

ALL HANDS

MAGAZINE OF THE U.S. NAVY

MAY 1989



Inaugural
celebration



Crewmen scrub the flight deck of aircraft carrier USS *Kitty Hawk* (CV 63). Photo by PHCS Ronald W. Bayles.

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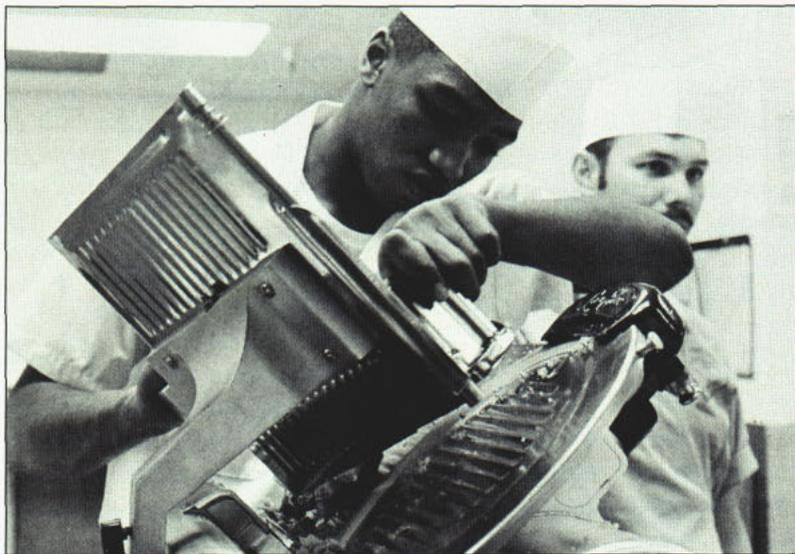


Photo by JO2 John Joseph

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Front Cover: Led by the U.S. Navy Band, a replica of George Bush's *Avenger* floats slowly down Pennsylvania Avenue, during the inaugural parade. See story, Page 18. Photo by Army Sgt. 1st Class Theresa Phillips.

Back Cover: Former President Ronald Reagan and his wife Nancy bid farewell to Washington, D.C., as they prepare to fly back to California. See story, Page 22. Photo by Michael E. Buchanan.

News You Can Use

NavOp clarifies Navy's fraternization policy

Historically, the Navy has relied upon custom and tradition to define the boundaries of acceptable personal relationships among its members. Proper social interaction between officer and enlisted members has always been encouraged, as it enhances both unit morale and esprit de corps.

However, unduly familiar personal relationships between officer and enlisted members have been contrary to naval custom, for they undermine the respect for authority that is essential to the Navy's ability to accomplish its military mission. "Fraternization" is the term used to identify personal relationships which are contrary to customary bounds of acceptable senior-subordinate relationships. Focus is placed on the nature of the relationship, not the sex of the members involved.

Under NavOp 11/89, fraternization is defined as any personal relationship between an officer and

enlisted member that is unduly familiar and does not respect differences in rank and grade, or any personal relationship between officers or enlisted personnel that is unduly familiar and does not respect differences in rank and grade where a senior-subordinate relation exists.

Fraternization is a punishable offense under the Uniform Code of Military Justice when it is prejudicial to good order and discipline or brings discredit to the naval service. It is impossible to enumerate every act that may be prejudicial to good order and discipline, but dating, cohabitation or sexual intimacy between officer and enlisted personnel is clearly inappropriate. A private business partnership between officer and enlisted members is also considered inappropriate.

Conduct constituting fraternization is not excused by subsequent marriage between the offending parties.

The responsibility for preventing inappropriate relationships must rest primarily on the senior-ranking individual. While the senior party is ex-

High-year tenure policy changes

Several changes have been made to the high-year tenure policy. This policy establishes maximum service limits for sailors.

Under the policy changes to OpNavInst 1160.5B:

- E-4 through E-9 personnel may now request waivers to high year tenure vice E-6 through E-9.
- Temporary active reserve personnel now have a separate waiver criteria from regular Navy personnel.
- E-4s failing to meet growth criteria, other than those with a waiver, will be assigned an RE-4 reenlistment code.
- Personnel who have been reduced in rate may now complete an enlistment properly entered into prior to reduction.
- E-4s reenlisting for a program requiring a six-year obligation, where the enlistment will take them past the 10-year HYT point, must complete a Page 13 entry that requires them to advance to E-5 prior to the 10-year HYT point or be administratively separated.

For details, contact your command career counselor. □

Double credit for Guam sailors

Under NavOp 3/89, sailors who extend their tour on Guam-based ships for a year or more will now receive double sea-duty credit for the extension period.

Sailors who receive the credit may also be able to take advantage of the options provided in the overseas tour extension incentive program. For more information about the new change, refer to NavOp 3/89 or see your command career counselor. □

pected to control and preclude the development of this type of relationship, both parties are ultimately accountable for their own conduct.

According to Chief of Naval Personnel, VADM J.M. Boorda, "The intent [of NavOp 11/89] is not to prohibit any of the traditional events such as command or division parties, or the like. Commanding officers must use the instruction as a guideline and apply common sense and good judgment."

Boorda described the policy as a "reasoned approach to an issue important to many people."

Commanding officers who are faced with a fraternization issue are instructed to take action by first providing counseling by either enlisted or officer superiors. In some cases, administrative action such as reassignment may be an appropriate second step. UCMJ action should be considered a last resort after other avenues have been explored.

Further details of the Navy's fraternization policy may be found in OpNavInst 5370.2. □

Striker advancements

Advancement opportunities have been forecast for naval reservists and TAR personnel taking the E-4 examinations in September.

Detailed planning information is provided in NavOp 12/89, giving simple, long-range forecasts for strikers. There is also a new format to assist command career counselors in providing better career planning information.

NavOp 12/89 divides enlisted ratings into three separate categories: "A" school required ratings, ratings not available to women and ratings that are open to all E-3 personnel. Ratings that require "A" school training are only available to those in the rating.

The NavOp also lists the projected advancement opportunity — excellent, good or fair — to help strikers select particular ratings that will give the best advancement opportunity. For more information, refer to NavOp 12/89 or contact your career counselor. □

Health issues

May is Navy physical fitness and high blood pressure month.

Don't forget, next month is back injury prevention month. A videotape on back injury prevention can be obtained by calling one of the Chief of Naval Education and Training support offices in either Norfolk or San Diego. Autovon phone numbers are:

Atlantic: 564-7924

Pacific: 924-5567

The videotape ordering number for back injury prevention is 803503DN. □

Urinalysis procedures upheld

The U.S. Court of Military Appeals has upheld the legality of the direct observation requirement in the Navy's urinalysis program.

USCMA affirmed previous rulings that stated compulsory urinalysis is appropriate and necessary to maintain the effectiveness of the military. The court also clarified that women as well as men could be required to submit to direct observation when providing urine samples.

The ruling came in response to a petition last August by LT Elizabeth Unger, who had objected to providing a urine sample under direct observation. She was charged with, and found guilty of, disobeying a lawful order.

Unger has resigned from the Navy. She is appealing the case on the grounds that the trial was unfair because the judge instructed the seven-member panel to consider only the question of whether she followed the procedure as ordered and not the correctness of the procedure itself. □

Getting out easy

New PCAP program helps make smoother transition for people leaving the Navy.

Story and photos
by JO2 John Joseph

To ease the transition between military and civilian life, a new program has been developed on the West Coast for service members separating or retiring from the military.

The Pre-separation Career Awareness Program helps military members become more productive members of the civilian work force by providing information on veterans benefits, writing resumes, pension entitlements and a variety of other assistance.

The program is sponsored by the State of California's Employment Development Department and the Disabled American Veterans. The DAV provides funding for the program through grants, in addition to course instruction.

Although PCAP is privately operated, the U.S. Navy is actively involved. CDR John Halvorson, Director of the Commander in Chief, U.S. Pacific Fleet's Naval Reserve Career Information Team, acts as the program liaison officer for service members.

Halvorson works hand-in-hand with West Coast command career counselors to provide class facilities and to inform military separatees and retirees how to register for the program.

What began as a one-day program

Employment Development Department instructor, Joyce Finley, discusses course objectives.





12 years ago at Naval Air Station Lemoore, Calif., with about 15 students, has grown significantly. Now, the week-long, college-accredited course serves over 6,000 people each year. The program is available at Naval Station San Diego, Naval Air Station Miramar, NAS North Island, Naval Station Long Beach and Naval Station Treasure Island. The program is also available at Naval Station Bremerton, Wash., and Submarine Base Bangor, Wash.

"The response by individuals wanting to participate in this course has been tremendous, and it's all been spread through word-of-mouth," said Halvorson. "The DAV has allowed faster growth, because of the additional funding they provide. We help people get jobs three times faster than the national average, with higher salaries than non-attendees. It's very positive for morale."

"I started this program because I saw military people being treated like second-class citizens," said Pat Ford, a life member of DAV and director of the PCAP program. "It was tough for me when I got out after Vietnam. I had no direction at all."

Ford said there was a great need for a program such as the one he now

directs. Students receive instruction in everything from how to fill out claims with the Veterans Administration to the proper way to dress when preparing for a job interview.

"This course explains the differences between military and civilian life. We start out in civilian clothes. If you show up in uniform, we'll make you go back and change, because everyone is equal here," said Ford, with a smile, "and some don't like that. They go through this course, return to their commands and re-enlist for another tour," said Ford.

"We lay out the facts and give important information on what is necessary when they look for jobs in the civilian community. It's up to the individual to make the decision to either stay in the military or get out."

The program is broken down into three areas of instruction. The first phase, lasting four days, begins with the DAV. Here, students learn how to fill out claim forms for disability benefits, Gary Crossland, department services officer, explained.

"We look at everything. First we look into each member's medical record so we can give them a total package on what medical benefits

Students pay close attention, to "get the advantage" in civilian life.

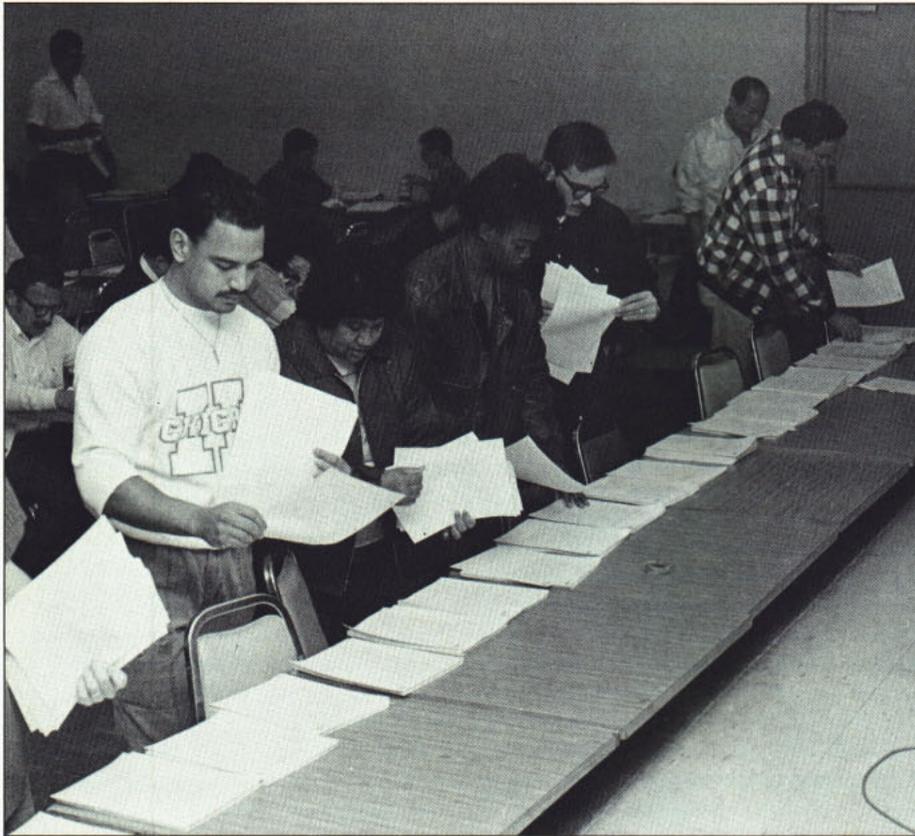
they're entitled to," said Crossland. "People just don't realize how many medical problems they may have had during their active-duty careers that can be considered as service-connected medical disabilities. We get the claims started the first day," he continued.

During the medical reviews, the second phase is already underway as instructors continue to give out information. Students are given handouts and application forms to obtain information on VA housing loans, military insurance and education programs. Later, students and instructors work together on resume writing and interviewing techniques.

During the last stage of instruction, the Navy conducts "Military Day." Here, briefs are held in areas of military benefits, education programs, more on medical and dental programs and completing the military form DD 214. Retirees are divided into a separate group to discuss their Survivor Benefit Plan and other pension entitlements, and separatees are informed of Naval Reserve programs.

A recent class held at Naval Station

Getting out easy



During the five-day course students receive employment application forms.

San Diego included more than 150 students of all ratings and ranks, from E-1 to O-6. Students were apprehensive at the beginning, but as the day went on it proved to be an awakening experience.

"I guess today is just a sort of 'feel out' day. So far it's been eye-opening," said Storekeeper 2nd Class William Boyd, who is leaving the Navy to become a church pastor after 13 years of active duty.

"If you're not ready to deal with the outside world, you'll be lost and never found," he added.

"I came into the service for four years to get some experience, then go out into the civilian sector," said Mess Management Specialist 3rd Class Chuck Reott. "This course should be mandatory at least three to six months before you get out so you can get a resume together," he continued. "When you're out, it's too late. This way you can get this course and be more prepared."

Due to the growing popularity of the course, getting a seat in the course

is sometimes difficult.

"There are a lot of people interested in this program," said Signalman 2nd Class Sonya Christopher, quota control coordinator of the force retention team in San Diego. "It's hard when I have to turn people away, but that's just how the program has grown," said Christopher. "We have a 90 percent attendance rate, with an average of 150 people per class at NAS Miramar and Naval Station San Diego. We usually contact people up to six months before they get out. I only wish we had the funding for two classes a month, because I get an average of 100 calls a week just looking for quotas."

"I've been to a similar program at National University, but I feel this PCAP is better," said Electronics Warfare Technician 2nd Class Scott Stevenson.

"I'm a lot more prepared now. My command tries to send everyone who is thinking of getting out to this class. I'm happy to have a command concerned about our futures. Unfor-

tunately, not all commands do this for their people, but they all should," said Stevenson.

"I believe strongly in this program," said Connie Gerszewski, a program instructor. "Watching these people progress as the program goes along is very rewarding. You see a lot of frustration in these people's faces, because most are afraid of change. It's hard, but as the program goes along you can see there's a definite interest and people take things very seriously."

Instructors stress the fact that service members are responsible for their own success. They encourage them to talk to everyone they can, to send letters to prospective employers and to know what they can do in the civilian community.

"I'd like to see the program grow so we can get out and talk to more people," said Joyce Finley, an instructor.

Machinist's Mate Senior Chief (SW) Wayne A. Parker, retiring after 21 years, had strong feelings about the PCAP program.

"Enjoyment. A rude awakening. I know what my abilities are, but it just doesn't seem to matter what they are to the civilian community," he said. "It's like a line from the movie 'Full Metal Jacket,' you can talk the talk, but can you walk the walk?"

"I came into the Navy, they gave me a job, advancement, education, responsibility — a life. Now they're helping me get a civilian career. This course has given me a warm feeling toward the Navy," said Parker. "They're giving me the feeling that they gave something to me, and not for the benefit of the Navy! That could change a younger person's outlook to stay in the Navy, because with the cold, hard facts you receive from this course, it's a great retention tool." □

Joseph is assigned to NIRA Det 5, San Diego.

After five years of sea duty, followed by a tour as an instructor on the West Coast, the senior chief was ready for a change and a new challenge. Looking for a way to test himself, to become a better leader and to grow personally and professionally, he decided to apply to the Navy's Senior Enlisted Academy.

For many, going to the Senior Enlisted Academy is a chance to regroup — a sanctuary where one can refocus and perhaps redirect energies. It's a period of self evaluation — of taking stock — looking at themselves and seeing where they've been and where they're going and thinking about what they really want to do with the rest of their lives.

Regardless of why they come, graduates leave the Senior Enlisted Academy changed. Maybe they just stand a little taller. Maybe they spend an extra moment in front of the mirror making sure everything is in its proper place. Or, maybe they leave with a few chinks in their armor, having found out there's a lot more to being a chief petty officer than they'd thought.

The Senior Enlisted Academy

Story by JOCS Jeannie Campbell, photos by PH1 Chuck Mussi

Master Chief Boatswain's Mate (SW) Al Little, deputy director of the Academy, sees some similarities between the school and basic training. "It's a traumatic, but very rewarding experience. Although it was — at times — physically painful and emotionally draining, you walk away with a lot of pride in being a chief petty officer."

