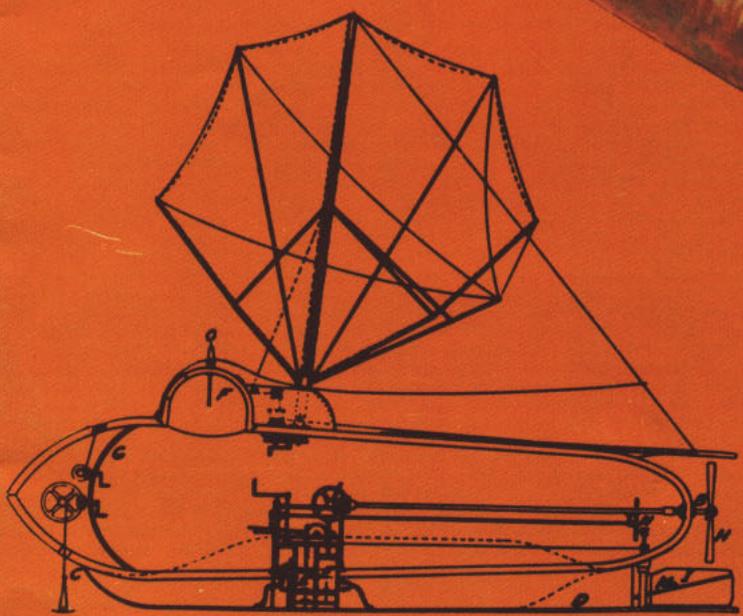
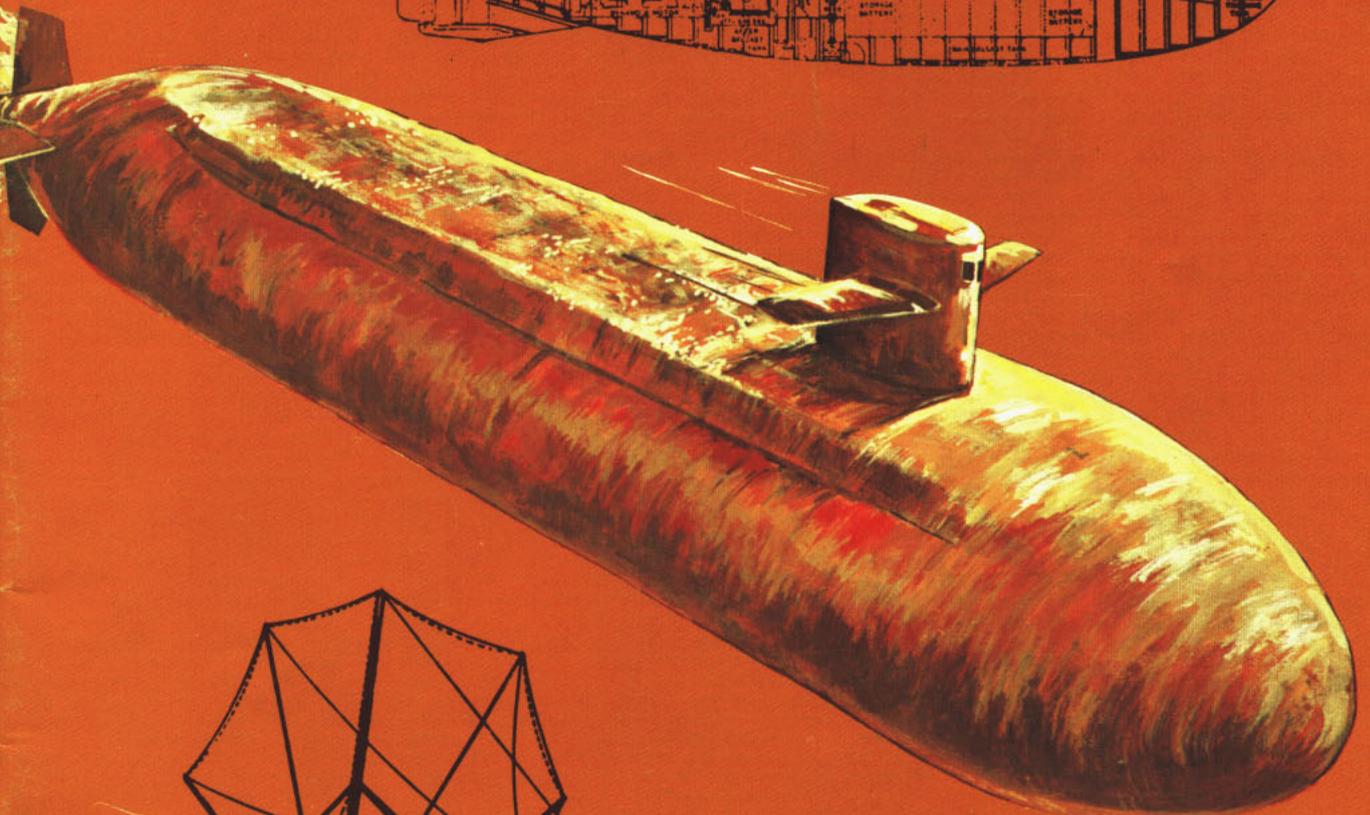
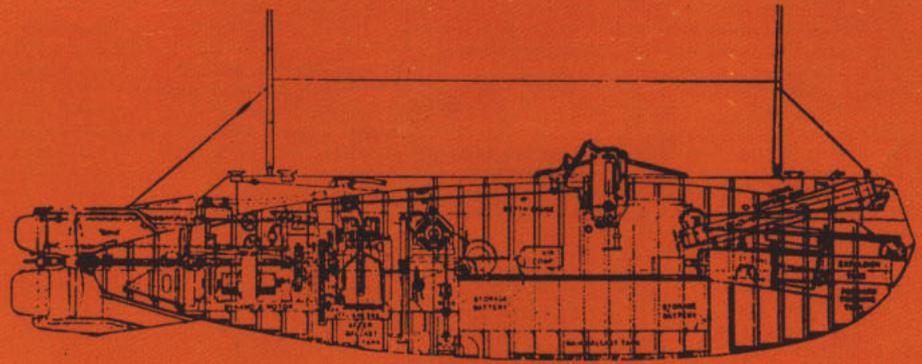


