

Direct Line

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"To The Senior Enlisted Leadership of the Navy"

February 1997

Right Priorities/Creativity Key to CMC Success

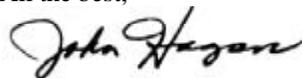
The successful Command Master Chief is intimately involved in dozens of programs within the command. It is often difficult to prioritize these programs, but several are so that they merit constant attention and must never be neglected in favor of "emergent issues." The Professional Development Board, the Sponsor Program and Command Managed Equal Opportunity (CMEO) are all in this category.

They are also too important to be delegated to anyone. The CMC/COB must retain control and personally manage each of them, including maintaining custody of files and approving every deviation from policy, etc. These are all fundamental, required programs and each has great high leverage potential (a small investment in better organizing and running the program can produce huge gains). Each requires the full support of the entire Chiefs Mess, especially the leading Chief of each department. The same personal involvement (no delegation) requirements apply to the departmental leading Chiefs/Senior Chiefs/Master Chiefs. Each requires regular, methodical attention. These programs must be run 12 months a year and may not be put into "lay up" until deployment, or E7 test results or after OPPE or for any other reason.

In this issue I discuss each of these areas briefly and I solicit your feedback and recommendations on what makes your program work well. Please write or fax in your responses. I will share your recommendations via "Direct Line." We can gain Navy-wide improvement in these areas by sharing good ideas widely.

"Direct Line" allows me to emphasize priorities and throw out a few ideas, but if you respond by sharing successes and helpful recommendations, we can begin a dialogue which will make us all better. Please share this edition with all your Chiefs and with your CO and XO and stay in touch.

All the best,



"Master Chief"
William Perry
Honored by
Senior Enlisted
Leaders
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- Naval Heritage/Core Values Reading Guide
- Enlisted Warfare Qualification

The Inside Story . . .

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Sponsor Program Requires Constant Attention From CMC: Dividends Well Worth the Investment

I would challenge each and every CMC/COB to take a hard look at your command sponsor program and see if it is as dynamic and effective as it should be. How? First, you, the CMC or COB, must oversee the program and you must have a system which ensures every prospective gain gets the requisite attention and begins to look forward to checking-in as soon as they begin hearing from their sponsor and command leadership.

The process begins at the first indication that a new Sailor is heading your way. Immediately, their name is placed on the command muster sheet under the heading "Prospective Gains" along with the current date and the method of notification (E-PAD, advance copy of orders, detailer phonecon or prospective gain phonecon). By the third day, a sponsor should be assigned and the sponsor's name listed on the muster sheet. By the seventh day (sooner if possible), the "Welcome Aboard" package must be mailed.

Selection of the sponsor is obviously very important to the overall success of the program. It is simply not smart to rotate this duty. The CMC/COB should personally approve sponsors.

The sponsors first duty is to write the prospective gain a short, personal letter. The sponsors personal letter is included in the initial "Welcome Aboard" mailed by the CMC. This allows you, the CMC, to personally QA the letter and package and to ensure the "Welcome Aboard" package is complete, (CO letter, Ombudsman letter, etc.) and is in the mail. After the sponsor package is mailed, add the mailing date to the muster sheet. Leaving it up to the sponsor to mail provides opportunity for failure and doesn't permit adequate CMC QA.

Use the muster sheet to continue to track the progress of the prospective gains all the way through check-in and the indoc process (and the completion of general damage control qualifications for afloat commands). This

use of the muster sheet allows the command leadership (CO, XO, CMC) to note the status of the Sponsor/Indoc process at a glance and allows for easy audit of the current status.

I utilized this muster sheet form of tracking, control and audit and found it very effective for a cruiser. Some common sense modification may be required for the extremely large command. This highly visible command working document is a great forcing function to keep this important program on track.

- Sponsor package should include a brief, easy to fill out, questionnaire (a few blocks to check) for the prospective gain to fill out and mail back in a self addressed stamped envelope. When it is received, add that information to the muster list along with any change to the confirmed report date if appropriate.

- Have the sponsor provide you his or her introductory letter and place it in the "Welcome Aboard" package last in a way that it will be easily spotted upon opening.

- Include brief letters from the CO and CMC/COB and Ombudsman. A signed form letter is okay as long as it is brief and contains useful information (phone numbers, etc.).

- Don't fill the "Welcome Aboard" package with redundant superfluous, tourist brochures, maps, phonebooks, etc. This is a common practice, but simply causes the envelope to burst, confuses the recipient and renders the basic, important information more difficult to find and less meaningful. You and the sponsor know which are the important questions on the mind of the prospective gain. Be sure they are answered and all the important phone numbers are correct and highlighted. If you are at all likely to be underway, be sure to include the group squadron or wing duty office and Chaplain numbers.

- Consider making a 5-8 minute videotape which introduces the prospective gain to the ship/squadron, homeport, etc. and is mailed after firm contact is made. It can be reused and periodically updated. You probably already have a reasonable amount of file

Direct Line

Master Chief Petty Officer of the Navy
Bureau of Naval Personnel, PERS-00D
2 Navy Annex, Room 1046
Attn: JOC Cleve Hardman
Washington, DC 20370-0000
(703) 695-5591 Fax: (703) 693-8471
e-mail: p00d1@bupers.navy.mil
Your contributions and feedback are welcome.

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Sponsor Program Ideas That Work

footage which could be combined with a CO, CMC cameo and some footage of the base, housing areas, local community, etc. Such a video introduction is bound to be carried home on leave and shown to Mom and Dad and even the local church or civic club.

- Don't be reluctant to use the same individuals for repeat sponsor assignments (within reason). This is a duty which not everyone can or should be assigned.
- Don't assign junior (non-rated) Sailors as sponsors unless you have a quality assurance back up. Many young Sailors are just not mature enough to do this job right. Occasionally, sponsors run into very challenging, complex circumstances and are required to give advice about subjects ranging from changing reporting dates to family advocacy and discipline related issues.
- Ensure the sponsor contacts the prospective gain by phone at the earliest possible time. This is important, but not a substitute for the sponsor letter even if phone contact is made first.
- Update the prospective gains list daily and add all appropriate new information. Leave prospective gains on the muster sheet until arrival and then shift them to the "I" division list.
- Add names to the prospective gains list from every source including word of mouth phone contacts from the detailer etc. Some will turn out to be "false leads," but it ensures that you are contacting every one at the earliest time.
- Recognize those sponsors who repeatedly do an outstanding job in carrying out sponsor duties. They merit thoughtful consideration in their eval narrative, appropriate trait marks and perhaps end-of-tour award deliberation.
- Ensure the sponsor has a full list of duties required of them, in time sequence order beginning with the personal letter/phone contact requirement and progressing through getting rack and locker assigned, made up and labeled, name tag engraved, assisting with Navy Lodge reservations, Realtor contact, etc., meeting them on arrival into town (or arranging for an ombudsman or spouses club representative to do so if underway). Sponsor duties include providing all appropriate new information to CMC and ships office for muster list update.

The sponsor program is vitally important and must be managed with vigor. It requires constant oversight and can not be put on automatic. The establishment of a dynamic and effective program is the CMC/COB's responsibility. Certainly a sponsor program coordinator (perhaps the CCC or someone in ships office or Admin division) can be helpful by ensuring "Welcome Aboard" packages are stock piled and tending to other details, but the CMC must always be personally involved. Further, the CMC/COB should be among the very first people to greet the new arrival on check-in.

