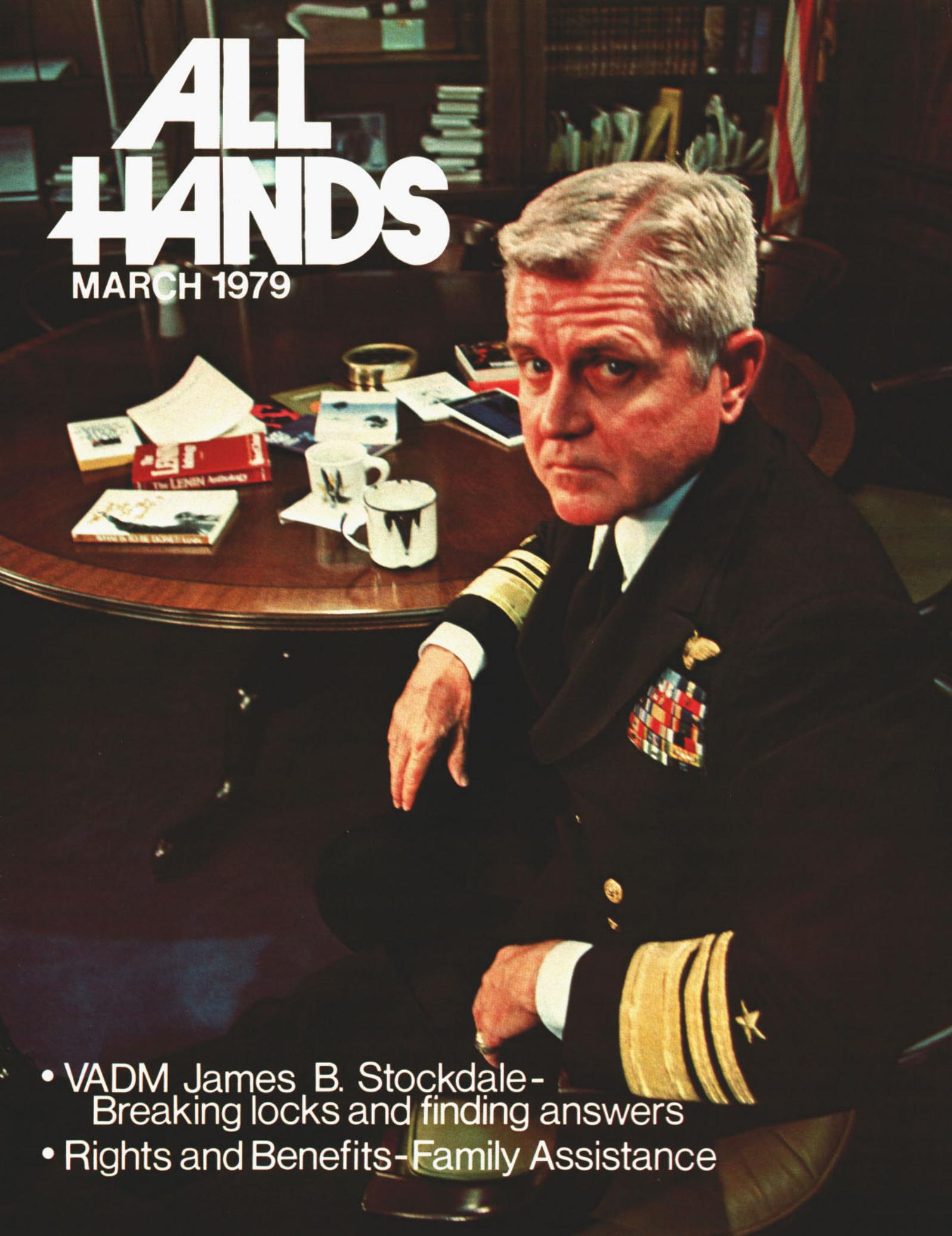


ALL HANDS

MARCH 1979

- 
- VADM James B. Stockdale -
Breaking locks and finding answers
 - Rights and Benefits - Family Assistance



Early morning UNREP operations in the Ionian Sea, with the frigate USS Brumby (FF 1044) steaming alongside the ammunition ship USS Santa Barbara (AE 28). Photo by Santa Barbara's FN Rodney Kruse.



ALL HANDS

MAGAZINE OF THE U.S. NAVY — 56th YEAR OF PUBLICATION
MARCH 1979 NUMBER 746

Chief of Naval Operations: ADM Thomas B. Hayward
Chief of Information: RADM David M. Cooney
OIC Navy Internal Relations Act.: CAPT James E. Wentz

Features

- 6 **REVOLUTIONARY BREAKTHROUGH IN DEEP-SEA DIVING**
Navy tests a new underseas outfit
- 10 **A BETTER WAY OF DOING BUSINESS**
Civil Service Reform Act sets a new pace
- 12 **BREAKING LOCKS AND FINDING ANSWERS**
A study in endurance
- 22 **BEHIND THE SCENES — THE ADVANCEMENT SYSTEM**
A rung-by-rung explanation of the advancement ladder
- 32 **GUAM . . . WHERE AMERICA'S DAY BEGINS**
An efficient complex in a vacation setting
- 38 **AMERICANS HAVE A WAY WITH CHILDREN**
Kennedymen make a dream come true in Naples
- 40 **FAMILY ASSISTANCE**
Fourth in a series on Navy Rights and Benefits
- 47 **PETTY OFFICER ACADEMY**
USS Fort Fisher goes into the education business

Departments

2 **Currents** 19 **Bearings** 48 **Mail Buoy**

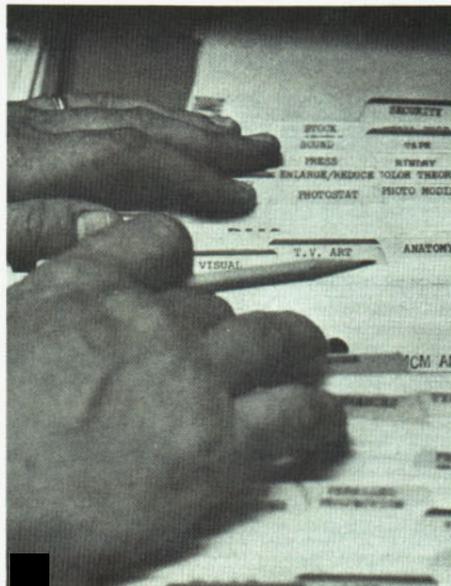
Covers

Front: Eight years as America's senior POW in North Vietnam and the Medal of Honor mean VADM James B. Stockdale brings unique qualifications to his job as president of the Naval War College in Newport, R.I. His story begins on page 12. Photo by JO1 Rick Boyle.
Back: A familiar sight to sailors is the sunrise over Guam. For more on the scenic beauty and challenge of duty on Guam, see page 32. Photo by PH2 Robin Tedder.

Staff: Editor: John F. Coleman; News Editor: Joanne E. Dumene
Associates: Richard Hosier (Layout); Michael Tuffli (Art); Catherine D. Fellows, Edward Jenkins (Research); and Elaine McNeil (Editorial Assistant)

Send mail to: *All Hands*, Hoffman No. 2, 200 Stovall St., Alexandria, Va. 22332.
Phone: (202) 325-0495; AUTOVON 221-0495.
Message: NAVINRELACT WASHINGTON DC (PASS TO ALL HANDS)

Page 6



Page 22



Page 40

Currents

Truett Wins Arleigh Burke Fleet Trophy

"I feel I have the best wardroom and crew of any ship in the fleet." While he admits there might be others in the Atlantic Fleet who feel the same way about their ships, it's hard to argue with the man who has won the Atlantic Fleet Arleigh Burke Trophy for FY 78. Commander Thomas Lynch, commanding officer of trophy winner USS *Truett* (FF 1095) said it was a team effort: "Aboard *Truett* we've had a motto - 'Working together to make *Truett* the best.' That's been our goal." The Arleigh Burke Fleet Trophy is presented annually to that unit which has demonstrated outstanding improvement in battle efficiency with significant accomplishments in enhancing readiness in all areas. "We recognize our superstars on board," CDR Lynch explained. "We've been able to do a lot for the guys who are doing the job above and beyond the normal workday requirements." *Truett*, whose recent operations have included a Mediterranean deployment, an INSURV and a COMPTUEX, is in Boston, Mass., undergoing an 11-month overhaul. Helicopter ASWRON 3 and USS *Skipjack* (SSN 585) also were nominated by their type commanders for demonstrating the greatest improvements in battle efficiency during the FY 78 competitive year.

FY 1980 DOD Budget

The \$135.5 billion defense budget submitted to Congress in January was characterized by Defense Secretary Harold Brown as lean and austere but enough for a "balanced defense program." The proposed budget is almost \$10 billion larger than last year and includes \$1.8 billion more for Navy programs than the FY 79 budget before adding the Oct. 1, 1979, pay raise. Secretary Brown said the FY 80 budget fulfilled the president's pledge to NATO to increase U.S. defense spending by 3 percent a year in real terms. The FY 80 budget includes a provision for a 5.5 percent military and civilian pay raise in October. The manpower budget request for the Navy supports an active strength force of 528,000, an increase of 4,450 over current levels. Reserve strength in the new budget would be reduced from 87,900 to 48,700 members in a drill pay status. The long-term shipbuilding program which accompanied the budget submission outlines plans to authorize construction of 67 new ships over the next five years, including 15 planned in 1980. The program also calls for conversion of 10 DDG 2 destroyers and a Service Life Extension Program (SLEP) for two aircraft carriers during the same period. For FY 80, more than \$5 billion is set aside in the president's budget for new ship authorization including \$1.6 billion for a new, conventionally powered, 62,000-ton aircraft carrier (CVV), and \$1.1 billion for another *Trident* submarine. Additionally, the president asked for funds to build one DDG 47, six FFG 7s, one SSN 688 and five ocean surveillance ships. Funding for the first DDG 2 conversion and advance procurement for follow-on ships is also included in the total \$6.2 billion request for shipbuilding and conversion. Another \$4 billion is requested for 103 Navy aircraft in FY 80. Included



Budget

in that figure are funds for 24 F-14, 15 F-18, 15 CH-53E, 12 P-3C, six E-2C, six EA-6B, 22 UC-12B and three EC-13Q aircraft. The president's request for \$2 billion in weapons procurement included purchase of 82 *Trident* missiles in addition to other major items such as air-to-air, surface-to-air and *Harpoon* missiles. Research and development costs accounted for \$4.5 billion of the Navy's budget, and military construction for \$.6 billion. Funds for the Surface Effect Ship (SES) program and the AV-8B *Harrier* aircraft were not included in the FY 80 budget request. The president is submitting an FY 79 supplemental budget request along with the FY 80 request to Congress for approval. That submission requests that funds be added to the FY 79 appropriation to purchase an additional FFG 7 frigate and a guided missile destroyer.

Keel Laid for Second Patrol Hydrofoil Missile Ship

The keel for the first of five new patrol combatant missile (hydrofoil) ships (PHM) was laid on Jan. 30 in Renton, Wash. The five hydrofoil missile ships, scheduled for delivery to the Navy by 1982, are based on the prototype hydrofoil USS *Pegasus* (PHM 1) commissioned in July 1977. When foil-borne, the PHM can carry a 21-man crew to speeds in excess of 40 knots on its gas turbine-powered, waterjet propulsion unit. PHM armament includes *Harpoon* surface-to-surface missiles, MK 92 gunfire control system, 76mm lightweight gun, and the rapid bloom offboard chaff system.

1979 Sailor of the Year Program Announced

The 1979 CNO Sailor of the Year Program is open to active duty men and women in paygrades E-4, 5 and 6 except that those first class petty officers selected for chief are ineligible for the competition. Sailors of the Year will be chosen in the Pacific Fleet, Atlantic Fleet, and from the shore community. To be eligible in any of the three categories, the nominee must have been selected previously as a Sailor of the Month or Quarter during the 12-month period which ended on Dec. 31, 1978. Units not having an ongoing Sailor of the Month or Quarter program may nominate one individual citing the lack of such a program in the command's forwarding endorsement. The Sailor of the Year will be selected primarily on the basis of professionalism and performance, although medals, awards and civic involvement will also play an important role in the selection. OPNAVNOTE 1700 of Oct. 31, 1978, which announces the program, states that its purpose is to recognize the very best all-around sailor in any eligible paygrade, not to limit selection to first class petty officers. Being selected as Sailor of the Year means a meritorious promotion to the next higher paygrade if minimum time-in-rate and time-in-service requirements are filled. Additionally, the Fleet Reserve Association (FRA) will assume the costs of an expense-paid trip for the winners and their dependents to Wash., D.C., to receive official recognition. FRA also will sponsor five days' rest and relaxation for the Sailors of the Year and their dependents at any CONUS location. Atlantic and Pacific Fleet winners may choose a year's duty with their respective fleet master chief. The shore Sailor of the Year may choose to serve a year with the force master chief of the Naval Education and Training Command. Deadline for submission of nominees to the Deputy Chief of Naval Operations for Manpower, Personnel and Training is May 9. Further information on deadlines, eligibility requirements and format is contained in OPNAVNOTE 1700.



Ecology, Safety Stressed in FY 80 Navy Construction

The Navy's portion of the proposed \$3.7 billion Military Construction Authorization Bill submitted to Congress recently emphasized ecology, safety and energy conservation in construction projects at Navy activities around the world. The Navy and Marine Corps share of the \$3.7 billion measure is almost \$480 million. After the bill is approved by Congress, it will be submitted to the president for signature into law. Although no new construction for family housing is included in the bill, a number of Navy activities would receive funding to modernize enlisted barracks. Naval Security Group Activity, Adak, Alaska, and Naval Station, Adak, Alaska, would receive funds for enlisted barracks modernization. A modernized dining facility is also proposed. A new housing and dining facility for sailors at Naval Weapons Station, Concord, Calif., is included in the bill, as is new unaccompanied enlisted housing at the Naval Submarine Base, New London, Conn. Additionally, the Naval Air Station at New Orleans, La., would receive a barracks modification. Much of the funding in this year's Military Construction Authorization Bill for the Navy would go toward such projects as oil spill prevention, sanitary sewage collection and treatment, air emission control, and industrial waste collection and treatment. Included are funds for fire protection, energy monitoring and control systems, steam and condensate systems, asbestos removal facilities, insulation, ventilation improvements, pier improvements and ship wastewater collection ashore. Naval Station, Keflavik, Iceland, could receive \$16.2 million for a geothermal heating system and Naval Station, Adak, \$19.95 million for housing modernizations and sewage collection and treatment. Other activities which would receive significant construction include Mare Island Naval Shipyard, Vallejo, Calif.; Naval Submarine Base, New London, Conn.; Naval Submarine Support Base, Kings Bay, Ga.; Naval Supply Center, Norfolk, Va.; Naval Air Station, Oceana, Va.; Norfolk Naval Shipyard, Portsmouth, Va.; and Naval Submarine Base, Bangor, Wash.

CNO Sees a Growing Soviet Threat but U.S. Navy Predominant



While optimistic about the present state of the Navy, Chief of Naval Operations Admiral Thomas B. Hayward told the House Armed Services Committee recently that the growing Soviet fleet is a serious concern. "In the past 15 years, the Soviet navy has steadily grown from a coastal defense force into a blue water navy powerful enough to challenge the U.S. Navy in most major ocean areas of the world," the CNO said. "These impressive developments . . . represent a disturbing trend." ADM Hayward, who was testifying on the FY 80 budget and the Navy's military posture, said Navy weapons on board ship and in the air are the finest anywhere in the world. He said another important ingredient, however, made the U.S. Navy the strongest in the world today. "My optimism about the current state of the Navy stems not only from steadily improving hardware and combat readiness, but from its people whose esprit, competence, and potential continue to impress all who have an opportunity to observe them in action," the CNO told committee members. He indicated some concern over the Navy's ability to recruit and retain adequate numbers of qualified men and women to operate the ships and aircraft of the 1980s. "The long-term key to our numbers problems clearly lies in the area of improved retention. Low retention means a heavy recruiting load and generates high turnover and increased training costs," the CNO stated. He listed a number of factors which affect retention including lengthy and repetitive overseas deployments, the arduous

Soviet Threat....

demands of sea duty, and the need for a genuine sense of job satisfaction. "Our people must feel that the quality of their life in the Navy is good – and improving – and that they are being properly remunerated in both pay and benefits for their efforts and sacrifices." In terms of combatant capabilities, the CNO said the U.S. Navy today is in good shape and getting better. "It has the flexible, balanced, global capability required to meet current commitments, though its force levels are not adequate to meet those commitments without significant stress on fleet personnel induced by lengthy deployments and heavy work schedules," ADM Hayward said.

Length of Philippine Tours Extended

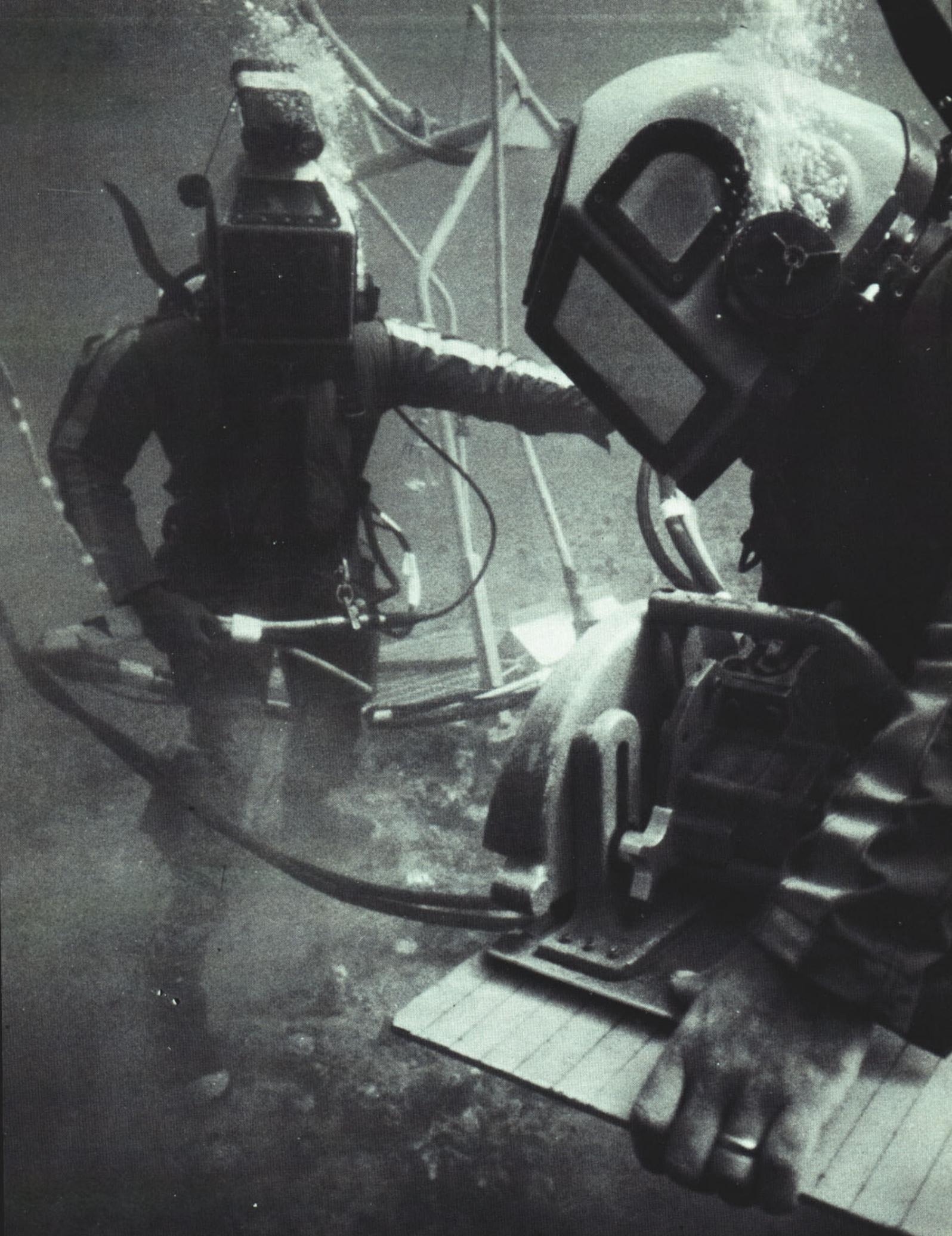
Tour lengths for enlisted men and women serving in the Philippines will be increased from 24 to 36 months for an accompanied tour and from 15 to 18 months for an unaccompanied tour. Additionally, the Chief of Naval Personnel announced that duty served ashore in the Philippines now will be credited as shore duty rather than sea duty for rotational purposes. The changes are part of an effort to reduce personnel turnover and increase operational readiness and fleet support. Navy men and women now serving in the Philippines will not be extended involuntarily, nor will they be affected by the type-of-duty change. The changes will affect only those ordered to the Philippines with a PRD at their old duty station on or after April 1 this year.