ALL HANDS



in this issue:
TRIDENT

FEBRUARY 1975



ALL HANDS

MAGAZINE OF THE U. S. NAVY — 52nd YEAR OF PUBLICATION

FEBRUARY 1975

NUMBER 697

ADMIRAL JAMES L. HOLLOWAY III, USN

Chief of Naval Operations

REAR ADMIRAL WILLIAM THOMPSON, USN

Chief of Information

CAPTAIN RALPH L. SLAWSON, USN

Officer in Charge, Navy Internal Relations Activity

TABLE OF CONTENTS

Features

The Trident Story	2
Duty at Holy Loch	8
Midway in the Orient.	14
Cultural Shock: How to Recognize It.	18
Leadership Management	20
Let Fred Do It!	24
How To Mail a Letter	28
Four Decades of Proud Tradition	32
The Navy Coxswain Who Returned With MacArthur	36
Rangers Call SAR to the Rescue	44
Project Engineer—Warrant Officer on a Shipyard Assignment	48
Duty With Oceanographic Unit Four	50
Way Down South in Dixie	60

Departments

From the Desk of MCPON	38
Navy News Briefs	40
Profiles of the Fleet	52
Navy Humor	63
Taffrail Talk	64

John A. Oudine, Editor

Associate Editors

John Coleman, News
Ann Hanabury, Research
Michael Tuffli, Art
E. L. Fast, Layout

Writers: JOC Marc Whetstone, USN; JO1 Tom Jansing, USN; RESEARCH: Edward Jenkins; ART AND LAYOUT: JO2 Davida J. Matthews, USN.

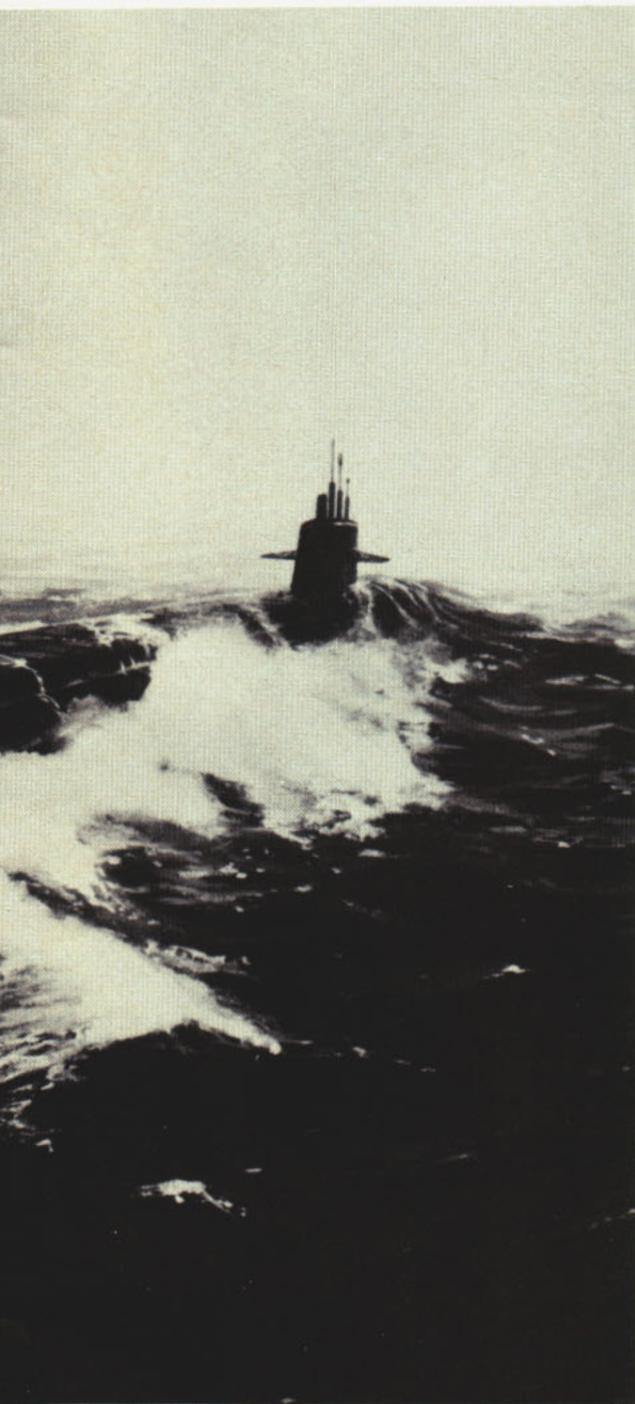
FRONT AND BACK COVER: TRIDENT: An artist's conception of the Trident submarine is featured in color, in center of front cover, along with line drawings of early submarines. Lower left, Robert Fulton's Nautilus, 1800; upper right, USS Holland (SS 1), 1900; line drawings on back cover, top to bottom: overhead, interior and profile views of David Bushnell's Turtle, 1776. Front cover art and design concept by Chief Journalist William G. Clark, USN. Line drawings of early submarines, courtesy of National Archives and Naval Photographic Center. Back cover art, showing inventor John P. Holland in conning tower of first submarine purchased by the Navy, is a color adaptation by former Draftsman 2nd Class Kenneth Cassady, USN, of a photo taken around 1900.

