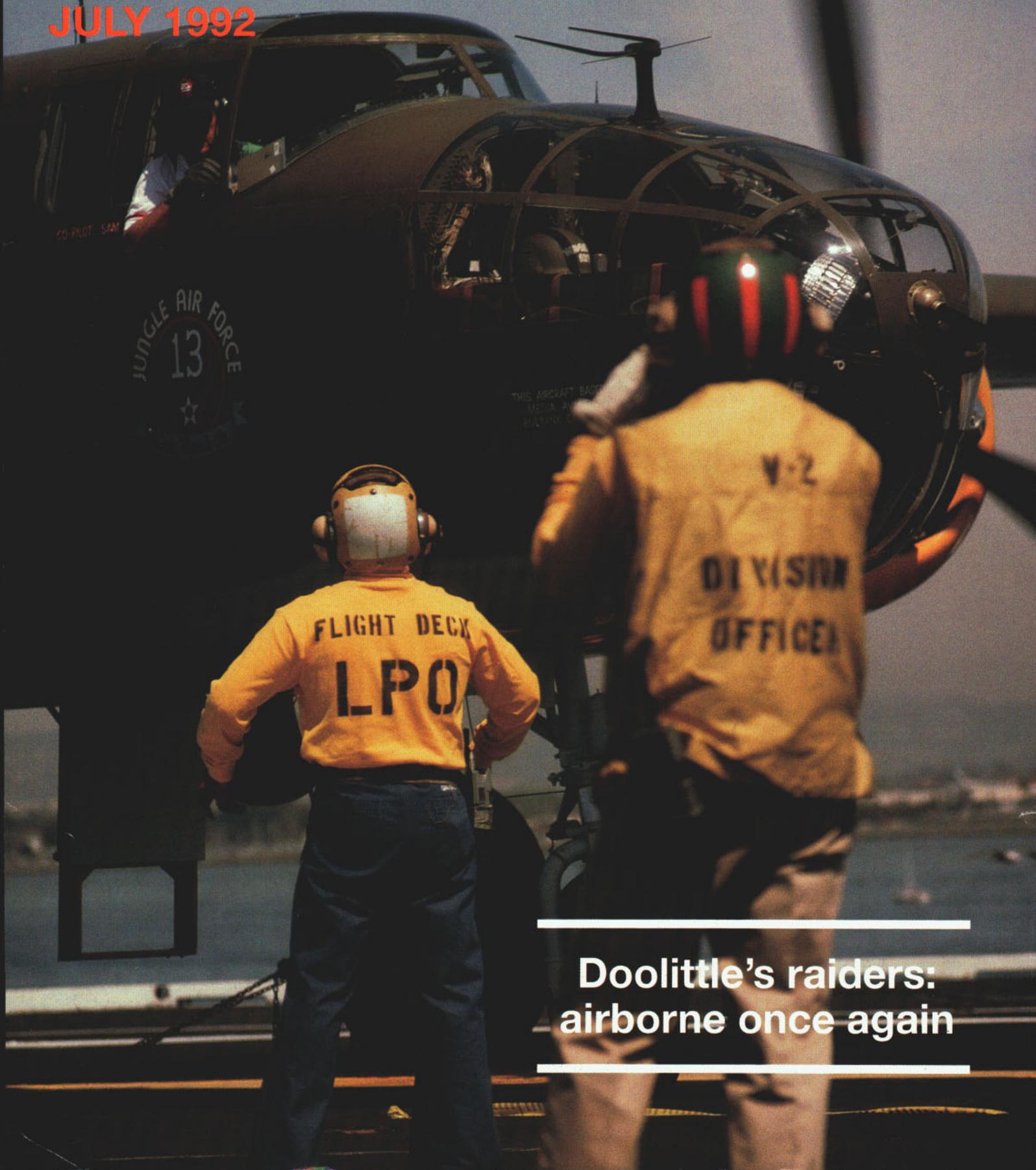


ALL HANDS

JULY 1992



Doolittle's raiders:
airborne once again



During USS Whidbey Island's recent port visit to Burgas, Bulgaria, PH2 Jerry Ireland captured this portrait of a Bulgarian sailor at attention in front of the National Ensign.

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ALL HANDS

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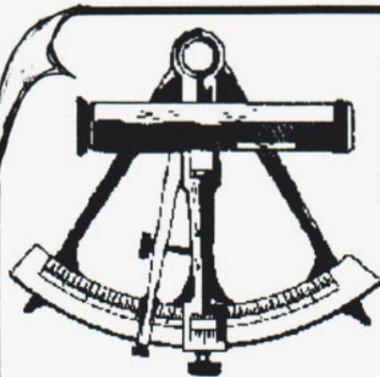
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Front cover: The re-enactment of Doolittle's Raid, the famous World War II carrier-launch of Army B-25 *Mitchell* bombers against the Japanese mainland, took place aboard USS *Ranger* (CV 61). Photo by JO1 (SW) Joe Gawlowicz. See story Page 17.

Back cover: Recruiting duty can be diverse. From the Badlands of South Dakota to the mean streets of the South Bronx, *All Hands'* coverage of this demanding duty begins on Page 21. Photo by JO1 Anabelle St. Germain.

From the charthouse



Accessing the facts

April 1992 marked the first anniversary of BuPers Access, an electronic bulletin board system which has significantly improved communication between fleet personnel and the detailing community.

Navy personnel and their commands can tap into the latest information about advancement and selection board results, duty preference sheets, enlisted duty swaps, orders status and the electronic BuPers phone directory.

All you need to use BuPers Access is a computer with a modem and communication software. The system can be accessed by calling 1-800-346-0217/18/27 or 1-800-762-8567. The line is open 24-hours, seven days a week. From overseas locations call Autovon: 225-6900/8070/8059/8076 or (703) 614-8070/8059/8076. A technical support

line is available during business hours at Autovon 224-8083 or (703) 614-8088.

For those who need to write a speech or use current policy and resource materials, the CNO Bulletin Board provides speeches as well as other Navy-related policy statements and information to users. *Navy News*

Service is also available on this bulletin board, as well as congressional testimony, talking points, articles and the Navy Fact File. The CNO Bulletin Board may be accessed with

the same equipment used for BuPers Access by calling 1-800-582-2355/6940 or (703) 695-6198/6940.

CHAMPUS update

Freestanding outpatient rehabilitation facilities are not authorized CHAMPUS (Civilian Health and Medical Program of the Uniformed Services) providers, because many of the services offered are considered to be investigatory in nature.

Freestanding facilities may offer such services as therapeutic recreation,

social services, driving skills evaluation and training, family education, pre-vocational assessment and training, and transitional living — all of which are not medically necessary, and therefore not cost-shared by CHAMPUS.

CHAMPUS is prevented by law from sharing the cost of these services or methods of treatment.

It's primarily the type of care that determines CHAMPUS coverage, rather than the status of a particular institution as a CHAMPUS-authorized provider of care. Individual independent professional providers of care (such as physical therapists), who are authorized by CHAMPUS and are not employed by or under contract to an institution that is not authorized, might be able to bill CHAMPUS for the covered care they give, even though the institution at which they provide the care is not authorized by CHAMPUS.

Federal statutes and regulations require that CHAMPUS cost-share only medically necessary services and supplies required in the diagnosis and treatment of illness or injury.

Medicare has a classifi-

cation of health care provider known as a "CORF" (comprehensive outpatient rehabilitation facility). CORFs are not authorized providers of care under CHAMPUS.

There are approximately 2,400 hospitals nationwide with organized outpatient rehabilitation services. Therefore, the lack of CHAMPUS approval of the 200 Medicare CORFs, or of other freestanding outpatient rehabilitation facilities, has little impact on the access of CHAMPUS beneficiaries to medically necessary outpatient rehabilitative services.

Stand up and be counted!

The week of Aug. 30, 1992, has been designated as "Armed Forces Voters Week" to emphasize the importance of exercising the right to vote.

During this week, Navy commands will hold local events to publicize upcoming elections. Scheduled activities include programs on procedures required to obtain absentee ballots. Command Voting Assistance Officers will assist military personnel, their eligible family members and civilian employees overseas regarding registration and voting procedures for upcoming fall elections.



SecNav OKs Seabee warfare pin

Secretary of the Navy H. Lawrence Garrett III has approved a Seabee Combat Warfare Specialist designation. The pin is still in the design process, but Seabees and Naval Civil Engineer Corps officers from specified units may qualify.

Applicants must meet a rigid battery of requirements, including passing an oral exam. Additionally, all of the qualifications must be met within

a three-year period. Officers will receive a gold pin and enlisteds will receive a silver pin.

For a six-month period following the date of instruction, active-duty and selected reserve officers (O-3 and above), all limited duty officers, chief warrant officers and enlisteds (E-6 through E-9) may have their records of service reviewed for qualification as a Seabee Combat Warfare Specialist. This one-time "grandfathering" procedure ends Sept. 10, 1992.

For more information, see OpNavInst 1410.1.

Navy Policy Book: your best source

In the coming weeks Navy commands worldwide will receive copies of the *Navy Policy Book*, a new publication that re-emphasizes the Navy's mission, ideals and policies which have served the Navy so well throughout its history.

"Secretary of the Navy Garrett and I believe it is vital that all our people,

officer and enlisted, military and civilian, regular and reserve, know the basic principles that guide the Navy and help us execute our mission. This is especially true as we face the challenges ahead," said Chief of Naval Operations ADM Frank B. Kelso II.

The *Navy Policy Book* is a single-source reference for every member of the Navy team. It is an overall guide which details the Navy's priorities and guiding principles on a wide range of subjects. It will help individual Navy men and women better understand the organization to which they belong. It will also help each command ensure its policies and priorities are consistent with those being pursued by the Navy as a whole.

"I urge every member of the Navy team to read the *Navy Policy Book*," Kelso said. "You may share it with family and friends outside the Navy if you wish. I expect you to use the policy book as a source of guidance in the workplace and as a starting point for discussions designed to improve command performance, morale, teamwork and efficiency." □

Hagan selected as eighth MCPON

Chief of Naval Operations ADM Frank B. Kelso II announced May 21 that Master Chief Electronics Technician (SW) John Hagan was chosen as the eighth Master Chief Petty Officer of the Navy (MCPON) from four finalists.

The other finalists were: Master Chief Sonar Technician (Surface) (SW) Bruce W. Baker, force master chief, Naval Surface Force Pacific; Master Chief Avionics Technician (AW) Michael C. Baker, command master chief, USS *Theodore Roosevelt* (CVN 71); and Master Chief Boatswain's Mate (SW) Charles W. Baldwin, command master chief, USS *Dwight D. Eisenhower* (CVN 69).

"Each of these master chiefs represented themselves, their commands and the U.S. Navy in the finest manner possible," Kelso said. "They can be proud to have been finalists."

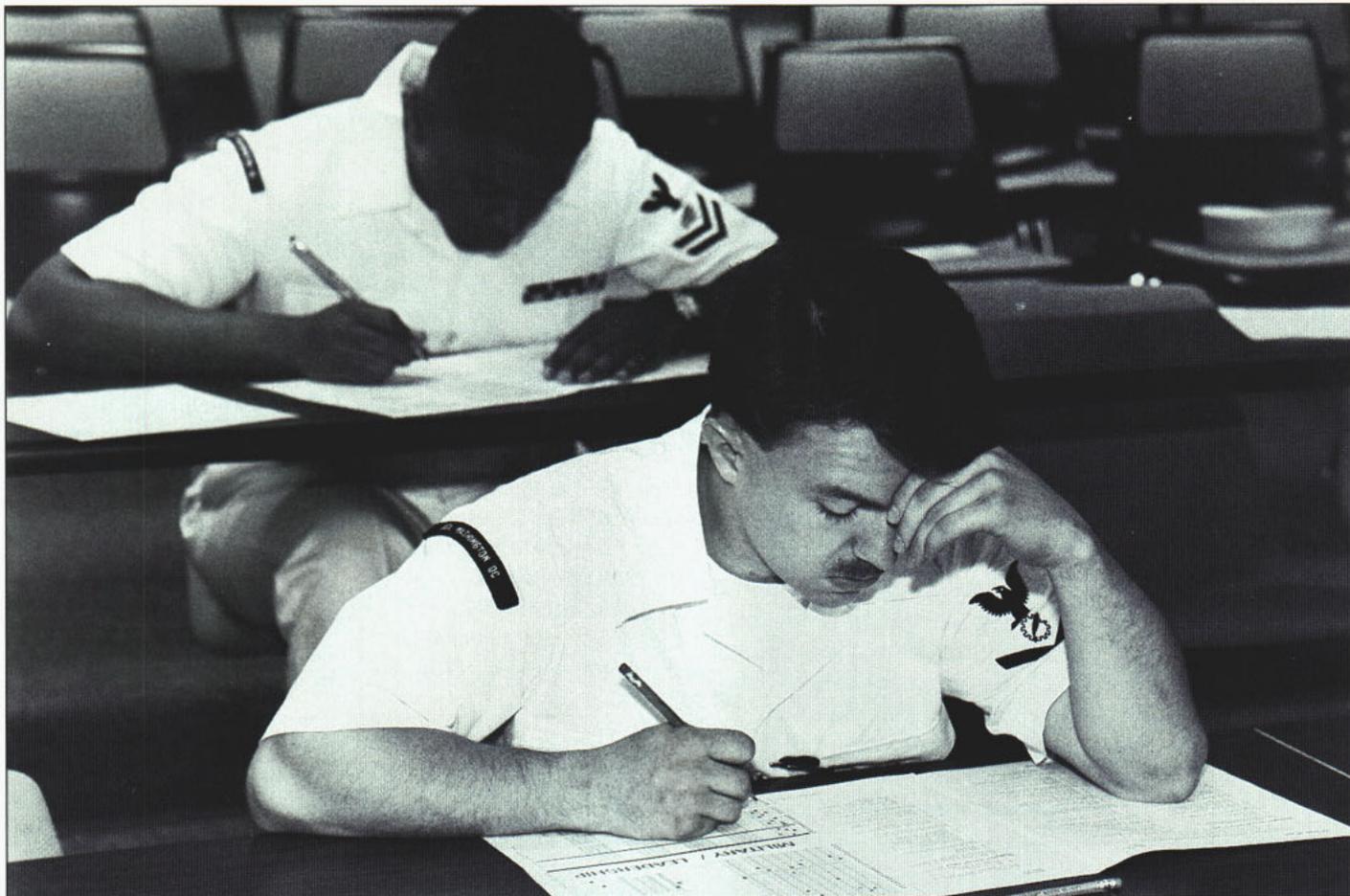
"If I do this job half as well as Master Chief Bushey," Hagan said, "I'll leave the office well-served."

Hagan is a 27-year veteran and is assigned as command master chief of



Helicopter Anti-submarine Squadron (Light) 48. Hagan reports to Washington, D.C., for duty this month and relieves Master Chief Avionics Technician (AW) Duane R. Bushey as MCPON Aug. 28.





Hurry up and wait

From exam to frocking — moving up takes time

Story by JO1 Sherri E. Bashore, photos by JO1(SW) Joe Bartlett

Congratulations, you made it! These are words every sailor hopes to hear after taking the Navywide advancement examination. The exams are given every January, March and September; however, the results are not available for three months, a fact that confounds many sailors. What happens from the time advancement hopefuls fill in the 150-question exam sheet until they receive the examination profile information, and why does it take so long to receive the results? *All Hands* took an in-depth look at the advancement exam process to find the answers, and the findings may surprise you.

"It takes about two months from the time a sailor takes the exam [to the time] the Naval Education and Training Program Management Support Activity (NETPMSA), Pensacola, Fla., gets enough of the exams from the fleet to grade and process," said LT Diane Webber, enlisted advancement planner, Bureau of Naval Personnel (BuPers).

"By the book, commands are supposed to send exams to NETPMSA within five days after the exam is administered," said Dr. Michael Lentz, NETPMSA's technical adviser for the Navy advancement center department. "Unfortunately, we can't get everyone to do that. We send

all the exams back and forth by registered mail which is slower than regular mail. We're getting them from all over the world, and it takes awhile for them to get here."

As the exams trickle into NETPMSA's shipping and receiving department they are bunched together and assigned a code number. Each stack is sent to the records branch where they are read by an optical scanner.

The scanning process, however, is not the scoring process. The sheets are scanned to collect data that is later transferred to magnetic tape. The information on each answer sheet is bounced off the enlisted

master file (EMF) which verifies that all information provided on the answer sheet is correct — social security number, rate, time-in-rate, schools attended, etc. If any of the information does not coincide with the EMF, the exam sheet is automatically separated from those without discrepancies.

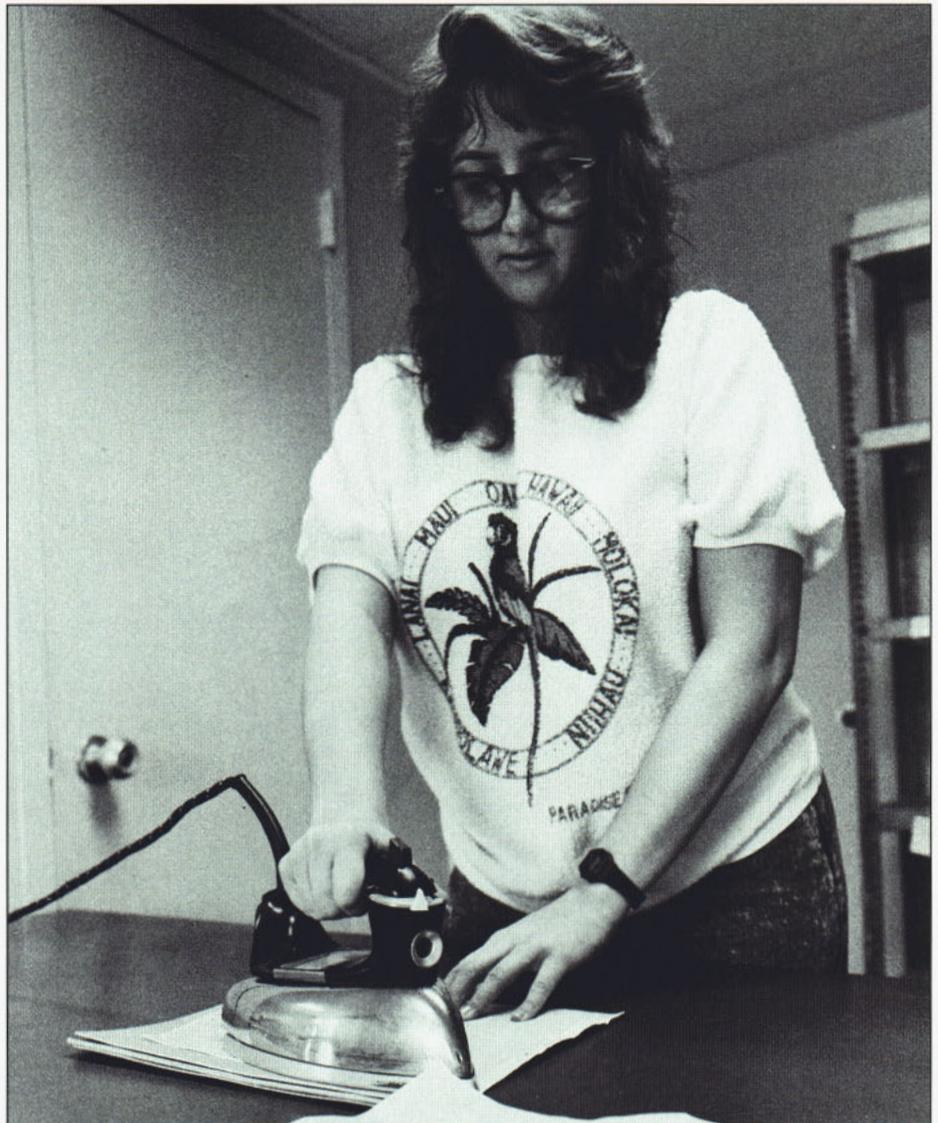
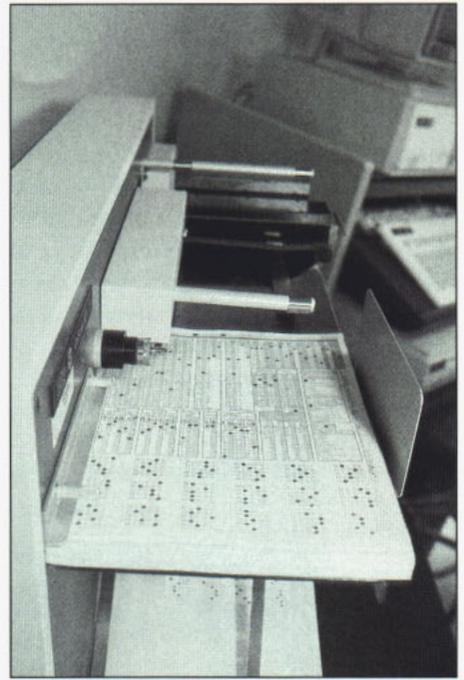
Discrepancies range from a test taker incorrectly filling in the circles under his or her name or social security number to someone at the administration level not updating pertinent information on the enlisted data verification report. These discrepancies have to be verified one-by-one — a very time-consuming endeavor.

"We process approximately 8,500 discrepancies per exam cycle," said Bill Yates, head of NETPMSA's records branch. "Then it's our job to try to pull the command's correct documentation." A message is generated to the command requesting verification on the individual with the discrepancy. "The intent is to process and get as many corrected as possible by the publication date." Visual proof must be forwarded to the records branch of NETPMSA to correct discrepancies.

The scoring process begins approximately two months after the exams are given. Why two months? That's when NETPMSA finally receives the required 90 percent of the expected exam returns. The magnetic tape, holding the data from every answer sheet, is sent to the Naval Computer and Telecommunications Station (NCTS) at Naval Air Station Pensacola for computer scoring. All

answers marked are compared to the master answer sheet for each rate. Once the tests are scored, the final multiple score is computed. NETPMSA then computes a rank order — the highest to the lowest cumulative score of everyone in each rate — and sends the results in each rating to BuPers.

"From the time we get the numbers of test takers and passers from NETPMSA, we take a month to do the planning," Webber said. "We don't want to plan too far in advance because advancements are based on gain and loss projections. The further back you go, the less accurate



Opposite page: Passing the military leadership test is one prerequisite for taking part in the Navywide advancement exam. **Top:** Every answer sheet is sent through an optical scanner to verify all personal information and to transfer the data to magnetic tape. **Right:** Wrinkled answer sheets must be ironed, which slows down the scanning process.

your projection is. For example, if we want to advance 16,000 E-4s, we need to take that number and distribute it to fill vacancies in every rating. We don't want to waste advancements and give the advancements to [rates that don't have] enough test passers out there to take them. That's why we wait for the tests to come back."