Maybe more than anything else, senior and master chief petty officers leave the Senior Enlisted Academy knowing that they cared enough about themselves — and the Navy — to make themselves better chief petty officers — better leaders — and more productive followers.

The school was established in 1981, marking the beginning of a unique educational program to train senior and master chief petty officers how to be better leaders and managers. Since that time more than 1,811 men and 30 women have graduated from the Academy. The course is designed to improve an individual's skills and knowledge in communication, leadership, management, national security affairs, Navy programs and health and physical readiness. It's also designed to enable graduates to give their subordinates more of the *why* behind *how* the Navy does business and sets policy.

Each 60-person class is different and represents the diverse experiences and backgrounds of the Navy's, Army's and Air Force's senior enlisted community. The Academy offers an opportunity for senior enlisted personnel in the aviation, surface, subsurface and special warfare communities to learn from one another. But all these benefits and opportunities can have a price.

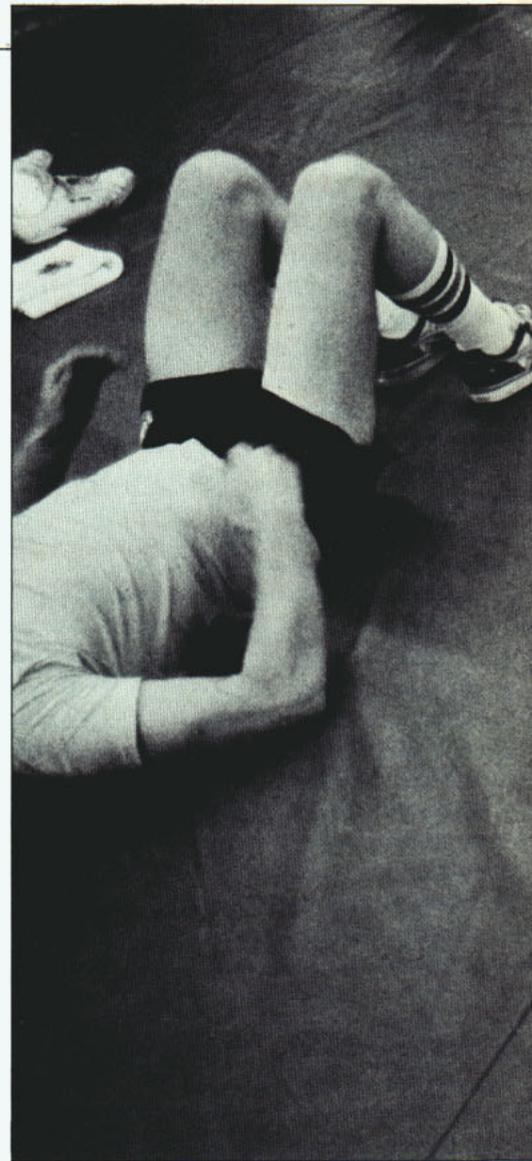
Going to the Academy in Newport, R.I., can be risky business. "You really hang a lot of yourself out

there," said one SEA graduate. "You find yourself thrown in against some of the best the Navy has to offer. Until I came through the Academy, I thought I was good — *damn* good — and there wasn't much they could teach me that I didn't already know." It's common for students to feel this way initially, according to faculty members. But it doesn't take long for some to find out the school is a lot different than what they'd heard in the fleet.

Some in the senior enlisted community who attended the Academy voiced initial reservations. "Back in your job, you're respected — partly because you're a chief petty officer," said an East Coast submariner, "but here, you're extremely vulnerable right out of the gate, because your peer group is going to see both your successes and your failures. You can't bluff your way through."

Some of the same chiefs who expressed anxiety over their vulnerability also expressed an underlying competitive spirit. "When you walk into a command, there's already a pecking order established," said Master Chief Intelligence Specialist James K. Holmes, class president of Class 33. "But when you walk in here, theoretically you're up against 60 or so of the best people in the Navy. You wonder how you'll stack up militarily, academically and in the PT program."

Coming to SEA means working with a lot of high achievers who are among the top one percent of the military's senior enlisted community, and many who come find the individualized counseling and the occasionally negative feedback that is an important part of the program to be a shock to their systems — but many others find that's a great benefit.



"I hadn't been given negative feedback since my seaman days," said one master chief with 24 years in the Navy. "The Academy reinforced for me that I was good at what I was doing but there is always room for improvement — and room for a little humility. I failed the first exam I took here and all I could think was, 'How can I go to my next command after failing this course — how can I save face?' If you think you're *that* good, then you *need* to be humbled."

Humility and one-on-one feedback aren't the only things SEA students get in nine weeks of faculty presentations, student-led discussions, student speeches, physical



fitness training and guest speakers from throughout the services and all levels of DoD. They also get late nights studying for the next day's exam or preparing for a 14-minute oral presentation. "This isn't a 'multiple-choice' atmosphere — you have to *know* the right answers. There's a lot of research and study to be done," commented one graduate. "It's going back to school again — but this time gaining a lot more knowledge than what's in the coursework."

Much of the curriculum is built around the small group process. And, as Little pointed out, that may be difficult for some students initially. "You've got to be willing to

share your experiences and opinions to get the most out of the school."

Students selected for SEA are assigned to groups of 10 to 12, representing a diversity of ratings, duty experiences and backgrounds.

Each group includes a faculty member who guides the students through the curriculum and provides evaluation and feedback. Each senior chief or master chief must serve as a student discussion leader for about 10 to 12 hours of the course, allowing students to learn from each others' experiences.

"Students learn best by teaching themselves," said Little. This method of teaching lends itself to quite

PT at SEA combines calisthenics, sports and sore muscles.

a number of "sea stories," he pointed out, but it also enables students to learn from their peers' experiences — both their successes *and* their failures. Although theories on human behavior and group dynamics are discussed, "real-life" Navy situations are also scrutinized. Part of the classroom work involves preparing and discussing case studies on specific problems each chief has encountered when dealing with subordinates and the steps taken to resolve those problems.

One of the terms students become

familiar with during the first few days of class is "pinch." A pinch is when a student is uncomfortable with something or someone in the class. Students are encouraged to resolve these pinches when they come up within the group or between one another. Sometimes resolving these problems can get emotional. Groups will argue, shout, or whatever it takes to fix the problem. "When you get that many egos in one room, there's going to be occasional hard feelings, heated discussion and personality clashes," one graduate remembered.

The school teaches individuals that if problems can't be resolved within the group it's OK to agree to disagree.

When students walk into their classroom for the first time, they see "acceptance doesn't necessarily mean agreement," written on the chalkboard.

Sometimes the problems between individuals or within the group can't be solved. "As an instructor you want to be careful that you're being proactive and not just reacting to the situation," warned Little. "Before you jump in and resolve the problem, you need to let the group try to handle the situation. You have to sit back and wait, but you have to be careful," he said. "When you see the group start to splinter, you may have two individuals who really need the group and you see those individuals suffering because the rest of the group can't get together and mold together as a team."

The Academy is not pass-fail like many Navy courses. It takes 90 points (of a possible 120) to graduate, and it's not possible to gain all 90 points until the last week of the course — and it requires active participation in all aspects of the



school. For some students, the minimum 90 points won't come until the day before graduation.

During the nine weeks of study, students give four oral presentations and complete 12 written assignments, including writing an enlisted performance evaluation, preparing an award recommendation package and completing a major research paper.

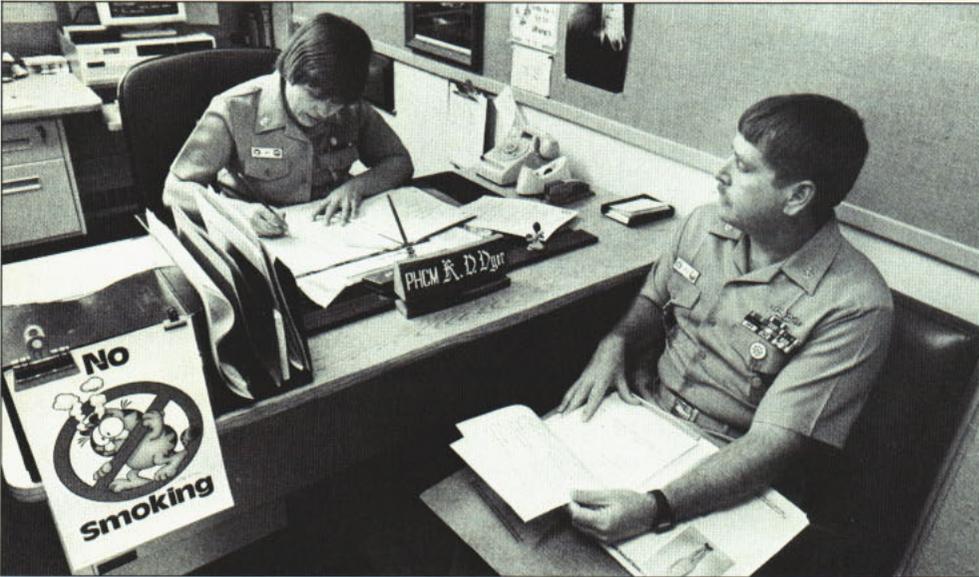
Grading is fair — but there are no "gimmies."

It's often during the writing assignments that students see immediate improvement. "All this time I thought I was writing evals that would really help get my peo-

Above: Students work one-on-one and in small groups discussing coursework and sharing experiences.

ple advanced. Come to find out, I was actually *hurting* their chances because I wasn't being specific enough in the write-ups," said one student. He added it would be difficult going back to his command knowing he had possibly hurt the very people he'd tried to help.

Most students spend a minimum of two to four hours a day outside the classroom preparing classwork. Reading requirements alone may be 100 pages a night. To get all this accomplished, along with intense physical fitness training three days



Above: An Academy class. Left: Faculty members review biographical information on students before the next class convenes.

beginning and we got off to a slow start," said one master chief. "We expected *our* facilitator to set the example. We finally realized that it was up to *us* and not to him to get the most out of the class."

"While the staff and curriculum play an important role in every class, a lot of what the school offers is what the chiefs bring to it. The bottom line is the sharing — going on 'fishing expeditions' and getting as much as you can from sharing information and experiences with the individuals who come to the course," said Air Force Chief Master Sergeant William S. Leeman.

"The Academy gives members of the senior enlisted community the big picture of where they stand, not only in the Navy, but students also see that their Air Force and Army counterparts are bringing to the forefront in their respective senior en-

a week and studying for weekly exams, requires teamwork. The sooner the students figure this out the better.

"Students have to be willing to get involved and be team players," said Senior Chief Aviation Electronics Technician (AW) John J. Edwards, who graduated from the

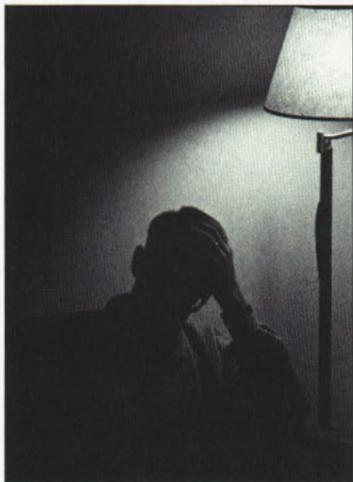
Academy last winter.

Faculty group members play a part in helping the group mold as a team and maintain the right attitude throughout the course.

However, relying too heavily on the faculty group member has its potential hazards. "Our group had trouble pulling together in the



Above: Students review the military armament of the Soviet Union. Left: Studying sometimes continues long into the night.



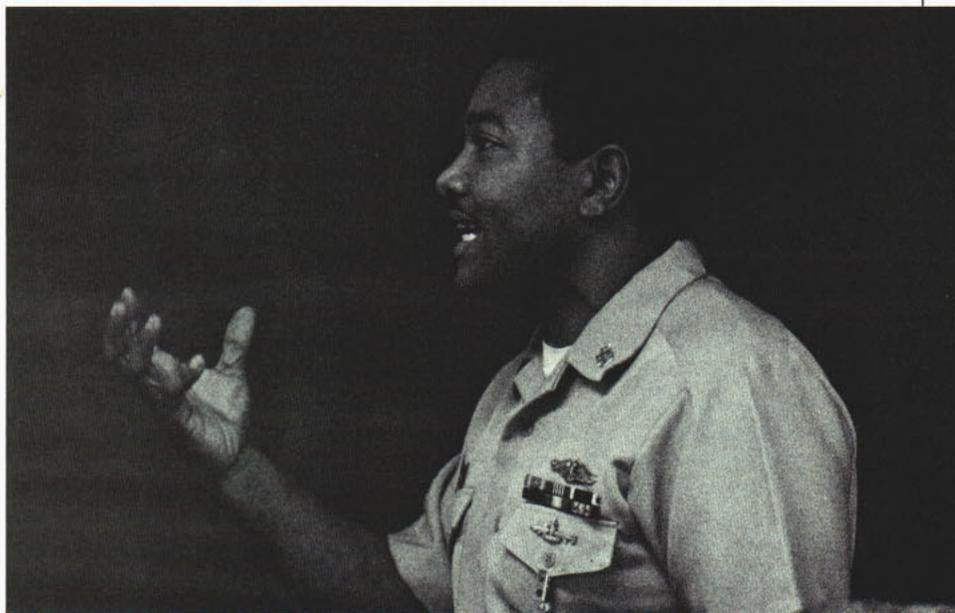
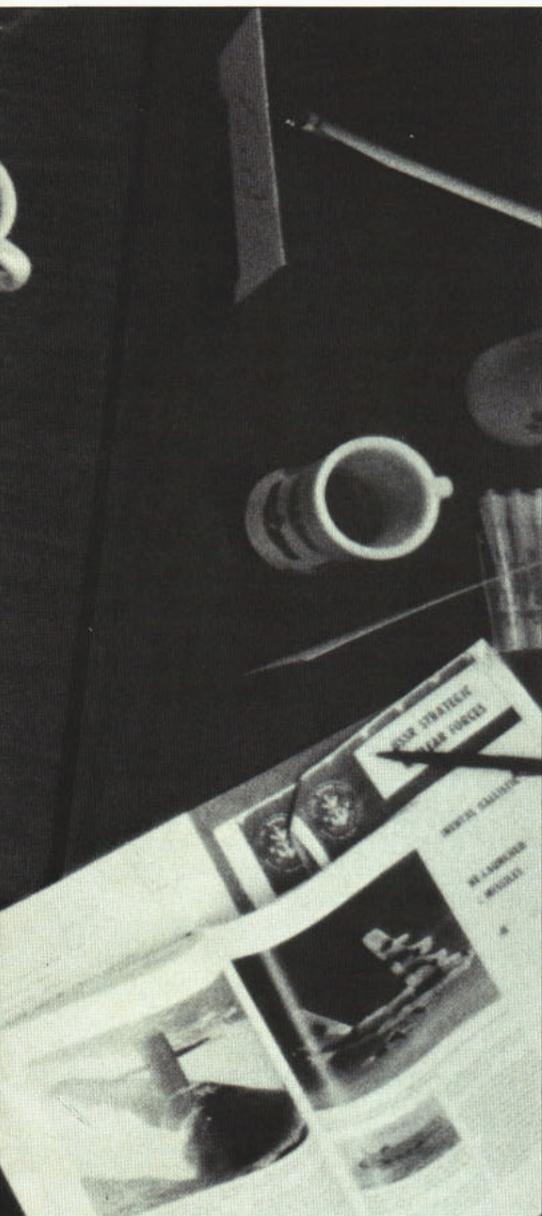
listed communities some of the same problems and issues that you have in the Navy," said Leeman.

School quotas are allocated to the Air Force and Army noncommissioned officers to facilitate an exchange of ideas between services.

Students agree that they can't give mere lip service to being a team player and expect to get by at the Academy. First of all, the rest of your group won't let you get away with it — you have a responsibility

to your group to participate and help one another. "To some students, that first exam is a shocker," said Master Chief Machinist's Mate (SS) Kent Miles, one of the Academy's faculty group members.

"At that early stage, the group is not normally pulling together yet. It doesn't take long for the individuals who didn't do so well on the test to spot the group members who did do well. They think maybe they should start listening to what those people had to say and from there the group-study sessions start. The guy who had a fairly easy time of it starts working one-on-one with those who



Above: Telling it like it really is back in the fleet is part of the give and take of the Academy.

need it. As an instructor," said Miles, "you try to take yourself out of the picture. You want them to seek help from each other." The school is built on the principle of synergism — the sum is greater than the parts.

We help the individuals pull together as a team," said Little. "We teach them group dynamics and they learn to look at their own group and the individuals within and appraise one another as individuals as well as members of the group." Students learn how to let each other, as shipmates, know how they see them and how they're being

perceived within the group. "It's not a school for lone rangers," he added.