Inside front: Silhouette of F-14A Tomcat cockpit and pilot during launching operations aboard USS Enterprise. Photo by PH2 Eric Rosemann.

THE TRIDE



NT STORY



The new *Trident* undersea nuclear weapons system, with its longer-range missiles, larger submarines, and complete U. S. "home ports," will increase combat readiness and cut operating costs of the Navy's FBM force—and it will also make life a lot better for submarine crews.

The *Trident* missile (the entire weapons system, including submarines, missiles, and base, is named "*Trident*") will be capable of reaching enemy targets from both the Atlantic and Pacific Oceans—thus making expensive overseas ports unnecessary for *Trident* submarines.

The new *Trident* submarine together with its missiles will be accommodated at a new complete facility located at the current site of the Bangor Annex, Naval Torpedo Station, Keyport, Wash. The new base, scheduled to become operational along with the *Trident I* missile and the first *Trident* submarine in 1978, will be the first home port for the planned *Trident* fleet. There the *Trident* submariners and the shore-based support personnel will be manning and maintaining the Navy's all new strategic weapon system designed to assure the survivability and reliability of the United States deterrence capability against nuclear war right into the 21st century.

The *Trident* System now under acquisition was decided on only after the Navy had studied over 100 different approaches to improving the capabilities of our FBM force in the face of constant efforts by potential enemies to develop ASW (antisubmarine warfare) systems capable of neutralizing or destroying it. Planning was based on the most recent accomplishments of potential adversaries, such as helicopter-equipped ASW ships, new surface and submarine sonars, and naval air improvements, as well as what could likely be achieved in the foreseeable future.

The capability of counteracting sudden ASW technological breakthroughs by a potential enemy has been provided for by keeping the size of *Trident I*, first in the *Trident* missile series, small enough to fit into our present *Poseidon* subs. *Poseidon* subs armed with *Trident I* missiles could then operate in either the Atlantic or Pacific due to the increased missile range, 4000 nautical miles as opposed to the present 2500. Both the *Poseidon* missiles and *Trident I*'s have MIRV capability.

Trident outward bound—Artist's conception graphically conveys size, power and speed of *Trident* submarine breaking through water.

THE TRIDENT STORY

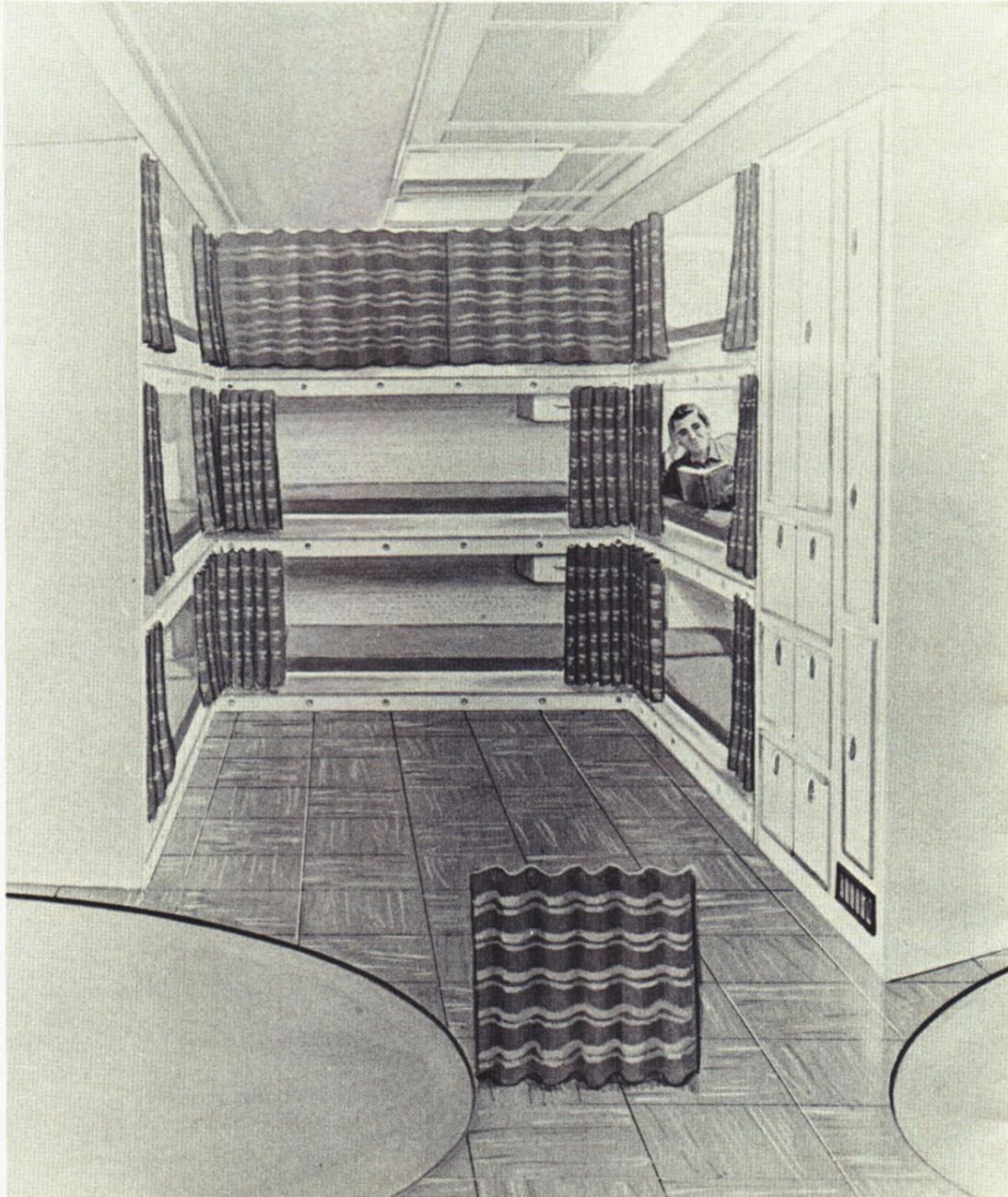
Thus, *Poseidon* submarines would survive as a deterrent and enhance our strategic capabilities.