Quotas are established by the BuPers enlisted community man-

ers (ECMs). ECMs track their inventory — the sailors they have on board — as well as their written requirements. "ECMs project future gains and losses to a rating — how many people they project will retire, advance in or out of a paygrade, or the number of lateral conversions and separations," Webber said. "ECMs then estimate their future inventory based on those gains and losses. They compare the inventory

estimate to the written requirement to come up with the difference." That difference is how many vacancies each rating is going to have or the number of people who can be advanced in each rating.

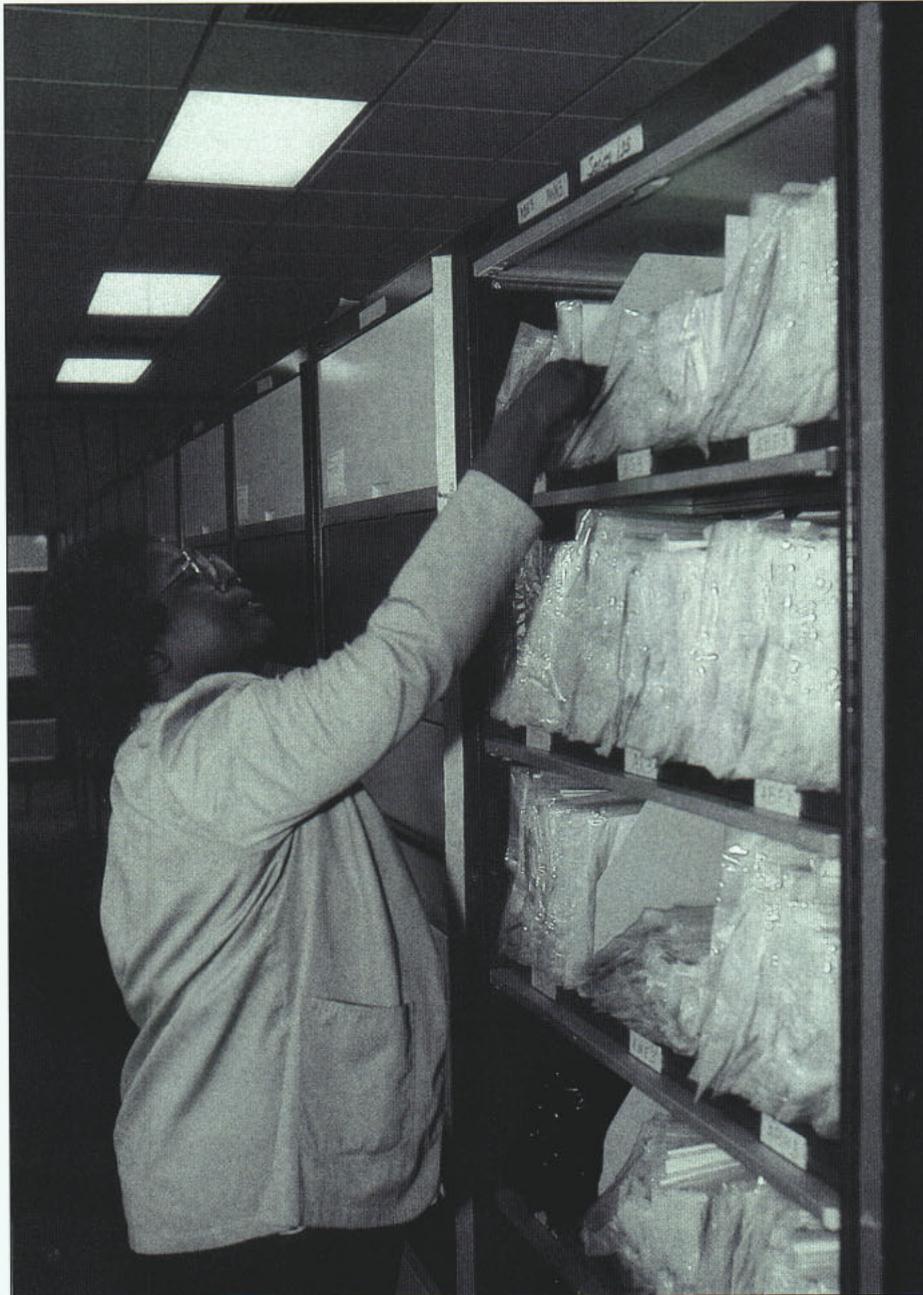
"Some of the vacancies are taken away by the drawdown," said CAPT Jerry O'Donnell, director of BuPers enlisted plans and career management division. "For example, you have 100 E-6 requirements. The Navy is going to lose people in a year's time — some will make E-7, some will go to the Fleet Reserve, some will choose not to reenlist — whatever the reason, they are your losses. Say you have 25 losses. In a normal environment that means you have 25 vacancies. With the drawdown, the Navy is going to get smaller. If four billets are deleted you have to deduct those four billets from the original 25 vacancies. The vacancy number now becomes 21."

When BuPers releases the numbers, NETPMSA's record branch goes back into action formulating the results. "It takes us approximately four working days to process those numbers and break out the statistical curve," said LT Jeffrey Etter, NETPMSA's enlisted advancement division head. "And it takes a while to print out the information," Yates added.

As soon as NETPMSA completes the cut for each rate, an electronic transfer of the results is sent to BuPers. BuPers enters the information into the EMF. An electronic transfer to the Defense Finance and Accounting Service Center Cleveland is the next step, so people can get paid. Then a message is generated to each testing activity listing the selectees.

The results are now available. When that word gets out most sail-

Barbara Johnson, NETPMSA's shipping branch director, sorts through advancement exams awaiting shipment. All exams are kept in a secure warehouse.





Gloria Jones of the shipping department fills an order for the latest edition of the "Advancement Handbook for Petty Officers." Each order is checked and re-checked before shipping.

ors spend hours trying to get in touch with their detailers or NETPMSA. However, there is a quicker way to obtain the results.

The BuPers Access System is more readily available than your detailer or NETPMSA to get advancement results. Your career counselor can get exam results by using BuPers Access as soon as the electronic transfer is made to BuPers.

Even after hearing by phone or through BuPers Access that you were or were not advanced, human nature draws us to want to actually "see it in writing" before reality sets in. So the next step in the advancement process is the mailing of more than 140,000 profile sheets.

That profile sheet contains the data the candidate can use for study purposes. It tells them how well they did with respect to their peers in each subject area of the exam. It lists the final multiple score and the final multiple required for advancement, the standard score and the PNA (passed not advanced) history.

The standard score on the profile sheet is probably the least understood section. It is not the number of correct questions on the exam or a raw score. Your raw score is converted to a standard score to ensure that all exams measure or compare each candidate's performance on the exam in the same way. It is a mathematical way of ranking the people who tested.

"The sailor who takes the exam never knows how many questions he or she gets right," said Lawrence E. Davis Jr., NETPMSA's data analysis branch head. "Your raw score is converted to a score between 20 and 80 with a mean of 50. This tells the exam taker who receives a standard score of 50 that the same number of people scored above them as below. So that tells you where you fit

"It is a very discriminating exam. It doesn't discriminate against race or sex, it is discriminating in that it ranks individuals."

within the competing group of your peers," he said. It doesn't mean that the test taker who has a standard score of 80 "aced" the test — rather, that individual scored the highest. "We're not trying to hide anything. We are trying to give you a better piece of information to judge where you rank with everyone who took that exam."

"It is a very discriminating exam. It doesn't discriminate against race or sex, it is discriminating in that it ranks individuals," Etter added.

The key to the advancement exam is simple — study.

"If you go into the exam and try to 'wing it' you are only hurting yourself," said CDR Mary R. Adams,

department head of the Navy Advancement Center. "The test is intended to be difficult, but not impossible. You are always competing against your peers — someone with greater experience, who has read or applied themselves more, they'll have a better 'leg up.'"

The best way to get that leg up is to get your hands on the special publication "Advancement Handbook for Petty Officers." The booklet is released for all job specialties and contains the basic bibliography, occupational standards and personnel advancement requirements for each rating. Be sure to check all references and study, study, study.

The time between taking the exam and receiving the results is time well-spent by experts at BuPers

and NETPMSA to ensure only the best are advanced. Taking into account the number of exams given each cycle; the time it takes for NETPMSA to receive the exams and the numbers for advancement from BuPers; and all the checking and re-checking of the information provided — it is amazing we receive the results as soon as we do.

If congratulations didn't come your way following this last exam cycle — keep trying. Remember . . . advancements are all vacancy-driven, and those with the most knowledge get advanced. □

Bashore is a staff writer for All Hands. Bartlett is the assistant editor for All Hands.

Writing it right

The people behind advancement exams

Story by JO1 Sherri E. Bashore, photos by JO1(SW) Joe Bartlett

Where did this “*#@!*#! question come from?” is a thought many sailors may have when they sit down to take the Navywide advancement examination. You think you know your rating inside and out — then you sit down, take the exam, scratch your head and sometimes feel downright ignorant. You say to yourself, “I completed my courses. I did my PARs (personnel advancement requirements) . . . Why am I so stumped?”

If you left your testing center with a headache, the first discussion you may have had after returning to work probably featured vivid descriptions of physical acts you would perform against the person who wrote your brain-teaser. Imagine if it was your job to write the questions that determine the future of advancement-hopefuls like yourself every January, March and September. That’s the task of 92 chief petty officers at Naval Education and Training Program Management Support Activity (NETPMSA), Pensacola, Fla.

Exam writers formulate the 150-question test by using myriad references that apply to areas in your rate.

“One of the main sources is your training manual,” said Senior Chief Gas Turbine Systems Technician David Power, the GSE exam writer. “But, you’ll notice in [the bibliography] you’ll see various references. Those references are sources to refer to for more information.”

Exam questions are also drawn from those references.



“Training manuals are written at the minimum level,” added Robert W. King, head of NETPMSA’s product development division. “The test is written at a much higher level. The [sailor] who studies more is going to do better on the exam. If you’ve read the training manual and you just guess, you probably can pass the exam, but you won’t get rated.”

“The reference material used relates to the occupational standards listed in the advancement handbook,” Power said. “What a lot of people don’t know is that the bibliography is not a complete bibliography. But the reference materials listed in it are the main ones.”

The occupational standards Power mentions are listed in the “Advancement Handbook for Petty Officers.” Handbooks are written for each rating and are available through your Educational Services Office. The standards are based on fleet input from the Navy Occupational Task Analysis Program (NOTAP) survey. NOTAP surveys are distributed every four years to determine what tasks people are performing in their particular rating and how much time is spent on each task. The results make up the occupational standards to which every item on the test must relate.

“You can’t cover every occupational standard on one exam, but over several exams, we would have covered them all,” King said.

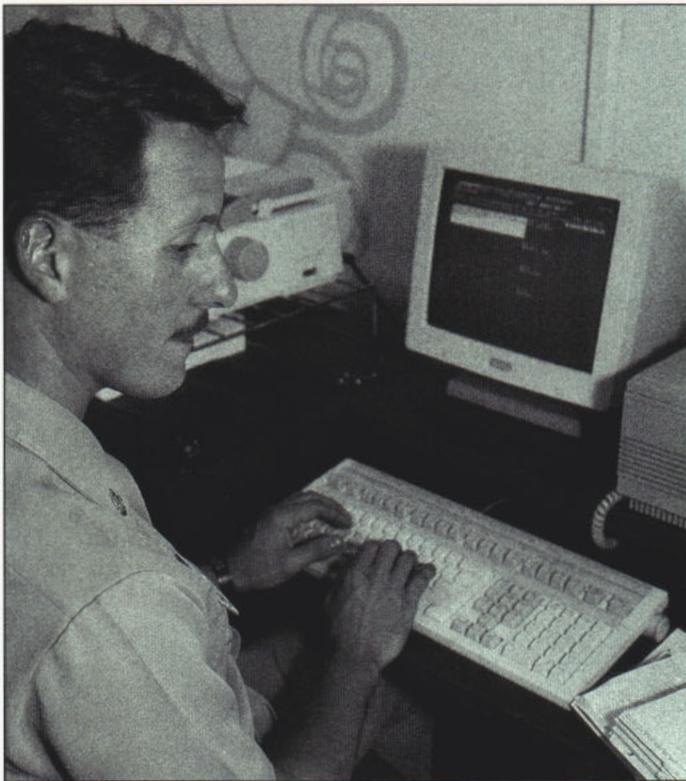
“We try to vary them so a person is not taking the same exam over and over again,” said Chief Engineering Aide Herman T. Lux, the EA exam writer. “Sailors need to get involved in their rate and get to where their occupational standards are second nature to them.”

A new exam is compiled and administered for every rating, each exam cycle. Exam writers develop a test plan or outline for the sections that appear on each exam. Each exam writer has a “test bank” of questions that are rotated and updated as necessary.

“There are changes always going on in each rating,” Power said. “We get input messages that inform us of changes, such as operational changes. We make sure the questions reflect any recent changes in the rating.”

The test bank is made up of questions or control items that have appeared on previous exams and are still

GSCS David Power sorts through the “test bank” of questions as he prepares to write the next series of advancement exams.



The new computer program "MAD MAX" is expected to save man-hours for exam writers. However, before the new system is totally on-line, EAC Herman T. Lux and other exam writers must keystroke in questions from the test bank.

control," King said. The final quality check is for typographical errors and reproduction clarity.

In the past, exam writers have always compiled tests manually and every question was placed on a hard card. "When the statistics came back, they were also attached to the hard card. That way all your statistics and history of every item was on a three-by-five card," King said.

Such is not the case since technology has made its way to NETPMSA. This year an automated computer program called "MAD MAX," was developed. All items in the test bank and their statistics are now loaded into the computer, eliminating the rows and rows of file cabinets. The information on the hard cards has to be placed into the computer system, which will take many man-hours. However, according to King, it will make the job easier for the exam writers in the long run.

Writers do more than compile the exams sailors take every January, March and September. "We take the exams the same day candidates do — we take them all," Power said. That adds up to both writing and taking seven exams each year — three E-4 to E-6 exams each cycle and one for E-7. "The day we take the exam, we go through the answer sheet. That way we see if there are any problems since the time we wrote the exam."

Sailors can make legitimate inquiries to NETPMSA, via their command, regarding any exam item that they feel is questionable. It is always best to fully research the item and have information or proof to back up your inquiry.

"We really delve into them," King said. "Sometimes we agree, sometimes we don't. Whenever we find out that we were wrong, we admit it and make changes. We have to delete the item from the exam. There are no trick questions. There is only one clear-cut answer. Some of the distracters may cause you to stop and think, but that is how the exam is designed."

The best advice to all advancement hopefuls is to complete the rate training manual, Power said. "Then, dig into any references given in that manual and any references that are in the advancement handbook." The bottom line — you have to study."

"It's a rank-order examination," King said. "We know that everyone is qualified — your command recommended you — now the question really becomes 'who is best qualified?' Those are the people who are going to be advanced." □

Bashore is a staff writer for All Hands. Bartlett is the assistant editor of All Hands.

considered valid. Each exam has 90 control items as a minimum. Once an item appears on an exam, it is locked out of the bank. The question can't be used again until that test has been administered and all the statistics are available for each control item used on an exam.

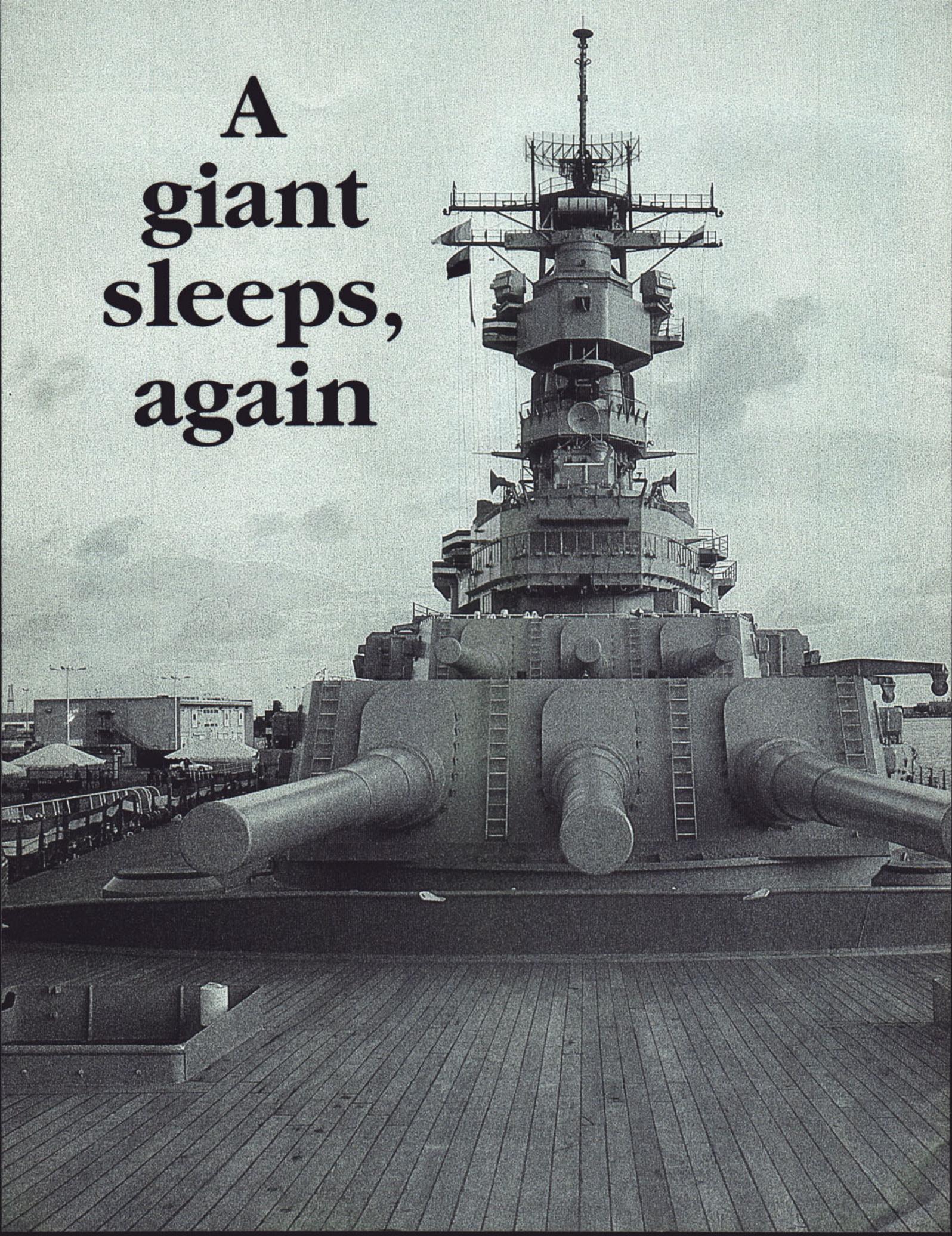
These statistics inform test writers how many people took the test, when the question last appeared and the number of examinees who answered the item correctly. The results determine if the question has validity. An item is considered questionable if a majority of sailors responded incorrectly.

"We analyze the question to find out what led to this erroneous response by so many people," King said. "Quite often we find out that there is a change in an instruction or policy, or a change to the emphasis of training. It is also possible that a misprint may mislead the people taking the exam. If we can find a reason for the erroneous response and the reason prevented the individual from responding correctly, we'll delete the question from the exam."

All questions on exams are the responsibility of the exam writer currently assigned to your rating. "We select which occupational standard to write against," Power said. "Each question must be worded correctly so it is understood."

Once a rough draft of new questions is complete, education specialists check it for language, readability and punctuation. It is also checked by branch heads and technical advisers. "There are five people who review the questions — two from the technical standpoint, two from the educational standpoint, and one from quality

**A
giant
sleeps,
again**



Closing the book on the battleship Navy

Story and photo by JO2 Jonathan Annis

My last watches aboard USS New Jersey (BB 62) were on roving patrol.

It was late 1990 in Long Beach, Calif. The battleship was in drydock preparing for decommissioning in a few months. The crew lived in barges nearby. The only life left inside "Big J"'s armored shell was in my memory.

My watches were more than thorough. For once, I took myself on a tour through just about every space aboard, seeing them all for the last time; saying goodbye.

"Haunting" is probably the best word to describe the experience. Systems that once hummed, hissed and sweated lay still, shrouded like ghosts in plastic bags and brown paper.

I couldn't be quiet enough. The cold, metallic screech of every turn of a dog on a watertight door was awesome. The hollow echoes of every footfall reverberated down and back along the narrow, winding passageways.

For years, thousands of shouting men had coursed through these same passageways like cells in a bloodstream. The blare of the 1MC, the perpetual rumble of massive steam-driven engines, the signature thunder of 16-inch guns — all had impressed upon me that the ship was a living, breathing thing.

The idea made it easier to give tours. I would say the ship fired salvos in World War II, Korea, Vietnam and Beirut; the ship did this . . . the ship did that . . . I was aboard when "this" happened.

Catchy headlines and colorful accounts by the press reinforced the idea, personifying New Jersey with "battleship pride" or "firing in anger." Lately we were hearing that the battleship was "dying."

That gave me something to think about in the hushed belly of the battleship. There, I sensed a pervading feeling of sadness, not spooky at all.

This isn't going to make much sense to anyone who hasn't been aboard a dying ship, but there I also realized the sadness could only be my own.

When the battleship "died" in February 1991, the crew collectively mourned. As could be expected, the press photographed long faces, tears, et al.

It was all in the next day's paper and, I would suppose, promptly forgotten the day after by a majority of the public. But what couldn't be photographed was that piece of New Jersey that every sailor kept alive in their hearts and minds. We knew each of us was part of something special — we were the battleship New Jersey.

Aboard USS Missouri (BB 63), that "other" battleship we shared a pier and friendly rivalry with, I'm sure some sailors had experiences much like my own. Aboard 75 ships scheduled for decommissioning this year you'll find even more. And there will probably be quite a few of us in the next five years.

Our ships can be decommissioned, but we won't easily forget where we invested a portion of the best years of our lives.

I know I won't.



USS Missouri, gun barrels capped, silently awaits her retirement pierside in Long Beach, Calif.

“Mighty Mo”

A teakwood bastion of tradition is the last to go

Story and photos by JO2 Jonathan Annis

Taps” played, the pennants were hauled down, and “Mighty Mo” left the Navy’s active rolls March 31.

USS *Missouri* (BB 63) sailors in full dress blues stood at regular intervals. They spanned tiered decks embraced by red, white and blue bunting and dotted the battleship’s distinctive gray profile. The image of ship and crew was crisply outlined in clear, blue skies following a light morning rain in Long Beach, Calif.

“I think it was God’s way of expressing his grief,” said VADM Robert K.U. Kihune. The assistant Chief of Naval Operations for surface warfare assured the audience that *Missouri* “will sleep the sleep of heroes.”