Sample Muster Sheet Section

PROSPECTIVE GAINS

<u>NAME</u>	<u>RATE</u>	<u>DUE</u> <u>NLT</u>	<u>HOW</u> <u>NOTIFIED</u>	<u>LETTER</u> <u>SPONSOR</u>	<u>WELCOME</u> <u>PKG &</u> <u>ADDITIONAL</u>	
					<u>MAILED</u>	<u>INFORMATION</u>
Adams, Scott	HMC	11/2	Bupers Orders 7/29	HMC Brown	8/1	Currently at IDC
Mills, Elmer	RMC	12/15	Detail. Phoncon 7/30	RMC Smith	8/9	
Ervin, Joe	OS1	10/1	EPAD 8/4	OS1 Shot	8/15	Rpts via ATACO
Hayes, Bill	HT3	11/1	Detailer 8/7	HT1 Milstead	8/20	
Smathers, William	LT	8/11	Bupers Orders	LT Shinego	8/15	SWOS DHC
Cross, Michael	FC1	11/15	Bupers Orders 4/10	FCCS Lash	4/20	Currently @ Dahlgren

Professional Development Board Chiefs Mess Makes It Work : CMC Leads Effort

Although there is plenty of guidance available for the professional development board, this program must meet the specific needs of Sailors at your command so be flexible, energetic and creative.

Professional Development Boards are vitally important ashore and afloat. It is particularly disturbing to visit a command that does not conduct the Professional Development Board regularly. Convening this board based solely on an "as required" basis is guaranteed to fall short. Schedule the PDB monthly and work it hard, much of the work is done prior to the PDB meeting to ensure all the right people are there and are prepared.

There are many ways to run a successful PDB program, but you must use the PDB to deal with specific Sailors and their individual issues, such as repeat PNA, test failure, constantly failing to be selection board eligible, etc. Use the Professional Development Board across the widest spectrum of issues and track them all. (While the most common use of the PDB is to assist striking non-rates in qualification for schools and earning a rating, it is only one of many valid and vital uses.)

A memorandum of PDB results should be immediately routed for the CO's approval and comments and then to all concerned for action. Caution everyone that PDB recommendations are not firm until the CO approves them. The CMC should keep a complete file of the original and the Command Career Counselor (CCC) files of individual cases should contain copies of the appropriate CO approved PDM memorandums.

Often you must look beyond those desires of Sailors and determine what is in the best interest of the Navy and the command. All too often, the PDB must guide the striker toward a rating other than the one they have been preparing and hoping for. The PDB must carefully review the Sailors full qualification and suitability for the rating and the rating health and true Navy needs. This is often the case in recommending gen dets ashore for an appropriate rating. Review their qualifications and you will often find it is in everyone's interests to steer them in a sea intensive rating where they will be needed. Too often, young Sailors ashore drift toward the admin/supply ratings or get bad advice and look for shore intensive or small "specialty ratings" (photographers mate, intelligence specialist). It is the PDB obligation to assertively counter any well intentioned bad advice and seek a balance between the needs of the Navy and the young Sailor's desires.

The successful Professional Development Board must be run by the CMC/COB and may not be left to the Command Career Counselor. While the Career Counselor is an important part of the team, the PDB requires the energy and motivation of an involved CMC/COB to keep the program on track and moving forward.

- Require the use of the "Goal Card." Review the "Goal Card" of all first term PDB subjects.
- Follow up with each PDB subject is essential. At a minimum, begin each PDB with a review of all outstanding business from the previous sessions.
- The PDB should consider all LDO packages and make specific comments to aid the CO in endorsing these important applications. It is important that the members of the PDB concur that an LDO candidate is ready to be a division officer on your ship. If not, give them frank feedback and recommendations and provide the CO with your assessment. Don't endorse weak candidates in the belief that the selection board will not find them competitive.

In the March "Direct Line"

Naval Heritage Reading Exploration in '96 CPO Initiation Season Leads to New Program in '97

The "Naval Heritage/Core Values Reading Guide" detailed in the May-June '96 "Direct Line" explored the value of a Naval Heritage reading requirement for the CPO Initiation Season. This effort not only validated the need, but also the strong desire for such an initiative. In many Chief's messes, selectees read of our great heritage and discussed our Core Values in that context. In the next edition of "Direct Line," the Naval Heritage/Core Values Initiative will be detailed. I am excited about CPO Initiation Season '97 and predict the Chiefs' Mess will lead the entire Navy in an important way!! Stand by for more details.

CMEO Program:

CMC Must Be The Prime Mover

There is much formal structure in this program - required surveys, focused assessments/command demographic assessments conducted annually. Naval Rights and Responsibilities Workshop must be conducted regularly. Questions and grievances (informal/formal) processed in a timely and relatively inflexible manner. Formal training of key team members is required. There are some relatively inflexible guidelines, but still there is much room for creativity and it is essential to tailor program execution to the command. It is, after all "Command Managed"!!

Contradictions abound; It is needed most when it is least used . . . It is easier and less burdensome when it is run all the time (as is required) and not "geared up" when needed and then put back into "lay up" . . . The need for the program is greatest when the commands' ability to support it is at a minimum. In short, it meets all the criteria for the CMC's short list of priorities.

The CMEO team is relatively large, including the Command Training Team (CTT), Command Assessment Team (CAT), and includes by requirement the CO, XO and CMC. But the CMC really must be the program manager, the lead agent, the constant forcing function for the accomplishment of program goals. No one in the command is better positioned to be at the center of the CMEO activity. In fact, the bottom line summary description of the goals and objectives of the program is remarkably similar to the general description of the CMC job.

- The CMC must have a high profile in the program including personally teaching in the NRR workshop - (a cameo appearance will not do) - take one or more lessons not occasionally, but every time.
- The CMC must also be immersed in the CAT taskings, especially in the analysis of the results and formulating command response to demographics and surveys.
- The program must run year round. The original demographics are simply updated with each check in and check out. The exhaustive effort to achieve an accurate demographic data here need not be repeated. NRR should be taught monthly or whenever there are more than 10 new gains.
- Make the results of the semiannual assessment available to the crew. Be sure and include appropriate explanatory footnotes. If a specific minority has disproportionate XOJ or NJP, it is absolutely essential to further evaluate this data and illuminate your findings, good or bad.
- For example, if 10% of all hands went to mast, but 25% of all Afro-Americans received NJP, this is disturbing data. But when it is footnoted to explain that 85% of all mast cases were E4 and below and 55% of all E4 and below are Afro-Americans then the data is saying something very different. Leave no room for your crew to misinterpret the data. Use POD notes, GMT, bulletin boards, Captain's call, etc. to get the word out.
- Ensure that NRR facilitators formally prepare to teach this lesson - and that only capable instructors are assigned this duty. Standing in front of a class reading a lesson guide wastes everyone's time. QA the course, critique sheets are not normally useful as newly reported Sailors are reluctant.
- Don't teach the NRR workshop in generic terms. Tailor the lessons by using command specific examples; for instance, explain leave and liberty right and privileges in terms of our command policies; to accumulate 30 days a year is a RIGHT, when you take it is a privilege granted by your CO after considering the Chain of Command recommendation. Use command related examples whenever possible. Remember, most Sailors have probably been to many NRR classes. They are bored with general policies, but they are very interested in their new command policies. You must find a new way of presenting the policy.
- Ensure all hands attend NRR workshops. Permit no exceptions. Personally conduct the muster and do not permit it to commence until all hands are present. Division officers and Chiefs will sometimes need convincing that yes they have to go. Make them understand that they have a responsibility to participate and make it a better class. If necessary, hold the class on station while you do whatever is needed (page them by name if necessary) to muster them in the class. Exceptions simply validate that the class isn't meaningful or worth while.