The increased range would put potential enemy targets within reach from the area of Bangor itself. But the *Trident* subs (or *Trident I*-fitted *Poseidons*) would have over four times the ocean area of present *Polaris*/*Poseidons* to hide in while keeping those targets within range.

To make it even tougher on an enemy, the increased

range makes it possible to select patrol areas with seasonal storms, a wide variety of ocean-produced sounds, or other phenomena to blunt detection efforts of improved acoustic ASW sensors which potential enemies now have. The *Trident's* new long-range sonar system, combined with the sub's greater speed, quiet reactor, power plant and other systems, will give increased ability to detect and evade.

Pacific basing will confront potential enemies with the need for a large, expensive two-ocean ASW system, which experts say could not be effective because of lack of bases near the U. S. coast.



The longer range is good news for the taxpayer, who won't have to pay the price for long, expensive supply lines to overseas bases. And because each *Trident* can carry 24 missiles, eight more than *Polaris/Poseidons*, fewer subs will ultimately be needed to keep the number of missiles at sea within agreed-upon international arms limitations.

But the range factor will also allow *Trident* crews more time with their families. The crews will be able to live with their families during refit and advanced training periods, since the Bangor base will include refit capability, missile support, shore-based technicians, and training schools, as well as living quarters and other facilities.

The Navy is expected to build 400 family housing units at Bangor during 1976-77 for married *Trident* crewmen and shore-based support personnel. Bachelor crew members will have permanent shore quarters for "off" periods, along with storage of civilian clothes and other items while at sea.

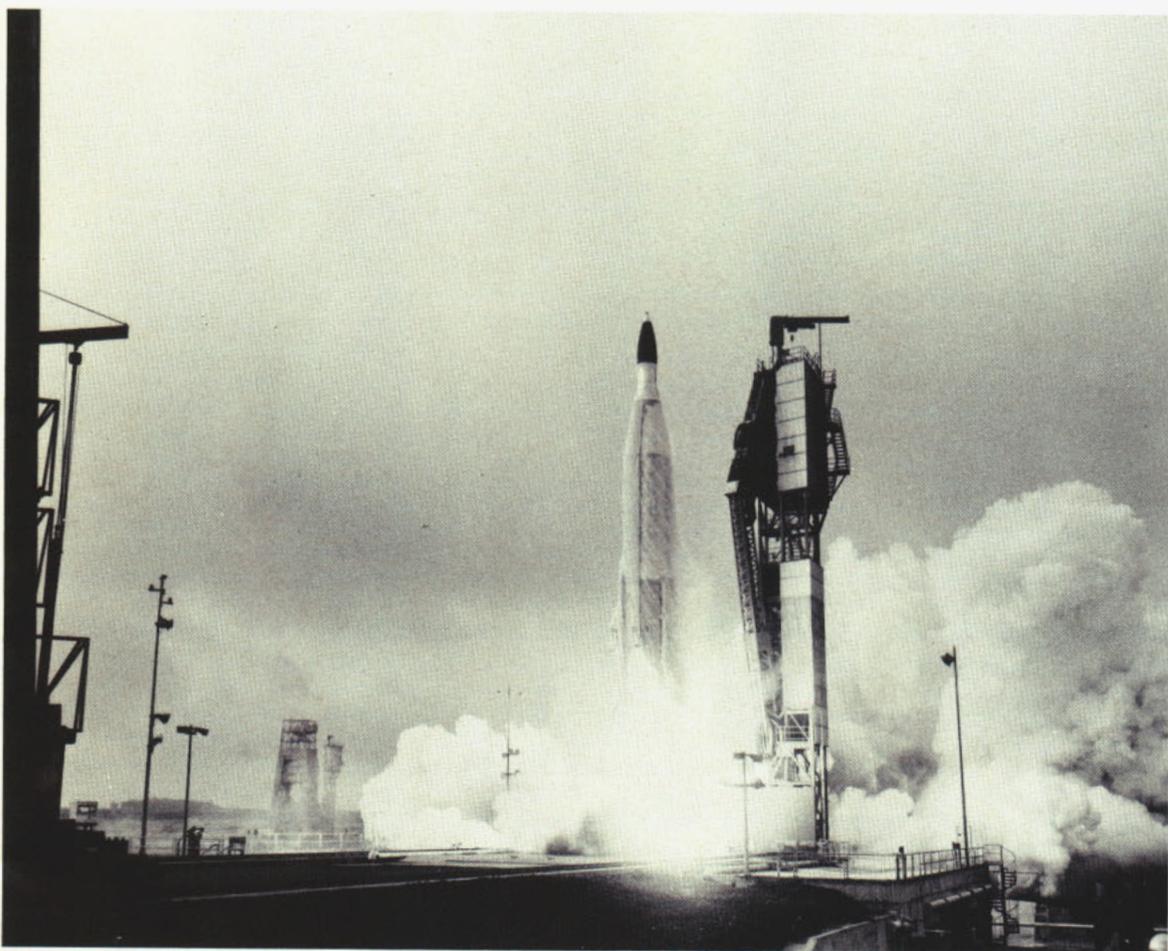
And the *Trident* sailors will also be more comfortable at sea. The *Trident* sub's size, 560 feet, or 135 feet longer than the largest *Poseidon* submarine, allows space for curtained-off, nine-man bunk areas with a large locker under each individually curtained bunk. Even though crewmen on patrol will wear "Polaris

Pajama" overalls, there will be hang-up space for the Navy's new dress uniform.

