

Direct Line

Vol. 17, No. 3

"To The Senior Enlisted Leadership of the Navy"

April-May 1997

Leadership And Living In The Glass House

"Today, more than ever before, if you are a leader (and all of us in khaki are leaders in unquestionably prominent positions), you and virtually everything you do is highly visible to all hands. It is what I call 'living in a glass house.' Living in this glass house is a tremendous 'opportunity' and a totally positive and happy opportunity at that. In our position as role models, we have an opportunity to influence because we do live and lead in such a highly visible manner.

I want to impress on you that this opportunity is brief and passes all too quickly. Make the most of it; you won't be living there long, but while you do, it's your turn to make a difference in the lives of the Sailors. Remember how badly you wanted to be the CO, XO, CMC or COB. You couldn't wait for your turn. Your potential to do good, even great things every day is limited only by your own energy and creativity. This is your opportunity. It is a unique, world class opportunity. Take full advantage, make the most of it . . . Lead!!

I often hear it said that Sailors today are 'different.' I am not sure I agree. Certainly times are different; technology, society and our culture are continuously changing. But young Sailors serving today still want to succeed, to grow in competence and confidence. They are still setting and achieving goals and they still need their personal discipline reinforced by good leadership. Like Sailors before them, they want to succeed, they are still looking for role models, they are still looking for discipline.

The strength and quality of our Sailors is our most precious commodity. They look at us as we move about in our glass house, and if we are true to ourselves and our Navy's Core Values, they will want to be like us.

You and I are fortunate to be living in the glass house."

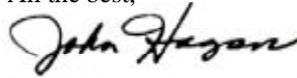
From CNO remarks to all CPO's, CMC's and COB's in Pearl Harbor, Hawaii on 17 March 1997.

From my perspective . . .

Admiral Johnson's "glass house" analogy is powerfully thought provoking, especially to those who may occasionally get discouraged by the very high visibility and unrelenting scrutiny of leadership positions today. What could be perceived by some as a duty to be fulfilled or even a burdensome obligation is, in fact, the most important leadership opportunity of our entire career.

This issue of "Direct Line" is focused on the challenges of leadership. Senior enlisted leadership responsibilities are complex, demanding and require thoughtful preparation.. In this issue, former CNO, Admiral Elmo Zumwalt, shares some thoughts about core values training, Captain Edward Beach, USN(Ret.), offers a charge to the Chiefs' Mess, and we remember Admiral Mike Boorda. I hope you find the content useful and I look forward to your feedback.

All the best,



JOHN HAGAN



Admiral Jay L. Johnson, USN
Chief of Naval Operations

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Z-Gram 1997:

Admiral Zumwalt Offers Support For Naval Heritage Reading Initiative



By Admiral Elmo R. Zumwalt, Jr., USN(Ret.)

I am proud to be able to provide a comment for "Direct Line."

I would like to add my thoughts to that part of the document dealing with Naval Heritage and Core Values.

ADM ZUMWALT

Naval leaders, both petty officers and officers, had an easier job at the time that I began my naval service as a seaman recruit, USNR, in 1939.

In those days a much higher proportion of those entering the naval service came from families in which the core values of honor, integrity, pride in self/family/country, etc., were passed on from parents to children. This made it easier to lead. Very little attention had to be paid to lecturing on core values and those were much easier to shape up because of their prior acquisition of those values.

Over subsequent decades, the proportion of parents disinterested or not believing in core values increased and their progeny followed suit.

As the Vietnam War ground on, the country became a cauldron of disagreement and dissent. This alienated an additional subset of our youth who had been properly exposed to such values but rejected them as they rejected other aspects of the "establishment." Thus, the officers and enlisted personnel that came to us in those



Admiral Zumwalt meets 1995 Shore Sailor of the Year, AKC(AW) Maureen Sims, during a reception at the Navy Memorial.

years, came from a populace in which core values had been allowed to attenuate or were missing in a significant subset of the young men and women entering the Navy.

It fell to me to update the naval service with regard to racial and gender equality and with regard to making Navy life more compatible with modern life styles. We worked hard to emphasize that new leadership was required of the type to make subordinates want to follow rather than to be driven by martinets. We also introduced programs to deal with the effects of the lack of significant core values in many entering personnel by the establishment of drug and alcohol rehabilitation programs.

In the foregoing respects, I believe we were successful.

But in retrospect, I believe that we were slow to recognize the deterioration in the core values indoctrination of incoming officers and enlisted personnel.

Direct Line

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*Your contributions and feedback are welcome.
Please call or write*

I am delighted, therefore, to see that the CPO Mess is making a splendid effort now to provide focus on this fundamental lack in many of our new naval service acquisitions — the absence of core values obtained at home during childhood. It is a tough challenge, but Chief Petty Officer's can and will meet this challenge.

It is a critical requirement of today's navy that Chief Petty Officers firmly believe in the core values, that they lead in style and speech in a way to demonstrate these beliefs, and that they teach them to those that enter the Navy without these values and refresh them in all others. Thus, I commend the program which places emphasis upon our need to understand our naval heritage and to believe in and demonstrate our belief in core values.

YOU HAVE NO RIGHT TO FAIL!

The following is a selected excerpt from the remarks of Captain Edward L. Beach, USN(Ret.), to the Washington area Chief Petty Officer birthday dining in hosted by the CPOA of the Office of Naval Intelligence, on Friday, 11 April 1997:

The sea is what we are combating and we are also allied with it. It helps us do our job. And the sea is what we have aimed our lives at . . . I never did retire, I am still a part of the United States Navy.

This is the kind of Navy I grew up in. I can see that you guys are growing up in it, too.

What we have to remember is that the Navy is not only bigger than any one of us, it is bigger than all of us put together. It is also something that any one of us can harm seriously and even destroy if we don't do our job.

The Chief Petty Officers have to run the ships. They have to run the Navy. They have to support their seniors and they must never denigrate their juniors.