The pristine setting was a sharp contrast to the storms of USS *Iowa*’s (BB 61) decommissioning two years ago, allowing those in attendance a time to reflect.



For those witnessing *Missouri*’s retirement, the historic BB 63 was more than just a ship. She represented a commitment to world peace and stability. Beside the speaker’s podium, in front of the second turret, a brass plaque set into the deck pinpoints the location of another scene where the sun broke through the clouds over Tokyo in 1945.

World War II ended there Sept. 2, 1945, only a year after *Missouri*’s first commissioning, when Admirals Chester W. Nimitz and William “Bull” Halsey, Gen. Douglas MacArthur and allied representatives accepted the surrender from a humbled Japanese delegation.

She represented a resolve to defend that peace. On that same turret is painted the number of 16-inch shells fired during the Persian Gulf War. *Missouri* brazenly entered a mine field to launch nearly 800 rounds and 28 *Tomahawk* cruise missiles on Iraqi targets.

She was held in awe overseas as a modern example of American ingenuity. No other nation could field such a ship, viable not only as a formidable close-in heavy gunfire support platform, but also a very visible means of bringing cruise missiles to sea.

She was a classic example of Navy might. Within the 23-mile range of her massive 16-inch guns, no target could deter a 2,700-pound projectile from its path. Her 17-inch thick steel armor gave sailors an added, unparalleled sense of invulnerability.

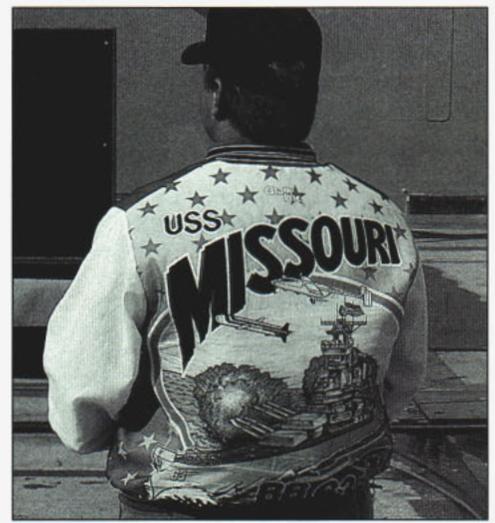
She was a bastion of tradition reaching back to times when there were iron men, and wooden ships were rated “ships of the line of battle” by their number of cannons.

Great pride in seamanship meant her more than one-acre of teakwood decks would be “holystoned” — scraped clean with notched sandstone blocks worked back and forth with a pole. The story goes that anything that could make a seasoned sailor bow and encourage the name of his maker so much must surely be holy.

Missouri was legendary in movies. Her likeness graces the shelves of many a back-room modeler and, believe it or not, a Turkish postage stamp. More recently, she even co-starred in a Cher music video.

Finally, *Missouri* was a magnet for the nostalgic on her last cruise to Pearl Harbor as centerpiece for Operation *Remembrance*, to commemorate 50 years since the Dec. 7 aerial attack that crippled the U.S. battleship fleet in

***Missouri* sailors depart the Navy’s last battleship following her second decommissioning.**



Left: Japanese Foreign Minister Mamoru Shigemitsu signs the formal surrender aboard *Missouri* in Tokyo Bay, as Gen. Douglas MacArthur and Lt. Gen. Richard K. Sutherland look on. Forty-seven years later, *Missouri's* name still evokes pride in her role — both in war and peace.

U.S. Navy photo

the Pacific. Now she lay silent, high in the water, gun barrels capped.

Commanding Officer CAPT A.L. Kaiss, who was a toddler when the battleship was first commissioned in 1944, and a teenager when she was decommissioned in 1955, crossed the brow and entered the ranks of his officers to wish them farewell.

Retiring with her, Kaiss had earned the distinction of being perhaps the only 20th century CO to both commission — in 1986 — and decommission his ship.

In a touching speech from the Surrender Deck, Kaiss thanked the thousands of former crewmen, families and friends for coming. During rehearsals the day before, he had reminded the assembled crew that they were the “last, and best, of the battleship sailors.”

A mixture of sorrow at the end of their legacy and happiness at memories of glory contorted the faces of two generations of battleship sailors. One of the first to arrive was Chief Equipment Operator Richard A. Hoffman, a naval reservist with one sleeve heavy with 12 gold stripes — stripes denoting a career that has spanned the entire 48 years of *Missouri's* existence.

The wrinkled veteran gazed thoughtfully at the smooth, graceful lines that belied the age of the behemoth before him.

“I’ve seen quite a few battleships come and go,” he said.

For Hoffman, the battleship is a symbol of lessons

learned the hard way by America. She was commissioned in war and was being decommissioned in peace, having seen the end of the empires of fascists, communists and battling the likes of Saddam Hussein. *Missouri* should be preserved, Hoffman said, if only to look at once in a while and remember. “It’s wonderful to be able to see the last battleship. Only thing is, I think they should keep them.”

A number of crew members were sorry to see her go as well.

“It’s kind of a sad ending to a great ship — the battleship Navy being a fine leader in history and tradition,” said Boatswain’s Mate 2nd Class James B. Odell Jr. “We would pull into any port in the world with the battleship — everybody would be right there just admiring her.”

Gunner’s Mate (Guns) 1st Class Lansing Wilson

explained that he’d been in “gunner’s mate heaven” working in the 16-inch gun turrets. He started working with *New Jersey* when she was recommissioned in 1982, went to *Iowa* in 1984, and eventually to *Missouri* in 1988. “It was the highlight of my career,” he said. “How do you follow up a battleship?”

“I hated to see the battleship go,” Wilson said. “I’m one of the original (second commissioning) plankowners still left here, and I just hate to see her go.”

Some had tried for years to get on the battleship. GMG1 Kenneth King of Independence, Mo., took a job in

“Let us pray that peace be now restored to the world and that God will preserve it always.”

— Gen. Douglas MacArthur, on the Missouri Surrender Deck, Sept. 2, 1945.

Right: Missouri's 16-inch guns fire salvos at Chong Sin, North Korea. The dreadnought's 2,700-pound projectiles were fired in anger during World War II (Opposite page), the Korean War and the Persian Gulf War. Below: Mighty Mo's guns are now capped and silent, and the giant sleeps again.

the small-arms locker, if only to tell people back home that he'd served aboard his state's namesake.

"There's a lot of pride at home," King said. "This was the only battleship I wanted. They commissioned her; I tried to get on her; they said she was full. I tried other commands first, but I'm glad I got on *Missouri* in time."

King discussed statements made by U.S. Rep. Ike Skelton, the keynote speaker at the ceremony. Skelton made historical references to past military drawdowns and warned of taking current reductions to the point of unpreparedness.

For the time being, King hopes the battleship will be as well-preserved at Bremerton Naval Shipyard, Wash., as she was for the three decades between her last two commissionings. "Obviously we can't get her to *Missouri*," he said.

After the ceremony, a World War II *Missouri* veteran, former Seaman 1st Class Tex Zimmerman, spryly toured the ship with one of his shipmates. Every other sentence began with, "Remember when . . ."

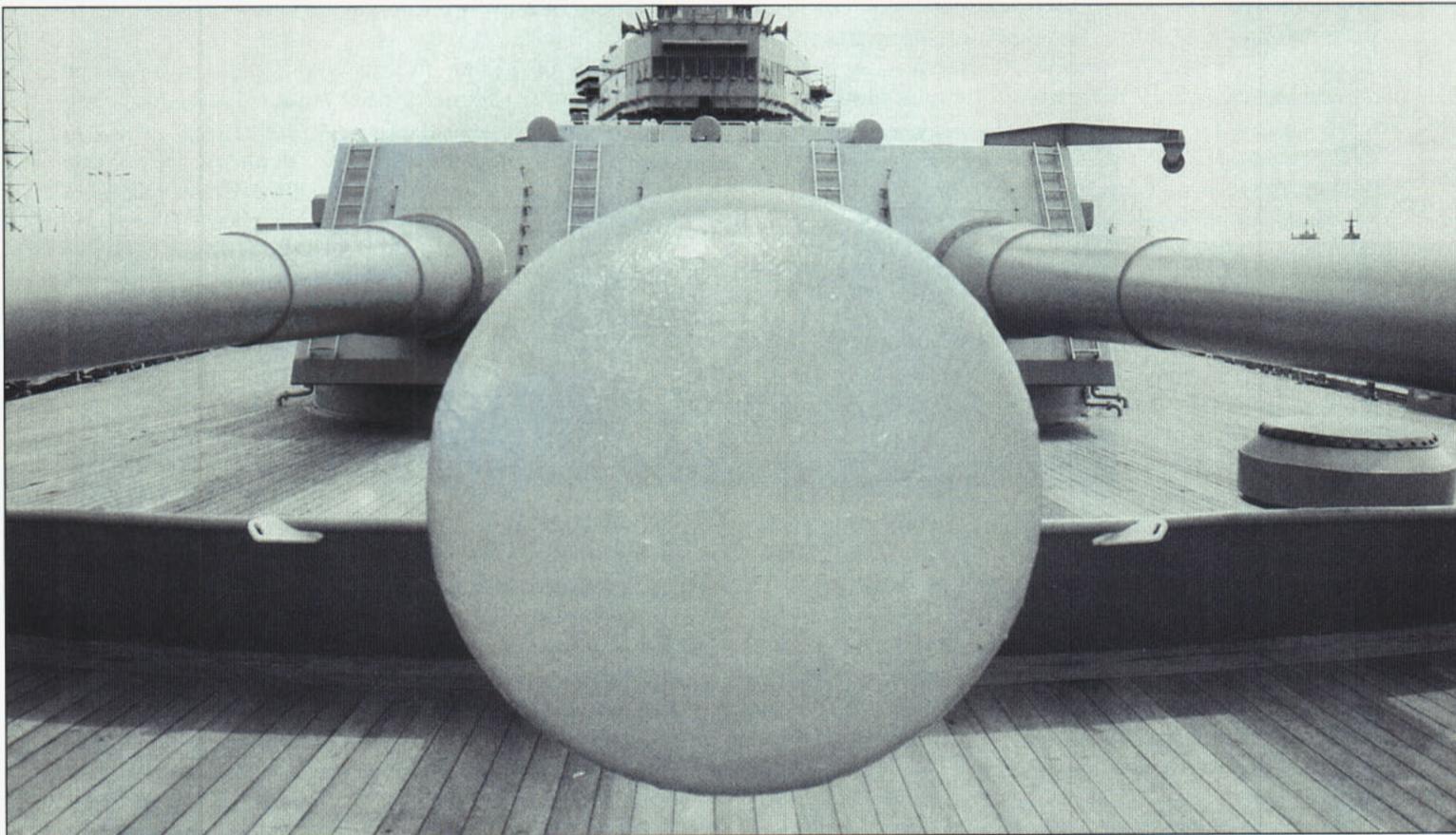
He pointed toward the fantail where a kamikaze

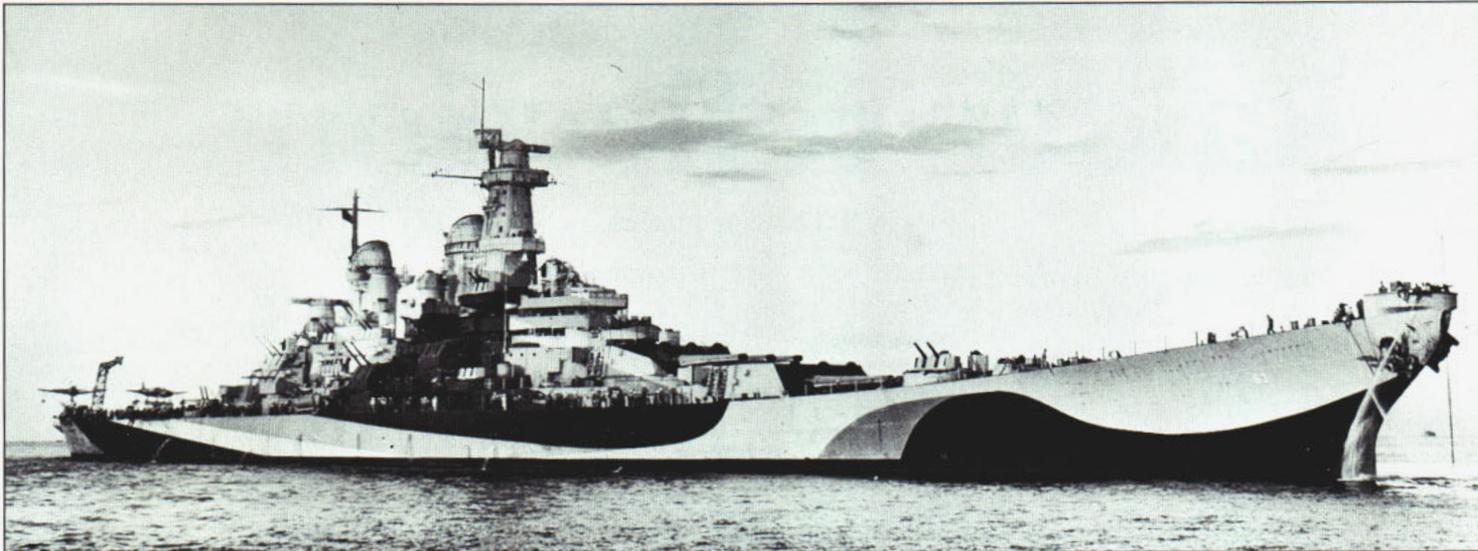


U.S. NAVY PHOTO

attack rudely interrupted a movie for the crew. He also pointed out the area where a five-inch gun mount was replaced by missile decks.

"I was loading 5-inch ammunition in mount 9 fast as the daylight when that other kamikaze crashed aft," Zimmerman said, recalling a too-close-for-comfort photograph of a Japanese *Zero* that almost became as famous as the images of V-J day. "I don't know who hit it, but if we hadn't, I wouldn't be here today."





Keeping ties as a member of one of several battleship associations represented there, Zimmerman was impressed with the ceremony. "It kind of made goose chills . . . sort of shed a few tears on that one."

But he was at least as impressed with the ship's appearance. "Can you imagine holystoning the decks like that? It's immaculate!" Zimmerman said, tapping the almost bleached-white teak with his toe. "It's cleaner and prettier now than I've ever seen it — than when she was first commissioned."

Donald Feltz, a former *Missouri* messcook, made a pilgrimage with his son, Naval Reserve LT Robert Kroeger, both from Ohio. Feltz recalled *Missouri's* longtime relationship with President Harry Truman, a native Missourian. Margaret Truman, the president's daughter, had originally christened the ship.

At one time, *Mighty Mo* was called the "floating White House," ferrying Truman and his family from Rio de Janeiro, across the Equator (Neptune received more ruffles and flourishes from shellbacks and pollywogs than did the president) and then back to the United States following deliberations leading to the Rio Pact of 1947, which secured peace in the Western Hemisphere.

"When Truman came aboard in Rio, I helped cook his breakfast, and we ate with Harry and Margaret. He was always trying to get away from the Marines — his guards," Feltz said. "He liked to sneak out early in the morning and take walks about the decks."

Stories from Feltz, and a desire to get into the action of the Persian Gulf War compelled Kroeger to make repeated requests to serve aboard. He finally got his wish with special orders for three weeks in October 1991.

"When I got my orders, we talked about it briefly," Kroeger said. "He was really proud of the ship, and was glad to see me get to spend a tour aboard."

"In fact, he dug out some of the pictures he had, and I brought them with me. In one of the pictures, he sat on the middle barrel of the turret there. He said I had to do it," Kroeger said. "So when we got under way, I crawled up on top of number-one turret and did the same thing."

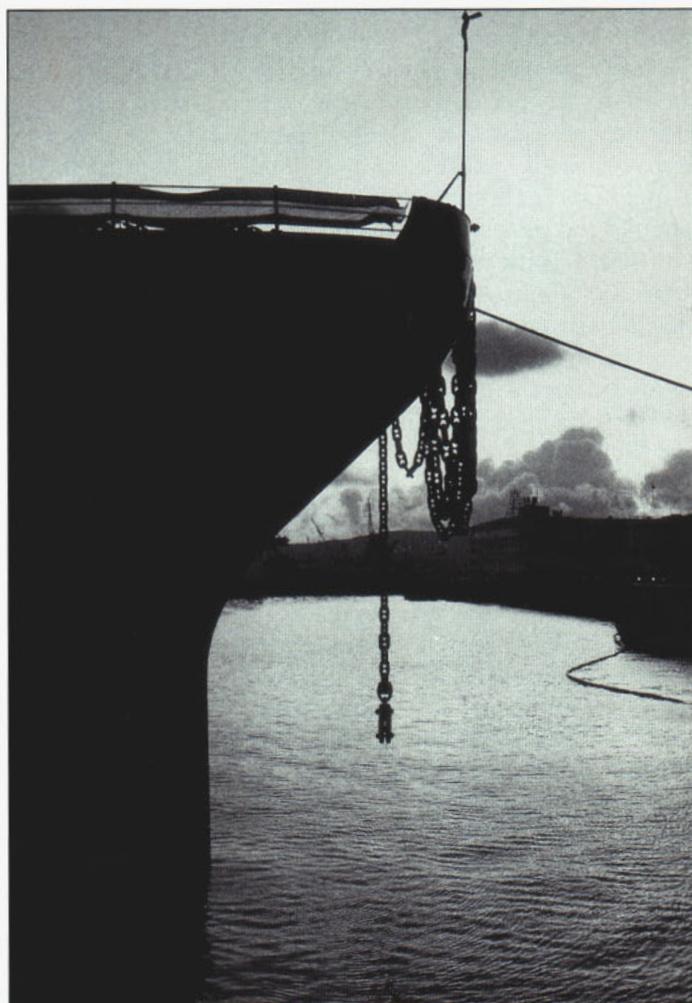
"I look at the decommissioning as something that had

to be done due to economics," Kroeger added. "But again, it's sad to see such a ship be decommissioned."

"The ceremony went along well, I think," Feltz said softly. "The ship's in good shape . . . brings back a lot of memories. Yep, a lot of memories."

"She did her job," Feltz said. "Time to rest for a while." □

Annis is assigned to NIRA Det. 5, San Diego.



Raider reflections

Story by JO1 Barbara J. Lawless

I was eating breakfast aboard USS *Hornet* (CV 8) when I first heard the guns," said retired Air Force Col. Henry "Hank" A. Potter. Task Force 16 was firing on Japanese picket boats that, having spotted the ships, were feared to have radioed Tokyo about the top secret mission.

That daring mission was the first bombing of the Japanese mainland April 18, 1942. Potter was the navigator in the lead B-25 *Mitchell* which was piloted by the mission's leader, then-Lt. Col. James H. "Jimmy" Doolittle.

"When the announcement came to man the planes, what with all the pre-flights, I didn't really have any time to think further ahead than 'Will we get the airplane off the deck?'" Potter said.

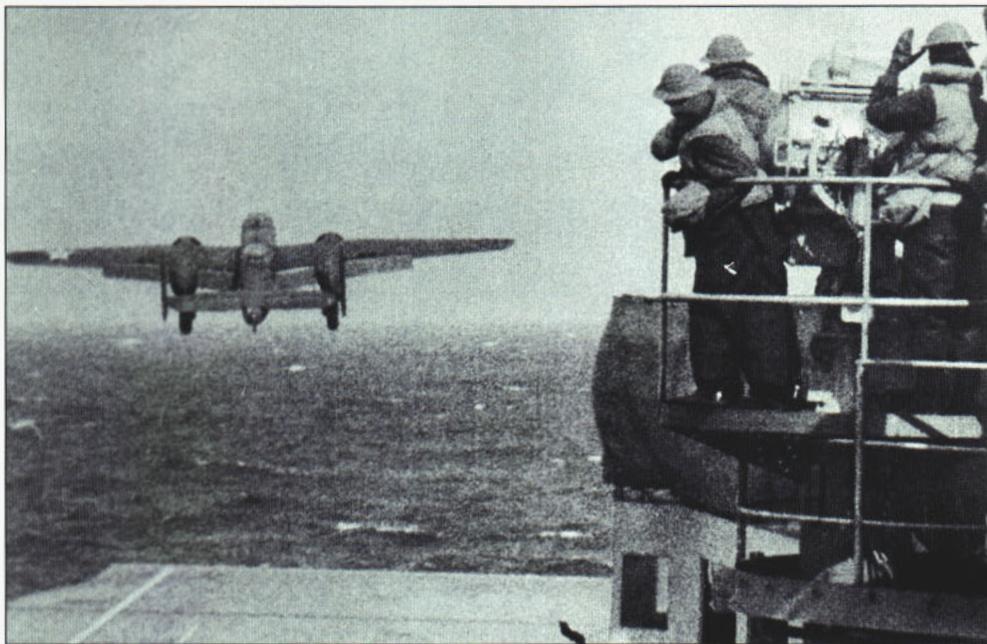
They managed, in a heart-stopping moment, to get airborne. No one was more relieved than Travis Hoover, who piloted the second plane. "Doolittle set a good example. Thank God he was up front!

"I don't want to sound heroic or dramatic about it, but I figured I would fight until the war was over or I was dead," Hoover said. "Each time I went on a mission I figured it would be my turn later, not this time, so I just kept on. I got in 73 missions before I quit."

"We finally got the Navy straightened out once we got aboard," grinned Charles "Chuck" McClure, navigator of the seventh plane.

"The Navy personnel knew nothing about our mission and weren't very kind to us when we first boarded," McClure said, referring to the traditional interservice rivalry.

But that attitude changed "after CAPT [Marc] Mitscher came on the bullhorn and said 'Now hear this. The Army personnel are going to bomb Tokyo.' So we declassified the mission for the 'seaweeds,' as we jokingly called the sailors.



A U.S. Army B-25 *Mitchell* takes off from USS *Hornet* (CV 8) April 18, 1942.

"We hit five cities with 16 airplanes," McClure added. "The tonnage of bombs was very small, just enough to let them know we could do it."

Of the 16 airplanes to take off, only one made it back to friendly shores. "The Japanese found 15 airplane wrecks, but got very few airmen," said Tung-Sheng Liu who, as a young English-speaking Chinese man, played a critical role as interpreter between surviving raiders and various Chinese factions to help the downed airmen escape.

"Japanese soldiers on horseback searched for them," Liu said. "They killed anyone who had an American candy bar (an innocent gift left by the raiders)." During a three-month campaign, 250,000 Chinese were slaughtered by vengeful Japanese soldiers. Liu later emigrated to the United States and was designated an honorary "raider" by grateful crew members.

Bill Gibson, who was an 18-year old photographer's mate second class, knew "something was up" when he saw Doolittle aboard *Hornet*;

by 1942, the 45-year old pioneer aviator was already a legend.