Each *Trident* will also have a full-time crew's lounge, library, study area, and a "gym" with exercise equipment. (Submarine food has always been rated above average and the exercise gear will help sub sailors work off excess calories.) *Polaris/Poseidon* subs also have these facilities, but size limitations work against full-time use of these spaces for such purposes.

The *Polaris-Poseidon* "Blue and Gold Crews" concept will be continued in *Tridents*. When a crew returns from patrol, it will immediately turn the sub over to the other crew and go on a four-day liberty. Then the

Far left: Nine-man rooms with individually curtained beds will have both under-the-bunk and hang-up lockers. The extra space is possible because *Trident* subs will be 135 feet longer than present SSBNs. Below: Part of the Navy's *Trident* submarine-launched, long-range missile system takes a ride down the western test range on an Atlas booster rocket from Vandenberg Air Force Base in California. The *Trident* experimental reentry vehicle atop the Atlas was tested as part of the *Trident* supplementary flight test program.



THE TRIDENT STORY

"off" crew will return and help the "on" crew with the refit. But the returned crew will stand no watches, working a normal weekday schedule. *Trident* planners say the refit workload will be cut with both crews participating and with more shore-based personnel helping with the on-board work. Having the refit facility at the same site as the training schools allows "off" crew officers and leading POs to plan work closely with base personnel.

Refit periods will be shorter but more productive. The *Trident* submarine was designed for ease of maintenance and operational efficiency. Large hatches will accommodate equipment replacement, and equipment itself is designed to be more accessible. These factors, plus planned replacement programs, will shorten "turnaround" time which, when combined with increased periods between overhauls, will give each ship an increased patrol availability.

All this, along with the two crews plus a team of participating shore technicians, will eliminate one of the

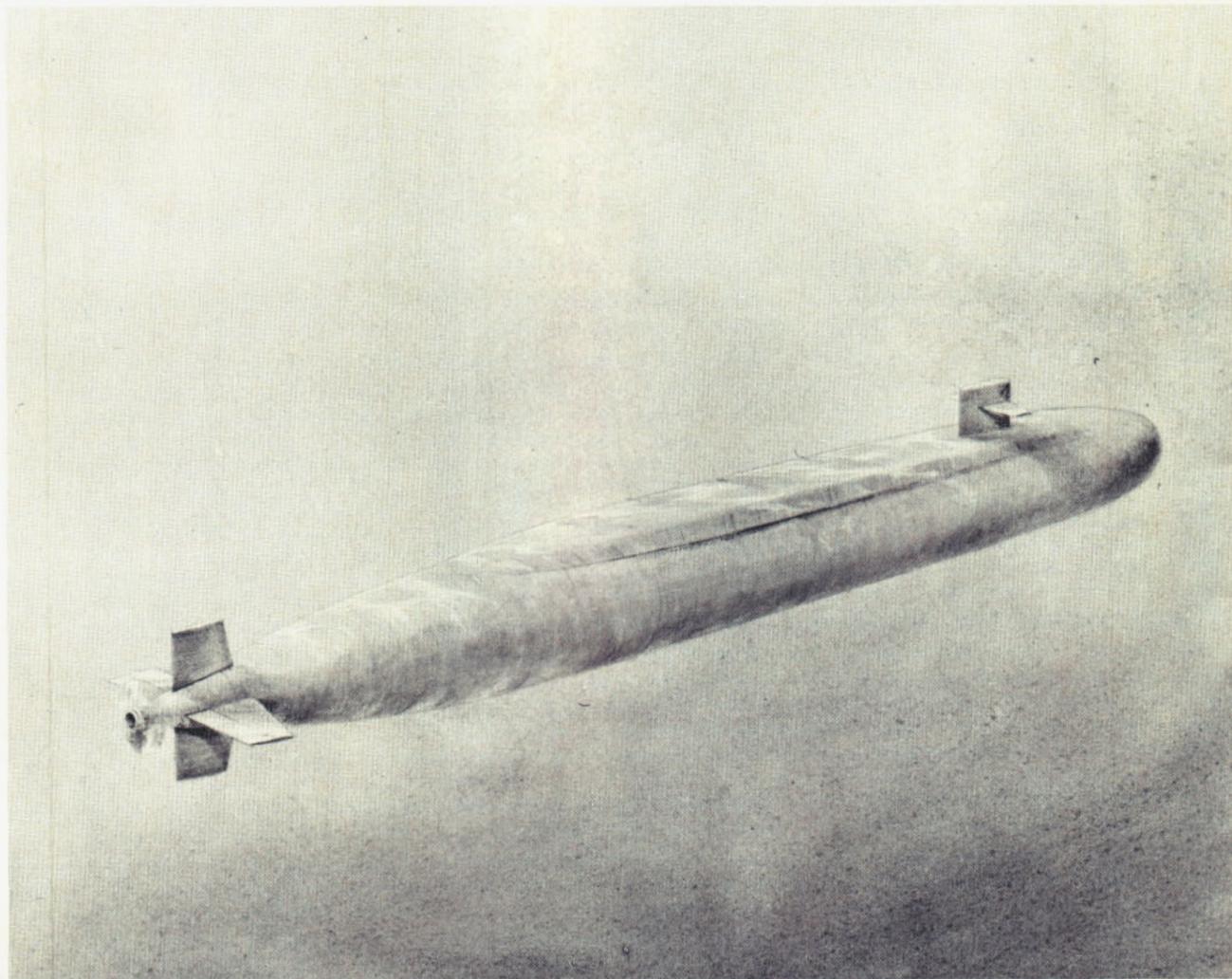
present sub force problems: a very heavy workload for a single crew during refits. After rest and recreation, the "off" crew will then return for a seven-week training period (as present crews do).