We all must remember, all of us together, that the stuff that is going on today has got to stop. That is a serious message. It must stop . . . You know one Sailor misbehaving is going to be in the headlines of the New York Times, while 99,000 Sailors not misbehaving won't even be mentioned. The odds are against us tremendously.

There was a story not long ago about a Chief Petty Officer on a cross country flight with a young female Petty Officer sitting next to him. He was being very obnoxious. A Navy officer was sitting near them, yet he did nothing. What was his primary duty? His primary duty is clear.



Captain Edward Beach, USN(Ret.) signed dozens of copies of his novel, "Run Silent, Run Deep," for Chiefs in attendance at the Washington area CPO Birthday Dining-In sponsored by the Office of Naval Intelligence CPOA.

What I am saying to you all is that you have no right to fail. You are trained. You are dedicated. You are put there by the United States government. You have got to do it right, because if you do it wrong you are going to destroy something that is very important not only to us but to the country itself.

That is what I am talking about. That is what I am writing about. Everything that I do has that as a fundamental message. That is what we are all about. That is why we are here. This is why you are here in your best bib and tucker and this is why I am here in this uniform that I haven't worn in a couple of years. I am proud to have had the honor to necessitate putting it on.

From my perspective . . .

"You have no right to fail." Those of us gathered for the National Capitol CPO Birthday Dining In (a great annual event sponsored by the ONI CPOA) were fortunate indeed to have Captain Beach as our guest speaker and Admiral Frank L. Bowman as a special honored guest. Captain Beach's remarks ranged from lighthearted or robustly humorous to the very serious charge to the Chiefs, quoted in the title. I thought all weekend about his concluding theme . . . **"YOU HAVE NO RIGHT TO FAIL"** . . . His words spoken with energetic conviction lingered in my thoughts and replayed through my mind . . . When it comes to living our core values, Sailors, most especially Chiefs, have no right to fail . . . just as priests and ministers have no right to break the covenants they make . . . as medical doctors have no right to do harm . . . as lawyers are bound by attorney-client privilege. We, as Sailors, as Chief Petty Officers, we have a sacred trust. We swear an oath at enlistment and reaffirm that oath at regular intervals when we reenlist. It may sometimes be a struggle (and, in fact, struggling with understanding and internalizing our core values in inevitable). But when it comes to guarding our traditions, upholding our heritage, serving with pride, and living true to our core values, we simply have no right to fail.

Crossing the Line:

Don't Throw The "Royal Baby" Out With The Bath Water

Throughout our history, Sailors have created their own opportunities to escape the monotony of the shipboard routine. In the early days of our Navy, officers occasionally permitted certain festivities that relaxed the lines of rank. Crossing the equator called for the initiation of men passing over the line for the first time — a ceremony that was one of the most famous breaks from the routine. Celebration of the event on European ships can be traced to 1529. Although American seamen did not invent the ritual, they adopted it enthusiastically. Furthermore, officers supported the undertaking to bolster morale; indeed, should a crew have been reluctant to prepare a proper ceremony, the officers would most likely have ordered it done.

Even though the wardroom supported the project, the crew themselves normally staged the entire event. Spinning elaborate yarns about the coming ordeal, old hands set the mood from the time the ship left port. The day before a ship was to cross the equator, Davy Jones hailed her, requested permission to come aboard — which was immediately granted — climbed from the hawsehole, and made his way to the bridge. Here he greeted the captain and presented a summons. Written in suitably flowery language, this document demanded the presence in Neptune's court of all men entering the domain for the first time. The next day, as their ship reached the equator, she was boarded by Neptune's party, and the bridge was turned over to a member of the court during the stay of his majesty Neptunus Rex. Besides the king and Davy Jones, the entourage usually included a royal navigator, a royal officer of the deck, a royal judge, a royal prosecuting attorney, a royal scribe, a royal barber, a royal dentist, and the royal police. If the sponsors of the show were sufficiently numerous and energetic, also in attendance were a royal baby - usually one of the largest men on the ship - a royal electrician,



These Sailors aboard USS SWAN were dressed for "Crossing the Line" festivities enroute to New Zealand in November 1943. Even during World War II Sailors found time to honor their heritage and traditions.

royal handmaidens, and miscellaneous pirates and naval heroes.

While the court made its way to the portion of the deck set aside for the ceremony, the royal police assembled the initiates. All officers and men who had not crossed the line before were required to appear before the assemblage to explain why they dared trespass on Neptune's domain when they were not certified "shellbacks." At each hearing the court quickly tried and convicted the accused. The prisoner was thereupon examined by the royal dentist and shaved by a royal barber, who used a large paint brush and a wooden razor. The royal doctor administered a foul-tasting pill. The chair in which the convicted man sat was then flipped backward, catapulting the victim into a canvas pool, where the royal bears playfully dunked him a few times. Although the pool was lined with several layers of canvas to cushion the deck and the bears tried to break the fall, this finale was capable of producing sprains and broken bones. Assuming he survived unharmed, the new shellback could join the police searching for any men who were hiding.

Although all first-timers were called to the court, not all received the same treatment.

See "*Crossing the Line*" on page 5

"Crossing the Line" continued from page 4

Officers were permitted to purchase exemption from the rites, though most of the younger ones apparently did not. Before Secretary Daniels abolished the officers' "wine mess" in 1914, payment had been in beer; after that sad day cigars were substituted. Generally, the first men received greater attention than others, especially on a large ship which might have had to process several hundred men. Unpopular men or men who tried to hide were generally honored with a more elaborate initiation than the average Sailor.



The costumes prevalent in World War II are not unlike those in "Crossing the Line" ceremonies today as ships cross the equator. The pictures of 1943 "Crossing the Line" were taken by RM2 G. C. Hardman, Jr., and are provided by his son, JOC Cleve Hardman

This description excerpted from "Manning the New Navy, The Development of A Modern Naval Enlisted Force 1899-1940" by Frederick S. Harrod, and the accompanying photos of WWII era Crossing the Line ceremonies serve to remind us of the origins of some traditional ceremonies and events.