CMC Selection Board: Prospective CMC's Be Persistent

The revised Command Master Chief selection process has been utilized three times now and meets again in May '97. The results so far have been extremely positive. Both the number and the quality of candidates at all three boards has exceeded expectation and has made selection very competitive. Since all selected into the program automatically generate an advancement quota in this rating, the detailer is no longer a factor (with the exception of nuclear power ratings with less than 20 years service who have not served one tour of duty in rate as an E9). There is, however, stiff competition for the quotas and the selection boards to date have been challenged to select the "best qualified." The following is important feedback from the first three selection boards:

- Candidates not selected should quickly resubmit a package for the next board. The boards have been very, very competitive. Often non-selection was based on very close comparison with others in the "crunch zone." The "crunch zone" (that number of candidates 10-20% above and below the cutoff) has been rather uniform. Upwards of 50% of the non-selected candidates were fully qualified and were only separated from those selected by the narrowest of margins.

- Board results have also proven that persistence is rewarded. In one case, a Master Chief was not selected on the first or second board, reapplying each time with a slightly refined package and a convincing personal statement. He was selected by the third board, even though competition was keener than on the two previous boards. He sought feedback and advice and when told that his photo indicated a possible weight/body fat problem, he responded by losing a few more pounds (he was "within standards" in the beginning) and taking great care in the photo preparation. Several others were selected on the second board.

- The photo is important. Nothing casts doubt on the potential to be a true role model quite as quickly as being (or appearing to be) out of standards or not wearing the uniform well.

- CMC candidates who have not served at sea in the Chief's Mess are considered and selected based on potential assessed in the record review. When selected, they do not count against the quota, but are accounted for by reducing future board quotas after they satisfactorily complete their preparatory shipboard tour and are then assigned to a CMC billet. This provision is working well.

Currently, CMC program health is very good with few or no gapped billets. This is a dramatic improvement. Future selection board quotas will, of course, vary with the need. But selection opportunity is expected to be between 40-60%. The CMC instruction is currently in revision with minor changes expected in the application process.

Soldiers', Sailors' and Airmens' Club Welcomes You To The Big Apple

If you are planning a visit to New York City, there is one location offering you a great deal on accommodations. The Soldiers', Sailors' and Airmens' Club provides low-cost lodging to Sailors and their families visiting Manhattan.

The nonprofit facility is located in the upscale and historic Murray Hill section of New York City. The club is open to all active-duty troops, reservists, retirees, honorably discharged veterans, and families of military members, including widows and widowers. Relatives and friends visiting patients at Veterans Administration hospital are also eligible.

Rates vary, depending on status. Active-duty enlisted members pay \$30 a night, \$35 on weekends and holidays. Rooms at a hotel a few blocks away cost about \$200 a night plus tax.

Club facilities are not luxurious. There are not televisions, telephones, showers, or bathrooms in the rooms. Each floor has a shower and bathroom for men and one for women. The club may not be fancy, but it's clean, it's safe and the price is right.

For reservations or information, call 1-800-678-8443.

Relocation Assistance

Timely information about new duty assignments is available through the Standard Installation Topic Exchange Service (SITES). This electronic computer service provides specific information to help Sailors and their families settle quickly and effectively into their new communities. In turn, Sailors are able to quickly focus on unit responsibilities.

An upgrade to SITES II is underway to enable the program to run in a windows environment. This will enable program managers to assist families and single personnel in obtaining specific and timely information about their receiving communities.

"The Right Spirit" Campaign Task Force

The "Right Spirit" initiative is underway. A Fleet Working Group Task Force met under the Chief of Naval Personnel last year. Consider the top six challenges facing operation "Right Spirit" and a summary of the thoughts of the working group. Remember this is a summary of lengthy discussions on complex subjects, but I hope it communicates that we are working hard.

EMPHASIZE PERSONAL RESPONSIBILITY

Recommendations: Define and incorporate into policy, reasonable, enforceable, understandable guidelines for responsible behavior. State clear expectations and standards for responsible drinking, and realistic, achievable goals for Navy-wide adoption by all hands. This should be done regardless of rank or rate, as well as stating the consequences for not adhering to these standards.

INSTILL LEADERSHIP BY EXAMPLE

Recommendations: Define characteristics of a leader for all hands to include communicating expectations and holding all hands equally accountable for alcohol-related incidents. (Know your people and empower them; communicate benefits of being responsible; break down sub-cultural barriers; focus on eliminating policies/practices that enable alcohol abuse; intervene before there are problems; be a role model and mentor.) Need to more clearly define an "alcohol-related incident" (another major task).

ELIMINATE ALL PERCEPTION OF STANDARD BY RANK FOR DISCIPLINE OF ALCOHOL-RELATED INCIDENTS

Recommendations: Develop and incorporate into policy, standards for all Sailors and enforce equal accountability, reporting of infractions, and equity in punitive action for failure to report incidents. Ensure all alcohol-related incidents are reported on DAARs (Drug and Alcohol Reports); implement regional coordinators' tracking of DAARs. Implement mandatory reporting, CNO special interest item for inspection; include in leadership training. Review burdensome reporting system.

ALTER ATTITUDE REGARDING ABSTINENCE AND RESPONSIBLE DRINKING

Recommendations: Clearly define and incorporate into policy, guidelines for responsible drinking for all hands, and steps leadership can take to address members not conforming with those expectations. Emphasize drinking is not central to Navy traditions and abstinence is acceptable. Create and market standards for deglamorization and for a healthy lifestyle. Change attitude of letting the problem continue and heavy drinking is the Navy way. Early treatment is good for a career.

ENSURE ACCOUNTABILITY OF ALL HANDS (LEADERSHIP/COMMAND/SHIPMATE/PERSONAL)

Recommendations: Clearly define expectations and standards of conduct across the board and establish guidelines for holding everyone accountable. Clarify consequences for breakdown of good order and discipline.

ENSURE DISCIPLINE IS PROMPT AND APPROPRIATE

Recommendations: Define appropriate disciplinary and administrative actions and ensure uniformity of discipline across the board.

"Right Spirit" is about Sailors thoughtfully choosing to use alcohol, not drifting into alcohol use. It is about never drinking to excess. It is about taking care of one another. It is about obeying the law. It is not about prohibition. It is about setting high expectations for Sailors and then helping them to measure up. Please tell me about successful command initiatives and leadership responses so I can share them with the fleet.

Roger That

"All of us in khaki live in a glass house. Everything we do is visible to all hands. Our ability to influence young Sailors simply by the way we conduct ourselves every day is phenomenal. It's great, make the most of it."

**ADM Jay L. Johnson, USN
Chief of Naval Operations**

Blacks in The Navy:

A Proud Part of Our Heritage

From mid-January through mid-February we celebrated "Black History Month." Navy-wide we turned our attention for a few minutes to the contributions Black Sailors have made to our Navy and our nation. A study of the sacrifices of Blacks and the evolution of civil rights in our Navy speaks volumes about our heritage and our core values. Seek out books like "Proudly We Served," "The Golden Thirteen," and "On Watch" to gain a full understanding of this history. You will learn a little history, but more importantly, Honor, Courage, and Commitment of yesterday will shine through and illuminate the issues of today. Following are four vignettes which I personally found interesting during reading this month:

CIVIL WAR NAVY

Statutory law specifically provided for the enlistment of free "persons of color" in the service and it is estimated that 8% of the 118,000 men who entered the Navy during the Civil War were black. Unlike infantry regiments which were raised in specific communities, Naval crews of the Civil War were melting pots that threw men of all different nationalities, races, and ages together.

UNION NAVY SERVICE PRIDE

One proud and obviously well educated black Sailor, using the pen name "Henry Reef tackle," took the editor of New York's black newspaper, "The Weekly Anglo African," to task for only reporting on the black infantry:

"You are aware, probably, that there are about 15,000 colored Sailors in the navy. Some ships being entirely manned by them, excepting officers. I suppose you have no able Naval correspondent. I don't think you would disparage one arm to exalt the other."

EARLIEST RECORDED GRIEVANCE??