These better living and working conditions will be possible even with *Trident* subs carrying out longer sea patrols than present *Polaris/Poseidon* patrols. *Trident* crews will have longer periods "in" as compared to present crews, adding up to a lot more time off.

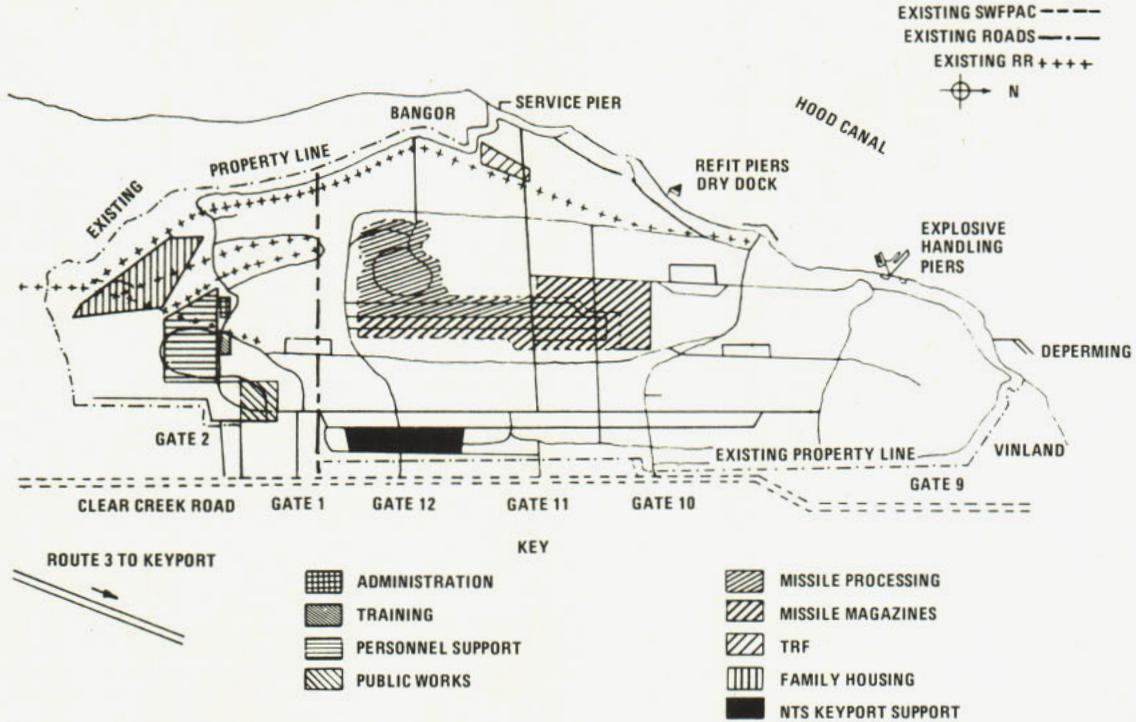
Tridents will have only slightly larger crews, 14 officers and 136 enlisted men (*Polaris/Poseidons* have 13 officers, 124 enlisted men) although one officer billet, for a doctor, may be changed to an additional hospital corpsman, one especially trained for such independent duty. No new officer specialties or enlisted ratings will be established. Data systems technicians, now serving aboard surface ships and nuclear attack submarines, will have billets aboard *Tridents*.

General Dynamics' Electric Boat Division is building the lead *Trident* sub at Groton, Conn., while the *Trident I* missile is being manufactured at Lockheed Missile & Space Company's Sunnyvale, Calif., plant.

The first *Trident* crewmen will probably receive



TRIDENT SUPPORT SITE



orders during 1976, with many of them, particularly the strategic weapons ratings, MT, FT, ET, being experienced *Polaris/Poseidon* men. Initial training will be at factories. Other crew training will be at the Bangor site for all except nuclear propulsion specialties and service ratings (CS, YN, etc.) who will attend existing schools. All advanced *Trident* training will be at Bangor. Some shore-based personnel will receive orders to Bangor during 1975, and necessary special training required for base personnel will be scheduled for 1976-77.

Navy planners believe *Trident* crews can be trained

about 20 per cent faster because new automated ship-board systems provide performance monitoring and fault location programs to simplify corrective maintenance. New visual aids and teaching techniques will cut down training periods through more effective training. Guide charts, called "decision trees," will be provided to check systems by tracing each branch in the diagram to find the source of any trouble, and will enhance the learning of manual "trouble-shooting" techniques. Replacement of a "bad part" located on the decision tree usually will eliminate the problem, keeping the ship or missile system combat-ready.

The present 41 U. S. SSBNs, commissioned between 1959 and 1967, have been on station almost constantly. They were built for 20-year operating periods. The oldest, early *Polaris* types, will reach their 20th anniversaries in 1979 about the time the first *Trident* submarine deploys. *Polaris* subs could thus be phased out as *Tridents* enter the Fleet. *Poseidon* subs, with the extra range of the *Trident I* missile extending their survival chances, may remain part of the FBM force for several years.

Top: The first *Trident* "complete home port," 7700 acres at Bangor, Wash., will become operational along with the subs and missiles. Left: The *Trident* sub, 560 feet long, dwarfs the present *Polaris/Poseidon* types, largest of which is 425 feet. It will carry 24 missiles, eight more than present FBM subs. Shown here is an artist's conception of the *Trident* submarine.

—JOC Tom Nugent, USNR

HOLY LOCH



“Holy Loch: Recent improvements such as the completion (in part) of family housing (with more to come), enlargement of the enlisted club, assignment of a second dentist, establishment of a new medical facility, addition of converted LCM-8 liberty boats, and increased parking facilities have upgraded the quality of life for Navy personnel at Holy Loch. These facts are not widely known.”

