The peacetime US Army had an enemy: Communism. For the next three decades the American Army would focus its efforts at stemming the tide of communist expansion throughout the world. Since both the United States and Russia had atomic weapons, the US Army had to rethink its role in a nuclear battlefield.

This led to a time of radical reorganization in the Army. The United States could not match the Soviet Army with manpower or tanks, but instead counted more on the use of tactical nuclear weapons with streamlined combat units. Under General Maxwell Taylor's guidance, the Army reduced the strength of its divisions from 18,762 to 13,748. The division organization eliminated the three Regimental Combat Teams and its battalions and replaced them with five battle groups in revised Tables of Organization and Equipment of October 1956. This was called the Pentomic Division because each battle group contained just five companies. It was essentially a brigade-size headquarters, with no permanently assigned units that could be task-organized for missions. Division trains contained a transportation battalion. Lieutenant Honor was assigned to the 13th Transportation Battalion and Danzeissen as the Division Movements Officer in the Battalion Headquarters.

The 13th Transportation Battalion was first activated on 20 June 1957 under the 2nd Infantry Division at Fort Richardson, Alaska. The battalion along with the 2nd Infantry Division reduced to zero strength that December and transferred its flags to Fort Benning early the next year. The 10th Mountain Division had also returned from Germany as part of the GYROSCOPE Program. This program, started in 1955, paired up two divisions, one overseas and the other in the United States. Instead of sending individual replacements over, the two divisions would rotate en mass. The stateside division would provide the basic training for the overseas unit. Due to expenses of travel and complaints that rotating divisions lost their combat effectiveness within several weeks before and after rotation, GYROSCOPE ended in 1958, when the 2nd Infantry Division at Fort Benning replaced the 10th Mountain Division. The 10th Mountain Division was inactivated shortly after its arrival. The 2nd Infantry Division was reorganized into a Pentomic Division out of the remaining personnel and equipment of the 10th under the Reorganization of Current Infantry Divisions (ROCID). Similarly, the 13th Transportation Battalion was reorganized on 14 June 1958 from what was left of the remaining troops.

Honor and Danzeissen joined the battalion a few months later it was still embroiled in the transition between the end of GYROSCOPE and the beginning of the Pentomic divisions. More changes would follow as the US Army searched for the right organization for the Cold War. This led to a period of confusion in the Army, as no two assignments were similar. Officers had to adapt.

The 2nd "Indianhead" Division became a basic training division for Soldiers bound for Germany. Companies B and C of the Transportation Battalion had armored personnel carriers, both the older M-75 and newer M-113. Company A had three different models of 2½ ton trucks. The five battle groups had no armored personnel carriers and were entirely dependent upon the 13th Transportation Battalion for any form of transportation. When the battle groups needed to take their infantrymen to the field, the transportation companies received requirements for armored personnel carriers just as they received requests for trucks.

The battalion's responsibility also included loading the graduates of infantry training onto troop trains bound for Savannah, Georgia, to ship out to Germany. Lieutenant Colonel Rue D. Fish, Jr., commander of the 13th, was a sophisticated man who did not use vulgar language. He was a stickler for little details, though. Colonel Fish made his drivers rehearse driving the route to the rail, loading ramps, until they could make the turns without a single truck having to back up. These movements subsequently ran like clockwork. Fish could be a challenging man to work for, especially under the circumstances that Honor would walk into.

Although he had commanded a company before, Honor was assigned as the Executive Officer of Company A. The company had been thrown together from men and equipment left over from the 10th Mountain Division and new recruits. It had no existing

Standard Operating Procedures. The leaders had to build the company from the ground up. Everything was new but the equipment, and it was in pretty bad shape. The company did, however, have plenty of good Soldiers who had tried to make the company work. It only needed experienced leadership to get it on the right track.

Honor's Company Commander, Captain Christopher, was an infantry officer who knew little about maintenance. Second Lieutenant John Souave, a graduate of Boston University, was supposed to have been in charge of maintenance. When Honor asked him what he did in the motor pool, he answered, "Just what the sergeants tell me." With that honesty, John and Ed became very good friends. Although a very capable officer, Souave had other ambitions. He later left the service to pursue a banking career and retired as Chairman of the Board for First Boston. The responsibility for maintenance fell to Honor. Inheriting the worst of three transportation companies in maintenance, Honor would see how his leadership methods stacked up.

Honor managed by walking around. That way he could see firsthand problem areas without their descriptions being filtered through translation. He also got to know the men responsible for turning the wrenches. He felt that if a leader did not know what his troops were supposed to do or how they were supposed to do it, then how could he assist them. Honor enjoyed being on the ground where his troops worked giving them instructions if necessary. He liked to stay involved and not stand off to the side. A positive aspect of the Officers Basic Course at Fort Knox was that it taught officers precisely what their men did. Honor had seen other officers become "nervous as hell" if they did not understand what their men did. Honor's walks revealed problems, and his brain trust of officers and noncommissioned officers found solutions.

Since the battalion was a brand-new unit, it had its share of growing pains. Company A, however, was by far the worst company. On the bright side, this company could only improve. It had a terrible maintenance system if it had any system at all. Whenever parts came in, the maintenance personnel would pitch them into a big box. They had no idea what they had or needed. Honor instructed them to organize a system for accountability, which they did. He knew that transportation units depended upon their equipment to do their job. This required excellent maintenance. He liked to say, "We are going to maintain hard and we will play hard, but let's maintain first, then we'll play."

Company A also suffered from shortages of tools for maintaining vehicles. It set up display methods to check things very quickly. Honor had the company pick up some old canvas from the salvage yard. They then drew the image of the tools on the canvas so the officers and NCOs could conduct quick inventories every time the men prepared for maintenance. They borrowed this concept from *PS Magazine*, which taught methods on how to maintain equipment. Honor had built a library of such magazines. Although he knew maintenance as well as his NCOs, Honor also learned that Soldiers do well at those things the boss checks.

The officers and NCOs developed ways to determine if general tightening of nuts-

and-bolts vehicles was taking place. They required drivers to put a chalk mark on every nut tightened, so at a glance supervisors could tell if something was missed. They used a process where a part of the vehicle was inspected each day so that by the end of the week the entire vehicle was inspected. Any irresponsible Soldier then answered to the company commander.

The company had enough mechanics to assign one per platoon. During Motor Stables, if a supervisor from the platoon found something that the mechanics needed to fix, it immediately went in for maintenance. The mechanics also developed a greater sense of responsibility for their vehicles. Again, Honor decided to run platoon competitions to build a little esprit. He sincerely believed that most Soldiers wanted to do a good job and get recognized for it.

These innovative methods brought up the standards. As they began to win a few competitions, morale started to improve. Honor learned another trick. He found that by networking up at Division G-3 (Operations) and G-4 (Logistics) he could check the master training schedule and anticipate taskings before they came to his company. Company A handled all troop movements by truck. This gave him more time to prepare, plan and organize for the missions, this proved a worthwhile lesson and added to his next principle: "Understand what happens and how decisions are made at least two levels above."

In eight months, Company A went from worst in battalion maintenance to the best. Honor had proved his talent. By September 1959, Honor assumed command of Company A. He commanded it for the next five months. But Honor had already commanded for fifteen months in Korea, it was time to give another officer a chance to command. He had essentially produced the greatest results as the executive officer.

In January 1960, Honor became the Assistant S-3 for the battalion. Honor learned that successful officers came from operations positions. When he had to serve on staff, he would seek out those jobs. He would develop the all-important staff skill of planning and coordinating training and operations with the commanders and other staffs. This assignment in the S-3 polished his staff skills, preparing him for future staff assignments. Commanders command while staff officers plan and coordinate their commander's directives. A good staff officer simplifies his commander's decision process and turns his directives into action.

In that capacity, Honor also ran the division's driver school. This was an experience in itself. The drivers presented a challenge. Honor felt that the number of drivers that passed their driver's test measured his success better than how many he could fail. This led to another principle. "Leaders are teachers and coaches." As a company commander, he first learned that watching his Soldiers and unit improve resembled watching his own children grow and mature. There came with it a great sense of personal pride in having helped someone. He believed that if a student failed to learn, then the teacher failed to teach. There were some cases, however, where one's best effort did not always work.

One young Soldier had been promised the position of being a brigade commander's driver if he earned his license. He desperately wanted the job and tried very hard to learn to drive. Honor took a personal interest in teaching him. Honor even told him that driving was like dancing. "You listen to the rhythm of the engine, it tells you when to clutch and when to shift." In spite of Honor's coaching the kid just could not learn how to drive a stick shift. Honor had given his best effort and accepted this failure.

Lieutenant Colonel Walter Johnson followed in command behind Fish. A superb commander, he was a down-to-earth leader who did not get excited over small things. Johnson believed in mission-type orders. He would issue a task, then leave his subordinates to carry it out so he could visit with his Soldiers. Honor found another leader he could identify with.

Honor's sixteen months in the 13th Battalion provided a study in leadership. He had seen which leadership styles worked and which did not work. He had seen officers who had given in to their fears and worried too much about their careers. Consequently, they became intolerant of mistakes by their subordinates. Frightened by the reduction-in-force, some believed that one incident would terminate their careers. As a consequence, such officers would not stand up for their subordinates. Honor felt that was a terrible way to lead. He believed that people learned more by making mistakes as long as they understood what their mistakes were and did not repeat them. He further believed that only those who did not do anything failed to make any mistakes. A zero-defects mentality stifled individual initiative and personal growth. Good leaders showed the courage to defend their subordinates and extracted lessons from mistakes. Experience taught him that "Such a response develops a subordinate who will follow you to hell." Honor developed his next leadership principle: "Take responsibility for all that happens in your organization. Don't leave your subordinates twisting in the wind."

Honor could not tolerate commanders who screamed. He had never responded to yelling personally. He found most recipients usually just tuned the message out. He found that the best way to deal with this type of commander was to stay calm and let the anger pass. The problem would only escalate if both persons became excited at the same time.

Honor reflected much on what he had learned from his old boss, Ben Johnson. If one sat down and talked with subordinates about problems, they would more likely solve them themselves. Johnson also had the ability to chew subordinates out, yet not demoralize them. After six years of service, Honor had learned his craft under four battalion commanders. Molded by gifted sculptures, Captain Honor's own leadership style started taking shape.

In the two years he served in the transportation battalion of a training division, Honor had mastered maintenance and laid the foundation for his staff skills. He had once

again proven his skill to improve a company's performance. Honor was promoted to captain in October 1960, and was scheduled to go to the Transportation Officers Advance Course in January 1961.

While at Fort Eustis, he made friends with Fred Jordan. Fred had fallen in love with a girl from Saint Nazaire, while assigned in France. Honor would let him call her from his phone every Sunday. One Sunday, while the two captains sat talking, Jordan asked Honor if he wanted to go to computer school after the career course and then go to France. Honor responded that he would love to. As it turned out, Captain Jordan's father had attended West Point with the then Chief of Transportation, Major General Frank Besson, Jr. The young captain called Besson and the two had their orders in February, while the rest of their class did not receive theirs until April.

Frank Besson was one of the great success stories of the Transportation Corps. Honor observed that both Besson and Brigadier General William B. Bunker were well thought of by the Army and advanced rapidly. He also noticed that a number of names associated with them tended to have similar success, such as Jack Fuson. All the rising stars somehow crossed paths, often several times. Honor realized that "successful people breed successful people." By then, Honor had the confidence in himself and the ambition to succeed in the Army. He became interested in what made officers successful. Over the years he would pay close attention to this.

Ed and Fred left the career course in June for a computer-programming course at Fort Monmouth, New Jersey. They trained on the UNIVAC, the government's first computer; this early-generation computer filled up an entire room. The course taught programmers to operate computers for some units in the field. At that time, however, most units did not even have electric typewriters.

Jordan had guessed that the course would be easy, so he and Honor could go visit the races at Asbury Park a couple evenings every week. The first couple of weeks of the course proved so hard that they concluded they had made a terrible mistake. By the fourth week, the course began to settle down, which allowed for more leisure time. Although Captain Honor would not work with computers, the course taught him about information systems that he would not have learned otherwise. Upon graduation, he flew to France.

In August 1961, Captain Honor was assigned to the 28th Transportation Battalion whose motto was "En Temps," which means "on time." This battalion had a proud lineage that stretched back to North Africa during World War II. The 28th, commanded by Lieutenant Colonel Don Davis, was a part of the 37th Transportation Command. The battalion had four truck companies under it: 1st and 76th at Maison Fort, Orleans, and 68th and 598th in Ingrandes, as well as a Truck Terminal Platoon at both stations. Battalion Headquarters had recently moved to Poitiers, France, in 1959 as part of the line of communication that stretched from the French ports of La Rochelle or Saint Nazaire, through Ingrandes, Orleans and on into Germany. With the Soviet threat, the lines of

communication were safer stretching back to France than lateral across Germany.

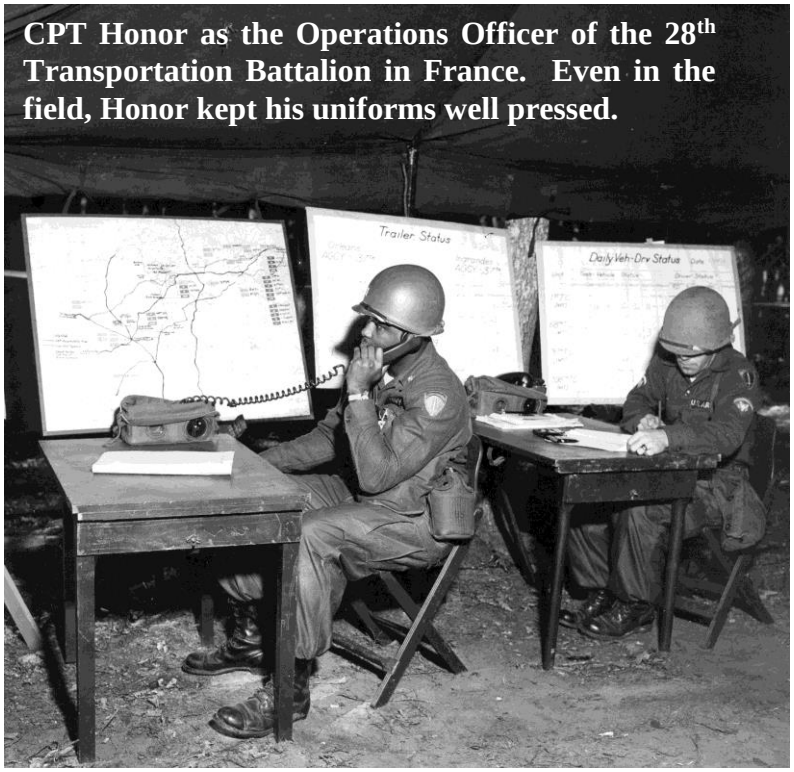
Honor witnessed firsthand the line-haul mission in the Communication Zone (COMZ) Europe. The 106th Transportation Battalion operated in the Base Sector and conducted port clearance from La Rochelle and Saint Nazaire, delivering cargo-laden trailers to the trailer transfer point at Ingrandes General Depot. There an M-52 5-ton tractor from the 28th would pick up the trailer and deliver it to Orleans, where another would take it to Vitry Lefrancois. The 28th ran the relay in the Intermediate Sector. A tractor from the 53rd Transportation Battalion would take it the rest of the way into Kaiserslautern, Germany. The 6966th Civilian Labor Group, made up of mostly Polish displaced persons (DPs), and the 181st Truck Battalion, a Corps asset, would then distribute the cargo throughout Germany to Seventh Army units. This final relay represented the Advance Sector. This was the logistics lifeline to American troops serving in Germany. Davis assigned Captain Honor as the Assistant S-3 and Communications Officer for the battalion probably because of his previous S-3 experience.

The job of a transporter often does not change from peace to war or any crisis in between. It just becomes more difficult and the consequences higher. Honor arrived during a heightened state of emergency. On 13 August 1961, the Union of Soviet Socialist Republics blocked the lines of communication extending into Berlin. Consequently, President John F. Kennedy deployed two additional combat divisions to Europe in October. Some troop ships arrived at Cherbourg, which was far from the ports that the 37th Transportation Group normally cleared. This new line of communication increased the line-haul distances by the drivers to transfer their cargo and return to home base.

Frustrated by the extended lines of communication, Honor commented to Davis, "Boy, I don't know what damn idiot planned those sites." His commander replied, "I did." Davis' previous assignment had been with Communications Zone Headquarters in Orleans. He added, to Honor's relief, "It was because I was not the battalion commander of the 28th at that time and it did not seem to be such a challenge." Both men most definitely learned something from the experience. Since Cherbourg had no military terminal support, it increased the drive the Soldiers had to make each day.

Drivers had to drive every day except Saturday and Sunday. A routine drive took about twelve to fourteen hours. Tractors from the 28th would drop off cargo-laden trailers at the terminal transfer point, then return with an empty trailer. Each relay of the line of communication averaged about a 250-mile round-trip. The trailers were relayed from one transfer point to the next so that the drivers could end the day back at their home station. If not done properly, this transfer resulted in an accountability problem for trailers. The battalion could easily come up short. Honor ran the operation of the battalion line-haul mission and had to account for the trailers and keep the accident rate down.

The nature of the battalion's mission necessitated that the operations officers get



CPT Honor as the Operations Officer of the 28th Transportation Battalion in France. Even in the field, Honor kept his uniforms well pressed.

out and check on their drivers and locate trailers. The 28th was "a tough task master" since its companies were spread out over different locations. To track the movement and transfer of trailers, Honor constructed a control board that covered the office. He coded trailers with colored poker chips by the type of loads that they were carrying. For example they used red chips for ammunition, blue for subsistence and white for everything else. At a glance, Honor could determine the trailer's load and its destination. Since the trucks drove along the most direct routes from the terminals, this made it relatively easy to manage.

Honor and his sergeant could duplicate the board with grease pencils on a smaller acetate version and throw it in the trunk of his car. He followed behind his drivers in a sedan to fix any problems. With his smaller board, he could call back and talk with the sergeants in the office about what had arrived that day and would plan the next day's workload from the road with his sergeant.

Honor had seen an accountability system similar to this used during his assignment in Korea. Each company had to track its own vehicles and develop its own method of control. In Korea, the companies were also responsible for their own maintenance. Conversely, in Europe, the truck terminals conducted the maintenance on the trailers while the battalions managed traffic. If the S-3 did not know where the trailers were when requirements came in, then the battalion could not fulfill its mission. Control of assets was mission essential in Europe during this time.

Honor also realized that most units briefed only about their mission. He learned that briefing the unit's goals and accomplishments interested the visitors more. These goals also gave the organization a focus and direction. As he had previously learned, including his subordinates in the development of those goals gave them some ownership in them. Thus Honor formalized another principle: "Establish goals for your organization with participation from your senior managers."

After Honor arrived, the 37th Highway Command established an express route

from France to Kaiserslautern in which a van carried critically needed supplies or repair parts. The van departed at 5:00 that evening and transferred through the terminal system arriving the next morning. It traveled at night so as to avoid traffic. The 2½ ton trucks in the light truck platoon attached from the 106th Battalion, on the other hand, presented a bigger problem. They would leave for Paris and not come back for a week. The drivers, however, returned with bills of lading accounting for every day they spent in Paris. As it was, when they went out the gate, the 28th lost all control of them. Surprisingly, they always returned in time for payday.

Port clearance in Korea had first introduced Honor to terminal operations. He realized that to achieve a high level of success a Transportation Corps officer needed to understand the role of others along the lines of communication. Technical competence in all aspects of transportation enabled one to interface with one's subordinates, peers and superiors in the field of transportation. Each piece of the transportation process had a correlating effect on the other. Honor learned to work very closely with people in movement control. This also made him more versatile, as his transportation career would lead him in directions other than just wheeled vehicles. He added two other principles to his list: "Learn the skills of your basic branch in detail, and learn the purpose of your organization in detail and how it fits in the larger organization." That principle logically led to his principle that a transportation officer should "Get to know the people and organizations you support." This enabled him to anticipate demands and provide better support to his customers.

In other aspects, Honor had walked into a well-functioning battalion. The 28th held competition for the best company, best platoon and best truck. The measurement of achievement for drivers on line-haul missions was number of accident-free miles driven. As an incentive, the battalion would issue a pass and provide lodging in Paris for the driver with the best record. Consequently, the 28th had a great reputation but needed something more to make it better.

In June 1962, Captain Honor picked up his new commander, Lieutenant Colonel Richard Rantz, his family and nine pieces of luggage at a crowded train station in Paris. Honor immediately impressed the new commander with the calm and efficient manner with which he introduced himself and arranged for transportation by rail to their new home. Rantz had the impression that Honor was an officer "who could handle unusual and complicated problems whenever called upon." Rantz learned he could give Honor guidance and the captain would get the job done. Consequently, Honor received the toughest jobs. He also noticed that Honor always came into work early and left late, and had an excellent rapport with Soldiers.

Rantz had three bright stars: Ed Honor; First Lieutenant Roger Fitzsimmonds, the Battalion Adjutant; and Sergeant Major Willie Johnson, whom he loaded with all his special projects. Fitzsimmonds subsequently left the Army to become the Chief Executive Officer and President of the First Star Bank in Milwaukee, Wisconsin. In August, Major Richard Ng came in as the new S-3 Officer. Rantz did not place Honor under Ng but had both the S-3 and Assistant S-3 report directly to him. Major Ng did not

have much line-haul experience so Rantz had him develop the contingency war plans while Honor managed the truck operations. They did not even have to staff their work through the Battalion Executive Officer. Rantz had come from the Department of the Army staff and had a different way of managing a battalion than normal.

LTC Richard Rantz receiving pass in review during Battalion Retreat Parade at Poitiers, France in June 1963. From left to right, Major Woods, LT Fitzsimonds, Major Ng, Captain Honor and Captain Daniels.

There was another reason Richard Rantz bonded with Honor. Rantz had been the first white officer assigned to a colored truck battalion in Guam in 1949. While half of the enlisted men were black, only two officers in the 28th were black. Rantz identified with Ed Honor. To him, Honor appeared a little defensive and reluctant to stick his neck out socially. The colonel knew from experience that for an officer to succeed he had to interact on two levels, professionally and socially. Honor's duty performance was impeccable. Rantz believed that Honor had learned long before to work longer and harder than his peers. Rantz, however, felt that Honor needed to feel more confident and comfortable interacting in the non-duty aspects of Army life. The workload and separated nature of the battalion and its companies, however, did not lend itself to ample opportunities for socializing. Rantz would change that.

He and his wife took Honor under their wing and encouraged him to participate in social functions. She even taught Honor how to dance. Rantz also included Honor in his frequent contacts with senior officers at meetings and social functions. The colonel and his wife often gathered at the Officers Club with other couples from the headquarters

group once a week for lunch. Even though Honor and Fitzsimmonds were bachelors, Rantz made sure to include them on many occasions. Even though Honor was very sociable among friends, the young captain was intimidated by the rank of a lieutenant colonel.

Honor soon developed a relationship of trust with his commander. He felt enough confidence to approach him with a personal financial problem which, if not resolved properly, could have left a blemish on his record. Rantz gave him the appropriate advice, which resolved the issue in a manner that left Honor's career intact. This was the type of relationship an officer wished for in a superior. As a young, ambitious captain, Honor appreciated the contributions of his mentor. Rantz also improved the bonding in the battalion.

Most transportation units lack traditions or rituals that give them an identity. They know only hard work. When Rantz arrived, the officers held the usual "hail and farewell" dinner to welcome him to the battalion. Other than that, they did not have many other social interactions. Rantz believed that social activities forged a bond among the officers. Europe, unlike the United States, offered greater opportunities for social activities. The different culture made even simple aspects of life such as eating out in restaurants more interesting. He held six to eight social functions in addition to hail and farewells during his one-year command tour. The officers gathered at the location of one of the companies for picnics or barbecues. Social functions quickly became a tradition in the 28th.

These functions required a lot of hard work to coordinate, so the commander rotated the responsibility. Honor was tasked to put together a commanders' conference in Paris and to arrange a fashion show for the wives. Honor could not find any one fashion designer who would accommodate all of the spouses. Honor knew his limits. He did not want to receive the criticism for assigning the wives to the wrong fashion designers, so he requested that his colonel let his wife do it. The commanders and their wives held the conference in Paris with great success. The functions soon proved to be worth the effort. These group social activities and the unit competition made the 28th a proud transportation battalion to serve in. As the 28th Transportation Battalion entered the twenty-first century, its tradition of social functions, unit bonding and esprit de corps remained unchanged. Many of the friendships formed in that battalion would last a lifetime. Rantz still visits the retired Johnson in Poitiers.

Rantz brought with him a businesslike management system. He broke the functions and tasks of the battalion down and quantified them into measurable goals and objectives. If anything, he contributed to Honor's professional development, putting the finishing touches on his management style. It was during this assignment that Honor began to manage by objectives. Richard Johnson had first introduced him to this idea, but Richard Rantz brought the idea to fruition. Identify the problem, then develop a solution. For example, Rantz wanted to speed up the turnaround, thus reducing the driving time on the relays. The delays resulted from mismanagement at the terminal transfer points. The drivers would wait anywhere from two to three hours to hook up to

an empty trailer. Rantz tasked Honor to fix the problem. Honor restructured the terminals and pressured the managers to have an empty trailer waiting to hook up for the return trip. The driver's round-trip was reduced to around eight hours, a savings of four to six hours per trip.

In July 1963, Major Ng returned to the United States and Rantz made Honor his Operations Officer. Honor still had to keep his additional duties as the Communications Officer since they were understaffed. When Rantz gave up command, he had clearly made a contribution to Honor and the "En Temps" Battalion.

In August 1963, Lieutenant Colonel John Policastro, replaced rdjtf as the commander of the 28th. Policastro gave Honor plenty of freedom to run operations. It was then that Captain Honor made the acquaintance of the one man who would have the most influence on the success of his career. Lieutenant Colonel Henry R. "Hank" Del Mar had assumed command of the 106th Transportation Battalion at La Rochelle on 24 July 1963. Hank Del Mar entered the Army as an enlisted man in 1942, then attended Officer Candidate School. He fought as an infantry officer with the 77th Infantry Division on the Southwest Pacific islands of Guam, Leyte, Samar, Keramo-Retto, Io Shima and Okinawa. The wounds he received on Guam, Leyte and Okinawa left him with a slight limp, and after the war he left the service.

In October 1948, Hank Del Mar entered the warehouse at the New York Port of Embarkation (NYPE), limped up to Captain John E. Murray, who was sitting behind a desk, and inquired about joining the Army. Del Mar expressed a strong desire to return to the infantry. Murray informed him that "the Infantry takes a fancy to guys that can walk without lurching." Del Mar asked if Murray had any "bright" suggestions. He recommended his own branch, the Transportation Corps. He added the fact that they had plenty of wheels and keels that did not require much walking.

Del Mar pointed to the branch insignia and asked, "Is that what you're wearing on your collar?"

"Yeah."

"Maybe it's the wheel of fortune."

Captain Del Mar returned to active duty on a competitive tour as an infantry officer assigned as the Commandant of NYPE. Five years later he transferred to the Transportation Corps. Hank finished his degree with the GI Bill while serving at NYPE. In the early days of Del Mar's Transportation Corps career, John E. "Dan" Murray, John "Gaylord" Warren, Oren "Buzz" De Haven, and John "Poly" Policastro, formed his circle of close friends; they were later referred to as "The Old Crowd." These World War II, veterans had one year on active duty to compete for the few Regular Army vacancies. All would rise to prominence in their branch. Del Mar and the others served under Major General Edward G. Plank, who made the captains feel as if they "walked the plank" every day.

By the time Honor met him, Del Mar was given his battalion command to posture him for the colonel's list. In fact his name came out on the promotion list the day after Del mar took command. Since Policastro and Del Mar were good friends, Del Mar came up and sat in Honor's operations office one day to see how they managed tractors and trailers. Most of Del Mar's background had been with missiles down in Huntsville, Alabama; he had never managed trucks before. In France, if a commander did not keep track of his trucks, the Soldiers had fun. Del Mar came to learn and was very observant of little details. He asked, "Why is everyone in this office left-handed?" Honor had never noticed that before. Honor and Del Mar worked closely together for several months and became good friends from that time on. In fact, Del Mar became jealous of Policastro's Operations Officer, Ed Honor.

Del Mar gained a reputation as a hard man to work for. He would turn an organization upside down to get results. It was no surprise that he took the 106th from the worst to the best battalion in the Command. He instilled fear in many of his subordinate officers but was well liked by his Soldiers. Captain Honor fortunately had impressed him early in his career. The two developed a special relationship. Although they differed in their interpersonal skills, Del Mar demanded quality and Honor could produce it. The two careers would become inextricably intertwined. They were not the only paths to cross.

Honor also met another interesting officer. Lieutenant Colonel Joe Bellino commanded the 181st Transportation Battalion in Germany. Bellino's drivers ran the route from the depots to the customers but wanted experience with line haul. Bellino asked the 28th if his drivers could run some of the legs of the line-haul mission. Bellino would also make his mark in transportation history.

Honor also met one of the most brilliant minds in logistics through an interesting encounter. Some drivers of the 28th Battalion had driven on the French highways after they had thawed out, which was illegal. Colonel Joseph M. Heiser, Jr., the Chief of Staff for the Advance Sector at Verdun, had bailed the drivers out of a French jail and Honor had to go up and pick them up. Honor would meet Heiser again under better circumstances.

Honor took notice of a talented lieutenant in the 28th by the name of John R. "Jack" Piatak, who was serving as the Executive Officer of the 1st Truck Company. While they may not have come in contact more than ten times during the year, their subsequent tours overlapped. The two found a common bond. Officers of the same quality naturally tend to become friends and in this case both were consummate professionals. Honor would watch young Piatak. Meanwhile, he had more pressing matters to tend to.

French President Charles De Gaulle's eviction notice to the Americans significantly affected the 28th and revealed a unique trait of Del Mar's. De Gaulle instructed them to leave on short notice. On 2 November 1963, the 106th Battalion was

the first to receive orders to depart for Germany. Since the 28th was the next in the line of communication, they departed in June 1964. They had to move in such haste that funds had not been approved for the permanent change of station. Following Del Mar's example, the 28th gave each bachelor one trailer, while each family received two for personal property shipment. They loaded their Privately Owned Vehicles, mostly inexpensive Volkswagen Beetles, onto the trailers and covered them. During that time, Army trucks had to stop at the border crossings for inspections. The 28th was shrewd enough to clear the convoy en masse without being inspected, so when they arrived in Germany the Soldiers and their families had escaped with their automobiles and personal belongings unscathed.

Del Mar had departed ahead of his convoy to obtain government quarters and purchase food for the families with his own money. Since the time of General George Washington, officers have used their own money to care for their Soldiers. Officers have been charged with the responsibility for the welfare of their troops. Extreme circumstances required extreme measures. Honor remembered that was just how leaders operated in those days.

In Germany, the lines of communication changed. Del Mar's 106th Battalion ran the relay from the Port of Bremerhaven to Kassel. The 53rd Battalion operated out of Kassel and delivered cargo to the Mannheim Terminal. The entire 28th Battalion set up operations in Mannheim and ran the relay to Nuremberg, while the 6966th Labor Service covered the rest. Meanwhile, Del Mar and Policastro attended the National Defense Transportation Association Forum in Paris to recommend the replacement of the M52s, since they did not have the power equal to that of commercial tractors. This last event culminated Honor's tour in Europe in June 1964.

Honor left with a renewed sense of confidence. He had seen firsthand the performance of majors in other battalions and felt that he could run circles around them. No longer content to retire as a major, he wanted to command a battalion. With orders to the Atlanta Army Depot, his name came out on the majors' list. Honor returned to the United States to an entirely new kind of organization. Because of the loyalty and affection he had developed for his battalion, Honor visited the 28th on his subsequent travels to Germany.

In 1962, the Cold War for the United States took another turn. No longer was the Army's focus only at stopping the expansion of communism in Europe, but President Kennedy had promised to stop it on every frontier. The distant thunder of war rumbled as American advisors increasingly deployed to South Viet Nam. In the meantime, the US Army had scrapped the Pentomic concept. Brigades with three battalions replaced battle groups. The US Army made one more transition.