Another black Sailor, N.W.J. Davis, serving aboard U.S.S. Ohio, related for the same paper a story of lower deck racial abuse which was reported to the ships Commanding Officer:

"We soon after heard the boatswain's mate pipe all the colored men to muster . . . we met with the executive officer. He said that the Captain wanted them treated fairly. If we were ever interfered with, to report the offender and he would punish the offender severely . . . These two officers are gentlemen in every respect. God bless them. The colored men of our Navy should be proud of these gentlemen."

This information, taken from "The American Heritage New History of the Civil War," by Bruce Catton, may be one of the earliest recorded instances of a grievance reported and resolved. When taken in the context of the time, the resolution was most satisfactory. In fact, American history is filled with prominent African-Americans who have served proudly at sea.

FIRST TO THE POLE

Matthew Henson left Maryland at the age of 12 to discover the world from the decks of the Merchant Marines. Through his teenage years while living a difficult life at sea, Henson taught himself mathematics, navigation, the classics, and learned several languages. He later met and befriended Admiral Robert Peary and joined him as valet on expeditions of Nicaragua and the North Pole. In 1909, it was Henson who actually reached the North Pole first, planted an American flag on top of the world and awaited his partner, Admiral Peary. Today, a USNS oceanographic research ship is named for this great explorer.

PROUD IN SPITE OF THE BIGOTRY

Late in World War II, USS MASON was manned with all white officers and an all Black crew. In the days when segregation was the law of the nation, Mason was really an experiment in the fullest use of all available manpower. By incorporating African-Americans into a fuller role in wartime Naval service, USS Mason proved what the enlightened already knew. They were competent, patriotic Sailors needing only an opportunity to prove it. Mason served honorably through several Atlantic patrols. Most significant to me is the title of the book detailing the story of the destroyer escort through the personal experiences and accounts of the crew members. Despite the culture of discrimination and prejudicial customs and laws which required an all Black crew to serve under white officers in order to serve in all ratings. Their story is bound under the title: "Proudly We Served: The Men of USS Mason," by Mary Pat Kelly.

TUMULTUOUS TIMES

Perhaps the most significant period in our Navy's history in terms of civil rights occurred during the late 60's through the mid 70's. Racial unrest was prevalent throughout the Navy during this tumultuous period and violence was not uncommon. Admiral Elmo Zumwalt inherited this unrest when he became Chief of Naval Operations. His resolve and courage in addressing the real issues put the Navy at the forefront of civil rights. You can read about these efforts in his book, "On Watch."

Single Sailor Program Headed in Right Direction

A great deal of progress has been made in recent years balancing the pay, allowances and benefits for our Single Sailors. This important group had long been neglected. The most significant recent gains include:

- BAQ/VHA for shipboard single E6's effective 1 July 1996
- BAQ/VHA authorized for shipboard single E5's effective 1 July 1997
- New "1 plus 1" barracks standards adopted and being phased in Navy-wide

The goals for the future include:

- Increased recreation, leisure and VOLED options targeted at single Sailors
- Free pierside laundry facilities co-located with a variety of leisure and recreational alternatives
- Personal gear storage options for shipboard single Sailors
- Long-term automobile storage options for shipboard Single Sailors

As efforts continue in this important endeavor, it became clear that we needed an individual to spearhead and coordinate this effort. A position in PERS-6 was created as the "Single Sailor Program Coordinator." AFCEM(AW/NAC) Al Williams, former CNET Force Master Chief, was selected for the job and he is now fully engaged in making life better for Single Sailors. This is an essential element of our overall quality of life master plan and is making our great Navy even better. Master Chief Williams is located in Washington, D.C. and reports to PERS-65 (Captain Jarrell) in Millington, Tennessee.

The current Single Sailor Program emphasis is the direct result of a need identified by the Secretary's QOL Master Plan Single Sailor working group. In the past, the attention to the needs of the Single Sailor have been subordinated to the programs focused on families, at least partially because Single Sailor issues lacked a dedicated sponsor and advocate. As the Program Coordinator and advocate for Single Sailor initiatives, he will assist in developing, communicating, and implementing initiatives that enhance the overall QOL for Single Sailors. His focus will be in MWR, compensation, habitability (afloat and ashore), voluntary education issues and other areas related to Single Sailor QOL.

Master Chief Williams is working closely with CMCs/COBs and MWR Directors to provide the best possible support, programs and services to all hands, but especially the Single Sailors.

In the months ahead he will be meeting and working with many of you. You can contact AVCEM(AW/NAC) Williams at (703)614-2810, DSN 224-2810 or by FAX at 223-4199.

HARP Program Expanded

The Hometown Area Recruiting Program (HARP) is now available to Sailors of all ages. This program affords Sailors the opportunity to return to hometowns to share Navy experiences in support of recruiting efforts.

The Bureau of Naval Personnel has lifted the age limits on the program to allow more experienced Sailors to assist recruiters in their hometown by visiting friends and community leaders.

The program has proven effective for all Sailors, but critical manning in certain ratings has prompted a request for volunteers from the following to participate: ABE, AE, AW, CM, CTA, CTT, DS, ET, ETS, FC, GSE, GSM, JO, MM(SS), OS, RM, SM, and STS. Nuclear field and TAR Sailors are also desired.

For more information, visit your Command Career Counselor or see OPNAVINST 1300.16A or NAVADMIN 045/96.

Roger That

"I really like the goat locker moving out to take the major role in shaping the troops and managing the business."

The Honorable Robin Pirie, Jr.
Assistant Secretary of the Navy
(Installations and Environment)

Writing in response to reading the "Direct Line - Special Edition" for CPO Initiation Season '96 and the commitment to instilling Navy Core Values in every evolution of the Initiation Season.

Uniform and Grooming Corner

Confusion continues to exist as to the definition of Organizational Clothing and what type of item this includes. For information — Navy Uniform Regulations (NAVPERS 15665I) Article 6801.1 defines organizational clothing as “any clothing loaned to an individual by a naval activity. This clothing remains the property of the Navy and is returned to the activity when the individual is transferred. Organizational clothing is worn WITH WORKING UNIFORMS ONLY while performing duties for which the organizational clothing is designed.”

Some specific organizational clothing includes: coveralls, green flight jackets, brown leather flight jackets, flight suits, foul weather jackets, green (submarine) sweaters, and foul weather rain gear. Uniform regulations authorizes **ONLY** the brown leather flight jacket for wear with some Service Uniforms. Commands must prohibit the wear of organizational clothing while commuting or while wearing any Service Uniform (with ribbons). Specifically, the green flight jacket is not authorized for wear with any Service Uniform. This jacket is to be worn with working uniforms only and only in the environment for which it was issued.

Supervisors have total responsibility for setting the standards for uniform wear. We simply cannot afford any bad examples violating organizational clothing requirements. Junior Sailors look to us for guidance, and when we ignore the policy, they understandably feel they can ignore it also. Good order and discipline begins to break down when there is any perception of double standards. When leadership violates clearly understood rules, it is more than a perception.

Shape Up Appearance - Shape Up The Navy

As I travel throughout the Navy, it is too often apparent that, our minimum uniform standards are not being adhered to consistently. Compliance with Navy regulations governing proper wearing of uniforms is the responsibility of the individual Sailor. This is a fundamental leadership issue of education, esprit, pride and discipline. Our uniform guidelines are adequate baseline for good standards of appearance. Sadly, in many areas we have fallen below this baseline.