Retention, Education Levels Up in AVF, Study Says

Though not without its problems, the all-volunteer force (AVF) has fared well over the last six years. Consider these conclusions from a report issued recently by the Assistant Secretary of Defense for Manpower, Reserve Affairs and Logistics:

- Retention of enlisted personnel has increased under the AVF and is well above pre-Vietnam rates.
- The education levels and average test scores of new recruits in all the armed services have steadily improved since the end of the draft.
- The recruit class of FY 78 has the highest percentage of high school graduates in the nation's history.
- Discipline has shown a steady and, in some cases, dramatic improvement since the early 1970s.

How much has all this cost? The report states the costs are within 20 percent of the levels predicted in 1970 and most of the increases are the result of pay raises for junior personnel. The report credits the AVF with offering better opportunities to women and minorities, a choice of training and occupations to new recruits, and improved living standards for junior personnel on active duty. The biggest problem throughout all the armed services is the high number of losses of first-term members prior to completion of their initial enlistment. These losses, according to the report, are up almost 50 percent compared to the same figures during the days of the draft. The report blames loss of GI bill education benefits as one possible reason for a tightening in the enlisted recruiting market. The AVF also has had an adverse effect on the number of physicians in the services, according to the report. It suggests improving the CHAMPUS program as one way to combat that problem. Additionally, the report urges a more responsible standby draft to provide manpower in case of a major war in Europe. As a minimum, improvements were recommended in the standby selective service system.





Mark 12

Revolutionary Breakthrough in Deep-Sea Diving

BY JO2 BETTY PEASE

Off Hawaii, Navy divers—looking more like astronauts—descended 300 feet to test what is believed to be the most revolutionary breakthrough in deep-sea diving wear in the last 45 years—the Mark 12 mixed gas diving outfit.

The Mark 12 is a system consisting of a blue and yellow plastic-fiber suit with black rubber boots, mixed gas backpack and squared diving helmet. Divers spent six weeks, recently, testing the suit's efficiency and maneuverability at various depths.

Until the Navy designed the Mark 12, divers had no prospects of diving in anything but the cumbersome Mark 5. The old suit is of heavy canvas, complete with a copper helmet and heavy boots. The old suit has been around since almost the beginning of deep-sea diving.

The new Mark 12 "will make a big difference to the diving world," said Lieutenant Commander Arthur R. Erwin, commanding officer of Pearl Harbor's Harbor Clearance Unit ONE (HCU-1). "Divers will be able to do more work because the suit is more comfortable in the water. And it's safer."

In numerous tests, 33 divers from

HCU-1, three Pearl Harbor-based Navy ships and the Naval Diving and Salvage School in Wash., D.C., suited up eight times a day, six days a week. They completed more than 300 total diving expeditions. The divers repeatedly tested the Mark 12 outfit and its accessories—an underwater television camera system, *Surveyor*, and a new three-way communications system.

A team from the Navy Experimental Diving Unit, Panama City, Fla. (designers of the Mark 12), headed by Lieutenant Maurice Coulombe and Senior Chief Machinist's Mate (and master diver) William Yarley, evaluated the equipment under various situations.

Making countless charts, notes and reports, they recorded every phase of the testing, noting performance and diver reactions when supplying mixed gases in the air hoses. One test proved that the Mark 12 works well for divers even when receiving pure oxygen for decompression.

Though air embolism (the "bends") remains a constant threat to divers, Commander Frederick L. Kavanaugh, project medical officer, said the Mark 12 greatly reduces the risk. "The Mark 12 is an added bonus, medically," he said. "Since the suit is lighter, divers are more comfortable, and the suit is simple to get in and out of.

"Speed is extremely important," CDR Kavanaugh said. "The diver has

The plastic-fiber Mark 12 offers flexibility, allowing easy movement underwater.

only five minutes from a depth of 40 feet in which to surface, undress and reach simulated 40-foot pressure inside the tender's recompression chamber. The Mark 12 achieved this surface decompression procedure in three minutes.

When the call to "surface" echoes over the deck of the diving barge, specially trained unsuited teams go into action. The square, "picture-window" helmet goes first, then the boots. The round "neck-dam" and the specially treated suit zippers (unique features of the Mark 12) are pulled, tugged and opened.

Following a 300-foot dive, a Navy diver sat in one of the recompression chambers and said he felt "hunky-dory." He was just one diver to be delighted with the new Mark 12.

Other divers, too, had favorable comments about the new rig. "The weight is



well placed," said one. Boatswain's Mate First Class Hayden V. Spalding agreed. "The old Mark 5 made the weight rest on your shoulders and

Facing page: The squared diving helmet of the new Mark 12 diving suit is light and offers better visibility. Members of Harbor Clearance Unit One which tested the Mark 12 recently at Pearl Harbor. Below: Two divers come up from below; one has the "Surveyor" system attached to his helmet.

head," he said. "The Mark 12 has a 35-pound helmet, 60 pounds of weights in the legs, and (for mixed-gas, deep-sea diving only) a 65-pound backpack."

Overall, the lightweight outfit is more flexible and provides greater visibility than earlier contraptions. The new suit is so flexible that a few of the divers experimented successfully in a game of underwater "checkers."

The *Surveyor's* TV system and the

improved communications equipment also rated high in the tests. Before the Mark 12, only hand-held, "ray-gun"-type underwater cameras were available.

"The *Surveyor* can be affixed to the Mark 12 helmet," said Senior Chief Machinist's Mate Michael Anderson. A master diver with 11 years' experience, Anderson appreciates the smaller, more convenient camera unit. "In fact," he said, "the diver usually forgets it's there. He's able to function with both hands free for working."

The Mark 12's improved communications system, according to LCDR Erwin, is another great advance in deep-sea diving.

"The old Mark 5 had a 'shhhhhh' sound from air being pumped inside the helmet," he said. "The Mark 12 is silent. In fact, many divers first going down with the Mark 12 are somewhat at a loss because they don't hear air or mixed gas coming to them."

With diver speaking to diver, diver to surface, and surface to diver, the recent tests demonstrated that the equipment offers a considerable improvement. Before, with the Mark 5, "divers sounded like Donald Duck," said Erwin, "but with Mark 12's unscrambler, it's easy for us to figure out what they want."

All the data from the tests are now at laboratories being double-checked and evaluated. A full-scale operational evaluation will determine Mark 12's future for use with mixed gas. The system has been approved for service use with air.

If the initial reaction is any indication of its acceptance, the Mark 12 will soon be an integral part of the Navy's diving community. ↓

Photos by PH3 Lawrence R. Sandwick



A better way of doing business

introducing
the

Civil Service Reform Act



On Jan. 1, 1979, the Civil Service Commission, an agency of the U.S. Government since 1883, quietly went out of existence. In its place were created two new agencies, the Office of Personnel Management and the Merit Systems Protection Board, plus an independent Federal Labor Relations Authority.

This major shift was a result of a presidential reorganization which took place so that the Civil Service Reform Act, signed by the president on Oct. 13, 1978, could be implemented. The Civil Service Reform Act (CSRA) of 1978 was passed to boost government efficiency while still protecting the rights of employees and management. The act affects 2.1 million civil service employees, 308,739 of whom are Navy civilians.

Under CSRA, many long-standing features of civil service employment will disappear. Certain levels of managers and supervisors will no longer be eligible for within-grade periodic step increases. Super grade executives (GS-16, 17, 18) will be invited to join the Senior Executive Service with its bonus provisions while GS-13, 14, and 15 managers and supervisors will be placed under a Merit Pay Provision Plan.

Also, each agency will develop its own performance appraisal system to replace the current federalwide performance rating system.

Throughout the government, the Senior Executive Service will consist of about 8,000 senior executives from GS-16 up through executive level IV and those in equivalent public law positions. Those eligible can join SES voluntarily. Those who enter government service after July 13 will automatically be members of SES. They may earn bonuses and meritorious rank through exceptional service, but they also may be removed from SES for failure to meet performance goals. SES was designed to encourage performance and productivity by making salary increases dependent upon performance. Agency boards will review candidates' qualifications.

Under the Merit Pay Provision Plan, pay increases for more than 72,000

managers and supervisors at grades 13, 14, and 15 will be keyed to performance. Annual merit pay will be awarded to those who excel as managers. This merit pay system is expected to go into effect by Oct. 1, 1981, with an earlier phase-in date authorized. Some 20,000 Navy managers and supervisors in these grades will be moved into this plan.

Many other reforms will take place as a result of the CSRA. For example, the Federal Labor Relations Authority will have the force of law to protect basic rights of employees and their representing unions. Under the old system, these provisions had only the force of an executive order.

The Merit Systems Protection Board will hear and decide appeals from employees. Its special counsel will be authorized to protect "whistle blowers" who previously had no protection. Under the previous system, the Civil Service Commission was faced with a dual role of representing both employee and management. The new board will assure that employees' rights are respected.

Each agency will be required to conduct recruitment programs for minorities and women. The Equal Employment Opportunity Commission will determine under-representation and will establish recruitment guidelines.

Veterans preference will be modified so that preference for non-disabled military retirees who leave military service at rank of major or above will be eliminated in hiring procedures. New benefits will be provided for veterans disabled 30 percent or more. Also, changes will be made in salary systems for military retirees appointed to civil service jobs.

Senior Executive Service

Navy's response to the Civil Service Reform Act of 1978 was swift.

On Jan. 11, 1979, the Reform Act

took effect. On Jan. 18, W. Graham Claytor Jr., the Secretary of the Navy, outlined the Navy's planning for the Senior Executive Service to some 400 civilians in GS-16, 17, and 18 or equivalent public law positions who are eligible for SES. Military executives in the shore establishment, most of them of flag rank, who are superiors of the civilian executives, also were at the briefing.

Secretary Claytor spoke of the SES as a "one-time opportunity." He told the gathering that the CSRA basically means a better way of doing business and said he sees the new performance appraisal system as the keystone of efforts. In SES, bonuses will be available for outstanding performers while those who do not measure up will not be eligible for bonuses or promotions.

On March 15, executives in positions designated as SES-type will be officially invited to join the SES. They will have 90 days to convert. If they decline, they will be allowed to remain in their current appointment authority and will still be rated, but they will not be eligible for promotion nor will they have fallback rights to a lower grade.

Although the Senior Executive Service becomes operative in July, the new salary rates won't take effect until Oct. 1. The top base salary is established at \$52,800. Considering bonuses and stipends, however, a member of the Senior Executive Service could earn as much as \$66,000 in one year. An additional benefit in SES is that there is no limit on annual leave accumulation.

The Navy is responding just as rapidly to the other changes which must be made under CSRA. It is formulating plans for the 20,000 Navy employees in grades 13, 14, and 15 who will come under the Merit Pay Provision Plan.

The Navy also is designing, with the help of private contractors, new performance evaluation systems. The performance appraisal system for the SES must be ready by July 13 when SES will be operational throughout the government. Eventually, the performance of every Navy employee will be evaluated under the terms of new plans.

—J.E. Dumene

VADM James B. Stockdale

Breaking locks and finding answers

BY LCDR O.J. MARQUEZ

Jim Stockdale, a Navy pilot, was shot down over Vietnam in September 1965. He spent the next eight years in captivity—more than four of those years in solitary confinement. He was tortured 15 times, emerging from the ordeal with a permanently maimed leg but with spirit and mind strengthened.

In 1973 he returned to the United States and was reunited with his family. Now a vice admiral and President of the Naval War College, he wears the light blue ribbon of the Medal of Honor. What he learned in the crucible of prison camp, he believes, is priceless beyond measure.

This article grew out of an interview conducted by the author in the making of a documentary film featuring Vice Admiral James B. Stockdale for "CNO SITREP 30"—a new 30-minute film and videotape program highlighting Navy people and events for fleetwide distribution. VADM Stockdale's segment will be a part of Edition Three of CNO SITREP 30 scheduled for release in May 1979.

It would seem like a routine, uneventful assignment for a veteran three-man Navy film crew to do a short profile on the man who runs the Naval War College at Newport, R.I. But it wasn't.

The white-haired, blue-eyed officer in front of the camera wears 25 personal

combat decorations including the Medal of Honor. He is Vice Admiral James Bond Stockdale. He speaks of love, courage, and the strength he draws from the classics.

The camera begins to roll.

"Admiral, you have paid your dues. You have served the Navy and your country well beyond the call of duty.

Why do you choose to remain in the service?"

Below: Ending eight years' confinement as a prisoner of war, then-CAPT James B. Stockdale (right) arrives at Clark Air Base in the Republic of the Philippines. Waving to the welcoming crowd is fellow prisoner, Air Force COL Robinson Risner. Right: VADM Stockdale demonstrates how he used his prison-issue enameled tin cup as a listening device.





Stockdale is seated in his office. His window overlooks Newport Bridge, spanning historic Narragansett Bay. His left leg is stiff; it projects straight out from the chair—almost parallel to the floor. Broken twice by Vietnamese prison guards, the leg won't bend at the knee.

"There was never any question in my mind when I came out of prison that I wanted to devote all my energies to my service and my country. To leave at that point would have been like turning in your football uniform when the team was behind 13 to nothing. I came home from that experience feeling, first of all, confident in the superior ability of Americans, and the overwhelming superiority of our military might.

"And I just felt that it is *my* country

Right: As President of the Naval War College, VADM Stockdale spends much of his time in meetings. Below: The admiral and Mrs. Stockdale near their home on the college's campus—Mrs. Stockdale jogs regularly.





and that I want to have something to say about how it's protected."

The admiral's chair is next to a small, circular conference table. He reaches and picks up an enameled tin cup. It is chipped and banged up—it is conspicuously incongruous in the mahogany paneled office. It stands out among the more traditional coffee mugs also on the table, each decorated with ship or squadron emblems.

He holds the cup and stares at it momentarily.

"You know this may look like a receptacle from which I would take a drink. It was that for eight years, but it was much more. It was my link with sanity and with my community. It was my link with the world. This enameled tin cup is similar to those that hang on the pumps of most farms in Illinois from where I come.

Left: Walking with his longtime friend, Sen. John Glenn. Left, below: Teaching his new course, "The Foundations of Moral Obligations."



"Its material is very crucial. It transmits sound well." He raises the bottom of the cup to his left ear.

"What you can hear with your ear to the wall can be greatly magnified if you put the cup between the wall and your ear and press down on it. This cup really got banged up over the years. Whenever we were moved, our hands were tied behind our backs and we were blindfolded. Then some guard would grab this and throw it in the back of the truck. I've heard it jangling on sidewalks and down ditches. And I would just pray that I would get the cup back when I got to my new cell.

"The Vietnamese thought it was only a drinking cup. But without this cup, I would have been out of the society of the prison camp. Thank God they didn't know that."

The admiral carefully sets the cup on the table. His mind rushes back to Hoa Lo prison, or "Alcatraz," where he said he spent "some of the *best* years" of his life.

Stockdale spoke of the years which began in September 1965 when he was shot down while leading a bombing run over Thanh Hoa. It is not possible for him or any of the prisoners today to forget the years of loneliness in rat-infested cells, the hunger and the unspeakable torture.

But what he likes to remember most is the bond of love forged among fellow prisoners, and how their commitment to their own honor, integrity and country enabled them to summon astonishing courage in order to survive and ultimately win.

During his four years in solitary confinement, Stockdale says he sorted out who he was. "I was searching through and refining my bag of memories. The values were there but they were all mixed up with technology, bureaucracy and expediency. The values had to be brought out in the open.

"I discovered what a tremendous file-cabinet the human mind really is. You can memorize an incredible amount of

material. You can draw out the past with remarkable recall by simply easing slowly toward the event, not crowding your mind too closely.

"You'll try to remember who was at your birthday party when you were 5 years old and you can bring it back, but only after months of effort. You can break locks and find answers. You need time and solitude to learn how to use this marvelous device in your head which is the greatest computer on earth.

"Of course many of the things we recalled from the past were utterly useless as sources of strength or for practical purposes. Events brought back from cocktail parties were almost repugnant because of their emptiness, their lack of value.

"More often than not, the locks

VADM Stockdale regularly uses the college's swimming pool and moves effortlessly through the water despite a stiff left leg which he can't bend at the knee.



worth picking had been on old school-room doors. Schools days can be thought of as a time when one is filling the important stacks of one's memory library."

In prison, Stockdale carefully distilled the influence and lessons of his life. He discovered that his real strength came from the knowledge of history and the classics.

"Those school years provided me with more tools to resist my tormentors than all my military training. I drew strength from Epictetus, the Roman philosopher who wrote in his "manual" for the Roman field soldier:

"It's better to die in hunger, exempt from guilt and fear, than to live in affluence and with perturbation" (and) "Lameness is an impediment of the body but not of the will."

Those statements were particularly significant to the admiral, who said perturbation was what he was living with. He was also unable to stand up or physically support himself on his badly broken leg from time to time in prison.

The Navy film crew tagged along as the admiral walked around the campus with a visitor—his long-time friend, U.S. Senator John Glenn, a former astronaut. In the mid-'50s, the two were in the same test pilot class at Patuxent River, Md.

"Stockdale is one of my all-time heroes," says Glenn proudly. He recounts the admiral's resistance to torture and his self-inflicted wounds to stop interrogation about prisoner organization or to prevent his captors from using him in propaganda films.

Glenn explains that Stockdale's devotion to his country defied description. "You know many of us have been in combat or have had a dedication to duty in different projects, whether it's been in the space program or whatever.

"We've experienced periods of dedication where you just sort of put your country and what you thought was right ahead of everything else for a few minutes at a time.

"You make a combat run—you grit your teeth and you go in and a few minutes later, you're out of it. And in the

space program, you're in it for a few hours, a few days or weeks and you're out of it. But when I think of Jim in the prison camp going through the things he went through and keeping the same kind of devotion for eight years, to me that's simply incredible!"