This report to ALL HANDS sparked the following story on living in Holy Loch. The purpose is to encourage volunteers for duty in that area. It's an important assignment. And it can be a very interesting one for you (and your family, if you have one)—as you can see from the photos on these pages. Here's the story—if you like what you read and see, the Navy in Holy Loch very likely may have a spot for you.



Far left: A bagpiper performs aboard USS Abraham Lincoln (SSBN 602). Left: USS Canopus (AS 34) with USS John C. Calhoun (SSBN 630) alongside, is anchored in the tiny bay at Holy Loch.

a lot to offer, but in spite of this it will not suit everyone. One thing is certain, though, duty in Holy Loch will be a new experience and an unforgettable adventure.

Complementing Holy Loch's splendid and rugged scenery is its hardy weather. It lies in the same latitude as the southern tip of Sweden, which explains its average annual temperature of 48 degrees. Scotland has a more temperate climate than the U. S.—thus it is colder and there is generally more rain. But as the country lies across the warming Gulf Stream from the South Atlantic, it enjoys long summer days—life in Holy Loch then takes on a hue that invites both the photographer and the explorer.

Over the year there are approximately 80 inches of rainfall, so you can expect days that are damp or cold or both. Yet, there is surprisingly little snowfall, except in the mountains. Extreme seasonal variations are rare in Holy Loch; summers are cool and pleasant, with less rain. You don't have to worry about air-conditioning—even after the warmest of summer days, evening temperatures can drop into the 50s.

Setting up quarters in Holy Loch may be the highlight of a Scottish adventure. Two hundred and fifty rental guarantee housing (RGH) units are now being built at two sites near Dunoon. They are scheduled to be completed during 1975. The latest information available from the office in charge of construction is that the Ardenslate housing is now 60 per cent complete with 82 units occupied; the Sandbank housing is now 13 per cent complete with 15 units occupied.

These multi-unit dwellings at both locations are reported to be comparable to stateside apartments, although you may find them to be slightly smaller. They have two or three bedrooms with many modern conveniences. The kitchens have dual sinks, an electric stove, a refrigerator and hook-ups for a washer and dryer. The floors throughout are tiled, bathrooms are equipped with modern fixtures, several closets are provided to solve most storage problems and central heating has been installed. The average rent, we have been told, is \$200 per month. Hopefully, all this housing will be completed by the time you arrive in Holy Loch.

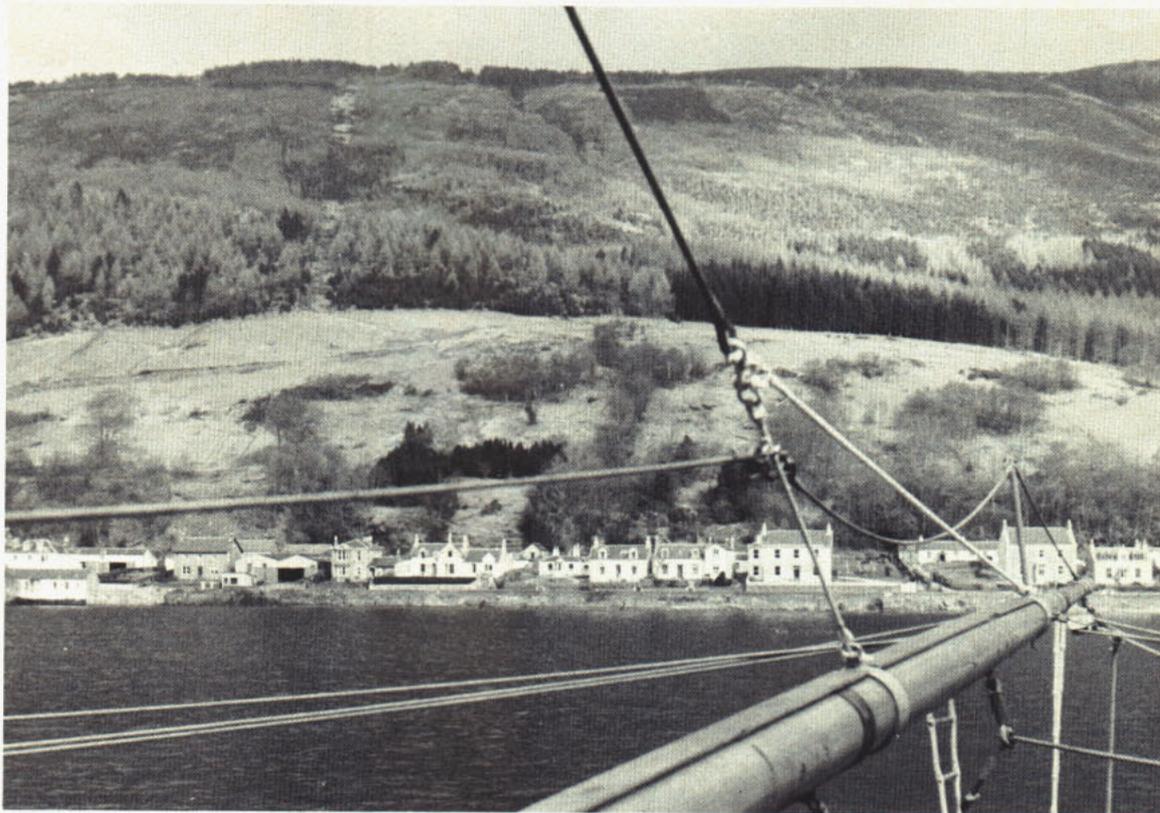
If you can't get RGH (don't count on it) or would rather live elsewhere, you will find living conditions in Scotland are a contrast to what you are used to in the States. Typically, Navy families live in flats, which are smaller than stateside apartments, especially the kitchens. Stowing pots, pans and extra gear can be puzzling until one gets the hang of stuffing and stacking. After one has gotten used to smaller living quarters it can be quite cozy, and will take much less fuel to heat.