In February 1963, the Continental Army Command (CONARC) reorganized the 11th Airborne Division into the 11th Air Assault Division (Test) in accordance with the recommendations of the Lieutenant General Hamilton H. Howze Board. The Howze Board had recommended the idea of using helicopters in the traditional cavalry concept

of mounted combat. The prototype division would test the feasibility of the air assault concept for an entire division. Not only did Honor return to the United States to encounter a new organization; he returned to a field that he was not trained for.

Helicopter aviation had become an arm of the Transportation Corps in 1951. Not only did Ed Honor not know much about Army aviation but he did not have a high opinion of aviators either. Honor believed that aviators just shot pool all day and earned more money with their additional flight proficiency pay. When President Kennedy gave the military a pay raise, it was the first time Captain Honor had earned over $500 a month. Honor had earlier applied for aviation school because he could make another $150 a month, but poor vision kept him from passing the flight physical examination. He was admittedly a little jealous. What he later saw would altogether change his opinion forever.

Captain (Promotable) Honor reported in to the commander of the 14th Aircraft Depot Maintenance Battalion. "Look Sir," he said, I think the Army has made a mistake. I have never been to avionics school." Honor guessed that someone in assignments thought that the Fort Knox Communication School he had attended as part of his additional duty was avionics.

His commander said, "Don't worry about it. I'm going to put you in the S-3 Section."

The S-3 office already had three other captains who had missed the promotion list to major but had seniority to Honor in time in grade. The office only had one routine report to complete and the major would not let the captains complete the report. There was nothing worthwhile for Honor to do. So the commander asked Honor to conduct an investigation to determine why spare parts were being lost from the time they arrived on post to when they arrived at the spare parts facility. Honor's detective work uncovered evidence that pointed to the colonel's "fair-haired boy." The commander told Honor to stop the investigation. "You don't have to go any further. We know how to fix it." Honor found himself in another assignment that required delicate diplomacy.

A bold and brash Honor asked the commander about commanding the Supply Company, which was a major's position. Honor always sought out the challenging jobs. The colonel answered, "I have an aviator major coming in who is going to run it." Honor felt this assignment was wasting his time and talents. Under the circumstances he felt it justified to seek a transfer.

After his commander approved a leave for him to go to the World's Fair in New York, Honor appropriately informed him that he wanted to stop by Military Personnel Center (MILPERCEN) in Washington, DC, to request another assignment. The commander, unoffended, told him not to worry about his assignment and, "Do like everybody else. Sit back there and work on a master's degree."

"What are you going to put on my fitness report?" Honor queried.

"Don't worry about that either," the commander answered. Honor knew enough to worry. By this time, he had serious aspirations for a successful career in the Army.

An officer is always his own best career manager. Although Honor never retreated from any challenge, this assignment clearly did not challenge him.

The captain arrived in Washington, DC, armed with a book noting all the vacancies for majors and lieutenant colonels in Third Army. Captain Honor felt confident enough to even request a lieutenant colonel's job. The personnel officer told him that he had just moved at the government's expense and could not move again that year. Honor told him he would be more than willingly to move himself at his own expense. This did not budge the assignment officer. Undeterred, Honor asked to see the officer's supervisor. Honor finally ended up in the office of the Transportation Corps Branch Chief, Colonel Bill Parmenter. The colonel informed Honor that he was a Third Army asset. It was up to them to reassign him and he promised Honor that he would call them on Monday.

An impatient Honor responded, "No Sir, I would like you to do it today, while I'm here."

Ironically Colonel Parmenter called the same colonel in Third Army who originally helped Honor put the book of vacancies together. Not surprisingly, when Honor returned from leave, he had orders to transfer to Third Army Headquarters at Fort McPherson, Georgia.

The 14th Battalion Commander felt that Honor was "too damn brash" for a captain, so he wanted to tighten the reins on him and show this captain who had the real authority. The colonel went to Third Army and pled to keep the captain since he was getting ready for Exercise AIR ASSAULT II at Fort Jackson, South Carolina, in October and November 1964. AIR ASSAULT II was the last of the exercises to validate the operational reality of moving men and materiel into combat by helicopters. The success of their exercise resulted in the formation of the first airmobile division in 1965.

Ultimately the colonel won, and though Honor was not valuable enough to be given an important job, he was too valuable to let go. Honor was very upset. His commander had sent him there expecting Honor to fail. Honor knew nothing about the operations or maintenance of aircraft, so the commander sent him over to the Battalion Executive Officer (XO). Major Scruggs was a nice guy but Honor knew it was a sink-or-swim situation. Honor recommended that they should camp out with the aircraft maintenance company. In his usual fashion, he had a plan to succeed despite his lack of aviation experience. He would also count on a friend.

George Morrison, who commanded the company, had attended the company officers course with Honor. Honor asked his friend to teach him what he knew about

aviation maintenance. Honor had to present the aircraft maintenance briefing every night to the exercise director, General Charles W. G. Rich, Third Army Commander. Honor and his XO pitched a tent out in the field so Honor could walk through the maintenance facilities to learn the whole works. George accompanied him to the briefings for the first few weeks, until Honor fully understood the information he briefed. As it turned out, Honor did well without any help. Honor's battalion commander came up to visit and saw briefing charts on the status of aircraft maintenance during the various stages of progress. The surprised colonel asked, "How did you learn how to do this?"

By then, Honor had managed maintenance as an executive officer and company commander. The principles of maintenance, whether with trucks or aircraft, remained the same. Only the terminology differed. The colonel was utterly surprised and amazed at what the two officers in the forward headquarters at Fort Jackson had accomplished. Honor passed the challenge. This experience had one other positive effect. Honor gained tremendous respect for aviators. The aviators worked very hard during the validation exercise, flying long hours and greater distances to prove the capability of the air assault concept.

In January 1965 after he returned from the field, Honor reported to Headquarters Third Army to become the Combat Service Support Training Officer, Unit Training Branch, Deputy Chief of Staff for Operations. This provided Honor with his first experience on general staff. When the Nuclear Surety Officer retired, Honor's supervisor told him that he would also assume that job. Honor had no idea about that field of work. With his usual energy, he soon learned from others and visited a few organizations until he mastered the subject. From his new job, he played a small part in the impending war preparations.

Unsatisfied with the progress of the advisor war in South Viet Nam, President Lyndon B. Johnson approved General William C. Westmoreland's request to escalate America's commitment of troops to conduct the ground war in 1965. This would become the Army's focus for the next decade. Honor observed from his lofty perch on staff that when units received orders to deploy to Viet Nam, readiness reports started becoming more honest. Units which had been C1 (highest) were suddenly downgraded to C4 (lowest).

After the 11th Air Assault Division was redesignated the 1st Cavalry Division, it received orders to deploy to Viet Nam. In spite of that fact, it had not reached its full Table of Organization and Equipment authorization. Third Army sent a number of staff officers down to Fort Benning to get it ready to deploy. Honor was among them. They basically had the mission to get the division anything it needed, such as spare parts or equipment. Honor perceived that the division officers felt that the general staff officers were in the way. MG Kinnard, Commander of the 1st Cavalry Division, on the other hand, knew how to use them. On 28 July 1965, the main body deployed for Viet Nam in better condition than previously hoped for.

While this last assignment to the 14th Aviation Maintenance and Third Army may

not have added much to Honor's bag of tools, it demonstrated that he had the tools to succeed in any job. On 30 June 1965, Honor pinned on the rank of major, thus ending his company grade education. His escape from the aviation maintenance battalion had landed him a job on general staff. Until this time, he had never served above battalion level. This assignment rounded out his military education. He had commanded two companies, run a battalion S-3 and managed maintenance. He had served in truck units from division to theater support.

While the company grade years are traditionally filled with mastering the profession and becoming technically proficient in one's branch, for those who set their sights on stars the field grade years identify those officers bound for success. Honor learned early that luck had little to do with success and talent was not enough. The Army was filled with talented officers. Success came from having the right person recognize that talent and potential. Those who succeeded in making general officer rank all had mentors to guide them along the way, give them advice and intervene when necessary. Honor realized that he had to build relationships with successful leaders and latch onto their careers. Rising stars tend to take care of their talented subordinates. "Study the careers of others," became another of his guiding principles to success. However, do not bet all your money on one horse. Anything can happen as Honor reflected. "What happens if your horse dies before it reaches the finish line?" The most influential officers he had contact with as a captain were lieutenant colonels. Commanders like Ben Johnson, Walter Johnson, Richard Rantz and Hank Del Mar had already inspired him. Ben Johnson and Richard Rantz would both retire as colonels. Walter Johnson's career unfortunately ended in an airplane crash during his following assignment as an advisor in Iran. Of the group that Honor followed, only Del Mar would rise to the rank of general officer.

Honor had just missed the Korean War when he joined the Army. By 1965, he was a seasoned Transportation Corps officer with another war building up in the jungles of Viet Nam. He had honed his skills in peace and was ready to test them in war. When a delivery does not go through in peace, Soldiers either go hungry or do not train. In war, they die. Honor asked for a transfer to Viet Nam and in October 1965 Major Honor received orders to report to the 507th Transportation Group at Fort Eustis for further deployment to Viet Nam. For Ed Honor the Transportation Corps would become his "Wheel of Fortune."

Chapter 4

A Different Kind of War

The rapid buildup of US forces in Viet Nam in 1965 took the Army by surprise, especially the Transportation Corps. The Army did not have time to prepare and plan for the proper deployment of transportation units to Viet Nam. Consequently, men, equipment, cargo and some movement assets began arriving without any source of movement control. A unit was needed to coordinate the transportation of men and materiel in and throughout Viet Nam. The 507th Transportation Group would form the Transportation Management Agency (TMA). This was Honor's assignment.

Major Honor arrived at Fort Eustis in October 1965 to find the 507th Transportation Group gearing up for its deployment to Viet Nam. Up until that time it had been a skeleton organization commanded by a lieutenant colonel with no real function. In August, it was brought up to a total strength of fifty-eight officers and 229 enlisted men. Honor had never seen so many majors and lieutenant colonels in any one unit in all his life. Movement Control Teams were designed to operate independent under the supervision of field grade officers. Many of those officers, however, had been hanging around Fort Eustis waiting to retire when suddenly they received orders to join the 507th. The Viet Nam War put their personal plans temporarily on hold. Consequently, many did not want to take any risk of life or work hard. The burden fell to a handful of young majors. It was chaos. Even the Group Commander, Colonel Clark R. McCauley, was not going to deploy with his unit. The Department of the Army had selected Colonel Jack Tooley, who was in the J-4 (Logistics) of Military Assistance Command, Viet Nam (MACV), to command the Group in Viet Nam.

It was not enough that a few officers did all the hard work, but the senior officers actually hindered progress. Several of the lieutenant colonels had seventeen years in grade. It was hard to route even a piece of paper through them. Even in combat they would focus on trivial details. Fortunately, Honor had honed his diplomatic skills by working some of the most complex issues with a variety of senior officers. He had the patience to sit and not to get angry while he convinced them that they would not get in trouble by signing the paper. One unlucky officer, on the other hand, wasted his whole one-year tour in Viet Nam trying to get colonels to approve a regulation on the control of

CONEX containers. TMA became the CONEX control agency for Viet Nam and it did not approve the regulation until several years later. While this large number of field grade officers hindered progress, it fortunately allowed Honor to work with some his peers.

Honor ran into his old friend, Richard Johnson. Many of the field grade officers had never worked in movement control, so Major Johnson was put in charge of a group of officers that included Honor to teach classes on movement control. The 507th had no clear idea of how it would organize or conduct operations in Viet Nam. It would task organize when it arrived and saw the requirements. Although Johnson had experience with movement control from the Advance Course, he had never worked at group level. In this area, Ed's experience helped.

Johnson was also tasked to set up and run a few Command Post Exercises (CPX). Honor had plenty of experience working on training exercises. He offered to plan and organize the CPX for him. Johnson admitted that Honor was the brains behind the CPX and should be in charge since he had pinned on his major's leaves before him. Johnson had made major on his second time before the promotion board. Honor told his friend not to worry about seniority, but when he needed to send Gofers[3] out around the post he should send the captains and not his friend, Ed. Subsequently, they shared the responsibility for the CPX.

Honor also recommended that Johnson conduct the briefings to show the leaders what he could do. Since Honor's career was still on track, he wanted to let the spotlight shine on his friend. Regardless of luck or how one man's career prospered and another's did not, Honor would never forget that as a young first lieutenant, Captain Johnson had helped him succeed. No matter what the rank, Honor would see Johnson as a friend and mentor. He felt an obligation to return the favor. Honor willingly took the backseat to see his friend succeed. Service in the war would fortunately advance both their careers.

Because of a manpower limit in Viet Nam, the 507th deployed in two advance parties with the main body and equipment arriving by air and ship. The first advance party deployed on 9 November 1965. Honor flew from Langley Field in a C-130 with the second party on 16 December 1965. Interestingly, the C-130 developed a maintenance problem in Hawaii. The passengers could only leave the aerial port for one hour at a time since they had to be available to depart the moment the plane was ready. Meanwhile, the crew checked in to billets since they planned to stay there a while. When they arrived at Wake Island, they had no problems, but when they landed on Okinawa, again the plane had maintenance problems. It seemed that the plane only developed maintenance problems at every good layover location. After five days, they finally stepped onto Viet Namese soil and Honor began his first one-year tour of duty in Viet Nam.

TMA Headquarters in Saigon reported to Military Assistance Command, Viet Nam Headquarters. TMA Headquarters divided its staff functions into Directorates of Plans, Systems, Movements, and Administration and Services. Movements ran the

[3] Go for this, go for that.

Operations Center with supervision of Tri-Service Air Traffic Control Office, Land Movement Center, Sealift Center and Airlift Center. Major Richard Johnson arrived with the main body and would remain in Saigon as the Chief of Land Movement. He and Ed would visit often. The bond forged back in Korea would stand the test of time and careers would never get in the way of friendship. The movement control teams of TMA organized into three traffic regions: the First in Da Nang, Second in Nha Trang and the Third in Saigon. Headquarters assigned Honor to the Second Traffic Region in Nha Trang. Nha Trang was one of four deep-water ports in South Viet Nam and had a commercial airport. Second Region supported the US Army Support Command of the 1st Logistics Command collocated at Nha Trang and I Field Force and 5th Special Forces Group.

Viet Nam was a different kind of war than America had trained for. Guerrilla warfare offered no front lines. There was no Communication Zone, no safe area in the rear. The enemy could attack anywhere. Both sides initially respected the neutrality of the large population areas as both sides frequented them. Nha Trang happened to have some very nice restaurants. One right over the hill from Region Headquarters served lobster. The Soldiers knew they had to return before it became dark, because the Viet Cong guerrillas frequented certain areas at night. The Soldiers learned quickly which areas to avoid at night. The guerrillas, however, never fired at the compound during Honor's first tour.

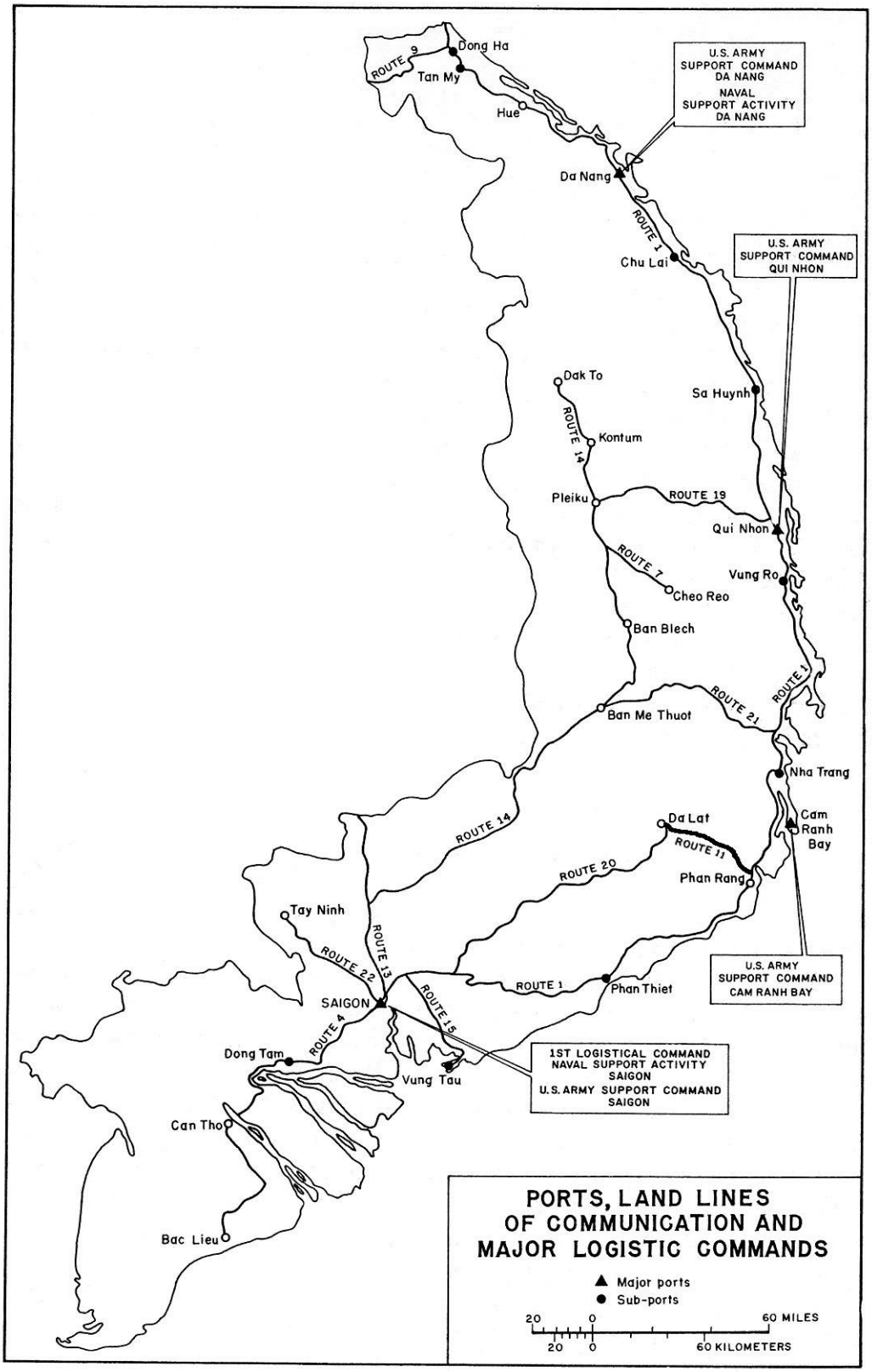
Honor reported to the Region Commander, Lieutenant Colonel Acosta Santini, who had already flown in with the first advance party. Second Traffic Region was located at the airport. Since the main body would not arrive until February, the TMA would not be fully operational until March 1966. Regardless, the advance party went to work immediately bringing in troops. At that time, there were so few 507th personnel in Viet Nam that both officers and enlisted worked to unload and turn planes around.

As troops arrived in Nha Trang in greater quantities, Second Region Headquarters could no longer remain at the crowded airport. Honor's responsibilities required him to bed down the Second Traffic Region Headquarters and get it operational. Honor told Santini that he would go and find a place for them to live. Honor walked over to the headquarters of Support Command with his request. The colonel asked if he belonged to 1st Logistics Command. Honor had not been in country long enough to sew on Military Assistance Command, Viet Nam patch. Honor answered yes and the colonel told his engineer to find them a place. Since their jeeps would not arrive until three months later with the ship, Honor also asked for transportation. They loaned him some jeeps and refurbished a concrete building for them right on the beach. The cooperation he received from other units surprised him. Without it they could not operate. Everyone seemed intent on winning.

Second Traffic Region moved in and set up their communications equipment. Their teletype equipment arrived with the third increment and utilized the commercial telephone lines. Transportation fell far down the line for modern communications equipment. They had leftover equipment from the Korean War if not World War II. Consequently, Second Region could not use it during the day, when telephone use

peaked. They could only receive messages from the rest of the Region during the evening hours.

With the arrival of the advance party, they identified the traffic management requirements. TMA assumed the sole responsibility for arranging transportation in Viet Nam, except for northern I Corps Tactical Zone. Each Region then organized its District Traffic Offices (DTO). Second Traffic Region established DTOs at its major ports: Nha Trang, Qui Nhon and Cam Ranh Bay, and inland at Pleiku. Up to that time, each service had requested and shipped its equipment and cargo within Viet Nam. As no system of prioritization existed, the TMA would establish the priority for ships to berth for discharge. TMA also directed the means of transportation to move cargo to its destination.



Map of Viet Nam

From the port, cargo either went by boat, truck or aircraft to its next destination. The line of communication stretched from the port inland to the user at the base camps and firebases in Second Traffic Region. Deep-draft ships discharged cargo either at Cam Ranh Bay or DeLong Pier[4] at Qui Nhon or onto intercoastal vessels for beach discharge at the other ports. Although this new war was an air assault war, units like the 1st Air Cavalry Division at An Khe and Pleiku relied entirely on trucks for resupply. The helicopter only pushed the men and materiel out from the base camps. The more remote camps in the jungle and mountains relied on aircraft. The DTOs coordinated this activity.

Honor asked his colonel if he could go to the field to be one of the DTOs at Qui Nhon. Qui Nhon was the hub of all transportation activities in the Region where majors had the greatest influence. Honor wanted the hardest job he could get. Santini would not let Honor go, however, Honor had operational experience at headquarters level and the colonel wanted to keep him at Nha Trang as his executive officer. Besides, most of the DTOs were senior to Major Honor. Santini responded that it did not matter. Honor could write their evaluation reports and let Santini sign them. Honor's logic failed. His boss would not budge. "You're going to stay here. You're not going to the field," said Santini. Resigned to his fate, Honor would have to pick others for the field positions instead.

Nonetheless, Honor took his job very seriously. In war the consequences of superficial performance could result in mission failure or men killed. He had learned as a lieutenant and captain that even the experience gained from the mundane jobs would build confidence in higher levels of responsibilities. Honor added two more principles to his list: "Seek the difficult jobs" and "Take all assignments seriously, even those considered mundane."

TMA Headquarters sent the Regions the rosters of officers arriving with the main body and told them to select whom they wanted. Honor selected men whom he knew had movement control experience in Europe. He stacked his deck for success. He picked some real talent: Captains Jim Vaglia, Jim Williams, and Al Davia. Vaglia had already been in-country several months. Honor needed this kind of talent since no movement control regulations existed for Viet Nam. They had to originate their own. Consequently, Honor met with Jim Vaglia and Jim Williams one Sunday morning to develop the regulation, since they had the most experience. Each one took a portion and wrote his outline. By five o'clock that evening they had a complete and typed movement control regulation. It was so good that TMA Headquarters took their regulation and applied it to the other regions. With that the TMA would try to bring order to the existing confusion of moving cargo in RVN.

By early 1966, Second Traffic Region had few US transportation assets there to task. Most of the US Army truck battalions had not arrived yet. Instead Honor had to beg and cajole the Viet Namese to haul cargo for them. Up until the TMA arrived,

[4] The DeLong Pier was a prefabricated pier that could be floated into place and elevated by metal pylons.

resourceful units just commandeered transportation. This was a hard habit to get the units to break. Special Forces had their assets while First Log had their piece of the action. Up to that time priorities had no place in the way things operated. "If you could grab it, you had it." The 1st Air Cavalry was the biggest offender. TMA had to bring order out of this chaos.

The TMA had to rein in control of the transportation assets and establish a control process. As more US Army wheeled transportation battalions arrived, the Traffic Region tasked them to move cargo. As the Area Support Commands were organized, they assumed responsibility for the transportation and all other logistical assets at their ports. Qui Nhon had established its Support Command in December 1965, but Cam Ranh Bay Support Command would not be functional until May 1966. Regardless, TMA would task what cargo had to move to its destination while the transportation companies assigned the trucks. Honor as well as others felt that the TMA Headquarters should have arrived in theater much earlier. It could have set up a common user system early, before the other units had developed their own methods of mismanaging transportation. Consequently, TMA had to break units of their bad habits.

Since Viet Nam had lots of coastline, Army watercraft delivered the majority of cargo. Ports and sub ports dotted the coast. For this reason, US Army terminal battalions were some of the first transportation units to arrive in Viet Nam. Since the influx of cargo and equipment outstripped the existing port capacity, they off loaded at the bare beaches until they later received the DeLong Piers. Honor soon learned from the field that ships off-loaded the supplies at the wrong locations, then had to reload them onto another ship. For example, rice destined for Da Nang and Qui Nhon was off-loaded at the Port of Saigon, then stored in a warehouse. By the time the stevedores would reload the rice on a vessel for shipment up the intercoastal waterway, it had sprouted. Instead, TMA established shipment priorities and directed the Victory ships to their sub port destination. While aerial transportation had come into prominence, it hauled the least amount of tonnage. TMA in coordination with Military Sealift Command also managed inter-theater transportation of landing ships tank (LST) and cargo ships (AKA) of the Seventh Fleet to ship cargo to smaller ports.

The Second Region worked closely with the 5th Special Forces Group (Airborne), whose headquarters was also at Nha Trang. When they had a request for aerial resupply, Region sent the requirement up to the TMA Headquarters in Saigon, who in turn tasked Seventh Air Force for C-123s to fulfill the mission. Traffic Region arranged for the movement of supplies to the airport and delivery to the remote Special Forces camps. That was no easy task. US Air Force only had a certain number of C-123s dedicated to Special Forces. The TMA eventually established a common user system of C-123 transportation that more than Special Forces could use. The Traffic Region would arrange for and prioritize air transportation for any customer in the Region. Special Forces, however, always received top priority since they operated out in remote jungle camps unreachable by truck.

The Second Traffic Region divided its area of responsibility into three traffic areas based out of Cam Ranh Bay, Qui Nhon and Pleiku. The DTO in Qui Nhon tasked truck companies to haul freight along Highway 19 to resupply the 1st Cavalry and 173rd Airborne Brigade. The commander of the TMA, Colonel Jack Tooley, also signed the TMA up for the traffic control business, which was a Military Police function. TMA then had to schedule convoys up and down the Main Supply Route (MSR) along Highway 19 to Pleiku.

The guerrillas had blown all the bridges, and the bypasses only allowed one-way traffic. Honor and his staff developed a schedule for two convoys a day along Highway 19, one originating at Qui Nhon and the other coming the opposite direction out of Pleiku, with those empty vehicles that had remained overnight. Trucks could not drive on the roads at night. Second Region precisely planned the times convoys would arrive at various checkpoints, which included An Khe and the bridges, so that opposite traffic would not meet at a one-way part of the road and have to stop. A stop would leave them vulnerable to an ambush. The Military Police manned the checkpoints, controlling the release of each convoy.

Honor rode along behind a convoy of "low boys" to ensure that their convoy plan worked. The heavy tractors and trailers slowed down to a crawl driving up the switchbacks of the mountain to the An Khe Pass, where the First Cavalry Division had set up camp. The jungle grew right up to the dirt road, which provided ideal cover for an ambush. The Viet Minh had annihilated an entire French Mobile Brigade along that same road between An Khe and Mang Yang Passes. Armed with only a .45 caliber pistol, Honor began to realize his own vulnerability. He thought he was crazy to ride along when he did not have to. He gained a greater respect for the risks the drivers took. Some of those drivers would haul five-thousand-gallon tankers of fuel. Managing traffic was only one of the many challenges. Honor had to ensure the smooth working relationship between his commander and staff.

After the rest of the Group arrived in Viet Nam, Honor informed Santini that the TMA and the Region were designed to operate in two shifts, 24 hours a day. Santini explained that he did not want his command to work at night. Honor explained that they had to work at night; they did not have enough space for everybody to work during the daytime. This finally convinced Santini. The first time that they worked at night, Colonel Jack Tooley happened to run into bad weather flying back from Da Nang. He landed at Nha Trang and dropped by the headquarters. Seeing Soldiers busily working and receiving reports greatly impressed Tooley. Santini bragged, "Oh yes, we've been doing this for some time," although that was the first night they worked.

As a commander's right-hand man, one has to adapt to his leader's style. Actually a good staff officer should almost be able to read his boss' mind. Santini was the type of commander who, once he made up his mind, there was no changing it. Honor began to understand Santini's behavior. Honor had that rare gift of pleasing superiors while taking care of subordinates.

Honor and Santini roomed together in the Bachelor Officers Quarters. Honor learned how and when to discuss the operations with his supervisor. Santini rarely went to his office during the day, yet told Honor that he never wanted to talk business at home. Honor instead had to catch him "on the fly" to discuss business while walking around. Honor also warned the Regional Command Soldiers not to discuss business with Santini when he visited. He did not understand traffic management, so the conversation would only anger him. Honor advised the Soldiers instead to take their colonel up to visit the wounded Soldiers in the hospital. Santini enjoyed that. Honor had to ensure the smooth working relationship between his commander and staff.

Al Davia, at Pleiku, was the best DTO in the Region. One day, Santini flew up to visit him. Al wanted to talk business, which angered Santini. When he returned, the Colonel told Honor to get rid of Davia.

Honor asked, "What do you mean?"

"Get him reassigned," snapped Santini.

"Sir, we shouldn't do that," responded Honor. "You need to know that when I go out to ask for recommendations, he is the only one who gives me something that is useful."

"I don't care. Get rid of him."

By coincidence, Second Region had a levee for an officer to go work in the J-4 at Headquarters, Military Assistance Command, Viet Nam, so Honor put Davia on that levee. It would not appear that he was relieved. Honor wrote Al's fitness report and submitted it for Santini's signature. Honor recommended that Davia receive a score above the line for excellent. Anything less would hurt his chances for promotion. Santini told Honor that he was going to give Al a score below excellent, explaining, "I don't like him."

Honor said, "But that's not a criteria for cutting his rating. This guy is the best we have." Honor would not back down.

Santini offered a compromise, "Okay, I'll take a point from you when I do your report." The old reports had a maximum score of 120 points and tended to be inflated so that everyone received the maximum.

Honor conceded, "Okay, that's all right, if that is the way you see it. But you can't cut this guy down like that."

Davia probably would not have made lieutenant colonel had Santini cut his score. Ed Honor felt that sticking his neck out like that for a fellow officer was the right thing to do. He believed that Al Davia would have done the same thing for him. This kind of

camaraderie in the Transportation Corps had inspired Honor to stay in and make the Army a career.

Two months later, in June 1966, TMA transferred Honor to Saigon, in spite of their promise that Honor would stay with Santini the entire year. After Honor started to work in Saigon, Santini came up to drop off his fitness report. Santini handed him a score of 119, "See, I told you."

Honor answered, "That's all right." What else could he say? He actually did not worry about it. Honor felt that his personnel file was strong enough to overcome one low rating.

After Honor was promoted to Brigadier General, Santini called to congratulate him. "That point I took from you didn't hurt, did it?"

Honor corrected him, "It did at the time."

As Honor would soon discover, a less-than-perfect score knocked his career off track and jeopardized his chances for promotion. Notwithstanding, he continued to focus on doing the best that he could. He would not give up.

At TMA Headquarters in Saigon, Jack Tooley asked Honor if he had ever worked in a stevedore company. Honor answered that he had not. Tooley asked if Honor had ever worked in a port. Again Honor answered that he had no port experience other than clearing cargo with trucks.

Tooley said, "Fine, I want you to run Sealift. The other guys I've had try to tell the port commander how to unload his ships and when to unload his ships. Now you can tell them when but you can't tell them how."

Honor became the Chief of Sealift Center. This became a major career change for him as his experience up to that time was mostly with trucks. He now had to learn to manage a new field of transportation.

Right after Honor moved to Saigon, Captain Jack Piatak reported into TMA and went to work in Second Region. The two renewed their acquaintance from the old 28th, but distance and workload did not allow them much time to see each other. TMA still had a lot of growing pains.

While the Traffic Regions distributed cargo throughout Viet Nam, the Chief of Sealift called the deep-draft ships in for discharge at the ports of Saigon, Cam Ranh Bay, Qui Nhon and Da Nang. To select the order of discharge, Honor ran the biweekly Ship's Priority Destination Board Meeting, which included representatives from J-4 of the Military Assistance Command, Viet Nam, 1st Logistics Command, US Army Viet Nam, Seventh Air Force and the Viet Namese Army to discuss their priorities.

The ports at Cam Ranh Bay and Qui Nhon had just become operational. Saigon remained the primary port of discharge in country for commercial, military and US AID cargo. Colonel Jack Fuson had recently taken over 4th Terminal Command, which had assumed responsibility for the Saigon port complex. Honor's handling of the sealift would impress this rising star.