At the swimming pool where the documentary filming has progressed, the admiral seems to move effortlessly through the water. In between a few laps he talked to the crew by the side of the pool.

"I couldn't run, I can't run now because of my stiff leg. But in prison I'd do sit ups and push ups. I did 400 a day for years. I could even do them in portable leg irons.

"I didn't do all 400 at once. I did them in patterns. Some of my fellow prisoners became real gymnasts. They could walk on their hands and do push ups from that position without support. I could never do that. It's particularly important that we seagoing people have a regimen—a regular exercise program because of our confining shipboard duty, and the wear and tear of the nervous system after months at sea.

"I think that one of the positive changes in the country when I came home was to see all these people jogging and skiing. Sports and health consciousness have really swept America.

"In prison, it was quite obvious that a weak body had a debilitating effect on the mind and on personal resolve. So we exercised every day."

While the long prison days trigger memories of torture, Stockdale says there were times when he was simply overcome with laughter. "You cannot really appreciate how much strength I gathered from those cocky, talented American fighting men... and you'll never know the meaning of love until you come across some American humor after a long period of isolation.

"Imagine my predicament one cold November morning. It got cold in those clammy cell blocks. Been shot down for three months and hadn't been within ear shot of an American voice.

"I'd been sick; I was crippled. I was on my feet, on crutches for the first time. I was pushing a rusty bucket down a dark

passageway. It had been my toilet can the night before; I was scooting it along with my good leg. I was led to a cell with an improvised shower, an old rusty shower head on the back bulkhead over an open drain. The guard grunted, slammed the door and bolted it. The idea was for me to dump my bucket and take a shower.

"I was totally depressed until, in the dim light, under a nail hole in the concrete below the shower head, I was able to read some American's words etched in very small print: 'Smile, you are on Candid Camera!'

"That made my whole month. I knew it couldn't be all that bad because somebody else was around—some fellow American prisoner with a sense of humor.

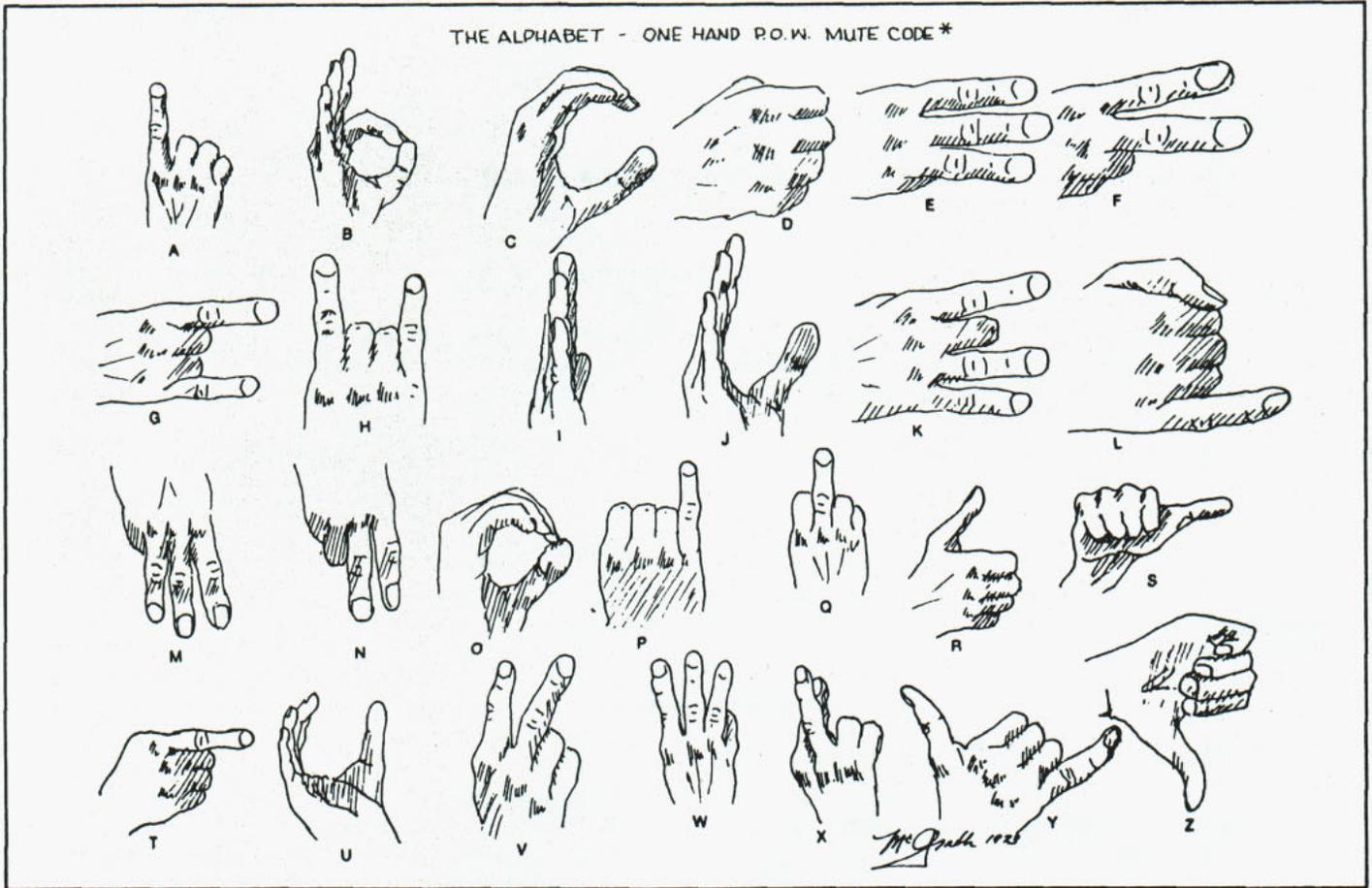
"Soon there were other people in those cells and I got to know them. There was great penalty for communicating, so we'd whisper surreptitiously. One day a new guy came in; he had just been picked up. I remember his very first words to us under his cell door: 'They never told me about this when they were trying to get me to join the ROTC. The only thing they told me about was the graduation ball.'

"Then there was this air crewman, a medic, who had been shot down in a helicopter. One morning when we were whispering and feeling cold and depressed he said, 'They were right when they told me in boot camp you just can't buy experience like this.' Prison humor between cells was never coarse, but more often tongue-in-cheek and always good for a belly laugh.

"Americans have the ability to take a pathetic situation and make a joke out of it. Their humor is symbolic of that spirit of spontaneity and intelligence that makes them a force that can't be topped in this world."

Even when the odds were all in the enemy's favor, American ingenuity prevailed in the prison camp. Stockdale tells of how the prisoners stood united against their captors—never giving in, never becoming traitors. He tells of the massive underground communications network they had and how in the quiet solitude of the evening he would tap his

THE ALPHABET - ONE HAND P.O.W. MUTE CODE *



messages of instructions, of plans, of encouragement.

The prisoners developed their own code. They learned it by heart and taught it to new arrivals. Messages were passed not only by tapping but by hand flash, by knotting strings pulled from blankets, and by writing coded messages on toilet paper left in certain places.

A bent wire of a "honey bucket" might alert prisoners as to where a message could be found. A pole, almost imperceptible, nodding in and out of a vent pipe gave meaning, and so did the way a man walked, coughed or sneezed.

When the Vietnamese learned the prisoners' tap code and tried deception by sending their own messages, they were easily thwarted.

"For one thing, they could not even imitate our call-up sign signal—the old 'Shave and a haircut' rhythm and 'two bits' response," explained Stockdale. "That tapping rhythm came naturally to us. Americans knew one another's touch on the wall just like old Navy radiomen knew the man on the distant speed key. We always knew when the Vietnamese were trying to deceive us.

"Through these various forms of communications the prisoners kept each other's hope alive. Unshakable bonds of friendships were formed among men who never saw each other until after years of 'tap' conversation."

The familiar "Stockdale gram" that penetrated the prison walls in Southeast Asia and which gave desperate men the will to live, today continues to be heard halfway around the world. It is heard in the halls of learning at the Naval War College in Rhode Island where some of the finest military minds are sent for advanced studies.

As its president, Stockdale has added a course in military ethics this academic year as part of the traditional triad of strategy, management and operations. On the intellectual shopping list the students may now elect to take beyond their required core program is a course entitled "The Foundations of Moral Obligations" which Stockdale himself teaches.

"It's based on classic philosophy and literature. It's just an excursion through some old-fashioned classics," the admiral modestly explains as he stands up to get ready to meet with his class.

* Reprinted with permission from Prisoner of War: Six Years in Hanoi by LCDR John McGrath USNIP, Annapolis, Md.

But for the 100 students who have chosen to take Stockdale's class this year, the excursion has taken them deep into the philosophies of Aristotle, Plato, Epictetus and Kant and to more recent authors as Lenin, Emerson, Dostoyevsky and Solzhenitsyn.

"There is an intellectual basis for commitment to *duty, honor and country*—it's called moral philosophy. I want to get into people's heads by letting them wrestle with the intellectual roots of what I call *military ethics*."

The man who has given so much to his country and has chosen to remain in uniform, walks purposefully—with a slight limp—on his way for another session with his students.

"If I can nurture the spark in the breasts of only a few of these wonderful officers who come to Newport, I think I will have done something for my country."

(Photos by LCDR O.J. Marquez and PH1 Richard J. Boyle)

Bearings

Containing Spill

Racing against time, Seabees and Roosevelt Roads Naval Station personnel helped avert contamination of the scenic shoreline on the northeast coast of Puerto Rico recently when a 126,000-gallon oil spill threatened to invade the beaches.

It all began when rough seas forced a commercial oil company barge to hit a reef. This caused cracks in the forward crude oil tanks and ripped a large gash in her after tanks. As the black oil gushed out, it spread over a 25-mile area, carrying it toward the naval station. The nearby Navy base was immediately alerted.

Fast action and teamwork prevented the on-rushing hazard when 70 Seabees from the Naval Mobile Construction

Battalion (NMCB) 133 lined the beaches west of Mundo Point to halt the advancing oil slick. They began setting 1,700 feet of oil-confinement booms to retard the floating menace. Naval station skimmer boats launched into the choppy seas managed to pick up about 3,000 gallons of oil before seaweed and thick crude oil clogged the siphoning pumps.

The bulk of the job was left to the men wrestling with the heavy containment booms and to the cleanup crews who used foam and dried grass to absorb the greasy mess.

When the crisis ended, the men were pleased with themselves for a job well done. They had prevented a near disaster. Because of them, the beaches remain clean and safe for others to enjoy. —By JO3 Jeff Powers



Last of the P-3As

The last Navy P-3A *Orion* aircraft was phased out of active service Nov. 13, 1978, "when Lima Mike 11" took off from Naval Air Station, Brunswick, Maine, with a veteran crew from Patrol Squadron 44 (VP 44). It was a routine, two-hour anti-submarine surveillance operation—but it marked the end of an era in naval aviation. It was the last operational flight of a P-3A *Orion* by an active duty squadron.

The flight also marked transition to the new P-3C Update II *Orion* by VP-44, the first squadron exclusively outfitted with the new plane. The 13-member crew has a total of 172 years of service and 42,500 total flight hours.

The P-3As will continue, of course, in the Naval Reserve.



Steaming on Salt

Molten salt heated to 385 degrees C (725 degrees F) will be converted to ready-to-use steam at 800 p.s.i. for heating homes, offices and working spaces. This is the plan unveiled recently by the Naval Research Laboratory in Wash., D.C., when work began on a unique boiler tank.

The prototype tank is the key component of a new concept called SOL-CHEM developed by NRL's Dr. Talbot A. Chubb.

"The energy storage and transfer tank operates very much like a home pressure cooker, but at a higher temperature

Bearings

and on a massive scale," said Dr. Chubb. This fusion process concept could be the forerunner of much larger storage systems for industrial or military uses," the NRL scientist said. "These tanks will someday be used in large solar thermal power plants where energy collected during daylight would be made available at night.

"In NRL's experimental tank, the heat input will be by means of electrical heaters," Chubb said. "But eventually, in large commercial storage tanks, thermal input could be supplied from any source of high temperature heat, such as nuclear reactors, fossil fuels or solar thermal collectors."

The tank under construction will measure 10 feet in diameter and be 12 feet high, actually a storehouse for about 2,000 kilowatt hours of thermal energy. Salts in large steel cans will absorb energy at an input rate of 150 kilowatts, while turning out up to 500 kilowatts of power, the transfer being accomplished by a method of evaporation and condensation.

NRL's Director of Research, Dr. Alan Berman, said the tank "will store energy 24 hours a day, making it an important contribution to our nation's energy efforts."

NRL's new developments in energy storage and transfer are being jointly supported by the Office of Naval Research and the Department of Energy's Division of Energy Storage.

Increasing Readiness

Overhaul. That's when a ship's home-port is exchanged for a shipyard; when the crew makes major modifications to ship components; and when new systems are installed.

Although an overhaul is recognized

as difficult, the guided missile cruiser USS *Fox* (CG 33) is tackling her overhaul at Bremerton, Wash., in a different manner.

USS *Fox* is implementing the Chief of Naval Operations' Pilot Ship Program for crew training during the shipyard period. Under the program, a significant part of the work package normally accomplished by the ship's force has been allocated to the shipyard for completion. This, coupled with additional funds from CNO, will allow the ship to send a greater number of crew members to outside schools as well

as to set aside more time for shipboard training.

The goal of the program is to increase crew readiness while ships are in overhaul. The information collected by *Fox* will determine the future of the new concept.

In Memoriam

Near sundown on Nov. 8 last year, snare drums echoed once again over the one-time campground in Annapolis, Md., where, in 1781, French and American troops under Count Rochambeau



paused en route to the climactic battle of Yorktown.

As the bugle sounded taps, a wreath was laid in memory of those French soldiers and sailors who gave their lives in America's fight for freedom, at a monument believed to be the first in the world dedicated to the unknown dead of any war.

The French Ambassador, Francois de Laboulaye, joined Maryland's Acting Governor Blair Lee III, and Midshipman Robert Smout, president of the U.S. Naval Academy French Club, in placing the wreath—an annual

ceremony sponsored by the midshipmen for the past dozen years.

Troops in colonial army attire, veterans of more recent wars and descendants of others, and a contingent of midshipmen from the Naval Academy joined American and French officials.

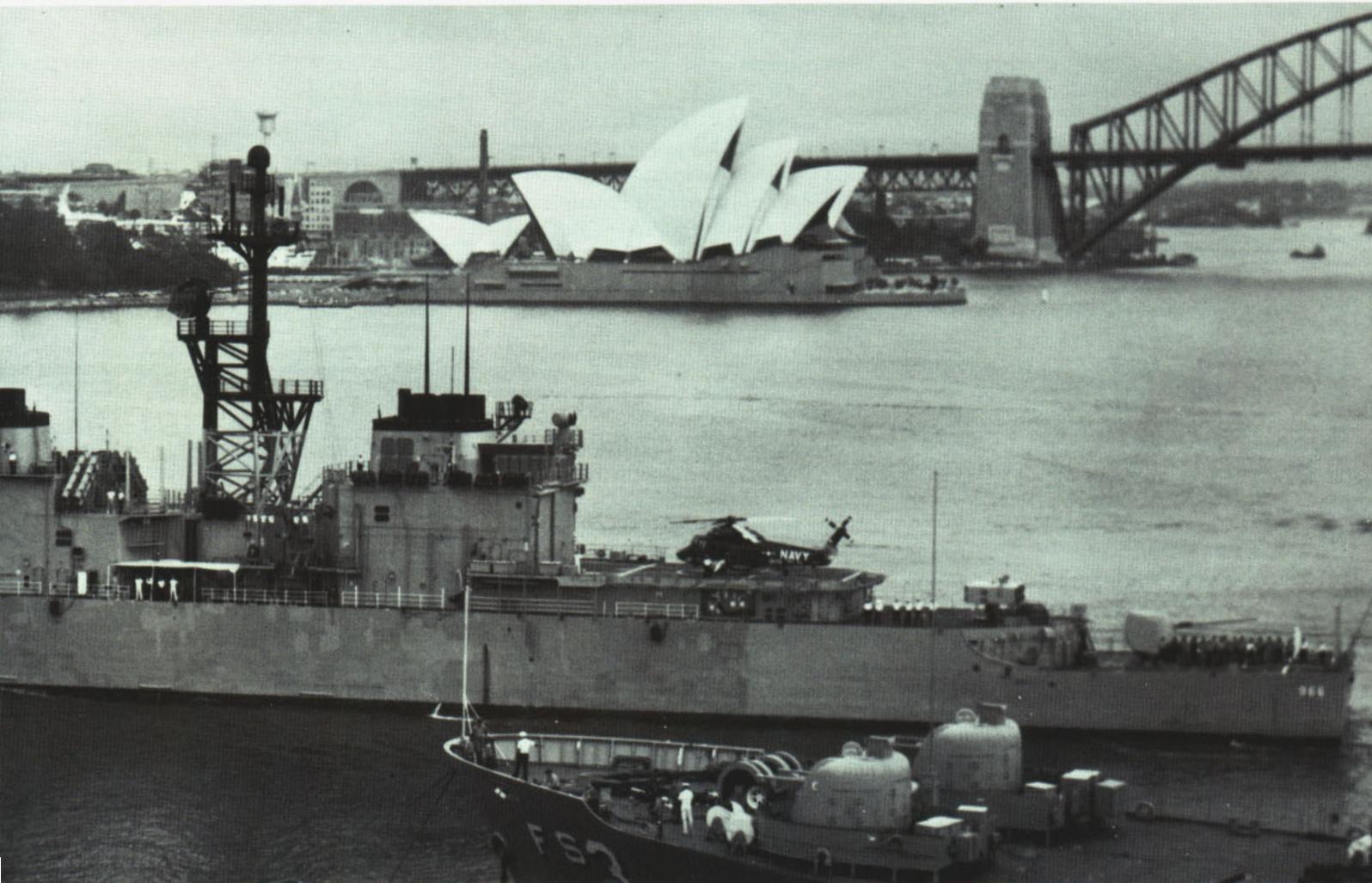
Approximately 150 French veterans of World War I participated this year along with community representatives of the *Alliance Francaise*, the Order of Cincinnati, Sons and Daughters of the American Revolution, and Military Order of the World Wars.

The monument initially was dedi-

cated in 1911 by then-President William Howard Taft.

Australian Visit

On her first deployment, USS *Hewitt* (DD 966), one of the new *Spruance*-class destroyers, pulls into Sydney, Australia, (see below) past USS *Niagara Falls* (AFS 3). The two ships, along with USS *Kinkaid* (DD 965), another new *Spruance*-class destroyer also on her first deployment, participated in *Longex 78* off New Zealand.



The Advancement System

Behind the scenes

STORY BY JOI DAN WHEELER
PHOTOS BY PHI TERRY MITCHELL

After breezing by some and agonizing over other multiple choice questions on a Navywide advancement examination, few people would compliment the Navy for a job well done. But, that is exactly what a U.S. House of Representatives' committee did 10 years ago after completing its investigation of military enlisted promotion systems. Congress concluded that the Navy's advancement system was superior to all others because it is totally visible to participants.