From my perspective . . .

Today, as in days gone by, Sailors do things that other citizens can only dream of, crossing the vast oceans, long periods at sea punctuated by brief port calls in foreign lands, are as routine and tedious or exotic and enjoyable as ever. Today's "Crossing the Line" ceremonies are conducted in a very different manner, but for essentially the same reasons as in every earlier eras; to provide an entertaining diversion focused on a noteworthy event. Today's crossing the line participants are all volunteer, carefully avoid hazing and thankfully ceremonies are tame by comparison with days gone by, but with a little preparation, they are an entertaining and healthy diversion from the regular, normally monotonous routine of a ship in the midst of a long transit. Certainly, it is worthy of a little creative effort and the result is an increase in crew morale and camaraderie and offer a great photo opportunity.

The ceremonial marking of other traditions have evolved and are now structured with due regard for safety and individual dignity. "Crossing the Line" ceremonies today range from a brief photo opportunity of "Neptune's Court" and the royal baby to a more elaborate re-enactment of the events of earlier days.

Similarly, a foray into the arctic circle, the world beyond 70 degrees North latitude, is a rarity and may be marked by a "Blue Nose" ceremony and photo opportunity.

Such events are healthy, appropriate diversions. There is no need to throw the "royal baby" out with the bath water. The command leadership must always set the tone and structure for any such event of course, but in addition to that structure it is important to task energetic, creative crew members with responsibility to organize and run an event which is above any reasonable criticism and which all hands can enjoy. Get the right Sailors involved and then stand back and enjoy the results. The cooks often respond with special creative culinary efforts and good leaders do not pass up the opportunity to create an enjoyable diversion around these significant passages.

HAZING – immature, illegal, undisciplined behavior; any non-command approved ceremony, activity or rite of passage which is potentially harmful, demeaning or abusive, physically or psychologically. Activities designed solely to embarrass or humiliate – even if you can't recite the full definition from memory, we all know what "Hazing" is and what it is not!! Our challenge as senior enlisted leaders is to ensure hazing never happens. But we must also ensure that we do not eliminate the potential for spontaneity, good clean fun, and good humor. Certainly, we must be vigilant, but I am confident that, given the quality of our leadership, we are "past and opening" on hazing issues associated with traditional activities.

Qualities Sought In A Leader

1943 Bluejacket Manual Definitions Ring True Today!!

Developing certain qualities within yourself pays big dividends both in the Navy and in civil life. The following order of presentation of those qualities which are sought in a leader of men does not necessarily grade the qualities as to relative importance. They are words which are difficult to define without resort to preaching . . . (always an unsatisfactory method for giving definitions). All are important because they depend upon each other. These qualities are:

- **Loyalty** - Loyalty is the opposite of treachery. The bluejacket's loyalty is extended to his country, the Navy, his ship, his officers petty officers, his shipmates and himself. His loyalty guards his country from betrayal, the Navy from subversive propaganda, his ship from sabotage, his superior's performance of duty from sneaky obstruction, his shipmates from slander and himself from degradation. A man who is not true to himself cannot be loyal to anyone or anything. Loyalty is as natural to a man-o-wars' man as the air he breathes. (*NOTE: In CNO's four star discussion, he often defines loyalty as being embodied in and a vital component of teamwork.*)
- **Faith** - Believe in yourself. Trust yourself. Count on yourself. Count on yourself to be one of the best man-o-wars' men in the whole Navy, and then go to it and make good. Trust your fellowmen. They are good fellows and will meet you halfway as a rule. Believe in and trust the Navy. Splendid men have made it what it is. Do all you can to keep it as good as it is, and make it even better.
- **Obedience** - To be obedient is to place your own desires and impulses in second position. The will of your superiors is paramount where there is any conflict with your own. When you act under orders, the responsibility for the act is not yours — it is the responsibility of the superior who ordered it. The burden upon the obedient man is to prove that his superior's confidence in his ability to carry out the order correctly has not been misplaced.
- **Courage** - Courage is that quality which enables one to meet danger and difficulties with firmness and with ability unimpaired. It is the opposite of cowardice. It does not mean absence of fear. Fear is a paralysis of the senses to which all normal beings are subject to a degree - - - The true value of courage is lessened when it is combined with recklessness, foolhardiness or rashness.
- **Honor** - Act so that your home folks will be proud of you, and will tell all of your friends what fine things you are doing in the Navy. Act so that others will want to be like you (*see "Leadership in the Glass House," page one*). Few men can survive dishonor. Remember you can never disgrace or dishonor yourself without bringing dishonor on your name, your people, and the uniform you wear.
- **Spirit** - To have spirit means to be able to become enthusiastic and inspired in everything you do and to show a lively interest in your work. Also it means to be alert and dexterous in the performance of your duty. Spirited means the opposite of placid. Spirit must not be confused with an uncontrolled temper.
- **Truthfulness** - The final test of a man is: In a pinch, will he lie? . . . Many a man who told the whole truth has been let off or given light punishment, where the liar was punished for the offense and for lying as well.
- **Initiative** - This is a word which is bandied about quite freely. Sound judgment in taking the initiative (or in leading toward a goal) is an essential quality in a leader . . . Exercise of sound judgment or the faculty which is loosely termed common sense, or demonstration of exceptional foresight, are apt to be commended in the Navy as "initiative."
- **Energetic** - It is the opposite of slothful. The energetic man tries to improve himself and does not accept slipshod or sloppy performances either from himself or from others. He does things the "smart" way and is not too concerned about whether it is the "hard" way or the "easy" way.
- **Cheerfulness** - Good will, easy manners and friendly speech are contagious . . . If you feel fine, let it show and if you don't, make believe you do anyway.