"We were told the first or second day out from Alameda that we were going to launch an attack on Japan," Gibson said. "The entire crew just cheered like mad.

"My job that morning was to shoot flight deck activity," Gibson said. "Everyone aboard the ship was uptight, believe me."

In addition to the tension, the weather was also a problem. "We had green water coming over the flight deck," Gibson said. "The only ones who would stick their heads above the flight deck were the cameramen, landing signal officer and the flight deck officer.

"I loved newsreels," Gibson said, "and I said 'One day I'm going to photograph history!'" On that stormy April morning in 1942, he did just that. □

Lawless is assigned to Naval Reserve Public Affairs Center, Det. 220, San Francisco.



Doolittle Raid revisited

Fifty years later, historic raid re-enacted

Story by JO1 Barbara J. Lawless, photos by JO1(SW) Joe Gawlowicz

The American B-25 *Mitchell* bombers revved up on the carrier deck. As their crews conducted pre-flight checks, they were too busy to consider the risks.

On the bridge, Quartermaster 2nd Class Carl Nelson turned the carrier into the wind.

Aware of the mission's historical

Above: Fifty years after the daring carrier-launched bombing of the Japanese mainland, a B-25 *Mitchell* is launched from USS *Ranger* (CV 61).

importance, photographer Bill Gibson intently filmed the action.

The distinctive sound of the B-25 held everyone's attention. The Navy flight officer signaled the launch was a go. Awkwardly beautiful with its 67.5-foot wingspan, the plane steadily headed toward the bow. The B-25 was airborne! A few minutes later, another roared into the morning sky.

Sound like an old black-and-white movie you once saw? If this scenario reminds you of the 1944 movie

"Thirty Seconds Over Tokyo," you're right — but not entirely.

On April 18, 1942, then-Lt. Col. James H. "Jimmy" Doolittle of the U.S. Army Air Corps led a secret mission from USS *Hornet* (CV 8) to bomb Japan — four months after the Japanese attack on Pearl Harbor. At the controls of plane No. 1, Doolittle had only 467 feet between him and the bow but confirmed his reputation as a crack pilot. Fifteen other crews took their cue from him.

After dropping their bombs on Tokyo, Yokohama, Kobe, Osaka and Nagoya, 15 of the planes crash-landed in China or the China Sea. Of the 80 crew members, three died, eight were captured by the Japanese and five were interned when they landed in Russia. Most crew members escaped, many after harrowing experiences, and returned to the United States. Others went on to fight in air battles over Europe.

The dramatic attack boosted American morale during the desperate days following Pearl Harbor, proving Japan was vulnerable. When news of the raid broke, an ecstatic President Franklin D. Roosevelt told the press the bombers had taken off from the mythical Shangri-la, a remark that mystified the Japanese.

A half-century later, the Doolittle Raid was re-enacted when two privately-owned B-25s took off from USS *Ranger* (CV 61). Participating in ceremonies before the launch were the original *Hornet* helmsman Carl Nelson, photographer Bill Gibson, three of Doolittle's "Raiders" and a Chinese interpreter who led many of the downed crewmen to safety.

The launch took place off the

coast of San Diego, and no enemy planes or ships lurked nearby.

For Nelson, the re-enactment was more than *deja vu*. For the second time in 50 years he stood at the helm when Army bombers were launched from a Navy carrier.

"Our speed was about 25 knots and I think the wind was about the same," said Nelson of the original launch. "That gave us about 50 knots of wind across the deck, which the pilots needed because it was a short take off. We didn't really know how important the raid was going to be.

"I was a 23-year-old quartermaster second in 1942," said Nelson. "The captain [CAPT Marc Mitscher] asked the navigator to make sure I had the wheel for the launch because I knew how to steer the ship real well."

Nelson survived *Hornet's* sinking

Below: Two B-25s, *Heavenly Body* and *In the Mood*, maneuver around *Ranger's* flight deck, preparing for take-off. Right: Teresa Slye, one of the civilian crew members of the *Mitchell* bomber *In the Mood* cleans the aircraft's nose windows as *Ranger* sails from NAS North Island, Calif.

six months later. He spent 30 years in the Navy, retiring as a chief warrant officer 4, and now lives near Seattle.

CAPT Dennis McGinn, *Ranger's* commanding officer, was more than happy to let Nelson repeat his role in the historic event. "Fifty years later, Warrant Officer Nelson hasn't lost his touch," McGinn said.

Bill Gibson was a photographer's mate second class assigned to *Hornet*. A half-century later, he also recreated his original role, shooting movie film of the B-25 launchings for a documentary.

Like Nelson, Gibson survived *Hornet's* sinking by the Japanese Oct. 26, 1942, during the Battle of the Santa Cruz Islands.

Gibson, 68, rose to chief petty officer during his six-year Navy



Photo by PH1(AJ) Carmen Yebba



enlistment and today runs his own production company in Montana. Of the re-enactment, he commented in film lingo, "It was a slow dissolve from 50 years ago."

In the original operation ADM William "Bull" Halsey, in charge of the joint operation aboard USS *Enterprise* (CV 6), made the decision to launch the planes early after Task Force 16 was sighted by Japanese picket boats. *Hornet* was 150 miles from the planned launch point. The crews took off in the morning, rather than when they would have the cover of darkness to protect them.

After the Army crews took off in

their B-25s the task force quickly returned to Pearl Harbor, preserving what was left of the Pacific Fleet to fight again another day.

How did the historic re-enactment come about?

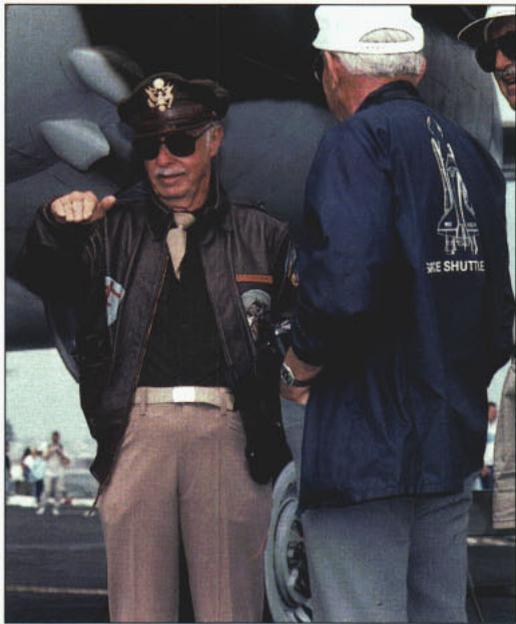
"I'm interested in preserving American air power history," said Bradley Grose, son of a retired Air Force captain. "I got this wild idea, a pipe dream really, to launch the B-25s from an aircraft carrier again."



Below: A jubilant crowd cheers as *Heavenly Body* takes off. Right: Three *Ranger* aircraft handlers watch in awe as the massive bomber leaves the flight deck.



Photo by PHQM Terry Mitchell



Above: *Heavenly Body* crew member Ed Gustafson, wearing a vintage Army Air Corps uniform, describes the take-off to some spectators. **Right:** *Heavenly Body's* paint scheme depicts the figure for whom it was named in addition to the number of bombing missions flown and Japanese fighters downed by its namesake.

Grose, 31, is a director of the Eagle Field Museum, site of an Army Air Corps World War II training site in Southern California. He proposed the re-enactment to Doolittle in 1989 and was referred to the Doolittle Tokyo Raiders Association, Inc.

With help from people like retired-VADM William Houser, who was a member of Task Force 16, Pentagon wheels began turning. In January, Grose received word the re-enactment had been approved by DoD.

The assignment was turned over to Naval Air Force U.S. Pacific Fleet, in San Diego. Navy and civilian personnel had three short months to pull the event together — about the same amount of time as the original raiders.

The re-enactment reminded participants that the Navy cooperated with other services long before joint duty became a popular concept.

"The Army had bombers, the Navy had a carrier and together they did what neither could do alone," said RADM Richard A. Wilson, commander of Carrier Group 7.

Doolittle was the ceremony's



absentee guest of honor. Peter Doolittle, a quality engineer in the aerospace industry, read his grandfather's regrets: "Unfortunately, at 95 I am no longer able to travel and regret not being able to be with you and the fine men and women of the Pacific Fleet."

Since Doolittle couldn't participate, a small squadron of historic B-25 Mitchells and P-51 Mustangs flew 500 miles north to the general's home on the Monterey Peninsula. They dipped their wings in salute, releasing a cascade of red, white and blue carnations into the Pacific Ocean. Doolittle gazed skyward as the planes thundered overhead.

The civilian crews of the restored B-25s *Heavenly Body* and *In the Mood* were enthusiastic about re-enacting the historic takeoff. Modeled after a B-25 that flew 38 missions in the South Pacific, *Heavenly Body* has appeared in movies such as "Catch-22" and "For the Boys." *In the Mood* began life as an Air Force trainer and was later rescued from forest fire-fighting duty.

"When I asked my crew if they'd like to do this, they said, 'hell yes!'" said Mike Pupich, owner of *Heav-*

Right: The .50-caliber machine gun in the cramped nose of the B-25 was a crucial element in defending the aircraft against enemy fighters.

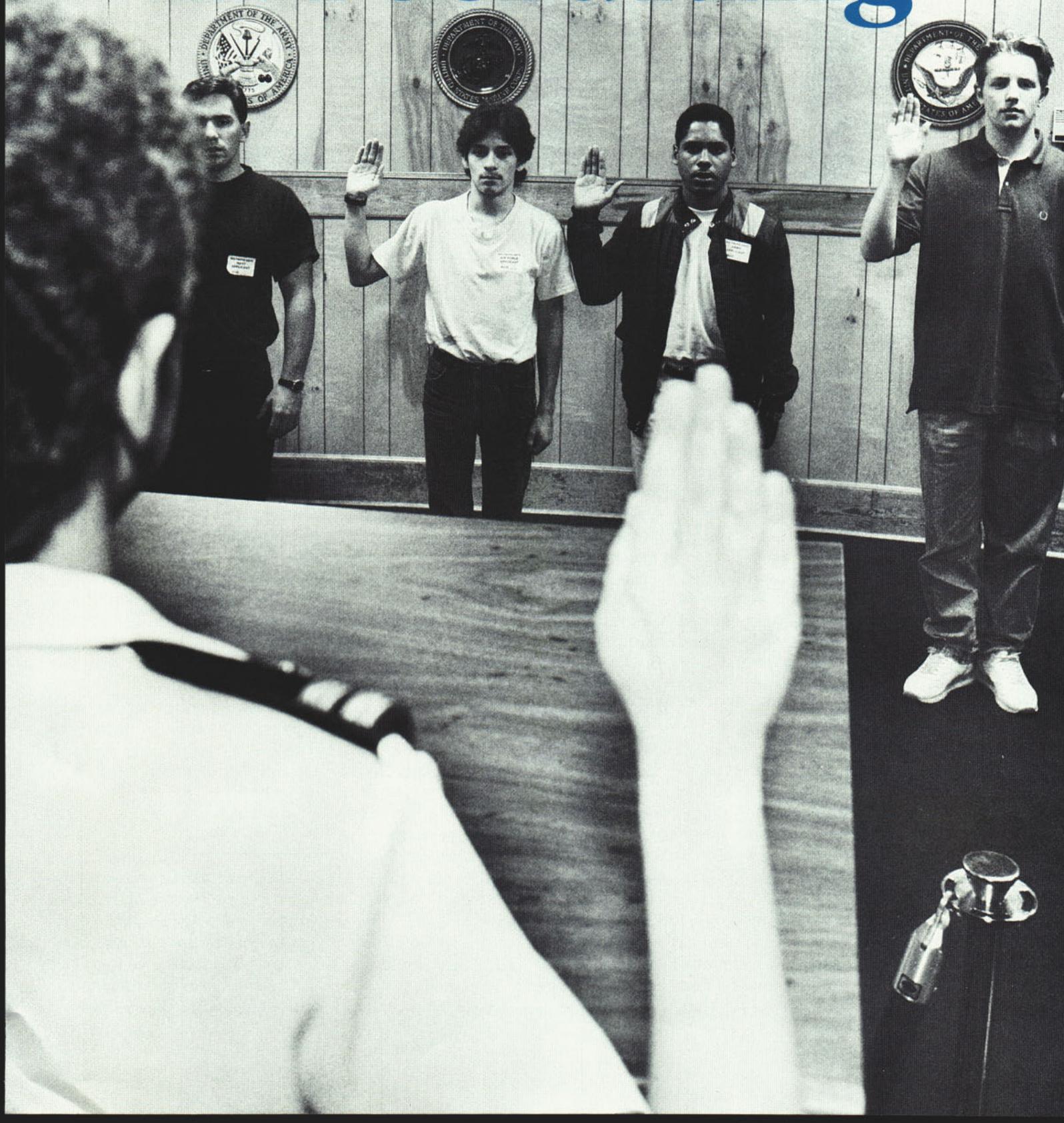
enly Body, the first plane off *Ranger*. "I never in my wildest imagination ever figured this would come to be."

Bob Lumbard, co-owner of *In the Mood*, didn't mind being in the backup plane. "I'll be the last man to get off a carrier in a B-25," he said. "It'll never happen again." □

Lawless is assigned to Naval Reserve Public Affairs Center, Det. 220, San Francisco. Gawlowicz is assigned to Public Affairs Center, San Diego.



Renaissance in recruiting



Why try recruiting?

Navy recruiters: building the future

Story by JO1 Lee Bosco

When sailors accept a tour in recruiting, they must ask themselves one all-important question: What kind of people do we want in the Navy? As much as any policy-makers, recruiters determine the quality of our shipmates, and they shoulder that burden of responsibility with pride.

According to Master Chief Navy Counselor (AC) Robert Robinson, force master chief for Navy Recruiting Command, the recruiter's task was, not long ago, much more difficult than it is today. He says changes in the way these "Navy salesmen" do business have made recruiting duty a rewarding and enriching experience.

"To understand recruiting today you first have to know one thing about sailors — they hate to fail," said Robinson. "For a long time the system was set up backwards, making it much easier to appear to have failed. The system put obstacles in the recruiter's path and, in some cases, made a tour of duty in recruiting very distasteful. Many of those obstacles have been removed, and we won't rest until they are all removed." For instance, paperwork — the time killer, he said. "It used to be that the recruiter carried a lot of the administrative load for recruits; now more and more of that load is taken up at MEPS (Military Enlistment Processing Station). Less paperwork equals more time to talk to people about Navy life."

An enhanced team atmosphere in the workplace is another change that has been instituted during the past three years. "We did away with the Freeman Plan, which turned recruiters into bounty hunters, rewarding some with chief's anchors for the number of people they got into the Navy," said Robinson. "It's been said that that was a contributing factor to a cutthroat environment at some recruiting stations."

Recruiters still have the opportunity to advance early, even to put on chief's anchors early through the Recruiting Meritorious Advancement Program (RMAP) and Recruiting Advancement Through Excellence (RATE). "But this process is more fair," said Robinson.



RADM Jon Barr, commander Navy Recruiting Command, has been instrumental in creating the renaissance in recruiting.

"A sailor who is eligible for RMAP or RATE has to face a careful selection procedure, which for advancement to chief includes a formal selection board of force master chiefs who review his or her entire service record. Each sailor is scrutinized very carefully, taking into account his past duty and job performance along with his current rating knowledge. Off-duty education and community involvement are also given weight. Of course, the applicant has to be a successful recruiter, but individual production numbers are not the make or break issue — they were with the Freeman Plan."

Another successful tool has been the policy to ensure recruiters get ample time to study and train within their rate. "We have become more aware that if we don't take care of the sailor's rate training while on recruiting duty, he can fall behind his peers in the Navy. His chances for advancement can suffer, so now we make sure that they get training time so they can keep current with the rest of their peers. Recruiting is a career-enhancing assignment, and we are doing away with the things that people have found to be drawbacks."

Added incentives, improved quality of life and increased recognition for recruiters are other "new concepts" that have made recruiting duty more attractive to fleet sailors.

RADM Jon Barr, commander Navy Recruiting Command, reported aboard during recruiting's transition period and is responsible for taking recruiting to new heights — not only in the number of people trying to get in the Navy, but also in terms of recruiter satisfaction and quality of life for the street-level recruiter.

"Balance is the key," Barr said. "We are working to strike a balance in our sailors' lives. Constantly upgrad-

ing the recruiter's quality of life and completing the mission go hand-in-hand. If a sailor who is supposed to be selling the Navy is unhappy with his quality of life, he probably can't project a positive image of the Navy. Applicants can sense that, and it can effect their decision about joining the Navy.

"We also have to balance the command-wide work load with the number of recruiters so we don't burn sailors out," Barr said. "We measure the workload and then ensure there are enough recruiters provided with the resources they need to meet the mission.

"How do we know what resources are needed?" Barr said. "One way is to ask the people who do the job, 'What will help you be even more successful than you are?' I spend a lot of time on the road visiting the districts — talking to my people. If you ask a sailor about his or her job he or she will have any number of suggestions. We listen and implement the ones that are feasible."

Recruiting duty in high-cost or difficult areas has been a turn off to the sailor considering a tour in recruiting, but a new incentive has proved valuable in overcoming apprehension that areas like New York City present to a prospective recruiter.

"Recruiting now offers sea-duty credit for certain areas," Robinson said. "Some people would say that's 'bull,' but I say, come and do my job . . . walk in my shoes."

Robinson feels that this kind of incentive is necessary because increased quality requirements, even in view of hard economic times in the civilian sector and the impending military drawdown, keep the recruiter's job challenging.

"Sure, we get more people asking about joining the Navy than we did 10 years ago, but we are much more selective about who we let in now," Robinson said. "A smaller Navy means a more cross-trained force, and we've found that not everyone who comes through the recruiter's door has the mental abilities we look for in good sailors. We can't take non-high school graduates; we can no longer afford "throw-away" sailors. And even if a kid has a diploma, that doesn't ensure he or she will get in. They have to do well on the Armed Services Vocational Aptitude Battery."

Barr also recognizes that selling people on Navy life can be a tough job. "About one-half of the recruiting force is made up of volunteers. They aren't the kind of people looking for an easy job; they're looking for a challenge."

He added that, in return for taking the "tough job," the rewards are great. "It is an important job. Recruiters shape the Navy. Since the Navy's greatest asset is people, recruiters have a major input in determining how good our future Navy is going to be. But at the same



Photo by PHO Kathleen Janoski

In his job as Navy recruiting's Force Master Chief, NCCM(AC) Robert Robinson is able to provide input up the chain-of-command to the highest level.

time recruiting can be personally and professionally satisfying and fun.

"And after recruiting duty, those who return to the fleet go back better leaders," Barr said. "They are better communicators and very goal-oriented. The training they receive before they talk to their first applicant is valuable for the rest of their lives."

Considering the long hours recruiters put in and the unique responsibilities of the job, why do people volunteer for recruiting? Barr knows why.

"As I travel around the country, recruiters give me three reasons for taking the job. First, career enhancement — they want to succeed in the Navy, and they see this job as a great way to prove themselves. Second, many want to be stationed near home while on shore duty. Frequently, we are able to accommodate them. The third reason is that they want to give someone else the opportunity the Navy gave them," Barr said. "That's a particularly positive reason."

Those positive people are the candidates most likely to join the Career Recruiting Force (CRF), according to Robinson. "The CRF [sailors] are our own permanent recruiters. They know the job and have proven very successful at it. We rely on them to continue to train the fleet sailors who come to recruiting as well as getting good people into the Navy."

Getting good people into the Navy is the mission, and to those who are considering taking the Navy up on the challenge, Robinson says, "You are coming to a great organization where you will get all the support you need to complete an important and rewarding mission. And you'll be contributing to the Navy every day." □

Bosco is a photojournalist for All Hands.

Where angels fear to tread

If you can make it here, you'll make it anywhere

Story and photos by JO1 Lee Bosco

He leans forward and looks hard at the young man and woman seated across the desk. Outside, a squadron of police cars screams through Times Square enroute to another life-threatening emergency. He raises his voice to be heard above the wailing din of the sirens.

"How many turnstiles have you got?" he asks the young man. Even a minor offense, such as trying to sneak on the subway, can be important.

"None, I always pay the fare," comes the reply.

"Good," he says as he turns to the young woman. "Have either of you ever ridden in a police car. Now think before you answer . . . don't lie to me."

The woman is from a residential neighborhood in Queens. She is clearly taken aback by the question.

"Of course not," she stammers.

"Yes, but only once, and I wasn't arrested," says the man.

"Trouble with drugs? Have you taken drugs?"

"No way," they both exclaim.

"Good. I think I might be able to help you," says the Navy recruiter.

Machinist's Mate 1st Class (SW) Tony Castang is a man on an island in the heart of a city. His one-man recruiting station sits on a traffic island in the middle of New York City's famed Times Square. Encased by huge windows, he gets a fish-eye perspective of one of the most exciting and confounding pieces of real estate in the world.



"They all pass by these windows, rich and poor, young and old, sane and insane," he says. "The city unfolds right in front of me every day, and you can bet that tomorrow will be different. I grew up in New York, and to me, it's a great place. There's great food, Broadway plays, museums, lots of movie theaters, the Mets, Yankees, Knicks, Jets and Giants — the list is endless. Between my job and the city, I'm never bored."

Castang is an inner-city recruiter, and his unique location offers a host of advantages and disadvantages. "Being the most recognizable recruiting station in the world is a plus. People don't have to look up the address; they know I'm here. But the location can be a drag, because it seems like every poor soul in the city stops by to ask for coffee or money or shopping bags," he says.



"The Times Square area is a magnet for a lot of these down-on-their-luck people, and some of them use my station to get out of the cold or rain. They're not serious about joining, and they'll waste my time — time that could be spent putting qualified people in the Navy."

But other, more serious people find Castang's recruiting island a safe harbor in the eye of a storm of the city's lights and deafening roar. Castang offers the hope of a productive life to people surrounded by signs of despair. New York, as with many old cities, is showing the wear and tear caused by the use — and abuse — that generation after generation of city dwellers can cause. The problems faced by the men and women who seek out Castang are shared by residents of urban centers across the country from Detroit to Dallas, Miami to San Francisco. Rising crime rates, a drug culture that refuses to die and a shrinking number of jobs for a growing population all contribute to the large number of people who ask Castang, "How can I get in the Navy?"

"I've been lucky. I make goal each month mainly through walk-ins. That's an advantage of the high visibility of this station," Castang explains. "I do have to do my time pounding the pavement, handing out

pamphlets, but you would be amazed at the number of qualified people who just walk in the door at this location. I don't have to visit schools or spend hours on the phone to get quality people.