Every sailor knew then, and knows today, what must be done to be advanced. Each understands the importance of performance, exam scores, awards and an assortment of other items in figuring the final multiple—that all-important calculation based solely on a person's overall qualifications and experience.

Step by step, the advancement process is outlined in training manuals. Detailed information is available from Navy career counselors. Qualifications for advancement in each rating are outlined in The Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards (NAVPERS 18068-D).

Just as Congress noted, all who want to advance in the Navy have the "how-to" information at their fingertips. Therefore, this presentation doesn't delve into minute details already outlined in official manuals and instruc-

tions. Instead, it highlights the advancement process and explains the behind-the-scenes operation of the entire advancement system.

"The most important requirement in the enlisted advancement system is the CO's recommendation of individual candidates," said Walter Birdsall, educational specialist at the Naval Education and Training Program Development Center (NETPDC) at Pensacola, Fla. "When a CO recommends a sailor, that means the person is qualified in all respects to assume the duties and responsibilities of the next paygrade."

In the past, some CPOs, division officers and others all the way up the chain of command thought the advancement exam would disqualify marginal candidates. This, according to NETPDC officials, is not true.

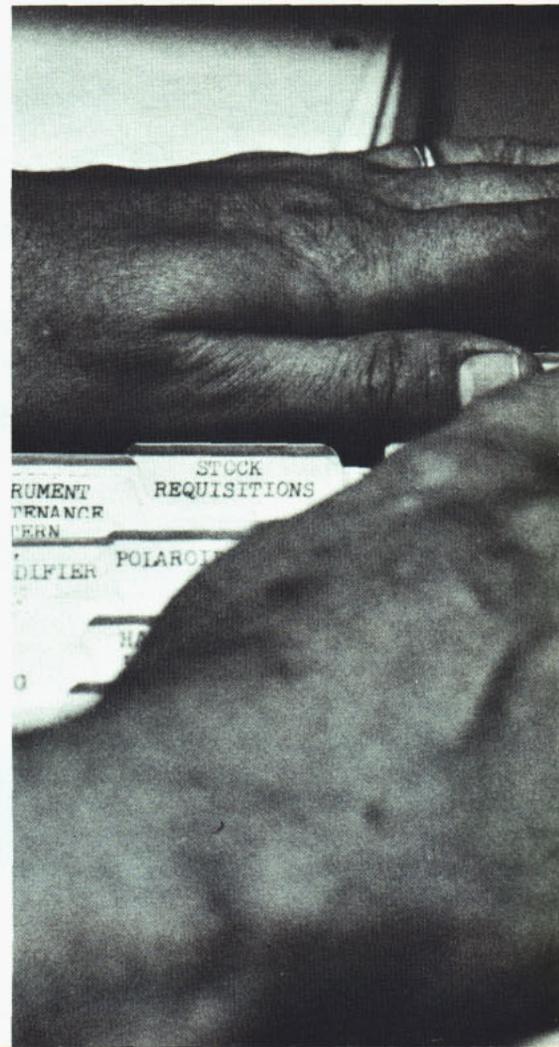
"The exams will not qualify not disqualify anyone," said Commander H.V. Fischer Jr., NETPDC's Deputy of Training Programs and Exam Development. "COs are tasked with making honest and conscientious performance evaluation and advancement recommendations. It is the CO's responsibility to recommend *only* those people who are fully qualified. Therefore, we can assume when authorizing advance-

Because Navywide advancement examinations are "discriminating" tests, each exam writer must maintain a bank of potential questions of the "should know" variety. The answer to each question in the bank must be contained in a reference listed in the rating's Occupational Standards or Bibliography Sheets.

ments that every individual is qualified and any or all should be advanced if manning quotas permit."

Discriminating and Qualifying Exams

"Man, oh man. There wasn't anything on that exam I *have* to know to do my job" has been the lament of Navy people for years. Usually, if the truth



were known, the disgruntled sailors were admitting they didn't study all references listed in their rating's *Occupational Standards* (NAVPERS 18068-D, Change "X") and *Bibliography Sheets* (NAVEDTRA 10052-Z), both of which are available from their educational services officer (ESO).

Still, there is some truth in the complaint. Navywide advancement exams were not designed to test *must know* information. When an individual is recommended for advancement, the command is certifying that he or she already knows the *must know* information. That leaves only the *should know* and *nice to know* information as testable material.

How do the three differ? Consider an example from the journalist rating.

* Every JO *must know* how to scale a photograph for publication.

* Every JO *should know* several methods of scaling a photograph.

* It would be *nice to know* how many methods there are of scaling photos.

So, *must know* information is that knowledge a petty officer must have to function effectively. *Should know* information is that knowledge which places a petty officer a notch above those who have not applied themselves as diligently. (*Should know* is the information tested on advancement exams.) *Nice to know* information is just that, and is not generally tested because most of it has no practical application.

"Our exams do not 'qualify' people for advancement—COs are supposed to do that," said Master Chief Signalman Jerome Dederich, an NETPDC exam writer. "Navywide exams merely rank already qualified people from the most qualified to the least qualified. Their final multiple shows how they stack up against everyone else who took the exam."

That is the purpose of advancement exams in the petty officer paygrades—to place people in order of competence based on their overall job knowledge. Advancement exams for E-4 through E-

9 are discriminating exams—they discriminate between *qualified people* of varying abilities and knowledge.

On the other hand, qualifying exams, such as the seaman's exam, contain questions of the *must know* variety. To pass such an exam, a candidate must know the answers to certain key questions about the essentials of a job.

It gets tougher to advance the higher one goes because of keener competition for fewer billets and lower manning quotas in the higher paygrades. At the beginning of the advancement ladder, however, an unqualified person could become a petty officer simply because of good recall of rate training manual material and the CO's recommendation. "When that does happen, and I'm not implying that it happens often," said Commander Frank E. Bassett, Deputy for Enlisted Advancement, "it hurts the individual because he or she is unable to handle increased responsibility. It hurts qualified people because there is more competition for advancement where, perhaps, only a few billets exist. And it hurts Navy commands because they have to function, at least temporarily, with an unqualified person in a position of responsibility."

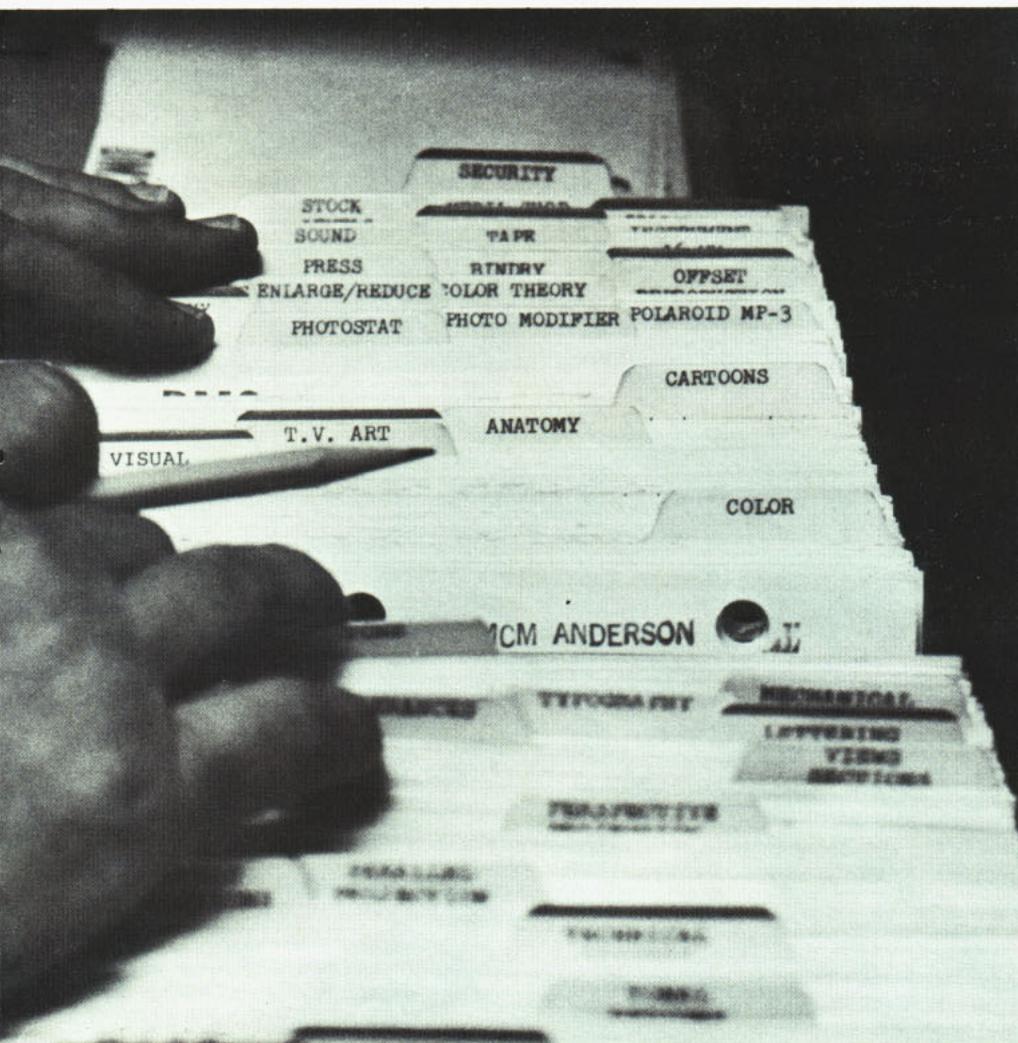
P-Values and Other Mysteries

Navy people sometimes wonder how, or if, 150 multiple choice exam questions can measure an individual's job comprehension. The answer lies in statistics.

"We are trying to test people's total occupational knowledge," said Phil Baranowski, an NETPDC statistician. "Since we couldn't possibly ask the thousands upon thousands of questions this would require, we use a statistically valid sample of 150 questions, each of which has four answer choices."

"We assume candidates are qualified for advancement," he said, "so the test doesn't distinguish between those who are and those who are not, but it simply ranks them according to their *should know* knowledge."

Following an exam, each test question is computer-analyzed and assigned a P-value. Each P-value represents the



The Advancement System

percentage of people who answered a particular question correctly. For instance, a P-50 means 50 percent of those who answered it, got it right. (This, incidentally, is considered the ideal question.)

"Each question in the acceptable range of difficulty, say P-40 to P-60, may appear on a later exam," Birdsall said. "Obviously, we can't ask the same question repeatedly or everyone would know what questions to expect. However, we do draw on previously asked questions when writing new exams."

NETPDC personnel also evaluate incorrect responses. Each answer choice must be feasible because "we are testing people who know their rating," Birdsall said. "What have we accomplished if we ask these 'experts' to choose between one obviously valid answer and three obviously incorrect answers? Each alternative has to be so plausible that a person with only superficial knowledge will select an incorrect response."

No one scores 150 on a Navywide exam; the highest score is 80. (Only one out of every 400 scores that high.) This is because raw scores, which are the number correct out of the total asked, are converted to Navy Standard Scores ranging from 20, a failing score, to 80, the highest score.

"In my 15 years at NETPDC, I have never seen an exam which resulted in a

perfect raw score," Baranowski said. "The highest legitimate score was 120 correct responses. To write 150, you'd have to know everything about every aspect of your rating."

Navy Standard Scores are representative of statistical percentiles. They are computed on the basis of the mean and standard deviation found in each group of exam takers. Generally, a standard score of 80 is in the 99th percentile; a 50 in the 50th percentile; and a 35 in the 6th percentile.

"Raw scores have to be converted to Navy Standard Scores to be meaningful," Baranowski said. "A raw score of 102, for instance, may seem low out of a possible 150, but if it is 15 points above the second highest score, it's a very good score. A Navy Standard Score of 79 or 80 makes the raw score of 102 immediately recognizable as an excellent accomplishment."

The pass/fail cutoff point, which varies with each paygrade, is only slightly higher than the score which could be written if a person guessed at all the answers. It is a failing score because it falls within the random chance score range. No one who fails a Navywide advancement exam is advanced regardless of how high his or her final multiple would have been.

"However, you could pass the exam with a low score and have a final multi-

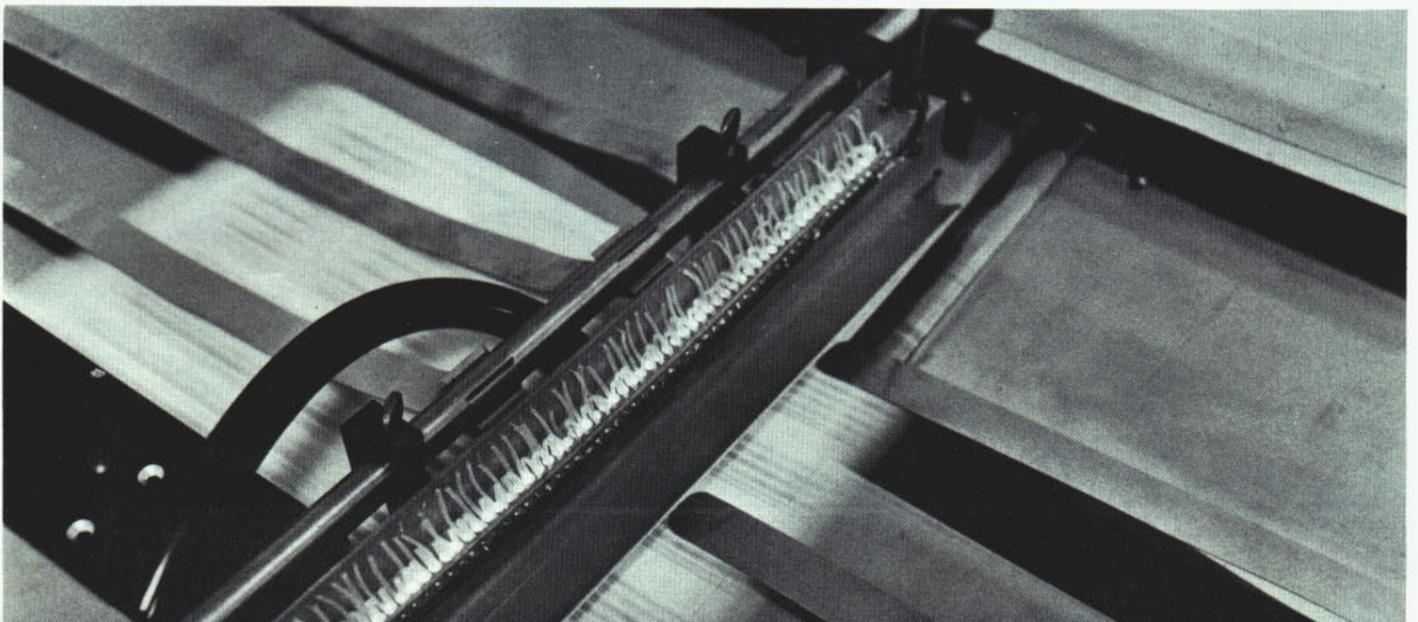
ple high enough to be selected," Birdsall said. "Conversely, a person who writes a 70, for instance, has only excelled in one advancement qualification. That sailor's performance marks could bring his or her multiple down to the point where he or she would *not* be selected."

The Chief of Naval Personnel determines how many candidates in each rate from E-4 through E-9 will be advanced. It's based on manning requirements and projected losses due to retirements, discharges and deaths. CNP tells NETPDC the quotas for each paygrade in each rating. NETPDC then advances those with the highest multiples in each rating, taking the person with the highest final multiple first and so on down the list until the rating's quota is met.

The final multiple for advancement to E-4 through E-6 consists of points awarded for exam score, performance marks, length of service, time in rate, awards, and high quality points (formerly called PNA points). Table 1 depicts final multiple computations for E-4 through E-9.

For advancement to E-7 through E-9,

Each Navywide advancement exam contains 150 questions representative of the rating's "total universe" of knowledge. Completed exam forms are computer scanned at NETPDC to ensure that each question has been answered only once and that each answer circle is completely blackened. As answer sheets are scanned, they are put on magnetic tape which is sent to NARDAC for grading.



the final multiple is not the determining factor though it does determine who will be "selection board eligible." Those who have been so designated will have their service records reviewed by the appropriate board which convenes annually. Requirements sought by selection boards vary from year to year, but usually they look for leadership capability and experience, off-duty education, time at sea, and support of the Navy's equal opportunity goals.

Changes made in 1973 allow 95 percent of those who took an advancement exam to move into the zone of consideration for advancement. To some, this indicated a gross relaxation of advancement standards; therefore, the change should be explained.

Though 95 percent of test takers do pass the exam, that doesn't mean they will be advanced. However, if it did mean they would be advanced, that should cause no one any concern since the exam is a discriminating, not a qualifying, test.

When the Navy reviewed its advancement system, it concluded that an advantage existed for the best test takers at the expense of many outstanding performers who were only average test takers. Two major policy changes resulted:

- A revision of examination pass scores allowed 95 percent of the candidates to pass and move into the zone of consideration. This change allows nearly all candidates to have their final multiple computed and *all* their advancement factors considered.

- Increased emphasis was placed on performance, and the weight assigned exam scores in the final multiple was downgraded. Instead of the old 45/25 percent mix of exam/performance in paygrades E-4 through E-6, an almost equal weight for each factor was assigned. (See Table 1, Figuring the Final Multiple)

These changes did nothing more than officially recognize what Navy people have known all along—sustained superior performance is the major criterion for advancement. The entire enlisted advancement system is based on that principle. ↓

TABLE 1. FIGURING THE FINAL MULTIPLE

	E-4&5	E-6	E-7	E-8	E-9
	Max FM Score Weight	Max FM Score Weight	Max FM Score Weight	Max FM Score Weight	Max FM Score Wt.
Standard Score	80 35%	80 30%	80 60%	80 50%	80 40%
Performance Factor	70 30%	92 35%	52 40%	80 50%	120 60%
Length of Service (E4/5=LOS-TIR+15) (E6=LOS-TIR+19)	30 13%	34 13%	n/a*	n/a*	n/a*
Time in Rate (E4/5=TIR×2+15) (E6=TIR×2+19)	30 13%	34 13%	n/a*	n/a*	n/a*
Awards	10 4.5%	12 4.5%	n/a*	n/a*	n/a*
High Quality Points (formerly PNA points)	10 4.5%	12 4.5%	n/a*	n/a*	n/a*
Total	230 100%	264 100%	132 100%	160 100%	200 100%

*Though these items do not figure into calculating the final multiple for E-7 through E-9, they are considered by the selection board as directed by the Chief of Naval Personnel.

* Standard score—The exam score weighs heavily in the final multiple for each paygrade. If you fail the exam, "you will not be advanced," CDR Bassett said. "There are standards which must be met even on a discriminating exam. A person must have at least a recognizable minimum of *should know* knowledge."

* Performance factor—These points are awarded for performance evaluations over a given period which varies from paygrade to paygrade.

* Length of service—Points for length of service are determined by subtracting the number of years served in the current paygrade from the number of years served on active duty; add 15 to that figure for E-4 and E-5, 19 for E-6.

* Time in rate—Points for time in rate are computed by multiplying the number of years served in the current paygrade by two and then adding 15 for E-4 and E-5, 19 for E-6.

* Awards—Some medals and awards are worth final multiple points. The *Manual for Advancement*

(BUPERS-INST 1430.16) contains a list of medals and awards and the number of points assigned to each. The maximum number of points possible is 10 for E-4 and E-5, 12 for E-6.