Being surrounded by over-achievers and some individuals who are ultra-competitive doesn't always aid teambuilding. "Some of these guys were only out for themselves — and their selfishness hurt my group," commented one senior chief.

On the other hand, for some senior and master chiefs, helping others do well becomes more important than making sure they did well themselves. "I stayed up half the night helping one of the snipes get his paper typed — and wound up spending so much time helping him that I hurt my own grade," commented a yeoman senior chief, "but it was worth it." Individual successes often become group successes during the course.

For some, SEA is the first opportunity they've had to work within the chiefs' fraternity. A lot of people attending don't realize or know

how to get things done by working within the chiefs' mess. "It's surprising," said Little, "on the ship, you're eating, sleeping and working side by side with fellow chiefs and there's a strong sense of a fraternal organization — at least on the ships that are really squared away. Some folks who come to SEA, particularly those who are in shore-intensive ratings, have not had the opportunity to share in a chiefs' mess environment."

By learning to work as a group, individuals soon find that accomplishing all that's demanded during the course is a lot easier. For some it's a hard lesson to learn. "I didn't think I needed anyone's help to get by, but the way they've designed the coursework, you find you have to rely on your shipmates, and be willing to share your knowledge and professional expertise — the rest of your group is not going to let you get away with anything less," explained one senior chief.

It's pretty obvious that working within the group is the *best* way to

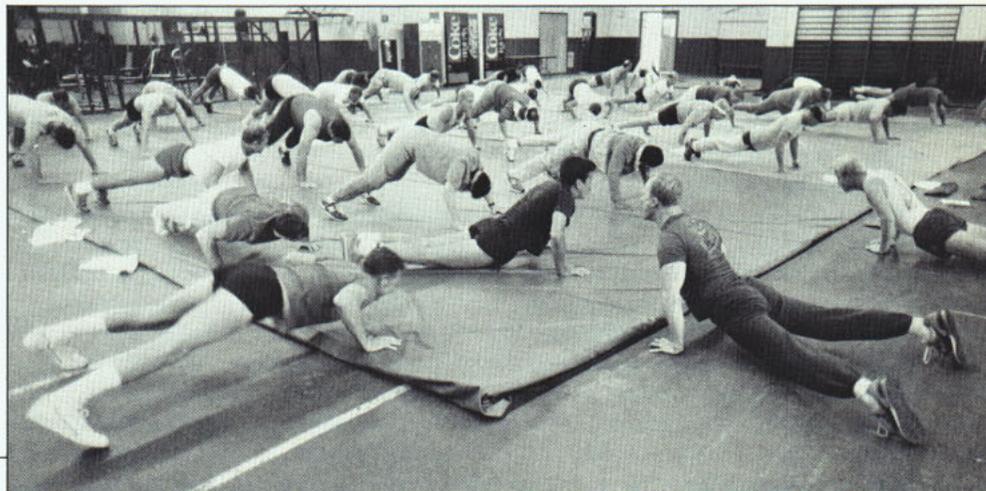
get through the class, but some groups don't work as well together as other groups, admitted a master chief boatswain's mate. "We had an old Seabee from another group who was *sure* he was going to fail academically," recalled one individual. "He just wasn't getting the help he needed from his own group. We took him on — helped him learn how to take exams and invited him into our study groups." Thanks to help from outside his group, the Seabee made it through.

Like anything else, the Academy isn't for everybody and not everyone is going to be completely satisfied with the curriculum. "I thought it was too easy and not challenging enough — I expected more," said one senior chief who is now a detailer. "A lot of people had to work hard to get through, but I was one of the lucky ones."

But for most of those who've hung their diplomas on their walls, the Academy makes them aware that they probably already know a lot — but there's a lot they don't know — and there's always room for improvement.

You see all kinds of chiefs come through the doors here," said Little. "Young go-getters, hard-chargers who realize they have some deficiencies and are savvy enough to know that to really meet their potential they have to work on those deficiencies to be better chiefs and be able to contribute more to the Navy. But you'll also get a 26-year master chief who wants to share his experiences with the less-experienced chiefs.

"We give students better knowledge and ability to counsel their shipmates," Little added. "Before coming here, many of these individuals had the responsibility of giving feedback and counseling, but





Gym time is not just a matter of touching toes and tightening stomach muscles — it's also helping a shipmate.

a lot of times not enough training on *how* to adequately give feedback and counsel their shipmates."

Refining these people-to-people skills is a big part of what the Academy is all about. Nearly one third of the school's curriculum focuses on human behavior, group behavior, person-to-person communication, goal-setting and motivation, values and ethics and military justice.

The Academy director, Master Chief Radioman (SS) Major "Butch" Laurion regularly gives presentations to fleet, force and command master chiefs and E-6 and above groups about what the school has to offer. He also addresses the prospective commanding officer and executive officer classes at Newport. "There is a lot of misinformation out in the fleet about what the

Academy is all about," Laurion said. "Commanding officers need to know what they're going to get in return for sending their people here.

"This is not a pie-in-the-sky course, it's a *practical* course, where students deal with real-Navy problems and issues. We're not asking students to take English 101, but we are teaching them how to improve their writing skills, especially in evaluations, award recommendations and standard Navy correspondence."

Graduates leave the Academy not only as better communicators, but better leaders, more aware of their individual strengths and weaknesses. "The school is representative of the capabilities of the senior enlisted community of the Navy — we're a lot more capable as a group than we think we are," said Laurion.

The course is a maturing process for some and a period of honest self-evaluation. "The Academy allowed

me to find out if I was as good as I thought I was — I came away a better chief, and thanks to the shipmates in my group, I've got a much better perspective on what the Navy's all about," said one recent graduate. That includes a perspective on the Navy's global role.

Through guest speakers from the Naval War College, students learn about national policy, geopolitical threats, U.S. military command structure, the Soviet threat, international relations and force planning. "Students learn there's more to life than their jobs — we make them more aware of what's going on in the world around them," said Little.

And there's more to life at SEA than classroom work.

One of the most stressful requirements many students undergo is the Academy's physical fitness program. Everyone agrees: it's tough. The program is designed to start off slow and build in intensity. Each student is pitted against himself to succeed

— and improve his or her overall physical fitness and health through a program of aerobics, organized athletics and running. After a period of group cardiovascular exercises, students must spend the rest of the physical fitness period playing basketball or volleyball, running or lifting weights. Every student must pass the Academy's physical fitness test to graduate.

Students must meet the Navy's percent body fat requirements and meet the highest standards of personal appearance. On the first day of the Academy, students are measured for body fat and those who exceed the requirements are immediately disenrolled.

"The PT program is designed to take people who are having problems to a level where they can easily pass the test," said Miles.

The degree of difficulty of the PT program is subject to debate according to some students who have found out the hard way. But all agree that after nine weeks of regimented PT they left in much better shape than when they came in. "I passed the first PT test — but just barely," said one senior chief. After cutting down on his smoking and watching what he ate and drank, he admitted the PT became a little easier. But completing the mile and a half run was still tough. "The only way I made it through was having two other guys from my group shouting encouragement to keep me going."

Although the physical fitness training is tough, the oral presentations are often the most stressful part of the course. "It's very difficult to get up there and talk in front of your peers," said Miles. "It's probably not a big deal for an E-8 or E-9 to give a presentation back where they work, but to do it here, in front of their peers, can be a real prob-

lem." For many, oral presentations are a time of white knuckles and sweating bullets. "I got up there in front of the group, dropped my visual aid right off and had nothing to say. It took me a few seconds to get it together and then I went through my spiel 90 miles an hour — and lost points for finishing up too early." Students must complete certain presentations within 15 seconds of the time allotted, otherwise they lose points.

In private, some admit to being scared to death — and getting little or no sleep the night before. Voices break up. "Then they bring out the video camera — and it gets worse — because you know you're on tape," remembered a senior chief storekeeper. "It's one thing to know you did bad, but to have it preserved for posterity and have to review it later is terrible." Even though the whole affair is distasteful for many, students complete the course knowing how to give better presentations.

In the back of all students' minds is the concern of embarrassing themselves in front of their peer group. "Failure is probably the greatest fear we all have," said Miles. "By the third or fourth week some students begin to realize that there *is* a possibility that they could fail. You tell them that the goal is for *everyone* to graduate. The group works harder to help that individual and the staff works harder to try to get that individual to put forth the best effort he or she can.

Some senior and master chief petty officers leave the Academy not quite sure if they've learned anything that they didn't already know, and that's to be expected, said the school's director.

"We're looking at individuals who care enough about themselves to want to make themselves better —



After a tough day at the Academy, students look forward to getting together in the barracks to trade sea stories and complete homework.

maybe we don't *teach* them anything that they consider new, but they leave here with increased self-confidence and hundreds of years' worth of experience gained from sharing with their shipmates. Somewhere along the line, this school is paying big dividends to the individual, the chief petty officer community and to the Navy." □

Campbell is the assistant editor for All Hands and is a graduate of the Senior Enlisted Academy. Mussi is a photojournalist for All Hands.



SEA selection criteria

- Paygrade E-8 or E-9 (selectees for E-8 must be frocked or advanced prior to class convening date).
- Must be recommended by commanding officer.
- Must meet the highest standards of personal appearance. May not be over-fat or obese as defined in OpNavInst 6110.1.
- Must possess a secret clearance.
- Must be physically capable of regimented calisthenics, including regular running, and be able to participate in group or individual sports.

Qualified personnel should submit their application via the chain of command to NMPC using the Enlisted Personnel Action Request (NavPers 1306/7). If an individual desires to attend en route to a new duty station, submit NavPers 1306/7 via the chain of command to ComNavMilPersCom

(NMPC 4010C) to be received a minimum of six months prior to PRD. If an individual desires to attend on TemAdd status while attached to present command, submit NavPers 1306/7 via chain of command to ComNavMilPersCom (NMPC 4010C) to be received a minimum of three months prior to class convening date. Funding for assignment of member in TemAdd status will be provided by NMPC.

Selection criteria will emphasize superior performance and potential future professional performance. Selection will be made by a ComNavMilPersCom administrative screening process.

If selected for SEA, individuals must have 20 months obligated service, computed from class convening date prior to entry.

Behind the scenes



Photo by Staff Sgt. Keith Walker

Navy people work outside the limelight helping to put together the Bicentennial Inauguration.

Story by JOSN Marke M. Hensgen

George Bush's inaugural address boomed through the speakers set up at the foot of the Capitol Building in Washington, D.C. The man who had been the 41st President for only a few minutes spoke of his vision for America in the '90s, his amplified words rolling out across the Mall — the assembly area for the thousands getting ready to march in the Inauguration Day parade.

The brisk, 20-knot January wind attempted to freeze the participants who were waiting for their cue to begin marching. But, for the most part, the chilly breeze went unnoticed because warm feelings of excitement and anticipation overwhelmed the ranks upon ranks of bands, drill platoons and ceremonial units. This was the day for which they had been preparing for so long. Soon, they would be making history by taking part in the Bicentennial Inauguration.

As the President continued to speak, Yeoman 2nd Class Scott Taylor, assigned to the Protocol Directorate of the Armed Forces Inaugural Committee, checked each of the weapons carried by an Army Na-

tional Guard Unit to make sure they were unloaded. It was a mundane chore, typical of the behind-the-scenes jobs AFIC workers were counted on to do. But, like many of their run-of-the-mill tasks, this had some surprising sidelights.

"While I was out on the staging area clearing weapons, I was standing five feet away from Bob Hope, Chuck Yeager and Miss America," said Taylor, who came to AFIC last September from the Naval Military Personnel Command in Washington, D.C. "I can't describe the feeling it gave me when I realized what a big deal this whole thing was. I never expected this when I joined the Navy."

AFIC held a lot of surprises for the sailors and members of the other four services, but some of those exciting experiences had to be kept secret, for security reasons, until after the inauguration.

"I couldn't believe it when I was assigned to drive for Barbara Bush's brother and sister-in-law," Data Processing Technician Seaman Apprentice Lorraine Aiello recalled. "When I drove them to the first family lunch-

eon, I was invited inside. I was surrounded by Bush family members. It was really hard not to tell anyone about it," said Aiello, who works at the Naval Intelligence Automation Center in Suitland, Md. "I was specifically assigned to the White House fleet of the inaugural motor pool after I unexpectedly went before a board for a formal inspection, and a tough interview."

All America saw the celebrities, the political leaders, the powerful and/or famous coming and going all during inauguration week. But few of those Americans appreciated the unseen effort required to get those VIPs from point "A" to point "B" safely, and on time. And transportation was only part of it. Celebrations, parties, meetings, parades, speeches and luncheons had to be planned, organized and supported. One way or another, AFIC was there in the background.

AFIC, headquartered in the Washington Navy Yard, was put together under the authority of the Department of Defense to provide advice and support to the American Bicen-



Far left: Sailor checks inventory of medical supplies needed to support inauguration activities. Left: AFIC members from each of the services muster.

ennial Presidential Inaugural Committee and the Joint Congressional Committee on Inaugural Ceremonies. The chairman was Army Maj. Gen. Donald C. Hilbert, Commander, Military District of Washington, and the director of joint staff was Army Brig. Gen. Julius F. Johnson. Both worked closely with ABPIC to direct the military support for the inaugural activities.

ABPIC volunteers, numbering about 400, arrived a few days after Bush was elected to start planning inaugural events. The two co-chairmen, Bobby Holt and Penne Percy Korth, were directly responsible to the President-elect. Aside from the actual swearing-in ceremony at the Capitol and the departure ceremony for the outgoing President, Ronald Reagan, ABPIC executed all inaugural activities, with support from AFIC.

The 1989 inauguration represented 200 years of military participation in the inaugural process, beginning with the members of George Washington's revolutionary militia, who escorted the first President-elect to his swearing-in at New York City's Federal Hall on April 30, 1789.

Two centuries later, sailors, soldiers, Marines, airmen and Coast Guardsmen were playing a more vital role than ever in the inauguration, a role that consisted of much more than simply marching down the street. How complex the military's

inaugural duties had become was made obvious at the AFIC open house.

The open house was planned to show AFIC, from the inside out, to relatives and friends of the joint service members. They saw an eight-minute introduction film to familiarize them with the committee and then went upstairs to the fifth floor, where the majority of AFIC personnel worked.

A computer simulation of the parade was shown to give them a picture of what AFIC would be doing. That simulation amounted to a "rough draft" of what was involved in planning and carrying out an inauguration. The simulation was based on the 1985 joint service committee's after-action report, which the 1989 AFIC used for guidance. The report was submitted by the previous AFIC to explain what they did, how they did it, what not to do, and their reasons why. Friends and relatives also looked in on the Inaugural Coordination and Information Center. ICIC was modeled after the communications centers used at the 1984 Olympics and the 1987 Pan-American Games and was considered the "heartbeat" of the inauguration ceremonies.

"The families really seemed excited about the visit," YN2 Taylor said. "It was nice to be able to show people AFIC instead of trying to ex-

plain how it worked."

Back in October, after AFIC was first set up with phones, furniture, computers, copy machines and supplies, things moved along slowly and evenly. The waiting game had begun. Anticipation spread throughout the building. The joint service members began to wonder who the next President would be and what kind of relationship AFIC would have with ABPIC.

"Once the election was over, everyone was on edge," Taylor said. "We all wondered about the Presidential Inaugural Committee and didn't know what to expect in the coming months. We just waited."

Soon ABPIC arrived and began planning. Meetings between the AFIC and ABPIC commanders and executives were held more than once a day, so that the committee leaders could begin planning how they would provide military support to the celebrations, balls, dinners, the gala, the parade and the swearing-in ceremony. Once planning started, exercises began in the ICIC. Both the joint service committee and the presidential committee had to be prepared for anything, so they practiced handling every conceivable situation and their practice sessions included all local emergency organizations.

During inauguration week, ICIC was filled with Washington, D.C., Metropolitan Police, Capitol Police, FBI, AFIC and ABPIC people. They all kept a close eye on the six TV monitors which displayed three national networks, CNN, local Channel 5 and a line feed from cameras along the parade route so they would be able to use instant information to coordinate any required response.

"The ICIC was designed so that appropriate security personnel in the Washington, D.C., area could be in

Sailors take their places along the parade route to join the joint-service cordon.

one room and be able to address any problems that crossed jurisdictional lines," said Kim Miller, chief of the plans and operations division.

As planning for the inauguration rolled along, surprise visits from VIPs such as the President-elect, Vice President-elect, senators, governors, flag officers and celebrity supporters of the victorious Republican campaign were frequent.