Lieutenant Jack C. Fuson began his career with landing craft and amphibians in a Special Engineer Brigade during World War II. He moved up to run terminal operations at the Port of Pusan during the Korean War. By 1955, he became the Deputy Chief of Staff for Major General Lincoln, who was then the Chief of Transportation. Fuson commanded the 53rd Transportation Battalion in France from 1959 to 1960, right before Honor arrived. In 1964, Fuson also went to work for Lieutenant General Richard D. Meyer while he was the J-4. Major General Lincoln and his friend, General Frank Besson, however, looked out for Fuson's career. In 1966, Lieutenant General Jean Engler, Commander of US Army Viet Nam, asked Besson for a Transportation Corps officer to command the 4th Transportation Command in Saigon. Besson recommended Colonel Fuson.

Fuson would return to Viet Nam in 1972 as the J-4, Military Assistance Command, Viet Nam. Fuson would then command the US Army Transportation Center from 1973 to 1975. He retired with three stars as the Deputy Chief of Staff for Logistics for the Department of the Army in 1977. He would become one of the most influential Transportation Corps general officers of his time.

The Transportation School had taught Honor how to run the Ship's Priority Destination Board. Movement Control Class in the Transportation Company Officers Course was the toughest class, which proved the most useful. Honor's experience as an operations officer in Europe taught him how to orchestrate the meeting to reach a decision. The cooperation at the meetings surprised Honor. Everyone sat down for a collegial conversation to accomplish the mission. If the Air Force said it needed certain ammunition unloaded, then the Army or some other representative would back down and give a little bit. These officers of different branches of the Armed Forces and countries knew it took cooperation to win a war. Cooperation worked well on the ground in Viet Nam.

Ammunition became the biggest problem. TMA could put a ship on berth one day, but the type of munitions the planes dropped two days later was on another ship in the port. The ports constantly closed and opened ships to off-load the right ammunition needed for the next mission. Honor used to unfairly blame the Seventh Air Force representative for all the last-minute changes. But Honor did not realize until after he worked in the Pentagon that the poor Air Force officer had no control over the decisions. Unknown to Honor, Washington, DC, called the shots as to when, where and what kind of ordnance the Air Force dropped. While the customer usually dictated what he or she needed, Honor's office knew what ships in Saigon or the Philippines had which cargo. This system was already in place when Honor arrived.

The cargo manifests arrived ahead of the ships by way of the Electronic Accounting Machine (EAM), punch cards. TMA Headquarters had more modern teletype communications equipment but had no automation at that time. Honor gathered him a battery of seven sergeants to compare requisitions to commodities arriving on the ships, so they could put the correct ship in the right port. Honor wanted to reduce some of the cross-shipping. The NCOs combed the manifests and matched them to requisitions. If they received a requirement from Cam Ranh Bay Support Command to move a certain load of cargo to the Qui Nhon, the NCOs would see if there was a ship out in the harbor already loaded with the same cargo. In the past, they would have ordered the cargo loaded from a warehouse. By moving the ship, they reduced the handling time.

The Transportation School did not teach this part of his job. Honor had learned to dabble in other supply business. Having already worked in one of the Regions, Honor knew how cargo moved up and down the coast. In Saigon, Honor could read the manifests and know what was scheduled to arrive by ship. He planned to minimize the trans-shipping and move the ships as they came into theater directly to an appropriate destination. However, the volume of material arriving in country required some legitimate trans-shipping. Honor borrowed LSTs and AKAs from Seventh Fleet and let them haul cargo between ports for a week at a time. That reduced quite a bit of the backlog. The problem originated from poor paperwork.

Honor came to believe that people lived and died by reports. With different government agencies submitting reports there were bound to be differences. Honor inherited an office with one Marine and a couple of Army majors. Honor's staff wasted a tremendous amount of time reconciling the differences. Honor finally decided to have his staff ask the people who thought they had the right information to let his staff originate the reports. Volunteering to do someone else's job actually reduced work and ensured that the report was the same.

During that time, everyone wanted a count of every ship in the harbor in the Saigon area and how many ships waited in the Philippines for transit to Viet Nam. As many as eighty cargo-laden ships waited in the Philippines at any time. The number of available vessels exceeded the port discharge capability in Viet Nam, and everyone who flew over in a helicopter came up with a different count. Honor's staff sent their own fact sheets with a count of the ships in the harbor. Every time a senior official came in with a different count, they had to refute it. As it turned out, some had mistakenly counted the rice ships that did not carry US supplies. The different offices wasted way too much time arguing over numbers.

Honor encountered the same problem with the number of units deploying into Viet Nam. Movement Control Units in the field reported what units had arrived on the airplanes to TMA. 1st Logistics Command, US Army Viet Nam, and others reported their own count of people arriving. None of the reports that reached Military Assistance Command, Viet Nam agreed as to how many Soldiers were stepping off the airplanes. Honor recommended that everyone work on shifts, using the same data. That way even if the numbers were not exact, everyone submitted the same report. While it may not have

eliminated the errors, it at least reduced complaints and the men could focus on their main mission. Again Honor's management style improved the efficiency of his organization. He identified the roots of the problems and set up a plan to fix them.

By the time Honor had resolved many of the problems, General Art Conroy visited the TMA. Impressed with the efficiency of the operation, he asked Honor if he had ever worked on The Army Staff before. Honor answered that he had not. The general asked if he would like to. Honor remembered the career advice that Richard Rantz and Ben Johnson had given him and answered that he would. Conroy informed Honor that no officers on The Army Staff knew anything about Sealift and the Merchant Marine fleet and they had a thousand ships. With the general's offer, Honor planned on the Pentagon as his next assignment. After six months as the Chief of Sealift Center, Major Honor finished his first tour in Viet Nam in November 1966. By that time, the TMA had the traffic management system finally under control and functioning the way it should.

Honor returned to attend the Associate Command and General Staff Course at Fort Leavenworth, Kansas. This four-and-a-half-month course was referred to as the "short course" since the full course lasted ten months. The short course had been designed primarily for National Guard and Reserve field grade officers. The more fortunate officers in the long course informed them, "Look guys, the Army is trying to send you a message. We don't know if you are receiving it or not." Selection for the short course indicated that their careers were no longer as competitive. The long course did not teach anything more than the short course did, but it was the first indicator as to where officers stood among their peers. Evidently, that 119 score had taken its effect. Some, however, would not take the hint as five officers in his short course later attended the War College with him. Four of them even made general officer. Honor did not worry about it. He had a promise of an assignment to the Pentagon.

His assignment at Fort Leavenworth introduced Honor for the first time to the history of the "Buffalo Soldiers." These black cavalrymen of the 9th and 10th Cavalry had carved out a proven reputation in the "Old West" and had been assigned to Fort Leavenworth. Honor had no idea that African-Americans had made such a rich contribution to American history. His schoolbooks taught him nothing about black history. What he knew, he had learned from such African-American newspapers as the *Chicago Defender*. The contribution of these troopers gave Honor a renewed sense of pride, as he wanted to learn more about them. This began his fascination with them.

Completing Command and General Staff Course, to Major Honor's surprise he received orders for the Transportation School. A school assignment during the Viet Nam War indicated that one's career had reached its full potential. Honor realized that he needed to do something quick to put his career back on track. He had an invitation from General Conroy to work at the Pentagon. Not the bashful type, Honor picked up the phone and called General Conroy to remind him of their conversation on the porch at Sealift Center in Viet Nam. "Remember, you said you wanted me to come to Washington."

Conroy answered, “Yes, I did.” Honor then informed him that he had orders for the Transportation School as an instructor. Conroy said, “Don’t do anything about that. Your orders will be changed tomorrow.”

The next day, Honor received a new set of orders assigning him to Department of the Army, Deputy Chief of Staff Logistics (DCSLOG). Because he had not attended the long course at Fort Leavenworth, Honor felt that he would have never been assigned to the Pentagon had Conroy not intervened for him. Honor had taken charge of his own career.

Conroy had intended for Honor to work in Sealift, but when he arrived in May 1967, a vacancy in Sealift no longer existed. Conroy made him the Branch Chief for the Passenger and Unit Movements Branch. He had between twenty and thirty people divided into Individual Passenger Movements and Unit Movements. Individual Passenger Movements Branch forecasted individual passenger travel, while Unit Movements coordinated the movement of units with the Military Airlift Command (MAC) and Military Sealift Command (MSC). The Army had replacement centers on the East and West coasts for individual movements to overseas assignments such as Viet Nam, Korea and Europe. Honor worked for Colonel John McCain, who was a super officer and fantastic teacher. He was the most knowledgeable man in that field. “John has forgotten more about entitlements than most people ever knew,” Honor remembered.

At the time Honor arrived, only sixteen black officers worked in the Pentagon. Since they were truly a minority there, they looked out for each other. They would meet and greet every black officer, then educate him on how things worked there. Some of them had worked in the building for a while and knew the ropes. Regardless of whether an officer was a minority or not, this sort of sponsorship was critical for anyone to succeed at that level headquarters.

There was no open resentment against minorities in the Pentagon at that time. Others only watched closely to see how minority officers would perform, waiting for an indication of failure. Again Honor worked in a fish bowl. A lot was at stake. How they performed determined the future assignments for other minorities. None of them could afford to slack off. For Honor that kind of attention caused others to recognize his talent.

Joe Clark, an old friend and an Alpha Phi Alpha fraternity brother, arrived in 1968. Honor greeted, then mentored Clark on how he had learned to conduct himself and get ahead in military life. Joe recognized that Honor had general officer qualities even then. Honor had a determined focus so that nothing would get in his way.

The Army Staff in the Pentagon made decisions that not only affected the Army for the year but up to eight years down the road. The Army sent its best and brightest officers and civilians to develop policies, budget resources, then justify them to Congress. Honor would encounter some of the most brilliant and successful people working there.

Working in the powerhouse of military policy was overshadowed by the fact that field grade officers represented the lowest rung on the ladder of rank. The Army Staff during that time was larger than a brigade with a four-star general at the top. A lieutenant general served as the Deputy Chief of Staff for Logistics with brigadier and major generals running his directorates. Colonels supervised his divisions and lieutenant colonels served as branch chiefs, with majors and lieutenant colonels as action officers. In any other unit, majors and lieutenant colonels represented the top of the hierarchy, but at the Pentagon, they were the Army Staff equivalents of privates and sergeants. Honor was so low on the totem pole that Honor had to park in the North Parking Lot. It took him as long to walk from his car to his office as it did to drive to work from his apartment in Washington, DC, a fifteen-minute drive. Not even a colonel could sign an official piece of paper. Generals signed everything. Consequently, actions moved very slowly through the many layers of Pentagon bureaucracy. In the highest military headquarters, knowing the right people expedited procedures through back channels.

Honor developed a friendship with Oscar Harrison, who was the only black officer in the Chief of Staff's Office. It would normally take three weeks to route a paper from General Harold K. Johnson's office down to Honor's office. Oscar, however, would send a "bootleg" copy to Honor while the original paper waited for the senior officers to read it. By the time Honor received the official copy, he had already worked the issue. As one rose in higher rank, and especially for those working in the Pentagon, a network of friends became increasingly critical to success. Because of the small number of black officers, they looked out for each other. This presented Honor with an established network. Classmates from the Command and General Staff Course would also prove useful, but few had immediate assignments to the Pentagon. Those officers who were assigned there rapidly developed a network with the different offices of the Pentagon to expeditiously move staff actions. Connections, however, only provided opportunities. Success still depended upon hard work.

4 April 1968 offered Honor his first afternoon off in nearly a year since he had started working in Washington. His typical workday lasted from fourteen to sixteen hours. On his way home, he saw the police setting up barricades. When he opened the door to his home, his phone was ringing. His boss informed him that Martin Luther King, Jr., had been assassinated and instructed him to come back to work. For about sixty days straight, Honor and McCain worked in the Operations Center as the only two officers from the Passenger Movements Branch. Honor's office was responsible for moving Regular Army troops to quell the riots when directed by President Lyndon B. Johnson. The Regular Army responded to the race riots. If the nation had federalized the National Guard, they may not have had the loyalty to adhere to the federal authority of Washington. Their loyalty may have remained with the state on racial issues. From that time on the pace of work only accelerated.

May 1968 to May 1969 became a traumatic time for the Passenger Movement Branch. The North Viet Namese Army launched a major offensive in South Viet Nam to begin on 31 January 1968, their lunar New Year. The Tet Offensive resulted in the largest troop buildup in Viet Nam. Passenger Movements had to work very closely with

Personnel Branch since they monitored the number of personnel going into country and coming out. Passenger Movement Branch had to arrange for transportation with Military Airlift Command.

Honor also worked very closely with the Office of the Deputy Chief of Staff for Operations (DCSOPS). DCSOPS, by the time Honor arrived, had developed a system to simplify the planning of deployments to Viet Nam. At that time everything was done by Electronic Accounting Machines instead of computer. The Operations staff keypunched units into the system when his office received a deployment plan. Honor would then visit the Readiness Command in Tampa, Florida, with representatives from DCSOPS, Military Sealift Command (MSC), Military Airlift Command (MAC) and the deploying units. Line item by line item, they planned the deployment of units by the name of the ship and tail number of the plane. This part of the process took two days. They then handed the pages of notes to clerks to run the data again. The officers would then sit back down for a couple of hours to review the results. This three-day process in Tampa became a quarterly routine to deploy units to Viet Nam. This process later refined itself into the Time Phase Force Deployment Data (TPFDD).

However, if one wanted to know anything about deploying units, they only needed to see Mrs. Creola Wilson. The Department of Army civilians provided the institutional knowledge, vital because of the quick rotation of officers through The Army Staff. She kept the top-secret books that listed the names of ships designated to deploy the units. She was extremely knowledgeable and taught many officers what they needed to know about TPFDD. She would earn her place in the Transportation Hall of Fame in 2001.

Brigadier General Jack C. Fuson, the Director of Transportation for Deputy Chief of Staff for Logistics, made Honor the action officer responsible for the planning and execution of Return of Forces to Germany (REFORGER). Fuson was a fountain of knowledge and highly respected by those who knew him. He was that kind of leader who inspired his staff to do their best. Honor learned from him to listen well before deciding on a course of action.

REFORGER was another attempt by Secretary of Defense Robert McNamara to reduce the cost of defense. The Soviet threat in Europe still loomed while Americans fought the Viet Nam War. In early 1968, the Army planned to withdraw the First Infantry Division minus one brigade from Europe. The Division, however, would still remain under the operational control of the US Army Europe and return for annual training exercises. The four-star Commander of Military Airlift Command had told the four-star Commander-in-Chief of Europe that he could fly everything back.

Consequently, the Soldiers in Europe expected to return with their families and all their household property by air. What the Air Force could do and what the Army could afford to do differed. The Army did not plan to spend that much money. Part of the Soldiers' property would have to return later by ship, a serious inconvenience. As the Army's representative, Honor flew to Europe to plan the return and had to bear the bad

news. This caused a high level of frustration. Honor learned that his office should have told leaders in Europe up front what the Army had planned to pay.

On 23 July 1968, Honor pinned on the silver oak leaves of lieutenant colonel. He had served in the grade as a major for three years and thirteen days. The Viet Nam War increased the size of the Army and consequently the need for officers. It promoted sixty-five lieutenant colonels a day. By this time promotion boards also viewed command assignments as a prerequisite for promotion to the next grade. Officers like Honor, who enjoyed troop assignments, then found it competitive to get a command. There were not enough battalion commands to go around for every lieutenant colonel.

In January 1969, the branch officer at Military Personnel Center called Honor and asked if he would like to go back to Viet Nam if they offered him a battalion command. Honor asked, "Gee, why are you calling me? I have not even been a lieutenant colonel for six months."

The branch officer answered, "I did not ask you that. I asked you if you wanted a battalion."

Honor responded, "Sure I would like to have a battalion."

Honor then asked the assignments officer not to do anything until he talked with General Fuson first. Another officer had previously arranged a deal to command a battalion in Viet Nam without going through Fuson first. Fuson learned this one morning and ordered the officer to vacate his office by noon. He had lost his job over a simple error in courtesy. He had failed to ask permission.

Actually Fuson was very accessible. An officer did not even have to wait to see him. Honor walked in to inform Fuson that he had the opportunity to command a battalion in Viet Nam if he could be released. Honor had not finished his three-year assignment to The Army Staff. Fuson gave permission and said he was going to Viet Nam in a few weeks for a visit. He promised to take Honor's records to Westmoreland and get them approved. Fuson also took the files of Honor's old and new friends, John Bruen and Bill Sarber's, over. Those three and Vincent Russo had served in the Directorate of Transportation together. They also received battalion commands in Viet Nam at the same time.

The Pentagon assignment had benefited Honor in several ways. The Pentagon did not function like any other staff. The assignment familiarized him with the way things operated at the national level early in his career, so it would not be so new when he returned as a more senior staff officer with greater responsibility. He also ran into one of his mentors, Colonel Hank Del Mar, who worked as the Chief of Special Studies Branch of the Joint Chiefs of Staff from 1966 to 1969. As Del Mar prepared to leave for Viet Nam in April 1969, he asked Honor if he wanted to go there with him. Honor said he did not want to since he had not been on The Army Staff long enough to receive credit for it and he was holding out for his battalion command. Surprisingly, they would run into

each other again. Honor would recommend his longtime friend, David Thomas, as his replacement.

By 1969, Americans had all but defeated the Viet Cong. The Tet Offensive had proved a costly military defeat for the NVA, but a major political victory for their cause. Public opinion in the United States had turned against the war. President Richard Nixon sought a peaceful resolution to the war so he could pull American troops out of Viet Nam with honor. The American public was no longer committed to a military victory. In this environment Honor returned. The Soldiers serving in Viet Nam, however, thought America was still there to win.

Lieutenant Colonel Honor assumed command of the 36th Transportation (Medium Truck) Battalion at Cam Ranh Bay in July 1969. Honor was excited about commanding his own battalion and more anxious about doing a good job. For almost every officer who hopes to put in his twenty years, battalion command provides an attainable goal for a successful career. Battalion commanders had proved the most influential people in Honor's career, so this would provide him an opportunity to see if he measured up to the challenge.

When Honor arrived, his sponsor, Lieutenant Colonel Paul Reese, had his uniforms with the nametags and patches already sewn on them. His predecessor was a superb officer. The two had a very substantive exchange of information. Reese told him what the battalion was good at and what areas needed improvement. A well-functioning battalion, the 36th had good Standard Operating Procedures. The battalion, however, was losing a number of its experienced maintenance personnel on account of the one-year rotations. Honor would have to pay close attention to this area. Reese also mentioned that they needed good supply personnel too. Honor had never changed command with anyone so straightforward and honest. On top of that, a command in combat would prove the greatest command challenge.

Honor would replace a young captain with the senior warrant officer as the Battalion Maintenance Officer. The warrant officer had the experience to get the job done. Honor gave the captain a job with more responsibility so as not to hurt his feelings. This did not reflect negatively on either. Honor simply placed people where they could perform the best according to their abilities. He knew that in Viet Nam having well-trained people in the right jobs and well-maintained equipment saved lives. This did not solve the maintenance problems immediately, but maintenance started to improve. Armed with Reese's advice, Honor set out to learn more about his command. He would take a good unit and make it better.

Honor had seen how other commanders had come through like one-man wrecking crews tearing down everything that their predecessors had built. The officers had only a short time to show progress, so they had to convince their raters that the unit was the worst they had ever seen. Then they fixed things that were not even broken, not realizing that the members of the organization had an investment in the last administration. Honor encountered cases in the past where he had to make major changes to improve a unit's performance, but he preferred to observe for a while, then tweak the organization as

necessary to improve its performance. He put into practice his principle "Pledge to leave each organization better than you found it."

Cam Ranh Bay served as a major logistics base. Cam Ranh Bay Support Command provided command and control and directed the logistic activities. Since Honor's first tour, the transportation commands arrived to control the increasing number of transportation battalions. The 124th Transportation (Terminal) Command, with the 10th Terminal Battalion, off-loaded cargo at the pier while the trucks of the 24th Terminal Battalion conducted port clearance to the depots. Cam Ranh Bay had a major depot facility. The 54th General Support Group had the 262nd Quartermaster (POL) Battalion, 191st Ordnance (Ammunition) Battalion, 63rd (Direct Support) and 69th (General Support) Maintenance Battalions. Each operated depots with different classes of supply. Cam Ranh Bay also had a huge maintenance facility run by the VINNEL Corporation. The 96th and 278th Supply and Service Battalions fell under the 504th Field Army Depot, which was one of the largest depots in the country. The 500th Motor Transport Group had the 36th Battalion, which conducted direct haul to the base camps of units in the First Field Force.

In October 1969, when the 500th Transportation Group, commanded by Colonel Gus Wolman, departed Viet Nam then all the transportation battalions fell under the 124th Transportation Command. To Honor's surprise, Colonel Del Mar commanded the 124th and Del Mar announced to Honor, "It looks like you are working for me again."

Honor's battalion had the 172nd, 442nd, 566th and 670th Transportation Companies that ran direct haul through the Central Highlands of II Tactical Corps Area. Wayne Patrick commanded the 442nd until June 1970, when Robert "Bob" Johnson assumed command. Fred Freeman commanded the 566th and Harvey commanded the 670th. All the companies in the 36th had M52 series tractors, although the 670th had a refrigeration truck platoon attached to it. These Regular Army companies had deployed to Viet Nam during the early build up from 1965 through 1967. Their members rotated out after one-year tours and by 1969 replacements filled the companies.

The 172nd Company was a reserve company from Omaha, Nebraska that had arrived in Viet Nam in October 1968 in response to the Tet Offensive. The men had served together for a long time before they arrived. They knew each other and worked together well. Consequently, the 172nd was a fantastic company and had the best maintenance shop in the battalion. In May 1969, First Lieutenant Thomas "Tom" Bruner had assumed command of the company after his commanding officer returned to the United States. Tom Bruner proved himself a capable leader and went on to make brigadier general in the Reserves.

The Viet Nam War had changed much in the two years since Honor's last tour. For one thing, the engineers had paved the roads, repaired the bridges and pushed the jungle back in most areas. The trucks had a nice staging area. The depot had paved roads where before it operated in the sand. Troops slept in wooden huts instead of tents. The Soldiers had nice dining facilities, which improved morale. The 442nd

Transportation Company's mess hall had won the best mess competition ten months in a row.

The convoy routes had become routine. The short haul ran one-day round trips from Cam Ranh Bay along Highway 1, coastal highway, north to Nha Trang and Ninh Hoa or south to Phan Rang. Long hauls went north and turned west on Highway 21 to Ban Me Thout, or straight west from Cam Ranh Bay along Highway 11 to Da Lat and Bao Loc. On a long haul, the convoy would drive up one day and return the next. The battalion route later included a long haul south along the coastal highway to Phan Thiet. As many as 90 to 180 vehicles of all types - cargo, tanker and reefers - lined up for a convoy each morning in serials of 25 to 40 vehicles. The petroleum truck company at Cam Ranh Bay would intermix with Honor's convoys. While the routes may have become routine, there was one major difference to running convoys since the last time Honor was in country.

In September 1967, the guerrillas realized that the convoys were the soft underbelly of the combat units. They escalated the ambushes from squad to company size to destroy the entire convoy. Local combat units provided the quick reaction force in the event of ambush. The Republic of Korean Army had control of the coastal area outside Cam Ranh Bay. The enemy feared the Koreans and did not attack any convoys in their area. The Koreans did not abide by the same restrictions as the US Army. Their drivers generally felt safe driving through the Korean sector. Beyond that, the convoy relied upon an air assault company, which could arrive within fifteen minutes after the call for help, but in fifteen minutes the entire convoy could be destroyed.

Air support with each convoy deterred ambushes. Honor inherited this SOP from his predecessor. Paul Reese reminded him before he left, "Whatever you do, don't run your convoys out there without air support." Two Cobra helicopter gunships, AH1s, flew escort inland to Ban Me Thout while fixed-wing observer aircraft followed the convoys along the coastal highway. If the guerrillas saw that spotter plane then they knew the Americans could call in immediate fire support of helicopter gunships. The guerrillas feared attack helicopters. For that reason the battalion had very little enemy contact since the decline in ambushes in September 1968. If a convoy was late returning and the commander decided to run off without it, it would get hit. Honor would not let the convoys leave without air support. Del Mar supported him on this stance. "If you want your stuff, give us air cover."

During Honor's tour, the 36th only had one convoy ambushed on the way to Da Lat but no one was killed. The only casualty that Honor's battalion had was one tanker hit by a Rocket Propelled Grenade on Route 21 to Ban Me Thout. The 5000 gallons of fuel exploded and the fire glued the driver to the wheel of the vehicle. The vehicle melted to the ground. The nature of guerrilla warfare left each convoy vulnerable to ambush once it left the gate. The ambushes had inspired the hardened convoy for self-defense.

By 1969, each truck company had built gun trucks for convoy protection. They borrowed that idea from Colonel Joe Bellino's 8th Transportation Group at Qui Nhon, which ran the convoys up Highway 19, "Ambush Alley." In response to the increase in ambushes of truck convoys, Bellino's drivers came to him with a solution. If the infantry would not protect them, then they needed to protect themselves. They armored and armed cargo trucks with a variety of machine guns to create a gun truck. The gun truck provided security for the convoy and in the event of ambush drove into the kill zone to stabilize the situation until the quick reaction force could arrive. Thus was born the hardened convoy. The success of the idea, and the fact that Bellino was not relieved for modifying the trucks without proper authorization, spread. Honor's battalion encountered the same growing pains in this endeavor as had Bellino's 8th Group.

At first, the 36th Battalion tried hardening two-and-a-half-ton trucks, but after loading up all the sandbags and steel siding, the trucks could not bear the weight. They started armoring the five-ton cargo trucks instead. At first, Honor used drivers to man the two to four extra machine guns that they drew from depot. Unfortunately, the battalion only had one driver assigned to each truck, so they needed extra men to man the guns. With pressure on transportation commanders to put as many trucks on the road as possible, every gun truck was a truck that could not haul cargo. Similarly, the four drivers who manned the gun trucks were drivers who could not haul cargo. Bellino risked his career in order to protect the lives of his drivers. His concept worked and inspired others to do likewise. Honor informed Del Mar of his problem.

Coincidentally, the quartermaster depot companies did not allow their personnel out of the compound and consequently had morale and discipline problems. Many sneaked out anyway to get out to where the women were. There were more quartermaster personnel than work to keep them busy. Idleness led to other disciplinary problems. Del Mar noticed that Honor's men were never caught in the teahouses. Honor informed Del Mar that he could put more drivers on the road if Del Mar gave him Soldiers from the depots to man his hardened trucks. Del Mar permitted Honor to recruit and train depot personnel and to crew his gun trucks. This would give them a chance to get out with the convoys and away from Cam Ranh. The rules were less restrictive in the camps at their destinations. As long as the gunners behaved themselves, they could visit the local bars. The training consisted of weapon familiarization with machine guns, grenade launchers and rocket launchers. In time, Honor had two gun trucks per company, which allowed one gun truck to every ten vehicles in the convoy.

The convoys only had PRC-77 radios for reporting checkpoints and calling on local help, but drove out of range of Cam Ranh Bay, their home base. Honor approached Colonel Del Mar and asked if he could have some long-range radios. Del Mar did not know if he had any. Honor then asked if he could find some in the depot, could he have them. Del Mar gave permission. Honor turned to his S-4, Roger Bauman, who knew where everything was in the depot, and told him to find single-side band radios. The resourceful Bauman did just that. With three single-side band radios, Honor could keep constant contact with his convoys. Consequently, Honor knew where his convoys were at all times. Honor wanted to know he could help, if help were needed.

Trucks began lining up for convoys about three o'clock every morning and would go through a rigorous inspection by the company commanders before they left the gate. Honor led an inspection team of vehicles with his command sergeant major, platoon sergeants and drivers. This routine offered Honor the time to walk around and talk with his men. Although Honor had four times as many Soldiers as when he commanded a company, he wanted to personally get to know each of them. The lineup provided him that opportunity. He never missed a lineup during his twelve-month tour as battalion commander. Occasionally, even Del Mar dropped by for the morning lineup. Both men enjoyed interfacing with the Soldiers. Del Mar also made his command and control helicopters available for Honor to fly up to the destination of the convoys. Honor would arrive about the time the convoys pulled in. He would watch them offload and again talk with them. Afterwards he would fly back to Cam Ranh Bay, where he would interface with the men as they dropped off their trailers and pulled the post-operative maintenance. Honor did this not so much to control his troops but to control the factors that influenced their lives.

Honor and his Executive Officer, Major Tom Storey, also rode along on convoys. Lieutenant Colonel Eldon Carey, the commander of the 24th Battalion, considered this rather brave since they did not have to. Honor did this more to observe the convoy procedures. He learned much about his officers by listening to their instructions on the radios. Although he was always present, he allowed his officers maximum opportunity to exercise their own judgment, and they never found his presence imposing. Honor personally came to know the most dedicated Soldiers in the world. For 365 days a year they drove with little sleep under the most extreme of hazards to deliver what the "grunts" needed to accomplish their missions.

The drivers put in long days. For this reason, battalion command was a twenty-hour-a-day job. Like his men Honor slept four hours a night and learned to survive on ten-minute power naps. When awake, he kept busy walking around. He was still young and the adrenaline rush of leadership kept him going. He wanted to do the best with the responsibility that the Army had entrusted to him. By talking to his men Honor also had his finger constantly on the pulse of his battalion. Honor's talks with his men would invariably drift to the subject of their families. He learned whose wives expected babies and discovered the importance of families to Soldiers. Combat also forced men to reevaluate their own spirituality. In combat, Honor discovered that family and religion contributed significantly to the Soldier's mental well-being and duty performance. He had superb chaplains whose religious activities provided focus for his Soldiers. Honor added to his list of principles "Permit time for family and spiritual activities." Honor realized that taking care of his men helped accomplish the mission.

Convoys ran daily without breaks with no scheduled maintenance outside what the mechanics could perform at night. Del Mar, as well as every other commander in Viet Nam, expected every truck capable to roll out the gate. This made it very hard to maintain vehicles. The trucks had a life expectancy of only so many miles, and the drivers exceeded that during their one-year tour. They drove the M52 series trucks to the point where they needed replacement. The drivers only received a break when a truck

broke down and they could not find another to drive. Consequently, many drivers fell asleep at the wheel and rolled their trucks off the side of the roads. However, the potholes woke enough drivers up to help keep trucks from driving off of the road. Accident rates were high and maintenance was low throughout Viet Nam.

Eldon Carey remembered that Honor was a very good leader and organizer. Honor also knew how to handle Del Mar. Honor had the courage and rapport with Del Mar to do something no other battalion commander had done. He assigned convoys by companies and no one company ran three days in a row. It drove to its destination one day, returned on the next, and then pulled maintenance on the third. Shutting down tractors for routine maintenance was a risky policy for there were always more loaded trailers than tractors to pull them. Honor promised Del Mar that if he were allowed to establish this policy, he could put more trucks on the road. This policy and a good warrant officer as Battalion Maintenance Officer improved availability rates of vehicles to between 70 and 80 percent, a good rate for Viet Nam. Consequently, Honor did put more vehicles on the road and move all the cargo the depot gave them. The rests also reduced the accident rate. Carey witnessed the improvement and admired Honor for this.

Company command is where the rubber meets the road. A company commander could easily know all of his Soldiers. That is where an officer learns to care for Soldiers and their families. An additional layer of leadership separates the battalion commander further from the Soldiers than when one commands a company. Most commanders can effectively reach down two levels and personally get to know and influence people. To take care of and influence his Soldiers, four levels down, Honor had to spend more time coaching the officers and NCOs. Coaching also ensured that they understood how a battalion fit into the overall scheme of things.

Four years of war, however, had a profound effect on the officer corps and made Honor's job more challenging. Because of the war, officers went from lieutenant to captain in twenty-four months. Two years of service produced inexperienced captains to command in combat. Too much was at stake for them to fail. Mentoring became the order of the day. If senior officers did not work with them properly, they "could lose the litter." Honor considered his executive officer an amiable officer but not very well inclined to mentoring junior officers. Consequently, the young captains feared him. While some commanders used their XO to mentor subordinates, Honor mentored them personally.