* High Quality Points—Formerly called PNA points, HQPs are determined by NETPDC and assigned to those who have previously passed an exam in their paygrade but have not been advanced. Navy officials have long felt that recognition was due those who scored well on advancement exams but were not advanced. So, in 1972, the PNA point system was developed. It was a compromise between requiring all candidates to start from scratch with each exam cycle, and not requiring them to retake the advancement exam. To qualify for HQPs, a candidate must have achieved a relatively high score on previous exams and received high performance marks. Points are automatically awarded by NETPDC and range from .5 to 3 points per exam to a maximum of 10 for E-4/E-5 and 12 for E-6.

The Advancement System

"Writing 'em"

Taking a Navywide advancement exam is especially tough for the uninformed, but writing one challenges even the experts. That's the job of 300 Navy officers, chiefs, and civilians at the Naval Education and Training Program Development Center (NETPDC) in Pensacola, Fla. They also write non-resident career courses (NRCC) and rate training manuals (RTM) for 95 Navy occupations.

"These chiefs and officers are the subject matter experts," said Commander Herman V. Fischer Jr., Deputy for Training Program and Exam Development. "Their knowledge, ability and experience form the basis for the initial development of exams and RTMs. Civilian educational specialists trained in effective communication techniques check every manual for format and every exam question for effective wording."

Writing RTMs & NRCCs

Self-scoring rate training courses were developed after World War II for the benefit of Navy reservists. Working with University of Chicago educators, Navy officials wrote correspondence courses and RTMs. Within two years, they'd developed courses on 100 subjects. Before long, the program was opened to active duty personnel (who enrolled en masse) and the Navy found itself operating the country's largest correspondence school. Considering the obstacles which have to be overcome to write even one RTM, this was an amazing accomplishment.

"There are so many things that have to be addressed," said Walter Birdsall, an educational specialist. "We have to be sure to write at the reading level of our audience without offending or alienating any students.

"To complicate matters further, each Navy occupation encompasses sub-specialties. The hospital corpsman rating, for instance, can be divided into 42 distinct occupations according to the *Dictionary of Occupational Titles*. The

rest of the Navy's ratings could easily be subdivided into at least 1,500 recognizable civilian jobs.

"A sailor may not have to perform all those jobs at any one duty station," Birdsall said, "but he is responsible for knowing how to do them all. Because duties vary from billet to billet, we have to provide enough information in

RTMs to assist every member of a rating regardless of his or her job at any given time."

Except when a new rating is formed,

NETPDC personnel are responsible for filling each command's exam order. Here one petty officer pulls the proper number of exams in each rate and rating, boxes them and ships them off. Each exam is sealed in plastic and is color coded according to security classification.



RTMs don't have to be written from scratch. "It's mostly cut and paste work," said YNCS Roy E. Turner, who is currently revising the yeoman RTM. "We take a paragraph written by another CPO, massage it a little, add some up-to-date information, and combine it with accurate material in the manual being revised. The whole process takes about two years; most of it spent incorporating changes since the last edition."

In addition to writing the text, RTM writers develop NRCCs to accompany each manual. Many newer RTMs have NRCCs incorporated in an appendix vice a separate book as before. Questions in NRCCs are designed to guide students through RTM material and will not necessarily appear on Navywide advancement exams.

"Some RTM sections are very important, yet no questions are asked about them in the NRCC," said one RTM writer. "That material is still testable and you'd be foolish not to study it; however, the writer felt the information was self-explanatory".

Writing the Exams

Working side by side with RTM writers are the exam writers. They try to capture the essentials of a Navy occupation in 150 multiple choice questions written from references listed in the *Bibliography for Advancement Study*.

"If you can't 'bib' (bibliography) it, you can't ask it," said Senior Chief Jim Dewater who writes journalist exams. "This procedure eliminates inappropriate questions and lets each candidate know in advance exactly what material is testable."

Writing exams, according to one educational specialist, is a combination of high art form and sophisticated science. Navy chiefs combine their technical knowledge of an occupation with the specialized communication skills of civilians to produce an exam free of ambiguities.

"There are at least 73 potential problem areas in any question, all of which occur frequently," Birdsall said. "For example, if I take the sonar exam, about

which I know nothing, and answer any question correctly, without guessing, something is wrong with it. Something about it tells me the answer, or the answer is common knowledge—in either case, the question tests nothing."

Exam writers maintain a classified 'bank' of previously used questions which have been statistically analyzed to determine their validity as test items. Questions, once analyzed, fall into one of five categories ranging from "acceptable for reuse" to "needs major revision." When preparing an exam, writers audit their question banks and carefully screen each item for wording and timeliness. Each item is double checked against the *Bibliography* to ensure that it is still appropriate for the rate.

Those are but a few of the exam writing procedures. Others are: writing a job description for each rate, outlining exam objectives, and writing new questions to reflect changes in Navy ratings. Writing original questions is the most difficult task exam writers face. Each item must comply with nearly 30 structural requirements. Some, such as avoiding awkward wording, are easy. Others, however, are more complex:

- Items should not involve pure recall of information.
- Every item must stand independent of all other items on an exam.
- An item should measure information of the *should know* variety.
- All alternative answers must be similarly structured.
- Positive, not negative, aspects of a rating should be emphasized.
- Clues to correct answers must be avoided.
- Alternative answers should be concise and nearly equal in length.
- Each alternative answer must be plausible.

"The ideal answer is the one which comes immediately to the mind of a knowledgeable candidate after reading the question," said an exam writer. "Actually, writing the questions and *correct* answers is easy—finding plausible incorrect answers is the tough job."

On the day the exam is given in the fleet, the writer takes the test and can toss out questions which then seem

poorly worded, inaccurate or ambiguous. Exam writers are the experts and it's their job to ensure that "correct" answers are indeed correct. Taking the test is one final check.

Thousands of sailors are advanced and millions of dollars disbursed based on the material developed at NETPDC. The job is tough, the challenges are great and, in no small way, the future of the Navy depends on the training tools and exams NETPDC develops today.

Step by Step

If you are among the thousands who want to wear a rocker and stars above your crow, prepare now for advancement. This "journey of a 1,000 miles" begins with a single step into the educational services office for a copy of *The Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards* (NAVPERS 18068-D). Study its contents. It contains a listing of the *minimum* skills required for advancement to each paygrade and is considered "must" reading. For your convenience, the *Occupational Standards* portion of the manual has been reprinted in a pamphlet for each rating.

Next, get a copy of the latest edition of *The Bibliography for Advancement Study*, also from the educational services officer (ESO). It lists required and recommended rate training manuals (RTM) and other reference material used to write Navywide advancement exam questions. Courses marked by an asterisk (*) are mandatory.

Once you've studied required and recommended RTMs, complete the appropriate non-resident career courses (NRCC) included in the manuals. A word of caution: don't study only the NRCC questions, study the entire manual. Questions were written to guide students through the RTM material; however, the entire manual is testable.

Complete *Personnel Advancement Requirements* (PAR) as soon as possible. PAR factors, which replaced "Practical Factors," are based on current

The Advancement System

occupational standards for each rating and all E-4 through E-7 candidates are required to have them checked off. PAR is divided into three sections: administrative requirements such as time-in-service (TIS) and time-in-rate (TIR); formal school and training requirements such as mandatory "A" schools; and occupational and military ability requirements for which candidates demonstrate ability to perform tasks applicable to their rate and rating.

"Hitting the books" and completing check-off lists are not the only prerequisites for advancement. Performance on the job is extremely important—evaluations dictate if you will be recommended for advancement. Additionally, superior performance evaluations add points to the final multiple and even one extra point has been known to make a difference.

A few weeks before the exam, review

Writing rate training manuals is a precise and demanding job. Here, BUC B.G. Hinkle, an RTM writer, confers with Glenn R. McMonigle, an educational specialist, to ensure that what was written was what was meant.



your service record to make sure all performance evaluations, TIS, TIR, correspondence courses and awards have been accurately recorded. Check this information against exam worksheets prepared by the ESO to ensure that your beginning multiple (same as final multiple minus exam score) shows every point to which you are entitled.

Once all this is completed, you're ready to take the exam.

All Navywide advancement exams have 150 multiple choice questions, each with four answer choices. They are given on the same day worldwide to minimize opportunity for compromise and give every candidate equal opportunity for advancement. At each exam center, proctors explain exam procedures and answer "how to" questions about completing answer sheets.

There are no secrets to taking the three-hour exam except these: know your subject, get a good night's sleep beforehand, and come prepared to do your level best. Answers don't conform to any prearranged system, so don't be alarmed if answer 2, for instance, pops

up four or five times in a row and then doesn't appear again for several columns of questions.

Also, don't look for "trick questions"—there aren't any. Read each question carefully and don't try to read more into an item than what is asked. Even if a question seems unusually easy, don't fret—every exam has some freebies. Remember also there is only one correct answer for each ques-

Quals for Advancement

Every Navy person seeking advancement must demonstrate leadership ability, possess sufficient military and professional knowledge, and be recommended by the commanding officer. In general, each candidate must:

- Have the required time-in-rate and time-in-service.
- Demonstrate an understanding of the information in mandatory rate training manuals and non-resident career courses.
- Demonstrate the ability to perform tasks listed in the Personnel Advancement Requirement (PAR), NAVPERS 1414/4
- Be certified by the commanding officer to be eligible in all respects for advancement.
- PO3 and PO2 candidates must pass a locally administered military leadership examination.
- Demonstrate knowledge of the technical aspects of the next rate by passing a Navywide advancement exam.

If an individual meets all requirements, performs satisfactorily on the job and is recommended by the commanding officer for advancement, he or she will have no difficulty becoming one of the thousands of Navy people who sew on new chevrons this year.

tion and it is *absolutely* correct, not "most correct" or "more correct." In practically all cases, however, alternative answer choices will be plausible enough to stump those with only superficial knowledge of their rating.

During each exam cycle, advancements are delayed because either examinees or their commands incorrectly complete exam paperwork. "However," said Commander Frank E. Bassett, Deputy for Enlisted Advancement at NETPDC, "it's usually a case of improperly marked answer sheets. That alone can delay an exam result for up to three weeks."

Some common errors are :

- Not matching printed information at top of exam with computer-scanned information at bottom indicated by darkened circles.

- Answer circles not completely

blackened. "Frequently, this happens because people use a light pencil," said Norma Kyser, lead clerk at NETPDC. "The scanner won't 'read' light marks, so it's advisable to use either an electrographic mark-sensing pencil or a 1 or 2 pencil."

- Doodling in the computer time tracks on the left side of answer sheet. Don't make *any* unnecessary marks on the answer sheet.

- Failure to include correct primary Navy Enlisted Classification (NEC).

- Incorrect TIR or TIS. Frequently, the TIR indicated exceeds TIS.

- Incorrect unit identification code (UIC).

Some mistakes are "mechanical errors;" others are "discrepancies." Mechanical errors include not blackening in circles entirely and marking a "Q" where an "O" was intended. Discrepan-

cies include listing an incorrect social security number. Either type of mistake can delay an individual's exam results. Both slow the scoring system and cause headaches for Navy civilians and officers at NETPDC.

"When exam answer sheets arrive," CDR Bassett said, "they are logged in and placed in batches of 11 commands each. Each batch is immediately assigned a code number so we can retrieve it easily at any point in the scoring process."

"Batches go through an optical scanner which transfers information on exams to magnetic tape. The tape is sent

Ella Arnold, an edit clerk, threads magnetic tape on one of NETPDC's computers. This computer scans exam answer sheets for mechanical errors and records the information on magnetic tape.



The Advancement System

to the Navy Regional Data Center (NARDAC) at NAS Pensacola for scoring by computer," the commander said. "Answer sheets containing mechanical errors are 'kicked' out by the scanner and manually corrected before being reinserted and recorded.

"About 7,000 to 10,000 answer sheets out of 75,000 each exam cycle are rejected by the scanner for errors which should have been caught at the local command exam center. We review these

answer sheets separately and correct the errors. Sometimes, this entails copying damaged exams onto new answer sheets."

When magnetic tapes arrive at NARDAC, they are 'read' by the Navy's exam scoring computer. Each non-discrepant exam is graded and assigned a Navy Standard Score. Discrepant exams are handled individually.

"The most common discrepancy is insufficient TIS," CDR Bassett said.

"Sometimes incorrect information is on the worksheet prepared by the ESO; other times, the candidate actually doesn't have enough time in service. In either case, we send an Examination Status Verification Report (ESVR) to the appropriate command to learn candidates' actual status."

Discrepant candidates don't delay the scoring process for anyone but themselves. Fact is, most discrepancies are resolved before exam results are published due to the diligence of NETPDC personnel in locating errors and correcting them.

"After the computer scores the exams, it adds the Navy Standard Score to each individual's beginning multiple and codifies them by rate and rating," CDR Bassett said. "Next, BUPERS tells us how many in each rate and rating to advance based on their quotas. If, for instance, BUPERS says to advance six DM2s to DM1, we have the computer count down the six DM2s with the highest final multiple and they are advanced. The sixth candidate's final multiple then becomes the cut-off score for that rate and rating."

Next, rate change authorizations are mailed to commands. They contain pertinent information such as examinees' final multiple, exam scores, exam profiles, and date to be advanced. With CO approval, each candidate is advanced on the date specified by NETPDC. All others get notices explaining where they were deficient.

Greatly simplified, that is the advancement process. Those who succeed are rewarded with more money, prestige, and responsibility. And, since everyone can't be advanced at once in a vacancy driven advancement system, some don't succeed until next time. Yet, they also profit. Each gains increased occupational knowledge from their preparation; each is all the more ready next time around.

Frequently, exam results are delayed because answer sheets are incorrectly completed. One by one mechanical errors are corrected, but sometimes it takes more than simply darkening a circle or erasing doodling in time tracks. Here, Ella Arnold irons a wrinkled answer sheet to make it flat enough to go through the optical scanner. On occasion, Ms Arnold also has to copy answer sheets onto new forms because the originals have been stapled, had coffee spilled on them, or in some other way were damaged beyond repair.



Table 2. Specific Requirements for Advancement

Requirements	E-1 to E-2	E-2 to E-3	E-3 to E-4	E-4 to E-5	E-5 to E-6	E-6 to E-7	E-7 to E-8	E-8 to E-9
Service	6 mos.	6 mos. as E-2	6 mos. as E-3, 2 yrs. TIS	12 mos. as E-4, 3 yrs. TIS	24 mos. as E-5, 7 yrs. TIS	36 mos. as E-6, 10 yrs. TIS	36 mos. as E-7, 13 yrs. TIS	36 mos. as E-8, 16 yrs. TIS
School	RTC (CO may advance up to 10% of company)	none	Class "A" for PR3, DT3, IS3, AMS3, HM3, PH3, FTB3, MT3, MU3, EW3	Naval Justice School for LN2	none	Navy School for AGC, MUC, MMC	none	none
PAR NAVPERS 1414/4	none	none	PAR (Personnel Advancement Requirement), must be completed for advancement to E-4 through E-7				none	none
Performance Test	none	none	Specified ratings must complete applicable performance tests before taking Navywide advancement examination				none	none
Military Leadership Examination	none	none	Must be passed before advancement exam for E-4 and E-5 candidates	none	none	none	none	
Enlisted Performance Evaluation	As used by CO when approving advancements		Counts toward performance factor credit in advancement final multiple for all E-4 through E-9 candidates					
Obligated Service Required	There is no set amount of obligated service required either to take the Navywide advancement examination or to accept advancement to paygrades E-1 through E-6					All CPO candidates must have two years remaining obligated service to accept appointment to a CPO paygrade		
Examinations	Locally prepared tests	NETPDC exams or locally prepared test	Navywide advancement examinations required for advancement to all petty officer paygrades			Must take Navywide advancement exam and be selected by Navywide CPO or SCPO/MCPO Selection Board		
Non-resident career course and RTM	none	Required for E-3 and all petty officer advancements unless waived because of completion of Navy school. Courses need not be completed but once, i.e., those who complete the 3&2 course for PO3 need not complete same course again for advancement to PO2.				Non-resident career courses and recommended reading, see NAVEDTRA 10052		
CO recommendation	All Navy advancements require the commanding officer's recommendation for advancement							
Authorization for advancement	Commanding Officer		Naval Education and Training Program Development Center authorization required for advancement to E-4 through E-9 in addition to command approval					

Table 3. Scheduling, Scoring and Notification Process for Advancement Exams

PAYGRADE	EXAM GIVEN	EXAM SCORED	QUOTA DETERMINED	NOTIFICATION	SELECTION BOARD/ NOTIFICATION
E-4 - E-6	March September	March-April September-October	May November	June December	not applicable for E-4 through E-6 candidates
E-7	January	February	May	April (board eligible)	June/August
E-8 - E-9	November	December	February	January (board eligible)	March/June

GUAM...

Where America's day begins

STORY BY JO2 JANET DAWSON AND LT H.A. HILTON



"Hafa adai," is one of the first expressions every newcomer learns. It's a catch-all phrase in Chamorro—Guam's native language—equivalent to "Aloha." It means "Hello," "How are you?" or "You're looking good today."

One of the most progressive of the Western Pacific islands, Guam lies 13 degrees north of the equator, some 3,600 miles west and slightly south of Hawaii. It is the largest in the Marianas group.

Located on the other side of the international date line, Guam is always a day ahead of the Continental United States. Guam is, indeed, "where America's day begins."

Magellan discovered the island group in 1521 and named it Ladrones Islands. In 1668 the Spanish colonized the islands and changed the name to Marianas in honor of Mariana of Austria, then regent of Spain.

Guam was ceded to the United States after the Spanish-American War by a peace treaty signed in Paris on Dec. 10, 1898. During World War II the island was occupied by the Japanese from December 1941 to July 1944.

The island was governed by military governors until the Organic Act of 1950, then by appointed civilian governors. Under the jurisdiction of the Department of the Interior, the island's governors have been elected since 1970. Native islanders are U.S. citizens, although they cannot vote in presidential elections.

Certain things about Guam remind you of home. The island boasts the best road system in the western Pacific, along with modern shopping areas, hotels and restaurants. Shoppers find a



wide variety of goods from Taiwan, mainland China, Japan, the Philippines and Micronesia—items that might be difficult to find, let alone expensive, back in the states.

Television is available through two local stations—one educational—as well as via transoceanic cable from California. Broadcasts from California, however, are generally a week late, on the average. Guam boasts four radio stations, a daily newspaper, and Navy internal media including an islandwide newspaper and an American Forces Radio Service outlet.

Military dependents usually attend Guam's public schools. The University of Guam offers both graduate and undergraduate programs. Classes are also available for the military through the Navy Campus for Achievement, with offices at major installations, and through other programs.

There are more than 30 separate Navy commands on the island, as well as Andersen Air Force Base, the Marine Barracks, the Army's 515th Ordnance Co., and several U.S. Coast Guard activities. Coordinating all Navy activities is Commander, U.S. Naval Forces Marianas, currently Rear Admiral David S. Cruden.



Opposite page: "Boonie stompers" hike through Guamanian jungle to a favorite swimming hole. This page: Old churches, modern homes and friendly farm animals are part of Guam's sights.



In addition, ComNavMarianas is the Commander in Chief's Pacific representative for Guam and the Trust Territory of the Pacific Islands (TTPI).