The above is selectively excerpted from Chapter 2, "The Bluejackets Manual," eleventh edition, 1943, United States Naval Institute, Annapolis, Maryland.

L O Y A L T Y	IF -	You work for an organization, in Heaven's name work for it; speak well of it and stand by the principles and objectives toward which the organization aims.
	REMEMBER -	An ounce of loyalty is worth a pound of cleverness.
	IF -	You must growl, condemn, and eternally find fault, why — resign your position and when you are on the outside, damn to your heart's content — but as long as you are a part of the institution do not condemn it; if you do, the first high wind that comes along will blow you away, and probably you will never know why.
		<i>A Paraphrase of Elbert Hubbard</i>

Commitment, An Empty Word Or A Way Of Life



Newly selected Chiefs and their sponsors demonstrate pride and unity through group physical fitness training. It is an important part of the CPO Initiation Season that carries over throughout the year.

How strong is our true commitment. This is a question worthy of our most honest and thorough assessment.

Honor, Courage, Commitment are really just three words that will fit on a bumper sticker. In one sense, they are just a slogan on a banner or across the top of our stationary. For those who do not think deeply about them and do not actively strive to take them on board as personal values, they are, in fact, a very empty slogan, a meaningless and ineffective mantra.

Until our Core Values are defined, understood, and internalized in the context of our heritage and our present mission, they are not fully functional. Until we understand, really understand, we are like a ship in dry dock or a warplane in phase maintenance. We are rudderless and not operational. With the proper introspective effort, these three words can, however, be transformed from a slogan on a bumper sticker into a powerful mantra.

I heard Honor, Courage, and Commitment this past summer being chanted in a mantra like fashion. New CPO selectees were running in formation on the North Island beach; the Command Master Chief leading them was calling out a strong cadence. At times he used our Core Values as a cadence call. As we ran the beach by the tall condominiums which overlook the bay, the cadence and it's echoes were wonderfully thought provoking:

HONOR, COURAGE, COMMITMENT, COMMITMENT, COMMITMENT . . . the Master Chief called out in cadence, emphasizing commitment by repeating it three times. The 50 CPO selectees answered and the echo rang out:

HONOR, COURAGE, COMMITMENT, COMMITMENT, COMMITMENT . . . As I listened, I thought how appropriate it was to use Commitment as a refrain. Commitment really is the true North of our Core Values gyro.

Conduct which defines your honor is often very, very private, deeply personal, perhaps known only to you and God. Few have the opportunity to demonstrate raw physical courage and the courage of our convictions, like honor, is private and personal (a "low profile" value if you will.) There are only perhaps a few highly visible opportunities in a lifetime to display courage and honor, but every morning when reveille is sounded our commitment is put on display for all to see.

Like things of profound importance, the dictionary does not provide a very satisfying definition of Commitment. It is such an important and complex intangible that it cannot be reduced to a pithy phrase or two, or adequately replaced by any synonym. It is the daily manifestation of every other value of worth. It is impossible to fake, feign or imitate. (It is, in fact, a certain noble lifestyle.)

Glass can be cut to imitate a diamond creating a fake diamond which many people mistake for the real thing. However, a fake commitment, a phony commitment and a shallow commitment are easily spotted and fool no one. Our most admirable and courageous actions may be known to few, but our true commitment will be quickly discerned by all, the Sailors who work for us, those we work with, and the leaders we work for. Even our civilian friends and neighbors are not often fooled by a phony commitment to our profession.

Commitment, like the echoes of that cadence on the Coronado beach, hangs in the air around our daily conduct and is very, very visible.

Our CNO speaks often and eloquently about leadership and living in the glass house. About the great potential to influence the lives of those around us simply by the great visibility of our role model and the open, easy discernment of our true Commitment. Sailors have taken on a special trust. With our oath of enlistment and re-enlistment comes an obligation to model, teach, and promote understanding of our Core Values.

Pentagon Portrait Honors Admiral Boorda



A official CNO portrait of Admiral Jeremy "Mike" Boorda now hangs in a designated passageway of the Pentagon honoring all the former Chief of Naval Operations.

His widow, Bettie, and our current CNO, Admiral Jay L. Johnson, unveiled the portrait which was placed along those of others to serve in the Navy's highest post. At the unveiling, Mrs. Boorda was presented the Navy's Distinguished Public Service Award for her contributions as a dedicated spouse, and accepted the Defense Distinguished Service Medal presented posthumously to Admiral Boorda.

The photographic portrait features Admiral Boorda on the bridge wing of the display ship Barry, moored at the historic Washington Navy Yard. He is uncovered and wearing wash khakis as he would have been at sea. A Sailor in dungarees is visible behind him on the signal bridge. The portrait is richly symbolic and emotionally evocative.

Thanks to Admiral Boorda's "Seaman to Admiral" program, today's Bluejacket has the same unlimited opportunity for upward mobility that took Admiral Boorda to the top. The successes of each young Sailor selected for commissioning through this program will be one of the most enduring and fitting of all memorial efforts.

"WHO HERE . . . WHO ANYWHERE . . . NEED TO BE TOLD HOW MIKE CARED ABOUT THE NAVY? WHEN THERE WAS A PROBLEM, HE'D WORK NIGHT AND DAY -- AND THERE WERE ALWAYS PROBLEMS, SO HE ALWAYS WORKED NIGHT AND DAY. HE DID IT WITH A TAKE CHARGE FEROCITY THAT WAS WONDROUS TO BEHOLD.

AND IF HE THOUGHT ONE THING WAS GOOD FOR THE NAVY, AND YOU THOUGHT ANOTHER, HE'D FIGHT YOU TOOTH AND NAIL. HE WOULD DO ANYTHING AND EVERYTHING TO WIN FOR THE NAVY AS HE SAW IT.