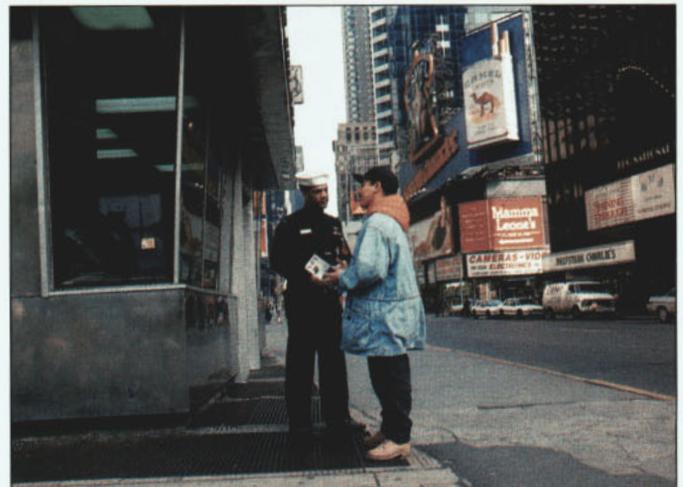
"Mostly they come to me hoping for a break. This city can be tough on young kids looking for a good future. Most of the prospects I talk to are just out of high school, or soon will be, and they see the Navy as a better life than this city is offering them right now."

Uptown, in the Bronx, the recruiting station on Fordham Road is struggling to life. Coffee is poured and phones begin to ring as the five recruiters begin their daily routine. One has been working since 5 a.m., having delivered potential recruits to the Military Enlistment Processing Station for their Armed Services Vocational Aptitude Battery tests or induction physicals. In the course of a single day the group will contact 200 men and women about joining the Navy.

They work out of an office building across the street from a small recruiting booth that straddles the Grand Concourse. This once prosperous thoroughfare, where affluent New Yorkers leisurely strolled and shopped in rows of unique stores, is a throwback to the Bronx's glory days of the 1940s.

Today, the avenue is still a mecca of consumerism with coffee shops and clothing and electronics vendors dotting the urban landscape, but many windows are covered by corrugated steel barriers, and police presence is ominous. Music blares from music stores, as well

Opposite page: "They come to me hoping for a break ... a better life than this city is offering," MM1(SW) Tony Castang, Manhattan. Left: "We want the ones who've grown up here and stayed clear of drugs and trouble ... they've already overcome adversity," AK2 Gloria Singleton, Queens. Below: "The city unfolds in front of me every day ... and tomorrow will be different than today," MM1(SW) Tony Castang.





Above: "The recruiting booth is just a hook, a place with the word Navy on it that they can walk into. We get them out of there pretty fast ... the real work of getting them into the Navy is done in an office across the street," MM1(SW) Jose Munet-Trevino, Bronx. Right: "That's the lesson of New York ... you can't judge things by appearance. Our sign may have some graffiti on it ... but I defy you to find a more squared away office inside this building," EN1(SW) Richard Sylve, Queens. Opposite page: "New York City isn't all tenements ... this area could be in the suburbs of Atlanta or in a small town in New Jersey," MM1(SW) Jose Munet-Trevino.

as individual "boom-boxes" carried by some neighborhood denizens as they hurry past. Graffiti and playbills cover the recruiting booth — visual testimony of the depths to which the community has fallen.

The Navy sedan eases to the curb. A throng of neighborhood residents eye the car and driver with detached bemusement as MM1(SW) Jose Munet-Trevino emerges from the driver's side door. Milling around on the street corner and drinking from brown paper bags is a popular pastime here. But 2 p.m. on Tremont Avenue in the Bronx is probably the safest time of day for Munet-Trevino to be in this run-down neighborhood.

"I'm looking for a kid who was supposed to come into the office and talk to me about joining the Navy. I've been working on him for a couple of months," Munet-Trevino says. "He's a recent high school graduate — a good kid, with no criminal or drug record. He's smart and would be great for the Navy, but I haven't seen him in a few weeks. I know I'm racing against time on this guy. He's got no job, and the longer he stays in this neighborhood without a job the better the odds are something will happen . . . he'll be in the wrong place at the wrong time. He could get arrested or be an innocent bystander in someone else's violence. If anything like that happens, the Navy won't even look at him."

After checking the neighborhood, Munet-Trevino comes up empty.

"The old New York 'nobody knows nothin' attitude . . . maybe they think I'm a bounty hunter. Sometimes I feel like I am," he jokes.



"In this city [sailors] are somewhat of an oddity. They recognize the white hat, but they think you're out of place," he says. "The people like to give you a hard time, but more often than not it's all in fun. I've heard it all in my two and one-half years recruiting in New York."

He says New Yorkers have hurled comments from the humorous, "Hey Popeye, want some spinach?" to the snide, "Hey, sailor boy, lost your ship?" to the totally ridiculous, "Oh no, they're sending in the Marines!"

"You learn to roll with it," he says. "Even with all the talk, there is still a great amount of respect for the uniform here. The people try to get a reaction out of you. If you play along they accept you as one of their own very quickly."

"That does two things. It makes it safer for you to travel through the area when people know you *and like you*, and it can provide leads," Munet-Trevino says. "If a parent sees me in the neighborhood getting along with the people, that's a positive image of the Navy they remember and pass on to the kid."

As he drives through the city streets the scenery changes. Tall, burned-out tenements framed by debris-filled vacant lots gradually give way to the clean streets and neat row houses of Kingsbridge, another neighborhood in the Fordham Road station's recruiting area.



"This area is called the 'country club,'" says Munet-Trevino as he points out the window. "It's pretty crime free. Even the cops call it that."

The recruiter is working leads, names and addresses of people who have inquired about the Navy by phone, a postcard from a magazine or who have been referred to the Navy by a friend or relative. The people on the list didn't provide a phone number or don't have a phone, prompting a face-to-face meeting with one of the station's recruiters. Sitting in the front seat of the car, Munet-Trevino unfolds a computer printout. "This gives me a listing on a lot of prospective recruits. Now for the pavement-pounding part of the job.

"I'll match up as many addresses in the same zip code as I can find on the list and then knock on doors and introduce myself, and the Navy, to whomever answers," he says as he exits the car. "Usually they'll remember filling out the postcard or calling the recruiting station, and they're impressed that the Navy would take the time to pay them a personal visit."

True to his word, Munet-Trevino spends the afternoon chasing down leads. No answers come from many of the doors, but the ones that do open stay open, and the people listen attentively to his pitch. His attitude never changes, even after many false leads and a few negative

responses. "I'm upbeat, I like my job, and I like talking to people," he says. "I try to let that show."

Munet-Trevino is opportunistic. While searching for a nonexistent address, he sees a young man walking across the street. He stops the man and asks for directions. By the end of the brief conversation Munet-Trevino has determined that his lead printout has a wrong street number, but he's taken the chance meeting to begin a friendly dialogue about the Navy with the young man.

"That guy is a college student who hadn't considered the Navy," Munet-Trevino says. "He's in school now, but he said he might take a break between his freshman and sophomore years. He's coming in to talk. He may have never thought of joining up in the past, but he will be thinking about it in the future. I guarantee it.

"I didn't sell him a specific program or job in the Navy. We don't do that. I just planted a seed. I talked about the Navy as a good way of life and very generally about training and education benefits, but nothing specific. When he comes into the office I'll explain the different fields he could be eligible for. But for now, he knows the Navy is an option. That's enough to get him thinking."

As the early winter dusk descends, Munet-Trevino makes his way back to Fordham Road. It's been a good day. He has a couple of firm office appointments and the

“very promising” college student coming for an office visit in the near future.

In the course of one day the recruiter has fielded phone calls, completed paperwork, visited a high school and knocked on doors. “Just a normal day in the big city,” says the Navy recruiter.

Far across town, Seaman Recruit Juan Lachapelle exits the subway station at the Queensborough Plaza stop and takes the elevated walkway across 26th Avenue to the Long Island City recruiting station. The name Long Island City is a misnomer — it’s not on Long Island. The recruiting station sits in an elevated cluster of restaurants and stores one flight up from the mean streets of the Borough of Queens.

Lachapelle is in the Delayed Entry Program (DEP). He’s already sworn in and is waiting to go to boot camp. To him the past three months have felt like three years. One day each week he reports to the recruiting station to pass the time productively.

Lachapelle enters the small Navy office and is immediately accosted.

“Did you request permission to come aboard?” a uniformed sailor yells at Lachapelle, who is decked out in civilian clothing.

“Is that the way you’ve been taught to enter a room?” a woman sailor inquires in a gentler tone.

“You know the proper procedure! Now use it,” says the male recruiter. Lachapelle retreats quickly and pounds the door. Three resounding bangs fill the office.

“Request permission to come aboard,” he bellows, followed, in a small voice by, “I’m sorry, I just forgot.”

“He forgot,” the woman repeats as she shakes her head in mock disbelief. “Well, in a few months you’ll be in boot camp, and they won’t want to hear ‘I forgot.’”

“Permission granted. Enter,” she says.

The recruit advances into the room, and instead of standing at attention, he settles casually into a nearby chair . . . starting the entire cycle again.

Aviation Storekeeper 2nd Class Gloria Singleton carries a special fondness for the city and its people. That’s why she took the challenging job of recruiting in Long Island City.

“I’m from Albany, so the city is not too much of a culture shock. But still, New York can be a tough nut to crack,” Singleton says. “We don’t always get upper mental group applicants, and if a kid doesn’t have the scores, there’s only so much we can do to help.

“The task is to find people who have already overcome adversity. The ones we want have managed to grow up here, stay out of trouble and off drugs. A high school diploma is a must . . . we get a lot of dropouts asking



about joining. But if someone hasn’t been able to make a four-year commitment to school, they are probably not going to be able to cut it in the Navy.”

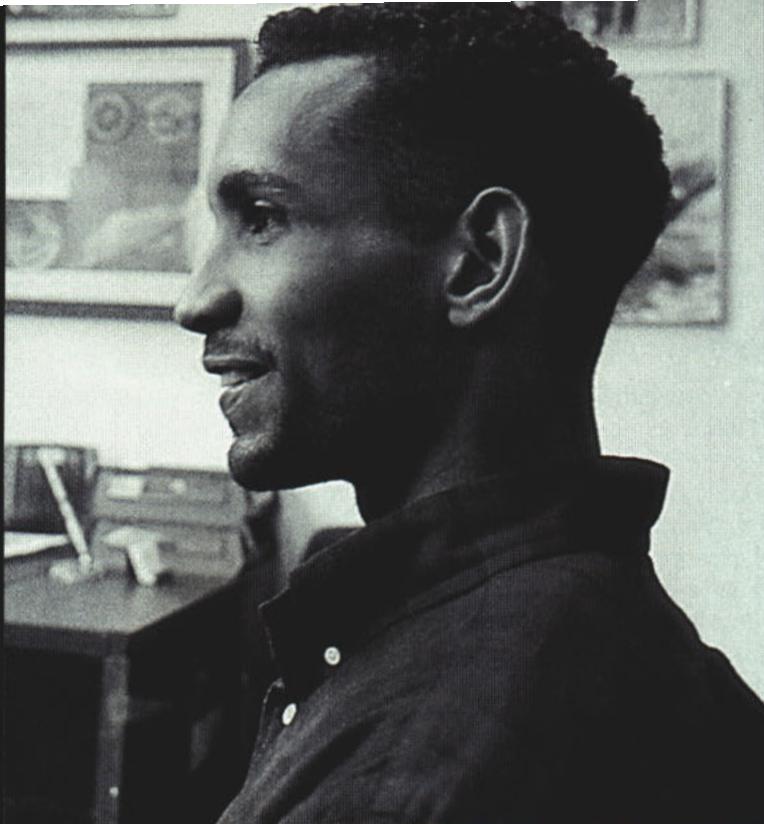
The rewards more than make up for the disappointments, according to Singleton. “I’m helping people just like a recruiter helped me,” she said. “And, after you are able to help them, 99 percent of them come into the office on leave and say those magic words, ‘Thank you.’ Those two words help you get through whatever problems you’re facing that week.”

It’s not surprising that new sailors come back to the office to thank the recruiters. “By the time the average recruit ships out, we’ve established a strong bond with the young man or woman,” she said. “We talk to many of them before they graduate from high school. We’ve met their teachers and kept an eye on their grades. We’ve taken an interest in these kids. That’s a first for some of them. Sometimes I know more about their academic progress than their parents do. When someone knows that the Navy is pulling for them to turn that ‘C’ into a ‘B’ it creates trust, and trust is the name of the game in this part of the world.”

Her partner in the two-person office is Engineman 1st Class (SW) Richard Sylve, a Kentucky native who has learned to adapt to the city. He has also developed an appreciation for the diverse lifestyles of the “Big Apple.”

“You know, you can’t judge people on how they look or the clothes they wear,” Sylve said. “That’s the first thing I learned. Because underneath all that hair you just might find a great sailor.”

Sylve and Singleton consider recruiting harder today than ever before. Higher standards and fierce competition among service branches have made finding that



Above: "When I visit a high school I know these kids have heard it all before. If I tell them the Navy is the greatest deal, that what we offer is too good to be true ... the student will look at me and tell me 'Yeah, it probably is. See ya,'" MM1(SW) Jose Munet-Trevino. **Left:** "I can't wait to go ... the sooner I start [boot camp], the sooner I'll learn my job and see the world," SR Juan Lachapelle, Queens.

gives them a good idea of how the Navy runs, and the phone skills teach them to be respectful. They get the feeling that they're really a part of the Navy."

Lachapelle will soon leave his home and travel to recruit training in Orlando, Fla. He says he's been well-equipped by Singleton and Sylve to face the rigors of boot camp and, following that, the real Navy.

"They've been great!" he said. "When I first thought about going in the Navy, I didn't know what I was getting into. Petty Officer Singleton and Petty Officer Sylve explained a lot about the Navy. I decided it was the right thing for me. The wait for a spot in boot camp has been the only bummer. I want to go now."

"The sooner I start, the sooner I'll learn my job and get to see the world."

From her desk she watches the young man she put into the Navy as he answers the phone.

"U.S. Navy, Seaman Recruit Lachapelle. Can I help you, please?" he says.

She looks out the window at the subway train as it roars past the elevated platform across the street carrying hundreds of New Yorkers into Manhattan.

The phone call is for her.

Into the receiver she says, "Well, I can't tell if the Navy would be good for you over the phone. Why don't you come over to our office and we'll talk about you and the Navy?" She listens.

"Sure, I've got time today. Is 1300 a good time for you? Oh, right. That's one o'clock."

Singleton replaces the receiver on the phone and leans back in her chair. "So, now it starts over again. The whole drill — the talking, the checking, the testing, the teaching, the waiting, but most of all, the helping. You know, I really like this job," says the Navy recruiter. □

Bosco is a photojournalist for All Hands.

great recruit a difficult endeavor. And once the recruit has been identified, scored well on the entrance test, cleared a background check and passed the physical exam, there is still one more obstacle — a six-month wait for a slot in boot camp.

That delay, between the day a recruit enlists and the day he ships out to recruit training, provides plenty of time to get cold feet or, even worse, to get into trouble. Still, Sylve says having a group of psyched-up soon-to-be-sailors can be useful.

"They are great at finding qualified people to join," he said. "They spread the word about the Navy, and in return we have the ability to recommend them for advancement to E-2 or E-3 before they go to boot camp."

"We've got to keep track of these people for six months or so, and it takes time from the recruiting side of the job," Sylve said. "But we use the time to set them up on a training program and try to teach them as much about the Navy as we can before they go to boot camp. So in the long run it helps them."

Singleton or Sylve will meet with each recruit at least once a month for formal training.

"We show videotapes about life at sea, teach them how to enter a room," Singleton said. "They learn the chain of command, and we try to give them an idea that they are now part of a team. When they come home on leave they all say the training helped them at boot camp."

Aside from formal training, each recruit must come into the office three times a month to help with paperwork and answer phones. "We give them responsibility and let them know that, in the Navy, every job has to be done correctly," explained Sylve. "The paperwork

Navy blue or BDU?

Recruiting among a sea of uniforms

Story and photos by JOCS Robert C. Rucker

Everywhere you look in Charleston, S.C., there are telltale signs. As you drive toward the city on U.S. Highway 17 or Interstate 26, large white on green signs point you toward the "Naval Base" or "Air Force Base." Barber shops advertise military haircuts. Dry cleaners proclaim one-hour service on uniforms. Around you many fellow travelers drive vehicles sporting red, green or blue Department of Defense parking stickers. No doubt about it, you're in a military town.

For six Navy recruiters working in one of two Navy recruiting stations serving this Southern coastal city, the fact this is a military town has both pluses and minuses.

"Every high school student in Charleston knows someone in the Navy," said Patternmaker 1st Class James Bell, the station's recruiter-in-charge (RINC). "Their impression of that sailor, or sailors in general, determines how hard we have to work recruiting them. If they see sailors as good people, like their neighbors with families and kids their age, it can be easier. If they see them out raising hell and trying to date their sister, it can be tough."

"On the other hand," said Chief Quartermaster (SW) John DeWaard, "they're just as likely to know someone in the Air Force, Marine Corps, Army or Coast Guard. Charleston has elements of all the services. The Navy certainly doesn't have a monopoly."

Still, the six agreed their job was likely to be easier than that of recruiters working in other areas of the country.

"Just being in the South helps," said Chief Boatswain's Mate (SW) Bob Edwards. "When your father and uncles and cousins have all served

tours in the military, there is almost a 'family tradition.' That's very common here. So they'll give young guys advice about the different branches."

According to Gary "Fritz" Love, that's exactly how he came to join the Navy. Love, who's a senior at Wando High School in Mt. Pleasant, S.C., is currently in the Navy's Delayed Entry Program (DEP) awaiting going to boot camp next February in Orlando, Fla., and then on to photographer's mate "A" school.

"My dad was in the Marine Corps," Love explained. "Once I

decided to talk with the recruiters, I asked him what he thought. He didn't push me toward any particular branch or keep me from any. His advice was, 'Talk to all of them, then see who gives you the best deal.' That's what I did, even though I was leaning toward the Navy from the start. In the end, they just had more of what I wanted."

Trying to get what an applicant wants is only part of the recruiter's job. Even in a town like Charleston, where familiarity and tradition can help bring potential sailors in the



“... that I will bear true faith and allegiance to the same...”

recruiter's front door, it can take months of hard work by the recruiting station as a team to get qualified applicants who meet the Navy's increasingly high standards.

"Team is the right word," Bell said. "Each recruiter has different strengths and weaknesses, just like sailors in any division aboard ship. We try and use their strengths and help them improve in their weak areas. We also know the Navy needs a certain number of new people and that translates into goals for each station.

"Individual recruiters may strive to reach personal goals to help the station, but individual 'quotas' are

Left: Putting sailors in the Navy requires lots of time behind the wheel for Navy recruiters. Below: Fritz Love (left) talks to FR Joseph Cassidy with the Navy Hometown Area Recruiting Program, fellow DEP participant Nader Bir and BMC(SW) Keith Walrath about his future. Right: Walrath and Cassidy discuss recruiting near USS *Maine's* anchor on the campus of the Citadel.

gone. Used to be you had better make quota or expect to go up before the 'old man.' Do it too often and you'd get fired — sent back to the fleet with lousy evals. That could ruin your career. Now, unless you're really not trying and are repeatedly ignoring the advice, counseling and directions of the RINC and zone supervisor, that doesn't happen."

Working as a team also means each recruiter has to develop his own style or manner in which he or she successfully shows the Navy to potential sailors.

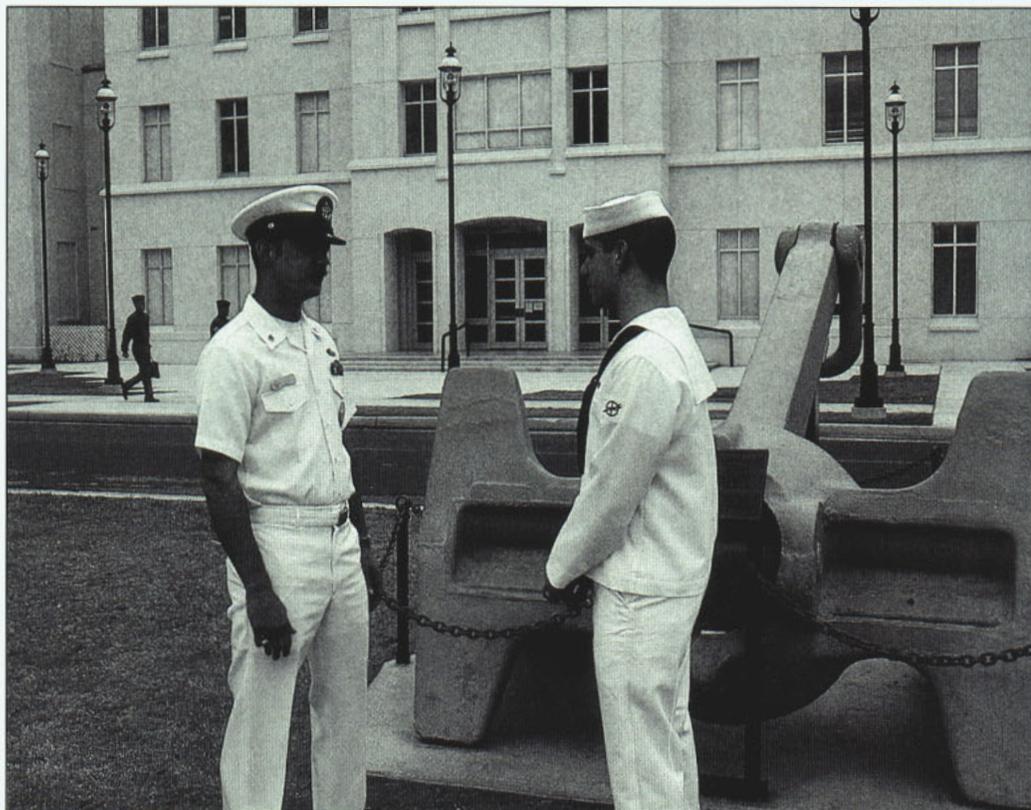
What may work for one recruiter would be awkward and sound completely phony coming from another. Learning that style starts with the recruiting orientation course but fully blossoms in the field, given time and the proper attention.

"I figure I have to talk with about 10 people for every single person I recruit," said BMC(SW) Keith Walrath. "Now that's not 10 'Hi. How are ya doing?' conversations,

but serious ones about the Navy and opportunities for them. I've developed contacts within the community that know me and will tell me about folks that may want to join the Navy. I'm also in each of my schools at least once a week working with both students and guidance counselors. So it's a challenge."

For recruiters like Walrath, meeting that challenge can mean some early mornings taking applicants to physicals or late nights talking to parents or spouses after they get home. However, those long days are more the exception than the rule. Still, by taking that extra time with young men and women and their families the recruiters here can insure their seeing the Navy cracker-jack uniforms on the streets of Charleston — helping to keep this a military town. □

Rucker is command senior chief, Navy Internal Relations Activity.