The TTPI, also known as Micronesia, is a vast territory encompassing six districts made up of over 2,000 islands, spread from the Marshalls in the east to Palau in the west.

Guam's Navy commands are diverse. They include the Naval Air Station, Fleet Weather Central, Naval Communications Area Master Station, Ship Repair Facility, Naval Supply Depot, the submarine tender USS *Proteus* (AS 19) and deployed Seabees. There are regional medical and dental centers (and clinics at most facilities).

Consolidated recreation, with three districts, offers classes ranging from martial arts and mechanics to ceramics and cake decorating. Military personnel and their dependents are served by sev-



eral commissaries and exchanges. There are theaters and clubs on major installations.

For those with special interests, there are sports through consolidated recreation, a little theater group and a myriad of clubs and organizations. There are trips to Guam's many points of interest, courtesy of the USO.

The island's year-round temperature ranges from 70 to 80 degrees. The waters of the Pacific offer swimming, scuba diving, snorkeling, sailing and surfing.

Guam is ringed by coral reefs; the reef flats and shallows offer beautiful snorkeling. There is no industrial pollution on Guam—air or water—and this makes for underwater visibility routinely from 50 to 100 feet. The clarity, coupled with the vast coral formations and thousands of fish, tempt a large number of people to try their hand at

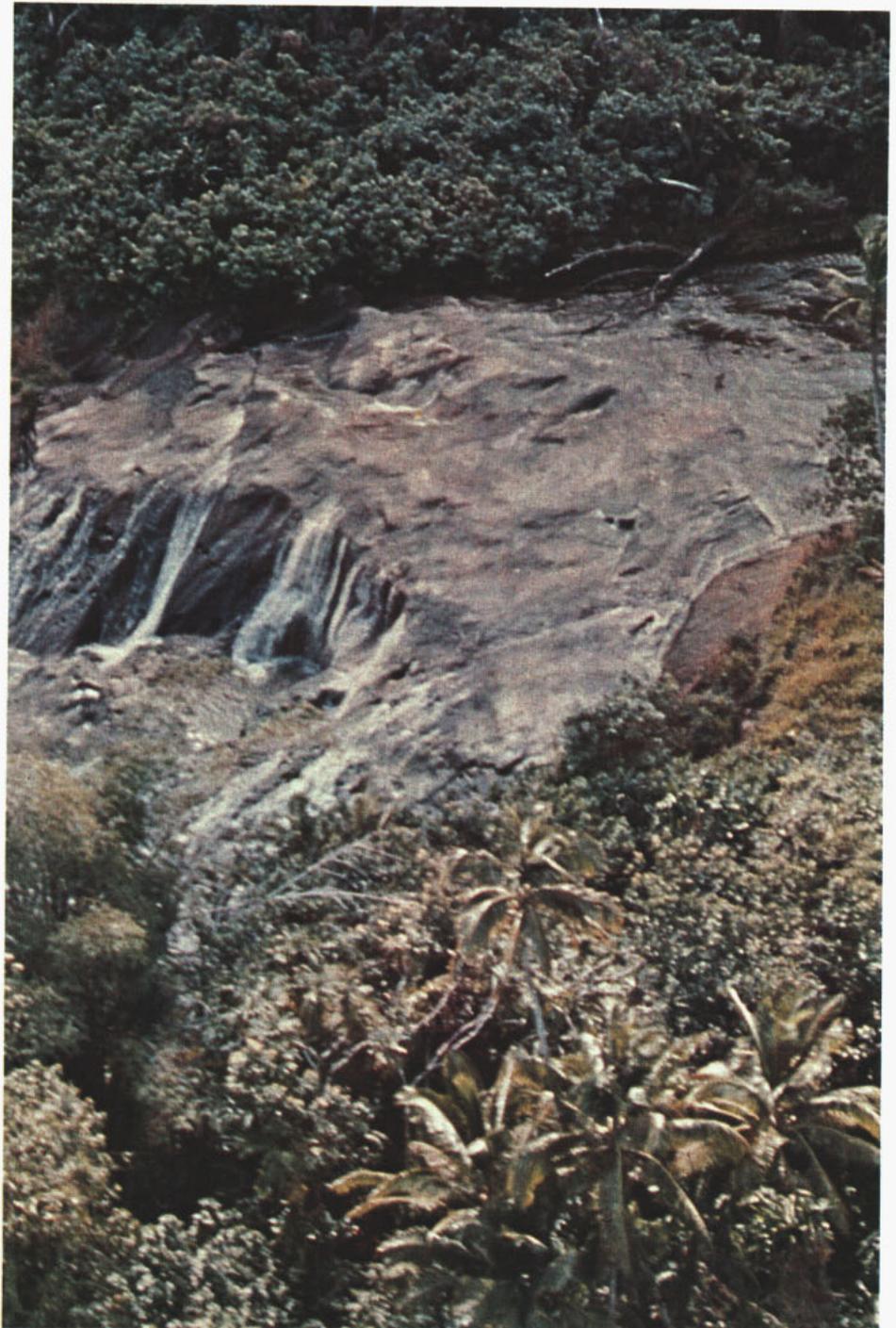
scuba diving and other water sports.

The island is the gateway to even more exotic diving experiences. The Truk Lagoon, where more than 80 Japanese ships were sunk by Navy planes during World War II, is only 90 minutes by air. Palau, reputed to have the finest and most unspoiled diving areas in the world, is about two hours by air. To the north, Saipan offers reefs, complete with World War II relics and the Blue

Grotto, an inland chimney opening to the sea.

The biggest event in 1975 was Operation Newlife, during which some 110,000 refugees fleeing South Vietnam were processed and housed before going on to the United States. A small percent-

Opposite page, top: ComNavMarianas headquarters building. Below: Coves ringed by rugged mountains and clear mountain streams are part of Guam's attraction.





tage of those refugees remained on Guam, ding to the island's already varied population.

During Operation Newlife, Guam's military and civilian people were quick to aid the Vietnamese refugees. Centers were established all over the island. Military personnel, particularly Seabees, worked round the clock, building tent cities, a supply depot and a medical and dental center.

In 1976, supertyphoon Pamela hit the island—the first major typhoon in the area since 1962. Reconstruction costs were estimated at \$350 million, with the Navy's portion of that coming to \$125 million. Money for reconstruction is being spent for housing improvements, entertainment, athletic facilities and working spaces.

Life on the island is pleasant and varied. Military people participate in island life—evident every time the ComNav-Marianas band gives a concert at the *Plaza de Espana* or at a local school.

On the less visible side, the military and the civilian community jointly meet the island's energy requirements with a chain of power plants.

The majority of Navy civilian workers are local people. The Navy has also turned over various parcels of land to be used for agriculture, or, as in one case, for a community center. Navy wives also teach in Guam's schools.

There are other military representatives in the TTPI. Most notable among these are the Seabee and Air Force Civic Action Teams (CAT) which have worked on projects in Truk, Palau, Kusaie and Yap. In Kusaie, the Seabees built an emergency airstrip—vitaly important since the island had been accessible only by ship. In Palau, the CAT built both a road and a bridge, and an Air Force team on Truk's Fefan Island recently completed a perimeter road.

The island also benefits from Project Handclasp, with donated goods by stateside organizations. These are transported on a space available basis by Navy ships and distributed by the Navy. Various U.S. Navy ships often call at island ports, undertaking people-to-people projects as well.



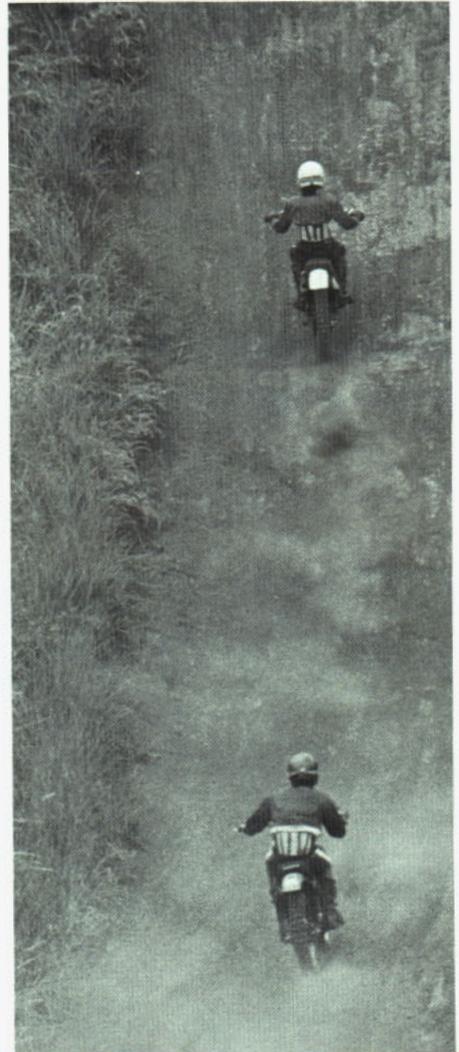


Guam may be a long way from California, but it's close to Japan, Hong Kong, Singapore, the Philippines, Taiwan and Micronesia itself. Navy people can visit Saipan to see the beautiful flame trees and countless World War II relics, Ponape for its architectural ruins, Truk for diving near the remains of the World War II Japanese Imperial Fleet, and Palau for the sheer beauty of its rock islands.

And don't forget Guam itself. The Chamorro culture has a strong Spanish influence, interesting traditions and history, friendly people and fiesta foods.

Just one of the many interesting areas the Navy calls home, Guam offers a different living experience to those used to the Continental United States. —Photos by JOCS John D. Burlage, PH2 Rob Tedder and LT Hilton.

Rugged coastlines, jungle waterfalls, motorcycles and, most importantly, the people of Guam explain why sailors leave with fond memories of this Pacific island.



Americans have a way with children





CAPT Meyers (left), Kennedy's CO, and a child from the Family of Mary Orphanage. Below: Children from the orphanage. Opposite page: Family of Mary children with Kennedy crewmen and Marines.

Everyone was there—Sailors and Marines from USS *John F. Kennedy* (CV 67), children, orphanage directors, the Mother Superior, Bishop Capano of the Naples archdiocese, *Kennedy's* skipper, Captain Lowell R. Myers, Italian dignitaries and USO personnel. They were gathered in a newly renovated recreation room of the Family of Mary Orphanage in Naples to celebrate the completion of volunteer work by *Kennedymen*, a gift of money for renovations, and the presentation of playground equipment by Marines whose "Toys for Tots" campaign had netted over \$2,000.

"Americans have always been the ones to give," Bishop Capano said. "They appreciate the use of the military for goodness."

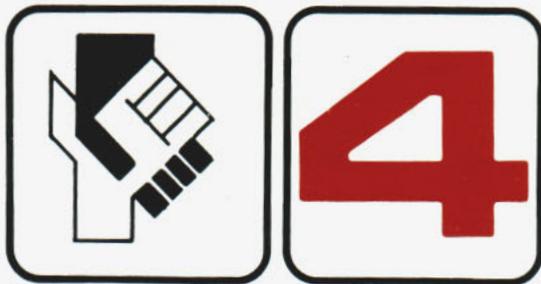
Six *Kennedymen* stayed and worked at the orphanage for more than a week. Numerous volunteers came and went to help repair whatever needed to be repaired. As Hull Technician Fireman Harold Dunlap said, "We've put on door knobs, fixed closet doors, windows, shutters, everything."

While the Mother Superior spoke of her happiness at the work done by the *Kennedymen*, Luigie Napolitano, a Naples policeman, said, "It's something she's wanted to do for years, but nobody would do it."

And when *Kennedy* arrived in Naples, a dream came true.

—Story by JO2 John Fahnley
Photos by PH3 Tyrone Ramsey





Navy Rights & Benefits

Family Assistance

In its concern for the welfare of the total Navy family, the Navy has gone beyond primary consideration of medical and health care, housing, and survivors' benefits to offer assistance in many other ways.

This fourth segment on Navy rights and benefits provides information on where Navy family members can get special kinds of family-related assistance. From interest-free loans available through the Navy Relief Society to the free care provided under the Alcohol and Drug Abuse Treatment programs, Navy people can turn for assistance to a variety of Navy-sponsored and Navy-related organizations. The address, and, in some cases, telephone numbers, of these organizations appear at the end of this segment.

Personal Services Center

A permanent change of station (PCS) transfer is a time of questions for the Navy family—What will the new area be like? What kind of housing will be available? Where will the children go to school? To respond to these questions, the Navy has established some 40 Personal Services Centers (PSCs) at stations in the United States and abroad.

These centers maintain Welcome Aboard kits describing more than 200 Navy and Marine Corps installations. Some PSCs carry similar information on Army and Air Force activities. Kits contain brochures, maps and information on housing, commissary and exchange services, schools, recreation facilities and civic activities.

Housing information tells you how to arrange for base housing in advance and how to be placed on the waiting list. Included are lists of temporary lodgings and guesthouses, motels with special rates, and mobile home parks.

You may request a Welcome Aboard

kit from your new command. Don't assume that one will be forwarded to you automatically, except in a case where you have been ordered overseas. Such welcome aboard information is furnished at the same time you receive your entry authorization into the overseas area.

Sponsor Program

Knowing what to expect and having a specific contact person at your new duty station can make the difference between a good move and a bad move. The Navy Sponsor Program can help make that difference.

Upon receipt of change of station orders, the service member should request assignment of a sponsor. The individual's commanding officer forwards the request to the receiving commanding officer for action. (See BUPERS Manual 1810580.)

The sponsor should then take all steps necessary to ensure that the incoming service member receives information about the area well in advance. The sponsor also should make arrangements to assist the new member and member's family upon arrival at the new duty station.

Legal Assistance Program

From helping Navy men and women understand an installment contract to writing a will, Navy legal assistance is available in many forms.

This free service, part of the professional help provided under the Navy Legal Assistance Program, is intended primarily as a benefit for active duty Navy members. It is extended on a limited basis to retirees and their dependents, survivors of eligible members, and to civilians employed overseas by the Armed Services.

Services provided under the Navy Legal Assistance Program include:

- Researching the law and advising Navy members with regard to rights and remedies, as well as duties and obligations.
- Preparing legal correspondence on behalf of eligible clients, negotiating with another party or his or her lawyer, and preparing various types of legal

documents including wills and pleadings.

- In some limited cases, providing full legal representation including in-court appearances on behalf of eligible personnel.

- Advice to persons with discrimination complaints under the Civil Rights Act of 1964 and SECNAVINST 5350.5 series.

Services which do not fall under the Navy Legal Assistance Program but which are provided by the Navy Legal Services Office include:

- Assigned defense counsel for members charged with criminal conduct under the Uniform Code of Military Justice (UCMJ).

- Professional advice involving UCMJ Article 15 proceedings (captain's mast).

- Professional advice regarding administrative proceedings such as admin discharges.

Advice concerning a member's privately owned business or private income-producing activity is not authorized or provided by the Navy Legal Services Office.

Chaplains

Navy chaplains are fully qualified ministers, priests and rabbis endorsed by their respective religious bodies to provide appropriate ministry to military personnel and their families.

They provide religious ministry according to the tenets and teachings of their respective religious bodies. Those who desire particular religious rites (baptism, bar/bas mitzvah, wedding, etc.) should contact their local chaplain who will assist them personally or refer them to a chaplain of their particular faith.

Pastoral care is another way chaplains assist the Navy family. The chaplain visits work areas, hospitals, and homes, and is in the field expressing care for the person and his or her adjustment to military life, interpersonal relationships or troublesome problems.

As a pastoral counselor, the chaplain can bring reconciliation and hope to those in need.

A chaplain can assist Navy people and their families in more tangible

ways, too. Working closely with Navy Relief, Red Cross and other community agencies, the chaplain can help make appropriate referrals to those channels of assistance which are needed, whether it be for financial, health, marital or emergency leave problems.

A spiritually oriented program of personal growth and spiritual development, called CREDO, is another program in which chaplains are deeply involved. It was started in San Diego, Calif., in 1971 by the Chief of Naval Personnel, and chaplains have been continuously assigned to CREDO to conduct weekend workshops, discussion groups and to foster family relationships in the various CREDO centers. CREDO also operates in Norfolk and there are plans to expand the concept to other areas.

Alcohol and Drug Abuse Treatment Programs

Alcoholism is an illness. It is preventable and can be treated. Navy studies show that two years after being treated in a Navy facility, about 70 percent of the alcoholics perform as well as or better than their peers, and are recommended for or have been re-enlisted or advanced. In addition, 90 percent of the treated alcoholics receive "good" or "excellent" performance evaluations from their commanders.

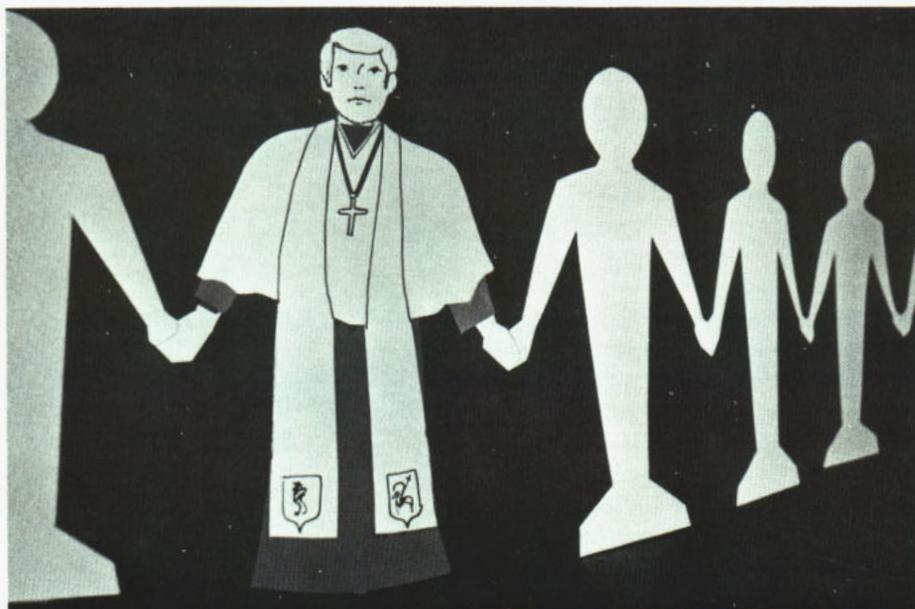
The Navy Alcohol and Drug Abuse Program (NADAP) operates world-

wide. Usually, the first step on the road to recovery for those who need help is the 53 Counseling and Assistance Centers (CAACs) which now incorporate Alcohol Rehabilitation Drydocks (ARDs). Establishment of six more CAACs is projected for FY 79.

As a division within a command, each CAAC conforms to the needs of a geographical area and remains accessible to command involvement. Although 18 CAACs do have 10-15 bed inpatient capability, primarily they screen, evaluate and conduct outpatient counseling of both alcohol and drug abusers.

Alcohol Rehabilitation Centers (ARCs), the largest treatment facilities in the program (75 beds), offer a full six-week intensive inpatient treatment approach. Professionals—with or without degrees—most of whom are recovered alcoholics on active duty, provide a blend of medical treatment, individual and group counseling, Alcoholics Anonymous involvement, therapy and education, and, if desired, spiritual reinforcement. ARCs, like all Navy rehabilitation and treatment facilities, stress a whole-life approach to recovery and encourage family participation in the rehabilitation process.