THE EXTENT TO WHICH MIKE CARED ABOUT 'HIS SAILORS' WAS LEGENDARY. THE LEGENDS WERE TRUE. IF A SAILOR WAS IN PAIN, MIKE WAS IN PAIN -- IF A SAILOR'S FAMILY WAS IN PAIN, MIKE WAS IN PAIN. SOMETIMES HE CARED SO MUCH IT LED HIM ASTRAY. MOST OFTEN, THOUGH, HE DID WONDROUSLY HUMAN, EMPATHETIC THINGS BECAUSE HE CARED SO MUCH.

MAYBE HE CARED TOO MUCH. PERHAPS THAT'S WHY HE'S NOT HERE TODAY. HE RAN LIFE'S MARATHON AS A SERIES OF SPRINTS TO WHICH HE GAVE ALL OF HIMSELF. PERHAPS HIS PERFORMANCE WAS AS UNSUSTAINABLE AS IT WAS ASTOUNDING. MAYBE (IN THE END) HE HAD SIMPLY USED EVERYTHING HE HAD."

"PERHAPS MIKE SHOULD HAVE CARED A LITTLE LESS. ON THE OTHER HAND . . . WHEN WE LOOK AT HIS PORTRAIT . . . I'D LIKE TO THINK ALL THE REST OF US MIGHT VOW TO CARE A LITTLE MORE."

"THAT WOULD HONOR MIKE."

Conclusion of the remarks of the Honorable Richard Danzig, Under Secretary of the Navy.

Today, in the anniversary month of his death, it is fitting to pause and think about his extraordinary life. Despite the tragic manner of his death, our focus today is on the way he lived.

**OUR FAMILY HAS LOST A MAN OF TRUE WORTH.
OUR CHARGE TODAY IS CLEAR: CARRY ON!
LEAD WITH ZEAL, SERVE WITH PRIDE, LEARN
ABOUT AND HONOR OUR HERITAGE . . . AND THAT WILL BE
THE ADMIRAL BOORDA LEGACY AND THE ONLY REALLY
FITTING MEMORIAL AND WITH IT WILL COME THE
STRENGTH TO CARRY ON.**

**GOD BLESS YOU, ADMIRAL BOORDA. WE LOVE
YOU AND WILL FOREVER MISS YOU.**

*Excerpt from MCPON remarks of 21 May 96 at the
National Cathedral*



**HE WAS THE SAILOR'S SAILOR.
THERE IS NO GREATER TRIBUTE THAT COULD
BE PAID TO HIM. FOR HIM TO BE REMEM-
BERED BY THAT TITLE IS THE MOST HE
COULD EVER HOPE FOR.**

*Excerpt from the Honorable John Dalton,
Secretary of the Navy, remarks of 21 May 96
at the National Cathedral*

**IN OUR SLEEP, PAIN THAT CANNOT
FORGET FALLS DROP BY DROP UPON THE
HEART, UNTIL IN OUR DESPAIR, AGAINST OUR
WILL, COMES WISDOM THROUGH THE AWFUL
GRACE OF GOD.**

*The remarks of the Honorable William Perry,
Secretary of Defense, concluded with these
words of wisdom from the ancient Greek poet
Aeschylus.*



Today, one year later, we know that Admiral Boorda will be long remembered for the way he lived – with energy, caring and total commitment to Sailors. We do not dwell much on the manner of his death, but the “wisdom which came through the awful grace of God” has brought some acceptance “against our will” and also brought the painful lesson that everyone, even the most senior, needs respite from the unrelenting pressure of leadership.

Navy Has A Rich History Let's Talk About It

The following is excerpted from a commentary by Captain James P. Nickols, USN Chaplain Corps, currently serving in USS GEORGE WASHINGTON (CVN-73).

The Navy possesses its own story. Why isn't it being told? Why aren't important role models being selected from naval history for Sailors and officers to emulate? Are the standards being enforced from the Navy's senior members to its most junior members? The Navy develops great technicians, but is it developing Sailors in the great tradition?

Telling the story helps the Navy to sustain its esprit de corps. It not only links the Navy to its roots, but guides it into the future. Rather than be embarrassed by the Navy's customs, courtesies and traditions, let us embrace, honor and uphold them.

The Navy can honor and uphold its traditions by telling the story not only of its great naval officers, but also of its heroic bluejackets. To be sure, ships and buildings bear the names of officers and bluejackets who performed an act "above and beyond the call of duty." But we need to get their deeds more widely known throughout the fleet, throughout the years.

What powerful examples of honor, courage and commitment.

In *Leaders: Strategies for Taking Charge*, Warren Bennis and Burt Nannus define "social architecture" as "the norms and values that shape behavior in any organization."

The Navy's story values truth rather than cover-up, honesty in testing rather than cheating, respect for self

and others by avoiding abuse of legal and illegal substances, excellence rather than marginal performance, professional appearance in uniform and decorum rather than anything less.

The Navy's story is as rich and commanding of respect as the Marine Corps'. We honor that story every time a crisp salute is made and returned, every time the uniform is maintained and worn well, every time the senior mentors the junior, every time the right decision is made and carried out. Recounting the Navy's story holds its social architecture together.

It is the responsibility of leadership to keep the Navy's story vibrant and meaningful. The leadership not only keeps the story alive by setting the example, but also by holding people accountable to it.

The Navy's values reside in its courtesies, customs and traditions — the ceremonies of the quarterdeck, the piping throughout the day, the maintenance of the courtesies and protocol, the distinctive Navy uniforms and more.

At night, when we look to the heavens, we see the brightly burning stars, which guided the generations of Sailors before us across the deep, uncharted waters to new lands and into a new age. The courtesies, customs, and traditions are like the stars of heaven: They endure to guide the Navy into the 21st century — into a new age.

Inside The Office Info

The next time you call in to the MCPON's office, you might hear a new voice on the other end of the line. As members of the staff have departed for new challenges, new Sailors are stepping in to fill their shoes.

