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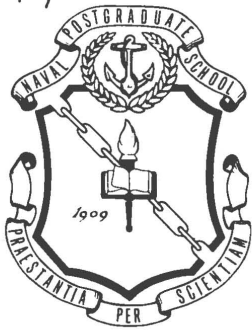
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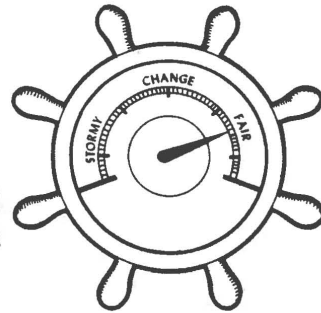
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The BAROMETER



VOL. X, NO. 2

WEEK OF 24 JULY 1972

EDITOR:
LCDR THOMAS J. LOFTUS
SMC #2034

The BAROMETER is a student newspaper for the exchange of ideas and information concerning the development and improvement of the professional environment at NPS and within the U. S. Navy.

OFFICERS, FACULTY, STAFF and WIVES
are invited to contribute articles
of interest to the BAROMETER
c/o The Editor.

Jul 24 1972
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GUEST QUOTATION:

CHIEF OF NAVAL OPERATIONS

17 April 1972

PERSONAL FOR ALL FLAG OFFICERS, UNIT COMMANDERS, COMMANDING OFFICERS AND OFFICERS-IN-CHARGE

Subj: Recommendations from Junior Officer
Retention Study Group

We recently heard the presentation by a group of junior officers participating in a CNO Retention Study Group. Of particular concern to me was the appeal they made for a return to professionalism and better managerial practices.

I am convinced that we must assume an even more aggressive posture in dealing with problems in these areas. For this reason I have extracted from the presentation seventeen recommendations which I am passing on to you for direct action. Although no formal report of actions taken need be submitted, I welcome any personal feedback or specific suggestions you may have related to the broader issues raised by these dedicated, but concerned, young officers.

Warm regards,

/s/ E. R. ZUMWALT, JR.
Admiral, U. S. Navy

RECOMMENDATIONS FROM JUNIOR OFFICER
RETENTION STUDY GROUP

1. "Increase and combine sub/aircraft/ASW vessel freeplay during local operations to improve team work and provide junior officers with task group commander experience."

Discussion during the debrief indicated that more submarine services, particularly on the East Coast, are desired and could be used during periods which would otherwise be devoted to night ISE due to lack of services.

While recognizing that submarine services, as with all of our resources, are strained already, I pass this sentiment on to you for information, and emphasize that this desire for increased professional responsibility should be encouraged whenever the opportunity arises.

2. "Reemphasize limits on RHIP."

During the debrief the junior officers pointed out that often it is not so much abuse of privileges as the appearance of abuse which is demoralizing. Commanders are encouraged to share services, vehicles, etc., with juniors and keep in mind that what may be wholly justifiable may not seem that way to those who must do without or be inconvenienced by a senior's actions.

3. "Reevaluate can-do attitude in light of reduced manpower capability and emphasis on stabilized working hours."

Members of the group reported that in many locations we are still operating and flying even when essential services or support is not available. We must make every effort to proportionately decrease the demands as the numbers of our people and units decrease. No one commander can accomplish this alone. Each of us must carefully weigh our commitments and assets to eliminate non-essential requirements. Our past failure or unwillingness to recognize this as the Navy reduces in size is having a seriously degrading effect on the morale of Navy men and the performance of our units.

4. "Many audit boards (BOQ/enlisted) staffed by unqualified officers. Utilize civilians/supply personnel."

The junior officers felt that an officer with no accounting or fiscal background at all, conducting mess and fund audits, is not qualified to perform these tasks. Further, he is not likely to provide the degree of safeguard for which these audits are intended.