Rocky Mountain high

Navy recruiting a mile above sea level

Story and photos by JO1 Annabelle St. Germain

The snow-peaked Rocky Mountain range is always within view as you drive around the Denver area. If you drive for 20 minutes around the foothills of the Rockies, you'll reach two huge, red-rock, flat-topped mountains. Enter the valley between these mountains and you reach the small town of Golden, Colo.

The pungent aroma of barley, malt and hops assaults your nostrils from the gigantic Coors brewery as you enter the heart of town. Directly in front of the brewery — at the end of a large yellow arch that says "Howdy Folks! Welcome to Golden where the West lives!" — is Navy Recruiting Station (NRS) Golden.

Neither sleet, nor snow, nor an occasional snobbish attitude stops the Rocky Mountain recruiters at NRS Golden from doing a successful business. "Local residents used to look down their noses at us until we read them the riot act," said Navy Counselor 1st Class Jeffrey Mount, the recruiter-in-charge at NRS Golden. "We told them, 'Hey! The Navy is not a second-rate organization. Don't think that if you can't pass college or everything else fails, you can join the Navy!' We make it perfectly clear that we are very selective of whom we take, because we are a 'company' and we are 'company men' out here."

Tourism is a major source of income for many of the businesses in Golden. The heritage of the Old West is cultivated by the townspeople through the restoration of historic buildings, as well as in Golden's new structures. As you drive up twisting roads into the mountains, the skeletal remains of old mining operations are everywhere — ancient rotting wood buildings with long chutes that jut out of the rocky hillsides and cliffs.

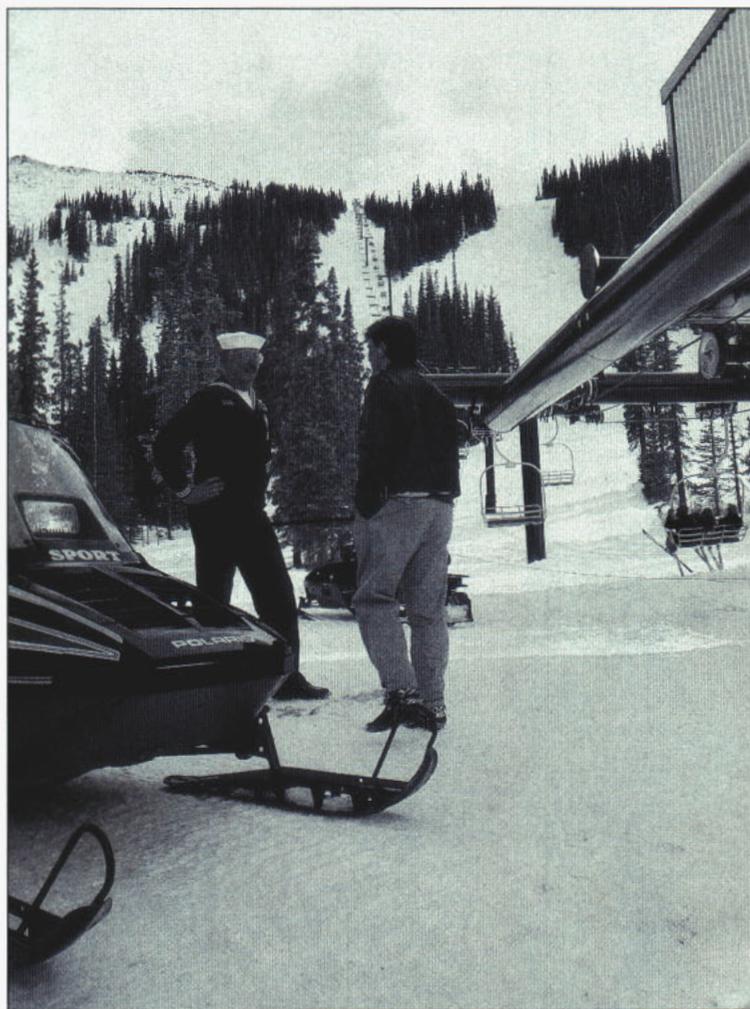
NRS Golden recruiters prospect the 4,800-square-mile pine-ridged mountain area to cover 18 high schools and a community college. Mount said many of the young people they deal with are from very wealthy families living in \$300,000-plus homes. The recruiters work famous ski resort areas like Vail, Loveland, Copper Mountain, Breckenridge and Mary Jane, where kids drive to school in Corvettes and Porsches. Their parents are set on having them go to college.

"We make it clear to them that we are doing them a favor by letting them come into our organization," Mount said. "We only want the best people to come into the Navy. That's our company, and if you don't want to

be a part of our company, then we don't have any reason to hire you."

Some kids want instant gratification and don't want to wait four to six years to see something mature and take form. But the recruiters are persistent and have the talent to appeal to most prospects' interests. Currently, about 80 delayed entry program (DEP) sailors are waiting to ship out, motivated through regular meetings geared to enthusiastically prepare them for their future in the Navy.

If you ask NRS Golden recruiter Machinist's Mate 2nd Class (SW) Jacques Dumosch who he is, he'll tell you, "The greatest sailor in the world." To the DEPers in the pool he manages his statement is easy to believe, as he is





Opposite page: AMH1(AC) James Walgren visits with a delayed entry program member at Loveland Ski Resort. Occasionally recruiters challenge skiers to a race down the slopes; the stakes — a Navy interview. Above: NC1 Jeffrey Mount and MM2(SW) Jacques Dumosch head up a meeting of their DEPers. About 80 young adults participate in the meetings and perform Navy-organized community services.

one of the few representatives of the *real* Navy stationed in the Rockies. He explains his boast by citing his positive attitude. "You've got to feel good about yourself," said Dumosch. "If you don't feel good about yourself, how are you going to make anybody else feel good about the Navy?"

Dumosch keeps his DEPers psyched up for boot camp during their semi-monthly meetings. He teaches them the 11 general orders of a sentry, rank structure, Navy history and close-order drill. The DEPers willingly drop and give him '10' (push-ups) on command if they make a mistake. "I want them to feel it if they make a mistake," he said, "Attention to detail is important."

Other ways he keeps his DEPers busy while building camaraderie and teamwork is creating projects for them in the community. Recent projects completed include a creek-side senior citizens' trail for day walks, roofing and painting of the Chamber of Commerce tourist booth,

some landscaping for the city of Golden and a major food drive for the homeless during the holidays. The DEPers also marched in the Armed Services Day parade carrying the American flag, the U.S. Navy flag and the Navy SEAL flag. Dumosch said the patriotism was so strong that veterans of foreign wars and active-duty military members came to attention, saluting them as they marched by.

"The public was crying out to them 'Go Navy!' You could see the glow of these young men and women who have already qualified and are waiting to ship out," Dumosch said. "You could feel the vibrant energy around them."

Dumosch says he tries to stay away from selling techniques such as "buy today, because it won't be here tomorrow." The very first thing he tells an applicant when they walk in his office is, "I'm not a Navy recruiter. I am a Navy representative. That is what they're paying me for, and I'll tell you everything about the Navy. When I'm done telling you about everything, it's up to you if you're interested or not. If you're interested, then I become your Navy recruiter.

"As your Navy recruiter, I'll guide you and assist in your enlistment into the Navy, but I can't guarantee it. Once you're in, my job continues. I want to see you be as

AMH1(AC) James Walgren visits a high school in the Rocky Mountains to talk to students about Navy opportunities.

successful as myself or better. In doing that, I want to promote you two times before you leave, and you and I will do that together.

"When you go out to the fleet and come back, you can tell everybody how well you've done and how successful you are. If you're not interested, then I will not be your recruiter, but at least you will have learned something about the Navy that you didn't know before."

About 10 percent of all the referrals to NRS Golden come from DEPer. A DEPer can leave for boot camp as a seaman if he or she refers three applicants who enlist with a 50 or better Armed Services Vocational Aptitude Battery score. With two applicants, the DEPer is promoted to seaman apprentice and can get a special ride in a T-34B training aircraft.

Dumosch said most of the wealthy kids he recruits are looking for adventure and excitement in the Navy. "One of the biggest items we sell to them that they can't buy is being air crewmen, SEALs or an underwater demolition team member — things that they can't really buy by staying in their hometown."

Aviation Structural Mechanic (Hydraulics) 1st Class (AC) James Walgren takes on a more fatherly image for applicants in his role as their recruiter. The kids laugh and joke with the other recruiters, but come to him with their more serious questions. Walgren doesn't try to go down to the kid's level when he talks to one, they come up to his. "They think like young adults when they talk to me, rather than just kids wasting a few hours. They listen to what I say because they see the value in it," he said.

Boiler Technician 2nd Class Gil Herrera takes a different tactic — playing on the same level as the kids and loving every minute of it. "Kids thrive on challenges," he said. Herrera challenges them to games of pool at the local arcades with the condition that if he wins, they have to interview with him. When he tries to recruit kids out at the ski resorts, he goes up on the slopes with the 17-to-21 year-olds, hands them his card and says, "I'll race you to the bottom of the slopes, and if I beat you, you have to do an appointment with me."

Herrera said sometimes he gets "scorched" though, because the local kids are avid skiers. "Some of these



kids come flying down the slopes at 60 mph — I'm not as young as I used to be."

But the fact that he is out there in their element earns some respect from the young prospects. That respect gets his foot in the door enabling him to begin his pitch. To get their attention Herrera uses a potent lure — intrigue. "Kids buy into a challenge because they know you know something. You're proposing something to them that sounds like an offer they can't refuse. I've gotten kids into the Navy that way," Herrera said.

Both Herrera and Walgren are very active in the community as well, developing centers of influence to spread Navy awareness, and both get their family members involved in recruiting by having them pass out their business cards.

Herrera said the recruiters encourage each other toward success. "If someone isn't pulling their load, then the other guys gather around and bring him back up to make him understand that this is a team concept. We don't beat anybody up out here," he said. "What we do is get them motivated by showing them that, 'Hey! You want time off? You want quality of life? You want to be successful? This is what you got to do to accomplish that.'"

All the recruiters at NRS Golden have walls of awards that reflect their success in recruiting. Mount liked recruiting duty so much he chose to join the career recruiting force in 1990. He encourages others to try recruiting if they want to get ahead.

"If you have the desire and want to be very, very successful in your career, come to recruiting duty and that could happen for you," he said. "There's nothing in recruiting that can hold you back. The only limitations are what you put on yourself. You can be a hero in recruiting duty." □

St. Germain is assigned to Navy Recruiting Command, Arlington, Va.

Navy prospectors

Mining the Black Hills for quality sailors

Story and photos by JO1 Annabelle St. Germain

Mention "Times Square" and most people think of New York City. But if you're from Rapid City, S.D., the term describes a small gray concrete and glass shopping center — Times Square Plaza. Nestled amid the small laid-back businesses, between the lottery ticket sales office and the grocery store and conveniently across from the car-filled parking lot of the state unemployment agency, you'll see a large red, white and blue sign pointing the way to the local Navy recruiting station (NRS).

NRS Rapid City is in the heart of the Northern Plains. The area is home to Mount Rushmore National Memorial, Black Hills National Forest, Badlands National Park and the largest gold mine in North America. The Rapid City/Lead-Deadwood

area is also the site of historic homes of the Wild West, in which still lives the restored stagecoach stops, saloons and gambling parlors — some the original haunts of "Wild Bill" Hickok, Calamity Jane, Poker Alice and Deadwood Dick.

Rapid City's 80,000 people are relaxed and friendly. Occasionally, they step into the recruiting station to use the phone or talk about their own "good old days" in the Navy. Recruiters at NRS Rapid City answer inquiries that have nothing to do with recruiting, such as where to get a ship's picture, veterans' burials and the whereabouts of Navy sons or daughters. The recruiters also manage a Delayed Entry Program (DEP) pool of 44 young men and women who drop in sporadically throughout the day to ask more

questions or talk about their problems.

The air is clean and brisk, and the landscape of the Rapid City area is diverse. Large billowing cloud formations drift across hills and cast shadows over endless plains of rippling grass and ridges of creviced, pine-sprawled mountains. The territory is a mecca of escapist tourist attractions, from cabins with hunting and fishing to the weird and unusual — fossil museums or snake and lizard farms.

Duty for a sailor can't get more independent than here. It's about 550 miles from the nearest Navy recruiting district. The two, and sometimes three recruiters stationed at NRS Rapid City drive more than 3,000 miles each month trying to cover 30,000 square miles in their search for qualified applicants.

"We share a lot of road time," said Electricians Mate 2nd Class Richard M. Moore. "Every trip I go on, there's always something to see. The scenery is beautiful up here. When I go to talk to an applicant, I see places I want to go back to and check out more thoroughly, so I return to them on the weekends."

Moore, 24, has served on three ships since he joined the Navy in 1985. Last September he arrived in Rapid City already "salty" and ready to begin his first tour in recruiting duty. He said his time aboard ship makes him a better recruiter.

"It gives you the ability to tell stories, relay events and explain things we've done that fascinate a lot



IC1(SS) Robert R. Hurd gathers some last-minute information the Navy needs on a delayed entry program member before he ships out.

of the kids we work with,” Moore said. “Fleet experience has helped me tremendously.”

Since he arrived, Moore has been involved in cultivating new friendships and establishing himself in his new environment. His participation in the local Veterans of Foreign Wars (VFW) chapter led him to be elected as their post “surgeon,” coordinating efforts between the VFW and a local veterans hospital to bring snacks and create social and recreational activities for veterans. “Just spending time with them is the most important thing, because that seems to be the thing they enjoy the most. It’s just showing that somebody cares,” he said.

Moore spends his own time in these goodwill efforts, but some of his best recruiting contacts have been former sailors or military members who put him in touch with their children or grandchildren of friends. That happens because Moore takes the time to stop and talk with them. He’s also very friendly with many of the local merchants. Moore said coming to recruiting has helped him relate to people better.

“Before, I was hesitant to walk up to a total stranger and start talking,” he said. “Now, because of the job I’m doing, it’s made me able to walk up to and talk to anyone out of the blue. So recruiting duty has helped me personally as well.”

“The people here are super. They’re really pro-military and they’re helpful,” Moore said. “The Navy uniform sparks an interest. It’s respect. Just the fact that you are in the military — people really support that. You smile at somebody and they’ll smile back, and they might



EM2 Richard Moore occasionally travels to the Old West gambling town of Deadwood, just outside of Rapid City, and tries to convince potential applicants working in the casinos to take a chance on the Navy instead.

For Interior Communications Electrician 1st Class Robert R. Hurd, the recruiter-in-charge (RINC), the Rapid City area is home. Hurd, a 10-year Navy veteran, grew up on a ranch near Hermosa, between Rapid City and the Pine Ridge Indian Reservation. Hurd is part Rosebud Indian on his mother’s side and very proud of his heritage.

In addition to bringing in applicants from area high schools, Hurd and Moore visit farms and cattle ranches talking to farmers and cowboys interested in the Navy. Occasionally, they make the three-hour drive to the Pine Ridge Indian Reservation to follow

up on qualified Native American leads or visit DEPer there.

As you approach the outskirts of the reservation, there is a huge drop-off on the side of the road into the Badlands — a gigantic wasteland scarred with rising red and brown rock formations. On the reservation dried-grass plains reach out as far as the eye can see. Abandoned cars and discarded kitchen appliances dot the horizon. Rutted dirt roads weave their way toward clusters of time-worn Indian homes. Hurd said sometimes as many as 13 people may live in a two-bedroom house.

Last year, Hurd enlisted about 20 Sioux Indians from the reservation. “About half of them keep in touch with me. It’s kind of neat to see the success stories. That’s the benefit of this job. The kids come home on leave and thank us, or the parents

even start a conversation with you. People stop in just to talk for awhile, and if you need something it’s not hard to get the people to cooperate and help you out if they can.”

“As far as recruiting, I like it up here because we’re the only Navy a lot of these people have ever seen, and because of that, we’re kind of different. We stand out.”

When Moore first reported for recruiting duty, he was told by another recruiter that recruiting is 36 one-month tours. Moore said he now agrees with that viewpoint. “Every month is different,” he said. “Recruiting is a demanding job, but it’s not a hard job. It takes a lot of time and dedication. Staying late is just a fact of life. Pressures come and go. I’ll never believe you can take two months in recruiting and both are going to be exactly the same.”

come in and tell us, 'He's doing good. He still likes it,'" he said.

Tragically, Hurd and Moore wind up turning down many area youths who wanted to join. Many applicants don't qualify because they quit high school, can't pass the ASVAB or got into serious trouble at an early age.

Although the area is relatively free of serious crime, both men have witnessed the poverty and many other social problems that steer young people's lives in the wrong direction. They seek the Navy as a way out and up, but for many of them, that door is shut.

EM2 Richard Moore's friends at the Connection Army Navy Store in Rapid City, S.D., let him put posters and recruiting information in their store.

Still, Moore and Hurd try to advise those who, for one reason or another, can't enlist. Their counsel is sympathetic — full of suggestions designed to give hope in a place where the entire world can look as bleak as the desolate horizon.

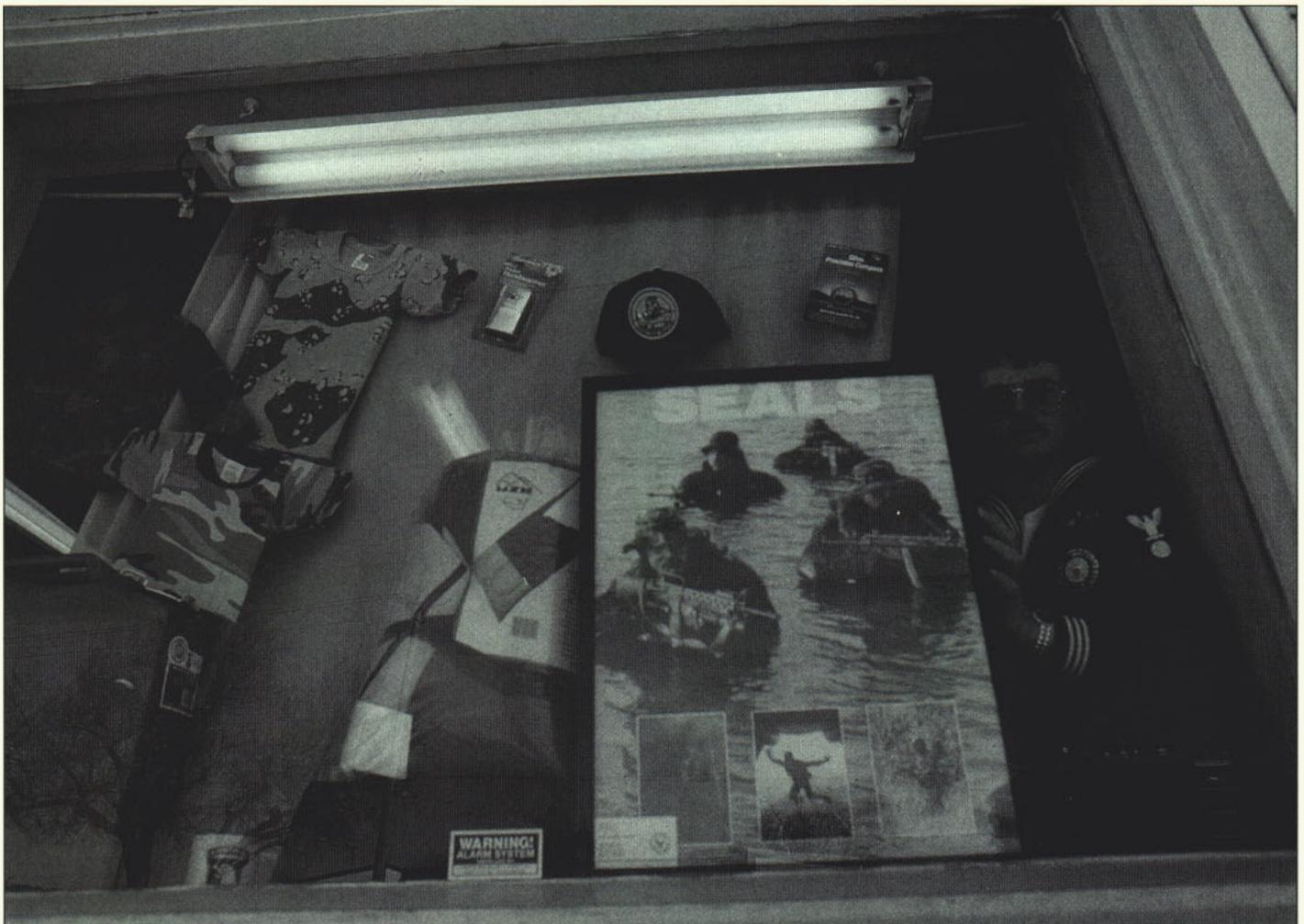
Even so, they know their efforts may be too late. For them it's best to concentrate on the younger children — before they get in trouble.

"It is better to build children than to try and repair adults," Hurd said of the social problems he's seen ruin the chances of many of these young people as they've tried to find success. Hurd shook his head ruefully, remembering the neglect, abuse and alcoholism he's encountered while trying to help some of the young people here.

"If a kid is not qualified, or if there's a problem, I shoot straight from the hip. I tell them, 'This is the way things are.' I don't believe in leading somebody on. That only disappoints people," Hurd said. "It makes them feel worse — hurts their self-esteem."

But, there are rewards. "To see that change, to see them turn that 180 degrees and come back a whole different person — an adult — that makes all the work, all the driving, worth it," Hurd said. "I don't think you can go anywhere else in the Navy and get that kind of payoff. If it's out there, I don't know where it is." □

St. Germain is assigned to Navy Recruiting Command, Arlington, Va.



The good life

Recruiting in Utah: low cost, high quality

Story and photos by JOCS Robert C. Rucker

Operations Specialist 2nd Class Dave Kunz is doing something few sailors have the opportunity to do during their Navy careers — be assigned to duty right in their hometown. And when you consider Kunz didn't grow up in a major coastal town, but in Sandy, Utah, the chance of that opportunity is even more remote.

"My parents live about a mile from here," said Kunz, now assigned to the Navy Recruiting Station in Sandy. "All my brothers and sisters are here in the area. Recruiting duty was the one way I could give my wife and daughter the chance to be around my family."

That's one of the pluses of recruiting duty, being able to try life out-

side a Navy town while still receiving regular paychecks and the buffer of military benefits. For Kunz and Chief Boiler Technician (SW) Joe Kennedy, the recruiter-in-charge of the Sandy office, the combination offered a very attractive package.