YNM(EOD/SW/AW) Randy Welch departed in April to become the Command Master Chief for Second Fleet in Norfolk. His position as Executive Assistant to the MCPON, a billet coded for a post-tour CMC, has been turned over to RMCM(SW/AW) Harry Burkett, who joins the staff from his position as the CNO Directed CMC for OPNAV.

1994 Sailor of the Year, OSC(SW) Joe Ervin, is now ENS Joe Ervin. After his commissioning ceremony at the Navy Memorial on 3 January 1997, ENS Ervin departed for duty at St. Mawgan's, England. He and his wife, Philipa, also report the addition of a new member of the family, their son Edward.

My schedule coordinator, YNC(AW) Barbara Weymouth, departed in April and is enroute for duty in Brussels, Belgium. Scheduling duties have been assumed by YNC(SS) Mark Shafer and CTAC Karen DePaulo has joined the staff as administrative coordinator.

The 1995 Sailor of the Year, AKC(AW) Maureen Sims, will complete her two year tour of duty in the office this summer. She is under orders to return to NAS Keflavik, Iceland, along with her husband, newly selected AKCS(AW) Doug Sims.

GSEC(SW) Atkins Jinadu, 1997 Shore Sailor of the Year, will have his tour cut short for the very happy reason that he has been selected for LDO and will be commissioned an Ensign in October, 1997.

Another important cog in the office departed in February. GSM3 Michael Forbes is now attached to ACU-4 at NAB Little Creek. Petty Officer Forbes originally reported to the office as SN Forbes after completing a full tour at the Ceremonial Guard in Washington, D.C. He subsequently studied and struck successfully for GSM. His position on the staff is now filled by SN Robert Oglesby, who also completed a full tour at Ceremonial Guard and is striking for RM.

Priorities

HONOR
When I reach the end of my days
a moment or two from now

I must look back on something more
meaningful than the pursuit of houses
and land and machines and stocks and
bonds. Nor is fame of any lasting benefit.

COURAGE
I will consider my earthly existence
to have been wasted unless I can recall
... a loving family

... A consistent investment in the lives of people
... and an earnest attempt to serve the God who
made me.

COMMITMENT
And there is no better time than now to
assess the values which are worthy
of my time and effort.

One of our most important jobs as leaders is to help Sailors understand that our Navy's values of "Honor, Courage and Commitment" will serve them well and will always be assessed as "worthy of their time and effort."

Sailors Quality of Life Gets Appropriate Attention On Capitol Hill

I have just finished a round of testimony before several subcommittees of the House Appropriations Committee. Early in March, I presented testimony before the Military Construction (MILCON) subcommittee. I directed the thrust of my written and oral statements toward those things which are unique to Naval service and specifically to sea duty. I gave highest priority to some important issues which, I feel, have been too long overlooked. I displayed poster size enlarged photos of shipboard berthing aboard our newest ships and submarines in an effort to put Navy's MILCON needs in the proper perspective. In my testimony, I readily acknowledged that we have clear limits on the improvements possible for habitability at sea, but emphasized that this very fact makes doing more to improve Quality of Life inport, especially in homeport and especially directed at the single Sailor who lives aboard all the time.

I relayed the genuine, deep appreciation of Sailors and their families for the very significant gains of recent years. Our family housing infrastructure has been tremendously improved, BQ construction and rehab progress has begun most impressively and there have been numerous incremental improvements to pay and allowances and other compensation issues. I emphasized how important I believe it is to continue the momentum we have begun. I listed a focused effort to improve pierside, homeport Quality of Life for Sailors who live on ships as a priority need. I will continue to emphasize this as a priority. This need, like several others, is unique to the sea services and must be so recognized at the Congressional and DoD level in order to achieve inter-service equity.

I also related our MILCON needs to continuing to resolve inequities in our pay system, specifically single BAQ issues. I also presented several issues formally for the first time. For example, geographic bachelor challenges and BAS inequities were presented in order to create an interest in the members in learning more about these difficult issues.

My testimony and that of all Navy leaders is available on the internet through the official Navy home page. The address is <www.navy.mil> I welcome your feedback.

Restricted Sale of Alcoholic Miniatures

In support of the "Right Spirit" program, NEXCOM has eliminated authorization for sale of any miniature and flask sizes of distilled spirits at gas stations, mini-marts that dispense gasoline, and other kiosk areas.

The "Right Spirit" campaign is designed to significantly reduce alcohol abuse and its negative effect on Sailors, their families and ultimately fleet readiness.

Miniatures are the 50ml size containers including shooters. Flasks are the 325 ml size containers. The action took effect on 11 April 1997.

I applaud this move. We must be careful that our display and merchandising of alcoholic beverages does not produce impulse buying. We will all be better off if all purchase and use of alcohol by Sailors is thoughtfully planned. I ask all CMCs and COBs to pay special attention to how we are currently merchandising alcohol beverages on base in

MWR and NEXCOM outlets. Our "Right Spirit" campaign is not in any way centered on prohibition, but on "responsible, thoughtful, legal and sensible" use of alcohol. This reasonable, thoughtful usage should be supported by low key, reasonably convenient availability of a modest range of beverages, but no attempts to increase sales by vigorous marketing or loud, extensive displays are justifiable. Our gas stations and mini-marts should feel out the local need and devote shelf space to convenience items the patrons would like available.

I believe that everything we do to make the purchase of alcoholic beverages a premeditated event by selling it only in central, designated locations is useful in reducing illegal, spontaneous, and frivolous usage. Display and merchandising techniques can, in fact, produce sales and promote usage of products. In the case of alcoholic beverages we must be alert to the message we are sending.

Responsible use by individual Sailors must be supported by responsible marketing in on base facilities and responsible planning of all command sponsored events.

The Navy Ombudsman Program We've Come A Long Way . . .