"A rumor was going around one morning in December that Chuck Norris was coming to visit the building at 10:30," Taylor said excitedly. "I was hoping he would visit, because I had watched all his movies and really wanted to meet him. When I heard he was on the second floor, I jumped on the elevator and went down. I stood with a group of people I worked with. We were all excited. He just walked right up to us, shook hands and said, 'Pleased to meet you!'"

"I ran back to my office to call my wife and tell her all about it. She couldn't believe it," said Taylor.

Before Christmas, President-elect Bush himself visited AFIC and ABPIC. Everyone assembled in the motor pool garage next to AFIC headquarters. He talked as he did throughout his campaign about a kinder, gentler nation and thanked the committees for doing such a good job on planning his inauguration. When his speech was over, he and his wife walked off the stage, toward the crowd (with the secret service men, sternly glancing left and right, warning the crowd to be on its best behavior). The soon-to-be President and First Lady shook hands with anyone within reach, though secret servicemen made sure no one got too close.



Photo by PH2 Mark Thelen

As Bush continued to make public appearances throughout December and January, the "backstage" sections in AFIC became swamped with things to do. The personnel section had to check in all the people who arrived at AFIC; the medical section had to set up the medical stations at locations all over Washington; the communications section had to distribute hand-held radios and cellular phones to keep people in touch with their section's base station so that base could inform ICIC of any problems. AFIC people were working 12 to 15 hours a day. Now the inauguration was only a few weeks away.

"We were busy, busy, busy," said Taylor. "I was typing five VIP schedules per day. A lot of the schedules would change — they had to be done again and again. The protocol directorate was typing all the military support schedules for upcoming inaugural balls, galas, the Presidential swearing-in and dinners."

The VIP coordination center, in the AFIC protocol directorate, assigned military assistants to take care of visiting VIPs. According to Taylor, first and second family members, governors, entertainers, members of Congress and other dignitaries were helped by military assistants. They made sure the VIPs had no trouble



A Navy cadet plays a quiet game of cards as he waits for his turn to perform at the "George-to-George" celebration.

getting transportation to events, were escorted to their events and were able to get rooms in nearby hotels for their inauguration-week stay.

The sailors assigned to the inaugural motor pool were hit hard when things started picking up, as the big day neared. AFIC and ABPIC needed transportation, whether it was driving a bus to and from Fort McNair where a parking lot was provided for AFIC and ABPIC members 24 hours a day, or to the White House.

According to YN2 Kenneth McMahon, of Medium Attack Wing 1, Virginia Beach, Va., "Before the inauguration everyone was really pumped up! We had that Navy 'gung-ho-about-your-job' attitude. As tired as we were, working 12-hour shifts, seven days a week, we kept on going — even when plans were constantly changing whenever you looked — because we were making history."

"The hours at AFIC were longer than hours on the ship," said Personnelman 3rd Class(SW) LaVern J. Dailey, who was chosen to work for the AFIC motor pool's administration office. Dailey came up from the USS *Emory S. Land* (AS 39) in Norfolk, which had just returned from a six-month cruise before Dailey reported to AFIC. "I supported the 650 drivers who worked at AFIC. I was the driver coordinator during the inaugural din-

ner, the balls at the Convention Center, Vice President's reception and the 'George-to-George' celebration."

Not all Navy people were behind the scenes. Navy members were seen on national television performing at various inaugural events. Navy jets staged a 21-aircraft flyover at the inaugural opening celebration as the Navy Band played the "Star-Spangled Banner" and other patriotic songs.

The Navy Sea Chanters were heard singing at the Salute to the First Lady at the Kennedy Center, Jan. 19. Naval Academy Glee Club members performed on the same stage with Frank Sinatra, Tommy Tune, Anita Baker, Julio Iglesias, Nell Carter, Yo Yo Ma and other world-renowned stars during the Inaugural Gala at the D.C. Convention Center.

After the swearing-in ceremony, sailors could be seen marching in the parade, guarding the parade route as part of the joint-service honor cordon and in the joint-service color guard. The U.S. Navy Band led a replica of LTJG Bush's *Avenger* bomber down Pennsylvania Avenue. They were joined by marching units from the Naval Academy and the Recruit Training Command in Orlando, Fla., a detachment from the Naval Reserve Readiness Command Region 6 and sailors from the Naval Air Facility, Washington, D.C.

But once the inauguration was over, the visiting VIPs had gone home and the streets were swept clean of the inauguration day debris, all that remained of the Bicentennial Inauguration were the AFIC people quietly wrapping things up at their headquarters. The feeling at the post-inaugural AFIC was, for the most part, disappointment that it had really ended. Offices were being dismantled as goodbyes were spoken among joint-service members who had worked so closely together.

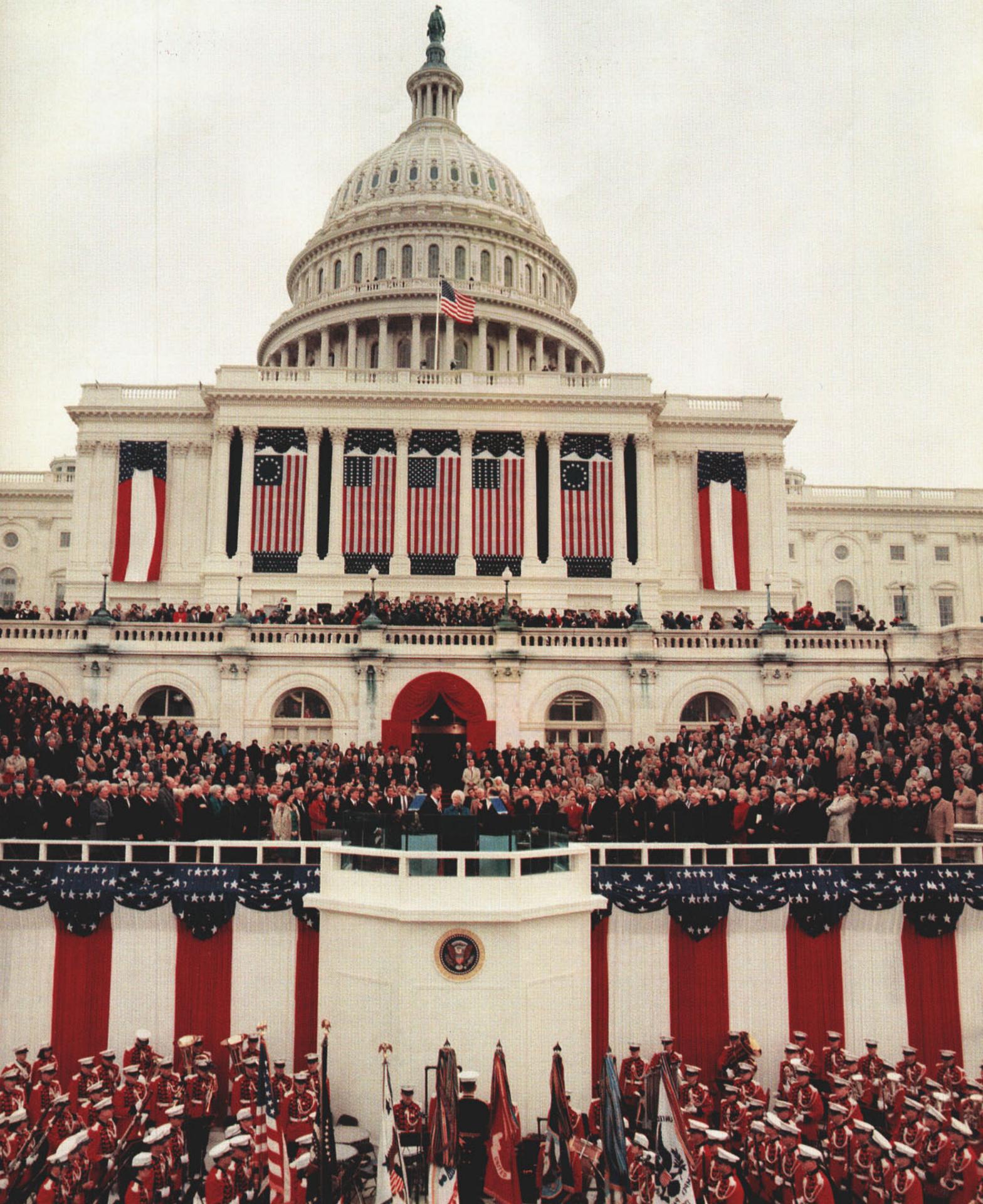
The new President was now living at the White House. It was over.

But not every office was shut down. AFIC was now tasked to write a 1989 after-action report, prepare awards, out-process people and label and move furniture for use elsewhere in the Military District of Washington.

The star-struck AFIC people were returning to the "real world." After standing on the Mall listening to the inaugural address live and all the other excitement experienced in inaugurating a President, what could any of the service members do that would mean as much to them?

"Rest. I'm looking forward to catching up on a lot of missed sleep," said Taylor as he flicked his office light off and headed out the door. □

Hensgen is a writer with All Hands.



Changing of the Guard

George Herbert Walker Bush had been sworn in as the 41st President of the United States. After an emotional farewell helicopter tour of the nation's capital, private citizen Ronald Reagan boarded what may be the most famous airplane in the world, for the last time. Because that familiar blue-and-white Boeing 707 was carrying *former* President Reagan, it was not designated "Air Force One." Although the circumstances of the flight were unique, the destination was familiar: The Reagans' "Rancho Cielo" in the Santa Barbara Mountains.

Meanwhile, back in "the most important city in the world," more than 7,000 military personnel were supporting the Bicentennial Inauguration extravaganza for President Bush.

The inauguration itself was only the culmination of a week of gala celebrations, highlighted by a fireworks spectacular at the Lincoln

Memorial, three days before Inauguration Day. On that unseasonably warm January night, President-elect and Mrs. Bush were joined by Vice President-elect and Mrs. Quayle as they passed through a cordon of State flags on the steps of the Memorial to greet thousands of well-wishers.

On Inauguration Day itself, the new President delighted the throngs lining the parade route (and chagrined his Secret Service agents) by leaving the protection of the presidential limo to walk portions of the parade route that led to his new home, 1600 Pennsylvania Ave. □



Photo by Carol T. Powers



Department of Defense photo

Preceding pages: George Bush became the 41st President a few days after the Armed Forces' grateful tribute to the 40th President. Below: Sailors serve as ushers at the Capitol before the swearing-in ceremony. Right: Fireworks explode over the mall during the inaugural opening ceremony at the Lincoln Memorial. Below right: The U.S. Army's Golden Knights Parachute team floats to earth at the Lincoln Memorial. Below left: President and Mrs. Bush wave at a cheering crowd during the inauguration parade.

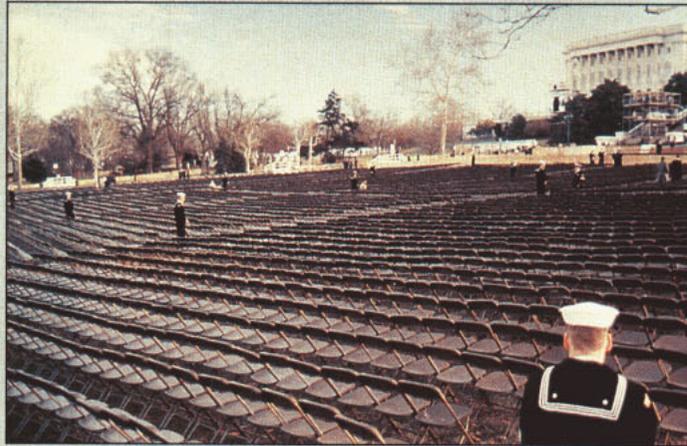


Photo by PH1(AO) Scott M. Allen



Photo by Staff Sgt. Charles Feger



White House photo



Photo by PH3 Joe Meyness



Left: Inaugural opening celebration at the Lincoln Memorial. Below: The joint service ceremonial guard rehearses at the Lincoln Memorial for the inaugural opening celebration. Bottom right: The U.S. Navy passes in review during the parade. Bottom left: The Naval Air Training Command Choir performs at the Air and Space Museum Ball during inaugural activities.



Photo by Master Sgt. Patrick Nugent

Photo by Master Sgt. Patrick Nugent



Photo by PH1(AO) Scott M. Allen



Photo by Staff Sgt. Charles Reger

First visit

Thousands of sailors, shipyard workers on board USS America welcome 41st President.

On his first trip outside Washington, D.C., as President of the United States, George Bush arrived in Norfolk, by helicopter, on the deck of USS *America* (CV 66) to the strains of "Ruffles and Flourishes" and "Hail to the Chief." He was escorted by *America* commanding officer, CAPT John J. Coonan Jr.

Addressing a crowd of 6,000 sailors, Marines and shipyard workers aboard *America*, Bush spoke of "wringing the last drop of waste and mismanagement out of the way we buy our weapons.

"In the years ahead," he continued, "I want to make sure that those who build our ships, planes and weapons live up to the standards of service, dedication and duty that this crew and these shipyard workers set."

During his speech, Bush recognized USS *America's* Sailor of the Year, Aviation Ordnanceman 1st Class Joseph D. Robinson. Bush said that

Robinson was selected as Sailor of the Year not only for his contributions to the running of the ship but also for his community service.

Bush also praised *America's* sailors for keeping peace on the frontiers of freedom around the world. "Wherever you go," the President said, "you take

America and all it represents with you, and you do it with a pride and dedication that few have ever matched."

After his speech, Bush joined a select group of approximately 170 sailors for lunch on

the aft mess deck. According to Mess Management Specialist 1st Class Alberto Nurse, the President's lunch was not special. "The menu is on a cycle. Sometimes we have certain dishes added for the crew as a special treat, but this isn't any different from the way we usually eat." Bush and *America* sailors enjoyed Oriental fare, including fried lumpia, Cantonese



U.S. Navy photo



meat sticks and an Oriental vegetable medley.

While on *America*, Bush attended the reenlistment ceremony for 15 crew members.

Having just returned from a training cruise, many of *America's* crew gave up their first weekend home to perform general clean-up duties and repaint areas above and below decks, especially the port side of the ship (site of event), in preparation for the President's visit.

Upon his departure from *America*, Bush was presented a special flight jacket and baseball cap, which he wore as he boarded his helicopter, "Marine One." □



U.S. Navy photo



Photo by PH3 Michael Demaar

Opposite page: Crew members aboard USS *America* greet their new commander in chief. Above: President Bush praises *America's* sailors for "keeping peace on the frontiers of freedom around the world." Left: Bush greets one of the approximately 170 sailors he joined for a lunch that was served on the aft mess deck.

Sound Off!

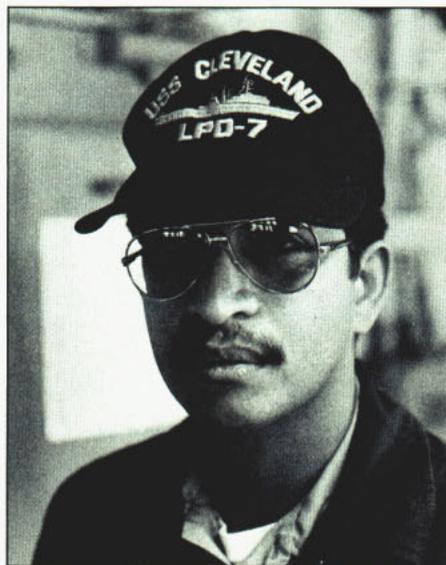
“What should be George Bush’s top priority as he begins his presidency?”



Name: K. Tinnon Tyree
Rank: LT
Age: 26 years
Command: SacLant
Length of service: 3½ years
Hometown: Florence, Ala.

“His first priority should be education and training of all Americans. People without proper training and education can’t get jobs and society becomes stagnant.”

* * *



Name: Carlos I. Garcia
Rank: Operations Specialist
1st Class
Age: 27
Command: USS *Cleveland* (LPD 7)
Length of service: 9 years
Hometown: Brookline, N.Y.

“Better pay for military members. The deficit seems to rise and our pay stays the same. When I came into the military you received good pay

and education. Now, because of cut-backs through Gramm-Rudman it hurts that much more. We make less money than civilian contractors. How can you keep people in the military if the pay isn’t good?”

* * *



Name: Rob Canning
Rank: Fire Controlman 1st Class
Age: 38
Command: USS *Halsey* (CG 23)
Length of service: 12 years
Hometown: South Haven, Mich.

"I think he should focus on two problems. Improve the educational system and balance the budget. People entering the Navy now need the correct educational training to get into the technical ratings. As far as the budget goes, we're so far in debt because we're helping too many people. I think we should help ourselves instead of other countries."

* * *



Name: Nichole L. Misczuk
 Rank: Seaman Recruit
 Age: 18
 Command: USS *Emory S. Land*
 (AS 39)
 Length of service: 4 months
 Hometown: Watertown, N.Y.