As a battalion commander, Ed Honor could finally practice the leadership styles that he had admired throughout his career and pass on the best of what he had learned from his battalion commanders. Honor respected command and permitted his commanders to run their companies their own way, insulating them from meddling by higher headquarters and even his own staff. He encouraged them to present their ideas and considered these in making his decisions. As in any organization that he commanded, Honor pointed the direction with goals and objectives that facilitated telling

visitors what they were doing. They did not have to update their routine every time a high-ranking official visited. Clearly stated, people knew what they were supposed to do and did it. Honor held meetings with his commanders and staff only once a week. He would sit and discuss issues with his officers, although not too collegially. Honor asked what each company commander expected to achieve by setting a certain goal and objective. Once everyone understood what was needed, they wanted to achieve excellence.

Honor expected maximum effort but allowed his company commanders the latitude to make mistakes as long as they learned from them. This was an attribute that Captain Michael J. Brown found rare during his twenty-six-year Army career. The evaluation by one's subordinates represents the most honest evaluation of a leader's performance. The 36th Battalion officers lived in the same wooden barracks and all agreed that their battalion commander would someday make general officer. Honor tried to create an environment that brought the best out in his subordinates. Success breeds greater success. While training junior officers, Honor had to ensure that the battalion accomplished its mission with no loss of life.

While other battalions let sergeants and lieutenants serve as convoy commanders, Honor had company commanders lead long-haul convoys since platoon leaders did not have sufficient experience to make the critical decisions. Lieutenants could lead the short haul up and down the coastal highway. In the end, Honor added mentoring to his principle "Leaders are teachers, coaches and mentors." Even with all his effort some men still failed.

Captain Harvey, from Texas A&M, tried very hard to do a good job but was accident-prone. "He could walk past a building and it would fall down," Honor remembered. One day, Harvey called in to report that he was returning late with a convoy along Highway 21 from Ban Me Thout. Honor informed him that it would get dark soon and instructed him to stop overnight at Ninh Hoa, which was a bit north of Nha Trang, where Highway 21 intersected with Coastal Highway 1. The Korean "White Horse" Division resided there.

At one o'clock in the morning, Honor awoke to a phone call from Lieutenant General James F. "Ace" Collins, "Honor, what in the hell are you doing?"

A sleepy Honor asked, "What do you mean, Sir?"

"You just knocked out all the communications for First Field Force Headquarters, smashed a few cars and killed a few people in Nha Trang."

Honor responded, "I don't have anything in Nha Trang."

"Oh yes, you do. You've got a convoy."

Harvey called about thirty minutes later. He started telling his commander about what had happened. Slowly he told Honor about one incident. Honor responded with, "Yeah." Then Harvey told him about another. "Yeah." The explanation of each incident kept getting worse and worse as the conversation went on. Finally Honor asked, "What in the hell are you doing in Nha Trang?"

"Well, I thought I could make it there without any problems."

"I told you to stop north of Nha Trang," Honor reminded him.

"Well, I thought I could make it there."

Honor calmly answered, "Well, okay. I'll be up there in the morning and we'll talk about it." No one traveled on the roads at night.

Honor reported in for his verbal reprimand from Lieutenant General Collins. Afterwards Honor warned Harvey, "Man, you have got to start paying attention." Honor then went to the 500th Group Commander, Gus Wolman, who was also a Texas A&M graduate. "Colonel Wolman, we have got to get rid of Harvey."

"Why?"

Honor confessed, "This incident last night was just one of a long string. I've been trying to work with him. The guy tries hard but just has bad luck."

Honor had coached Harvey for four months before giving up. Wolman permitted Honor to relieve him. They sent Harvey to Phan Rang to work with a Quartermaster petroleum company on the pipeline. The commander was a friend of Honor's. He said, "Hell, he can't do nothing wrong up here."

Harvey arrived at Phan Rang and somehow his pistol accidentally discharged. The bullet ricocheted off the ground and hit the pipeline, spilling a lot of fuel and proving the commander wrong. Harvey was a walking accident. Nonetheless, he was the only commander Honor ever relieved for cause during his one-year in Viet Nam. Captain Michael Brown assumed command of the truck company. For everyone else, Honor was the kind of commander they wanted to serve under.

While some senior officers elevated small issues into major problems, Honor kept his focus on the mission. Michael Brown remembered, "He protected his men and vehicles from occasional higher headquarters' arbitrariness, yet was always willing to mount special efforts for special missions." There was pressure on the 172nd to take off the crows they had painted on their trucks and trailers. The US Army Reserve company had acquired a seven-foot plaster statue of a crow on their way through Fort Lewis, Washington. The men adopted it as their mascot. Tom Bruner remembered that since it improved morale, Honor let them keep it on their trucks. That company took that same crow with them to Desert Storm and it still inspires today.

The Afro haircut became an expression of racial identity and pride, sometimes interpreted as rebellion. Although the Army had always led the way in social reform, the Equal Rights movement on the streets of America had incorrectly attacked the war in Viet Nam as the burden of the blacks. This racial tension created a rather volatile situation if not handled properly. The Army had rules on what was an acceptable length for an Afro haircut. Honor adopted a policy different from the Army. It just had to fit under the Soldier's cap. If the Soldier could buy a cap big enough it was fine by Honor. Honor felt that the Army made big issues out of unimportant things when it came to the race relations, rather than focusing on the mission. Bruner recalled, "He could overlook the 'Army' way and accept reality and what made sense given the situation."

At Cam Ranh Bay, most of the racial problems occurred in the depots. The truck drivers were too busy and tired to have time for racial problems. When they returned from the road, they just wanted a shower and to relax. When the riots started in the depot, Colonel Bob Kiefer, the Commander of the Cam Ranh Bay Support Command asked Honor to go and talk to the troops. Honor responded that there were no troops from the 36th Battalion involved in the riots.

"Yeah, but they are black Soldiers."

"But I don't know them," said Honor. They don't work for me. The officers of the depot have the same authority vested in them that I have in me. I don't know whether I could help the situation."

The fact that Honor was a black officer did not make any difference. The depot leaders had created an environment of racial inequality. They brought this problem upon themselves. The Quartermaster battalion had let the NCOs send all their black and Hispanic Soldiers to one troop. Some well-educated young men ended up operating forklifts instead of computers like the Army had trained them. Since a forklift operator was a specialist four position, they could not get promoted. This unfair treatment created discontent. In addition, there was not enough work in depot to keep them very busy, so it became a haven for drugs. Unaware of what happened down at the Soldier level, the commanders then wondered why they had problems. Honor convinced his commander that he should send their own commanders down to talk with the men. Good leadership could have prevented racial problems had they treated everyone fairly.

Honor and his sergeant major visited their companies every night and did not hear one word of disrespect. The troops instead pulled them aside and talked about their problems. Honor also set specific hours for his open door policy, when Soldiers could come in and discuss their problems with him. He sent his sergeant major and executive officer out of the building so they would not know who visited him. Honor earned his men's trust. He and his Command Sergeant Major visited each company at least one time during the week, even after his command doubled.

Colonel Kiefer held two-hour command and staff meetings every morning on the status of vehicle maintenance and supply levels at Cam Ranh Bay, known as "love-ins."

Honor realized that it was not beneficial to air problems at the meetings. He came to an agreement with Lieutenant Colonel Roger Runyon, the Commander of the Ordnance Maintenance Battalion, that they would work together to solve problems and not bring them up at the meetings. Consequently, Honor was never embarrassed by any of the status reports.

Major General Joseph Heiser would come down and sit in on them. He commanded the 1st Logistics Command from August 1968 to August 1969. Heiser joked with Honor about picking his drivers up from a French jail. While Heiser was there, the meetings would drift off into a dialog on logistics. In Honor's mind, no one man knew more about the supply business than Heiser. Honor reminisced that a lot of great wisdom came out of Heiser's visits.

One day Kiefer's secretary interrupted the meeting to tell Colonel Del Mar that General Abrams, the Commander of Military Assistance Command, Viet Nam, wanted to talk with him on the phone. Del Mar jumped up to go answer it. He returned shortly thereafter and Kiefer asked, "What did General Abrams want to talk to you about?"

Del Mar requested, "Could I talk to you about it in private."

"No." Kiefer wanted to know right then.

Del Mar admitted, "I was selected for brigadier general."

Kiefer's jaw dropped. The news upset him so much that he closed the meeting. The Army had sent him to command the Support Command to earn his star. Normally a brigadier general commanded the Support Command. To have a subordinate earn it first was an embarrassment.

Del Mar was selected to go command the Da Nang Support Command and would credit Besson as his mentor. However, he assumed command of Cam Ranh Bay Support Command in October 1969, after his predecessor was relieved for the riots. One Saturday afternoon in December, General Del Mar told Honor at the general officer's mess, "I'm going to reorganize effective Monday. Do you think you can command all the truck companies at Cam Ranh Bay?"

Honor was scheduled to go on Rest and Recuperation (R&R) to Hawaii, on Monday, but boasted that he could even run Support Command. Del Mar stated, "Effective Monday morning, you've got all the truck companies at Cam Ranh Bay." So much for a break.

Honor asked about the fate of his friend, Lieutenant Colonel Carey, who commanded the 24th Battalion. Del Mar explained that he would become the Deputy Port Commander for the 124th Transportation Command. Later that evening, Colonel Walter Schlotterbeck, the new 124th Commander, called all of the battalion commanders and staff together to discuss the reorganization. He said that he was going to stay in the group

and Ed Honor would command all the truck companies. He did not know what the rest were going to do. All eyes turned to Honor since they knew of his close relationship with Del Mar. He felt terrible. Five years senior to Honor, Carey had only finished four months in command. By this time command assignments had become critical for promotion. Fortunately, Carey's name had already come out on the colonel's promotion list. While Carey may not have cared much about Del Mar, he liked and respected Honor.

Del Mar had no qualms about turning an organization upside down or worrying about whose career he ended to get the results he wanted. His welcome phrase, "Good, better, best. Never let it rest, until the good is better and the better is best," identified his leadership philosophy. Having served in the infantry during World War II, he identified closely with the Soldier in the field. While he inspired fear in some of his officers, he still held the respect of his men. They liked him. Totally results oriented, Del Mar wanted results that benefited the man in the foxhole. He knew the importance of support and how each part fit into the total system.

Del Mar exposed Honor to the total systems approach for his second time. A Transportation Corps officer could do his job better if he understood how it fit into the big picture, how all the pieces fit. Transportation is just a small piece of distribution. For example, the napalm loading procedures in the United States caused problems for unloading in Viet Nam. Once the stevedores at San Francisco understood this they improved their method of loading. To understand how best to support the man in the field, Del Mar had to work closely with First Field Force. Del Mar understood that success in logistics required a total systems approach. However, the impatient Del Mar passed through like a whirlwind identifying problems and making changes.

In December, after Honor had command for six months, Del Mar inactivated Headquarters and Headquarters Company, 36th Battalion, and combined its companies into the 24th Battalion. Del Mar used the personnel spaces from the inactivated headquarters to create a property disposal unit. Del Mar extended Honor in command of the 24th Battalion and Roger Runyon in command of the ordnance battalion. Honor assumed command of a terminal battalion headquarters to manage nine truck companies. The 24th Terminal Battalion had only delivered cargo from the pier to the depot. After the merger of the two truck battalions, all the companies conducted line haul except for the company with the Kenworth Tractors.

The *USAT John U. D. Page* had brought up Viet Namese villagers to work on the pier and live in a fenced enclave inside the camp. Honor knew that the troops of the old 24th Battalion brought women into their barracks. Honor lined them up in formation and told them, "Now guys, the way we operate in the 36th Battalion is that there are no women permitted in the barracks after they complete cleaning up." Honor continued, "If you decide you want to do otherwise, I will have to deal with you in a disciplinary fashion." Most of them understood the message but some decided to test their new commander.

One Sunday, some NCOs decided to invite the local girls over into their barracks. One of the specialists reported to Honor, "Sir, I remember the lecture you gave us a few months ago. If you go down to one of the buildings in the 24th Battalion right now, every room has a gal in it."

Honor took his sergeant major and executive officer with him. He posted them at the doors at each end of the barracks, then he walked through knocking on the room doors. He could not understand how the company commander did not know what was going on. Honor could smell the food cooking inside the rooms, and the company commander lived in the same barracks. He found girls in the rooms of eight NCOs. Honor put the girls on a truck and sent them off the installation. He then ordered the NCOs to report to his office the next morning and punished them with Article 15s. He reduced the senior sergeants one grade of rank since they had set a bad example for the rest. That got the attention of the new companies and established Honor's seriousness. Del Mar similarly had his own way of getting people's attention.

Military Assistance Command, Viet Nam, used to assign combat arms officers as deputy commanders of the transportation and support commands after they had completed their six-month battalion commands. Colonel Roscoe "Rock" Cartwright became the new deputy commander of Cam Ranh Bay Support Command. An artillery officer, he was one of the sixteen minority officers who had befriended Honor at the Pentagon. One morning, a chain on the truck of the 24th Battalion broke on the way to the ammunition dump and a 500-pound bomb rolled off. Del Mar called Honor, Cartwright and Schlotterbeck together. In neatly pressed khakis, the short-in-stature Brigadier General Del Mar circled around them. Schlotterbeck, who was five-foot five-inches tall, looked up at Honor while Cartwright, who stood six-foot six-inches tall, looked down. Cartwright and Schlotterbeck had been classmates at the Industrial College of the Armed Forces at Fort McNair, Washington, DC and Honor guessed that they thought, "We can't afford this fellow."

When Del Mar finished chewing the three out, he excused Cartwright and Schlotterbeck and then calmly confided in Honor that he reprimanded him to stress his emphasis on safety to the other two.

A little concerned, Honor responded, "But Sir that is my rating officer and reviewing officer." Del Mar told him not to worry about it, but the lieutenant colonel could not help wondering what his raters thought. They did know the close relationship between Honor and Del Mar.

Later that evening, Cartwright dropped by Honor's quarters to express his fears. "Del Mar is going to relieve somebody to make an example." He continued, "It's going to be you or Roger Runyon."

Honor then explained in confidence. "Sir, you don't know how much I appreciate you coming by to tell me this." Honor appreciated being confronted, since he could explain the situation. "I'm going to tell you a few things here, and if you say I said it, I'll

say that you are lying. Roger Runyon and I are the only two guys that Del Mar kept in command. If you noticed, you were excused before me this morning. The name of that game was that it was for your education. He knew I could take the ass chewing. A bomb can drop off a truck anytime. It was inert anyway."

"But boy, he's mad," Cartwright responded.

Honor explained. "Well, I just think he was showing you guys his concern about things that occur. We all understand that. He's not going to relieve me and he's not going to relieve Runyon."

A relieved Cartwright confessed, "Boy, I thought you were getting impertinent with the general this morning."

Cartwright relaxed once Honor explained his relationship with Del Mar. Understanding Cartwright's dilemma, Honor told him, "I know you don't know anything about logistics. I'm going to develop a book for you on my own time that will give you enough to get you through any meeting. I appreciate you so much I'm going to do that for you."

Honor had had a similar experience in the aviation maintenance battalion. As he had learned so often in the past, helping superiors to succeed benefited everybody. He understood better than most the importance of teamwork.

Although it was a privilege to command two battalions, Honor was a little reluctant at first. The 24th units failed command maintenance inspection (CMI). Peacetime requirements did not stop on account of a war. Cam Ranh Bay Support Command conducted a command maintenance inspection of Honor's 24th Battalion. Upon assuming command, Honor organized a maintenance team from his best company, the 172nd, to help the 24th Battalion. On the day of the inspection, Carey noticed that Honor followed the inspectors around, checking everything they inspected. Honor believed in personal intervention whenever necessary. Honor encouraged his men to establish a very good rapport with their inspectors. Not surprisingly, some of the inspectors were bleary-eyed the day of the inspection. They started about six o'clock one Sunday morning. By six that evening, they had only finished about halfway through Honor's nine companies. It became evident that it was not a good idea to conduct a command maintenance inspection of units that drove on the road every other day. The 24th passed.

In June 1970, Honor completed one year in command. He felt pretty good about this accomplishment but a command in Viet Nam was not as much of a challenge as serving as an operations officer in the 28th. Brigadier General Del Mar, who had just been promoted in March 1970, asked Honor how he would like to make colonel below-the-zone. Honor told him, "Sir, I just made lieutenant colonel."

"I did not ask you that," Del Mar said.

Of course, Honor answered, “Sir, I would like to get promoted just like anybody else.” He had known very few officers who made colonel below the zone.

Del Mar made him an offer, “Why don’t you stay with me?” He asked Honor to extend his tour in Viet Nam for three months and work directly for him until he left.

General officers extended their tours for three months at a time. Del Mar offered Honor the position of Assistant Chief of Staff for Transportation. This would give Honor a chance to be rated by a general officer. Honor knew he would do well, and a good evaluation by a general officer would boost his career. Honor had found his general officer mentor. He accepted and extended his tour in Viet Nam for three months. Del Mar gave him fifteen days leave to go home.

When Honor returned, Del Mar did not think that the Assistant Chief of Staff job would keep Honor busy. Honor could have done it in six hours a day. Instead, Del Mar offered him the position of Assistant Chief of Staff for Security, Plans and Operations (SPO). Honor reminded the general that he had just hired another officer a couple months ago as the SPO. Del Mar said that lieutenant colonel was a combat arms officer who did not understand logistics, and he did not meet Del Mar’s high standards.

Honor admitted, “I’ll feel awfully awkward going down to that office with him sitting there, because I know the guy.”

Del Mar said, “Well, you go to lunch and come back about one-thirty. He’ll be gone.”

When Honor returned, the lieutenant colonel was sitting there still in shock. He had come over to Viet Nam to command a cavalry squadron but had a medical problem. So the Cavalry Division did not let him command. He then lost his job in the Support Command. While Honor felt sorry about what happened, he had not lobbied for the position or robbed the man of his job. The combat arms officer had the misfortune to be assigned to a position that he was not fully qualified to do for a man who expected high standards. Lives were at stake and Del Mar expected the officer to accomplish his mission with the least loss of life. Careers took second place to results with Del Mar. Del Mar sent the officer down to work for his old friend Oren “Buzz” DeHaven, who had just taken command of the 54th General Support Group in July 1970.

Honor became the SPO for Cam Ranh Bay Support, another twenty-hour-a-day job. Cam Ranh Bay Support Command had responsibility for storing and delivering supplies to the First Field Force. The Support Command supervised the depots and commanded all the First Logistics Command units on the base except the TMA, a Military Assistance Command, Viet Nam asset. When the Support Command wanted to move something, it sent the request to TMA, where it directed the truck battalion to transport the designated tons of cargo to its destination. The SPO received taskings from the TMA for trucks to haul trailers, which it passed down to the truck battalions.

The SPO also had to maintain supply levels at the field support activities at Ban Me Thout, Bao Loc, Da Lat and Phan Rang to support the combat forces that operated out of those areas. During combat operations, the SPO had to move the supplies to support the combat forces. Honor had good people and good rapport with the leaders at Cam Ranh Bay. He wanted to make sure he had accurate reports on supply levels since units tended to hoard supplies, fearing the trucks might not arrive. Honor found that by visiting each logistics support activity, he could convince the men that if they sent him honest reports he would see that they received their needed supplies, even if Honor had to deliver it by helicopter. If Honor had complained to Del Mar, he might not have gotten the same results as dealing face-to-face with them. The job was a pressure cooker but Honor enjoyed it. As the senior headquarters it also had responsibility for security of the logistics bases.

Although the American compound at Cam Ranh Bay was on a peninsula, the guerrillas regularly fired on it. At two o'clock one morning, Cam Ranh Bay came under a rocket attack that hit one barracks, wounding several Soldiers. Del Mar called Honor out of his quarters to report to the command center. Del Mar and Cartwright informed Honor that he was in charge of installation security, while the attack continued. They had, as customary, sent their infantry colonel in charge of security off to the scene of the attack, leaving no one in the command center but a couple sergeants to control the action. Del Mar then lost confidence in the infantry officer. Up until that time, Honor had had nothing to do with installation security. Honor pulled Del Mar off to the side and confessed that he would do anything he asked, but requested about three days to complete a study of what went wrong. Honor secretly thought that the infantry colonel had done a good job at security. Del Mar agreed to the study.

Major Paul, a brilliant engineer officer, worked with Honor on the study for three days. Honor then briefed Del Mar: "Here's what's wrong. Every time there is an incident, the guy who is supposed to direct the activity you send out to see what's going on. He loses control once he leaves the command center. You have full colonels in charge of these regions. We need to make sure those full colonels take some responsibility for the areas that they have responsibility for." The colonels had used to stay in their house trailers. The installation was divided up into sectors with colonels in charge. Rather than send the infantry colonel out to see what happened in the areas, the commanders should report in to the command center what happened in their areas.

Del Mar charged, "You're a smart little fellow aren't you?"

Honor answered, "No, Sir."

Del Mar looked at him, "You're telling me that I stepped on it by sending this guy to see what was going on?"

Again Honor answered forthright, "No, Sir. What we are saying is if he is going to be your eyes and ears and direct action on the base, he needs to be in the command center so he has the visibility of the entire activity. That is all we are saying. If you

notice, there is no place in this report where we blame anybody for doing anything. But as we point out action to be taken, we say who should do it."

"You're a politician too, aren't you?" Del Mar countered.

Honor parried, "No, I'm not a politician either."

Honor then briefed the new policy. This did not please the colonels. Honor remembered that if DeHaven's eyes had been knives, they would have killed him. Honor believed that Buzz never cared much for him from that day on.

Honor did not know that general officers did not have designated lengths of tour. As Honor's three-month extension neared an end, he asked Del Mar when he was leaving. Del Mar said he did not know. Del Mar returned home on leave to visit his family when Honor's extension finished in August 1970. Del Mar, in a joking way, never let Honor forget that he cut out on him while his general was on leave. Del Mar returned to the United States the next month to command the Western Area of the Military Traffic Management and Terminal Service at Oakland Army Base, California.

During his second tour of duty in Viet Nam, Honor learned how to manage a very large organization of nine hundred men. He successfully commanded two battalions, one with nine truck companies. He had an excellent evaluation signed by a general officer and found his general officer mentor. His career was back on track.

One thing Honor learned out of his combat experience in Viet Nam: Transportation Corps officers got along. The branch was small enough that most of them knew each other. If they did not, then the supply system broke down. If they had any personal differences, they would talk about them and resolve them.

Chapter 5

Firsts

Having successfully commanded two battalions in combat, Lieutenant Colonel Honor chose the War College as his next major career goal. Honor had exceeded his earlier career goals of attaining the rank of major and commanding a battalion. He was also becoming acutely aware that as a minority officer rising into the upper echelons of the Army hierarchy he was about to break new ground. African-Americans have had to struggle for the privilege to serve with equal distinction in something others have taken for granted or even seen as a burden.

Others like Henry O. Flipper had first cut the trail for African-American officers in 1877. Benjamin O. Davis, Sr., an African-American cavalry officer, had reached the stars in the Regular Army in 1940, yet there was still room for achievement in the Transportation Corps. While Lieutenant Colonel Hyman Chase had been the first African-American officer to command a transportation battalion during World War II, he did so as an infantry officer. Honor's mentor, Ben Johnson, cleared that path for other minority officers in the Transportation Corps to command battalions and was the first to reach the rank of colonel. Another Transportation Corps officer would have to complete the journey. Honor then began to pay attention, with a sort of pride and apprehension any explorer experienced, before cutting a new trail and establishing his place in military history.

Honor had seen other minority officers more technically competent than he, but they had not benefited from successful mentoring as he had. With the help of Del Mar as his mentor, the rank of colonel was within his grasp. Honor actually had a chance to go further than any previous Transportation Corps minority officer. He also realized that he had a grave responsibility to ensure that his performance did not deter the selection of any other minority officer. This kind of responsibility makes pioneers giants.

Honor returned to the United States in September 1970 to work for Colonel Burton in the Passenger Travel Branch of the Military Traffic Management and Terminal Service (MTMTS) in Washington, DC. If a transportation officer wanted to work in the higher levels of wholesale transportation, MTMTS represented the pinnacle assignment. Honor had learned from a number of officers who had worked there that that was the place to work to advance. It allowed officers the opportunity to work with private sector transportation companies. Honor had learned that MTMTS originated new concepts and innovative ideas. For that reason he asked for this assignment. In those early days, very

few minority officers were assigned to its predecessor, the Defense Traffic Management Service. In fact, there were not that many senior minority officers around at that time.

Honor went to work as a Passenger Movements Officer forecasting the movement of Army personnel overseas. His office worked with bus companies and domestic air transportation companies, primarily moving recruits from Basic Combat Training and Advanced Individual Training stations throughout the United States. During the holiday seasons, their busiest time, they chartered bus companies to pull into installations and move troops out to their Christmas leave destinations.

Honor had met many of his civilian peers while working at the Pentagon. The professionalism of Conrad Townes and two retired Air Force officers, Matt Merkle and Bob Becker, made his job easy. Many of the civilians in the private sector whom Honor worked with went on to become senior vice presidents of companies. Twelve or fourteen of the "Old Passenger Traffic Crowd" continues to get together for lunches once a year. Honor, however, felt that he possessed the level of responsibility to be chief of a division. After three months, Colonel Joe Bellino, whom Honor had first met back in Germany, became the Director of Passenger Traffic and advanced him to Chief of Passenger Travel Services Division.

Joe Bellino passionately loved Soldiers. He was one of the best officers to work for. His natural charisma made him a superb leader and he knew how to bring the best out in his subordinates. Above all, he looked out for his subordinates, exemplified by his courageous decision to build gun trucks in his 8th Transportation Group during the Viet Nam War. He circumvented paperwork, violated regulations and acted without any authorization. With great pressure to put as many trucks on the road as possible, he took drivers off trucks and converted cargo trucks to gun trucks. He valued the lives of his men over pressure from superiors. The greatest courage most Transportation Corps officers will ever face in their careers is the courage to make the right decision. Bellino rightly earned his place in the Transportation Corps Hall of Fame. Coincidentally, Honor nominated Bellino and Del Mar for the Hall of Fame.

Honor's division had eighteen people divided into the Passenger Service and Negotiations Branches. As the Chief, Honor worked with the various businesses that controlled airlines and buses. They negotiated agreements for airline, rail and passenger movements. His office also arranged for meal tickets and inspected the quality of service. He introduced airline discounts for military vacation and bereavement leaves. A number of lieutenants assigned to the command volunteered to fly out to California to conduct Standards of Service Checks for each charter air mission. They would verify that the seat spacing met standards and the food was palatable. Since many of the movements took place on the weekends, the young officers enjoyed flying out to Los Angeles and other big cities for the weekends. The lieutenants also made sure that the places where the buses stopped to feed the Soldiers were of good quality. In 1970, Honor had a substantial budget of about $65,000 to conduct those kinds of temporary duty (TDY) trips. His office similarly held the airlines "feet to the fire" in their standards.

Honor felt that he had improved the quality of service for the Soldiers. This first assignment in MTMTS had also inspired in Honor the idea of advancing up the tiers of the organization.

By then Honor had become a senior staff officer. From then on, he would advance through senior staff headquarters as a branch of division chief. Yet each staff assignment became easier with the experience from the last. Many of the skills of staff management were transferable from one job to the next, so he did not have to learn the process over each time. Managing the line-haul operations as the S-3 of the 28th Transportation Battalion in France presented the hardest challenge of his early staff career. After that, all jobs seemed easier. In addition, higher-level staff positions offered him his own staff of experienced action officers to perform much of the labor where his ability to manage by objectives proved to be his greatest skill. He knew that he had the talent to move higher up the ladder of success, plus he had a mentor. He just had one more career school to attend.

At that time, each branch developed its own Order of Merit List (OML) for school selection. Until that time, the Transportation Corps had not placed a minority officer on the list for the Army War College. Leonce E. Gaiter, a 1950 graduate of Southern University, for personal reasons went to the National War College instead of Carlisle Barracks. He would become the fourth minority Transportation Corps officer to attain the rank of colonel and the first to command a transportation group. Gaiter was an absolutely brilliant officer on the scale of Ben Johnson.

Selection for the senior service schools identified those officers with the potential to work at the highest levels of the Armed Forces. It had also become a prerequisite for brigade or group command, without which one could not progress to the next rank. In spite of his having met the prerequisites, graduation from the Command and General Staff College and successful battalion command, Honor's name did not come out on the War College list during his first year of eligibility.

Honor had lunch with a few influential friends in Personnel. He asked their advice on what he needed to do in his career to go to a senior service college, since he had met all the prerequisites. Two days later the Transportation Corps branch representative called to tell him that he had a vacancy as an alternate to the War College. Again Honor learned the value of contacts and personal intervention. The US Army is about people, and people make it work. This system is not always fair, but those who sit back and wait for the system to take care of them may miss opportunities.

By August 1971, Honor had completed one year at MTMTS, then transferred to the Army War College in Carlisle Barracks, Pennsylvania. Honor was the first of two minority Transportation officers to attend the War College. Only six minorities, to include civilians, were in his class. The main advantage of the ten-month school was the opportunity to meet high-caliber officers of the other branches. These contacts would prove beneficial throughout the rest of their careers. Forty-two out of Honor's 223 classmates became general officers. The War College also provided a quality seminar program.

The course, Elements of Command, brought in retired generals and flag officers of all services who had commanded Corps and Armies or the equivalent organizations in other services during World War II. One contemporary of General George S. Patton provided a perspective different from the Patton glamorized in history. The students spent three hours talking with them, went to dinner together, and then spent another hour talking. The students had to conduct extensive research on the events surrounding the veterans' careers in order to interview them. Honor liked the seminars so much that he attended three even though he only had to attend one. He examined the pattern of the assignments of officers in his own branch or field and what might have made them successful. Learning what assignments helped them succeed, he would try to get one for himself. Honor then discovered that Soldiers were Soldiers no matter what time in history they served. Those World War II commanders encountered the same kinds of problem that Honor had in Viet Nam. Some of the ways they solved issues amazed Honor, because they would have ended his career. Evidently the Army became more unforgiving with time. Honor's disregard for the regulations on the length of the Afro or Bellino's disregard for regulations on modifying a truck would later end the career of any officer who tried to do the same.

Honor also discovered that these veterans had the benefit of time to evaluate their experience and determine what they could have done differently. Honor similarly found that the crises that excited him as a captain did not excite him as a lieutenant colonel. When he was young, he feared that unpleasant incidents would end his career. Once he reached field grade, he looked at everything as a learning process. One does not kill the careers of those under him because he is nervous, but can instead use them as teaching tools. Not that he no longer cared; Honor had reached the point where he realized that people did not make mistakes on purpose. He had learned this under Ben Johnson, especially with his dining facility incident.

The Commandant of the War College routinely invited a certain number of officers to sit with him on the porch of his quarters so he could get to know them. Each student arrived with a topic of discussion. During those days, the commandant would recommend in one's fitness report whether that officer should or should not be considered for general officer. Those meetings became a significant emotional event for many officers since the general wielded so much power over their careers. Honor felt that others worried too much about their careers. Worrying only made their stress worse. He decided that he would simply do the best that he could and not worry. Evidently he did well.

The tenure of Robert McNamara as the Secretary of Defense had made advanced civilian schooling more important for officers. President Kennedy had brought in America's best and brightest leaders to his administration. Just to communicate with these academic scholars required Army officers to have the same academic credentials. While he had the opportunity to attend graduate school, Honor decided not to go. He did not have the time. Some of the other officers had picked up advance sheets on what the course contained from friends and completed some of the work prior to their arrival. Honor arrived with no idea what the course contained. He had only received advanced

reading material and had to study hard throughout his entire ten months. Since he met a number of great people, he had a great time, though. This developed the network by which he would move actions in the future. While Honor believed that some disciplines benefited from advanced civilian schooling, he had not accepted that it had become a prerequisite for success. Instead, he picked up a new habit.

During his time at the War College, his study roommate, James "Jim" Lampros, introduced Honor to the fine taste of Antonio and Cleopatra Cigars. Initially, Honor took it as a joke that he could blow smoke rings into his roommates. Before Honor knew it, he was hooked. Lampros and Honor had opposite personalities, however. They met in the hallway of the War College and got in an argument. Lampros finally accused Honor of being there because he was black. There was a belief that some minority officers were promoted to fill quotas. Honor reminded Lampros that he was there because he had met the requirements, the same as everyone else. He further told him, "Check the class photos and see how many black officers have TC [Transportation Corps] beside their names." Lampros responded that he did not have time but promised that he would check it out. Lampros later admitted that Honor was right and they became good friends.