From the highest levels of the Navy to the deckplates of the smallest commands, the Navy Family Ombudsman Program is working better than ever today. It is in serving not only Navy families, but Navy leaders and serving them well. Recently I visited with Ombudsmen in several locations. I was extremely impressed with their demeanor and competence.

The Ombudsman function has grown and developed over time. At the outset, the Ombudsman served to give advice, explain available programs and lend an ear to listen to the concerns of the Navy spouse. While those roles are still important, over time the Ombudsman's role has grown to be much more. Some three years ago Ms. Kerrie Godding was assigned as the Navy Ombudsman Program Coordinator.

During her short tenure of less than four years, Ms. Godding has overseen a real growth in professionalism among Ombudsmen. Ombudsmen today are likely to be professional in appearance, carrying a briefcase or well organized tote bag of case files, pleasing in demeanor, pleasant and cordial in manner well prepared for every occasion. This has not always been the case. We all remember a time when the Command Ombudsman received no training and no compensation for expenses and very little recognition. Even the best qualified Ombudsmen struggled.

Ms. Godding helped institute basic ombudsman training which is already having a significant impact on the fleet. As a result, ombudsmen are better prepared and more professional in their responsibilities.

Susan Lautenbacher, one of the two Navy Ombudsmen-at-Large, recently traveled to the Corpus Christi-Ingleside, Texas, area where she met with a group of Ombudsmen. These Ombudsmen had just completed a training program and the benefit was clear. "If anyone wants to see a program that works, Ingleside is a great example. The training stresses professionalism. The impact of the training in Texas is clear."

Screening, selection and training cannot be compromised. Getting the right person in the job requires effort, you just can't take the first volunteer. You must match the right person with the job.

In her role as Navy Ombudsman-at-Large, Ms. Lautenbacher is making training one of her top priorities. "I want to be sure that everyone is well trained and getting the support they need."

My wife, Cathy, is the other regular Navy Ombudsman-at-Large working directly for the CNO. Through her years as a Navy wife, she identifies some Ombudsman traits that ensure success. One of the most important, she says, is looking out for your own family as well as yourself. "Know when you are burned out," she says. "Do not neglect your own family. Remember to take care of yourself and your family first."

Ms. Godding adds "there is honor in knowing when to say enough is enough."

Cathy recently met with ombudsmen from the Boston area and Navy Millington, Tennessee. She was very pleased with her observations of the success of the local ombudsman programs.

Mrs. Jeanie Hutton serves as the Ombudsman at large to the Naval Reserve Force. She has particular expertise in caring for the needs of the families of Reserve Force personnel. Mrs. Hutton recently coordinated the training of several dozen NRF Ombudsmen from navy locations throughout the Southeast.

Don't hesitate to call any of these Navy level Ombudsmen or Ms. Godding with your questions, recommendations or observations . . .

Cathy Hagan (703) 614-4854

Susan Lautenbacher (202) 433-2333

Kerrie Godding (PERS-61)

Jeanie Hutton

(703) 614-1480

(800) 500-3436

Command Master Chiefs must take careful steps in identifying the right person for this critical position. The CMC must also insist that required training completed and that the Ombudsman is given the support necessary to carry out their assigned duties.

TFMDP Can Take a Bite Out of Family Dental Costs

Tricare Family Member Dental Plan offers dental coverage for Sailors families. The very low monthly cost covers 100% of the diagnostic and preventive services and two check-ups per year. It is the right thing to do for families. Through regular check ups and preventive care, even more costly dental care later on will be eliminated.

Currently only 52% of Sailors paying for these services are using this coverage. It is critical we encourage Sailors to take advantage of regular check-ups and preventive care, which are covered **100%** and there is NO additional cost to the enrolled member to utilize these services.

For more information about enrolling, dentists in your area, and benefits, call the toll-free information line at **1-800-866-8499**. You can also obtain valuable information through the National Military Family Association (NMFA) home page on the internet at <www.nmfa.org/dental.html>

Deaths Linked to Lack of Exercise

More than 60 percent of American adults are not getting enough physical activity every day to stay healthy and 25 percent get no daily exercise at all according to the first surgeon generals report on physical activity and health. The 278-page report notes what numerous scientific studies and a growing national girth have already shown: America has become a nation of couch potatoes, a fact that places an increasing number of adults and children at risk of such illnesses as heart disease, high blood pressure, colon cancer and diabetes.

An estimated 250,000 deaths in the United States each year, or roughly 12 percent of total mortality, can be linked to lack of regular physical activity. The report's major message is that all Americans should engage in moderate exercise for at least 30 to 45 minutes a day. A growing number of studies show that daily physical activity reduces the risk of premature death from a variety of causes, including colon cancer.

Since 1995, the Centers for Disease Control and Prevention and the Department of Agriculture, have advised Americans to get moderate daily exercise of at least 30 minutes' duration. But this is the first time that the Surgeon General's Office has recommended that daily physical activity is beneficial to health.

The report paints a sobering picture of declining physical activity in the United States that reaches from the

oldest to the youngest Americans. Particularly worrisome, public health officials said, is the steady decrease in activity level among children and adolescents, the age groups who are the peak time of life for exercise. Particularly troubling is the failure, so far, of health officials to convince Americans that exercise is essential to maintaining good health. The report shows significant differences in levels of physical activity that correlate with gender, race, age, education and income. Among the key findings:

- Women are less likely to exercise than men, with 31 percent of females 18 and older reporting no participation in leisure-time physical activities, compared with 27 percent of males the same age.

- Inactivity increases sharply with age. By the time they celebrate the 75th birthdays, one in three men and one in two women report that they engage in no physical activity.

- Those with the least education and the lowest incomes are also among the least likely to exercise. Almost half of people with less than a high school education said they spent no leisure time exercising, compared with 18 percent of those who had at least a college degree. And 42 percent of those with incomes less than \$10,000 per year reported spending no free time on physical activity, compared with only 18 percent of those who earned \$50,000 a year or more.