The Navy uniform, both working and dress sets us apart. It is part of a long standing tradition related to function, morale and pride. Uniform standards require our collective attention. At a minimum, we as leaders must:

- 1) Know what the standards are
- 2) Teach them to all hands and
- 3) Enforce them (the most difficult of all)

While this sounds simple, evidently it is not. The way to improvement is through constant attention and true accountability. Some of the most frequent uniform problems noted are:

- Improper wear of green nylon jacket. It is organizational clothing and must be worn accordingly. Organizational clothing is not authorized while wearing any liberty uniform.
- Female hair worn in violation of the standard (beret, bulk and style requirements are specific and understandable). When long hair is put up in uniform, it

must be tight and neat. If it is too hard, cut it shorter.

- Mustaches not trimmed clearly inside the standard. Wearing a mustache means trimming it daily. If that is too much trouble, shave it.

- Low cleanliness standards. (Exchange visits in soiled uniforms.)

- Poor physical maintenance. Worn out and occasionally faded dungarees must be discarded. If they did not meet a reasonable life expectancy, return them to NEX Uniform Shop and they will replace them.

- Ball caps worn with service uniforms (service khaki/winter blue) or the wrong color ball cap. Navy blue is the only authorized color for wear outside the command. Get your command in compliance. (Exotic non-regulation ball caps are great for civilian wear.)

- Wearing flight suits to off-base establishments.

- Male Sailors wearing earrings while in civilian clothes on military facilities (Navy Exchange, clubs, gyms, etc.) or at any location/function which may be considered official.

I was recently looking over an old cruise book (1971) and realized that we have come a long way in grooming uniformity and neatness, but still there is a way to go.

We must comply with existing basic standards. We spend enormous energy building unit pride and teamwork. Pride in our appearance is part of that equation. Let's get a handle on the basics of our business.

Great Leaders Understand Uniforms

“Good Petty Officers know what their uniform, their Navy and their flag stands for. They are proud members of the best fighting organization in the world - the United States Navy.”

**- ADM Arleigh Burke
Former Chief of Naval Operations**

A Helping Hand During a Time of Need

At a time of family crisis, airlines are often ready to provide a helping hand. When there is a death in the immediate family many airlines offer a "bereavement fare." This fare varies from airline to airline, but there are some important considerations to remember that can be helpful.

These special fares apply only to immediate family members. This means a grandmother or closer relative. When making travel arrangements, you will be required to provide verification to the airlines. The verification would include the name of the deceased and their relationship. You must also provide the name, address and phone number of the funeral home. In many cases the airlines will accept a red cross emergency message as verification or a newspaper obituary notice.

The fares offered will vary from airline to airline. However, in some cases the military rate is actually cheaper. If you make travel arrangements directly with the airline and ask for the "bereavement fare," you will only be offered this fare, not always your cheapest fare. The easiest way to ensure you are getting the best available fare is to work directly with your Sato leisure travel section or a travel agent. Be sure to tell your travel agent that you are a military member, going on emergency leave in the event of a death in the family. Your Sato representative or travel agent will research the best available fare to save you money.

Pace Works! Plenty of Proof Available

"It's difficult to do on a small ship — especially when you work in engineering — but, I did it," a USS DEFENDER (MCM-2) Sailor said.

What did DEFENDER's EN1 Elvis Hubert do?

He completed academic skills courses through Programs for Afloat College Education (PACE). He took those courses to better prepare himself for taking the ASVAB.

His shipmate, MS1 Jimmy Morian, also took PACE courses. But Morian's goal was to earn his GED. "I want to go into a different field when I get out of the Navy in eight years," the 12-year Navy veteran said.

The first step for Morian was to earn his GED. He now plans to begin working on his new career field goals and recommends Sailors take advantage of PACE.

"I learned a lot and was able to pass the GED exam easily," Morian said. "I just wish it hadn't taken 12 years to do it."

PACE can help shipboard Sailors prepare for college-level courses, the GED exam, SAT/ACT exams and the ASVAB test.

"Because of our deployment schedule, PACE is the best opportunity for Sailors to get ahead," said ENS Donald Cooper, DEFENDER's education services officer.

Recently I audited a random cross section of Sailors who had completed Academic Skills Refresher (Basic or Functional Skills) and then re-taken the AFQT two months later. Twenty-three of 25 raised their score. One remained the same. One decreased. Six increased by 20 points (one from 35 to 62) and 12 increased by more than 13 points.

Instructors Needed For NJROTC

The Navy is looking for instructors for its Naval Junior Reserve Officers Training Corps (NJROTC). Instructors teach Naval subjects, organize field trips and practice drilling.

Certification applications for the May certification board are due at Chief of Naval Education and Training by March 15. If you are in paygrades E6 through O6, and will retire from active duty within the next year, you may be eligible for certification.

Service members may be eligible for certification up to six years after retirement.

If you are interested in helping today's youth meet life's challenges, this position may be for you. For more information, call DSN 922-4947, ext. 305 or (904) 452-4947, ext 305.

Earning The Title For Life

Our Navy is composed of active duty members, retirees, reservists, and civilians. All are valued members of the Navy team that defends our nation operating forward, from the sea. Each member of our professional team deserves to be treated with respect and courtesy.

Several hundred thousand Navy retirees are still active and valuable contributors to our Navy. Many now work for the Navy in civilian positions. Others support education programs, and provide forums for the exchange of ideas which further the goals of seapower. More than one million volunteer to help in our medical facilities, libraries, child development centers, and community activity centers.

The retired officers and noncommissioned officers of all services earned their ranks through hard work and determination. They endured hardships, made sacrifices, and often risked their lives in serving our country. Our Navy retirees laid the foundation for the world's premier naval force. Many remain eligible for recall to active duty in times of national crisis.

We owe these dedicated professionals, who have given so much to our Nation, the courtesy of using the rank they earned. So, it is absolutely fitting to use the appropriate rank when addressing retired officers or Chiefs or Petty Officers who introduce themselves by rank when coming into the clinic for medical care or calling for assistance. As a course of habit, I encourage it because it accurately reflects the esteem with which we hold our retirees.

While some may consider this a small thing, it is an important concern for retired Navy members and it is important to me. Our retirees believe they earned their rank for life and should be addressed accordingly—and, I agree with them. So, I urge all Navy people to realize that military retirees from every service deserve to be called by their military rank. It is rightfully theirs because they earned it...for life.

The preceding article was adapted from an article by Gen. Ronald R. Fogleman, Chief of Staff, United States Air Force, as published in "Afterburner," September 1995.

Operation Right Start: Puts Sailors on Track For Success!

The Navy's Morale, Welfare, and Recreation division is working to help our youngest Sailors start their careers on the right track with a new initiative called "Right Start." "Right Start" is designed to introduce new Sailors to all MWR has to offer. This innovative program offers Sailors a chance to try out some of the leisure activities available and MWR the opportunity to make that all important good first impression.

The first step in the four pronged approach is offered at Recruit Training Command, Great Lakes. New recruits will view a brief six minute video full of information about available MWR services.

The second step provides instruction in fitness and lifetime leisure skills. This might include lessons in bowling or racquetball or golf for Sailors who have never tried them. This program is for students in the first weeks of their first school after recruit training.

The program includes plans for an extensive upgrade to the RTC recreation center which offers recruits their first glimpse of an MWR facility.

Most exciting, in the final phase, all 54,000 new Sailors will be provided with \$15 worth of coupons good for purchases of goods or services from MWR facilities. The only restriction is that alcohol and tobacco products cannot be purchased. These coupons offer a great opportunity for Sailors to use recreational facilities, purchase sporting equipment, or buy clothing from MWR outlets. The coupons will be provided to Sailors attending schools at all of the service school commands and apprentice training.

In short, the program affords Sailors an excellent opportunity to get acquainted with MWR facilities and to introduce them to healthy leisure time activities. Follow up on this initiative with a personal touch and try to guide Sailors into healthy off-duty liberty pursuits.

**BRAVO ZULU TO MWR
FOR A GREAT IDEA!!**

Please feel free to communicate any thoughts on this or any other MWR issue. The point of contact is Mr. Jerry Anderson, phone number (901) 874-6634, DSN 882-6634.