While the concern of the junior officers is, in a sense, justified, any officer, if properly indoctrinated, can contribute constructively to audit operations. The solution lies in properly indoctrinating audit board personnel whether they are civilians, enlisted men, or officers. Moreover, experience in such duties can provide to the junior officer an opportunity to increase respect and appreciation for good fiscal management.

5. "Review Combined Federal Campaign practices with an idea of eliminating assigned unit dollar goals."

The junior officers discussed the continuing pressures brought to bear on individuals by pay-grade when our units are assigned dollar goals. The important thing here is to support this important fund raising campaign by good advertising and promotion schemes as is done in most cases in the civilian communities, but to not abuse the unique authority we in positions of leadership have in a military organization to pressure or indeed order contributions.

6. "Eliminate on-the-job training portion of Project Transition."

Although the study group questioned the effectiveness of the training provided under this program, their main thrust was that the program is looked on as a right or entitlement due to any Navyman who desires to participate.

This is not the case. The program is primarily designed to assist on a voluntary basis the man leaving the service under honorable conditions who has not acquired an identifiable civilian-related job skill or who does not possess a high school education or its equivalent. This is to be accomplished at no expense to the service mission, and only for those individuals who can be made available by their commanding officers.

Further, the limited resources available to the program dictate that a priority system be maintained in utilizing the program:

- a. Disabled personnel
- b. Personnel ineligible for reenlistment

- c. Personnel with no previous civilian occupation, civilian skill, or civilian-related military skill, and finally
- d. All others desiring training (personnel desiring to upgrade a skill or change a skill)

The largest number of applicants are in the latter category.

In many cases our most experienced Navymen, nearing retirement or discharge, request to enroll in Project Transition. In these cases a command determination as to marketability of the individual's skills must be made. If the individual does not qualify for transition training he should be put in touch with the employment service authorities in the state where he will reside after discharge. As a veteran, he will stand first in state employment service priority for job training and placement, and among other veterans he will be treated with the same precedence used in Project Transition.

7. "Eliminate the practice of going to quarters when leaving and entering any port except for ceremonial occasions."

Except in obvious cases, this practice seems to fit into the category of "chicken regs". Although we normally do not observe the practice when entering and leaving homeport, the study group cited short transits such as Long Beach to San Diego when ships still require all hands to quarters.

The time during sea detail could better be spent by personnel not involved in preparation for security or for evolutions scheduled after mooring.

8. "Eliminate mandatory social function attendance."

The junior officers felt that they and their families have little enough time of their own, and forced attendance at social functions causes cancellation of prior plans and other inconveniences. Although the Navyman's social life has been a traditional way of life, it is one which should be voluntary. If the functions are made enjoyable and more relevant to youthful interests, they will attend. Here again, we as leaders have to be careful -- because of the authority we have -- that our encouraging one's participation does not become viewed as an order or strong pressure.

9. "Is my number covered?"

The members of the group stated that a particularly distressing part of the Navy was an all-pervasive attitude of reward for making no mistakes. Many of our actions have been based on the answer to, "will I get burned?". Instead, as the group pointed out, we should reward and encourage the bold, innovative, and imaginative leader who is willing to take some risks to accomplish what he feels is right.

Although they were unable to voice specific recommendations toward overcoming this attitude, I commend the thought to you and ask that you examine your own philosophy in dealing with subordinates for traces of their attitude, conscious or unconscious.

10. Institute seaman/striker board on command level to provide a forum for a man to express desires to change rate."

Too often an enlisted man submits a request for a change in rate or permission to strike for a different rate and the only feedback he receives is an impersonal "approved/disapproved." He feels he has little opportunity to express himself and receives little or no explanation even when valid reasons exist for disapproval of his request.

I know that many of you have already initiated the concept of a striker board to listen to and recommend disposition of such requests. I feel that this increase in two-way communication with our junior enlisted is healthy and I would hope that it will catch on Navy-wide.