Completing the War College in June 1972, Honor had already achieved every goal he had set for himself and gone further than most of his peers. At that time, he would just manage his career from assignment to assignment and see how far he would go. After the Army War College, Honor and many of his classmates received assignments to the Pentagon. Honor was selected to work in the Joint Chiefs of Staff, but General Ralph E. Haines complained that he never received any senior service college graduates at the Continental Army Command (CONARC). He then received two. Bill Culton went to Deputy Chief of Staff, Personnel and Honor went to Deputy Chief of Staff, Logistics (DCSLOG) of CONARC at Fort Monroe, Virginia. Honor went to work for Colonel Harold Ernst, Directorate for Transportation, and in November Major General Kenneth T. Sawyer became the new DCSLOG. CONARC had the overwhelming responsibility for everything that happened on thirty-eight installations throughout the United States.

Honor became the Chief of the Transportation Service Branch with the responsibility for non-tactical vehicles, movement of household goods, passenger travel and freight movement. His branch contained three sections: Passenger and Freight, Administrative Use Vehicles and Personal Property Sections, with a total staff of twelve. In that capacity he made some improvements on the personnel and travel side of the house. Having worked previously with the Department of the Army and MTMTS, he knew there were some archaic rules. For example, if a Soldier transferred overseas from Fort Benning and his family decided to visit their parents in Ohio while they waited to receive their transfer orders, under the old rules that family would have had to return to Fort Benning to process for overseas movement. Honor with the help of others changed the rules and regulations that permitted dependents to report to the nearest military installation, regardless of the service, to process for the overseas movement. The previous regulations had also prohibited inter-service support with the other installations.

Honor improved the Soldiers' lives a little by introducing a reasonable approach to the process.

After General Creighton Abrams became the Chief of Staff of the Army in October 1972, he directed the STEADFAST Reorganization of the Army. He felt that CONARC's span of control of the education, training and unit readiness of every installation in the Continental United States was too broad for one headquarters to manage. After the breakup in July 1973, Training and Doctrine Command (TRADOC) gained responsibility for only those installations with training missions. Those installations containing units with combat missions fell under the Forces Command (FORSCOM) at Fort McPherson, Georgia. Honor had been the transportation planner for STEADFAST and remained with TRADOC at Fort Monroe after the split.

The Transportation Service Branch also had the responsibility for non-tactical vehicles and their maintenance. When Honor first arrived at Fort Monroe, anything the transportation motor pools needed fell under his office. For the split, Honor had to divide up the equipment and non-tactical vehicles, such as sedans, buses and trucks.

A fantastic old gentleman, Mr. Perelli from New Orleans, was in charge of all non-tactical vehicles under Honor. He was well connected with the Tank Automotive Command (TACOM). They would buy sedans or trucks with no distribution instructions. They would then ask if Perelli could use a certain number. He would always say, "Yes," then send them to installations like Fort Campbell, Kentucky, or Fort Benning, Georgia. Without any idea of what to do with them, Perelli would send them to his friends at those installations to park somewhere. He ran his own supply point from right there at Fort Monroe. Whenever he later received a requirement for a vehicle, he would just call one of his contacts and tell him where to deliver it, or he would inform the gaining installation where to pick the vehicle up. Honor discovered that regardless of how good Perelli was, the task had grown so monumental that he had lost full accountability of it. Honor acquired the assistance of Major Charles Bradshaw to determine what vehicles and engines they had and where they were. When CONARC finally broke up, Honor's office did not have to order one additional sedan. They had enough administrative vehicles to meet every requirement.

General Abrams had also issued an edict on fitness reports that scared everyone: "No more top reports." Many officers who had never received anything less than top block reports feared the worst. All of a sudden they might become a second-rate officer thinking, "Boy, I might get killed." Fortunately, General William E. "Bill" DePuy had assumed command of TRADOC on 1 July 1973 about the time Honor's report was due. DePuy, Abrams' former Vice Chief of Staff, said that if an officer was doing a great job, then rate him the way the rater saw fit. That relieved pressure off of many officers. Some unfortunately fell through the crack opened by the growing pains of a new evaluation system.

Because of the emphasis on efficiency evaluations for promotions, the officers had become inflated. The Army was too large for members of boards to know personally everyone evaluated. Consequently, the board members had to judge future performance merely by what a supervisor had written about that person or more often, because of time constraints, based upon his or her numerical score. Raters did not want to hurt the people who worked hard for them. So nearly everyone received a maximum score. Only the worst or disliked officers received less than maximum ratings. In the short time a board had to evaluate an officer's file, everyone looked the same except for the stellar few on the top or the obvious ten percent at the bottom. To separate the multitude, the boards looked for discriminators. Therefore, if a rater decided to be honest and only give his very best performers maximum ratings, then he would penalize the others regardless of the quality of their performance. The Reduction in Force following the Viet Nam War made the system less forgiving. Again the Army lost a number of its seasoned veterans. With nineteen successful years in the Army, Honor's career was secure enough that he looked forward to his next career move. Honor had finished a little over one year at Fort Monroe when he received a call with another job offer.

Brigadier General Hank Del Mar had left Viet Nam to command Western Area, MTMTS at Oakland Army Base, California, in November 1970. Western Area had traffic management responsibility of fourteen states for the shipping of cargo to Viet Nam and other overseas ports. There he could rectify the problems that he had encountered discharging cargo in Viet Nam loaded in the ports for which he then had responsibility. Using the "total systems approach," he worked closely with the terminal organizations in Viet Nam that received his goods to make improvements at the ports. In the next three years, he pioneered the development of automated systems to account for and document cargo moving in and through his ports. In August 1973, the Army promoted him to major general with command of Military Traffic Management and Terminal Service.

Never a man to leave anything alone, Del Mar saw that the organization of MTMTS did not fit its existing responsibilities. The military ports became too expensive for the Army to maintain. Del Mar took the initiative to create the Military Ocean Terminal Analysis Group (MOTAG). It recommended turning over the storage space to Army Materiel Command. It also turned the ports over to the private sector, with the exception of four - Oakland, California; Sunny Point, North Carolina; Bayonne, New Jersey; and New Orleans, Louisiana - with the agreement that the Army could use them in time of war. The Viet Nam War had proved that the Army did not need all of the others. The role of the Military Traffic Management and Terminal Service was becoming less involved with the terminal service function and more with working with commercial ports. Del Mar saw a need for reorganization. He wanted his headquarters comparable with that of Military Sealift Command and Military Airlift Command.

Upon taking command in August, Del Mar asked Honor to become his special assistant. Honor had coincidentally come out on the promotion list for colonel, below the zone as his mentor had predicted. The Army would have to transfer him anyway since he occupied a lieutenant colonel billet. Of course, Honor wanted both to return to MTMTS and work for his mentor. Del Mar called General DePuy to see if he would release Honor

COL Honor and his mentor MG Hank Del Mar at MTMC.

from TRADOC so he could come back to Washington, DC. For the second time in his career, Honor would work for his mentor. Del Mar, on the other hand, knew Honor could produce the results he wanted.

Del Mar gave Honor a small staff to visit all the directorates to determine what the command should or should not be doing. Honor would then recommend to Del Mar how he should reorganize the command. During Honor's second tour with MTMTS, he learned more than he had the first time. He had *carte blanche* to visit all directorates where before his focus had been strictly Passenger Travel. This broadened his vision.

Del Mar also wanted Honor to attend all of his briefings. Officers felt that Del Mar put a lot of pressure on them and he knew it. Del Mar put pressure on people to perform but Honor did not know him to hurt anyone. The general wanted Honor to signal him in case he leaned on someone too hard. Honor would give him the thumbs up and he would back off. Not knowing this relationship, others puzzled over why Honor attended the meetings.

As Del Mar and his Chief of Staff, Colonel Paul Swanson, worked together, it became apparent that they did not get along. Swanson did not like Del Mar's harsh leadership style. After a month, Swanson agreed to take another job. When a subordinate cannot get along with his boss, then the subordinate has the burden to leave. As Ben Johnson had taught Honor, it is the subordinate's responsibility to get along with his boss. Swanson was well respected by the staff. This added to the controversy of Del Mar's reputation and created apprehension in the headquarters as some were not sure why Swanson left.

To add to the controversy, Del Mar assigned Lieutenant Colonel (Promotable) Honor as the acting Chief of Staff over a number of senior colonels on the staff. This upset many of the colonels who outranked Honor. Nevertheless, Honor enjoyed himself. Rank never intimidated him. He worked very closely with those officers and knew how to deal with them. However, an old African proverb warned, "Do not drop fecal matter

in the village as you pass through, because you might have to go back through it." Honor got along very well with the senior officers and did nothing that would invite retribution when he stepped down.

Del Mar traveled quite often, visiting his command. He also requested lots of reports, which piled up on his desk. His secretary, who had not worked with him very long, was afraid to touch anything, not knowing what he personally wanted to see. Consequently, actions would cease to flow while Del Mar was away. Honor walked in and told her what she could remove. He would then brief Del Mar on what he had done. Even Brigadier General Malcolm Hooker (USAF), the Vice-Commander, was reluctant to touch a thing on Del Mar's desk.

Others were amused at how well Honor got along with Del Mar. They did not know that Honor knew Del Mar better than anyone. Not only had Honor known Del Mar in France when he was a lieutenant colonel, but he had maintained contact with him ever since. Honor knew him professionally and socially. He had first met Del Mar's family in France but came to know them much better later. The two officers had become close friends. Honor came to believe that Del Mar's bark was worse than his bite. Since most officers lived in fear of their evaluations, they were easily intimidated by senior rank, especially that of a general. They just did not know that if they were competent, they could stand up to Del Mar. This led to his reputation as an overbearing commander. The officers did not know that he cared about people.

Once while serving as the acting chief, Honor walked in and told Del Mar that a colonel who had worked for him was up for the promotion board. Del Mar remembered that he had done a great job. Del Mar informed Honor that this officer had gotten drunk one night and was caught driving down the wrong way on the Golden Gate Bridge. That was a career-ending incident. Honor asked if Del Mar would write a letter to the promotion board to get him promoted. Del Mar told Honor to go ahead and write it, that he would sign it. Del Mar's hard reputation overshadowed any kindness he did, yet he had helped many careers, although some would disagree.

After serving three months as the Acting Chief of Staff, Honor said he wanted to become the Director of Personal Property, under Mal Hooker. Del Mar had just relieved the previous director and believed Honor could handle the challenge. In November 1973, Honor became the Director of Personal Property, the worst directorate in headquarters. He would supervise around eighty people organized into four divisions: Carrier Performance, Management, Rate Negotiations and Storage. Honor asked for the additional assistance of a secretary and two officers by name to help him fix the problems. Lieutenant Colonel Luke Fisher, Jr., had also completed a study on Personal Property while he worked for the Chief of Staff. Commander Robert Dempsey had worked with Honor on special staff. These three made up Honor's primary team. Fisher had first met Honor in 1966 when his longtime friend, Jim Vaglia, introduced him to his boss at Second TMA Region in Viet Nam.

This team reviewed all of the Inspector General reports, the general accounting officer reports and any other reports or claims by service members on the shipping of household goods. Every time that there was a problem, the Command had gotten "beat

about the head and shoulders." As usual, Honor established a management by objectives program. He assigned people responsibilities for working different pieces of the action, laying out how each fit into the total system. As Fisher remembered, Honor set broad goals and left his staff to work out the details. He pointed out the issues and directed what they needed to do to solve them. He prioritized the issues, then briefed them to the Department of Defense. Honor planned to improve the quality of service, then reduce the cost of moving household goods. His staff developed innovative ways to achieve these goals. Either Honor or his deputy director, Bob Waldman, reviewed the active objectives every month with the action officers. Honor then meticulously checked the results.

The work to improve the system became a struggle. The carriers or big van lines had not concerned themselves with performance, nor were they eager to do so. They even brought in their congressional representatives to fight their case. Honor laid out some different rules and looked at the problem from their side. There he found mutual ground to work from. As he included them as part of the solution, they eventually came around. Nonetheless, the work was intense. Honor had twenty-five action officers retire in twenty-four months and he had not asked anybody to leave. Some just did not like ownership of those programs that needed fixing. The final program resulted in the Carrier Evaluation Review System (CERS), which they tested at over a dozen installations. In fact, the rest of the command copied their management by objectives program, which remained in use for another ten years.

In 1971, Major Jack Piatak had been also assigned to Washington, DC, as a personnel management officer in the US Army Military Personnel Center. This overlap of assignments provided Piatak and Honor a chance to renew old acquaintances from the 28th Battalion and socialize more often. Since his career had been very successful so far, Honor could provide more valuable career advice. It was at this time that Colonel Honor felt optimistic about his career and, if he could do anything, he would want to command this MTMTS one day. On 31 July 1974, Del Mar had Military Traffic Management and Terminal Service officially redesignated to the Military Traffic Management Command (MTMC)[5]. This title more appropriately described its function.

During his tenure as Director of Personal Property, Honor was selected for command by the first central board. Honor felt that being assigned the program manager for a one-billion-dollar program by the Vice Chief of Staff of the Army, General John Vessey, had won him that honor. Honor was selected to command the 37th Transportation Group in Kaiserslautern, Federal Republic of Germany. While Del Mar's request for Honor to stay had its influence, Honor felt a great sense of ownership to fix such a broken program. He requested a deferment from command for one year. Honor again put the care of Soldiers and loyalty to his mentor over his own career. In 1974, many of his peers came out on the brigadier general promotion list because they had commanded. Honor's file would go before the general officer board in 1976, but without a command evaluation he would not be competitive. Promotion was important to Honor, but the household goods program had too many ills at that time. Honor's staff had made some improvements but had hundreds more to make. He felt that by staying there he

[5] Pronounced Mit-mic.

could establish some semblance of an efficient program.

That next year, Honor was revalidated for command. Honor told Del Mar that he felt he needed to go out and command. Del Mar agreed. Honor called Military Personnel Center (MILPERCEN) about commanding a group. Honor realized that the extra time he spent in Personal Property had made him less competitive. He explained his predicament to Del Mar. MILPERCEN soon called Honor back and offered him command of the 37th Group.

At the same time, Major General Jack Fuson asked Honor to come down to Fort Eustis and command the Transportation School Brigade.

"No sir, I want to go to the 37th Group," answered Honor. Honor wanted the privilege of commanding a troop unit. Having served as the S-3 for the 28th Battalion, Honor was infinitely familiar with operations of the 37th Group and he still had some good German friends over there. As part of the succession of senior Transportation Corps general officers started by Besson, Bunker, and Meyer, Jack Fuson would also rise to lieutenant general.

Through the months of March and April 1975, Americans watched their televisions as the North Viet Namese Army (NVA) pushed into the capitol of South Viet Nam. On 30 April, Saigon finally fell. For those who may have reserved any doubts about the fate of the South, the sight of the North Viet Namese flag flying over the city removed them. The military venture was over. For those Americans who served over there, this came as a serious blow. They had made an investment in that country. Honor, having served two tours, felt his heart sink as he saw the conclusion. Over fifty thousand Americans had lost their lives for a cause that turned out to be in vain. By not backing the Government of South Viet Nam, the United States let down people who had hopes for a better life.

COL Honor assuming command of the 37th Group from his friend, Jim Lampros.

In July 1975, Colonel Honor assumed command of the 37th Transportation Group, in Kaiserslautern, from a good friend and War College classmate, Colonel Jim Lampros. For those in the Group, they saw a definite change in the leadership styles. They welcomed Honor's laid-back approach. Even Honor felt that Lampros became easily excited over things. During the three-week orientation with Honor, Jim would fly into a tantrum over things that Honor felt were not very important. Jim, on – the – other - hand, was impressed with Honor's even temper and sense of humor. He never let anything excite him.

The operations of the 37th Group had changed since Honor had worked with it in 1964. With the end of the Viet Nam War, Cold War Europe had taken priority. The Group no longer ran a line-haul mission as it had in France, with each battalion relaying trailers to the next at Trailer Transfer Point. The truck battalions had responsibility for their own trailers at the Trailer Transfer Points and made local hauls from the depots direct to the customers, as directed by either the 4th Transportation Brigade or Transportation Division of US Army Europe. Most of the companies of the 37th Group had the new 4075 International Harvester Commercial (IHC) tractors.

Honor's old 28th Battalion, commanded by Lieutenant Colonel Donald Moe, was still at Mannheim. Lieutenant Colonel James W. Wallace commanded the 106th Battalion, stationed at Russelsheim, until November 1975, when Grady L. Burleson assumed command. Its companies were scattered from Bremerhaven to Nuremberg. They rotated the convoys to Berlin through Soviet-controlled Eastern Germany. The

sensitivity of permitting Cold War enemies driving through their occupied land created tensions and potential for problems if rules were not followed. All participants received special training and orientations as the Soviets would shut down the convoy for the slightest suspicion of an infraction of the treaty rules. The 6966th Labor Service Battalion, made up of Eastern European drivers, hauled primarily ammunition from the depots to the training area at Grafenwoehr.

The 53rd Battalion, stationed in Kaiserslautern, had the responsibility for Ramstein Air Base, Baumholder, Pirmasens and Nahollenbach Depot. Its commander, Lieutenant Colonel Luke Fisher, had preceded Honor to Germany by three months. The 53rd had tractors and trailers, one light truck company with 2½ ton trucks, Reefers and Lowboys. The refrigeration vans, "Reefers," of the 83rd Transportation Company picked up food and delivered it directly to all the commissaries in Europe. The 109th "Mule Skinners" was a 5,000-gallon tanker company with M52 tractors. The drivers of the commercial tractors felt that they were pretty elite, although the Mule Skinners felt that petroleum transport was elite too.

One of Luke's companies also transported nuclear weapons. The Nuke company had difficulty with "housekeeping." The easy availability of drugs in Europe made their use too tempting. If a driver tested positive for drug use, the company had to get rid of him. The standards for handling nuclear devices provided little tolerance for violation of trust. In total, the 37th Group had over 1,800 tractors and close to 4,000 trailers with nearly 1,500 tractors on the road on any given day. Command of the 37th Group presented a unique challenge.

Lampros had informed Honor that his major problem was maintenance. Since the end of the Viet Nam War, Europe had received many drivers who had served over there. They were used to driving tractors until they broke down, then they would receive new ones. The priority had been on driving and not maintenance. Consequently, the drivers had forgotten the basics. Honor also discovered trailer accountability among his initial problems.

Right after taking command of the 37th Group, Honor sat down with his XO, Lieutenant Colonel Henry McDonald, and Command Sergeant Major Richard Divine. They informally discussed ideas about what they might or might not need to do in the Group. The next morning, Honor was surprised to see a memorandum to the Group directing the execution of the ideas they discussed the night before. He was used to working in the Pentagon, where it took effort to get ideas into action. He reminded them that they were just thinking out loud. He would have to be more careful about what he said from then on.

Group command differed significantly from Honor's battalion command. The 37th Group had over 3,000 Soldiers and 500 civilians scattered all over Germany. Honor's command approach had to be more policy oriented to ensure that his battalion commanders operated the same. He needed to manage information to assure that they accomplished the mission. However, he did not like to manage by holding lots of

meetings. As usual, he still preferred a hands-on approach to supervision. This required him to travel about two weeks out of every month to visit the units and customers.

For some reason, Honor had bad luck with planes. Every time he and his command sergeant major boarded one of the old U-8s for takeoff, the red light came on. They therefore resigned themselves to driving most of the time. For an organization this large, they spent 50 percent of their time on the road and still they were lucky to visit each company at least one or two times a year.

To Honor, the quantity of the visits was not as important as the quality. He liked to visit with his subordinate commanders and sit in on their meetings or listen to their radio conversations. Even though four layers of the chain of command separated Honor from the drivers and mechanics, he made it a point to visit with them every time he inspected a motor pool or Trailer Transfer Point. This enabled him to gain a feeling for how the units and the commanders performed. Divine remembered Honor related to Soldiers very well and explained to them how they fit into the big picture. Honor's boss, Colonel Jack Henderson, the 4th Transportation Brigade Commander, walked with him through the motor pool one day and said, "I wish I could relate to Soldiers like you." Colonel Honor had climbed the social ladder from humble beginnings no better than those of most of the men and women who served under him. Honor found that some officers were uncomfortable talking with enlisted Soldiers. By this time in his career, talking with Soldiers had become a habit cultivated over many years by practice at all levels of command. The more astute officers picked up on his methods and copied them.

Honor knew the importance of NCOs and took his command sergeant major everywhere. He knew that enlisted Soldiers related to NCOs better than officers. He used the NCO network as another source of feedback on the unit performance in addition to written reports and records.

Honor had also learned the important contribution of chaplains while serving in Viet Nam. Similarly, he had great chaplains in the 37th Group. He let them know that he knew their job was important and expected them to do it. The chaplains conducted counseling and organized programs to help out Soldiers who were in need. For his own part, Honor set time aside on the training schedule for their activities.

Honor inspected the areas he wanted improved. He knew that whatever he paid attention to, so did everybody else. Whenever Honor assumed command of an organization, he liked to refresh himself with a course on maintenance and military justice. He probably had a *PS Magazine* on every piece of equipment in his unit. He would walk through the motor pool and barracks at night to talk with the Soldiers. One time when he was away on business, Luke Fisher, his senior battalion commander, filled in for him as the acting commander. He asked Chief Warrant Officer Spohn and the Operations Officer if Colonel Honor looked at the maintenance status every day. They

warned him, "You've got that right. He looks at it twice a day." Fisher went back and told his company commanders.

Upon hearing this, one company commander came in on Honor's open-door policy shortly after Honor returned from his trip. He confessed, "I know I'm doing worse than the rest of the company commanders in the group, but I just want you to know that when I get my maintenance shops I can do better."

Honor reassured him, "If I had a problem with you, I would have told you. I know you're working out of tents. I know that you're going to get up to 95 percent when your maintenance shops are ready, so don't worry." This relieved the commander's fears but the word spread about where Honor placed his emphasis.

Divine remembered that Honor was very calm and soft-spoken but could get his point across. Another commander remembered that when Honor preceded a statement with "Man," he was serious. First Lieutenant Gilbert Harper, the Assistant S-3 for the 37th Group, only had a short overlap with Honor before he rotated back to the United States. He remembered that the new colonel came across as a very personable man who was truly interested in people. He respected Soldiers and appreciated hard work. His presence was immediately felt in the command.

Fisher remembered that Honor was no different as a group commander than when he had worked for him before. He still managed by objectives. Major Joe Ellis, the S-3, and Gil Harper remembered that Honor assigned each battalion commander an area of responsibility and the accounting for all equipment in those areas. He told his subordinates what he wanted done but not how. He then allowed them the freedom to develop their own solutions. He coached only when they needed it and then only enough to steer them on track. This policy even worked with the Officers' Wives Club.

Since Honor was a bachelor, he had to rely on his new XO's wife to serve as the head of the club. When he asked Jim Robinson how the club was going, the lieutenant colonel said, "Fine." When Honor happened to ask the same question to Marty Robinson, she cried. Honor realized that things were not going well. He advised her to lay out a plan and ask for volunteers. He attended the next meeting and found that the women had plenty to complain about. He formed the wives who complained into committees to solve the problems. It not only resolved the problems, but it solved the problem of their complaining. The Officers' Wives Club also held fundraisers such as bake sales. Honor loved pecan pie and Luke Fisher's wife baked the best.

Driver accident rates had also been a serious problem. Many of the accidents resulted in fatalities. Honor directed an emphasis on the instruction of driver training, education and increased personal supervision. A driver school already existed but Honor emphasized what else needed to be done. Drivers had acquired bad habits such as carelessness at high speeds. Honor also made a big deal about rewarding success. He gave the drivers incentives to perform better. He personally expedited action to make sure that every battalion had its civilian safety officer, and he put senior drivers on the

Safety Council. These measures worked. The accident rates decreased. Drivers began for the first time to drive 700,000 to 800,000 miles without accidents, a significant improvement.

Although they had a system for accounting where trailers were and their status, the group had problems with maintenance and accountability of trailers at the Trailer Transfer Points. Since the Trailer Transfer Points belonged to the battalions, previous group commanders had directed them to fix the problems. Divine never remembered any group commander visiting the Trailer Transfer Points. However, Honor and Divine frequently visited them and inspected the status of the sideboards and trailers. "Deadheading," or tractors pulling without trailers, reduced and the maintenance of trailers improved.

Honor also improved liaison with the port and customers, a tool he borrowed from Del Mar. He met with both to discuss what they needed, when and where. Honor's command could then anticipate and plan properly for tasking. This improved both customer relations and deliveries.

The 37th Group also received a large influx of female truck drivers and mechanics after the Army abolished the Women's Army Corps. Until that time, female Soldiers had been relegated to positions of clerks and nurses. Afterwards women could serve in nearly every combat support and combat service support military occupational specialty (MOS) as the men. The big question was whether they could perform the same arduous work as their male counterparts. Honor remembered that to prove their merit "they drove circles around the guys." One male driver told Honor that he had stopped alongside the road to help a female driver and she ran him off, boasting that she could change her own tire. Those who wanted to could handle those big tires, but that had not always been the case.

When Lampros had assumed command of the Group, he inherited a female driver. She complained that she was bored driving him around and that she wanted to drive a tractor and trailer. He told her that she would have to do her own work and not let the guys do it for her. One day a major general stopped by and told him that he saw a tractor with the mail van parked alongside the road with a flat. He saw a female driver, so he got out. The major general changed the flat tire for an enlisted Soldier then told the colonel about it. Lampros asked the general to describe her. Sure enough, it was his former driver. Lampros later visited her and reminded her that she had agreed to change her own tires. This story became legend. Other than that, the women pulled their own weight.

When Honor would ask the female mechanics how they liked working in the motor pool, they honestly admitted that they did not like getting grease under their fingernails. Interestingly, they performed better on promotion boards. Honor believed that when a woman set her mind to doing something, she usually achieved it. Men could be distracted pretty easily.

Honor had fantastic NCOs and brought some people who had worked with him in his battalion to work in his Group operations. Chief Spohn was the motor officer of the

refrigerator company. When the Army turned the refrigeration units over to the Germans, Spohn stated that Colonel Lampros had promised he could return to an ordnance unit once his company was inactivated. Honor had known Chief Spohn since his last time in Europe. He was married to a German and spoke the language fluently. He had spent nearly his entire career in Germany, an option warrant officers and NCOs had at the time. Staying in one location was referred to as "homesteading."

Honor explained: "Chief, I hate to go back on a promise Colonel Lampros made to you, but I would like you to stay here in the Group and become the Group Maintenance Officer."

"But sir, I don't know how to write," he replied. Spohn knew that by working on staff he would have to fill out reports. He knew how to write. He just wanted an excuse to return to an ordnance unit.

Honor responded, "Chief, I don't want you to write. I want you to keep the trucks running. You have a captain as the S-4 and you've got me down here. If you need to write something, you come down. We'll sit and talk about it then I'll write it. We'll get it done." Spohn remained in the Group. After he retired, the Army converted his position to a civilian position. He took the job and remained there long after Honor retired. Everybody benefited.

During his command of the 37th Group, Honor improved his mentoring skills. Luke Fisher focused on the small details. He had been trained as an operations research analyst. He really bored down on his battalion trying to analyze why things happened. The harder he bored down, the more problems occurred. All of a sudden his accident rate jumped and he could not understand why. He felt as if he was sitting in the hot seat. One day Colonel Honor advised him, "Try saying nothing. You are bearing down too hard on safety. Your troops really want to support you, but I think they are trying so hard that they are getting out there and hitting things. Try saying nothing and see what happens."

Fisher went about ninety days without any accidents. He then asked Honor, "How did you know that?"

"Well, Luke, I've been there and done that. The harder you press some people sometimes, the more you get them on edge."

A serious international incident occurred with the Berlin convoy. When the American convoy had stopped for the night in Communist East Berlin, a sergeant had gotten drunk and drove his tractor around town. When the convoy finally reached its destination in West Berlin, a number of the Soldiers went on a partying spree that aroused the unwanted attention of the authorities. When the word of the incident trickled back, it resulted in a board of inquiry. That company attracted a lot of unfavorable, high-level attention. The battalion commander flew off the handle to the point where he jumped up on the desk of the company commander to reprimand him. The company commander

had not even been on the convoy but had sent those he considered were his best leaders. The captain feared his career had come to an end.

Honor did not automatically assume that anyone was at fault. He had selected only the best commanders, who demonstrated attention to detail and good judgment, to lead these convoys. In fact, Honor did not even assign captains directly to the battalions. He kept arriving captains at group headquarters to check out, then sent them down to the battalions. Honor went over and calmed down both the captain and his battalion commander. He then reviewed the facts developed by his board. When the investigation identified those responsible for the incident, Honor took appropriate action against the guilty. The tables had turned. Honor handled this incident in the same manner he had learned from Ben Johnson. He did not over-react or act in haste. The company commander and the lieutenants continued to do good things for the Army.

Joe Ellis remembered that Honor was a people-oriented commander. He took time to reach down and get to know the lieutenants and captains, not something many senior officers did. Captain Johnny Wilson, a company commander in the 1st Armored Division, was surprised that this colonel took the time to work with junior officers and NCOs. Wilson remembered, "He just had time for people. He was a man you could go to. He has always been available." Although Wilson did not work for this transportation colonel, Honor would meet and talk with him about his career.

In fact, Colonel Honor liked to shake the hands and chat with Soldiers and young officers whenever he visited an installation. Just because he was a colonel and later a general, he let them know he was still a human being. He believed that if the Soldiers felt that their group commander genuinely cared about them, then they wanted to perform. Besides, Honor might recognize a name and it turned out that he had worked with their father or uncle before.

Honor made a special effort to visit with minority Soldiers and give them encouragement. During the time that Honor had entered the Army, minority officers had been afraid to be seen talking to each other. Others might suspect that they were plotting something. Therefore many minorities chose not to be seen associating with other minorities. By meeting with young minorities, Honor assured them that they could take pride in their race. Honor also sought to bestow his advice on those whom he recognized with talent and ambition. Honor felt a sense of appreciation for African-American contributions to the Army.

At a National Defense Transportation Association Conference in Germany in 1978, Honor walked up and introduced himself to Second Lieutenant Rubye Braye. As she was the only black female officer in the 4th Transportation Battalion, he advised her on what to do and not do. "Learn the job and do not take shortcuts. Take good care of Soldiers and don't be so busy trying to get promoted at the expense of the Soldiers. Always be where you are supposed to be. Read. Stay abreast of current events, to be able to speak knowledgeably and accurately." She never forgot his advice. As a group commander, Honor had refined his leadership style. He was enjoying command.

Major General Del Mar called Honor one night in May 1976 and told him, "I'm taking over all the water ports in Europe. I've just talked with General Blanchard and he says that you can come to work for me." General George "Doc" Blanchard had assumed command of US Army Europe in 1975. Colonel Vince Russo had just assumed command of the 4th Transportation Brigade in April 1976; he had command over the Transportation Terminal Group, Europe (TTGE), located at Rotterdam. At that time command had responsibility for all the port assets in Northern Europe: Rotterdam; Bremerhaven and Zeebrugge, Belgium; Mannheim**,** Germany; Felixstowe, England; and a little operation down in Antwerp. TTGE played a role with the Cross Channel Coordinating Committee and the position of commander had just become vacant.

Honor said that he still had ten months left to complete his twenty-four-month command tour. He was also passed over for promotion that year. Del Mar replied, "Don't worry about that. You are all taken care of. You'll get credit for a full tour. But I would like you to go to Rotterdam."

"Where in the heck is Rotterdam?" Honor asked. He had not done much traveling beyond visiting his own units. After thinking it over, Honor replied, "No. The few terminals that you have in Central Europe will not keep me busy. I would like everything that MTMC owns over here in Europe." Honor was a young colonel full of energy. Honor also wanted the terminals in Greece, Spain, Italy and Turkey that belonged to MTMC Eastern Area Commander.

Del Mar promised, "Okay, you've got it. You tell me when you want it." The Eastern Area Commander had no idea that Del Mar planned to give Honor everything on the continent.

The Eastern Area Commander had been the Commander of Transportation Command Europe prior to assuming command of MTMC Eastern Area. Del Mar then appointed him as the project officer to go over and convince the Commander of US Army Europe that MTMC should assume responsibility for all the port assets in Europe. The European ports under MTMC Eastern Area would be rolled up with Transportation Terminal Group Europe into one authority. The idea was that MTMC could enhance throughput capability of cargo from the port to the depot. He believed that while he was promoting this idea in Europe, he would keep the ports in his command. Actually, Del Mar planned to absorb all he overseas terminals, to include Okinawa, Panama and Korea, which he did.