Rendering Appropriate Honors to Departed Shipmates

In Fiscal Year 1995, full funeral honors were rendered for 3,373 of our retired shipmates and partial honors for 2,861. This required a significant commitment, especially in areas where a large number of retirees reside.

Navy retirees have earned the privilege of being buried with military funeral honors if desired by them and their families. At a minimum, we are committed to providing one representative, of equal or greater rank, for retirees and reservists (or any rank for veterans). Resources permitting, full funeral honors, rendered by the active duty force, are our first choice to honor our retired shipmates, with the reserve forces as an alternative. Partial honors is our second option for retirees and reservists, again provided by active duty if available, reservists if not.

NAVADMIN 226/96 issued by the Chief of Naval Personnel revised funeral honors and guidelines to ensure that one active duty service member represents the Navy at all of our shipmates' internments within a 100-mile radius of Naval installations. These revisions also specify that adequately trained personnel are always available to render at least minimum honors to retirees, and that honors will be provided when CACS receive requests 48 hours in advance, and that allowance for an overnight absence from duty will be made.

For more information contact your casualty area coordinator. The responsibility to provide the most appropriate funeral honors to our shipmates is a solemn important obligation.

The preparation for and rendering full or partial honors is extremely important. It must be impressed on every Sailor involved that theirs is a solemn duty. They are easing the suffering of the family and honoring the memory of a shipmate. I have seen funeral details "show up and go through the motions" and do more harm than good. The impression our funeral details make at these events is indelible and there will never be a second chance to "do it better." Attention to detail in planning, practice and on site rehearsal and execution is critical. Early arrival at the site, walkthroughs and rehearsals are all necessary. The military appearance and demeanor of the Sailors involved is vitally important. If you are mustering Sailors you do not know, schedule and conduct personnel inspection the day before. The old adage: "you get what you inspect, not what you expect . . ." is very appropriate. Ensure uniformity and ensure that everyone is impressive. CMC QA of this function is important.

Tricare: Family Member Dental Plan

By HMCM(SS) Mike Stewart, Force Master Chief, Bureau of Medicine and Surgery

Recent feedback from DoD/HA and OCHAMPUS indicates that although 87% of eligible families are enrolled, only 46% of those enrolled actually use the service. Obviously, this means that our service members and DoD are paying for a benefit that is not being well used, and ultimately our family members' dental health may suffer. As advocates of good oral health for all our beneficiaries, I ask that our Navy MRF's and DTF's world-wide become much more active in advertising.

United Concordia has recently developed a series of brochures entitled "FMDP Fast Facts," "Start Off With a Smile," "Homeward Bound" and "Moving and Your Dental Care," which will be very useful to you in informing both sponsors and family members of the Plan's benefits. **THESE BROCHURES SHOULD BE PROMINENTLY DISPLAYED IN EVERY MILITARY HEALTH CARE FACILITY WAITING ROOM!** They should also be available at Health Care Consumer Councils, ombudsman meetings and health fairs. United Concordia will be happy to provide you with these brochures, call them at 1-800-866-8499. Please take every opportunity to encourage our family members to take advantage of this valuable quality of life benefit.

Troops to Teacher: Stipend to End, but Program to Continue

The highly successful "Troops to Teachers" program will continue to provide Placement Assistance and Referral service to active duty military even though the stipends to individuals to offset expenses of alternative teacher certification programs, and incentive grants to school districts which hired participants are no longer available.

Those who have been accepted under the previously funded program have funding obligated for their use. However, money for personnel interested in pursuing this program in the future is not available.

DANTES will continue to provide information and assistance to help participants identify school districts which may have teacher shortages and institutions that provide teacher certification programs. Referral lists of applicants will be provided to school districts that are interested in employing "Troops to Teachers" participants. To facilitate this effort, a World Wide Web site is being established for those who have access to the Web. Sixteen states have established placement Assistance Offices and an additional five are planned for FY-97. These offices act as advocates for "Troops to Teachers" participants and provide a valuable link between individual and school district administrators and institutions which provide certification programs.

If you have any questions regarding the Placement Assistance and Referral process, or any other aspect of "Troops to Teachers," please contact Dr. John Gantz, Chief, Troops to Teachers at 1-800-452-6616, extension 155. Or contact via e-mail at ttt@voled.doded.mil

Troops to Teachers State Placement Offices

Arizona	Mississippi	Tennessee
(602) 542-4550 (800) 830-2134 Fax: (602) 542-5388	(601) 359-3459 (800) MISS TEACH Fax: (601) 359-3708	(615) 532-7860 (800) 286-5301 Fax: (615) 532-7860
California	New Jersey	Texas
(916) 323-6511 (800) 984-9707 Fax: (916) 327-3166	(609) 633-0833 Fax: (609) 633-0833	(512) 919-5484 (800) 810-5484 Fax: (512) 919-5374
Florida	North Carolina	Washington
(904) 488-6503 In Florida: (800) 832-2435 Out of Florida: (800) 358-3224 Fax: (904) 487-6591	(919) 715-1148/2537 NC Only: (800) 577-7994 Fax: (919) 715-1153	(360) 664-4084 (360) 753-3222 (800) 743-2357
Georgia	Oklahoma	Wisconsin
(404) 657-7647 Fax: (404) 657-7646	(405) 522-4592 (800) 286-6513 Fax: (405) 522-0385	(608) 267-7329 (800) 947-8387 Fax: (608) 267-0403
Kentucky	Ohio	All Other States
(502) 573-4606, ext. 254 (800) 598-7667 Fax: (502) 573-1610	(614) 752-9447 (800) 852-6064 Fax: (614) 466-1999	(904) 452-1241 (800) 452-6616 (904) 452-1096
Louisiana	South Carolina	
(504) 342-2002/3002/2151 (800) 761-3012 Fax: (504) 342-2464 or (800) 761-2464	(803) 737-2294 (800) 906-4532 (803) 737-2297	

Appropriate Financial Overseas Screening Avoids Future Problems

Sailors and their families are challenged to adapt to a new culture, cope with limited or different housing and support services, and must possess the financial stability and skills necessary for living abroad. Careful overseas screening for all our Sailors who are slated to PCS overseas is vitally important. Sailors arrive at overseas assignments unprepared and unequipped for the unique challenges of duty overseas and are all too often processed for early return or worse. Proper screening would have prevented much of it.

Excessive personal debt will prevent them from adjusting to the higher cost of living sometimes encountered overseas. The change in income can be especially troubling if the spouse's income was a major source of meeting monthly debts. Employment opportunities for spouses overseas, when available, are often below a salary level to which they are accustomed. Although Sailors receive increased compensation (COLA is very adequate) it is often not enough to offset the loss of spouse income.

If a Sailor and/or family are returned early from an overseas assignment because of financial unsuitability, it causes a reduction in command readiness, and substantial increased costs for the Navy. Personal hardship, embarrassment, family discord as well as a negative impact on the Sailors career are almost inevitable. For these reasons, we must ensure that a Sailor's financial stability and responsibility are carefully evaluated as well as the other important elements of overseas screening process.

Here are some criteria to consider before approving an overseas assignment:

- **Debt-to-Income Ratio:** A rule of thumb is that no more than 20 percent of a family's take-home pay should be going to pay debts (other than a mortgage). This should normally provide enough of a financial cushion to offset increased costs overseas. Recent data and research show that if a Sailor has more than 25 percent of take-home pay going to credit and loan payments, the likelihood of early return increases significantly.