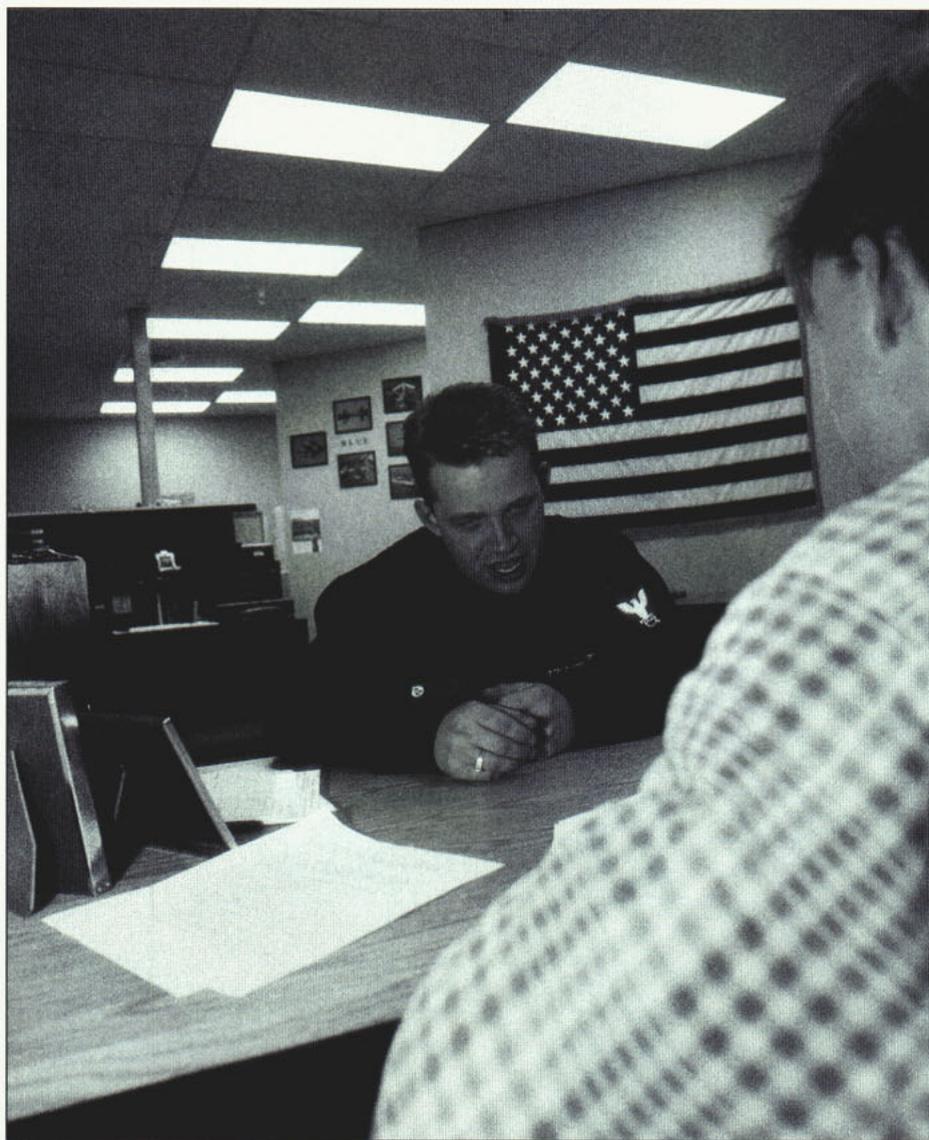
Given a choice, many people would like to live and work in an area where the economy is strong and jobs are plentiful; where good public schools and opportunities for higher education exist; where housing choices are diverse and costs are reasonable; where crime rates are low and where a variety of recreational and entertainment choices can be found. The Salt Lake Valley, where Kennedy and Kunz work and live, is just such a place.

For sailors like Kennedy, who came from shipboard duty in Hawaii, and Kunz, who was aboard a San Diego-based ship, the contrast of living in a place like the Salt Lake Valley is great. Sailors who would have trouble financing a pup tent on either coast find themselves able to afford new single-family homes in the country's interior.

Take Kunz, for example. As a second class petty officer all he and his wife could afford in San Diego was a small apartment. Now in Sandy they are able to live the American dream by buying an attractive single-family split-foyer home with a two-car garage and a fenced yard.

Housing costs range from about \$30,000 for older homes downtown and up to the high six- and seven-

OS2 Dave Kunz helps an applicant fill out the paperwork needed to enlist in the Navy. Kunz enjoys recruiting duty in his hometown.





BTC(SW) Joe Kennedy and OS2 Dave Kunz explain Navy opportunities to high school students in Sandy, Utah.

figure range. But for most homes, the average price is \$50,000 to \$60,000.

But even the best living conditions could not make up for the torture of working in an impossible job. That, according to Kennedy, just isn't the case when working as a Navy recruiter in Utah. "There are challenges," Kennedy said, "particularly when people aren't accustomed to seeing a Navy uniform. There are fewer than two dozen active-duty sailors in the entire state — all associated with recruiting — so sailors are an uncommon sight. Only the Air Force has a large base here, so when young people think 'military,' they tend to think 'Air Force.'

"Fortunately, Utahans have a strong sense of duty and devotion to country," Kennedy said. "Also, many share a pioneer heritage [from the first Mormon settlers] and with it a sense of adventure. We can use that in promoting the Navy."

It is that sense of adventure that prompts many young Utahans to find out more about the Navy. Many see their lives as being mapped out by their parents and, in an area that's predominantly Mormon, by the church — graduate from high school, start college, go on a mission at age 19 (all young men in the Mormon Church are encouraged to serve two years as missionaries), finish college, marry and raise a family. For those who aspire to different goals or who may not have the money for college or a mission, the military is a viable alternative.

"The tradition of 'join the Navy and see the world' helps our recruiting," according to Kennedy. It certainly inspired Kunz to join five years ago, and now he is giving people who were his neighbors the same opportunity he had.

"Right now I'm recruiting students right out of the high school I graduated from in 1986," said Kunz. "It was a little odd at first, working with juniors and seniors who were in

elementary school when I knew their older brothers or sisters, but having close ties to the community helps."

For Kennedy, who is nearing the end of his three-year tour as a recruiter, this will always be an assignment he looks back upon with fondness and one he would recommend to others.

"Recruiting didn't have a great image when I first came into it," Kennedy said, "but the leadership [began] supporting the individual recruiter and cutting the mountains of paperwork. It's a lot better now. It has also been good for my career." No question in that regard. With just eight years of service, Kennedy was advanced to chief petty officer last year.

Competitive advancement, hometown duty and life in an affordable area — all compelling reasons to consider recruiting duty. □

Rucker is command senior chief, Navy Internal Relations Activity.

Welcome to the machine

SIMS — an electronic wonder for field recruiters

Story and photos by JO1 Annabelle St. Germain

Recruiters and support people spend long hours each day shuffling through massive amounts of paperwork trying to find and process quality applicants for the Navy. Now a major technological breakthrough has been developed that will put an end to much of this paperwork drudgery, save time, increase mission effectiveness and further improve quality of life. It's called the Station Information Management System (SIMS), and its first prototypes are being tested by recruiters at six recruiting stations within the Navy Recruiting District Pittsburgh area.

SIMS is a computerized work station which has made quite an impact on the way recruiters at Navy Recruiting Station (NRS) Rochester, Pa., do business since testing began during August 1991. Initially the recruiters awaited SIMS installation with apprehension, fearing it might be more trouble than it was worth, but now they can't imagine how they did the work without it. The recruiters say SIMS is saving each of them from 40 to 100 hours a month in overtime. SIMS is also very user-friendly — requiring only two-days of training to learn the system.

SIMS consists of a microcomputer with networking capability, a high resolution color monitor, a modem and specialized software to help recruiters do their jobs faster. SIMS was designed to improve marketing, prospecting, processing and paperwork drudgery at recruiting stations.

AT1(AW/AC) Michael R. Ondic of NRS Rochester, Pa., discusses some of the graphic displays of ships and aircraft that move continuously across the screen of the SIMS during an interview with an applicant.

Recruiting's goal, through SIMS, is to give the recruiters more time to identify and actively market prospects while improving their quality of life. The precious time recruiters save at NRS Rochester is now enjoyed through stress-relieving leisure activities and family outings.

"With SIMS you can pinpoint your market area down to specifics," said Aviation Electronics Technician 1st Class (AW) Barry E. Kline, a recruiter at NRS Rochester. Kline said in the past he would have had to sort through 2,000 lead cards for six to eight hours to find a specific prospect he was looking for, like someone who is nuclear-qualified or in an upper mental group.

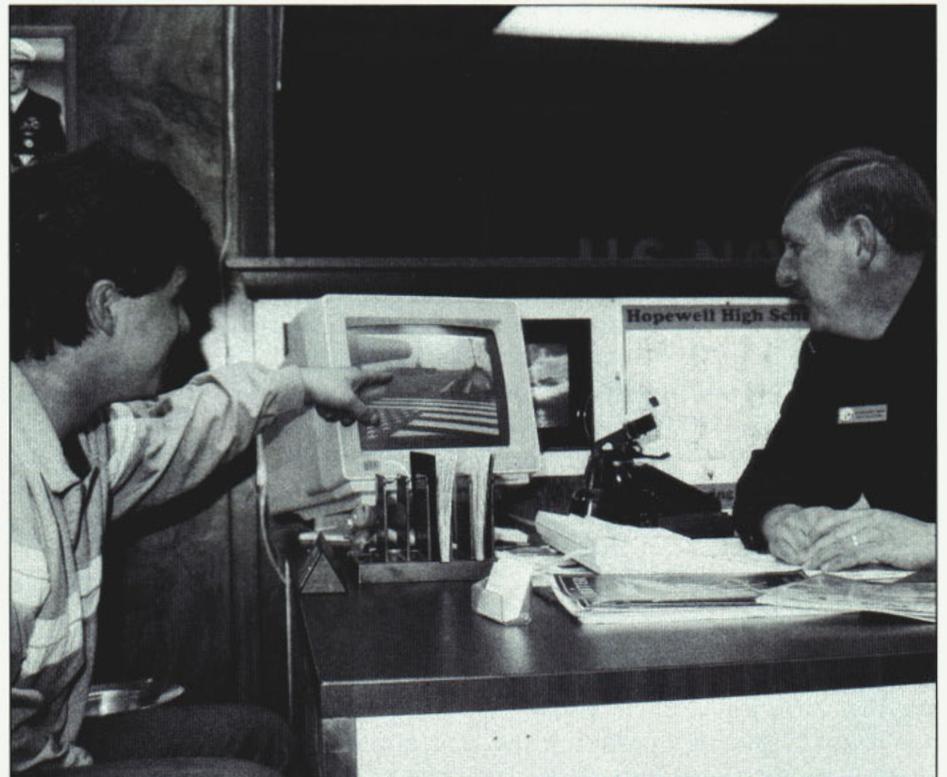
"Now I just punch what I'm looking for into the computer and 90 seconds later it's there," he said,

adding he can now do five weeks of work in one month.

"Statistics will prove that this machine has improved my production by 50 percent," said Kline. "Before the machine, I was averaging two people per month. Since the machine, I've hit a steady four per month, and I haven't been working nearly as hard as I was when I was getting only two a month."

According to Kline, SIMS is also a convincing recruiting tool to have on his desk when he talks to applicants about Navy technology. "They can see it right there during the interview," he said, "and I tell them, 'If I can learn this, you can learn this too.'"

SIMS is programmed to show changing graphic displays of ships and aircraft when it's not in use by a



“... so help me God.”



AT1(AW) Barry E. Kline said SIMS not only saves him time, but has increased his recruiting ability by 50 percent.

Valimont, NRS Rochester RINC said. "If they're out of the office, I know what they're doing. Everything's right there. If I have a question about a guy that I know the recruiter is going to process, I can look in the computer and find that information. I don't have to run around looking for a card that the recruiter may have with him."

Kline said he and his fellow recruiters sometimes help each other during prospect interviews by sending each other messages.

"I'm sitting at my desk doing something and Jay is sitting at his desk interviewing a guy. The fellow may say something to Jay that he doesn't pick up on; I can write a little message on the computer saying 'Jay, tell the guy this or that,'" Kline said. "The computer beeps, and Jay gets the message without interrupting the interview."

Many quality of life initiatives have changed to improve recruiting duty. Valimont remembered his earlier days in recruiting, when he thought everyone was playing a one-man game to cover themselves and make goal. He was working from 8 a.m. to 10 p.m. six days a week, and the only day he said he knew he had off for sure was Sunday, unless he had to work two or three hours to talk to parents.

Although he still devotes extra hours to recruiting, Valimont said he and his recruiters' work schedules don't usually run more than 50 hours a week now. Recruiting Command's move to emphasize recruiting as a team effort helped alleviate a lot of stress, and he views SIMS as the next major step.

"I don't want anyone to think that SIMS makes goal, because it doesn't," Valimont said. "Recruiters and people make goal. But with

SIMS the job is easier to do — it definitely saves a lot of time. I sit here at the computer and I think back to when we didn't have SIMS and what my RINC had to do, spending hours every night going through cards trying to find things. That's no good. That takes away from sunlight and relaxation time," Valimont said. "Your time at home with your family or time off is for you. If you take that [work] home then sooner or later it'll start building up on you."

Valimont admitted he had to give SIMS credit for making him a better manager. "It's easier for me as a manager to find out the information I need in a short amount of time," Valimont said. "If I was still using those prospect cards, it would take me longer to find the quality prospects. With SIMS I'm not wasting my recruiters' time by giving them leads they can't use."

CDR Bruce Sharpe, director of the information systems department at Navy Recruiting Command headquarters, said SIMS continues to be improved upon as the recruiters work with it, and their input helps his department find ways to fine tune the system. The Navy is currently working on funding to get this new time-saving technology to other recruiting stations.

Sharpe said the Office of the Secretary of Defense Corporate Information Management Initiative will do a review in the near future. They will examine business processes and identify areas where information management systems can be used.

"SIMS will be considered in that process," Sharpe said. "And we are quite hopeful that it will result in SIMS' selection for funding and ultimately be used in all Navy recruiting stations." □

St. Germain is assigned to Navy Recruiting Command, Arlington, Va.

recruiter, and Kline and the other recruiters discuss them with prospects and Delayed Entry Program members. SIMS also has a reminder calendar for appointments which automatically shuffles prospect cards forward on the calendar, bringing them to the recruiter's attention based on the potential applicant's availability.

Another advantage of SIMS is that lead cards from the National Advertising Lead Tracking System (NALTS), Armed Services Vocational Aptitude Battery (ASVAB) leads and Selective Service lists can be sent electronically from Navy Recruiting Command headquarters in Arlington, Va.

The recruiter-in-charge (RINC) leaves his computer on and it continually receives data from headquarters. The names of future prospects are filed alphabetically in the computer, alleviating the need for tedious card filing. Each of the four recruiters has a SIMS work station on his desk, and the RINC is networked to them. He or she transfers copies of the prospect cards to them by zip codes, depending on the area they're working.

Recruiters can also send messages or confer with each other because they are networked. "Management-wise, I can see what [the recruiters] are doing without asking," Machinist's Mate 1st Class (SW) Robert P.

Tools of the trade

Recruiter school: where sailors learn to make the sale

Few people are born salesmen, so the Navy must build them. The process of training sailors to become recruiters all starts at the Navy Recruiting Orientation Unit, known in recruiting circles as "the schoolhouse," located at Naval Air Station Pensacola, Fla.

The Enlisted Navy Recruiting Orientation (ENRO) curriculum takes three and one-half weeks. The Recruiting Officer Management Orientation (ROMO) course is also taught at the schoolhouse and is tailored toward the needs of officer recruiters and senior officer managers of recruiting.

Both enlisted and officer personnel can be assigned as officer recruiters. ROMO curricula runs three and one-half weeks for officer recruiters and four and one-half weeks for senior officer managers.

Both curricula cover these basic topics: public speaking, sales, benefits of being in the Navy, prospecting, telephone use and techniques, communication — meeting people face-to-face, Delayed Entry Program (DEP) referrals, recruiting manuals and publications, getting into high schools, canvassing as a recruiter, DEP management, recruiting paperwork kits, rules and safe operation of government vehicles and stress management.

The training is worth three college credits. After the recruiter graduates from the course and has been a working recruiter for six months, he or she is eligible for nine additional college credits. Further training for field recruiters is available upon request.

After two to six months of working on the job, commanding officers, executive officers, officer programs officers and enlisted programs officers attend a week of training called ROMO II.

This training is held at Commander, Navy Recruiting Command (CNRC) headquarters in Arlington, Va. At ROMO II students interface with CNRC leadership staff, emphasizing management techniques, program priorities, idea exchange and discussion of timely issues and topics. ROMO II training also includes

stress management and Total Quality Leadership.

Master Chief Navy Counselor(AW) Robert L. Robinson, force master chief of CNRC, said sailors desiring recruiting duty must have strong leadership and interpersonal skills prior to requesting recruiting duty.

Sailors who speak Spanish or an Asian dialect are especially needed and should call the special programs detailer at Autovon 223-1910/2 or (703) 693-1910/2 after contacting their rating detailer. □

There are about 1,600 recruiting duty locations across the United States, from the bustle of big cities to the quiet of small-town America. Some of the more exotic or faraway duty assignments available to E-6 and above recruiters and Career Recruiting Force (CRF) personnel are:

**Agana, Guam
Honolulu
London**

Other assignments available to non-CRFers only are:

**Anchorage, Alaska
Santurce, Puerto Rico
Caguas, Puerto Rico
Mayaguez, Puerto Rico**

There is an independent duty assignment for a CRFer in Frankfurt, Germany. These independent assignments are restricted to senior petty officers E-6 and above and require strong leadership and interpersonal skills.

Brothers' dreams

Tour of Tripoli is dream come true

Story by JO2 Harry F. Thompson,
photos by JO2 Sherrie Derrickson

Dreams come true in the strangest places. Four youngsters from Tennessee came face to face with their wish amid the grit and grime of daily shipyard life as USS *Tripoli* (LPH 10) teamed up with the Dreams Work Foundation to turn seafaring fantasy into an unforgettable top-to-bottom tour.

Although moored to a shipyard pier at Continental Marine in San Diego, *Tripoli* sailors rolled out the welcome mat in February to play host to the Hinkles, two sets of brothers from Tennessee. The four boys are cousins who all share a rare blood disease, as well as an infatuation with the Navy.

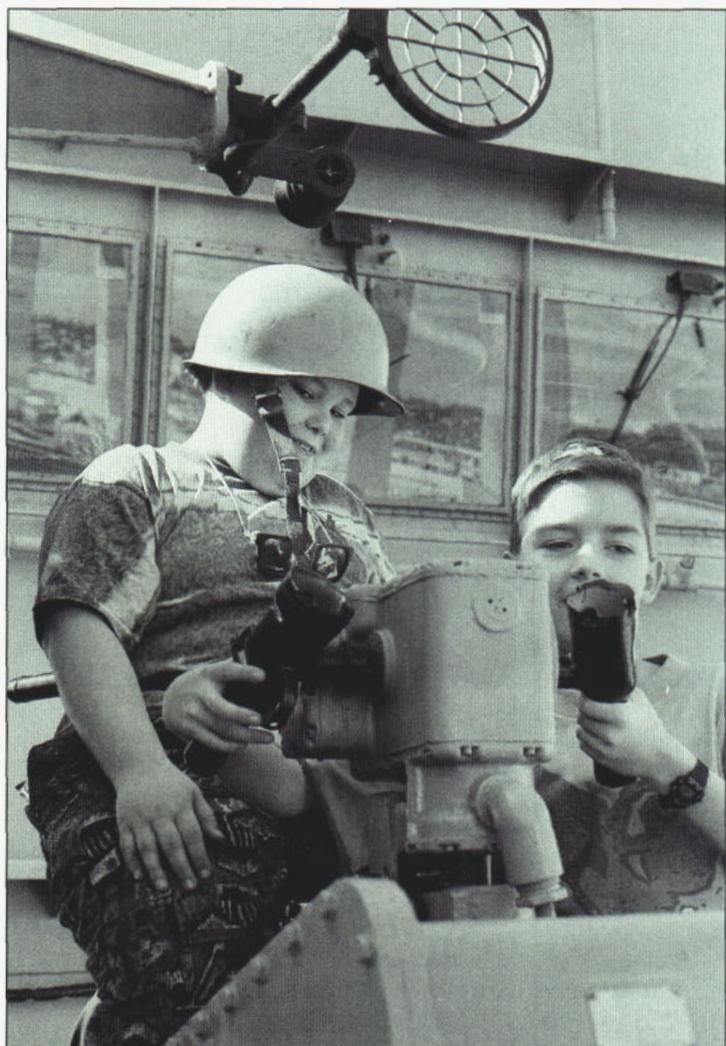
Adam, Alan, Kermit and Jeremy Hinkle stood alongside the 18,000-ton amphibious assault ship with their eyes opened wide, and their jaws near their chests. It was a look Barbie Stephens has seen 100 times before on 100 different faces. As founder and director of the Tennessee-based foundation, Stephens devotes her time, talent and tenacity to bringing a little happiness to lives that disease threatens to take away.

After being piped aboard and greeted by eight side boys, the group was met on the quarterdeck by a welcoming committee fit for an admiral, including Commanding Officer CAPT J.R. Hutchison and Executive Officer CAPT E.L. Duckworth.

Hosting a ship's tour is difficult enough under normal circumstances, but in the shipyard it's even tougher. Even though parts of the ship were in various stages of renovation, the crew stopped chipping, grinding and sanding long enough to make the ship shine.

"Words can't describe how I feel about the crew's effort," Hutchison said. "I was literally choked up by their responses. It really warmed my heart to watch how they made sure the boys didn't leave with any question unanswered. They were very proud of their ship and genuinely wanted to do what they were doing."

The tour began with a trip to *Tripoli's* Desert Storm Museum complete with a defused Iraqi mine similar to



Top: Allan and Kermit Hinkle mount a 3-inch .50-caliber gun during a tour onboard *Tripoli*. Above: Jeremy, Adam, Allan and Kermit Hinkle are intrigued by a proximity suit designed to be used in aircraft crash and salvage operations. The boys were guests aboard the ship as part of the Dreams Work Foundation's efforts to fulfill their lifelong desire to visit a U.S. Navy warship.

The boys get a meteorological briefing from Chief Aerographer's Mate (AW/SW) David Girdner during the tour.

the one that ripped a 20-foot by 30-foot hole in the starboard side of the ship Feb. 18, 1991.

From there the kids saw a display of damage control equipment, various small arms, meteorological equipment, air crash and salvage gear and equipment used in basic deck seamanship.

"The boys seemed to be interested in what I showed them. Most of the equipment they've seen before on those rescue shows on TV," said Chief Damage Controlman Joseph Carter. "I like taking part in these things. This is my specialty. My job is training, so it doesn't matter whether I'm talking to little 'kids' or 'old goats.'"