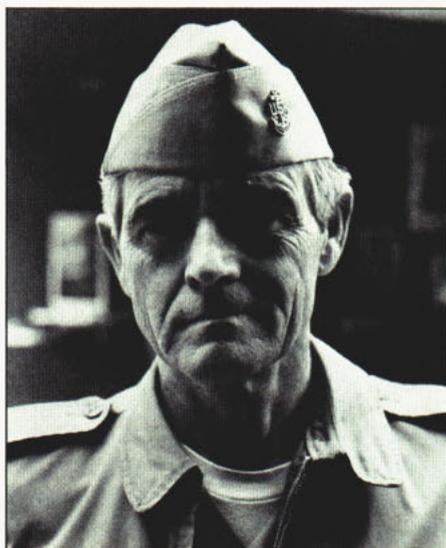
"President Bush should do something to help people with low incomes. Too many people have low-paying jobs or no jobs. No one is helping the poor."



Name: Marlo Alford
 Rank: Yeoman Seaman
 Age: 21
 Command: NMPC Code 483
 Length of service: 9 months
 Hometown: Pittsburgh, Pa.

"The budget — it's humongous. Reagan spent too much on defense. Bush needs to spend more on social issues like the homeless, housing and education."

* * *



Name: Don Davison
 Rank: Chief Aviation Storekeeper
 Age: 55
 Command: ComNavSurfPac
 Length of service: 19 years

Hometown: San Joaquin Valley, Calif.

"Defense, defense, defense. I don't think we should let up on it. We need to maintain a strong image as a nation. We can't appear weak."

* * *



Name: David M. Melendy
 Rank: Quartermaster 1st Class
 Age: 28
 Command: Headquarters Support
 Activity Security, CincLantFlt
 Length of service: 9 years
 Hometown: Portland, Maine

"He really needs to look at the defense budget. He should find out where that money is going and if it's being wasted. Then he should try to raise our pay, because military pay isn't equitable. The President is ex-Navy and should show concern for the career military member." □



Signal

Navy signalmen are modern practitioners of an ancient art.

Story by JOSN Corey J. Gulsvig, photos by PH3 Stephen L. Batiz

One of the earliest documented uses of signal flags was in 1805, during the Battle of Trafalgar. Effective communication was an important factor in Lord Horatio Nelson's stunning victory over the French fleet.

But no one knows for sure when the first signal flag was used to communicate between one ship and another. It seems likely that the most ancient mariners must have indicated their intentions with different colored signs or pieces of cloth.

Today, that ancient need to communicate between ships underway is met by practitioners of a highly sophisticated art.

Aboard USS *Puget Sound* (AD 38), homeported at Naval Base Norfolk, signal flags are wielded with expertise by some of the Navy's most important sailors: the signalmen.

Even in an age of high-tech electronic communications, signal flags are still a highly reliable mode of passing the word when ships at sea have each other in sight. Less subject to intercept than many forms of voice transmissions, signal flags will always play a part in Navy communications, according to Signalman 1st Class Gloria N. Nix, supervisor of *Puget Sound's* signalmen.

These sailors have been designated in the SM

rating through on-the-job training because the SM "A" school was cut some time ago, as Nix pointed out. Since would-be signalmen come in undesignated, supervisors must give their shipmates the proper instructions and training that will lead to them making that particular rating.

"What you're doing is taking individuals right off of the streets and throwing them into the signalman rating," Nix said. "Supervisors must be willing to spend time training these people."

Nix said that on *Puget Sound*, training for her SMs is held on Tuesdays and Thursdays for at least an hour, often longer.

"Being a signalman requires long hours and a lot of hard work," said Nix. "One person is on duty at all times, because signalmen are the primary look-outs on naval ships."

The signal flags used by naval units on the East Coast come from one of three manufacturers — Annin Flag Company of Verona, N.J., U.S. Flags and Signals, located in Virginia Beach, Va., and Valley Forge Flag, in New York.

At U.S. Flags and Signals, flags have been made to order for military and civilian customers since 1920, according to Karen Bistrup, production manager of the company.

Besides the 26 flags for the alphabet, and ten blunt-tipped pennants for the numbers zero to

flags



Far left: Signal flags at work. Right: Blueprints used in signal flag production. Below: A signal flag begins to take shape. Bottom: Finishing touches are added. Below left: Signalmen hoist flags during a drill.



nine, there are 33 pennants used as substitutes for any letters or numbers that are repeated.

All of those flags and pennants are broken out by Navy signalmen on special occasions in port. This full dress ship, using the "Rainbow of Colors," is specifically authorized on Christmas, the Fourth of July and the Navy's birthday, according to Nix. The procedure consists of stringing up 65 flags in a specified sequence from the jack

staff forward to flag staff aft.

"It's a full day's work, stringing up all those flags," Nix said. But the spectacular display is worth it.

Few sailors get to observe the effects of their labors as do the practitioners of an ancient, colorful art: Navy signalmen. □

Gulsvig and Batiz are assigned to Fleet Imaging Command, Atlantic.

Spick and span

Business is picking up for the First Lieutenant's division.

Story and photos by PH2 Carl Duvall



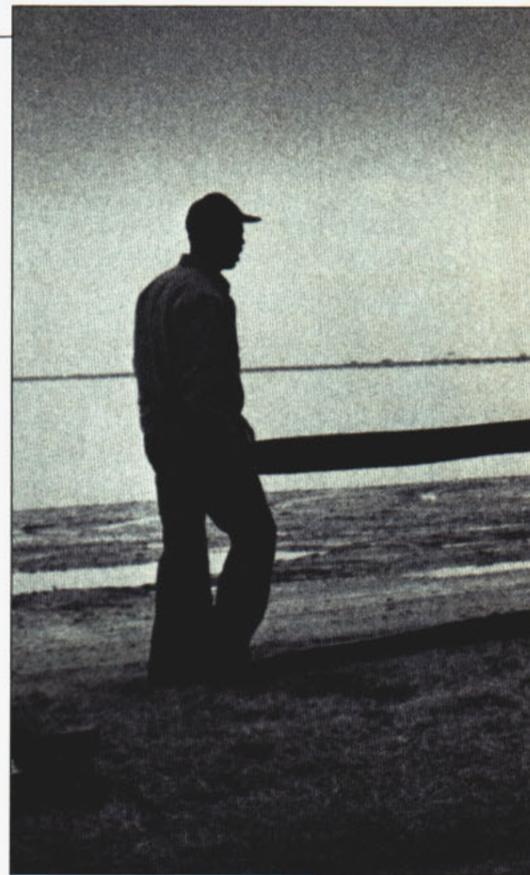
BMSN Todd Linstrom carries a parking sign for placement in the fleet parking area, as part of area improvements.

Sailors in the First Lieutenant's Division at Naval Station Norfolk are always on call to pick up whatever blew down, fell over, washed up or got dragged in. They rake leaves in the fall, shovel snow in winter, plant seeds and spread mulch in the spring, pick weeds in the summer and dispose of litter all year long.

The work isn't glamorous, but these duties performed by the First Lieutenant's Division work crews are essential to base operations.

The division's duties include a variety of fix-it jobs, litter control and base-beautification projects. That means helping the base prepare for major events, such as open houses, air shows and changes of command. Before visitors arrive on base, the division crews ensure that the site of the event looks its best.

They use more than rakes and shovels to accomplish their mission. For preventive maintenance and repair projects, they work in the small engine repair shop, welding shop,



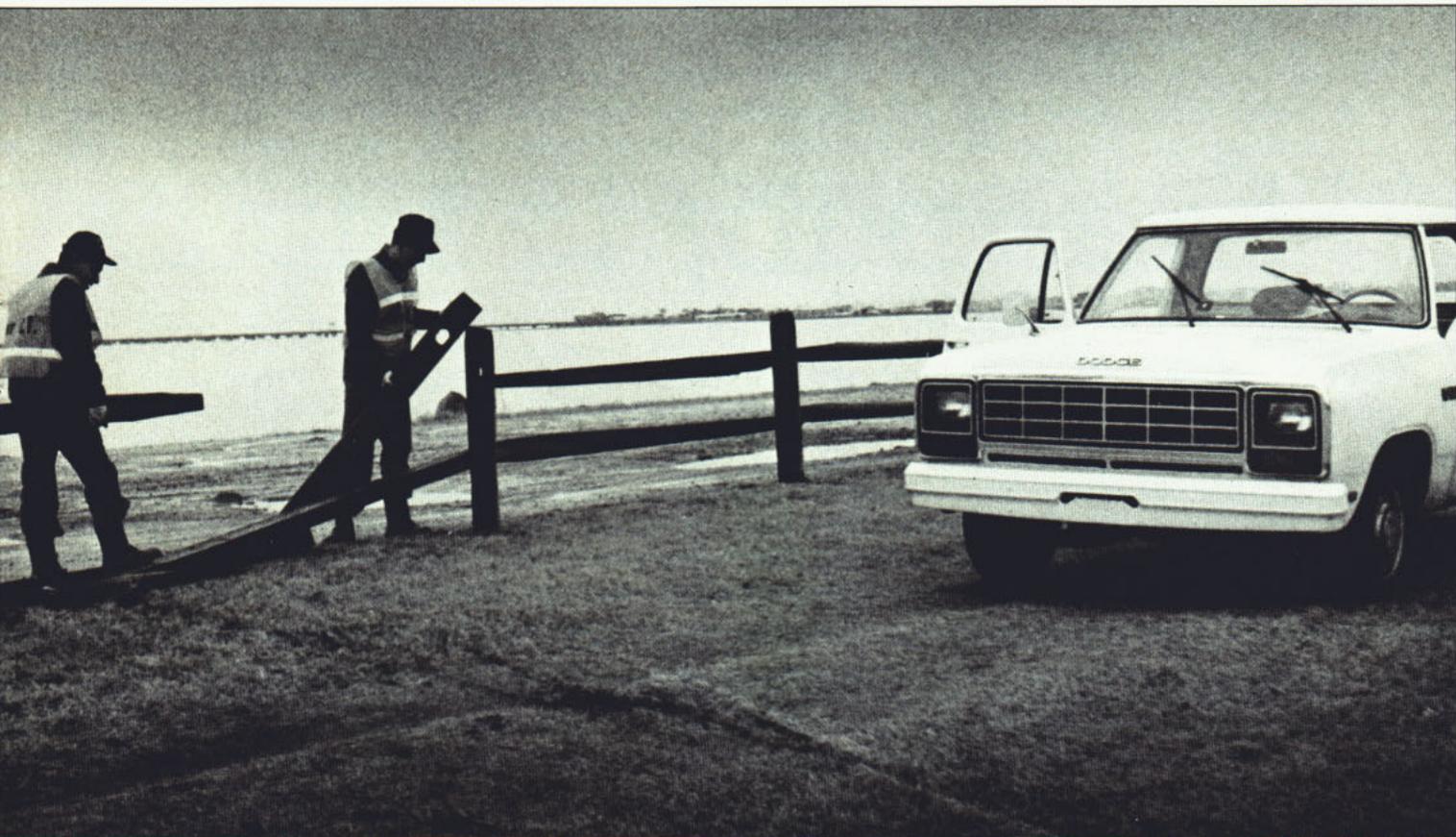
woodworking shop, supply department's equipment issue room and they maintain numerous outside sheds for storage of seasonal equipment.

The division keeps up more than 1,400 acres of the naval station complex, according to Petty Officer 1st Class Steve Wicker, the division's leading petty officer.

"Right now we have eight shore duty allotted billets and are assisted by 50 to 60 sailors from the transient personnel unit," he said. "But the billet allotment was figured back when the division was only picking up trash. Our responsibilities have really increased. Sometimes our staff consists of as few as five people, and the number of workers varies with who's available from the TPU."

Coordinating the efforts of the division's four crews across the large naval station isn't easy.

"Work crews are radio-dispatched to provide immediate response to the needs of the base," explained Chief



Boatswain's Mate(SW) John A. Holderfield, the division's leading chief. "We have radios in most of our vehicles and portable radios to keep the work crews mobile. By using the radios, we are able to reassign crews to new jobs at different locations without having crews return to the office for job assignments."

Using the First Lieutenant's Division is cost-effective for the station. Last year more than \$500,000 was saved by utilizing the talents and skills of the division's workers instead of having the work performed by contractors.

Emergency work, sometimes under the worst weather conditions, is handled by a duty section on short notice. A section is on duty every night to answer calls and respond immediately. For example, the duty crew might be called to clear an obstruction from a road that resulted from a storm or traffic accident.

The First Lieutenant's Division is a diverse group of individuals from a

variety of rates and ratings joined together to keep the naval station in good shape. Most of the workers in the division are transients, many are nonrated.

Some division members believe the work is unworthy of a true sailor. After all, there's no salt spray breaking over a bow, no endless blue horizon, no white foam streaking the waterline — but this work is more closely linked to the shipboard life of a sailor than it may first appear.

Traditionally, the First Lieutenant's Division aboard ship performs both routine and special operations, as well as being responsible for keeping the ship spick and span.

Whether at sea or on shore, cleaning and general maintenance are top priorities. It's a tradition of naval life that will never end — the First Lieutenant's Division will always be a vital part of Navy operations. □

Duvall is assigned to Fleet Imaging Command, Atlantic.

IC3 Edward Williams (left), SN Juan Serrato (center) and AR Chris Williams (right) repair a section of decorative fence on Naval Station, Norfolk. Part of the daily routine is to spot unreported damage and make immediate repairs.

Other people's kids

Many sailors wouldn't be able to go to sea if it weren't for the licensed home-care system.

Story by JOL Melissa Lefler, photos by PHC Bill Barkley

When 7-year-old Jennifer Kern gets up each morning at 7:30 to get ready for first grade, the first person who smiles at her and says "good morning" isn't her mom, but Donna Kersten, her long-term child care provider.

Jennifer, daughter of a deployed, single Navy woman, has spent the last five months of her life away from her own home, living with the Kersten family of Chesapeake, Va.

In the afternoon, when Jennifer returns from school, it's Donna, or occasionally her 15-year-old daughter, Tara, who sits with Jennifer at the kitchen table to help with her homework. At bedtime, Tara often brushes and braids Jennifer's long, light brown hair, as a big sister would, as they sit in the rose, blue and white bedroom that used to be Tara's, but will be Jennifer's for the duration of her mom's deployment.

Jennifer, the daughter of Radioman 2nd Class Agnes Kern who is assigned to the destroyer tender USS *Vulcan*, has been living with the Kerstens since just after Christmas. She will stay with them about three more months, until Kern returns. Fortunately for Kern and Jennifer, Kersten is not a stranger: she has been caring for Jennifer after school since last September.

In recent years, Navy people have needed more hours of child care than almost any other group of workers in the nation, as then Secretary of Labor Ann McLaughlin pointed out in her opening remarks at the Navy and Marine Corps Family Support Conference in Norfolk last November. McLaughlin added that although the Navy needs 91 new child care centers, money to build them is not likely to be available. As an alternative, conference delegates hailed the Navy's 18-month old licensed home care system as a workable solution.

For the majority of Navy members, long-term care for their minor dependents is not likely to be a necessity during their careers. Navy officials have not yet gathered complete statistics about how many Navy people contract for long-term child care in day care homes, other than relatives' homes, each year, or what percentage this is of total child care needs. In the Norfolk area, about 35 people have agreed to provide some type of extended care for Navy children, according to Nancy Scott, family home care coordinator at the Norfolk Naval Base.

For people who need care for their children during normal working hours, 113 Navy day care centers at 89 commands worldwide look after

about 15,000 children each day. The average cost at these centers for a 50-hour week is about \$50, say Naval Military Personnel Command officials. Additionally, about 5,000 children are cared for by 1,300 child care providers in licensed Navy family home care homes. This is about 50 percent of Navy children who need care. NMPC officials estimate that more than 29,000 Navy dependents under the age of five needed day care last year.

There are no Navy day care centers open 24 hours a day, although some Army and Air Force child care centers are open around the clock. Some of these are located near Navy bases, and will take Navy children, whenever possible.

Navy manpower experts estimate the number of two-career Navy couples will continue to grow and that single parents serving in the Navy already number 11,000. Military personnel officials also estimate that 50 percent of Navy wives are working outside their homes. Thus, the demand for child care on Navy and civilian day care centers is burgeoning.

From care for Navy children during duty nights, duty weekends, night shifts, 12-hour shifts or rotating shifts, to arrangements for children



whose parents depart for weeks or months of deployment or TAD — the range of care needs represents the realities, the difficulties and sometimes the insurmountable obstacles faced by sailors ashore and afloat every day. Many sailors choose family home care as the answer to their child care problems.

Sometimes, for Navy people assigned to remote or small stations, licensed home care for their children is not an option, it is the only solution. At Chesapeake, Virginia's Northwest Radio Station, with about 810 Navy and Coast Guard men and women assigned, there is no Navy day care center. The closest commercial day care center is 15 miles away. Fortunately, about 39 Navy wives at Northwest are licensed to care for military children in base housing,

according to guidelines established by the Navy Family Service Centers.