Alcohol Rehabilitation Services (ARSs) are inpatient facilities attached to hospitals. ARSs operate at 23 locations with one more planned this fiscal year. As smaller versions of ARCs, most of these units treat as many as 15 people at a time on an inpatient basis.



(Ten locations have facilities for more than 15 patients.) A hospital staff medical officer heads an ARS staffed by Navy men and women who are recovering alcoholics.

Another Navy program, Navy Alcohol Safety Action Program (NASAP), aims at early identification of alcohol abusers—possibly before they become alcoholics. NASAP pinpoints problem drinkers through arrests for driving while intoxicated (DWI) and other alcohol-related incidents such as disciplinary or performance problems.

NASAP counselors screen between 11 to 12 hundred people monthly to determine the severity of alcohol (or drug) involvement. After screening, a counselor then assigns the individual to one of two levels of action. Less serious cases, classified as Level I, attend a 36-hour off-duty education program dealing with the prevention of further alcohol abuse. (Level I consists of 80 percent of those screened). Level II—chronic problem drinkers or alcoholics—means assignment to a rehabilitative facility for treatment.

Since its inception in September, 1974, at Pensacola, Fla., NASAP has expanded to 11 major sites plus 20 command-sponsored satellites. Of the 18,000 people who completed NASAP, less than seven percent repeated alcohol-related offenses.

The Navy operates one 200-bed facility for those with drug dependency. Both professional civilian therapists and trained military counselors staff the Navy Drug Rehabilitation Center (NDRC) at Naval Air Station Miramar, Calif. As with all Navy treatment programs, the return of a patient to productive, full active duty service sums up NDRC's primary mission.

USHBP (Uniformed Services Health Benefits Plan—see *All Hands*, Jan. '79.) beneficiaries (dependents, retirees, dependents and survivors of retirees, etc.) can enter any of the Navy's rehabilitation programs on a space available basis. However, a backlog of active duty patients forces most facilities to refer applicants eligible for CHAMPUS or VA benefits to those programs.

CHAMPUS shares the cost, up to seven days, for inpatient hospital care required for detoxification during acute stages of alcoholism. Such detoxifica-

tion usually takes from three to seven days.

Benefits extended beyond this stage include inpatient rehabilitation in the hospital or other type of authorized institution. However, CHAMPUS reviews each rehabilitative stay to determine if an inpatient setting is required.

CHAMPUS limits treatment for alcoholism—detoxification and rehabilitation—to 21 days per episode. CHAMPUS shares the cost for no more than three rehabilitative stays during a beneficiary's lifetime, but places no limit on the number of inpatient stays for detoxification.

VA Alcohol and Drug Abuse Programs

Any VA hospital accepts eligible veterans with alcohol or drug dependence problems, but there are facilities set up specifically for such treatment.

VA provides inpatient hospital care for detoxification of alcohol abuse patients, as needed, with no limit as to the number of stays. VA limits drug dependent patients up to a 21-day detoxification period per episode. Inpatient and outpatient services include rehabilitation and counseling.

Navy Relief Society

The Navy Relief Society is a private, charitable organization whose sole pur-

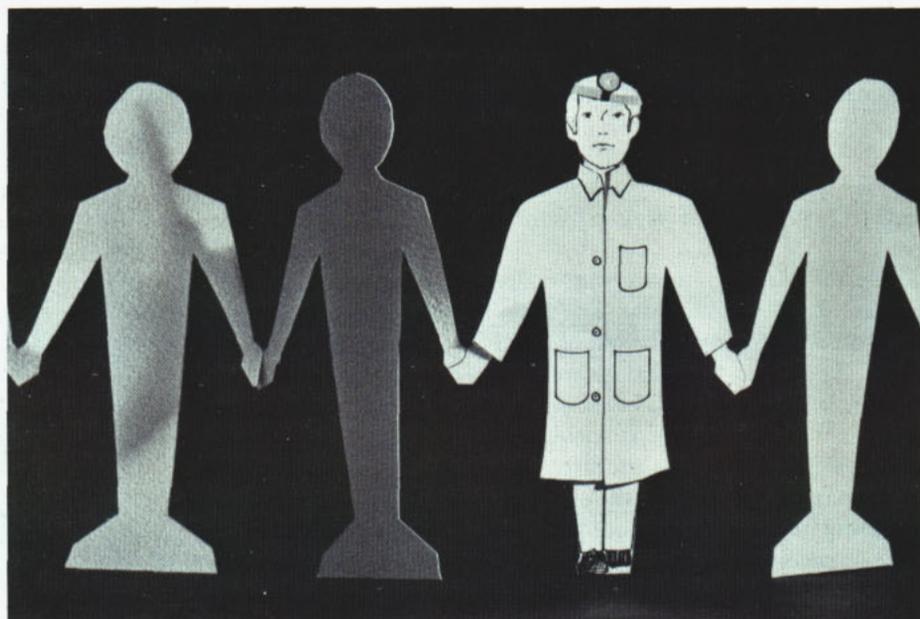
pose is to assist Navy and Marine Corps personnel, both active and retired, their families, widows and orphans in emergencies. Illness, accidents and delays in allotment checks are some of the reasons for which the Society provides financial aid.

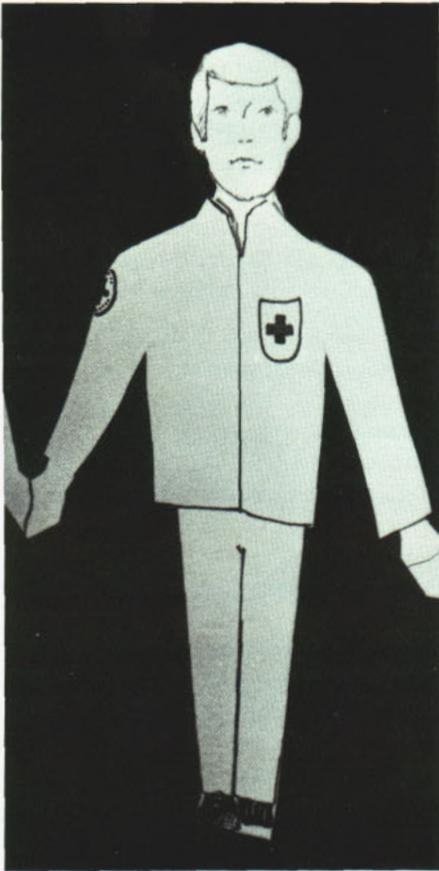
The Navy Relief Society provides grants of money or interest-free loans for emergency financial assistance and sponsors other activities such as thrift shops, budget counseling services, visiting nurses and layettes, plus interest-free educational loans.

Navy Relief is supported by an annual contribution drive throughout the Navy and Marine Corps and from the income of its reserve fund which was established following a civilian fund drive during World War II. The work of the Society is handled by a small staff and a large number of volunteers who are stationed at auxiliaries and branches at the major naval and military installations around the world.

In areas where there is no NRS activity, application assistance can be referred through the American Red Cross, which will contact Navy Relief. When the application is approved, the Red Cross is authorized to advance money to a service member in the name of the Navy Relief Society. In turn, the Red Cross is reimbursed by Navy Relief.

A similar situation is true for crew members of ships at sea. Money can be advanced by a command for emergency





transportation and the command will be reimbursed by Navy Relief when notified. The service member will be contacted later regarding payment.

If it is impossible to contact NRS through the American Red Cross, contact can be made through the Army Emergency Relief or the Air Force Aid Society offices.

For further information see the article on Navy Relief in the January 1979 issue of *All Hands*.

Navy Mutual Aid Association

The Navy Mutual Aid Association, operating continuously since 1879, provides life insurance protection for its members at as near the actual net cost as possible. It also helps surviving dependents of members obtain all government benefits to which they may be entitled.

Regular and reserve officers of the Navy, Marine Corps and Coast Guard on active duty and not more than 62 years old are eligible to join. Officers of the National Oceanic and Atmospheric Administration (NOAA) and Public Health Service, Midshipmen at the Naval Academy and Cadets at the

Coast Guard Academy may also join.

Once membership is established, it is not affected by subsequent changes in military service, such as retirement or release from active duty.

Membership in the Navy Mutual Aid Association provides an immediate estate of \$18,000 upon death of the member, no war restriction clauses, membership loans without red tape or undue delay, and repository services for valuable papers and documents. It offers the member's family an immediate payment of \$1,000 which is sent as soon as the association is notified and the remaining \$17,000 upon receipt of the death certificate. The Association also furnishes the forms and assists surviving dependents in preparing, submitting and following up claims for federal benefits.

Further information can be obtained by contacting the Navy Mutual Aid Association.

Fleet Reserve Association

Chartered in 1924, the Fleet Reserve Association (FRA) is a career organization made up of active duty and retired enlisted personnel, men and women, of the Navy, Marine Corps and Coast Guard. The association strives to support the sea services in matters of national defense, promotes and safeguards the rights of enlisted members, and encourages worthy young men and women to seek careers in the sea services.

The association has more than 300 branches and units worldwide, and there are more than 145,000 members on its rolls. The FRA assists enlisted personnel in career matters but does not attempt to influence the sea services in military decisions involving personnel. The association represents active duty and retired members on Capitol Hill and testifies before congressional groups.

The FRA lends its assistance in dealing with the Veterans Administration and other government agencies in behalf of members; maintains and operates various life and health insurance programs; awards and administers scholarships for dependent children of FRA members living and deceased; and

aids survivors of members in times of disaster.

Headed by elected officers, the association maintains its national executive offices at 1303 New Hampshire Ave., N.W., Wash., D.C. 20036 (202-785-2768)

The American Red Cross

The Red Cross, in addition to its reciprocal agreement with the Navy Relief Society, conducts a program of social welfare which includes financial assistance for naval personnel, medical and psychiatric case work and recreation services for the hospitalized.

Red Cross counselors help veterans obtain benefits to which they are entitled. In addition, they offer courses in health and safety, and provide volunteer activities for people with extra time. They also assist service members in gathering information for emergency leave and leave extensions, dependency or hardship discharges or humanitarian transfers.

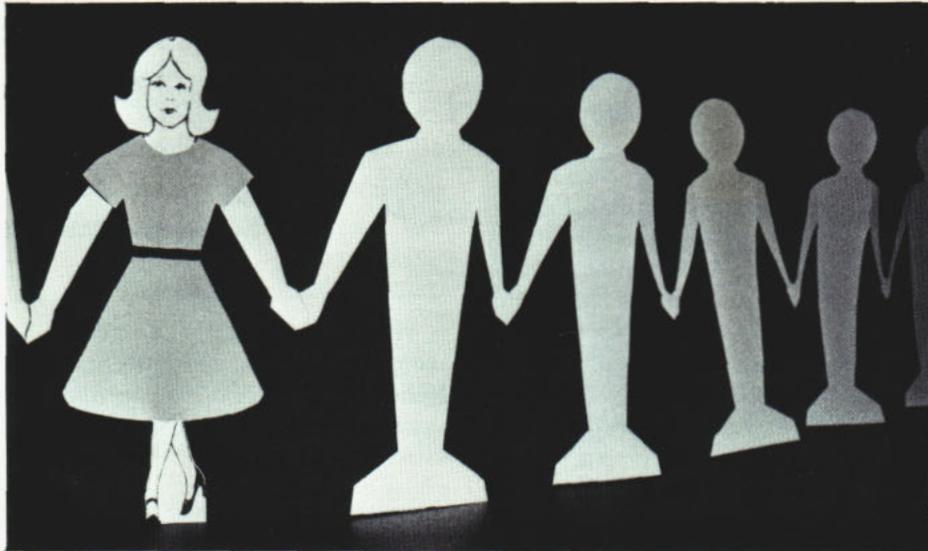
The worldwide communication network of the Red Cross helps military families contact service members overseas and at sea when emergencies warrant immediate notification.

Ombudsman Program

The Navy Family Ombudsman Program is designed to provide better, faster communication between Navy families and Navy officials. Commanding officers select ombudsmen from among the Navy spouses in their commands. The ombudsman is the official representative of the command's families and serves as liaison between them and command officials.

Wives especially should become acquainted with the local ombudsman. They should understand that the ombudsman is not a counselor or a social welfare worker and cannot offer specific advice. The ombudsman does, however, take a direct route toward finding solutions by bringing problems to the attention of the proper officials.

Other lines of communication between the Navy family and the parent command or base, other than the ombudsman program, are the family-



gram, telephone tree and CO's action line.

The familygram is a regular newsletter from the commanding officer to family and friends of crew members offering information and news about the command and its people.

The telephone tree is an informal network of command wives who pass on important information such as last-minute changes to a ship's operating schedule.

The CO's action line is a two-way communication line which may appear as a column in the command newspaper. Dependents can address questions and offer opinions directly to the commanding officer whose reply can benefit the entire command.

Navy Wives Clubs of America

Navy Wives Clubs of America (NWCA) is a national federation of wives of Navy, Marine Corps and Coast Guard enlisted personnel. It recognizes the importance of a sea service wife. The organization, chartered in 1936, is dedicated to improving life in the naval service.

Active clubs throughout the United States and overseas promote friendly relationships among wives. The clubs extend assistance to needy members and other Navy, Marine Corps and Coast Guard families, assist Navy chaplains, participate in the blood donor programs and in Navy Relief Society projects.

The NWCA also sponsors a special scholarship program for children of enlisted personnel (see section on dependent scholarships).

Wifeline Association

This volunteer Navy wives' organization serves as a clearing house for Navy families. Experienced, older members aid those wives new to the service and serve as channels of communication for all Navy wives. The Association reaches out to all Navy families in an effort to inform them, solicit opinions, and share solutions to problems inherent in Navy life.

Wifeline Association has been asked to advise in such areas as financial aid, legal counsel, moving household goods, survivor benefits and information on permanent duty stations. Actually, any Navy wife can get answers to her questions by writing or calling the Association. It operates an around-the-clock telephone answering service.

Wifeline Association provides new Navy spouses with bride's kits containing publications of special interest. These also are available through the association upon request at little or no cost. A non-profit organization, Wifeline Association depends solely on contributions.

Other Organizations

Many other organizations and government agencies stand ready to assist your family in time of need.

Veterans Administration—In addition to the drug and alcohol rehabilitation help already mentioned, the VA maintains hospitals to care for veterans who cannot afford hospital treatment or whose injuries are a result of military service. The organization handles dependency compensation for service-connected deaths, provides burial flags for veterans and administers USGLI, NSLI and SGLI insurance.

Veterans Organizations—The following organizations also provide information concerning claims and help process them: Disabled American Veterans (DAV), American Veterans of World War II (AmVets), Jewish War Veterans (JWV), Non-Commissioned Officers Association (NCOA), American Legion, Veterans of Foreign Wars (VFW), Blinded Veterans Association (BVA), Congressional Medal of Honor Society of the U.S., Legion of Valor of the U.S.A., Marine Corps League, Military Order of the Purple Heart, Paralyzed Veterans of America, Inc., United Spanish War Veterans, Veterans of World War I of the U.S.A., Inc., American Veterans Committee, Army/Navy Union of the U.S.A., Catholic War Veterans of the U.S.A., Coast Guard League, Disabled Officers Association, Military Order of the World Wars, Regular Veterans Association, United Indian War Veterans.

State Veterans Commissions—Most states maintain veterans' organizations which supervise their particular programs. They can help with federal and state employment assistance, state bonuses (if any), education assistance, land settlement preference and other benefits. These organizations can usually be found under the state government listings in the telephone directory.

Social Security Administration—Social Security provides continuing financial assistance to survivors of deceased members. Retirees drawing military retirement also are eligible to draw Social Security at the appropriate age. Your local Social Security office can provide you with details.

Decedent Affairs Branch, Bureau of Medicine and Surgery—Provides for the interment of deceased members and the transport and escort of the remains to the burial site. This service is usually

coordinated through the Navy Regional Medical Centers.

Casualty Assistance Branch, Naval Military Personnel Command—Coordinates the Casualty Assistance Calls program. Notifies next-of-kin of service members who die or become seriously ill or injured. Provides guidance and counseling on matters relating to survivor benefits.

Remember, all of these organizations are available to help you. Family assistance is an important right and benefit, and that is the foundation for the existence of these organizations.

Department of Defense Dependent Schools

Standardized schooling for overseas dependents is a relatively recent development. Before 1946 it was the parents' responsibility to provide for their child-

ren's education no matter where the military member was stationed. Private schooling could be arranged, or children could be taught at home, tutored or domiciled in the U.S. to continue their education.

In 1946 the Navy opened its first overseas school in Guantanamo Bay, Cuba. During the next few years schools operated by the different branches of the service sprung up throughout the world.

In 1965, with the full support of all the services, a unified dependents school system was established with each branch assigned a specific geographic area. As the system grew, many changes were made and the Department of Defense Dependent School System was created by Congress in July 1976.

The Department of Defense Dependent School System (DODDS) ranks as the 11th largest U.S. school system with more than 130,000 students attending

261 schools scattered throughout 22 countries.

Under this standardized system, transition between dependent schools and stateside schools is relatively easy. The upheaval that sometimes interferes with the educational development of a child is lessened.

In addition to standard curricula, some dependent schools offer special education classes for mentally, physically or emotionally handicapped children.

Remedial reading specialists are assigned to larger schools to aid teachers in improving student communication skills. DODDS also provides correspondence courses for those who cannot attend school, including the severely handicapped or students living in remote areas where there are no facilities.

In locations where the student popu-



Where Navy People Can Get Help

lation is scattered, DODDS operates 10 secondary schools with adjoining dormitories. These schools are staffed with dormitory counselors who are fully qualified instructors and provide substitute-parent supervision to the high school age dependents. When homes are more than one hour's commuting distance from the school, students live in the dormitories Monday through Friday. If their homes are more than two hours away, they live in the dorms during the school year with vacation breaks at Christmas and Easter.

Department of Defense Dependent Schools have proven their worth. Latest test results indicate that, as a group, students in military dependents schools scored higher on achievement tests than a sampling of public school students in the continental United States.

Dependent Scholarships and Educational Aid

More than 20 Navy-oriented organizations currently sponsor scholarships or offer aid for study beyond the high school level. Sons and daughters of Navy, Marine Corps and Coast Guard members and former members are eligible for these scholarships or aid.

The Naval Military Personnel Command (NMPC 711C) administers the Dependent Scholarship Program and processes applications. The scholarships, which are funded by sponsoring groups, are usually awarded on the basis of scholastic achievement, character, and financial need. Selection committees of the sponsoring groups select and notify the recipients.

The Scholarship Pamphlet (NavPers 15003 series) contains a wealth of information on the Dependents Scholarship Program including requirements for eligibility. The pamphlet and applications are available upon request. Information about the following year's program is usually available in December and the application deadline is March 15.

Another source for educational aid is the Navy Relief Society Educational Fund. Interest free loans up to \$1500 per year are provided for college education, vocational training or preparatory work for a state or national service academy. Selection is based on financial need and scholastic aptitude. Information, eligibility requirements and applications are available from the Navy Relief Society, after December 1 annually. Application acceptance deadline is March 15.