In July 1976, Honor became the Commander of Transportation Terminal Group, Europe ninety days before REFORGER 76. The Airmobile Division would deploy by three Military Sealift Command Roll On/Roll Off (RO/RO) vessels with 342 helicopters. The *USNS Meteor* and *Callaghan* docked at the Port of Ghent in Belgium while the *USNS Comet* docked at Vlissingen, Netherlands, using what was called the Mediterranean moor. In this moor the vessel backed up to the dock and tied off at the stern so that equipment could be driven off its ramp. Since this exercise was the first

time an airmobile division had arrived with all of its helicopters, it attracted a lot of VIPs.

During the exercise, a number of high-ranking officials visited the Port of Ghent to include the Supreme Allied Commander of Europe. Most senior officials cannot help but provide advice to subordinates on how to do their jobs better. What they do not realize is that they often interfere with standard operating procedures and hinder the operation. Honor had his hands full trying to keep them from getting in the way of his people doing the work. He escorted officials while his operations officer, Lieutenant Colonel Nicholas H. Collins, supervised the off-loading of the ships and getting the equipment out of the port.

Honor did not have much trouble keeping most officers out of the way, because of the obvious danger around a ship. The work looked like a mass of confusion. Honor's boss, however, felt comfortable in that environment and liked to lead by example. He even wanted to go down and handle the equipment. The Belgian stevedores thought it was quite a sight to see two men holding onto ropes dangling from a helicopter lifted by a crane and one of them was wearing one star. Keeping the helicopter from swinging into the wind was hard manual labor. While some commanders can effectively inspire their Soldiers by sharing the same burdens, Honor felt that this was not appropriate. He reminded, "Sir, I know you're anxious to make sure this goes well, but you are not setting a good example by holding a guy rope. We're paying other people to do that. In fact they're paying attention to you and not to what they ought to be doing. If you wouldn't mind, I would appreciate if you would come off of the ship." Although Honor's supervisor, he respected Honor and the authority of a subordinate's command. The brigadier general begrudgingly left the ship.

After REFORGER, Honor called Del Mar and said he was ready. Del Mar called the Eastern Area Commander and told him, "I'm going to give Ed Honor everything on the continent of Europe and, by the way, he reports to me now. He does not report to you anymore." That came as a surprise to the general.

A personal friend who was the Director of Personnel in Eastern Area Headquarters called Honor and warned him, "I can't talk too long but the general cut his finger on your fitness report."

Honor knew what that meant. A bad evaluation report from a brigadier general would end any chance for promotion. So Honor called his mentor. "I haven't seen this report yet, but I understand that I've been castrated."

Del Mar replied, "Don't worry about it." When the report reached his office, he just tore it up. He assigned himself as Honor's rating officer and he wrote a new report. The Eastern Area Commander, on the other hand, had a high regard for Honor and claimed that he did not write anything bad about him.

The lesson was "Do what you are supposed to do. But by the same token, don't be a horse's ass. Meet people senior to you and subordinate to you, because quite frankly your peers and people subordinate to you take care of you whether you know it or not." This came true many times in Honor's career.

Honor inherited a very small staff. He had two American Soldiers per staff section and the rest were Dutch civilians. US Army Europe had stripped Transportation Terminal Group, Europe, of the responsibility of war plans and turned it over to the 4th Transportation Brigade. Honor negotiated to recover the planning responsibility. If he was going to advise the Commander-in-Chief of Europe on terminal operations, he wanted to do the planning also. Yet he had no one who could type a classified document. Consequently, he hired his operations officer's wife, Elaine, and had her work directly for him. Honor became the planning officer with the help of his young S-2, Captain William Richards.

Honor assigned Richards as his plans officer because he had visited all the ports. Port planning fell under plans. Richards had risen through the enlisted ranks and graduated from the Officers Candidate School. By then the war plans went from full American supported concept to a host nation supported concept. In the event of war, US terminal units would no longer arrive from the United States to run the ports. Instead, port support units with eleven personnel and port documentation units with nine personnel would arrive from the United States to augment the civilian stevedores. In the downsizing since Viet Nam, someone in the Department of Defense believed that the United States Army did not have the assets to manage a war alone. This was the first time this technique was attempted.

Honor improved the operations and morale of the command. He provided some organization to the place and it started doing what the command was supposed to do. Transportation Terminal Group, Europe, identified the most favorable ports for ships to dock. They would not just let a ship dock at any port. Honor's staff looked at the ultimate destination of the cargo aboard the ship, and the port handling and inland traffic costs. Honor first encountered this problem as the Chief of Sealift Center during his first tour in Viet Nam. He had learned to look at the whole system from his mentor, Del Mar, first at Cam Ranh Bay and then with MTMC. Honor felt that "You earn your pay when you are in a position to look at how you can save Uncle Sam some money." Honor did that with both inbound and outbound cargo. He brought the terminals closer to the headquarters. He improved ordnance operations by discharging ammunition at the Nordenham Terminal in Germany, instead of Zeebrugge, Belgium. Both were ammunition terminals, but the German terminal reduced the distance from the port to the depots by rail.

Honor made the headquarters more of a support agency for the terminals where before, according to Richards, the headquarters was a "pain in the ass" to the terminals. Honor never let US Army Europe or the subordinate commands hassle his staff. He believed that Transportation Terminal Group, Europe, was there to support the supported commands. Jim Vaglia, who had worked for Honor with the 507th Group in Viet Nam, coincidentally ran the US Terminal at Felixstowe, England. He remembered that Honor

reduced the administrative and reporting burden, making paperwork easier. Honor only required the kinds of report that the subordinate commands thought were important. Since communication was a two-way street, Honor also kept his boss, Del Mar, constantly advised on what he did by telephone. Because of the time zone difference, he had to stay late to call.

Because of the size and distance of his command, Honor only held meetings with his commanders and staffs every six months. Captain Mark Victorson had run the Rhine River Terminal at Mannheim for a year by the time Honor took command. The terminal had declined in use since the barges were too small to transport the new twenty-foot containers. The terminal was primarily used to deliver M-60 tanks. When he visited Rotterdam, Honor took the time to take Victorson out to lunch. It impressed the young captain that his colonel took such a personal interest in meeting with his junior officers. Similar to his group command, Honor could only get out to visit with his subordinate commanders and their employees once a quarter. As long as Honor had confidence in the commanders, he gave them a free hand to run their terminals.

Prior to Russo's assuming command, the 4th Transportation Brigade had required all kinds of useless reports from Rotterdam. Fortunately, Honor had been friends with Vince Russo since his first assignment to the Pentagon, and they had even attended the War College together. Honor reassured Russo, "Your command is the senior command over here. I don't challenge that. But I am your terminal manager. If there is something that you need in order to do your mission, you've got it. So don't worry about that. A lot of the noise that people used to make up here, you're not going to hear that anymore." The two got along great. Honor conducted the planning and was able to increase the size of his staff. In some cases, he tripled the size of some of the smaller terminal units. Every time Honor conducted a manpower survey, he would bring a few more spaces into the headquarters. They finally reached the point where he had sufficient staff to perform the work more efficiently.

After nine months, Honor came up with the brilliant idea to have the military and civilian representatives from all of his terminals come in and brief what they were doing. Honor wanted everyone in his command to see what things the others were doing well and what difficulties other terminals had. He wanted the different countries to share the benefit of their successes. Turkey, for example, had no standard custom rules. The rule was whatever the local inspector said. Thirty containers discharged at Iskenderun, which supported the Air Force in Incirlik, would require thirty days to clear. They would clear only one container a day. Conversely, the port at Rotterdam cleared a thousand containers a day. Honor thought that if some countries saw what others were doing well, they might learn from them and improve their port operations.

This team-building concept had worked before when dealing only with Americans. With the first meeting, Honor realized what a mistake it was. The Germans and the Dutch still did not get along because of the German occupation of Holland during World War II. During the first meeting, the Germans threw a malicious remark at the

Dutch at every opportunity. The meeting could have turned ugly if Honor had not had his sense of humor. He finally steered the meeting back on track.

Honor had operations in nine different countries. Sometimes when the terminals of the different countries would ship to each other, they caused problems. Honor thought that by meeting together they could work out their differences and encourage some cooperation. He told them, "Hey guys, I don't want to see all these messages going back and forth criticizing one another. Pick up the phone and call your opposite number if they're doing something to screw up your operation, because they're not doing it on purpose. You are not making yourselves look big in my eyes. Send your message to the commander. When you send it from operations officer to operations officer, you're sending it to the people who did the bad documentation to start with. So call the commander and tell him you have a problem." As a minimum, Honor hoped to get each terminal commander to meet his opposite number. That plan worked as the commanders started working together. Honor was able to report on their progress to Del Mar, and some of the military commanders of the outlying terminals finally started getting promoted to full colonel.

It proved a very interesting assignment. Honor maintained friendship and continued to work with many of them as he moved higher up in MTMC. In 1998, the Dutch employees voted to name the theater in the MTMC building in Rotterdam after him. Honor was very flattered that they had regarded him so highly.

When Honor was leaving, he warned his staff at Rotterdam that they would have their worst winter ever. In the time that he had worked there, the weather had been so great that they had not even needed to vacation in Spain. He was joking, but the next winter turned out to be terrible. During the next REFORGER, in Belgium, things just slid everywhere in the port.

Honor called his branch about his next assignment. Again silence greeted him on the other end of the phone, leaving him the impression that they had forgotten who he was. MILPERCEN closely managed the careers of rising stars. Evidently, they were not closely watching his career. After looking through their files, they offered him the Installation Transportation Officer job at Letterkenny Army Depot, Ireland, and other non-competitive jobs. Honor told them to hold the phone, and he would get back with them. Honor had twenty-four years of service and successfully completed two battalion and two group level commands. Military Personnel Center was trying to put him out to pasture like an unproductive old bull. Honor called Del Mar and told him what had transpired over the telephone with his branch representative. Del Mar said, "Well, let me talk to some of my friends and I'll see what we can do." He called General Eugene D'Ambrosio over at the US Army Development and Readiness Command (DARCOM). The Director of Plans, Doctrine and Systems had just been promoted to brigadier general. In August 1978, Honor returned to the United States to fill that position.

Honor supervised around forty people. His office coordinated any and all changes to the commodity command standard system, which ran the entire wholesale

supply system for the Army. The commodity commands included the Tank-Automotive Command, Troop Support Command and Aviation Support Command. The computer course Honor had attended back in 1961 was the extent of his systems experience. His previous training and experience had not prepared him for this job. He then found himself deeply immersed in system analysis. He had to knuckle down to become proficient. As usual, Honor saw the challenge of learning something new as a good education opportunity.

Honor inherited a well-functioning system, but as any system evolved new procedures were added that could affect something else. Therefore, his office had to coordinate the change across the entire system for it to work smoothly. His staff visited the different commodity commands and held meetings with every affected agency before they made any changes. They examined the core of that system to make sure that a change would not disrupt something else. For example, changes in supply could affect maintenance. A change in the maintenance could affect the supply. DARCOM had to integrate each of those systems to have a complete understanding of the whole. The other aspect of the job involved something Honor had ample experience in: planning.

In the fall of 1978, the Department of Defense conducted NIFTY NUGGET, an Army-wide command post exercise that took an in-depth look at the war plans. This exercise was a paper drill that tested the mobilization plans of all units in the United States to deploy overseas. REFORGER focused only on the deployment and reception of selected units to Europe. Honor's staff worked out of the Command Center in DARCOM with the commodity commands and different Department of the Army (DOA) agencies. The Department of the Army, Headquarters, used to run the inventory control points before it was transferred to the Army Materiel Command (AMC) in the late 1970s. Up until that time, no one had examined the war plans in depth to see if the mobilization would actually work. Operational responsibility for contingencies in the world was divided up into different joint level headquarters known as unified commands. At that time, the Joint Strategic Capabilities Plan (JSCP) document only assigned generic units such as an infantry or armored divisions to the plans. It did not assign specific units, such as the 1st Infantry Division, to the plans. NIFTY NUGGET allocated real units to the actual plans of all the unified commands and simulated the issue of supplies to the organizations.

As the exercise evolved, they found some very interesting errors. Some units were assigned simultaneously to two or three different war plans. Because of this DARCOM procured equipment for them two or three different times, and they ordered by type unit rather than specific organization. In some cases they over-purchased materiel items and in other cases they did not purchase enough. This exercise opened many eyes throughout the Department of Defense (DOD). DARCOM discovered where it could re-allocate resources. In other cases, DOD had to make more resources available. DARCOM produced a thick book with recommendations. It inspired the formation of the Joint Deployment Agency (JDA) in 1979 and the writing of both the Joint Operating and Execution Planning System (JOPES) and the Joint Deployment System (JDS).

Afterwards, Honor's file went before the general officer selection board for the second time. The competition for general officer is usually very tough as all the colonels have excellent records. While talking to a group of officers at Fort Benning, General Richard Cavasos related how he had sat on one general officer promotion board. He said he could not tell which colonel stood out from the rest. Many general officers contribute their success to luck. Cavasos went on to say that the selection resembled throwing a handful of marbles at a fan and promoting those which made it to the other side. A lot of good colonels did not get promoted. He could not determine any pattern to the selection. Often it helped to be known by someone sitting on the board.

Honor was promoted to brigadier general in May 1979. He was the first African-American Transportation Corps officer to pin on stars. He joined the ranks of flag officers, denoted by the flag that bears the number of their stars. He felt great. He knew that he had had a lot of help along the way. Del Mar had sat on his selection board. While Honor's predecessor had also been promoted to brigadier general, Honor did not think that this particular job was a stepping-stone to his star. He believed that any high-visibility job would have given him that opportunity.

In spite of his accomplishment, Honor kept everything in perspective. He had seen many officers get excited when their name came out on the secondary zone for promotion or they were very disappointed if their name did not come out on the list. Honor advised, "When you make a below-the-zone promotion, that's just a great 'give-me.' But you can make it on time and still be as effective. Don't get so enamored and get your family so worked up that if you're not on the secondary zone list your whole family is disappointed. You ought not to do that." Honor would tell his own wife not to worry whether or not he was promoted.

Honor had finally married, for a second time, in August 1978. During that time, it was believed that a senior officer would have difficulty getting promoted without a wife. Phyllis was a GS-13 working for the Department of Agriculture. She retired in 2002 as a Senior Executive Service (SES). Since Honor was selected for promotion after their marriage, she would claim credit for his star.

Honor enjoyed what he was doing. He never had a day when he said, "Oh hell, I've got to go to work." He never begrudged anyone who was promoted ahead of him. They had done a great job too. There was a lot of luck involved at that level. It often depended upon who was sitting on the board. It depended upon how well the board members knew the evaluated officer and what one had done. It could go one way or the other. Worrying could do nothing to help one's career. Honor did not focus on if or when he was promoted but instead on doing a good job from assignment to assignment. He hoped that others would recognize him for what he did. Although the Army was Honor's first love, he had confidence that he could find a good job on the outside.

Honor had reached the stars because of the help of others, especially Del Mar. He had intervened to get Honor good assignments, which put him in the place to succeed. As a general officer, the Army would then pay closer attention to Honor. His future

success depended solely upon him. As a general officer, he would be in a place to pay back his debt by playing a bigger role in the careers of others.

Chapter 6

Mentoring

Honor's mentor, Henry Del Mar, retired on 1 June 1979. He had made significant improvements to the Transportation Corps but ruffled some feathers along the way. As Commander of MTMC, he had even forced his Eastern Area Commander to retire. This became one of the most controversial personnel decisions that he had made. Many of his peers disagreed with it. They felt he should have shown greater respect to a brigadier general than that. Some speculate that that might be why he did not earn his third star. Del Mar, however, expected high performance and was not hesitant to remove anyone he did not want, regardless of rank. His combat experience in World War II probably made him intolerant of inefficiency or personality conflicts. But Del Mar produced results. He commanded MTMC for six years, longer than any other officer had commanded a Major Army Command.

Del Mar's destructive reputation far overshadowed any good that he had done for others, however. Only a few knew how to deal with him. Honor and John Bruen were two of the officers mentored by Del Mar who retired as lieutenant generals. Brigadier General Orlando Gonzales, on the other hand, complained to his mentor, Major General Oren DeHaven, about the treatment he received from Major General Del Mar while commanding in MTMC. DeHaven called the short-in-stature Del Mar and threatened to come over and punch him in the nose if he did not quit harassing Gonzales. As it turned out, Del Mar and DeHaven's friendship extended back to their days as captains in the "Old Crowd" at the New York Port of Embarkation. They could joke with each other that way. Gonzales successfully reached the next rank. Personal intervention by a mentor took many forms.

Del Mar mentored a number of officers that many did not know about. Honor soon came to learn this firsthand. When Honor pinned on his first star, Del Mar passed the torch on to him. Del Mar would then call Honor and ask him to help an officer. Del Mar's entourage soon became Honor's. As officers would leave one job they would call Honor to help them with their next assignment. After time healed the wounds of his career, those whom Del Mar had mentored finally stood up for him and he secured his rightful place in the Transportation Corps Hall of Fame. Honor would meet with Del Mar once a month for lunch, until Del Mar's death.

Brigadier General Honor inherited the obligation to mentor his successors. He viewed "training up the bench" as an important responsibility. In football, the second and third string quarterbacks sat on the bench while the first string played on the field. Those

sitting on the bench would become the first string once the others graduated. Similarly, Transportation Corps general officers had to mentor junior officers in order to ensure the success of their branch at the two- and three-star level started by Besson, Bunker and Meyer. From their bench rose Jack Fuson to three stars. From his bench rose Buzz DeHaven and Ross Thompson as the next three-star quarterbacks, both in 1981. If Transportation Corps general officers neglected training the bench, then the Quartermaster and Ordnance Corps would dominate the top logistic positions. The Transportation Corps cannot catch up overnight. It might take eight years to recover the lost ground before another Transportation Corps officer pinned on his third star. The corps needs to look ahead to its chain of succession.

Most of the officers Honor mentored were referred to him or those he walked up and introduced himself to. He would ask them to tell him about themselves and what their goals were. If they said they wanted to be a general, he did not have time for them. He wanted to help officers who had realistic goals and focused on their next assignments. He would then ask them to send him their fitness reports. He could then tell them how their evaluations really stood up with their peers, since an evaluation may sound good but actually be faint praise. From there Honor would advise them on how to help themselves by laying out quantifiable goals, with their bosses then following through with them. By the next evaluation, the rated officers need to use the support form to let their bosses know what they have done. Luke Fisher also remembered that Honor taught him to index his evaluations in a chronological order to present at interviews for jobs. Honor would also help them identify what kinds of assignment to seek. Last, he would encourage them to get out and meet senior officers. He advised them not to stand around with their peers at socials but to walk up and introduce themselves to senior officers, just so they'll remember their names.

In 1982, Anita McMiller first met Brigadier General Honor that way. At a social, her mentor, Colonel John Thomas Martin, encouraged her to walk up and introduce herself to Honor. "You've got to go meet the premier transporter in the Army." She was shy and intimidated not only by his rank but by his size. She walked up and said, "Sir, my name is Anita McMiller and I'm a captain." Honor responded, "Well, tell me about yourself." Then the conversation began.

When she returned to Colonel Martin, he asked her what Honor said. She answered that Honor had told her to get on his calendar and see him. Martin responded, "Well, get on his calendar." Martin also asked her to introduce herself to another rising star, Brigadier General Colin Powell.

McMiller visited Honor with her Officer Efficiency Reports and Officer Record Brief.[6] He helped her outline her career goals by identifying where she was and where she wanted to go, then make the necessary preparation to get there. She had her mentor. From then on he would call periodically to provide career advice. She was so grateful for his help along the way that after graduation from the command and General Staff course, she gave him his first print of a Buffalo Soldier. She hoped that every time he looked at

[6] The entire history of an officer's career on one sheet of paper.

it he would ask why she had given it to him and who the Soldiers were. What it did was begin his collection of Buffalo Soldier prints.

On 1 September 1979, Brigadier General Honor moved over to the Joint Chiefs of Staff (JCS) to become the Deputy Director for Planning and Resources. He worked for the Director of Logistics (J-4), Vice Admiral Kent Carroll, and assumed responsibility for four divisions. The Logistic Readiness Center (LRC) of the National Military Command Center was an operations center for the J-4 during contingencies and exercises. The Logistics Resource Division maintained visibility of critical materiel on hand by all of the Services. The International Logistics Branch coordinated staff talks with Allied Foreign Governments. The Programs and Budget Divisions monitored funding of critical mission essential materiel by the Services. Around 60 people worked for Honor's half of J-4.

During Jimmy Carter's presidency, budgets had been cut to the bare bone. In January 1979, the nation faced the humiliation of having 53 embassy personnel taken hostage by Iranian students. In December 1979, the Soviet Union invaded Afghanistan. In April 1980, a joint service rescue attempt of the hostages failed at Desert One. Consequently, the focus of military planning shifted from Central Europe to Southwest Asia, particularly Iran.

In 1980, President Carter announced the creation of the Rapid Deployment Joint Task Force (RDJTF). The Armed Forces had to deploy rapidly to areas outside of NATO responsibilities. Brigadier General P. X. Kelley (USMC) had an office down the hall in the Pentagon heading a working group that developed the concepts for the Rapid Deployment Joint Task Force. Honor would send his best people to work with Kelley.

Kelley pinned on four stars to become the Commandant of the US Marine Corps and then command US Central Command (CENTCOM) that would evolve out of the RDJTF in January 1983. The Department of Defense divided the world into geographical areas, with responsibility for the military operations and planning in those areas falling under a joint service headquarters known as unified command. CENTCOM would assume responsibility for military operations in Northeast Africa, Central and Southwest Asia. To reach this theater of the world, halfway around the globe, created a dilemma for military planners. Honor's two years in the J-4 would lay the foundation for many critical decisions that would affect future operations in this region.

Shortly after his arrival, Honor called upon Lieutenant Colonel Luke Fisher and asked him if he wanted to come out to join him. Fisher said he would talk it over with his wife, then call back with an answer. That did not take long. Luke had just come out on the promotion list but was in a dead-end job with the Sixth Army Headquarters in California. He accepted, and Honor made him the Chief of Logistics Procedures Branch.

In early 1980, Honor attended the first meeting in Joint Operations Planning and Execution System (JOPES) at the Joint Chiefs of Staff chaired by the J-3. Vice Admiral Carroll was out of town that day. Carroll and his deputy both loved to travel. That

usually left Honor to sit in for them at the meetings. He learned to interface with the other agencies. JOPES was the evolution of Joint Operations Planning System (JOPS). JOPS had been strictly planning while JOPES included execution. Many of the unified commands, however, did not have adequate staffs to do the planning. They simply wrote their wish lists for a war without any idea of the feasibility of their plan. They did not have the systems to analyze or determinate what they needed. So that is how the TPFDD and execution plan reviews came about. The unified commands forwarded their contingency or war plans to the Joint Chiefs of Staff. The representatives from the different J-staffs then determined whether the plans were supportable with people and materiel. As usual, most plans generally fell short in transportation feasibility.

As usual, Honor established the objectives and the division chiefs assigned responsibility of the projects to the action officers. With sixty people working on a multitude of projects, Honor allowed his staff to work "on a pretty long leash" to get the job done. He gave those he had confidence in great independence in the execution of their duties. Either Honor or his deputy held monthly reviews to keep track of projects. In between, he expected his division chiefs to come in and update him when they had something to report. If he had not heard from them in while, he then went looking for them. Out of the myriad projects that Honor's staff worked on, a handful would see fruition.

Honor stepped into the job during the planning phase for procuring C-17s for the Air Force. This aircraft would replace the C-141 cargo planes with a capability to land in austere environments on short runways. Honor had a good operations and research element made up of an operations research analyst and transportation officers. They successfully reviewed the contingency requirements for airframes. Based upon the number of people and amount of cargo to move, according to the contingency plans, they started off with the requirement for 230, but the issue of affordability reduced the number to 170. The Air Force eventually purchased 210, coming close to validating the J-4 original estimate. While these airframes could deliver men and materiel quicker, they were a limited resource further restricted by the number of aircraft that could land on the airfield. In almost every conflict, 95 percent of cargo and equipment would move by ship.

The Rapid Deployment Force concept required a modern fleet to deploy forces faster than the obsolete Victory ships of World War II vintage. Sealand Services had extremely fast container ships that it used to run back and forth from the United States to Rotterdam in seven days, and that was not even at full speed. But they consumed fuel at such a high rate that they were not economical for commercial transport. Sealand wanted to get rid of them. The company approached Vice Admiral Carroll with an offer to sell eight to the Navy. It even offered to modify them to Roll On/Roll Off configuration where the vessel could pull up to the pier and trucks could drive on and off. Contrary to the desires of the rest of the Navy, Admiral Carroll worked hard to purchase those eight Fast Sealift Ships. His persistence paid off and those eight became the first fast sealift ships in the inventory. They would pay big dividends during the Gulf War.

However, Carroll wanted the Army to pay for the ships since they used them. Honor provided him a staff paper explaining why the Navy should pay for them because the ships were common user transportation assets for which the Navy had responsibility. Asking the Army to pay for ships because they used them was like asking the Army to pay for the C-17s because they rode in them. As it turned out, the Navy had some money that it could not execute because of contract problems or program slippage. But Carroll did not want to spend any Navy money. He told Honor he would recommend that the Army pay for those ships.

Years of working in the Pentagon had taught Honor the back channels to getting things done. Honor's friend, Brigadier General Colin Powell, was the military assistant to the Deputy Secretary of Defense, W. Graham Claytor, Jr. Honor slipped Powell a paper telling him where the Navy money was at that time. Honor had known Powell for years and both came out on the same brigadier general list together. They even celebrated their brigadier general promotion together. Powell was the youngest officer on the list. He would rise to become the Chairman of the Joint Chief of Staff during the Panama crisis and the Persian Gulf War. The Navy eventually paid for the ships.

Honor was one of two deputies in the J-4. The other officer, Major General Charley Irons (USAF), was the Deputy Director for Strategic Mobility. Having the top three officers in the Joint Logistics Staff from each of the services created a balance, although not necessarily congenially. Irons and Carroll would go head-to-head with each other. Irons would argue for more airlifts and the admiral would fight for more ships, an old argument. Honor would have to mediate. "Hey guys, we can't do this. We're purple.[7] The name of the game is we've got to deploy forces. We need air and we need sealift, but we need them for different reasons. If you want a quick presence, then we have to have air. But if you want to sustain a force, you've got to have sealift. We need to approach it that way. You two guys cannot play off one against the other because we need both."

Many considered Honor the general officer most skillful at looking at both sides of an issue, making him ideally suited for joint duty. While working in Transportation Management Agency in Viet Nam and later in MTMC, Honor had first encountered the requirement to look at issues from the perspective of different services. While the Army, Navy and Air Force may have had common ground on a number of issues, the differences could keep them from coming to an agreement. In that case, they made no progress. Honor discovered that by finding common ground and presenting a common front, they received the resources they needed from DOD. While many others did this, Honor's skill probably came from the fact that he was a little more inquisitive about seeing things from the other party's perspective. In a similar discussion, they stumbled upon prepositioning.

The J-4 also had to look at how to solve a fuel delivery problem. The Navy used to have many handy-sized tankers that carried 220,000 barrels of petroleum product, but

[7] Since each of the Services identified with different colors such as Green for the Army, Blue for the Air Force and Navy, and red for the Marines, the color purple referred to the combination of all. Purple became the synonym for joint cooperation.

they had phased them out of their inventory. They only had a few of those left. The three flag officers discussed that problem one day when Honor summarized, "We are talking about shortening the line of communication. Why don't we get a super tanker, clean it out and put product in it instead of oil. Put JP4 [fuel] in certain parts of it and JP5 [fuel] in other parts of it. We don't have an air threat out there, so park that sucker and use it as a filling station. Run the few small tankers we still have out to the super tanker, let them fill up, go back and deliver their product, then come back and get another load." Conceptually, that was the same way that truck terminals in the 37th Group increased turnaround time by the trucks dropping off their trailers at the terminal, then going back for others. This would, in concept, reduce the distance for tankers to travel.

Carroll added, "Why don't we do that with the equipment?"

The greatest challenge with contingency operations to Southwest Asia was delivering equipment in theater quickly. To facilitate this in Germany during the Cold War, the US Army prepositioned the heavy equipment such as tanks and armored personnel carriers in Prepositioned Materiel Configured in Unit Sets (POMCUS) stocks. The unit personnel deployed by air to pick up their equipment, which they rehearsed with each REFORGER.

Honor said, "I guess we could do something like that with equipment if we had some place to put them." As it turned out, Luke Fisher already had two action officers examining the island of Diego Garcia in the Indian Ocean. It was strategically located near the Persian Gulf and owned by the British. That solved the problem of location. After the Army decided to use the tiny island as its preposition base, the United States began to sink billions of dollars into it. During Desert Storm, those preposition ships delivered their cargo into theater in three days. They had other problems to solve.

The last major hurdle to fighting in the desert was water. The planners knew that what water existed was brackish. The Armed Forces needed to develop a water purification capability, which resulted in the Reverse Osmosis Water Purification Unit (ROWPU). Honor led an effort to design and purchase a system that all the services could use. He had the Department of Defense appoint the Army as the executive agent for ROWPU. Quite often the different services developed their equipment independent of each other, making them incompatible. The Army would develop the system from its design through its training. The idea of joint inter-operability proved to be a wise decision. Later when the Marines were loading their maritime pre-positioning ships, some of their equipment was not ready. The Army loaned them their equipment instead. Honor took pride in his contribution to making it an inter-service asset.

Operations in Southwest Asia also required fuel pumped ashore from ships. A pipeline had always been the most efficient method to push fuel forward. The current system was left over from World War II. Honor's office also looked at the Offshore Petroleum Discharge System (OPDS). It would pump fuel from up to four miles offshore. They received the funding for it and conducted the testing in Virginia.

In the fall of 1980, Honor's office also programmed for the purchase of Cantilevered Elevated Causeway (CANTELCAS). It was a pier system fixed on steel piles, extended beyond the surf zone and constructed on an elevated position above the water by cantilevering a section at a time. A beach ramp extended from the pier to the elevated roadway. When Honor moved down to the Army Staff, he continued to work on resources to buy the causeways.

After only working twelve months in J-4, Honor's branch representative at Military Personnel Center offered Luke Fisher command of the 507th Transportation Group being formed at Fort Bragg, North Carolina. When Honor learned of it, Luke did not even have to ask permission to leave joint staff prior to completing two years. To his surprise, Honor encouraged him to take the job. Luke did not know why. He felt that Pentagon assignment had positioned him to get that command.

Honor called Fisher's old friend, Lieutenant Colonel Jim Vaglia. Jim had never worked in Washington, DC, before. In fairness, he had to pay his dues. Honor started him out in Long Range Planning, reviewing the logistical aspects of each unified command's contingency plans in detail and including their supporting plans. After three months, he went to work in the Logistic Readiness Center.

Vaglia and his crew formed the crisis action group in the Logistic Readiness Center. While he worked there the British fought the Argentineans to take back the Falklands in April 1982. The United States flew direct support to the British supply base at the Ascension Islands since it could not get involved in supporting the actual attack on the Falkland Islands. Argentina was also an ally of the United States. Vaglia enjoyed that job.

Honor broadened his scope to include any Transportation Corps officer he thought had potential. That is how he befriended Colonel Hubert "Hugh" Smith. Smith had met General Honor in 1979 when he traveled to Europe with Admiral Carroll. Smith worked in NATO Headquarters. Honor had met Smith before, but this was the first time they got to know each other personally. Honor went out of his way to give Smith sound career advice. In later years, Smith came out on the brigadier general list. He believed that Honor had a hand in this.

In February 1981, Ronald Reagan took office and the funding problem turned around almost immediately. While money had been appropriated for the purchase of new weapon systems such as the M1 Abrams tank and M2 Bradley infantry fighting vehicle, Operations and Maintenance funds that went to the units had languished. President Reagan offered all the services the opportunity to submit a budget supplement. The Air Force came up with a request for almost $200 million. The Air Force knew what it needed. It had recently added the new F-15 to its inventory, but most had become "hangar queens." It had airframes without engines. With the supplement, the Air Force then purchased all the engines it needed to get the planes in the air. The Army conservatively asked for only a $38 million supplement. It could have received more if it wanted, but the Army had lived off the shelf on such items as helicopter parts left over

from the Viet Nam War. By then its stocks were almost exhausted. Unfortunately, the production base had languished during the Carter years and could not produce the volume that the military now needed in spite of how much money Reagan threw at the Army. It takes time to produce enough military hardware to go to war, and the nation's industry cannot rapidly produce this volume from a standing start after years of inactivity. In some cases where the government was the sole customer, the industry may have even disappeared.