Twelve-hour shifts, rotating day and night shifts and overnight duty are all part of the normal routine for Navy cryptologic technicians assigned to Northwest. This remote station is on the Virginia-North Carolina border and is accessible only by a 15-mile drive down a two-lane country road. The only way many military people assigned there can work their assigned hours is through the willingness of these women to provide flexible home day care at a reasonable price.

The difference between babysitting, day care and home care is often crucial to Navy parents. Babysitters visit your home to do no more than keep your child safe, clean and fed. A day care center is a more institutionalized setting, where certified

Home-care provider Barbara Jackson treats the children she cares for as if they were "her own" while they're in her home.

professionals provide more formal care, often including some type of preliminary education. Home care, where you take your child to another's home, can have the professionalism of a day care center with the comfort and security of the home setting.

Cryptologic Technician (Collection) 1st Class Wendy Catlin, of Northwest Radio Station, explains why finding the right child care provider for her 2-year-old son, Evan, proved difficult and how that search affected her military duties.

"When Evan was four months old, I was working rotating shifts of two days on days, two days on afternoons and two days on midnights, then

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eight hours off, and doubling back," Catlin said. "I was leaving him at the sitter five out of eight days, just so I could sleep."

Catlin said her realization that the sitter was raising her baby caused emotional depression. Changing her hours, plus finding home care, made Catlin feel better.

When her work center switched to 12-hour shifts, Catlin switched sitters, and hired her current home care provider, Barbara Jackson.

"I'm a single parent and she has been a lifesaver," said Catlin about Jackson. "Besides keeping him all night when I worked the 12-hour mid-night shift, she also keeps him if I need to go somewhere — like to an appointment — where it's hard to take him. She has filled in where a spouse normally would have."

Besides Evan, whose mom is finally on a permanent day shift, Barbara Jackson also cares for an infant girl during the night shift. She remembers keeping Evan at her house for 24 hours at a time when Catlin was shifting back and forth between watches, so that Catlin could sleep.

"It's hard for her to work all night and then go home and take care of a child, who is awake during the day," Jackson said, with genuine sympathy. She elaborated concerning her decision to be so flexible with Wendy Catlin and Evan. "I feel she needs help. I made a commitment to care for her child." This commitment, which can't reasonably be expected of an occasional babysitter, can make all the difference for a concerned parent.

"It's almost like Evan is one of mine," continued Jackson, whose oldest son is on active duty with the Air Force, and whose younger child, Louis, is just Evan's age. "Where we go, he goes."

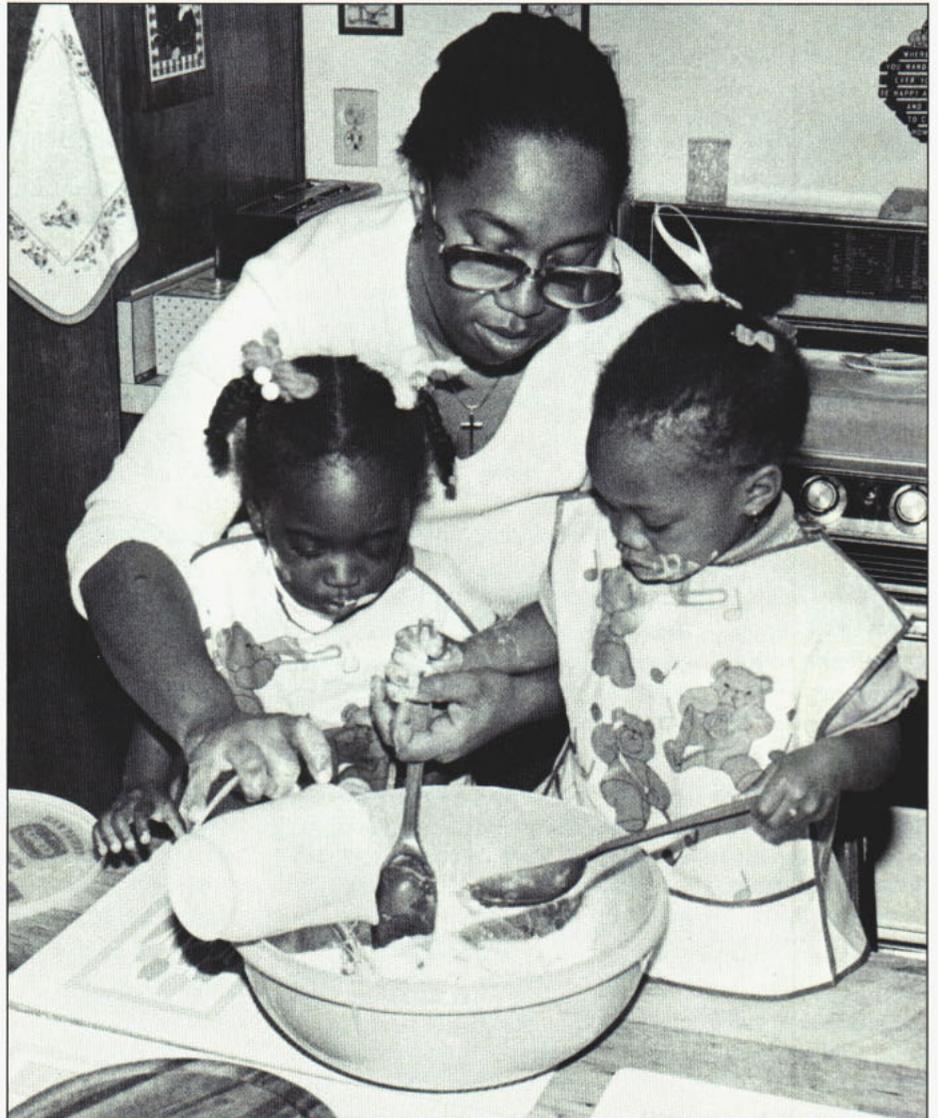
Jackson has cared for about 20 children since she began home care. She names them, pointing to their photos, still up on her walls and under the glass-top of her coffee table. Although Jackson has been caring for children in Navy housing for about five years, she says she has significantly improved the quality of care to the children since being certified 18 months ago through the Navy's program. "I learned First Aid and CPR during certification," Jackson said. "Now I know what to do if a child chokes."

Jackson also now finds it easier to provide nutritionally balanced meals — which include milk, fruits and

vegetables at lunch and supper — since she obtained additional licensing through the U.S. Department of Agriculture. This federal program allots monthly subsidies for food to certified full-time home care providers, based on the number of children cared for and the number of meals served them.

USDA and Navy licensing and certification have added professionalism to Jackson's operation and increased the respect with which she views herself. This justifies, she feels, a small raise in rates.

"I was charging \$1 per hour before, nothing extra for the food — you



Baking is a daily activity in home-care provider Laverne Witherspoon's home.

would be surprised how many parents didn't bother to bring food or even raise the issue," Jackson said. "I just fed them all myself — I didn't want this one crying because she didn't have what someone else had for lunch. I was barely breaking even."

After raising her rates to \$1.25 an hour per child, and with the USDA subsidy, Jackson makes a profit, she says, but laughs when asked if it is enough compensation for the work she does.

"Nobody gets rich doing this for military people."

Besides the flexibility of extended hours, many Navy people appreciate home day care because it can provide a more natural, homelike atmosphere for their children's learning and care.

Barbara Fiedler, a licensed home care provider in Navy housing in Virginia Beach, considers her services a better alternative than day care centers.

"If I were working, I would go so far as to say I was opposed to institutional day care for my children," Fiedler said. "I think all a kid needs until he is ready for school is mothering and a family atmosphere." Fiedler says she has taken over the care of young children whose parents have deliberately moved them out of day care centers. Because they usually take a larger number of children, many day care centers rely on more structured environments to properly care for children. This regimented setting can have its drawbacks, as Fiedler pointed out. "Being separated from their parents is stressful enough," she commented. "In the day care centers, they aren't always allowed to be little kids. They have to be quiet . . . 'OK, it's 10:30, you are allowed to run and play, but be sure that by 10:45 you are sitting quietly.'"

Fiedler, who is married to a chief religious program specialist, said about two years ago she received a phone call from her husband, who was then assigned to the chaplain's

office aboard the submarine tender USS *L.Y. Spear* (AS 36). "He said, 'I have a young lady sitting in my office sobbing her eyes out because we are going out to sea tomorrow for a few days and she still doesn't have a sitter,'" Fiedler remembered. "He told me the young woman was looking for an 'older Christian lady who didn't work,'" she said. "I said to him, 'So that's me? Older?'"

A day later, Fiedler got another call from the ship's wives' club; another woman assigned aboard was in the same situation. "This line of work just kind of fell into my lap," Fiedler said.

Every fifth night Fiedler had the day care children overnight, and when it came time for the ship to deploy, "They just fit right in, so I kept them up to two weeks at a time."

Like most of the child care providers, Fiedler said she could not do extended child care without the support of her husband. "He is wonderful with children," Fiedler said. "When I started keeping the day care children on duty nights, one of the mothers brought in a second-hand crib, and we put it in our bedroom. Our boys were teenagers, so we hadn't had a crib in the bedroom or a baby overnight for quite some time. But my husband never complained."

Empathy plays a large part in most Navy home care providers' willingness to work long hours for little money. They understand that military people have few other choices for duty nights, and that most simply can't afford more than \$1.25 an hour. That rate is low, but over a 50-hour week, with a duty night thrown in each week, the price is about \$72.50, or \$290 per month, for just one child.

For long-term-extended care, with laundry, homework and other responsibilities added, many providers want more than \$1.25 per hour.

Catlin, for example, is scheduled to attend a three-week school, and

negotiated a price of \$600 with Jackson for Evan's care. Where does she plan to get that extra money? "From an advance loan on my income tax," she said.

Laverne Witherspoon, who lives at Northwest Radio Station, has another reason for keeping her rates as low as possible for her Navy clients. "I was a single parent — not only once, but twice," Witherspoon recalls. "If it wasn't for people who were willing to babysit long hours for me, while I was working and going to school at the same time, I never would have made it. Someone helped me when I was down and out, why can't I help some-

"I was charging \$1 per hour and I was barely breaking even. Nobody gets rich doing this for military people."

one else out now?"

Witherspoon went through the Navy's home care certification program at the same time as her next-door neighbor, Barbara Jackson.

"Barbara said, 'Why don't you babysit, too? It will be company for your little ones,'" Witherspoon remembered. Witherspoon gets as much fun out of playing with the children as her kids do.

"I get down on the floor with them and color, build blocks," Witherspoon said. "We go for walks in the neighborhood, each child holding onto another's hand. We bake almost every day. On the day care kid's birthdays, we always have a cake, so they have two parties, one at home and one here."

With four children of her own, aged two to 16, and two day care children,

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one on day shift and one on night shift, the Witherspoon home is usually hopping. Half of the downstairs living area has been converted to a playroom, complete with a miniature kitchen. Added to that, Laverne's house often seems like an unofficial teen center for older kids who stop by when the high school bus drops them off outside her door. "I come from a big family," Witherspoon said. "I am a high-tolerance person who likes a lot of things going on. I don't mind helping people."

Still, Witherspoon admits she sometimes gets burned out.

"Doctor's appointments are OK, and duty nights are OK. But when people want me to take care of their

"It's a service that desperately needs to be done right. I think I make a difference in children's lives — whole families' lives."

kids while they are going out to the movies, that's when I tell them to hire a teenager."

Navy-licensed providers and their clients are learning to make the distinction between babysitting and providing home day care says Nancy Scott, who heads the Norfolk area Navy child care program.

Georgeanne West, who is a licensed home care provider in Navy housing near the Norfolk Naval Base explains what she believes is the difference. "A babysitter comes in, sits down, and watches your child for two hours while you take in a movie," said West. "These people don't have the impact that the provider does."

West, who says she was "either the first or second" person to become

licensed through Norfolk's family home care program, now has four four-year-olds in her day care, and one two-year-old. The father of the two-year-old is Marine Corporal Christopher Francis of Norfolk, who says that West has made a definite difference in his daughter Valerie's life.

Francis is divorced, and has joint custody of Valerie with his ex-wife, who is also a Marine stationed in Norfolk. According to the joint custody agreement, they must both agree about who is to be Valerie's child care provider, a situation which had caused problems.

Before going to the Navy Family Home Care program, Francis said, he had been leaving Valerie with a neighbor who was not licensed. "The babysitter would give her (Valerie) soda at dinner and she'd be up half the night with the sugar and caffeine," Francis remembered. "She was always cranky when I picked her up. I can remember getting into arguments with the sitter about how much money I owed her. One time she called me at work, and said, 'Tell your kid not to bite my kid.' I said, 'What are you doing about it?'"

"She answered that she was too busy doing her laundry to take care of it."

When Francis and his ex-wife visited West, they noticed the difference immediately. "The minute I walked in the door, I could tell it was about 200 percent better than where Valerie had been," Francis said. "Georgeanne had all these things to help her learn, kids her age were there and there was a mini-playground out back in her yard. She had a set plan for what the kids were going to do that day."

Francis says he also feels secure because West's husband is in the Navy, her home is on the Navy base and the Navy monitors what goes on there.

Child care providers who become certified through the Navy program

attend 20 hours of initial training including subjects such as CPR, nutrition, small business records-keeping, child discipline and guidance and activity scheduling. Their homes are inspected for cleanliness, enough square footage for each child and safety. Scott also said that the providers and their husbands must undergo background checks for past criminal charges or any involvement in domestic violence or child abuse.

"We have made arrangements with other providers to take the children on field trips together, and that was a lot of fun," West said, adding that she and other providers also have made arrangements for back-ups in case one is sick, or has an emergency. "I don't ever want to — I won't — put one of my parents in the position of receiving a phone call from me at 6 a.m. saying I can't take their children that day."

West hopes that her professional attitude will bring the respect for her work that she thinks is still lacking.

"We are all getting more and more businesslike," West said of her fellow licensed providers. "Many of us are asking for vacation time, or sick time right up front in our contracts. We consider ourselves to be independently employed. It's an excellent business in this area because the demand is so great. And it's a service that desperately needs to be done right."

West wants to challenge the prejudices she hears about home day care as a profession.

"They think if you do day care, you can't do anything else. But I gave up a very well-paid job, with a lot of benefits, to do this.

"I think I make a difference in children's lives — whole families' lives."

To carry out this commitment to make a difference, West provides transportation to and from two different half-day preschools for two of her four-year-olds, something most providers can't or won't do. And she



Home-care provider Barbara Fielder's sons Joseph, 18 and Andrew, 16, help entertain the kids.

is determined that others won't be left behind educationally.

"All my four-year-olds will be in kindergarten next year and I want the ones whose parents chose not to send them to preschool, or can't afford it, to be just as prepared as the ones who are going," West said. "We don't do planned lessons, but we talk about colors, shapes, the number of grapes on a plate. We do fingerpaints, puzzles, blocks, books, and take trips to grocery stores, museums and parks.

"I know what it is like to be working and uncomfortable with day

care," West adds. "I don't say I won't ever work outside my home again, but right now this is the answer for me."

A lot of Navy parents and their children have decided home day care is the answer for them, as well. And West has comments for the Navy's leadership, too.

"I have to compliment the Navy — finally," West said. "My dad was career Navy, and we always got the feeling that the family was not well thought of. Now they understand that to have happy, secure people on the job, they have to know their family is taken care of. Mommy might come and go, on the ship, but I am the provider, and I can give the children

the continuity they need to cope with that."

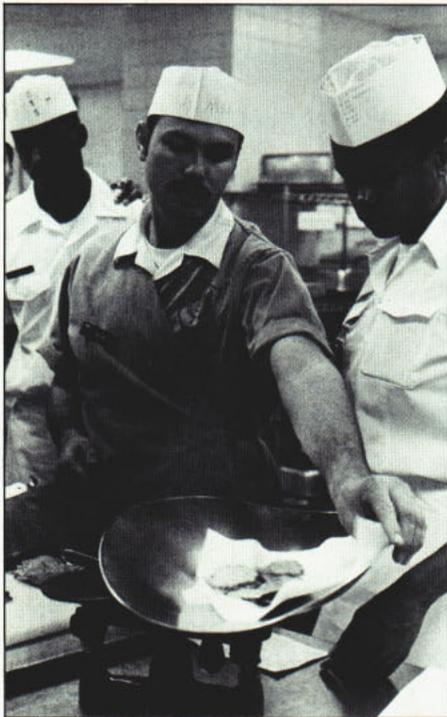
In Chesapeake, Donna Kersten and Jennifer Kern would probably agree. They play in the living room — one parent watches over them while another is at sea, yet the continuity of parents and children and the love they all need is there, thanks to some very special people who have made a commitment — to other people's kids. □

Lefler is assigned to NIRA Det 4, Norfolk. Barkley is assigned to PACen Reserve Det. 106.