- **Overall Financial Status:** A well-trained command financial specialist can determine a Sailor's financial status and produce an anticipated budget for the overseas assignment. Personal financial managers, located at Family Service Centers, are also available to help. It is not sufficient for the screening command to determine only whether a Sailor is currently in good financial position. It must be determined whether the Sailor (and family) can reasonably expect to live overseas on the member's pay without undue financial hardship.

In addition to proper overseas screening for financial matters, it is also important to ensure that medical overseas screening is conducted thoroughly and in an expeditious manner. The officer and enlisted transfer manuals provide guidance for particular situations. Compliance with all guidelines, command procedures, training for all involved in screening, and good, solid advice to the Sailors going overseas will make a difference.

Investigations to Track Unauthorized Absences

New measures are in effect requiring the prompt investigation of all unauthorized absences to minimize the occurrence of desertion, foster the development of effective deterrent programs, enhance apprehension efforts, and provide accurate and timely information for reporting desertion.

All commands are required to document the investigation and make a prompt report to the local Naval Criminal Investigative Service, to their base security, and to the Navy Absentee Collection and Information Center. Full details are contained in NAVADMIN 004/96.

Reports should include:

- circumstances that led to the unauthorized absence.
- circumstances that contribute to continued unauthorized absences.
- address and telephone number of persons who may have knowledge of the member's whereabouts or additional information.
- any other information that may assist in or deter the return of the member to military control.

Commanding Officer cannot always assume missing members left of their own accord. Any unauthorized absence should be investigated immediately to determine the member's whereabouts and the known circumstances surrounding the absence.

Good leaders know and understand their Sailors and worry about them when they are missing. When a UA is illogical and out of character, we must immediately investigate all the circumstances to ensure the Sailor is not in need or in distress.

"Master Chief" William Perry Honored by Senior Enlisted Leaders



Former MCPON's Del Black and Bob Walker pin anchors on the collar of Secretary of Defense William Perry's dress shirt. Secretary Perry wore the collar devices to work at the Pentagon the next day.

Secretary of Defense, Dr. William J. Perry, was named an honorary Master Chief Petty Officer in a night full of recognition from the Navy Senior Enlisted Leaders in November.

A standing room only crowd of more than 250 Sailors jammed the Navy Memorial theater for the program. Dr. Perry's many visits to ships and Navy bases were recounted and his gracious, congenial manner was praised. Earlier in the evening, he greeted each guest in a reception line, exchanging pleasantries, posing for photos, signing programs and graciously thanking Sailors for their service.

Secretary Perry was recognized as an honorary Master Chief as former MCPON's Del Black and Bob Walker pinned anchors on the collars of the Secretary's dress shirt. (Secretary Perry wore the anchors on the collar of his shirt the next day when he reported to work in his Pentagon office, then framed them and they are now displayed prominently in his new office at Stanford University.)

"I want to thank you for this promotion," Secretary Perry said. "Everybody knows that a Master Chief outranks the Secretary of Defense."

Dr. Perry was presented with a large CPO statue specially mounted on a hand crafted walnut base, a special personalized custom designed ball cap and sweatshirt with Navy's Core Values uniquely embroidered and a 12 volume Naval Heritage library of selected enlisted

memoirs. Cathy Hagan, Ombudsman-at-Large to the Navy, presented Mrs. Perry with FRA's Homecoming statue.

The event at the Navy Memorial was the focal point of the CNO/MCPON Senior Enlisted Leadership Forum. Fleet, Force, and CNO-Directed Command Master Chiefs representing the entire Navy are gathered in Washington to discuss a full assortment of policies. The group recognized Secretary Perry's continued efforts to understand the issues of importance to the enlisted force and to take action to rectify shortfalls.

"We have assembled here tonight in a very modest way to say 'thank you,'" MCPON Hagan told Secretary Perry. "During a time of force draw down when one could reasonably expect that compensation and other quality of life issues would be benignly neglected or even purposefully cut, Dr. Perry championed, coordinated, and led the successful effort to ensure that instead of cut backs and losses there have been substantial gains across the board."

Secretary Perry also became the first recipient of a new award, a glass encased enlisted cutlass handsomely engraved with information detailing the history and significance of the weapon. The cutlass was a standard issue small arms item for enlisted personnel onboard Navy vessels from 1860 until it was removed from armories in 1940. The presentation to Secretary Perry by the Senior Enlisted Leadership acknowledged his courageous and skillful leadership.

"No approval means more to me than the approval of our enlisted force," Secretary Perry said. "All Americans can be proud that we do have the best damn Navy in the World." Vice Admiral Dan Oliver, Chief of Naval Personnel, acknowledged that Secretary Perry's legacy will live on through the people left behind. "We have the best damned Secretary of Defense in the world," Admiral Oliver concluded.

When Smokers Quit

Just 20 minutes after you've smoked that last cigarette, your body begins an ongoing series of beneficial changes. If no permanent damage (cancer or emphysema) has been done, the body completely heals itself of the damage done by the many foreign toxins repeatedly introduced.

1 Year

- Risk of coronary heart disease is half that of a smoker. After approximately 1 month for every year of previous smoking, the risk becomes lifelong equivalent to a non-smoker.

20 Minutes

- Blood pressure drops to normal
- Pulse rate drops to normal
- Temperature of hands and feet increases to normal

8 Hours

- Carbon-monoxide level in blood drops to normal
- Oxygen level in blood increases to normal

1-9 Months

- Coughing, sinus congestion, fatigue, shortness of breath decrease
- Cilia regrow in lungs, increasing ability to handle mucus, clean the lungs, reduce infection

2 Weeks to 3 Months

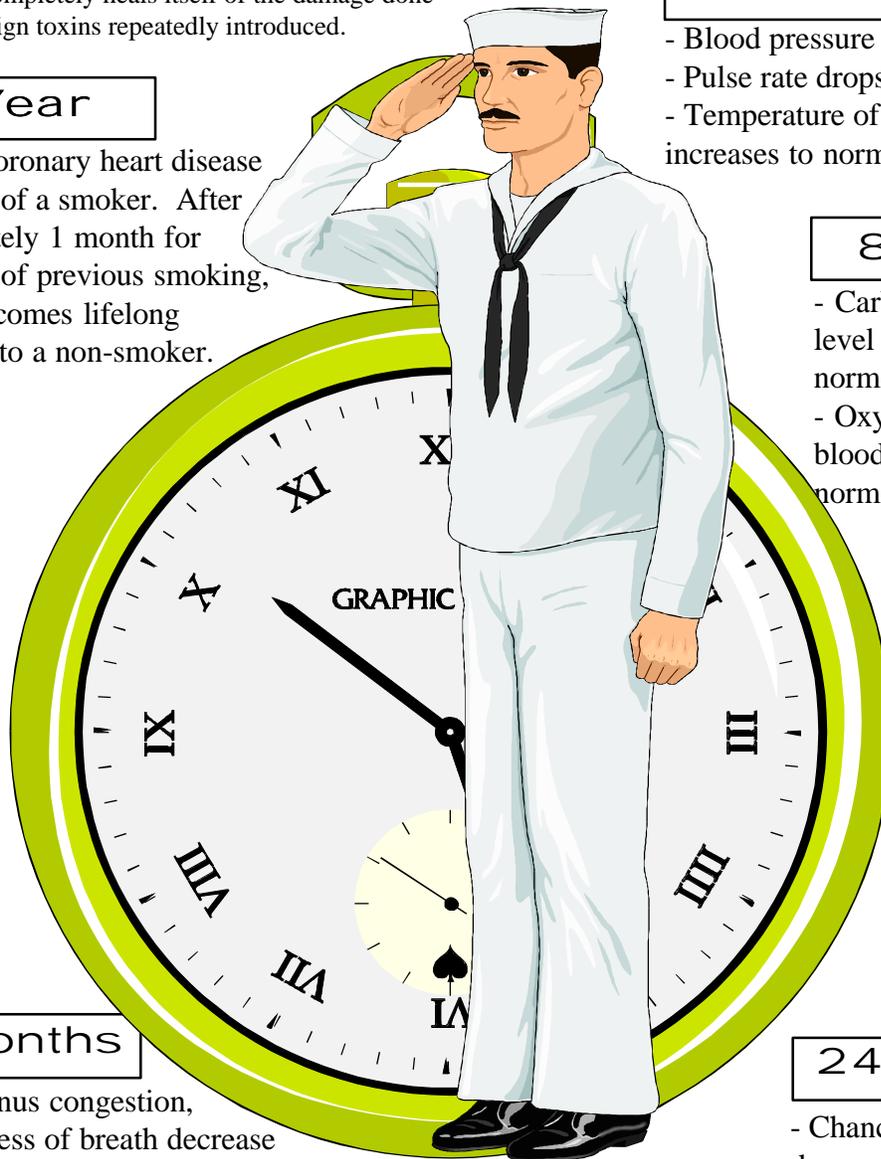
- Circulation improves
- Lung function increases up to 30 percent