Chief of Chaplains (OP 01H)
Department of the Navy
Washington, D.C. 20350

Navy Family Ombudsman Program
Naval Military Personnel Command
(NMPC-71)
Department of the Navy
Washington, D.C. 20370

Department of Defense Dependent Schools
Hoffman 1, Room 152
2461 Eisenhower Ave.
Alexandria, Va. 22331

Dependents' Scholarship Program
Naval Military Personnel Command
(NMPC-71)
Department of the Navy
Washington, D.C. 20370

Navy Relief Society Headquarters
801 N. Randolph St., Room 1228
Arlington, Va. 22203
Telephone (202) 696-4904, Autovon 226-4904

American Red Cross National Headquarters
17th & D Sts. N.W.
Washington, D.C. 20006

Navy Wives Clubs of America
P.O. Box 6971
Washington, D.C. 20032

Navy Wifeline Association
Washington Navy Yard, Bldg. 210
Washington, D.C. 20374
Telephone (202) 433-2333, Autovon 288-2333

Navy Mutual Aid Association
Navy Department
Washington, D.C. 20370

Fleet Reserve Association
1303 New Hampshire Avenue, N.W.
Washington, D.C. 20036

Decedent Affairs Branch
Bureau of Navy Medicine and Surgery
Department of the Navy
Washington, D.C. 20372

Casualty Assistance
Naval Military Personnel Command
(NMPC 732)
Department of the Navy
Washington, D.C. 20370



Petty Officer Academy

STORY BY JO2 GLENN R. AMATO

The USS *Fort Fisher*, a dock landing ship homeported at San Diego, has developed a petty officer academy for second, third and designated third class petty officers.

"Our petty officer academy gives our people a foundation to develop abilities as leaders," said Commander Frank Gamboa, then the ship's commanding officer. "They've been exposed to these (leadership) theories before, but very little has been made relative to the local command." *Fort Fisher* tailored the petty officer academy to her mission, organizational structure and shipboard environment.

The academy, a five-day program during which students are not on the watchbill or in a duty status, begins with a thorough briefing on the *Fort Fisher's* mission. Representatives from various departments then acquaint students with their areas and answer questions from the class.

"Briefings are necessary because all petty officers should be a reference point for their men," CDR Gamboa said. "They've got to know their ship's resources. Petty officers are leaders and every leader needs this basic information before moving on."

Moving on is just what the petty officer academy is all about. Topics include approaches to leadership, human behavior, perception, coping with stress, and essentials of person-to-person communications. The instructors, *Fort Fisher's* chief and first class petty officers, are free to develop and implement their own techniques.

Lieutenant Robert Bovey Jr., who teaches work planning, feels the academy is necessary because many men—particularly those advancing from seaman or airman to third class—

don't know how to handle themselves or their new duties.

"These new petty officers are afraid of alienating their friends," Bovey said. "They don't want to appear authoritarian, and yet they know that the work needs to be done."

Senior Chief Engineman Ralph McLeod concurs. "The men need to consider the size of their work crew and the availability of tools before they start making any concrete plans."

As the academy's week progresses, courses in problem-solving, decision-making, professional conduct and petty officer behavior are included. Instructors adapt their own teaching style to the course outline, bringing their own expertise to the class.

"One of the basics of problem-solving involves trusting your men to do their jobs," said Commander Eugene Bailey, the ship's executive officer. "When the crew is trusted and respected as much as its leaders, they're going to contribute more."

CDR Gamboa and the instructors say it's difficult to measure the all-important results. However, phrases like "more enthusiasm on the part of

petty officers" and "increased self-confidence" pop up regularly in conversations.

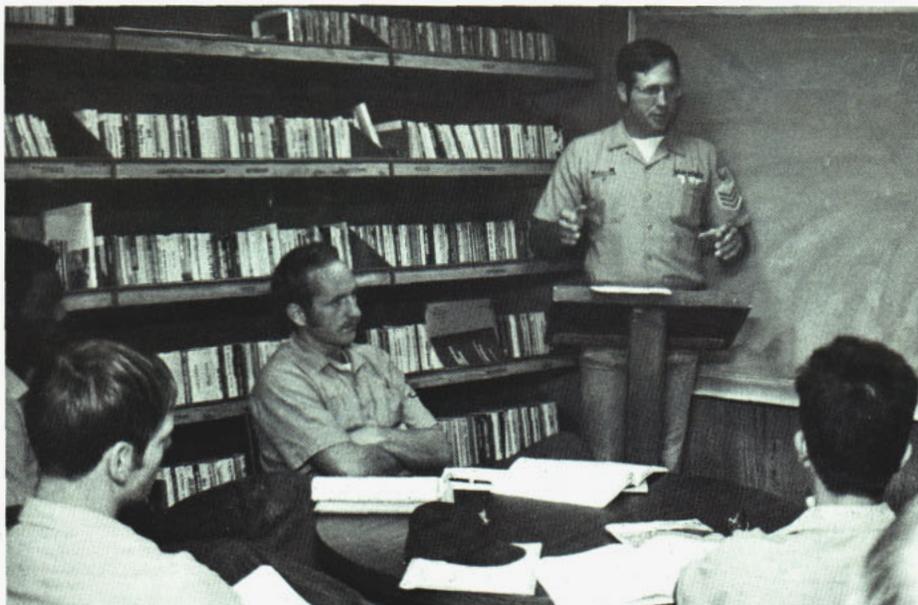
Presented to groups of 10 to 12 students, the course was developed from Navy leadership and human resources management publications, textbooks and formal school course outlines.

"The petty officer academy," CDR Gamboa said, "shouldn't be looked at as a grind. The students come from different parts of the ship. Some may not have the slightest idea what others do. The interactions in the various classes help to make the petty officer academy a sound learning experience."

"Our goal is to enroll every junior petty officer," the skipper said. "So far about 65 men have 'graduated.'"

A formal graduation is held at the end of the course, a list of the graduates is published in the plan of the day, and appropriate notations are made in each man's service record.

Good news seems to be moving at the speed of light. So far two ships and two aircraft squadrons have used *Fort Fisher's* material and have established petty officer academies tailored for their individual needs.



— Photo by PH1 John H. Greenwood

Mail Buoy

Marines at Sea

Since publication of the feature, "Marines at Sea," in the November 1978 issue of ALL HANDS, additional information has been received concerning requirements for selection to attend Sea School at the Marine Corps Recruit Depot, San Diego, Calif.

An applicant for Sea School and subsequent assignment to a ship's Marine Detachment must:

- be a U.S. citizen
- be of grade corporal or below
- have a good service record
- meet certain grade percentiles in various recruit training areas.

At one time, only members from the top 20 percent of recruit training companies were selected for assignment to Sea School. This requirement has since been dropped.

Complete details on the Sea School program are found in MCO 1300.20E.

Confusing Terms

SIR: As a CHAMPUS advisor at the Naval Hospital, Whidbey Island, Wash., I am frequently confronted with comments and published articles pointing out the negative and confusing aspects of the CHAMPUS program. However, on a comparative basis, I have found it much better and less

costly than most other insurance plans.

As for the confusion factor, it usually results from the fact that the CHAMPUS regulations, like any other insurance regulations, are written in technical form and are generally presented to the public in that same technical form.

The main areas of confusion seem to stem from only a few basic questions, such as "When can you use CHAMPUS? When do you need preauthorization? What is meant by a 'participating provider?' What is the allowance charge? And, how do these things affect what you pay?"—HMI Wayne C. Francis.

• *We agree that there is a "confusion factor" surrounding CHAMPUS. To help eliminate misunderstanding and to show the benefits of CHAMPUS, we have made it the subject of the second segment in our series on Navy Rights and Benefits. In that article (see January 1979 issue, ALL HANDS) we also point out the part played by CHAMPUS advisors in clearing up misunderstandings.—ED.*

Three Corvins

SIR: I am a crew member aboard the guided missile cruiser *Biddle*, having 33 months aboard as I write.

In October 1977, my brother John reported for duty. He will be serving on *Bid-*

dle until August 1981. Towards the end of January we have a third brother, Allen, who will be aboard.

We are curious as to the last time three brothers served together on the same ship. Is there another ship in the fleet today with this combination?—Rick Corvin OS3, USN.

• *We have no way of telling whether there are other ships in the fleet with three-brother combinations. If there are, perhaps they'll get in touch with us.—ED.*

Reunions

• *USS Ashtabula (AO 51)—Reunion for all World War II shipmates Aug. 17-19, 1979, in Huntington Beach, Calif. Contact David R. Todd, 7244 Hillside Ave., Apt. 101, Hollywood, Calif. 90046.*

• *Attack Squadron 106 (VA 106)—Reunion May 1979 in Orlando, Fla. Contact Frank G. Clark, 1920 Tahiti Pl., Kissimmee, Fla. 32741.*

• *Destroyer Squadron 48—Reunion Aug. 8-12, 1979, in Shawnee, Okla., for shipmates of USS Kidd Association, Inc., Destroyer Squadron 48. Anyone who served in the following ships is welcome to attend: Walker (DD 517), Abbot (DD 629), Erben (DD 631), Hale (DD 642), Stembel (DD 644), Bullard (DD 660), Kidd (DD 661), Black (DD 666) and Chauncey (DD 667). Contact Harold F. Manning, 310 E. 8th St., Kewanee, Ill. 61443.*

• *U.S. Naval Test Pilot School—Thirty-first reunion and symposium at Patuxent River, Md., April 28, 1979. Alumni are asked for papers on current test projects for presentation at the symposium. Contact LT P.R. Kluever, U.S. Naval Test Pilot School, Naval Air Test Center, Patuxent River, Md. 20670.*

• *USS North Carolina (BB 55)—17th reunion June 26-29, 1979, in Wilmington, N.C. Contact Alton H. Starling, 10839 Hampton Rd., Jacksonville, Fla. 32217.*

• *Seabees—30th Naval Construction Battalion reunion May 25-28, 1979, in Scranton, Pa. Contact Marion Bevilacqua, 111 S. Main Ave., Scranton, Pa. 18504.*

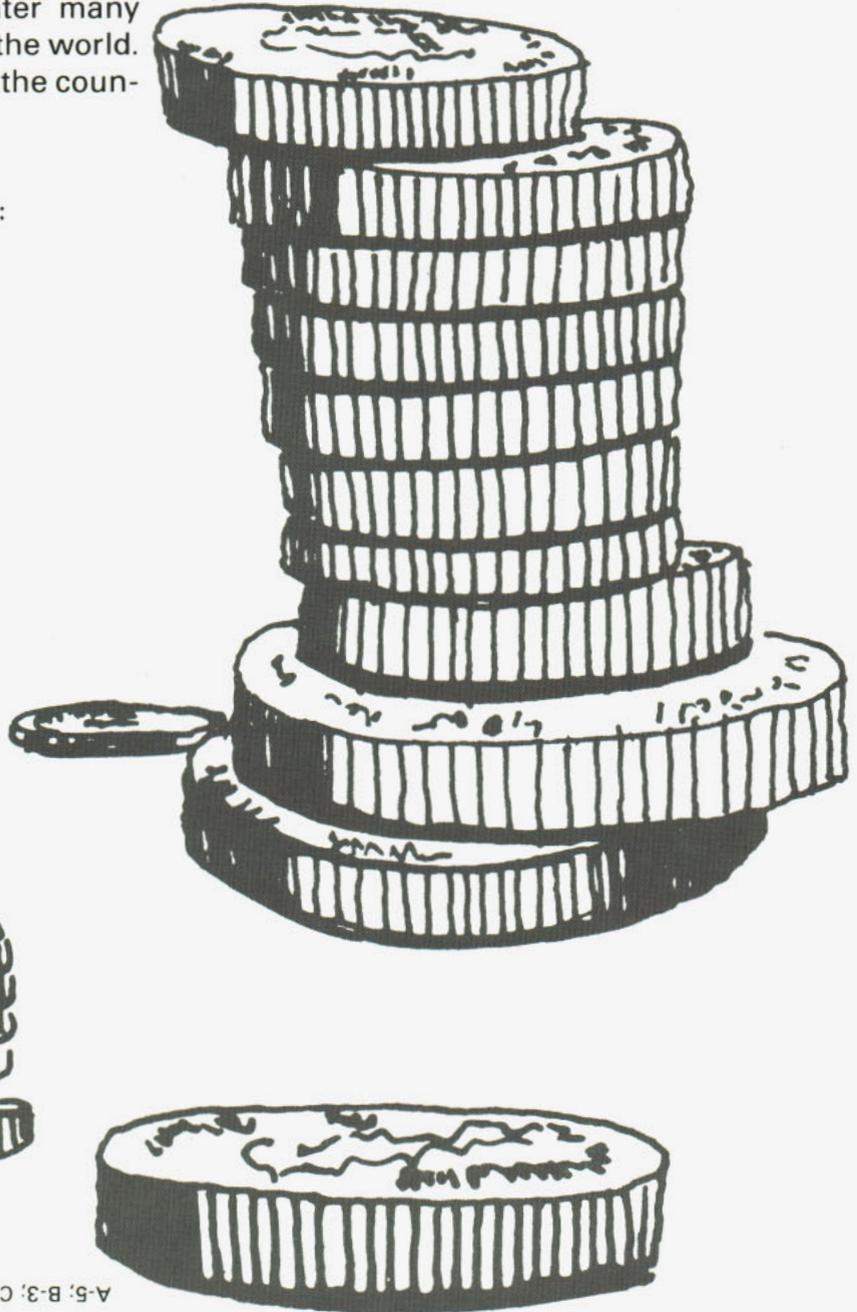
• *Seabees—115th Naval Construction Battalion reunion July 26-29, 1979, in Chicago, Ill. Contact Edward C. Plummer, 5023 E. Naomi St., Indianapolis, Ind. 46203.*



Stern Shots

Men and women of the Navy encounter many strange currencies in their travels around the world. Can you identify the currency belonging to the countries listed below?

- | Country: | Currency: |
|-------------------|-----------------|
| 1. Brazil | ___ A. yen |
| 2. Greece | ___ B. krona |
| 3. Iceland | ___ C. dinar |
| 4. Italy | ___ D. escudo |
| 5. Japan | ___ E. dollar |
| 6. Panama | ___ F. cruzeiro |
| 7. Philippine Is. | ___ G. peseta |
| 8. Portugal | ___ H. drachma |
| 9. Singapore | ___ I. balboa |
| 10. Spain | ___ J. bolivar |
| 11. Tunisia | ___ K. peso |
| 12. Venezuela | ___ L. lira |



Answers: A-5; B-3; C-11; D-8; E-9; F-1; G-10; H-2; I-6; J-12; K-7; L-4

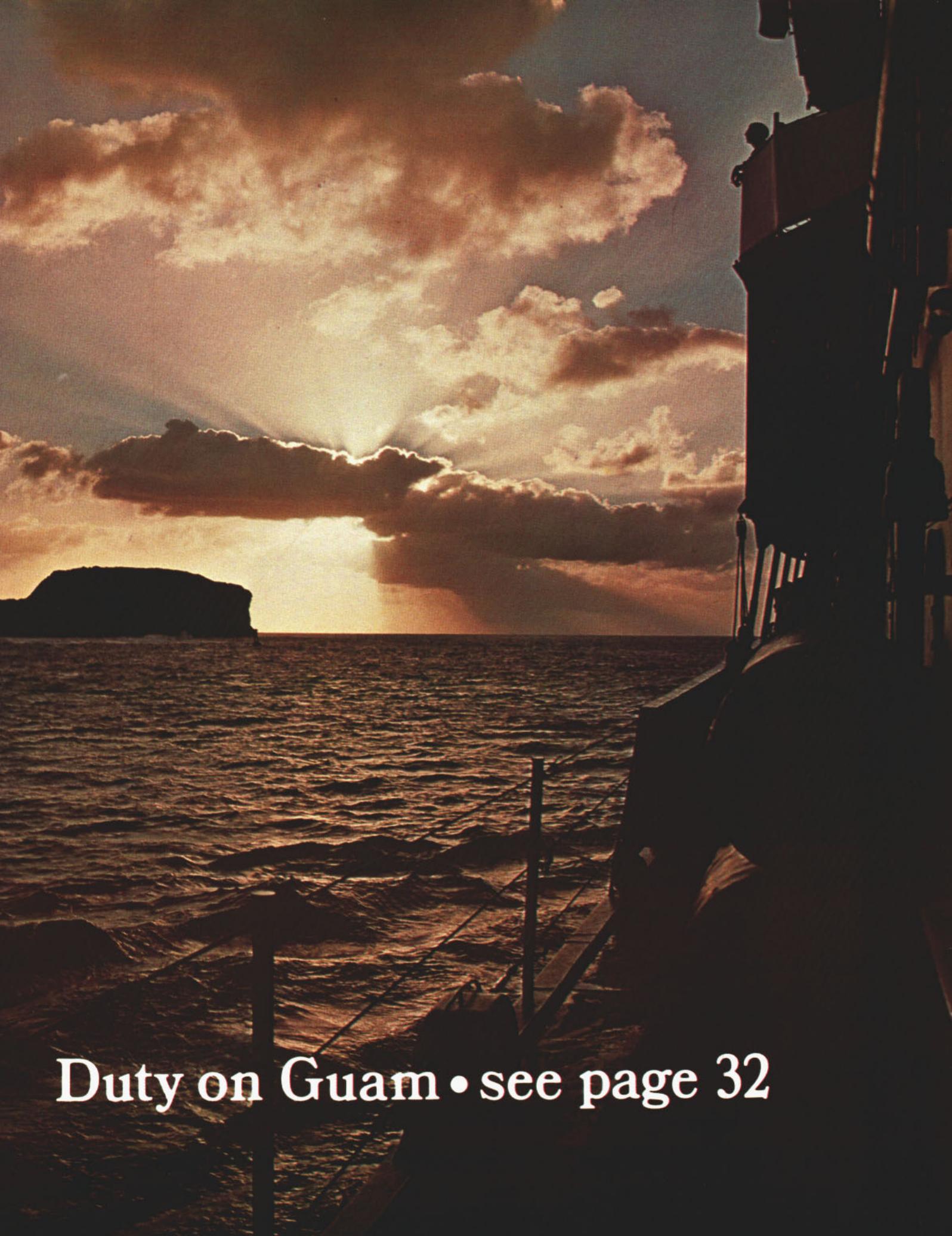
All Hands, the magazine of the U.S. Navy, published for the information and interest of all members of the Naval service, is issued monthly by the Office of the Chief of Information, Room 2E-329, Pentagon, Washington, D.C. 20350. Issuance of this publication is approved in accordance with Department of the Navy Publications and Printing Regulations P-35 (revised January 1974). Opinions expressed are not necessarily those of the Department of the Navy. Reference to regulations, orders and directives is for information only and does not by publication herein constitute authority for action. All original material may be reprinted.

ORIGINAL ARTICLES and information of general interest may be forwarded addressed to the Editor, All Hands, Print Media Division, Navy Internal Relations Activity, Hoffman #2, 200 Stovall St.,

Alexandria, Va. 22332.

DISTRIBUTION: All Hands is distributed to all Navy activities on the Standard Navy Distribution List (SNDL) on the basis of one copy for approximately six naval officers and enlisted personnel on active duty. Limited distribution to Marine Corps activities is effected by the Commandant.

PERSONAL COPIES: The magazine is for sale by Superintendent of Documents, U.S. Government Printing Office, Wash., D.C. 20402. The rate for All Hands is \$1.50 per copy; subscription price is \$18.00 a year, domestic (including FPO and APO address for overseas mail); \$22.50, foreign. Remittances should be made payable to the Superintendent of Documents and forwarded directly to the Government Printing Office.



Duty on Guam • see page 32