11. "Manning level does not allow for total implementation of Z-Grams 10 (Service to Crews of Transient Aircraft), 13 (Post-Deployment Leave Policy), and 25 (Forces Afloat Liberty Policy)."

While it is recognized that individual circumstances may make full implementation infeasible at a point in time, I would like to reiterate my desire to aim for full implementation as a continuing goal. The very favorable impact made on Navymen whose commanding officers have been able to implement these policies fully is assurance to me that we should continue to pursue this goal.

12. "Fund 'after hours' crews to provide port services."

Representatives from several type commands reported that they have experienced difficulty in obtaining port services when operations required that they arrive/depart outside of normal working hours. Specifically mentioned were crane and other services during long ammunition handling evolutions. The unavailability of such services has resulted in extending these evolutions over several days when a few hours after normal quitting time would have enabled them to complete it the same day.

Subject, of course, to your already tight budgetary restraints, I urge that you limit your request for such services to absolutely essential ones, but to provide those services which can avoid unnecessary inconveniences.

13. "Establish goal of one government vehicle for every 200 men assigned to afloat commands."

Considerable dissatisfaction was expressed by the junior officers with the availability of government vehicles to afloat personnel, and the nuisance and delay caused when work must be delayed while awaiting transportation. I know that many of you have made real progress in meeting the needs of the fleet in this matter through several innovative approaches. However, I concur that even more can and needs to be done. I fully support the stated goal, although in our current austere climate it may not be attainable. I ask each of you that is responsible for providing this service to take another look at assignment and utilization of Navy vehicles with a view toward further improvement.

14. "Post telephone numbers of commissary and exchange advisory boards in conspicuous location."

This recommendation arose from customer dissatisfaction with various product availability. When queried, the members of several recent study groups were not all aware that our Exchange and Commissary Advisory Boards even exist. I urge you at every location to give the widest possible dissemination to the existence and provide easy access to them by some means such as that suggested or locally developed ones.

15. "Establish adequate parking facilities for afloat units by:

- a. Building metered tiered parking where space unavailable for horizontal expansion.
- b. Provide and publicize bus/tram from remote parking lots.
- c. Require NAVSTs to provide equitable distribution between float/shore activity parking.
- d. Eliminate specific reserve parking and implement percentage parking for officers/CPOs/enlisted (e.g., NAVSTA San Diego)."

These are, of course, only a few of many possible ways by which we might approach a problem of considerable frustration to our people. I am sure that many of you have considered these or other solutions, and as the severity of the problem varies by location, so will the feasible solutions. The feedback I have received from your innovative approaches has been highly favorable and indicates that anything you can do along the lines suggested or in other ways will be most welcome.

16. "Instill pride in Naval service through curricula in officer/enlisted training facilities. Emphasize free-structured discussion of military career by highest caliber instructors. Decrease reliance on films."

Our efforts along these lines during the past year have been primarily in the area of curricula for OCS/USNA/NROTC. Further, I am happy to hear that some commanding officers are getting personally involved in this effort. The reception by the officer candidates has been enthusiastic to such informal discussions with their CO's. I would like us to move out on this on all fronts, extending the effort to all of our enlisted trainees as well. During their early years when they are making their decisions about their future in the Navy, most of these young Navymen have little or no personal contact with school commanding officers or other senior career officers.

A personal report on the satisfaction provided by a Navy career and how an individual can meet his personal needs with pride and satisfaction in today's Navy can have a high impact on our young Navymen.

I encourage you all to participate in this effort. The potential gain by both sides is large.

17. "Establish two-day Navy wife schools to educate wives in benefits and to explain necessity for some unpopular aspects of Navy life. (COMNAVAIRLANT prototype)."

Many of you already are conducting similar programs. However, in addition to pre-deployment dependent briefings, a need exists to explain these items to every new Navy wife, and update them periodically on changes, or new policies and programs which affect them.

A widespread effort to reach all Navy wives regularly can do much to counter the often made claim, "My wife is forcing me to leave the Navy."