Aviation Ordnanceman 1st Class Donald Ramsey presented a display of guns, including .38- and .45-caliber pistols, an M-79 grenade launcher and a .50-caliber machine gun.

"With children you have to simplify the message, put it in their terms," Ramsey said. "They really identified with what I was saying when I told them the .50-caliber machine gun was the same gun Rambo used in the movies. That's when their eyes really lit up."

From there it was a quick ride on a helicopter elevator up to the one-acre flight deck. The boys climbed aboard the two 3-inch, 50-caliber gun mounts, where they donned flak jackets and helmets as they pretended to shoot enemy planes out of the sky.

"The looks in their eyes when they were sitting up on the 3-inch 50-caliber guns is probably what I'll remember most about the tour," Hutchison said. "I knew the kids were really interested in the guns, but the look in their eyes was really something."

The group also toured the bridge, signal bridge and medical department before moving to the mess decks for a special lunch with the crew.

The two-and-one-half-hour tour ended as Hutchison made each boy an "Honorary *Tripoli* sailor" and presented all of them with several ship's mementos. Afterwards, still tired from climbing countless ladders, the boys agreed on their favorite part of the tour.

"I've never seen a ship in person before, and I didn't think it would be this big," said 10-year-old Kermit, as the others nodded in concurrence. "Maybe I'd like to be in the Navy. If I did, I'd like to have a job with the guns."

The boys' dream began when their uncle, an eight-year Navy veteran, contacted Stephens, who in turn called



Gale Hansen, a Dreams Work volunteer in California. From there the dream came alive.

"I never thought [the Navy] would ever do anything like this for them," said Rosetta Hinkle, the mother of one pair of Hinkle brothers. "We really appreciate everything the Navy and the people at Dreams Work have done for the boys."

Dreams Work is a non-profit Tennessee organization for children with life-threatening illnesses, much like the national Make-A-Wish foundation.

But being a state program hasn't stopped Dreams Work from reaching out to nationally known benefactors for aid. Stephens has previously enlisted the help of President Bush, country-western singers Garth Brooks and Dolly Parton, actor Arnold Schwarzenegger, NASCAR driver Kyle Petty and the Navy's Blue Angels flight demonstration team to turn dreams into reality.

Beyond making wishes come true, the volunteers at Dreams Work also search for organ donors for the children.

"We're not only trying to make dreams come true, we try to make life come true if we can," said Stephens.

As the boys and their families headed down the road to complete the rest of the dream with stops at Disneyland and Naval Air Station Miramar's "Top Gun" school, the men of *Tripoli* grabbed their chippers, sanders and scrapers, and returned to the task at hand — bringing the 25-year-old ship back into fighting shape.

"How many people ever have a dream come true?" Hansen asked. "The difference is we have our whole lives to work toward our dreams. These boys don't have that option. So we do what we can. We give our time and energy for them." □

Thompson is assigned to USS Tripoli (LPH 10). Derrickson is assigned to Combat Camera Group, San Diego.

Spotlight on excellence

A gift of life

Story and photo by JO2 Mike Dean

It was definitely a miracle," said Intelligence Specialist 2nd Class Andrew Jones, assigned to USS *Nassau's* (LHA 4) Joint Intelligence Center. The sailor was referring to his special gift to a loved-one — a gift few or none could have provided.

Jones was in the Persian Gulf in support of Operation *Desert Storm*, when his 14-year-old brother Jason, back in Republic, Ohio, was sick — suffering from uremic poisoning after losing the function of his kidneys as a result of congenital spina bifida. The youngster, who immediately underwent surgery to insert a device that allowed him to use a dialysis machine, would eventually need a kidney transplant. He had already lived, dialysis-free, five years longer than expected.

Jones was unaware of his brother's predicament, since his mother decided not to send an emergency Red Cross message for fear of upsetting him during the tense days of the war. "[My mother] said it was just better this way until they knew what was happening," he said. The doctors at the University of Michigan Hospital in Ann Arbor said that a compatible donor could possibly be found among the patient's three brothers.

When Jones was finally informed of the situation, he spoke with a Navy neurosurgeon about the high success rate of kidney transplants. After deployment, he immediately took steps to be tested as a donor.

"To me, it was family," he said. "It was something that you do." As a military member, Jones needed permission from the Navy to proceed with antigen testing, and with per-



mission granted, headed to his brother's hospital in Ohio.

"They were surprised we were perfect matches," he said. "Even though we're brothers, perfect matching only happens 25 percent of the time."

Nassau continued to support Jones throughout his ordeal. While awaiting the operation, the ship issued him three-weeks Temporary Additional Duty orders to the Navy Recruiting Station in Tiffin, Ohio, six miles from his family's home. But the operation, scheduled for August 1991, was canceled when his brother developed pneumonia. Jones reported back to his ship and the operation was scheduled for the following month.

The night before the operation, Jones spent the entire night with his brother — watching television and having "brother talk."

"I was a little more nervous than him," Jones said. "Jason wasn't as

nervous because he was used to being in a hospital, and he teased me in his own way."

The six-hour operation went without a hitch. His brother's new kidney worked immediately. Jones left the hospital four days later, and Jason followed soon after.

"They recommended that I don't go out and play professional football," Jones said with a laugh. "So I don't think that will be one of my goals."

Thanks to Jones, Jason won't need dialysis for the rest of his life, but he will need to take anti-rejection drugs. He'll be able to resume his normal life — resuming his studies as a high school sophomore. But Jason isn't the only person who benefited from the operation.

According to Jones, both brothers have experienced a better appreciation of life. □

Dean is assigned to USS Nassau (LHA 4) public affairs office.

Bearings

Sailor strong-arms his way to European championship

A boyhood spent lumberjacking in the woods of upstate New York, a family of six brothers and a father who top six feet and 200 pounds of muscle helped form a Navy man who is a championship arm wrestler.

Senior Chief Ship's Serviceman Harvey Ormsbee may have one of the strongest right arms in the Navy, if not in the world, and he has the trophies to prove it. Ormsbee recently won, for the third year in a row, the Italian arm wrestling championship held in Saturnia, Italy. He captured the European championship in Munich, Germany.

"I just like arm wrestling," said Ormsbee, who works aboard the submarine tender USS *Emory S. Land* (AS 39), homeported in Norfolk. "It's a pure sport — either you win or lose.

"There were a lot of good wrestlers in my hometown," recalled Ormsbee, who grew up in Gloucester, N.Y. "The local boys would hang out after school in a gym behind our church and wrestle."

To keep his arm in shape, Ormsbee follows a surprisingly short and simple, yet deceptively grueling, workout schedule. During workouts, the 6-foot-1-inch, 250-pound champion does 101, 60-pound curls, three times a day. This takes about four minutes per workout, according to the 38-year-old senior chief.

Along with forearm curls, Ormsbee has devised his own method of building up elbow strength. "I take the spark plug coil wire off my tractor and then I hand-crank it over 200 times every day. I do that in about one-and-a-half minutes — you have to crank it over really fast," Ormsbee said.

Although Ormsbee has no shortage of subordinates to move and unload crates, he just can't seem to



resist. Often he works alongside his troops, picking up huge boxes packed with goods and tossing them with an ease envied by sailors 20 years younger.

His years of heavy lifting both on and off duty have helped avoid any lasting injuries.

"For two to three weeks after I finished the Italian competition, I could hardly move my arm," Ormsbee said. "This year, the last guy I wrestled wouldn't go down — his wrist finally broke."

Before he retires from the Navy

SHCS Harvey Ormsbee displays some of the trophies he won arm wrestling on the European circuit.

next year, the trophy-winning European circuit arm wrestler would like to compete in the American championships.

"American competitions are quite different. You wrestle standing up," he said. "But I think I can win." ■

Story by JO1 Melissa Wood Lefler, assigned to USS Emory S. Land (AS 39), Norfolk. U.S. Navy photo.

Bearings

Sigonella program urges advanced education for sailors

Naval Air Station (NAS) Sigonella, Sicily, Italy, has embarked on a new mission — one of education — as the base strives to meet the Chief of Naval Education and Training's (CNET) minimum education goals. Simply stated, these goals are that all military members have at least a high school diploma, enlisted members achieve an associate's degree, officers have a bachelor's degree and, for those interested, a graduate's degree.

NAS Sigonella hopes to accomplish these educational goals through the Naval Career Enhancement Program, a pilot program designed by Dr. Kim Greene, education services officer for Navy Campus in Sigonella.

After six months of investigations, Greene came up with a weeklong course which teaches students to find their educational strengths and

weaknesses, how to study for exams, financial planning, resume' preparation and other skills that will help when they leave the military.

"Our goal is to put the individual in a win-win situation," Greene said. The program's current three-month waiting list is evidence of the number of sailors wanting to take advantage of this type of situation.

"It's something we are able to do for our sailors to make it possible for them to compete and succeed in today's environment," said CAPT Robert Baker, NAS Sigonella's executive officer.

Baker and the command are putting more than words into the program. NAS Sigonella picks up the costs not covered by tuition assistance. The only cost to students is a one-time registration fee charged by the Sigonella branch of the University of Maryland, which is teaching

the one credit-hour study skills class in conjunction with the program.

"It's exciting," said Denise Gallo, an instructor for the University of Maryland. "We are getting people hooked on education. I think anything that makes a person realize their own self-worth is a good thing."

As the program progresses, Greene hopes to introduce a student/mentor phase into the course. This would match students with individuals working in their fields of interest.

"If nothing more is gained during the week we have with them," said Greene, "I want the students to know that they control their future and that they must take an active role in deciding which way they want their life to go." ■

Story by JO2 Laurie Beers, assigned to NAS Sigonella, Sicily Public Affairs.

Florida Navy recruiters aid Amtrak crash victims

Navy recruiters returning from lunch expect to find a few calls on their answering machine. What two recruiters in Palatka, Fla. didn't expect to find were six cars of a Tampa-bound Amtrak train piled up behind their station.

Aviation Anti-submarine Warfare Operator 1st Class (AW) Charles B. Buchanan and Aviation Ordnance-man 1st Class James R. Adams were returning from lunch at the St. Augustine Technical Center where they had been prospecting for recruits. As they drove back to work, fire and rescue vehicles screamed past them to the crash site, less than a half-mile from their downtown recruiting station.

Arriving at the scene, Buchanan and Adams, each trained by the Navy in first aid, offered their serv-

ices to Palatka Police Chief Dan Thies who assigned them to escort victims not requiring on-scene medical assistance to Palatka's Price Martin Community Center.

"There was not enough gauze and neck braces to go around," Buchanan said. "There were so many and it happened so fast that we were just trying to determine bumps and bruises from the seriously wounded."

Palatka, a small town of 10,000 located 50 miles south of Jacksonville, became a media hub when news helicopters, satellite broadcast trucks and reporters from as far away as Tampa came in to cover the Amtrak crash story. A Jacksonville television station fed their video to CNN (Cable News Network), and the world saw Buchanan and Adams

assisting crash victims onto stretchers and bandaging wounds.

Buchanan found himself shaking hands with a man who thanked him for helping get his wife proper medical attention. Later he learned that the grateful husband was U.S. Rep. Craig T. James from Florida's 4th Congressional District.

Receiving a congressional handshake and having the opportunity to help their fellow man weren't the only positive results of the day. According to Buchanan, another positive outcome was that one of the volunteer paramedics enlisted in the Navy two months later. ■

Story by JO1 A. McGilvray, previously assigned to Navy Recruiting District, Jacksonville, Fla., currently assigned to USS America (CV 66).

Mail Buoy

Allied oops!

The article titled "Holding the Pacific" published in the May edition of *All Hands* would be an excellent description of the Battle of Coral Sea and its strategic importance if it were not for an unfortunate error.

Whilst Task Force (TF) 44 was under the command of RADM J.C. Grace, on loan to the Royal Australian Navy from the Royal Navy, it was definitely not a Royal Navy cruiser and destroyer force. At the time, when TF 44 joined ADM Fletcher, the force comprised the Australian cruisers, HMAS *Australia* and HMAS *Hobart*, the American cruiser USS *Chicago* (CA 29) and the American destroyer USS *Perkins* (DD 377). The task force would be accurately described as an Allied force, not a Royal Navy force.

—Cmdr. B.T. Hamilton,
Royal Australian Navy,
Embassy of Australia

Diving safety?

On Page 22 of the April 1992 issue of *All Hands*, LCDR John Snodgrass, director for the second class diver training department at Naval Amphibious Base Coronado states, "We take safety a lot more cautiously than the civilian community does."

As a certified dive master in this "civilian community," as well as being active duty stationed at [Naval Station] Roosevelt Roads, Puerto Rico, I take offense at his statement.

While I am sure the dive school is very safety conscious, I, as a "civilian dive master" would never allow a diver to enter the water off of the platform of the dive boat I work on, with his or her snorkel on the wrong side of the face mask, as the safety observer [does] on the cover of April 1992.

The snorkel is to be placed on the left side of the mask, due to the regulator coming over the right shoulder. The reason for this is the possibility of confusing the two if the regulator's second stage is knocked from the mouth. In a panic situation the snorkel mouthpiece may feel like the regulator mouthpiece when attempting to recover the regulator and place it back in the mouth. Inhaling through a snorkel at 135 feet would not be a nice experience.

This is taught to every basic open

water diver in the civilian community, and should be known by a Navy dive school "safety observer." Even in a pool in 12 feet of water he should be setting a good example.

—GMGSN John A. Miller
Naval Station Roosevelt Roads,
Puerto Rico

Reunions

• **USS Proteus (AS 19)** — Aug. 5, Silverdale, Wash. Contact LCDR Bill Reher, 2895 Corfu Blvd. N.E., Bremerton, Wash. 98310; (206) 692-8479.

• **Association of Minemen** — Aug. 21-23, Charleston, S.C. Write to: The Association of Minemen, P.O. Box 71835, Charleston, S.C. 29415; or Toby Horn (803) 762-3551.

• **USS Spica (AK 16)** — Aug. 28-30, Seattle. Contact Earl Nehl, 10903 San Tan Blvd., Sunlake, Ariz. 85248.

• **USS Healy (DD 672)** — Sept. 17-20, Baton Rouge, La. Contact Robert J. McCulloch, 3136 N. U.S. 35, LaPorte, Ind. 46350; (219) 326-7369.

• **VT 8, USS Hornet (CV 8) (1941-42)** — Sept. 25-27, San Francisco. Contact Frank Balsley, 742 Illinois Ave., San Jose, Calif. 95125; (408) 971-8413.

• **USS Pursuit (AM 108/AGS 17)** — Oct. 1-3, Nashville, Tenn. Contact Frank Terne, 117 Princeton Road, Somers Point, N.J. 08244.

• **USS Bairoko (CVE 115)** — Oct. 1-4, Pensacola, Fla. Contact Leonard Kaplan, 2907 S. Hillandale Court, Macon, Ga. 31204; (912) 745-2389.

• **USS Douglas H. Fox (DD 779)** — Oct. 2-4, Charleston, S.C. Contact Jesse T. Cox, 315 Hunting Road, Greenwood, S.C. 29646; (803) 223-8191.

• **USS Charles Lawrence (DE 53/APD 37)** — Oct. 2-4, Virginia Beach, Va. Contact H.B. Cranford, 14547 Pebblewood Drive, North Potomac, Md. 20878-3132; (301) 762-3132.

• **USS Hermitage (LSD 34)** — Oct. 4-6. Contact C.J. DeHart, 1459 Robin Road, Waterloo, Iowa 50701; (319) 291-6435.

• **USS Nassau (CVE 16)** — Oct. 6-10, Boston. Contact Sam A. Moore, 10320 Calimesa Blvd., Space 221, Calimesa, Calif. 92320; (714) 795-6070.

• **USS Everett E. Larson (DD 830)** — Oct. 6-12, Huntsville, Ala. Contact Peter W. Kope, 5637 Circle Drive W., Cicero, N.Y. 13039; (315) 458-3134.

• **USS Emmons (DD 457/DMS 22)** — Oct. 7-11, Niagara Falls, N.Y. Contact Fred Igou, 4110 Isherwood Drive, Niagara Falls, N.Y. 14305; (716) 297-2127.

• **USS McGowan (DD 678)** — Oct. 8-10, Baton Rouge, La. Contact Don Rogers, 30 Hurd St., Lynn, Mass. 01905; (617) 595-1137.

• **USS Canberra (CA 70/CAG 2)** — Oct. 8-10, St. Louis. Contact Paul D. McManuels, 317 Somerset Drive, Shiremanstown, Pa. 17011; (717) 737-2516.

• **USS Murphy (DD 603)** — Oct. 8-10, Virginia Beach, Va. Contact Tom Hise, P.O. Box 6254, Virginia Beach, Va. 23456; (804) 363-8428.

• **USS Leyte (CVA/CVS 32 and AUT 32) Association** — Oct. 8-10, Fort Walton Beach, Fla. Contact Clarkson B. Farnsworth, 615 Sanders Ave., Scotia, N.Y. 12302; (518) 346-5240.

• **USS Foote (DD 511)** — Oct. 8-11, Charleston, S.C. Contact Wilbur V. Rogers, 12243 Brookshire Ave., Baton Rouge, La. 70815; (504) 275-9948.

• **VF 12 Corsair Squadron** — Oct. 8-11. Contact C.R. Winterrowd, 3560 Edgefield Place, Carmel, Calif. 93923.

• **USS LST 325 (World War II)** — Oct. 8-11, Laredo, Texas. Contact Dick Scacchetti, 4531 Bracken Woods Drive, Okemos, Mich. 48864; (517) 349-1375.

• **USS Dobbin (AD 3), USS Dewey (DD 349), USS Hull (DD 350), USS MacDonough (DD 351), USS Phelps (DD 360) and USS Worden (DD 352)** — Oct. 8-12, Des Moines, Iowa. Contact Clarence V. Rudd, 1040 N.E. Sixth St., Bend, Ore. 97701; (503) 389-4919.

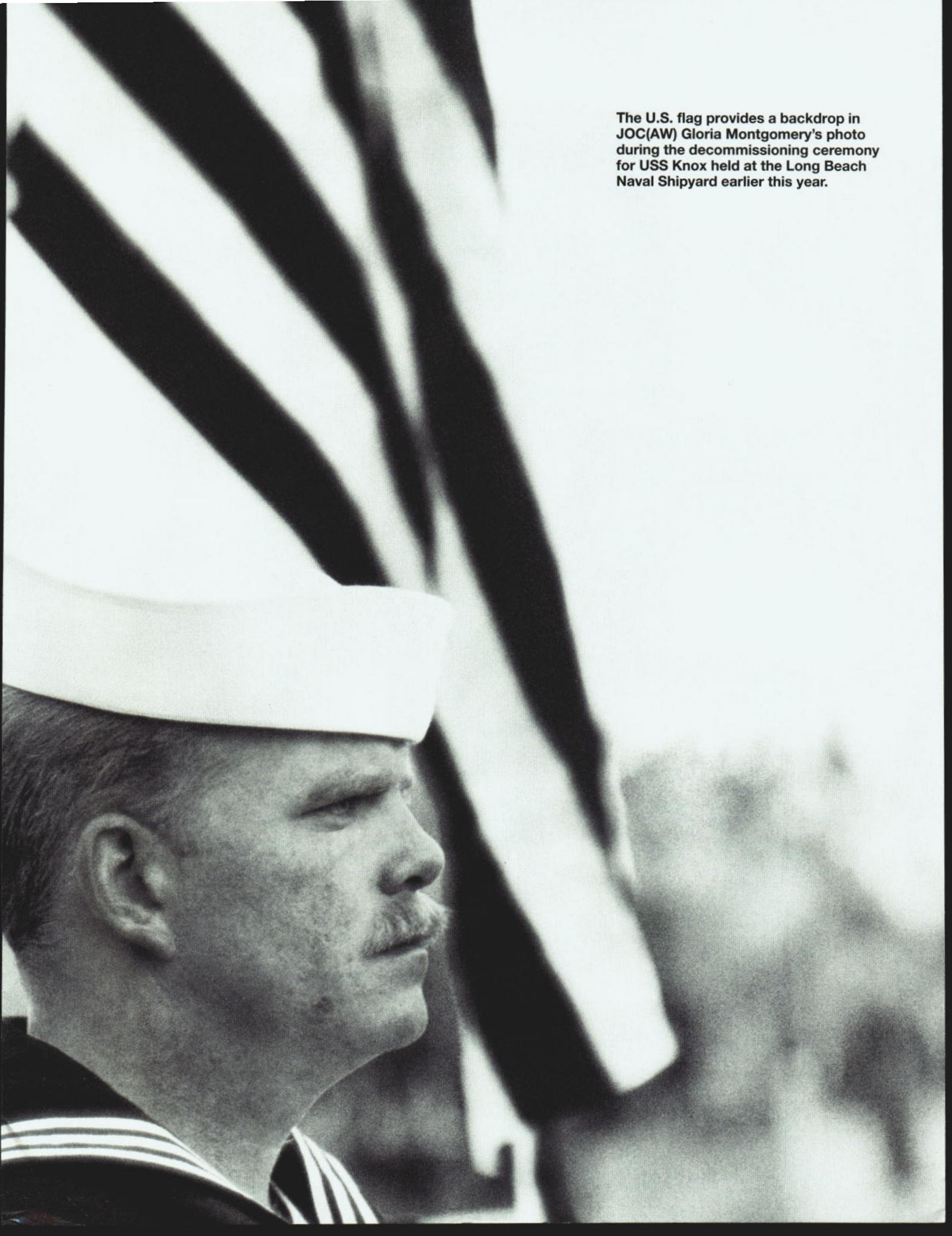
• **USS Helm (DD 388)** — Oct. 8-12, Metairie, La. Contact Richard 'Stinger' Steel, 1259 Wanda Way, Santa Rosa, Calif. 95405; (707) 544-0807.

• **69th NCB** — Oct. 9-12, St. Louis. Contact John Merle, 7065 Maryland Ave., St. Louis, Mo. 63130; (314) 725-2626.

• **VQ 1/2/5/6** — Oct. 10-11, Patuxent River, Md. Contact J.D. Meyer, c/o GTE Systems, 1700 Research Blvd., Rockville, Md. 20850; (301) 217-5586.

• **USS Velocity (AM 128)** — Oct. 12-15, San Diego. Contact Ed Tanquay, 96 Colony Point Drive, Punta Gorda, Fla. 33950; (813) 639-1467.

• **USS Shubrick (DD 639)** — Oct. 14-17, Norfolk. Contact Edward T. Duffy, 3332 Cedar Grove Road, Bon Air, Va. 23235-1846; (804) 272-9343.



The U.S. flag provides a backdrop in JOC(AW) Gloria Montgomery's photo during the decommissioning ceremony for USS Knox held at the Long Beach Naval Shipyard earlier this year.