Navy cooks

At MS "A" School, they learn how to make the chow line the high point of your Navy day.

Story and photos by JO2 John Joseph



MS1 Kenneth L. Murawski, a laboratory instructor at the Mess Management Specialist Class "A" School, demonstrates proper weighing techniques to students.

As reveille sounds to begin another Navy day, the first thought is food: Breakfast, the most important meal of the day.

For those standing in the chow line, the food is often taken for granted. But for the mess management specialist, making that chow line possible is the beginning of a 24-hour-a-day service.

It's all in a day's work at Mess Management Specialist class "A" school, located at Naval Training Center San Diego. For these men and women, 16-hour days are commonplace. But it's not all bacon and eggs. The training here covers it all, making graduation an accomplishment more than mere meal preparation.

"Here you not only become a cook, we also teach everything from managerial skills to ice carving," said Mess Management Specialist Master Chief Robert Sison, the senior laboratory instructor at the facility. "Still, we only teach the basics to our "A" school students. We don't expect them to leave here as great chefs. That will come when they get out to the fleet. Since this is the only school for mess management specialist training in the Navy, we strive for the best. It's a super program."

The people that run the program are just as super, according to Sison.

"The instructors we have here are definitely the cream of the crop," he said. "We have a very intense screen-

ing program and if you are selected, there's a four-week instructor training program." Instructor candidates are chosen carefully. "Most of our instructors have fleet experience or have completed at least two tours."

That fleet experience can be very helpful, because, according to Sison, the Mess Management "A" School is set up to mirror food service facilities aboard ships in the fleet. Everything — from food item selection and watch station rotations to training manuals and instructions — is the same.

The seven-week training period is broken down into two sections. In the academic section, lasting three weeks, students learn cooking and baking theory. They also receive instruction in different types of galley equipment, along with sanitation and safety regulations.

The remaining four weeks are spent in laboratory instruction, where students get hands-on training. Meals are carefully prepared by the students as they follow recipe cards, using the various cooking utensils and equipment. When the meals are complete, their creations are placed on the chow line for consumption and evaluation by both students and faculty members.

"We have 79 military instructors and 25 civilian contract instructors from San Diego Community College," said Sison. "The academic classes are taught by civilians. Here, they con-



centrate on sanitation, safety, basic food preparation, wardroom preparations and protocol."

During this phase of instruction, students first learn recipe conversions so they can cook the right size meal for any size crew. Each student has his or her own set of Armed Forces recipe cards, the same cards used aboard ship and at shore facilities. These cards are used to determine the proper measurements and ingredients needed to feed a crew of anywhere from 100 to 5,000 sailors.

In wardroom preparation classes students learn proper protocol based on military customs and traditions. They learn it all — proper table settings, how many ice cubes to put in the water glasses — everything.

"We really go into a lot of detail, teaching students everything from what a fork is, to the proper handling of the large copper paddles used with the 30-gallon steam kettles for soups or stew," said MS1 Brenda Gregg, a curriculum development instructor. "We also stress equipment safety,

sanitation and the importance of attention to detail — everything necessary to get them prepared for the fleet."

Since there is so much to learn in such a short a time, motivation and a lot of hard work are critical for successful completion of the course Gregg said. However, members of the curriculum department are always there to help.

"If a student is having a hard time or fails to complete a certain curriculum area, he or she is assigned to a night study program," Gregg said. "We also do independent study for students having difficulty to keep them on track."

The extra attention from instructors pays off, according to Gregg.

"We're turning out top quality graduates. About 80 percent pass the advancement exam the first time out," she said. "All that hard work pays off in the end. It's especially satisfying for me to see the students take pride in their work and their accomplishments."

MS1 Thomas M. Mullen looks on as Seaman Tammy Davis mixes a batch of sliced onions during preparation of an afternoon meal.

Little could be accomplished at the school without careful organization of the students and the classes they take.

With an average of 150 students in any given class, lab instruction has to be run with the utmost precision. There are two galleys, two mess decks and two wardroom areas. Approximately 40 students are assigned to each area of instruction, with seven to eight students per instructor.

According to MSC Alfredo Garcia, the senior watch section supervisor, the large number of students he instructs per class means he has to spend a lot of time in preparation, which he admits is challenging.

"I've been an instructor for the past 22 months," Garcia said. "I thought this would be great shore duty, but I found the hours are longer than on a ship. Instead of getting to work at 5 a.m., we have to be here by 3 a.m. to



Marcelo C. Balagtas, an instructor from San Diego Community College, answers questions from eager mess management specialist students.

get things prepared for the students. It's hard, but it's also very rewarding."

Garcia explained how galley instructors must monitor safety regulations and carefully watch the students from beginning to end of every training activity.

"I'd say that about 75 percent of the students have had no real cooking experience. I even had one ask me how to crack an egg. We really start from scratch," Garcia said, "but we wind up covering a lot. We go through the armed forces recipe conversion tables and learn how to use the various equipment: large french fry machines, potato mashers, meat cutters and both convection and microwave ovens. You name it, we cover it, and it's all hands-on instruction."

Time flies when you're as busy as the MS "A" school students are.

"It's a really short seven weeks," Garcia said, "but by the time they leave here, they will know how to use all the equipment and, most impor-

tantly, prepare good meals."

Students also learn how to be leaders. The course gives students positions of responsibility early in their training. Each student has the opportunity to be selected watch captain for his or her particular section. As such, they monitor the progress of meal preparations, while continuing their own duties in the galley.

One of the best leaders to come out of recent classes was Mess Management Specialist Seaman Recruit James A. Becker, a 20-year old native of Mannheim, Pa. Becker was selected as class honor graduate. He said he found the responsibility that goes with the job was his most rewarding experience.

"I wanted to become a cook because of my experience as a cook in my family's catering service before I joined the Navy. I felt the instruction was excellent. I especially liked being selected watch captain for my section," Becker said. "I had the responsibility of making sure people were doing what they were supposed to be doing. It's a total team effort. If one person doesn't show up on time,

we all suffer. But you still have to feed the troops. No excuses."

"I enjoyed the course," said MSSR Barbara Phelps, 19, of Ludington, Ky. "The instructors were very thorough and they were always there to help you. I thought the lab classes were the easiest."

The mess management specialist rating is both demanding and diverse. MSs can be assigned duty in public quarters for the Chief of Naval Operations, the Secretary of the Navy and as members of the President's staff at the White House. They can also become BEQ and BOQ managers and even recruit training company commanders.

According to MSCS(SW) Logrino Belisario, it's not difficult for graduates to be among the best sailors in the Navy.

"Students who complete this course can be the best in the field if they pay attention to detail, do what is expected and go the extra mile," he said. □

Joseph is assigned to NIRA Det 5, San Diego.

Bearings

'Hats off' to Admiral's 41-year collection of headgear

RADM Paul D. Butcher has worn many hats in his 41-year career. He brought them with him when he recently assumed command of the Military Sealift Command in Washington, D.C.

"My first Navy hat was the dixie cup. In 1948, I enlisted in the Navy and served as an operations specialist on board USS *Midway* (CVB 41)," Butcher said. In 1953, he graduated from college, was commissioned an ensign and began wearing the hat of a naval officer.

"I didn't set out to collect hats," he said. "After a few years, I realized that I was keeping more than a few hats around. In fact, it was about 20. I couldn't keep saying I had a few hats — I had to classify them as a collection."

And that collection kept growing. His fourth consecutive sea tour was as commanding officer of the fleet tug USS *Mosopelea* (ATF 158).

"We didn't visit a lot of different ports, but I was able to get a ballcap from almost every ship we helped," Butcher said.

He added to his collection during an assignment in Washington, D.C., and while attending the U.S. Naval War College.

His collection has increased with hats collected from subsequent tours with the Office of the Chief of Naval Operations, commanding officer of USS *Oklahoma City* (CG 5), as a staff officer with U.S. Central Command, and as Commander, Naval Surface Group, Western Pacific and Task

Forces 73 and 75. "As a departing gift, the wardroom of the Naval Surface Group Western Pacific presented me with a display case to hold the hats of the 56 ships under my control at the time I left," he said. The collection now numbers 400.

Butcher's most hat-producing tour: "I averaged about 10 per tour, but my assignment with Naval Surface Group Western Pacific and CTFs 73 and 75 yielded the most hats — 140."

The hat he's most sentimental about: "This one from the coal mines in West Virginia. Because I was born, raised and educated there, this hat is a reminder to me, if it weren't for the opportunities offered to me by the

Navy, I might be a coal miner today."

The hat he considers most unusual: "I think the hat from Naval Surface Group Western Pacific and CTF 73 and 75, with its five brims, is the most unusual because it depicts the multiple commands I had simultaneously."

His favorite hat: "That's the easiest decision. There isn't a club or society of hat collectors so the value only means something to the owner of the hat. My favorite is my Navy hat. It's taken many forms over the years, but for me it's the most comfortable to wear." ■

—Story by Tony Kendrick, public affairs specialist, MSC, Washington, D.C.



RADM Butcher shows off his display of hats in the case given him by the staffs of ComNavSurfGruWestPac and Task Forces 73 and 75.

Photo by Barry Lake

Bearings

Reenactor keeps Civil War history alive on weekends

Growing up near Wilson's Creek, Mo., where a ragtag band of home-guard soldiers fought a major Civil War battle in 1862, stirred the imagination of Aviation Electrician's Mate 1st Class Greg Hildreth as a youngster. And so he, his family and an estimated 250,000 other Americans, were caught up in the Civil War reenactment craze.

Working in the synthetic training department at Naval Air Station, Corpus Christi, Texas, during the week, Hildreth uses his weekends to pursue his hobby. As a reenactor, upkeep of his Civil War uniforms and equipment is a constant job.

"Authenticity is important to reenactment buffs," said Hildreth. "I belong to the 3rd Texas Cavalry and the 173rd New York Infantry — so I have uniforms of the Union and the Confederate armies."

Much soldiering paraphernalia is purchased from companies specializing in period uniforms and firearms.

"I make a real effort to look authentic when in period dress and spend lots of time reading, researching and communicating with other reenactors," said Hildreth.

Hildreth said the Civil War era is his favorite reenactment period.

"It's the only war that was uniquely our own," he said.

All of the gear Hildreth carries into battles are replicas. He said many reenactors are also collectors and use actual artifacts from the Civil War.

"I personally wouldn't take an 1850s musket into the field and mess it up. It can get pretty rough on the battlefield — valuable antiques can and do get broken or lost in the confusion," said Hildreth. Few reenactments take place on the spots where the actual battles were fought. The

majority of such historical sites are under protection of the National Parks Service. Hildreth said most simulated battles occur within a few miles of the actual sites. "I carry an Enfield musket. After a few changes I made it look like the real thing," he said. "But my favorite firearm is my Colt Dragoon pistol. It's easy to carry and I like the look and feel of it."

His hobby has also introduced him



AT1 Greg Hildreth

to show business. Reenactors are often contracted by movie and television film makers and asked to appear in films requiring historical armies. Since reenactors are not restricted to the Civil War era, many war reenactment buffs have uniforms covering the spectrum from the Mexican Revolution to World Wars I and II.

"I once portrayed a Texas soldier in the TV movie 'Houston, The Legend of Texas,'" said Hildreth. He'll also be traveling to Savannah, Ga., to perform as a soldier in a Civil War drama being made for television.

In 1984, Hildreth was in the filming of a two-part videotape entitled "Gettysburg," a reenactment of Lee's

second invasion of the North that was stopped in July 1863 in Gettysburg, Pa.

"Nearly 10,000 troops, over 100 cannons and almost 500 cavalry were there for the 125th anniversary," said Hildreth.

The 32-year-old sailor is a member of the Missouri Civil War Reenactors Association and the San Antonio Living History Association. To keep up with news in the reenactment arena, Hildreth subscribes to the "Camp Chase Gazette."

"Civil War reenactment is an expensive hobby and I spend thousands of dollars yearly on travel, lodging and food," he said.

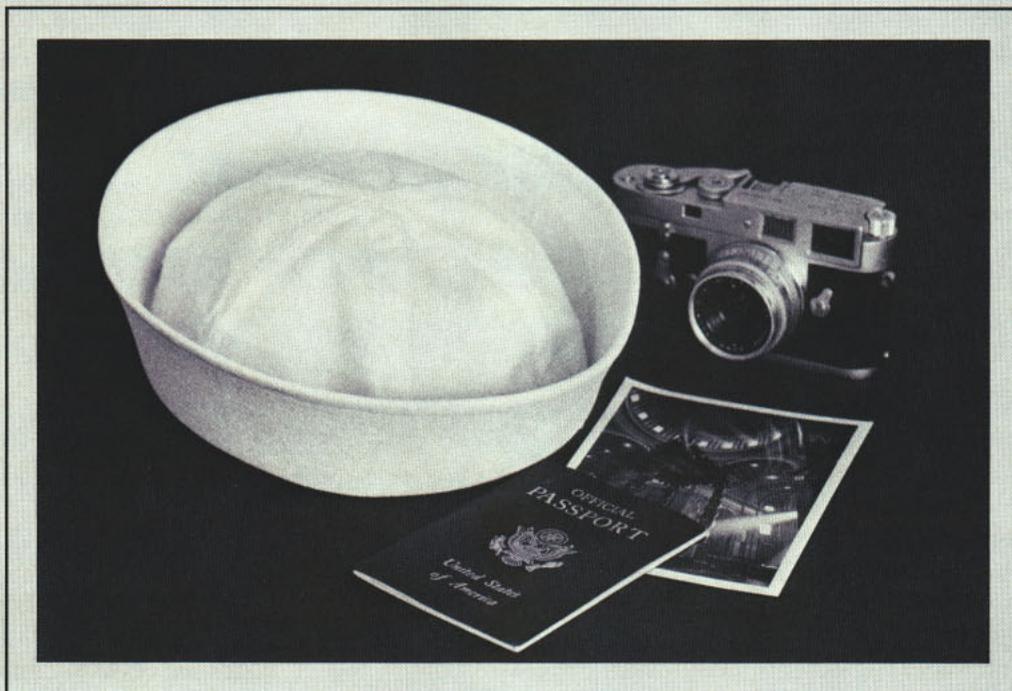
"I spent 21 hours on the road traveling from Missouri to Pennsylvania with a couple fellow reenactors," remembered Hildreth. "It's never too far to travel for a reenactment — the only thing that limits me is the time factor." Hildreth's wife Gwen also owns period costumes such as dresses, hoops, hats and shoes. According to Hildreth, "We have a ball when we reenact as a family, though my sons Mike and Steve are still a bit young to take part yet." Recently, Hildreth added another dimension to his reenactment hobby. He went to Camp Swift, Texas, and, instead of his familiar blue or gray, he wore the khaki uniform of a World War II soldier as he played the role of an American infantryman.

No matter how many military uniforms Hildreth wears, or what era of history he reenacts, when he puts on his blue jumper and white hat he returns to 1989 as a United States Navy sailor. ■

—Story by Julia A. Tournay, editor of Flightline, NAS Corpus Christi, Texas.

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Navy Rights & Benefits



Duty Overseas

Duty Overseas

Duty overseas — anywhere overseas — can be exciting and challenging, but be prepared for some changes. No matter where you go, you'll find differences in cultures, lifestyles and finances — and the Navy will help you before you go, after you arrive and when you return.

You talked over the duty station possibilities with your family, weighed the affects of different assignments on your career and negotiated with your detailer. Finally, the orders to an exotic overseas duty station arrive.

Have orders, now what?

The Navy's Command Sponsor Program is meant to help you, and a transfer overseas is the best time to use the program. Request a sponsor; he or she will have information about your overseas duty station and can help guide you through much of your transfer process.

Your sponsor will send you the command's welcome aboard package with information about your new command and a list of what to take with you to make your in-country living comfortable.

Your personnel support office will handle the paper work for official passports and will work with the Navy passenger transportation office on arrangements for Military Airlift Command flights for you and your family. The personnel office will notify you of the time, date and terminal to which you'll report for your flight.

You'll be screened for overseas duty by your detailer, by medical, and by someone at your command. This screening is a very important evaluation of your past record and any special problems you or your family members may have that could affect your adjustment and performance overseas.

Shipping household goods. Schedule an interview with your base personal property office.

Special allowances. Check with your disbursing office on any special pay and allowances you may receive

at your new duty station. Special pay could include cost of living allowance, "rent plus," a housing allowance, a station allowance, foreign pay or isolated duty pay. Another source of information about allowances is the *Joint Federal Travel Regulations* manual.