In August 1981, Honor then moved back down to the Army Staff to become the Director of Resource and Management at the Office of the Deputy Chief of Staff for Logistics. At that time, the different services did not consider joint staff important. Consequently, joint duty was not seen as a career-enhancing assignment. When he arrived, his boss, Lieutenant General Richard Thompson, told him that he was going to recommend another brigadier general for promotion since he knew what he could do. Thompson told Honor, "Do a little work for the Army and we'll see if we can get you promoted." While on joint staff, Honor had been out of sight and out of mind. Honor's two years in the J-4, however, had laid the foundation for contingency operations in Southwest Asia. Although the Armed Forces would conduct training deployments into that theater annually, the resources that CENTCOM had identified it needed to conduct a major military operation would not be available for another eight years.

Honor's directorate had a staff of sixty people divided into the Secondary Items Division, the Management Division and the Program and Budget Division. The latter had responsibility for assembling the Logistics Five-Year Program and Budget. It programmed the funds for what the Army would purchase five years in the future. Honor would lay the groundwork for projects that he would not see completed for another six to seven years.

Honor received a $13 billion budget just for his priority logistic programs. In the Army, Resource Management built the program and justified the budget. That was Honor's first time in the comptroller business, which provided a valuable learning experience. Honor had to represent the Army at all the program budget committees of the Department of Army Staff. He had to learn and justify every line item to the Deputy Chiefs of Staff for Operations. Normally a very sociable and friendly person, Honor had to come across serious and "put on his mean face" to fight for Army programs. To get his budget approved, he had to first get the other players at the table to agree that the program was needed. While sitting on the program budget committees, Honor also realized that he needed a bladder with an extension on it. They did not break for hours, and if he left for even a minute he lost something at the table during his absence.

In the budget world, nothing seemed orderly. The committees may have known in advance what they needed, but they would hit him with a request in the evening for something they would need the next afternoon. Sometimes his staff would have to work issues until two or three o'clock in the morning. On other occasions, Honor thought he might have had all his paperwork in order, but then overnight someone changed things.

He had to check the computer programs every day to make sure that he still had the money.

Southwest Asia was the only theater to require logistics-over-the-shore (LOTS) operations. A Soviet invasion of Iran was the most likely scenario and the planners anticipated that the enemy would deny the Americans the use of the port. Consequently, the Long Range Research Development and Acquisition Program (LRRDAP) originated the requirements. The Commandant of the Transportation School, Major General Oren DeHaven, then submitted the requirement through the Commander of TRADOC for the Logistics Supply Vessels (LSV). The *USAT John U. D. Page*, the largest landing craft that the Army had, had been a very efficient vessel during the Viet Nam War. It inspired the development of a new class of vessels. As the Army examined its logistical requirements, it realized that it needed four LSVs.

Undersecretary of the Army James R. Ambrose asked why they could not purchase some old ships on the market and make them fit the bill. He personally traveled around and found some for sale in Panama. Honor sent some naval engineers down to inspect them. Upon close examination, the boats turned out to be very well painted "rust buckets." So they were not bought. As it turned out, a congressman had told Ambrose that as long as he sat on Capitol Hill not to come forward with that purchase request. Unwittingly, the Fort Eustis staff ran back and forth to Washington, DC, for months. They must have spent a fortune on TDY because Ambrose would not tell them what the hidden agenda was. As soon as the congressman stepped down, the Army put in its request and Military Sealift Command purchased the LSVs. The request was finally approved in 1984 and the first LSV was commissioned in January 1987.

The Army's Landing Craft Utility (LCU) fleet was just as worn out. Since operational planning in Southwest Asia required LOTS capability, the Army had no choice but to upgrade this capability with new technology. The design for the LCU 2000 series already existed. It upgraded the cargo capacity from 184 short tons of the LCU 1600 series to 335 short tons. Honor's office put the request into the budget program in 1982 and the contract was awarded in June 1986, with the first LCU 2001 completed in March 1988.

In that job, Honor finally obtained money to purchase the CANTELCAS that he had worked on justifying in his previous job. This elevated causeway would not come into the system until 1989. At the same time, Brown and Root Corporation came up with a ship that could sink, allowing trucks to drive from another ship across the deck of their ship onto the causeway. Then the ship would be refloated. It was steadier than the CANTELCAS, but Brown and Root came up with the idea after the Army had committed its money. Some great ideas fell through the crack because of timing.

Honor found his time as the Director of Resource Management truly rewarding. He had learned how the system of program and budget actually worked, knowledge that would prove valuable later. He worked closely with Generals Richard J. Toner and Jim Ross, who had functional responsibility.

In August 1983, Honor assumed command of MTMC Eastern Area in Bayonne, New Jersey. Major General Harold I. Small commanded MTMC at the time. Honor had met Hank Small before, when, as the Division Support Commander, Small brought the 101st Airborne Division over for the 1976 REFORGER training exercise. Honor had worked his way up through every level of MTMC from action officer to chief of a division, director, and then commander of a port. An area command was the next logical step. Honor had been groomed for the job.

That was the beginning of what Honor really wanted to do. When he assumed command, however, he was the oldest brigadier general in the Army. His joint duty had hurt him. When he had moved over to Deputy Chief of Staff for Logistics, his boss told him that he was not the top officer that he would recommend for promotions that year. The Secretary of the Army and Chief of Staff allowed for only so many major general promotions and Honor did not make the list his first year of consideration. He had eleven months to get promoted or retire. Luke Fisher dropped by to visit him one day. Honor told him it looked as if he would finally have to retire. Yet Honor was not a man whom people could see settling down. He always found something to keep him busy. To be that close and not command MTMC would disappoint him, but his head was not bowed.

For those officers who work for promotion, the vast majority of their careers will end in failure. Since there can only be one Chief of Staff of the Army at a time, most eventually will not get promoted and leave the Army feeling disappointed. Instead of reflecting on the many years of accomplishment, many lament over what they failed to achieve. Facing possible retirement, Honor felt good about himself. He still enjoyed going to work. For those who focused on promotions, it amazed them how he kept his optimism. Honor's inspiration was easy: he had been promoted three grades above his original goal of major.

Because of the focus on Southwest Asia, the Armed Forces conducted a number of joint training exercises, BOLD EAGLE and BRIGHT STAR in Egypt and Saudi Arabia, during his tenure. The majority of the equipment had to deploy through his ports. That first year was intense.

Eastern Area Command was easy for Honor. Most of his MTMC experience had been on the East Coast and its destinations in Europe. Honor knew nearly all the key personnel. Although his command had authority for all the ports and traffic management along the East Coast of the United States from Maine to Texas, he did not like to make his commanders come back to meet with him. In fact, he only held two commanders' conferences at his headquarters that year. He preferred to visit the terminal units, but the size of his command permitted him to visit each one only once a year. Knowing most of his commanders, he knew which commands to check first. He did not plan any order of terminals to visit but checked the records to see which ports had problems.

Aging cargo indicated a problem. Cargo was supposed to leave the port in the order of its arrival. If it had been there "long enough to grow whiskers," then the crew was just moving what was closest to the ship. Honor went down and checked on the

Charleston terminal and talked with the commander. Evidently the commander did not know what his deputy was doing. The deputy had also recommended that they hire non-union workers to save money. The lieutenant colonel did not realize that this could result in a union shutdown of all the ports along the East Coast. His little savings would not add up to the monetary loss from a labor strike. With a little guidance from Honor, the commander fixed the problems and went on to make general officer. Honor did not judge a commander on his mistakes but on how well he learned.

Honor averaged about two weeks out of each month visiting with his command. He would remind his staff, "I really love Bayonne." They would joke, "We know, you're gone half of the time." Honor, however, found ways for his staff to save the Army money.

Honor had learned that social functions bring the staff closer together and improve working relations; besides they were fun. He decided to schedule a family day at work so the families could visit their spouses' workplace. Eastern Area had not had one at least as far back as most people could remember and many doubted that many would participate. Honor organized the doubters into committees with the usual goals and objectives. To the surprise of many, around 1,500 people showed up. The day was a success.

Honor challenged the costs of the private sector for moving cargo. He put a team of about six people together to review government bills of lading to make sure the government had been charged correctly. In the first year, that team recouped over seven million dollars in over-charges.

Honor's staff also came up with an orderly way to pay for the maintenance of the defense rail fleet. MTMC had leased the rail cars to the commercial companies and not charged enough to pay for the maintenance. The companies could pay the mileage rates on government flat cars cheaper than to go out and buy their own fleet. While rental prices had increased, they had not accounted for the cost of maintenance. When MTMC adjusted the rates to account for this, the commercial companies did not protest. They knew this was fair.

Operations, Maintenance Army (OMA) funded the overseas terminals in MTMC for the fiscal year. When Honor had commanded Rotterdam, the fiscal year ended in June. When the money ran out before the end of June, any cargo would have to sit at the port until June because the Army could not pay anyone to move it. Honor thought that system made no sense. While learning the budget system in Deputy Chief of Staff for Logistics, he received authorization for an idea. As the commander of Eastern Area, Honor asked Major General Small if he could run a pilot program to test whether he could industrially fund the terminal in Panama. The port could operate year-round because its budget was not run on an annual basis. He had no doubt that the program would work but he would not hang around long enough to see the immediate results.

The Army announced the dates for primary and secondary consideration for promotion to major general. Honor's date of rank fell in those dates. The Chief of Staff of the Army and the Secretary of the Army picked a handful of two- and three-star generals to sit on the selection board with a four-star president. After eleven months in command, Honor was finally promoted to major general on 2 July 1984.

On 16 July, Lieutenant General Thompson called him back to Deputy Chief of Staff for Logistics to become the Director of Transportation, Energy and Troop Support (DTRETS). His directorate had about fifty people working in three divisions: Strategic Mobility, Transportation Management, and Troop Support and Energy Divisions. Honor had worked in that office under Brigadier General Fuson in his first assignment at the Pentagon. It was then just the Directorate of Transportation. Honor felt elated to return to a directorate where he had started out as an action officer.

Honor still had friends such as Brigadier General Charles Williams in the financial management community. He could call and ask if he would have any funds available in the future, then could he have it. Armed with the knowledge of how the funding worked, Honor told his budget officer, Mark O'Konski, where to find the money and he went and got it. O'Konski was an extremely intelligent civilian who later moved up to become a senior executive service in Deputy Chief of Staff for Logistics.

Chet Kowalchek was Honor's Deputy. Chet had retired from the Quartermaster Corps just before Honor arrived and Major General Jim Ross hired him in the Senior Executive Service. He knew Natick Laboratory and was very knowledgeable in food service, especially dining facilities. During that time, Honor and Kowalchek worked on replacing the field kitchens with the Combat Field Feeding System (CFFS). The idea that meals packaged in aluminum foil trays or tray-packs would negate the requirement for cooks. Instead the Army could convert those positions to combat arms. Honor opposed the idea. He predicted that the heating and preparation of the tray-packs would require just as many Soldiers pulled off the line. He was right, but because of emphasis from the top to find spaces, other general officers did not want to challenge the concept. The battalions lost their ability to cook meals.

Whenever Honor would lose ground on an issue, he would go to his office and open the middle drawer. Taped on the bottom of the drawer was a white card with a .45-caliber bullet and a statement, "Sometimes you have to bite the bullet." Lieutenant General N. Ross Thompson had placed it in there when he had the job from 1977 to 1979, and all subsequent directors left it there. They saw the truth it.

As soon as Honor took office, Kowalchek recommended that he recruit Lieutenant Colonel (Promotable) Jim Fitzpatrick. Honor made a deal to get Fitzpatrick assigned from an action officer position in Resource Management under Kowalchek. Fitzpatrick had worked for Honor two years before as an action officer in Resource

Management and was a quartermaster officer who could accomplish any task that Honor assigned him. Since Honor did not know much about the quartermaster field, he appointed Fitzpatrick as the Chief of Troop Support Division, which dealt heavily with such quartermaster issues as clothing, food, services and graves registration. This was quite a compliment on Fitzpatrick's abilities since colonels supervised divisions.

Honor's tendency to "roll up his sleeves and work side-by-side in the foxhole" impressed Fitzpatrick. Years of experience working in Washington, DC, had taught Honor where everything was. By working with an action officer, Honor could expedite the solution and at the same time teach the younger officer the ropes. He actually worked to resolve some issues until one or two o'clock in the morning. What a privilege it must have been to have a general officer sit down with a major or lieutenant colonel and spend some quality time to share the benefit of his vast experience on how to do one's job better. Fitzpatrick also liked to tell frankly what was on his mind. Honor expected this. He reminded his staff, "Don't tell me what I want to hear."

The two worked close together on a number of issues and Fitzpatrick learned that Honor was not above having a practical joke played on him. Honor loved smoking cigars and Fitzpatrick finally tired of the smoke. During one meeting, Fitzpatrick had given everyone cigars, so when Honor turned around everyone had a cigar in his mouth. The general kept on talking as if nothing strange had happened. Honor could laugh at himself. He felt that a sense of humor helped relieve the stress from subordinates.

Honor dealt with some critical issues during this tour. Undersecretary of the Army Ambrose, was concerned over how equipment had performed in combat. He asked about the Soldier who had been shot in the head in Grenada in October 1983. Shrapnel had hit a paratrooper from the 82nd Airborne Division on top of the head, penetrating his Kevlar helmet. The helmet was brought back for Honor's staff to examine. The original testing for the Kevlar helmet design had been conducted before Honor took the job. His staff went back through the helmet testing process, discovering that it had been tested on the sides, back and front but not on top, where it was weakest. The designers did not think anyone would ever get hit from that angle. The manufacturers corrected that problem.

The development of the Meals Ready to Eat (MRE) continued to improve during Honor and Fitzpatrick's time. Whenever Natick Laboratories came out with a new meal or component, Fitzpatrick would bring them to Honor's office and invite other staff members over for lunch. Since there were no dining facilities open at the Pentagon when they worked on Saturday or Sunday, this gave them an excuse to test out other new meals. However, they discovered a problem with some MREs.

The Department of the Army wanted small businesses to get their fair share of government contracts. However, the demand on small businesses to produce more MREs resulted in problems. The Deputy Chief of Staff for Logistics needed to send people out to inspect the manufacturers. Honor hired Brigadier General (Retired) "Poncho" Ramsey as a consultant from the Veterinary Service Corps; he had known Ramsey from the War College. The shortcuts in mass production resulted in a horror story. The inspectors found maggots in the vats and other problems. The Deputy Chief also recalled a number

of MREs because they had pinholes in them that caused bacterial growth. His team discovered that the packaging process created holes in the plastic packages. Consequently, they closed down a number of the manufacturers.

On the positive note, the Army Chief of Staff, General John Wickham, instructed Honor to add Tabasco Sauce to the MREs. He thought that it would spice up the meals. Soldiers had been purchasing and taking the sauce to the field for years to season the limited selection of rations. Since Honor came from Louisiana, he too liked hot sauce. He told Fitzpatrick to add it to the meals. Jim called Natick Laboratories and they issued Tabasco Sauce in little bottles with the meals. The Army had finally made policy what the individual Soldiers had been doing for years.

Honor believed that a staff officer measured his success by being able to get those things done that the Army needed. Honor told his action officers whenever they came in, "You can come in and sit at your desk and never get a thing done in this building." When Honor was an action officer, he worked late because he needed two or three hours of discretionary time just to walk around, shake hands and talk with people. He gave his action officers the same advice: "That's what you've got to do. If you want something, you've got to get your Ops [Operations] people to buy off on it. So you've got to know who your friends are in Ops and whom their boss has confidence in to sign off on something for you. If you don't, you're dead in the water. You can spend your two years here and get nothing through. Nothing! If the DCSLOG desires to support a program of a Major Command [such as TRADOC and FORSCOM], and you have a staff responsibility for it, then it is your job to try and get it for that command. When you are on staff, you work for the Soldier in the field. If you forget why you are working up here, then there is no point in being here." It was no surprise that Honor felt his biggest accomplishment was contracting government administrative vehicles.

Newly promoted Major David Miller returned from Europe and dropped by to visit an old friend, Matthew Bowman, who worked there. When Honor took over DTRETS, he noticed that he did not have any minority or female officers. This did not reflect the true demographics of quality officers. Whenever assignment officers called Honor to offer him officers, he asked them if they had any qualified minorities or females. They did not know of any. It bothered him that the assignment officers were not watching out for everyone. Honor instead brought in Matthew Bowman as the first minority officer in DTRETS. When Miller told Bowman that he wanted an assignment to the Pentagon, his friend escorted him down the hall to talk with Major General Honor. Timing helped. Honor needed more minority officers and had Miller assigned as an action officer in his Transportation Division. Miller believed that he probably would not have gotten a Pentagon assignment without Honor's help. Honor handed him a packet of information and briefed him on how to operate in the Pentagon. Among his responsibilities, Miller received the task of contracting administrative vehicles.

The Army had not purchased non-tactical vehicles for the last ten years. Because the government purchased its vehicles at the cheapest price possible, the non-tactical

vehicles were devoid of all comfort and luxury features that one would expect from a dealership. They did not even have radios. Privatization was a growing trend in the Department of Defense at that time. Honor directed Dave Miller to develop a system that was more efficient. Miller conducted an analysis to show that the Army could save money by leasing the administrative vehicles from General Services Administration (GSA) and have the maintenance performed by local dealers under warranties. This system already existed in the private sector. He briefed this to Honor, other general officers and Department of Defense civilians. The savings from reducing the cost of maintenance of the old vehicles would pay for the increased cost of the GSA contract. Not only that, but the military then received comfortable vehicles with other amenities. After a few years, the contractor then would replace them with newer models at no extra cost. Honor then began phasing them in, installation by installation.

Some considered Honor's most significant achievement in that his assignment came out of a tragedy. On 12 December 1985, a chartered Arrow Air DC-8 bringing 248 Soldiers of the 101st Airborne Division back from the Sinai peacekeeping mission crashed in Gander, Newfoundland, killing all aboard. Since all the passengers were Soldiers, Honor felt that the Army needed to take the lead in the incident. Fitzpatrick identified the graves registration unit to fly up to Newfoundland. They would recover and identify the remains.

Honor personally met with the families of the victims. That was a tough emotional experience. As it turned out, the families were not as concerned with transportation issues as much as with such personnel issues as which one of the divorced parents would receive the burial flag and insurance payments. Honor returned with three audiotape recordings of the meeting and presented them to the Deputy Chief of Staff of Personnel (DSCPER), recommending that he reserve room in several hotels for the family members to come up and meet with him. Honor did not receive a favorable response from the Deputy, so he went to the Vice-Chief of Staff of the Army, General Maxwell Thurman, and got the results he wanted. The Deputy Chief of Staff of Personnel met with the families and resolved issues right on the spot. Honor performed a great service in how he represented the Army.

This accident became a significant emotional experience for the Army hierarchy as they agonized over how they could have prevented the accident. The Army had not even chartered the carrier, the Department of State had. Honor reported to General Wickham and the Secretary of the Army, John O. Marsh, five or six times a day to educate them on the issue. They became very interested in how the Army moved people to and from different assignments. Honor convinced the Department of Defense that they should let his deputy, Bob Keltz, head up a study on the crash.

Finally, Wickham sent a message to Honor's new boss, Lieutenant General Benjamin Register, that he wanted Honor to come up and talk with him one afternoon. In typical Army fashion he and the Secretary of the Army had decided how to solve the problem. They would not let Army personnel travel anymore on commercial aircraft.

As Honor and Ben Register walked down the hallway, Register asked, "What are you going to tell the Chief?"

Honor replied, "I'm going to tell him that he can't do that."

"No, you can't tell the Chief that. He's going through a very difficult time now," Register said.

Honor responded, "Well, I'm going to be more tactful than that, but Sir, he pays me to advise him." Again Honor would not react to an event out of emotion.

Honor later explained to Wickham, "First of all, the Air Force does not have enough of its own planes to move Army forces back and forth to their various stations. Secondly, you don't want to put families on the back of a C-141. If you do that, you will need to increase your medical budget, because people are going to get sick. You know how cold it is on those airplanes. Sir, one of the things that you've stressed is quality of life." Wickham was the most family oriented Chief of Staff that Honor had known. "If you start putting families in the back of C-141s, you are destroying the quality of life."

Honor also had Major General William Overacker, the Director of Operations for the Military Airlift Command, brief Wickham and his Vice-Chief of Staff, General Maxwell Thurman, on the effects of an additional workload and the legal ramifications of Military Airlift Command assets taking on a major passenger carrier mission. Reason prevailed.

Wickham concluded, "Yeah, I guess you are right."

Honor said, "Now, I will get with the Air Force and make sure we increase the number of inspections that we do on commercial planes that we use to deploy military troops and their families." This corrective action made more sense. Honor had solved a problem without hurting the quality of life.

In June 1986, the Packard Commission identified a lack of coordination of strategic lift of military forces throughout the world. It recommended to the Secretary of Defense that he group the major transportation commands of the different services into a single transportation command. The lesson of history taught that the best utilization of military transportation resulted from all transportation assets under the management of a central authority. The Army had done this with the creation of the Transportation Corps and the Chief of Transportation in 1942. The Transportation Corps had failed to bring the transportation assets of the other services under one authority. Honor had learned that lesson firsthand with the Transportation Management Agency in Viet Nam.

The Department of Defense formed a flag officer steering committee to come up with a joint service command over Military Sealift Command and MTMC. MTMC and Military Sealift Command had no problems with that, but the Military Airlift Command

did. No Air Force four-star wanted to turn over any assets to a unified command since they had fought so hard to create their own branch of service in 1947. Again the Department of Defense formed another steering committee to review the findings with the flag officers from MTMC, Military Sealift Command, the Joint Deployment Agency (JDA), the Office of the Joint Chiefs of Staff and, this time, Military Airlift Command. Lieutenant General Al Hanson (USAF), J-4, chaired the committee. Honor was the representative for the Army. His longtime friend Lieutenant General John Bruen served as a member of the MTMC/MSC merger committee as Commander of MTMC. Their job was to come up with a plan that the Air Force would accept. This took time.

On 10 October 1986, Honor finally received the assignment that he always wanted: MTMC. Honor had worked at every level of MTMC staff and held two previous commands in this organization. He could not have been better prepared for any other command. Right after the change of command of MTMC, he invited his longtime friends Bob Waldman from his personal property days, Hank Del Mar and several other people to a special luncheon at the Iron Skillet. It was a tremendously happy day for Honor.

Honor had been the MTMC Commander for four days when he received a call at home from Wickham to come in early. He walked with Wickham to the "Tank," a secure room where the Joint Chiefs met.

"We've had a change in signals." The committee had originally agreed that an Army four-star general would command the joint service transportation command at MacDill Air Force Base, but during the night Wickham and the Chief of Staff of the Air Force traded. The Army would provide the commander for the new US Special Operations Command and the Air Force would provide the commander for the transportation command. Wickham said, "I hope you will support me on that."

What else could Honor say to the Chief but, "Sir, I don't think that is the best solution but I'm sure you thought it through before you did it."

They then talked about how MTMC could operate under new command. Honor had no problem, since he had worked on the task force to create it. He knew very well what the new unified command could do that was not being done at that time.

On the way back from the Tank, Wickham gave Honor the rest of the bad news. Wickham informed him that he would nominate him for his third star. It was the Army's turn to provide the J-4 for the Joint Chiefs of Staff. He had a sinking feeling. Honor had some things he had been wanting to do at MTMC for a number of years.

Wickham held a commander's conference around this time. Honor and his wife went to a reception at Wickham's house. That evening, Wickham informed Honor's wife that he was going to nominate Honor for his third star. On the way home Phyllis said, "You did not tell me that the Chief was going to nominate you for your third star." Honor had not told his wife about it.

Honor replied, "Look, don't say anything. Until I see something in writing, that is very close-hold.[8] I'm surprised that he told you."

That same day, the flag officer steering committee had concluded the decision to create the new command. On 31 December 1986, Reagan signed the National Security Decision Directive to create the US Transportation Command (USTRANSCOM). Secretary of Defense Casper Weinberger approved the organization on 10 April 1987 and activated the newest unified command on 1 July with command over Military Sealift Command, MTMC and finally Military Airlift Command.

Honor knew most of the civilians who worked at MTMC, so he already had rapport. While in other commands, Honor usually took time to assess what needed improvement. Having worked there six times, he already knew what in MTMC needed change. There was no job he was better prepared to do. He met with the commanders and staff the afternoon after his change of command to outline his objectives. That was the last commander's conference he held at MTMC. He arrived with seventy-five initiatives he wanted to put into place. They left with a list of things to accomplish.

Honor had a steady stream of things done that related to deployment and automation systems. He took steps to make the different systems talk to one another. He also implemented a change in the liability of household goods carriers for the movement of personal property. Again the industry opposed it and brought Congress in on their side, but Honor implemented the program anyway.

Honor reversed some previous organizational changes. He abolished the position of Executive Director of Operations and Plans and reverted that position back to Deputy Director. The Support Staff would report to the Deputy Director while the functional directors answered to the Vice-Commander. The previous position had created confusion. Honor put the Operations Center back under the Director of Plans and Strategic Mobility. He did not see a need for a dedicated cadre in the Operations Center when personnel shortages existed in the field. MTMC had project management responsibility for a number of port systems that they were trying to accomplish with part-time labor. He had permanent project managers approved for those positions.

[8] Secret

Honor returned the Gulf ports back to Eastern Area Commander. They had been under the Western Area Command, and were even on different time zones. To switch the communications and automated data processing system from the West Coast to the East Coast required nearly ten months. This new change brought it in line with the Military Sealift Command and the US Coast Guard. Gulf Coast and East Coast ports shipped to the same destinations and dealt with the same labor unions. What affected one affected the other. The change simplified control.

Honor also brought back the Senior Transportation Review Board. The senior civilians, grades GS-15 and above, working at MTMC Headquarters formed a board to routinely examine and propose new concepts. As laws and regulations changed, so did MTMC have to evolve its method of operation. Honor had seen this board when he first went to work for MTMC in the 1970s. Then the organization was at the forefront of new concepts. Customers like Defense Logistics Agency and Army Materiel Command came to MTMC to learn new ways of doing business. Since the abolishment of the Review Board, MTMC had fallen behind. Honor wanted his command to position itself once again in the forefront of transportation concepts.

During his last job, the Army finally approved Honor's plan to run a year-round budget in Panama. By the time he assumed command of MTMC everyone liked the concept. Honor then had the authorization to expand the industrial funding program throughout his overseas operations. Working his way through all the levels of MTMC had allowed him the time and opportunity to implement ideas such as this one and see it through to fruition.

Honor traveled as much in his new command as he had as Eastern Area Commander. With more than twice as many terminals to visit, he focused on those he knew the least, among these the West Coast ports and Korea. He was lucky if he could visit each terminal once a year. He had one terminal commander come up for an evaluation and Honor did not even know him. Honor flew out to his terminal and inspected everything in his command, so he could write about how well he had done.

When Honor was not inspecting his command, he began each morning by reviewing the overnight message traffic. He would then spend a few minutes meeting with his Vice-Commander and Chief of Staff to discuss issues. Honor then spent a good portion of his day visiting the offices and directorates on "See Me Sessions," where the directors and their action officers had a chance to brief him on any project they were involved in. He borrowed the idea of "See Me's" from General Richard Thompson. While he was the DSCLOG, Thompson spent thirty-minutes with each directorate to let the action officers brief him on any subject they wanted. As the MTMC Commander, Honor managed to get around to the larger directorates once a month and the smaller offices once every two months.

After four months in command, Honor decided to hold a strategic planning conference with his area and terminal commanders, as well as senior civilians, grade GS-

13 and above. He wanted to tap collectively into the talent of his senior managers. They held their first management-by-objectives meeting at the Xerox Training Center in Leesburg, Virginia, from 26 to 29 April 1987. Honor wanted to get senior leaders away from their offices so they could work uninterrupted to provide ideas on how to make MTMC better and to determine the future direction of the organization. While there Honor was notified that he was nominated for his third star. He had little time left in command.

His name went before the Senate for confirmation. Prior to confirmation, Honor had to interview with the Deputy Secretary of Defense, William Howard Taft IV. The interview was a mere formality since Honor had worked with him before and Taft's executive assistant was a friend of Honor's.

After ten months, many of Honor's initiatives were well on their way to fruition. He had committed financial resources to them. Honor learned that "once you put money behind something it is hard to change it." As the commander of MTMC, Honor made sure that his organization supported USTRANSCOM when that senior command established its place in the joint arena. Honor felt good about his ten months in command. Major General John Stanford followed Honor in command. Both had been friends over the years and shared their ideas about running MTMC. On 1 July 1987, Honor was promoted to the rank of lieutenant general and assigned as the J-4 of the Joint Chiefs of Staff.

While the commanding general of MTMC, Honor had warranted an aide-de-camp. He really did not need a junior officer following him around looking after personal details. Anything he needed done, his staff took care of it. He had turned down an aide while Commander of Eastern Area. As it turned out, the command did not have an extra vacancy for an aide. They would have had to take the position from a staff or command position. However, the table of organization and equipment authorized an aide position at MTMC and Honor's staff encouraged him to take one. Captain Perry Knight became his aide.

Honor used this as an opportunity to mentor him, instructing him to go around and learn how the command functioned. Honor assigned Knight to work in each of the directorates for periods of time. As part of his continuing education, Honor took Perry with him as an intern to the Joint Chiefs of Staff.

The Goldwater-Nichols Act of 1986 enforced greater emphasis to inter-service cooperation, thus making joint duty more prestigious for one's career potential. The different services were required to send 50 percent of senior service graduates of the joint colleges to joint duty. Honor had a small staff of 103 people, which he considered "lean and mean." They achieved quite a bit for their small size.

The J-4 was the senior advisor to the Chairman of the Joint Chiefs of Staff for logistical matters, which involved strategic mobility, supply and maintenance, logistical planning, medical and engineering. Honor received no strategic guidance from the Chairman of the Joint Chiefs of Staff, Admiral William Crowe, other than, "You're my expert in logistics. If you need support, make sure that I know it and you've got my support." In another meeting Crowe told Honor, "I want you to make sure USTRANSCOM is a success. Come in to see me any time you like." Honor also instructed his staff to work with USTRANSCOM. Having a single point of contact for transportation operating agencies made his job easier. Honor felt a sense of pride in watching that unified command grow.

Because Vice-Admiral Carroll had traveled so much when Honor worked in the J-4 as his deputy, Honor had sat in on most of the meetings. He knew the job and the agencies he worked with. Upon assuming the job, Honor laid out his priorities to his staff. His number-one guidance was that if they received a requirement from one of the unified commands, the staff was not to argue over whose problem it was but to accomplish the task first, then correct the procedures later. His list of priorities included the challenge in mobility and lift shortfalls as well as medical problems. Even as the senior logistician in the Armed Forces, he was still a staff officer. When a commander, all he had to do was think of something out loud and it happened. While in the Joint Chiefs of Staff, he had to have patience and persistence to get things done.

The battles continued between purchasing C-17s and Sealift. The Air Force could be rather innovative in funding their missions. The Navy was still resistant to buying sealift. The same argument that had given the Army responsibility for transportation watercraft during the Revolutionary War continued into Honor's day. The Navy only wanted to spend their money on "gray bottom" combat vessels instead of common user transports. They felt that the Army should buy the sealift. In fact, the first place Honor visited when he took office was the Chief of Naval Operations. While he felt comfortable with how the Army and Air Force thought, he needed a refresher on the Navy perspective of issues. The problem existed from the perception that the Navy did not want anything but combat vessels.

The Army's tugboat modernization program began then. Honor would not let the Army drop it from the program. Honor had to go to the Chief of Staff of the Army and the Vice-Chairman of the Joint Chiefs to explain to them why the Army needed tugs. Honor knew the Army needed tugs just to work in the ports moving barges around and mooring vessels. Many people did not know how the Army used tugs. Honor had to show the Chief of Staff pictures so he could see what the vessels did. He would still ask, "Why can't the Navy do that?"

"Because it is not a Navy responsibility. Under the roles and missions, Chief, that is your job."

Honor kept at him until they purchased the new tugs. When Honor was the Deputy J-4, Carroll had informed him, "You've got the medics under you."