While this information is reprinted from "The Washington Post" story by Sally Squires of 12 July 1996. It gives us much to think about as we endeavor to be a fitter, healthier force. The minimum recommendations of every major national level health study forum referred to in the story are all more strenuous than Navy's baseline (minimum) requirements. This three times weekly, 30 minute PT periods is indeed a minimum (read marginal) standard. The CPO Mess and the Wardroom must lead this effort by personal example and the example must be visible to all hands to have any good effect. The days of "do as I say . . . not as I do" are over and everyone is better off. With regard to command PT, I am seeing more and better compliance with the CNO mandate to . . . "lead, facilitate and monitor compliance with the minimum requirement." Of special note, there is no requirement for the command PT to be done during "working hours." The requirement is during the daily routine. If the best time for command (department or division) PT is 0530, schedule it and require it at that time (weather or work routine may, in fact, dictate that 0530 - 0630 is the safest, most effective time. If so, do it at that time with no apologies. Many Sailors are looking for leadership to shore up their own personal discipline.

I still find too many commands failing to make a real effort, but I never find a command with a failing effort!!

Rolling Back The Years

Everybody keeps telling us we're going to pay for all the bad things we do to our hearts. But when? A study of 27,000 people in California revealed just how much earlier people with certain health conditions suffered heart attacks compared with those who weren't afflicted. (The figures below are averaged so the Big One came even sooner for some of these people.) The moral: Maintain your exercise regimen and a healthful diet, and you shouldn't have a cardiac arrest before your time.

<u>CONDITION</u>	<u>YEARS EARLIER</u>
Being overweight	1.9 
Smoking	3.1 
High Blood Pressure	4.9 
Inactivity	5.7 

Uniform Corner

Perhaps the most common uniform related bad judgment issue I observe regularly is poorly fitting uniforms. I'm referring to the (all too common) 34 trousers being worn by a Chief with a 36" or 37" waist, or a 40 Regular dress uniform blouse (which "used to fit") being worn instead of the 42 Regular, which would fit, or a female, squeezing into a size 10 when a 12 is a proper fit.

The cause is not shrinkage in the laundry or a purposeful desire to wear clothes which fit like a tourniquet, it is weight gain - pure and simple. I've been there myself and know how easy it is to rationalize to just "suck it up" for a while until you lose 10 pounds. Losing the excess weight must certainly be the plan, but it is as unacceptable to wear a poorly fitting uniform (even temporarily) as to wear a dirty one and it is as unmilitary. The only options when uniforms don't fit is to buy new uniform articles or, if possible, have the ill fitting articles tailored. If you can't put change or car keys in your trouser pockets, or pocket tops are constantly pulled open revealing the pocket itself, it is time for a larger waist size.

If the buttons on your shirts, blouse or coat are under rhythmic stress which coincides with your breathing; it is past time for a larger shirt, blouse or coat.

All too frequently I also see frayed, damaged or dirty ribbons. Ribbons must be discarded and replaced before they show such wear. It is totally unacceptable to wear a frayed, dirty or damaged ribbons set. The one piece ribbon sets fabricated by several manufacturers cost a little more, but resist damage and discoloration better and are apt to last longer making them less expensive in the long run. Our ribbons are a symbolic summary of our service . . . they are worn in an inflexibly systematic order and they must be replaced with a new set before any wear or discoloration is evident.

Operation Right Start Is On The Right Track!

In the 1997 edition of "Direct Line" the "Operation Right Start" program was described. This initiative to introduce Navy's newest Sailors to healthy recreation pursuits is now in full swing. In the first few months since "Operation Right Start" began, the program is already having an impact.

"Operation Right Start" leisure skill training was tested in November 1996 at Recruit Training Command and in December 1996 at Service School Command. Leisure skill training officially started on 21 January 1997.

Here are a few facts about the program to date:

- Approximately 800 students have received MWR bucks (Money redeemable in MWR facilities for anything except alcoholic beverages).
- Recreation skill classes are conducted once in the morning and twice in the afternoon with 25 students per class. Sailors attend these classes in off-duty hours, often while awaiting instruction or between class phases.
- Current recreation skill classes are fitness and bowling. The next series will include fitness and one or two of the following: golf, tennis or roller blade sports.
- MWR Bucks are being redeemed throughout the system, but so far there is no clear trend as to Sailors' favorite activities.

The goals of this program are obviously preventive in nature. The Sailor who enjoys healthy recreation/leisure time activities is far less likely to be involved in disciplinary proceedings or to develop bad habits and far more likely to contribute positively to the mission or unit morale. Many young Sailors do not possess recreational skills and may be too embarrassed or intimidated to say so. The "Right Start" program will do some good. Some of those who are introduced to a new skill will follow up and become actively involved. Some who redeem their MWR "Bucks" on base will continue to patronize the on-base activities later when they have many more choices. But the real gains will come only if Fleet CMCs and COBs follow through and use every method possible to encourage Sailors to use their liberty time smartly.

LPOs and LCPOs should encourage Sailors to add a recreation/leisure/fitness activity to their individual goal card. Setting and achieving goals is a healthy and constructive activity. Bravo Zulu to PERS 65 and NTC Great Lakes for getting **"Right Start" so well begun.**

For more information about this outstanding new program, contact Jerry Anderson, PERS-65, at DSN 882-6634 or commercial (901) 874-6634.

Parting Thoughts

Sick-Bay

Ship's hospitals were originally known as "Sick Berths," but as they were generally located in the round sterns of the old battle-wagons, their contours suggested a "bay," and the latter name was given them.

*Salt From
The Sea*

Gadgets

This well known word was originally the nautical name for hooks, and derives from the French "Gache."

Holystone

The sandstone formerly used for scouring ships' decks, got its nickname from some witty Sailor who declared that as its use always brought a man to his knees, it sure must be "HOLY."

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