Housing. With the information your sponsor provides on available housing, you can have a place waiting for you if you give your sponsor a limited power of attorney to sign a lease or make a deposit for you. For unaccompanied housing, you may elect to live on the local economy and will receive basic allowance for quarters, but you may need permission. A few overseas duty stations do not allow service people to live off base. Check with your sponsor for more information.

Will you need a car? The country you're going to may have good public transportation and you may not need your own vehicle.

If you do decide to take a car, the government generally will pay for the shipment of a privately owned vehicle — be sure you have all the ownership papers before shipping.

The government will ship your vehicle overseas, providing it meets all requirements. Each country sets its own restrictions on importation. It's your responsibility to make the necessary modifications to your automobile to meet those restrictions.

If you have a car loan, you won't need a note from the bank giving permission to take the car outside the continental United States, but you may want to start an allotment to cover the payments.

Your insurance agent should be able to help you extend insurance to cover the country you're going to. If it's not valid outside CONUS, ask your sponsor about companies oper-

ating in the country.

Cars which use unleaded gasoline are often prohibited overseas because unleaded gas is not available. If you take your car, you will need to make adjustments to the gas tank opening and the catalytic converter will need to be replaced when you return the car to the states. Check with the passenger transportation office or the personal property office about what you need to do to ship your car.

Pets. It may be nice to think of taking your pet with you to the new duty station, however, some overseas countries don't allow animal importation. Those that do, may require a quarantine period. The U.S. Department of Agriculture, the country's American embassy or any veterinary service on base can tell you what the quarantine period is, which can be from a few months to almost a year.

You will need an international health certificate and a rabies vaccination certification from a veterinarian and an import license from an American consul or embassy. You will need to pay all quarantine costs. You also may need to make and pay for transportation arrangements since pets are allowed on very few MAC flights. Check with your transportation office for more information on transporting your pet.

The Overseas Transfer Information Service recommends that you leave your pet with a friend, relative or a boarding kennel until you can send for your pet. Place the shipping of the pet with a firm that specializes in shipping animals; they will know what papers are necessary and what rules must be observed.

For further information on the regulations governing the shipment of animals overseas, call OTIS.

Schools. The Department of Defense operates a school system in

Duty Overseas

most overseas areas where American forces are stationed. Your sponsor, your new command, the host nation embassy or OTIS can help you with information about Department of Defense Dependent Schools.

In other areas, there are private schools devoted to the education of foreign students. Find out the rules and customs of these schools. The school atmosphere in many foreign countries is more formal than in the United States. Uniforms may be required or special dress codes may be in effect. Also, discipline may be more severe, and the learning-teaching process may be more structured than in the United States.

Whatever the school situation, be sure to take copies of school transcripts and records with you.

Driver's licenses. Some countries will issue you a driver's license, but it's wise to have a current stateside license and an international driver's license, especially for dependents who will be driving in the host country. Check with the American Automobile Association or the Department of Motor Vehicles in your area about getting an international license.

Adult education. Most U.S. overseas stations have continuing education programs through college and community college extensions. Check with your base's Navy Campus for Achievement office for the college sponsored in your assigned overseas duty station. Bring with you transcripts of past courses, for placement.

Once you're there

Your new base will conduct orientation programs for incoming active duty members and their families. Through a program coordinator or the base's Family Service Center, you can learn about the country and its culture, politics, history, customs and language. There's also training in dealing with culture shock, coping skills and instructional field trips.

In some overseas duty stations, you may receive ration coupons and control cards when you check into the command. Supplies of items like gasoline, cigarettes, liquor, stereo equipment and cameras are limited, especially in isolated areas, since they're highly desirable items for the black market.

Buying overseas. Most familiar brand names manufactured in the United States are available in your base commissary and Navy Exchange, but because these items are imported you should expect shortages. Be prepared to try different brands of foods and clothes in the host country.

If you have a special diet, take an emergency stock with you. If you need an irregular size in shoes or clothing, take along mail order catalogs.

American appliances may not adapt to the host country's electrical outlets or operate on the same current. Commissaries and Navy exchanges can provide familiar items in appliances, but usually transformers or adaptors are required.

Duty-free goods. On base you can buy items without tax. Off the base, you can generally purchase an item tax free by showing your ID card. Some private businesses don't charge tax on expensive items such as cars and cameras, but you will have to ask the merchant.

Marriages to foreign nationals. Paper work will need to be filled out to marry and bring back a foreign national as your dependent. Check with the base's legal services office on regulations governing marriage to a person from another country.

Children born overseas. Any child born overseas needs two birth certificates, one as a U.S. citizen filed with the American embassy and one from the base hospital.

Medical care. Check with your present base clinic about overseas facilities if you have special needs. Routine dental care is available at

most overseas commands on a space-available basis, but orthodontia is available only at major dental centers.

Take care of known and treatable conditions before you transfer. Make sure your dental records are up to date.

If you get sick and aren't near American doctors or facilities, seek advice from the embassy or consulate. They will recommend a reliable doctor.

Returning home

Shipping household goods. Household goods that are shipped back are duty-free, but any hand-carried items will need to be declared. Custom declaration forms can be obtained from the air terminal on base or your personnel support detachment.

School records. Get a full record of overseas schoolwork for you and your dependents. These records are essential to college entrance.

Vehicle. You may be entitled to ship a vehicle back to the states, whether or not you shipped one overseas. However, the government will not ship certain foreign-made vehicles. Check with your personal property office or Navy passenger transportation office before you purchase a car overseas.

Overseas Transfer Information Service

OTIS has up-to-date information on overseas Navy duty stations plus information on overseas life. It also has sources and contacts for unusual problems. As part of the Overseas Duty Support Program, OTIS is organized to answer questions from sailors and their families.

Call OTIS toll free at 1-800-327-8197, at Autovon 224-8392/3, or collect (202) 694-8392/3. The office is open from 8 a.m. to 4:30 p.m., Eastern Time, with a recording device to receive your call after hours. □

Mail Buoy

Missing cargo

I am writing in reference to the fine article on cargo handlers (*All Hands*, Dec. 1988). I really enjoyed it very much. The reason for this is I was a cargo handler while stationed at Cheatham Annex.

The only thing I have to complain about is that you didn't mention the Navy cargo handler and port group (NavCHaPGru) and also the fact that Seabees are involved in the CHB's two-week active duty.

I am very proud to be one of the few stationed at NavCHaPGru, of being a Seabee and crane-qualified. I did four weeks in McMurdo Station unloading the supplies for the winter-over. I am also proud of my Antarctic Service Medal. Unless it's changed, only NavCHaPGru are the ones who go there.

So, I don't want you to think I'm complaining, just letting you know that Seabees are also cargo handlers at Cheatham Annex, Yorktown, Va.

Thanks for your time.

— CM2 Richard D. Bancroft
ACO NMCB-62, FPO
Miami, Fla.

Fleet Week '88

I am writing you concerning your "Bearings" article in the January 1989 issue of *All Hands* entitled, "San Francisco welcomes Fleet Week '88."

The article was good in content and very informative, yet it was missing one key point. Your magazine included the names of all of the ships that attended Fleet Week except for one very important one, USS *Samuel Gompers* (AD 37). Even though we are homeported in the Bay Area, Naval Station Alameda, we were the only "hometown" ship to attend the festivities. We felt we played a key role in the public relations side of Fleet Week and deserve such notoriety as those ships included in your article.

We are a destroyer tender and please note, we are the only one for the entire Bay area. We are very proud of the work we do and of the responsibilities that come along with being RADM Bitoff's (Commander, Naval Station San Francisco) flag ship. (RADM Bitoff relieved RADM Toney, January 1989).

If you will take a look at the left side of the picture of USS *Ranger* on Page 34 of the article in concern, you will notice a faint glimpse of our ship in the fog.

Sometimes that's the feeling we receive from the public and the Navy. We all know that the Navy is the backbone of our country's armed forces, but it's time we realize the destroyer and submarine tender fleet is the backbone of the Navy.

SK3 Paul D. Howarth
USS *Samuel Gompers* (AD 37)

Reunions

• **USS Ashland (LSD 1)** — Reunion July 6-8. Campbell House Inn, Lexington, Ky. Contact Milt Ferguson, 1540 East Moore Road, Hillsdale, Mich. 49242; telephone (517) 437-7205.

• **USS Nevada (BB 36/SSBN 733) Association** — Reunion July 6-9. Silverdale, Wash. Contact Roy Johnson, 3826 Knoxville Ave., Long Beach, Calif. 90808; telephone (213) 429-5392.

• **USS Ingersoll (DD 652, DD 990)** — Reunion July 11-17. St. Louis. Contact Charles D. Bass, 560 Cypress Lane, St. Marys, Ga. 31558; telephone (912) 882-3589.

• **USS Stevenson (DD 645)** — Reunion July 11-17. Tin Can Sailors Convention, St. Louis. Contact Frank J. Kmiec, 66 Chadwick St., North Andover, Mass. 01845; telephone (508) 685-8931.

• **USS Mertz (DD 691)** — Reunion July 11-17. Tin Can Sailors Convention, St. Louis. Contact Mervin J. Hood, 421 East Bluff St., Carroll, Iowa 51401; telephone (712) 792-4386.

• **Third Marine Division Association** — Reunion July 12-16. Chicago. All Marines, doctors, hospital corpsmen and Seabees who served with 3rd Marines are welcome. Contact Bill Murray, 3112 North Neenah, Chicago, Ill. 60634; telephone (312) 237-8877.

• **USS Independence (CV 62)** — Reunion July 13-16. Contact Denis J. Bagley, 12 Trenton Ave., Edison, N.J. 08817; telephone (201) 819-0359.

• **Legion of Valor, Recipients of the Medal of Honor, Distinguished Service Cross, Navy Cross and Air Force Cross** — Reunion July 25-28. Minneapolis. Contact Sid Goldstein, 13541 Paysen Drive, Westminster, Calif. 92683.

• **115th Naval Construction Battalion Veterans** — Reunion July 27-30. Northampton, Mass. Contact Edward C. Plum-

mer, 5023 East Naomi St., Indianapolis, Ind. 46203; telephone (317) 359-6990.

• **Sharkhunters** — Convention in July. South Carolina. Contact Sharkhunters, P.O. Box 21776-A9, Tampa, Fla. 33622.

• **USS Meredith (DD 434)** — Reunion in June or July. Contact Robert Robinson, 6804 Totem Beach Loop, Marysville, Wash. 98270.

• **"Kilo" Battery, 4th Battalion, 12th Marines** — Reunion July. Chicago. Contact Rex Forcht, Box 341, Dongola, Ill. 62926.

• **USS Blackhawk (AD 9) and assigned destroyers** — Reunion August 1-6. Fife, Wash. Contact G.H. Mason, 2212 122nd Avenue East, Puyallup, Wash. 98371-1614; telephone (206) 863-8666.

• **USS Maddox (DD 731), USS C. Turner Joy (DD 951), 25th Anniversary of Tonkin Gulf Action** — Reunion August 2-5. Baton Rouge, La. Contact C. Ward Bond, c/o USS *Kidd* (DD 661), 305 South River Road, Baton Rouge, La. 70802; telephone (504) 342-1942.

• **USS Des Moines (CA 134)** — Reunion August 4-6. Mercer, Pa. Contact Steve Renock, 715 Elm St., Watsonstown, Pa. 17777; telephone (717) 538-2166.

• **USS Medusa (AR 1)** — Reunion August 6. San Diego. Contact Charles W. Mantz, 486 Welton St., Chula Vista, Calif. 92011; telephone (619) 420-9299.

• **USS LST 47 (1943-46)** — Reunion August 9-13. Pittsburgh. Contact Gus Sellitto, 510 Bayview Ave., Inwood, N.Y. 11696.

• **USS Walter B. Cobb (APD 106)** — Reunion August 9-13. Norfolk. Contact James G. Plough, Route 1, Box 89, Lynnwood Heights, Jefferson City, Tenn. 37760; telephone (615) 475-2970.

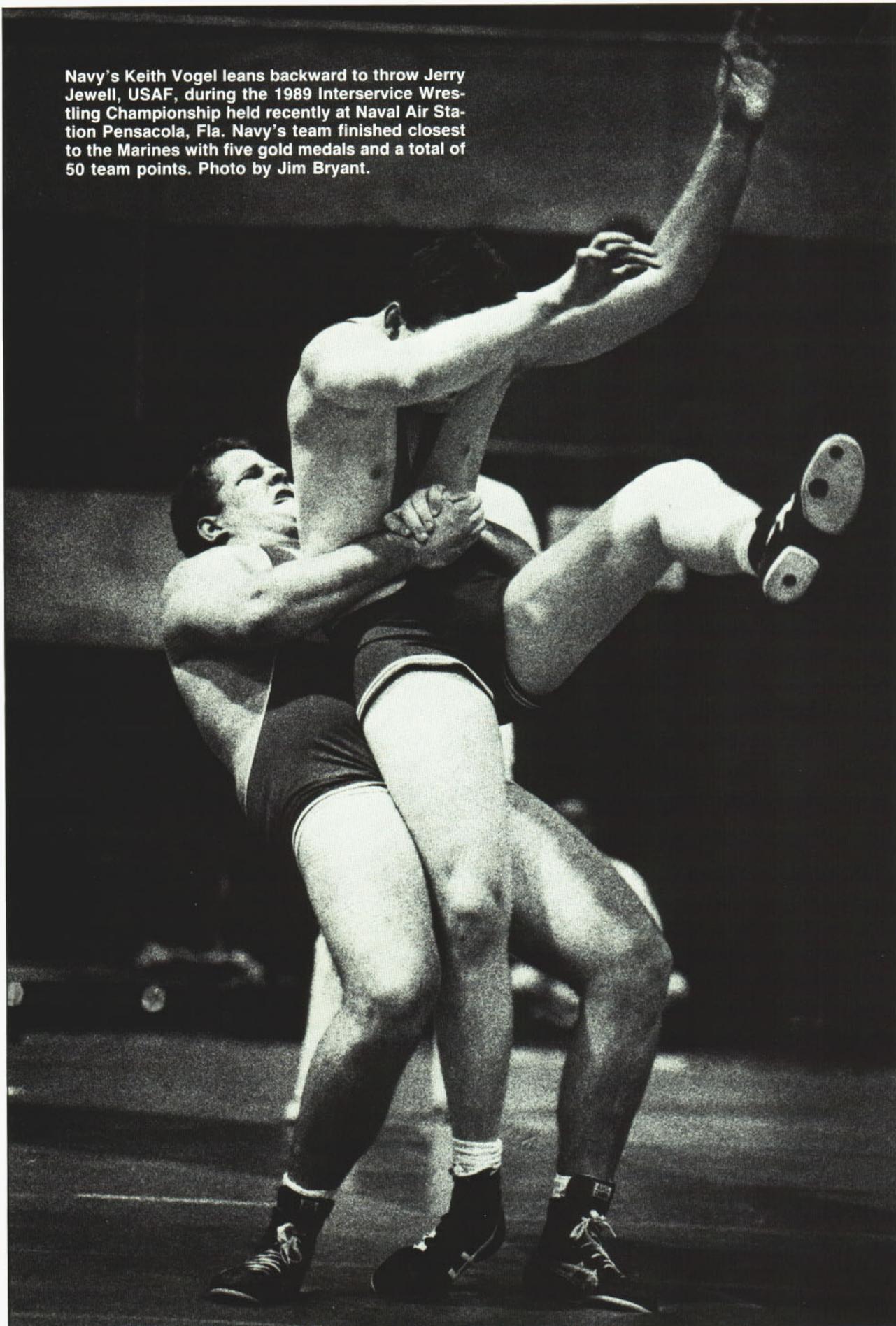
• **USS Bon Homme Richard (CV/CVA 31)** — Reunion August 11-13. Bremerton, Wash. Contact Ralph Pound, P.O. Box 1531, 410 Clark St., Tupelo, Miss. 38802; telephone (601) 842-8247.

• **USS Seal (SS 183)** — Reunion August 13-17. Reno, Nev. Contact Richard J. Manyak, 32 Case St., Farmington, Conn. 06032.

• **USS Dayton (CL 105)** — Reunion August 16-19. Portland, Ore. Contact L. G. Davis, 785 Little Neck Road, Virginia Beach, Va. 23452; telephone (804) 340-0143.

• **USS Bremerton (CA 130)** — Reunion August 18-20. Long Beach, Calif. Contact R. F. Polanowski, RD #1, Belfast, N.Y. 14711; telephone (716) 365-2316.

Navy's Keith Vogel leans backward to throw Jerry Jewell, USAF, during the 1989 Interservice Wrestling Championship held recently at Naval Air Station Pensacola, Fla. Navy's team finished closest to the Marines with five gold medals and a total of 50 team points. Photo by Jim Bryant.





Bidding farewell ● Page 23