"What'll I do with them?" Honor asked.

The medical field was one area that Honor did not personally feel confident in. As usual, for anything Honor did not know about he sought the experts. He received the approval for a small medical staff of two officers. They thoroughly examined the medical requirements of the war plans and developed good medical planning factors. By the time he became the J-4, the staff had identified tremendous shortages in hospital bed capability that existed in every theater's war plans. Most of the services began purchasing the Deployable Medical Systems (DEPMEDS), but there were not enough available. Neither was there a means of organizing the medical capability within the United States to take care of the returning casualties.

Honor needed a larger medical staff both to resolve the medical problems in the war plans and work on how to organize the medical capability within the United States. When Honor presented his needs to the Director of the Joint Staff, the director responded, "You can work with Reservists coming in on the weekends." This would not do. Honor had justified the need for full-time augmentation. He took Admiral Crowe up on his word and told him what he needed. Crowe told the director, "Give him the staff he needs." That was the one time Honor went to Crowe for help and he received it. Honor's medical staff grew to thirteen action officers with a flag officer as its supervisor. While they may not have solved the problem under Honor's tour, they were well on their way.

Honor's duties required him to travel quite a bit. When he was in Washington, Honor held seven-minute meetings three days a week, on Monday, Wednesday and Friday. He liked to have the action officers near the table with their director when he gave out guidance so it would not lose anything in the translation from one staff officer to the next. While Honor had been an action officer in his first tour in the Pentagon, the directors never took him to the meetings. They would come back with the problems, yet Honor would have to call around to get the details. He vowed that as the J-4 he would let the action officers attend the meetings. They would hear the guidance as clearly as their directors had. This and their ability to ask questions eliminated any confusion. Honor also let his action officers brief the Chiefs of Staff. This gave them exposure and they had the expertise to answer the questions.

He still liked to visit the offices of the directorates on "See Me's," to sit and talk with the action officers. He would visit each division once a month for one hour to let the action officers brief him on any topic. As usual, Honor kept his open-door policy intact. Anyone could come in any time they needed without going through their superiors.

With twelve years of experience in Washington, DC, Honor still liked to roll up his sleeves and work beside the action officers whenever he could. If an action officer was stumped by the delay of another federal agency, Honor would invite the head of that agency to lunch at the Chairman's Mess to see things from his perspective. Honor solved many issues that way but accumulated a high bill at the mess.

About the time that Honor became the J-4, Lieutenant Colonel David Whaley had graduated from Industrial College of the Armed Forces (ICAF) and was assigned to the J-4 as a logistical war planner in the Strategic Mobility Division. He had to review the logistical feasibility of all the odd-numbered war plans, which included the CENTCOM plans. CENTCOM had a war plan for military operations in Iran. Honor recommended disapproval because it was not logistically feasible. This was probably the first time in history that the J-4 had recommended disapproval of the plan of a unified command to the chief planner in J-3 (Operations). While Iran may have been the most likely war scenario at the time, no one realistically expected to execute the plan. Honor made them go back and develop a logistical concept that would work. Unknown to anyone at the time, this plan would provide the template for the war with Iraq.

After all the years, Honor still used the leadership tools he had learned from Ben Johnson. If he had to discuss a problem with an officer, he never embarrassed him in front of his peers, but invited him into his office. He would not give the officers the solution to their problems outright but would ask them a series of questions. Upon their realizing the answers, Honor would summarize with the questions of who, what, when, where, why and how. There were of course exceptions.

Within six months of his arrival, David Whaley came out on the colonel promotion and command list. He was scheduled to assume command of 7th Transportation Group after Colonel Dave Lidel. Unfortunately, Lidel came down with a brain tumor and was medically retired one year before the end of his command tour. Someone had to assume command early. Since the Goldwater-Nichols Act prevented - with no provisions for exceptions - Whaley from escaping the Joint Staff before two years, he would miss his chance to command the most deployed transportation group in the Army. Honor called him in to tell him the bad news. "I want you to go back to your office and go to work. Don't say anything to anybody about it."

One day, Whaley's Navy boss came in and was angry. He said, "General Honor wants to see you and he is absolutely livid."

Whaley had never known Honor to get angry, nor could he figure out what he might have either done or failed to do. When he reported into Honor's officer, the general cursed at him. Whaley was shocked. He had never heard him curse before. His whole career flashed before his eyes, as he knew he was in serious trouble.

Honor threw a printed copy of the Early Bird at him, asking, "What in the hell is this all about?" The Early Bird was an internet collection of articles from the major news media on military matters.

Whaley picked up the paper and saw his picture next to one of Lyndon LaRouche, with the caption, "LaRouche supports Whaley for Command." LaRouche was a very liberal political candidate who was anti-military. A Pentagon officer had gotten in serious trouble before for leaking sensitive information to the press. Honor thought Whaley was going to pass out.

As he slowly recovered from a state of shock, Whaley's peripheral vision began to widen enough to see other officers behind him laughing. He realized that he had been set up. Honor congratulated him and Whaley went off to command the 7th Transportation Group.

Honor knew Whaley had the sense of humor to take the joke. Whaley learned that Honor had gone all the way to the Director of the Joint Chiefs of Staff and the Vice-Chairman. In Honor's words, he "had to give a half a pint of blood to get permission for him to leave early." That was how far Honor would go to help someone.

Remembering the consequences of the last time he worked on Joint Staff, Honor made sure that the other staff officers did not suffer the same problem. He had the officers maintain relations with their services. Whenever he needed an action coordinated with a headquarters of one of the different services, he sent an officer of that branch of service. He had naval officers meet with their counterparts, Air Force officers coordinate with Air Force commands and so forth. Although joint duty had become a priority assignment, he did not want their services to forget them.

Honor would send congratulatory notes to Transportation Corps officers who were selected for promotions, commands and schools, but out of twenty sent he only received two thank-you notes in return. He felt that the social graces were no longer emphasized. He added his last principle: "Learn and practice basic etiquette."

In 1988, Honor's alma mater, Southern University, invited him to be the keynote speaker for their fortieth anniversary. Lieutenant General Honor invited his old battalion commander, Colonel (Retired) Ben Johnson, to fly down to Louisiana with him in his plane. At the presentation, Honor said a few words, then introduced the man who started their ROTC program. Johnson ended up giving the keynote speech. It took everyone by surprise and turned out to be a fantastic evening. Lieutenant General Honor never forgot the debt that he, Southern University and the Army owed that man.

A new evaluation system came in with its senior-rater profile. Philosophically, a fair rating should work well, but when Honor worked for the Joint Chiefs of Staff, they could not accept anybody unless they were senior service graduates. They were all "high steppers." If he had six of them and their fitness reports were due at the same time, he had to ask, "Who are you going to kill?" It was difficult decision. Honor could not hurt anyone who had performed well so he rated all high and had to restart his profile a

number of times. He figured it was the best way to work the system. All of the senior service graduates worked their hearts out, but by policy only one could be rated in the top block and one had to be rated in the bottom. In the few minutes allotted by the board to review each file, the members did not have time to read all the narratives of the evaluations but weighed heavily the location of the rated officers as to whether they were above, among or below their peers on the senior-rater profile. As the promotion and command boards tried to discern the difference between highly competitive officers, any low ratings would prove detrimental. The Army would again have to reduce its officer corps after Desert Storm.

This became a peak time in Transportation Corps history for senior general officers. Honor and his friends John Bruen and Vince Russo all made lieutenant generals. William G. T. Tuttle, Jr., would pin on his fourth star as the Commander of Army Materiel Command in 1989. Not since General Besson had a Transportation Corps officer worn four stars. In fact, the Transportation Corps had only had three officers, Fuson, DeHaven and Thompson, rise to three-stars up between Besson and Bruen. Jimmy Ross would follow behind Tuttle in command of the Army Materiel Command to pin on his fourth star in 1992. During one two-year period, from 1987 to 1989, Ross was the Deputy Chief of Staff for Logistics, Honor was the Director of Logistics for the Joint Chiefs of Staff; Russo was the Director of the Defense Logistics Agency; and Tuttle would command the Army Materiel Command. Bruen had just retired as the Commander of the 21st Support Command in 1986. Transportation Corps general officers held almost all the top positions in Army logistics. Honor did his part to mentor his successors.

Honor always liked people and especially liked helping those he thought showed potential. Sitting on boards, Honor could assist good Transportation Corps officers. He worked with officers he felt had good potential for the Transportation Corps and the Army. After the boards, he called officers to give them advice on what the board was looking for. Honor knew that he got to where he was because of others who had helped him. Some helped him even when he did not know it. Helping people became his way to pay his debt. As a general officer he would go out of his way in travel and visit small units to interface with the Soldiers. Many of the NCOs and young officers were surprised to see such a high-ranking general drop by to see them. Honor was able to extend his contribution by encouraging those he mentored to give something back to the Army by mentoring others. In some small way, he hoped that this would make the Army a better place.

Lieutenant General Hugh Smith believed that Honor looked at the Transportation Corps as a whole. He always advocated for his branch and considered it his obligation to promote good Transportation Corps officers into the logistic field. He had a commitment to people and the Army. By helping them, they helped others. It created a multiplying effect. In his last month before retirement, Honor recruited Gilbert Harper to his joint staff. Harper felt that Honor had carefully managed that assignment, which helped his career.

Honor retired on 30 September 1989. By the end of July 1990, Iraq invaded Kuwait. On 6 August, President Bush authorized the deployment of troops to Saudi Arabia for Operation Desert Shield. CENTCOM would modify their plans for Iran to fit a response to Iraq. All the programs that Honor had helped put in place in the early part of the decade enabled CENTCOM to successfully deploy halfway around the world to win an overwhelming victory in Operation Desert Storm. USTRANSCOM more than proved its worth by moving the heavy volume of troops, equipment and materiel needed in the theater.

Chapter 7

Measure of a Man's Worth

For eighteen months prior to his retirement, Edward Honor investigated the idea of purchasing a Popeye Chicken franchise in the Washington, DC, area at $25,000 a franchise. He had traveled to Louisiana to obtain all of the franchise papers. Talking with other owners, he learned that they definitely did not run themselves. Absentee ownership did not work. The management of the franchise would require the same long hours as he had put in during his time on active duty. His wife did not relish the idea. As his retirement neared, the Board of Directors of the National Defense Transportation Association (NDTA) approached him and asked if he would consider becoming their next president. As the Commander of MTMC and the J-4, Honor had been a senior government liaison representative to the NDTA Board of Directors.

Honor provided the Board of Directors his resume for the job. The search committee interviewed seventeen candidates. Two were referred to the National Board for interview. Honor and another nominee were interviewed initially aboard a CSX observation car on its way to Newport News. While Honor had been a member of NDTA since 1953, the other nominee was not a member and membership was a prerequisite to be president. After spending the night at the Norfolk Naval Base, the Board conducted the final interview of the candidates aboard the *USS Theodore Roosevelt*. Honor was informed of his selection immediately after the interviews. Two months prior to his retirement the Board announced Honor's selection to the NDTA membership for president. Honor would replace Brigadier General (Retired) Mal Hooker, a former boss at MTMC and a good friend. Hooker had been recalled to serve as interim president because the elected president, Norm Venzke, had resigned.

Honor was elected 28th President of NDTA in September 1989 and assumed duties on 1 October, one day after his retirement from the Army. Coincidentally, he became the first minority president of NDTA. He had made a full circle in a sense. NDTA had awarded him a medal and a membership during his junior year of college for being a distinguished military student. He maintained that membership and participated in the activities of the association in the United States, France, Germany, Holland and Korea. He knew he could refocus and improve the organization.

Honor inherited a mortgage of $300,000 for the National Headquarters and a cash reserve of $75,000. At that time the association had only 47 corporate members. Unlike his predecessors, Honor had thirty-five years of solid transportation experience, which provided him with plenty of private sector contacts. This combined with his knowledge of the transportation industry provided the framework for growth.

Honor assumed responsibility for the national office with a paid staff of four people. Volunteers were the primary source of support. His first hire was Colonel (Retired) Norb Grabowski as Executive Assistant, whom he had worked with in Europe and on the Army Staff. Grabowski, like Honor, had worked at all levels of NDTA. Honor next hired Colonel (Retired) Denny Edwards, as Marketing Director, who had served as Honor's Inspector General when he was the MTMC Commander. Edwards was also a longtime member and volunteer worker for NDTA.

Many of the officers he had mentored and worked with joined Honor as volunteers to assist in improving the association. Honor recognized that a network of people familiar with the NDTA mission and his style of management were the keys to success. Colonel (Retired) Joe Torsani became the Chairman, Council of Regional Presidents, a position that was key to chapter liaison. Lieutenant General (Retired) N. Ross Thompson headed the Forum Planning Committee. As usual, Honor provided positive incentive by expanding both chapter and private sector awards for their support of association objectives. Honor would take his usual personal approach to building up the organization.

He addressed letters personally to the heads of the transportation corporations instead of addressing them "to whom it may concern." If a chapter president called Honor to meet with or take a corporate executive out to lunch, he did. Honor had the charm and charisma to make everyone who met him feel special. This personal touch began to encourage more corporations to join. Honor also knew how to get the most out of volunteers and his staff. Nancy Alexander, his Secretary Treasurer, remembered that he told them exactly what he wanted done, then let them do it. However, he knew to wait until Nancy had her cup of tea in the morning.

He also provided corporations with a reason to join. The NDTA had been created in 1944 as the Army Transportation Association with the initial mission of maintaining the Transportation Corps as a branch of the Army after WW II. After the Department of Defense assigned transportation functions to the Army, Navy and the Air Force in 1949, the name was changed to the National Defense Transportation Association. It received the mission to create a forum to bring private-sector transportation executives to the table with military executives to discuss support needs during peace and war. As a non-profit organization, NDTA could host meetings to foster appropriate dialog, without violating the law. With that in mind, Honor also knew that he could make the committees more effective.

When Honor became President of NDTA, the Airlift Committee was the only functioning committee. Each committee was designed to support a TRANSCOM component command. Honor recognized that committees work best when commands identify issues that need work. Using that process, the Military Sealift Committee was revitalized by including labor with management.

Honor also received approval from the Board of Directors to establish four new committees: Surface Transportation, Technology (later subsumed by Business Practices), Business Practices and Passenger Travel Services. The Business Practices Committee worked with private sector companies to determine which commercial practices may be transferable to the Department of Defense. During his tenure, Honor strengthened the Civil Reserve Air Fleet (CRAF), which provided commercial airlift to the Department of Defense. After Operation DESERT STORM, Honor sponsored several meetings between the Department of Defense and commercial companies to see what issues needed to be resolved. They discussed CRAF issues such as the routes of airlines, overflight rights, compensation and chemical protective clothing for airline crews. The crews felt a little awkward landing in a prime chemical target area and being the only people not wearing chemical suits. To correct the sealift shortfall the Voluntary Intermodal Sealift Agreement (VISA) was conceptualized and worked by the Sealift Committee with TRANSCOM and US Maritime Administration. The private sector agreed to provide their infrastructure as well as ships to the Department of Defense during contingencies. The Maritime Security Program passed by the Congress supported that concept. Within the year, Honor had re-energized all of the committees.

The annual forums provided the opportunity for businesses and government agencies to discuss issues and socialize. The Forum and Exposition would produce 51 percent of the NDTA revenue for each year. Where the panel speakers had been primarily military, Honor brought senior government and senior corporate officials together for panel discussions in an effort to demonstrate the government and industry partnership. The programs elevated in quality. As he had done with truck drivers, Honor made a point to visit with each of the corporate exhibitors at the annual forums. Honor had the sincerity and humility that made others feel as if it was his privilege to meet them. Ken Ogden, of Panther, had only met him twice but it made him "feel like a million bucks." Honor had always been a people-oriented person and enjoyed that part of the job. Little wonder the corporate exhibitors felt as if Honor came to the forum just to visit them.

More corporate membership translated into more corporate sponsorship. The *Defense Transportation Journal*, the official publication of the NDTA, went from a black-and-white journal to a more professional color publication, paid for entirely by advertisements.

With the corporate sponsorship, Honor could keep registration for the Forum below $500. The NDTA only gave away one $1,000 scholarship in 1990, his first year as president. He raised money through corporate sponsorships and duck races at the annual forums. Attendees would sponsor a duck for a set price and win prizes if that rubber duck was one of the first twenty-five herded into the end of the swimming pool. While

this may have seemed silly, NDTA gave away $30,000 in scholarships in Honor's last year as president and around $20,000 during each of the intervening years at the national level.

On 2 October 2002, Honor retired a second time. At the 2002 NDTA Forum, the Board honored him with the National Transportation Award, making Honor the only person to receive both of NDTA's highest awards. He had received the Department of Defense Distinguished Service Award in 1988. In tribute to his thirteen years of service, twenty-eight corporations purchased $35,000 dollars in advertisements. In all, they purchased sixteen pages to give thanks to Honor for his contributions to the association in his thirteen years. Eight of the corporations purchased full-page tributes.

Honor stepped down as the president of NDTA as he had all other organizations, leaving the woodpile a little higher. He had paid off the mortgage. The organization had over a million dollars in cash reserve and 205 corporate members. Regular membership had doubled from 4200 to a high of 8400. Jeff Crowe, the Chairman and CEO of Landstar and NDTA Chairman of the Board, summed up Honor's career in that he was the secret weapon of national defense.

A second retirement and a stroke did not slow Honor down. He dedicated his free time to the Leadership Outreach Program inspired by his friend Roscoe "Rock" Cartwright. Cartwright and a number of friends had banded together while at the Command and General Staff College (CGSC) at Fort Leavenworth to help each other survive. They called themselves the Blue Geese from a term commonly used to identify a special assignment to a student officer. Cartwright and many of his classmates found themselves assigned to the Pentagon following CGSC. They continued to meet but their focus had shifted to succeeding in the National Capitol Region. They also made a point to mentor incoming African-American officers like Ed Honor. As a result, this club grew into an informal mentoring program.

During the 1970s, too high of a percentage of African-American officers had flunked out of the service schools. Evidently, their education in some historically black colleges had not prepared them for the demands of active duty. The Rocks sought to extend their mentoring program to future officers. Human potential does not realize its full worth without the benefit of a proper education.

Cartwright retired in 1973 and called Colonel Honor and other successful black officers together on 9 October 1974 to formalize the organization so that active duty and retired officers could keep in touch and mentor others. At that time they called it the "No Name Club." Unfortunately, as they were forming the organization at a meeting on 1 December 1974, they learned that Rock and his wife, Gloria, had died in a plane crash. Instead of flowers, the family requested that the organization establish and name a scholarship fund in his honor, the Roscoe C. Cartwright Scholarship Fund. Later that month, his friends lit the torch of the organization named in his honor – the Rocks - to encourage more to choose a military career.

General officers visited the campuses of historically black colleges and universities to encourage students to join the Army and tell them about Army standards and ethics. The Rocks sent teams to the colleges to work with the professors on providing their students with the skills needed to succeed. The Army likewise funded additional instruction in math and English. Inspired by the long illustrious history of African-American contributions to the US Army, the Rocks sought to ensure the continued contribution of their race by encouraging other talented young men and women to serve and by providing the college students with the skills they needed to succeed.

Besides working with the colleges, the chapters at the active duty posts provided a forum where junior officers could meet with senior officers to receive career advice. The Rocks is a mentor program. The organization has essentially continued in practice what Rock and Ed Honor did throughout their careers. It was at one of the Rock forums that Anita McMiller first met Honor. It also provides a forum by which retired officers could meet and network for jobs outside the military. To whom so much has been given, much more is expected. Lieutenant General Honor has become a mentor in the Rocks to ensure the success of its founders' legacies. He has eagerly provided advice to officers wanting to create chapters. He emphasized ways to make it a mentoring organization, which included all races and services. Honor mentored everyone regardless of race. If a black officer mentored a white officer, then the white officer would probably mentor a black officer. Everyone would benefit in the end. By 2002, the organization had expanded to sixteen chapters in the United States with one in Germany and another in Korea. It inspired the Navy and the Air Force to create their own mentoring organizations.

Throughout Honor's career, he came into contact with great people. He reflected, "A lot of those people helped me when I could not even find my desk." He would not lose contact with them. Gatherings of such people as MTMC retirees, Association of the US Army, the old Passenger Travel Group and about eight colonels and general officers of the Rocks would meet monthly for lunch. Since 1985, Honor would join a group of Transportation Corps officers, colonels and above once a month for lunch. The list included names like Frank Moretti, John Durant, Vince Russo, Roger Thompson, Jr., Ross Thompson, Bill Farmen, Norb Grabowski, John Bruen, Monty Montero, John Warren and Bill Tuttle. Meeting with friends from the past takes them back to a time that they were young. The gathering of old friends provides the opportunity to reflect on the good times and the bad and their place in history. At one moment in time, they held the highest positions in Army logistics. When they looked back, William Tuttle said, "We smiled about that."

In reference to Edward Honor, are leaders born or made? Many who knew him early in his career recognized that he stood out among the crowd of officers. Clearly he was born with certain talents or traits such as the ability to learn fast and a concern for others. However, these were nurtured by values taught by his parents and teachers. They molded Honor into the young officer who knew no limits to his success. As a child Honor learned to value people, education and hard work. Other officers came along and put the finishing touches on his character and provided him with the tools for successful

leadership. Honor's high school principal and Lieutenant Colonel Ben Johnson shaped his temperament. Both Johnson and Richard Rantz taught him to manage by objectives. Richard Johnson taught him how to command a company. Del Mar taught him to look at the total system. Honor had the optimism to not be discouraged by poor leaders or setbacks. He picked up a little from everyone. In his case, great leaders are both born and made.

For those who aspire to succeed, Honor's principles will provide the tools to be a good leader. To make general officer, one must be good enough to do the job, then impress other rising stars and not be afraid to ask for help when needed. Although not all mentors will intervene, the good ones will. Do not accept setbacks as failure to achieve one's full potential.

Honor never went into an organization with the idea of tearing it up. His goal was to leave the organization better than when he found it. It does no good to blame problems on the predecessor. For one, the new commander now owns the problems and has to do what he wants with them. It does not improve the situation to talk about what somebody else did. Experiences are different and each leader does things differently than others. Honor did things differently. Honor would advise young officers, "The best thing that you can do is don't go out and fall in love with your command too quickly. You need to look around and see what needs to be fixed and go about fixing it. Don't go in and start tearing things up until you know it really needs to be fixed. In other words, don't try to fix what is not broken."

As the first black Transportation Corps general officer, Honor cleared that trail a little further for others to follow. While he did not face open discrimination except on a few occasions early in his career, he learned to work in a fishbowl where others watched for him to make mistakes. This attention, however, worked in his favor. Most recognized that Honor, like Ben Johnson and Leonce Gaiter, had the intellect and talent but most of all the dedication and focus to complete the journey to the position of top logistician. This secured Honor's place in Transportation Corps history.

Honor succeeded most of all because he had a mentor. He could have chosen between either Jack Fuson or Hank Del Mar. He had impressed both. Fuson became one of the most influential Transportation Corps general officers in his day, but Honor chose to align his career with Del Mar instead. Honor's story could not be told without telling Del Mar's. What Honor realized early in his career was that to be a general officer one needed a general officer as a mentor. A rising star needed someone at the other end of the phone who could secure him the assignments that helped his career. How he performed depended upon his own ability. Honor learned that it took talent and contacts to make flag rank. A logistician has to provide results. Honor did.

Honor's awards include the NDTA National Transportation Award, the NDTA Department of Defense Distinguished Service Award, the DOD and Army Distinguished Service Medals, the Defense Superior Service Medal, Legion of Merit with three oak leaf clusters, Bronze Star with one oak leaf cluster, Meritorious Service Medal with oak leaf

cluster, Joint Service Medal, Army Commendation Medal with oak leaf cluster, Meritorious Unit Commendation, Army General Staff Badge and the Joint Chiefs of Staff Badge. The Command Center in the MTMC Operations Building in Fort Eustis, the Command Conference Room in the 24th Transportation Battalion Headquarters, and a theater in Rotterdam have been named after him. He was also inducted into the Transportation Corps Hall of Fame. With each assignment he left the organization a little better. But this is not what he is remembered most for.

Honor repaid his debt to those who mentored him by mentoring others. His focus had always been people. He truly embodied the "mission and men" philosophy. By taking care of those under him, they took care of the mission. He made their environment better for them to succeed. Lieutenant Honor had also been given poor performing Soldiers whose intent was to fail. He had no other choice but to seek out their potential since he could not get rid of them, and hope for better replacements. Consequently, he learned that everyone had potential regardless of his or her past performance. His company command reinforced that lesson. Combined with his desire to help others and help the corps, he would go through life seeking out the potential in everyone and not relegate his mentoring to a successful few.

Honor sought for potential in nearly everybody. That is why he probably offered to help so many officers to succeed. Any one of the officers he mentored might one day pin on stars or make a significant contribution to the Army. Honor had the habit of walking up to young officers and giving them advice. His legacy is the long list of colonels and flag officers he helped; the Transportation Corps was lucky to have a dozen general officers at any one time.

On the journey to colonel, Honor had provided a role model for leadership and given advice. As a colonel, Honor went out of his way to mentor others. He had recommended his old friend from ROTC Summer Camp, David Thomas, for good assignments. Thomas retired as a colonel. Once Honor became a general officer, he could influence careers. He also had the opportunity to sit on promotion boards. Honor advised junior officers on what assignments to take and how to succeed as an officer. Few senior officers took the time to do that.

Honor had rescued Luke Fisher from oblivion in the Sixth Army and then let him go early to command the newly formed 507th Transportation Group at Fort Bragg. Honor believed that Luke could have easily become a general officer but he retired as a colonel to spend more time with his family. His friend Jim Vaglia and Jim Fitzpatrick also retired as colonels.

Other officers, who had worked for or met Honor in the 37th Group in Germany, benefited from his mentorship and went on to wear stars. Joe Ellis and Gill Harper retired as brigadier generals. Harper attributed his success to Honor who recruited him for joint staff right before he retired. "It is a measure of the man, that I only served under him for a few weeks in Germany yet he was always available to give advice or to help

with an assignment." Johnny Wilson became the Deputy Chief of Staff for Logistics, then pinned on four stars to command the Army Materiel Command.

Lenny Leasseaur, an ordnance officer, had similarly needed a joint assignment. He had first served with Colonel Honor in DARCOM. Lieutenant General Honor plucked him out of the Tank Automotive Command (TACOM) because of his ammunition experience to serve as a branch chief in Resources. This advanced his career.

Not only did he mentor those who had served with him but also those he had met. Rubye Braye, whom he had met at an NDTA Conference in 1978, referred to him as a "lifer." Once he met a person, he was still there for them twenty years later. Braye became the first woman Transportation Corps officer to command an ocean terminal in MTMC. She retired as a lieutenant colonel and started an NDTA Chapter in Puerto Rico. She went on to earn her Ph.D. in Applied Management and Decision, then created her own business to coach, mentor and teach individuals and organizations. Anita McMiller went on to command the military terminal at Felixstowe and become the first female African-American colonel in the Transportation Corps. Like many others Honor had mentored she became a volunteer leader in the NDTA. Honor gave her the connections for her post-military jobs.

By letting David Whaley go and command the 7th Transportation Group, Whaley commanded it and the 22nd Transportation Command during Operation Desert Storm, then went on to earn two stars. When inducted into the Transportation Corps Hall of Fame, Whaley singled out Honor for his success. T. Irby, an aviation officer, arrived with Whaley from the Industrial College of the Armed Forces. With Honor's mentoring, he too made general officer. Jack Piatak, who had first met him when Honor was a captain in the 28th Battalion, developed a mentoring relationship with him over the years and went on to achieve the rank of major general.

For a time after Honor retired, the Transportation Corps continued to produce its share of lieutenant generals. Several Honor had mentored, such as Roger Thompson and Daniel Brown. It did not matter how long anyone worked for Honor. Honor provided Hugh Smith a role model and was always available for career advice. Smith also retired as a lieutenant general. Honor knew the importance of training up the second- and third-string and he had done his part.

Each of these officers borrowed from Honor's leadership style to add to their own. Many saw the importance of focusing in people and mentoring others. They similarly produced their line of success stories. This is what Honor wanted. In the end what is the measurement of a man's worth? How will Honor be remembered? He has received accolades, had buildings named after him. This was not necessarily the result of his achieving three stars. Many others have done this. Having attained that rank brought him to positions where he could influence more lives. But when one asks those who knew him what they remember, their response is almost unanimous. Surprisingly, he is not remembered for the number of short tons that he moved or the number of safe miles

that his drivers drove. No one can even remember what the numbers were. Some remember the improvements he made to the organizations where he worked. They remember that he left the organization better than when he found it. What most remember is how he led and what he did to help their careers along. He was the very definition of mentor.

In his dinner address at the 2002 Forum, Jeff Crowe described Honor in three words: inspirational, perseverance and mentor. Mentor is how most people will remember Honor. He was the very definition of the word. To preserve his memory in this specific area, Crowe appointed Mary Ann Wagner to develop the NDTA Edward Honor Mentoring Program.

Through those he mentored, his legacy will continue. Many will pass on some of his leadership style to others and his name will be added to the pedigree of Transportation Corps general officers tracing back to Charles Philip Gross. In the end, people remember him for what he did to make the lives of others better. A major who worked for him at Rotterdam was RIFed out of the Army with three years left until retirement. He left bitter, but had such respect for Honor that they exchanged Christmas cards every year. Regardless of how much rank one earns, is there no better accomplishment in life than to be remembered for making others' lives better? In summary, of the principles that Honor learned and developed in his life the Golden Rule was the most important.

APPENDIX

Honor's Principles

1. Practice the Golden Rule.

2. Seek the difficult jobs.

3. Take all assignments seriously, even those considered mundane.

4. Pledge to leave each organization better than you found it.

5. Learn the skills of your basic branch in detail.

6. Learn the purpose of your organization in detail and how it fits in the larger organization.

7. Understand what happens and how decisions are made at least two levels above yours.

8. Get to know the people and organizations you support.

9. Take responsibility for all that happens in your organization. Don't leave your subordinates twisting in the wind.

10. Establish goals for your organization with participation from your senior managers.

11. Always stress teamwork.

12. Leaders are teachers, coaches and mentors.

13. Assume that all of your subordinates want to do a good job.

14. Teach your people to compete and win.

15. Create an environment where your subordinates will perform at a high level even when you are not present.

16. Acknowledge excellent performance.

17. Permit time for family and spiritual activities.

18. Study the careers of others in your branch.

19. Learn and practice etiquette.

INTERVIEWS

Alexander, Nancy
Boyanton, Earl B. Jr.
Braye, Lieutenant Colonel (Retired) Rubye H.
Brown, Lieutenant Colonel (Retired) Michael
Bruen, Lieutenant General (Retired) John
Bruner, Brigadier General (Retired) Thomas
Carey, Colonel (Retired) Eldon
Clark, Lieutenant Colonel (Retired) Joseph N.
Crowe, Jeff C.
Dail, Major General Robert
Danzeisen, Colonel (Retired) Bill
Divine, Command Sergeant Major (Retired) Richard L.
Ellis, Brigadier General (Retired) Joseph
Everitt, Pete
Fields, Lee
Fisher, Colonel (Retired) Luke
Fitzpatick, Colonel (Retired) Jim
Gabriel, Dorothy
Gardner, Willie Mae
Glunn, Brigadier General (Retired) Franklin
Harper, Brigadier General (Retired) Gilbert S., III
Holden, Lieutenant Colonel (Retired) Charles M.
Honor, Lieutenant General (Retired) Edward
Hooker, Brigadier General (Retired) Malcolm P.
James, Ed
Johnson, Lieutenant Colonel (Retired) Richard
Joye, Colonel Maxie L.
King, Benjamin
Kohl, Charles
Korner, Roger T.
Lampros, Colonel (Retired) Jim
McMiller, Colonel (Retired) Anita
Miller, Colonel (Retired) David
Ng, Lieutenant Colonel (Retired) Richard
Ogden, Ken
Patrick, Wayne
Piatak, Major General (Retired) Jack
Policastro, Colonel (Retired) John
Pratt, Robert
Preston, Karen
Race, Colonel (Retired) John
Rantz, Colonel (Retired) Richard
Richards, Major (Retired) William
Rockey, Colonel (Retired) James
Russo, Lieutenant General (Retired) Vincent M.
Smith, Lieutenant General (Retired) Hubert
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Thomas, Colonel (Retired) David
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