48 Hours

- Nerve endings start regrowing
- Ability to smell and taste is enhanced
- Walking becomes easier

24 Hours

- Chance of heart attack decreases



SOURCES: AMERICAN CANCER SOCIETY, CENTERS FOR DISEASE CONTROL AND PREVENTION, AMERICAN HEART ASSOCIATION

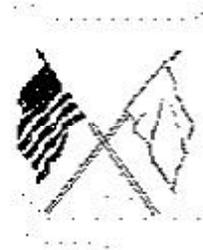
The Proper Use of 'Old Glory'



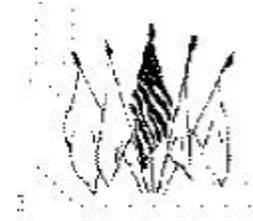
The American flag, when carried in procession with another flag, should be on the marching right - its own right.



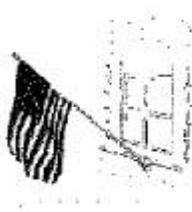
Another flag or pennant may be flown above the American flag only during church services conducted at sea by US Naval Chaplains for Navy Personnel.



When displayed with another flag in the crossed-staff format, the American flag should be on its own right - and in front of the other flag's staff.



The US flag should be centered and at the highest point when displayed on its staff with other flags.



When the American flag is suspended from a staff projecting horizontally from a building, the union should be at the peak of the staff - except when the flag is at half staff.



During the raising or lowering of the flag, or during its passage in a parade, all present should face the flag, stand at attention with hand over their hearts. Men not in uniform should remove their caps.



When covering a casket, the flag should be positioned so the union is at the head and over the left shoulder. It should not be lowered into a grave or allowed to touch the ground.



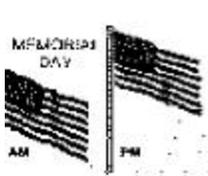
During the unveiling of monuments or statues, the flag should never be used as a covering.



When the National Anthem is played, all present should face the flag and salute. Men not in uniform should remove their hats. Men and women in civilian clothes place hand over heart.



The flag should always have the position of honor on speakers' platforms, standing to the right of the speaker. All other flags should be on the speakers' left.



When the flag is flown at half staff, it should first be elevated to peak position, held there momentarily and lowered. At the day's end, the flag should again be elevated to peak position before lowering.



If other flags are flown on the same staff with the US flag, the American flag should be placed at the peak of the staff.



Bunting for ceremonial or decorative use should be arranged with the blue on top, white in the middle and red on the bottom.

"DEPERS" Now Authorized Exchange Privileges

Military recruits enlisting in the Delayed Entry Program (DEP) or the Delayed Training Program (DTP) are members of the Individual Ready Reserve (IRR) beginning the day they sign their initial enlistment contract and remain members of the IRR until they are called for active duty. Under the provisions of AR 60-20/AFR 147-14, they are therefore entitled to exchange privileges.

Military Entrance Processing Stations (MEPS) currently do not have the capability of providing these enlistees with the standard military I.D. cards, but they are in the process of securing that equipment. In the interim, these enlistees should not be denied exchange privileges.

As an interim policy, and effective immediately, these new enlistees will be authorized exchange privileges under the following conditions:

- 1) These individual must provide a copy of their enlistment contract, DD Form 4 along with a photo I.D.
- 2) The contracts are valid only up to the date listed on the DD Form 4 as the date of entry onto active duty. That date is shown in block 8a.
- 3) Purchase of alcohol and tobacco products will not be authorized and each contract will be annotated by the MEPS to read "Purchase of Alcohol and Tobacco Products are Prohibited."
- 4) Dependent family members not having the proper dependent ID card may use an exchange. When accompanying their sponsor, dependents must also show a valid photo I.D. Dependents not accompanied by their sponsor must show both a copy of the contract and a photo I.D.

Please ensure that your associates are aware of these new rules and that they are helpful in welcoming these new customers. Copies of this document should be used in local training and a copy should be maintained at all point-of-entry ID check locations.

This is a unique opportunity to draw additional customers and demonstrate the value of the exchange benefit. Any specific questions should be addressed to HQ AAFES-PL-S, George McNamara, DSN: 967-6381 or COMM: (214) 312-6381.

Sailors Give Students Lesson in Respect for Flag

Sailors at Naval Security Group Activity Sugar Grove, West Virginia, are giving something back to their community. Earlier this year, Sailors visited Brandywine Elementary and provided a lesson on respect for our flag.

Petty Officer Christopher Cousino gave the students a lesson in the history of our flag while the youngsters attentively listened to his patriotic tale. With the assistance of Petty Officer Joe Franklin, the two demonstrated the proper way to display and fold the flag. Presentation of colors by the unit Color Guard topped off the event.

This is a great example of how a few simple hours of your time can pay great dividends for your community. Organize a simple activity and involve local schools and civic organizations.

Navy Journalist Michael Foutch contributed to this report.

Helping Habitat for Humanity

Habitat for Humanity is a non-profit organization designed to build houses for low income families. The houses are built by volunteers and the prospective tenants. The prospective tenants must contribute 200 hours of service towards the completion of their home.

Through volunteer labor, management expertise and tax-deductible donations of money and materials, Habitat for Humanity, with the help of home owners, builds and rehabilitates homes. Small monthly mortgage payments, including taxes and insurance, are repaid over a 20 year period and redeposited into a revolving fund for Habitat for Humanity. This supports funding of future Habitat for Humanity home building projects.

Habitat for Humanity relies heavily on volunteers for construction and administration. Each project is governed by a local Board of Directors which sets up a non-discriminatory family selection process and ensures the house is affordable and sold on a non-profit, no interest basis.

Naval Technical Training Center Corry Station, Pensacola has been involved with Habitat for Humanity since 1993. They assisted in building 28 homes for needy families. Each year Corry Station volunteers and Habitat for Humanity team leaders sponsor a house building project. They are presently involved in the first Habitat for Humanity house building competition of White hats versus Khakis.

Parting Thoughts

Hunky-Dory

This term, meaning everything is OK, was coined from a street named Honki-Dori in Yokohama. As the inhabitants of this street catered to the pleasures of Sailors, one can readily understand why the street's name became synonymous for anything that is enjoyable or satisfactory.

Salt From The Sea

Distribution

- Fleet/Force/Command Master Chief
- Commanding Officer
- Executive Officer
- PAO/Senior Journalist
- Other: _____

The Tie That Binds

This expression of sentiment, regarding blood relationship of a similarity of ideals which hold people in a common bond, is generally believed to have been coined for the short chain which secures main and fore yards to their respective masts.

Please copy and distribute this edition to members of your Chiefs' Mess and key personnel in your chain of command.



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