Utilities add to the adventure. That very first time you use a toaster at breakfast you should realize that

A tiny arm of the sea juts inland on Scotland's southwest coast. Wedged in the Great Glen where the northern highlands meet the central lowlands, it is surrounded by rugged mountains, fluted cliffs and a rocky coastline on one hand, and rolling farms, green valleys and quiet lakes on the other. First impression of this bay is one of tranquil, awesome beauty.

On entering the bay, the unsuspecting are startled to see a huge gray ship with several submarines nested alongside. This is Holy Loch—the ship is USS *Canopus* (AS 34), tending units of Submarine Squadron Fourteen.

More than 3600 Navymen and their dependents call Holy Loch home port. Many find their tour in the land of the kilt and bagpipe among the best they've had; others find it less. Holy Loch, like all home ports, has



Above: Town of Kilmun framed with boat boom of USS Proteus. **Right:** Sailboats at Holy Loch heel to the wind as they pass USS Canopus during a Polaris Sailing Regatta sponsored by the U. S. Navy and the Holy Loch Sailing Club. **Facing page:** U. S.-owned and -operated Dunoon Armed Services Center YMCA serves U. S. Navy personnel and dependents stationed at Holy Loch.

Scotland "runs" on 220 volts exclusively. You'll need transformers or converters throughout the flat to run your American appliances—except the TV. Britain uses its own transmission signal and nothing you do to an American TV will make it work in Holy Loch. However, you will be able to rent a British TV which costs about \$5 per month for a black and white set or approximately \$17.50 for a color set. (You save the cost of stateside TV repair bills because you're renting.) A license is not required for radios, but if you have a TV, bought or rented, you must obtain a license from the Post Office. For a B/W set the license is \$17.50 per year, and for a color set \$30 annually. Anyone without a TV license may be subject to a heavy fine, as much as \$125.

Few Scottish flats have central heating; most are warmed by portable electric (or kerosene) heaters. You may find the first few nights in your new flat a bit chilly, but one tends to get used to this.

Flats (and houses, too) in Scotland are normally rented furnished or partially furnished. We've been told that rent for a furnished, two-bedroom flat starts at about \$100 per month; one-bedroom starts at about \$80 per month. This does not include utilities which are more expensive than stateside. Unfurnished houses are



somewhat difficult to find and often require a minimum two-year lease.

The U. S. Navy's housing referral office at Holy Loch is ready to help.

Most U. S. Navy families live in Dunoon (population about 10,000) which is close to the tender. Some prefer nearby Greenock (77,000) or Gourock (10,000), but both are across the Firth of Clyde and would mean a 20-minute boat ride to and from work each day. Recently converted LCMs will help ease the daily commuting.

A small commissary and exchange are operated by the U. S. Navy in Dunoon, and the U. S. Air Force has larger ones at Prestwick (40 miles from Dunoon), but most families prefer to shop in the local stores. There's only one large supermarket in Dunoon. Daily marketing is quite common throughout the United Kingdom. Each day one goes out and buys potatoes, bread, a bit of meat and a few vegetables for whatever

there are several schools in the Holy Loch area, including one church school. Private schools can be found in neighboring counties but, because of the distance, children are required to board.

High school students can continue in the British system or they can be enrolled in the U. S. Air Force school at High Wycombe in England. They are boarding students yet they are flown home for holidays and vacations. Forms (or grades) in Scotland do not correspond to those of U. S. schools; children are placed according to their age and, above all, ability.

U. S. Navy medical facilities at Holy Loch are somewhat limited, with one dispensary providing adequate outpatient care. Those requiring further treatment or hospitalization are referred to either the tender's facilities or a civilian doctor. Navy dependents may not use the free British National Health Service facilities without permission of a U. S. Navy medical officer.



the day's menu calls for. It seems like a chore at first, but this custom becomes quite pleasant once you get into it. Rather than an impersonal task, shopping becomes a daily social event, visiting with friends while shopping at the butcher's, baker's and greengrocer's.

American children in Scotland have the extra adventure of going to school in a new environment. There are no U. S. schools in the Holy Loch area but Americans are welcome to attend the local ones. Not only will they learn their three Rs, but they will also get a unique education in intercultural relations. The Scottish school system is a government proposition, and

A new dental clinic has recently been completed at Holy Loch, and a second dentist has been assigned, but dependent dental care is limited to emergency treatment. Civilian dentists are available, but often cannot take new patients. It is therefore recommended that dependents have necessary dental treatment completed before leaving the States.

You may import your car into the country duty-free and tax-free if you execute a certificate indicating you intend to export the car later. Autos must be safe and in good mechanical order, of course, and those over three years old must pass a Ministry of Transport "road



working" test, after which you will receive a certificate.

Service members may use a valid American driver's license in the United Kingdom during their entire tour there, or get a British license for \$2.50 which is valid for three years. Dependents may use valid American drivers' licenses in the U. K. for one year after their last entry into the country. If their license expires they may obtain a new one from their home state by mail or get a British driver's license. You must also pay a road use tax of \$62.50 per year and obtain local auto insurance—rates vary according to your accident record and the area in which you will be driving. Gas (called petrol) is more expensive than in the U. S., costing about \$1.30 per imperial gallon (1 1/5 U. S. gallon) or \$1.04 per U. S. gallon. Navy exchange gasoline is available and cheaper, but strictly rationed. This and the narrow, winding roads call for small cars in Scotland.

Recreation around Holy Loch is abundant and good. The Navy operates the usual EM, CPO and O Clubs, along with a bowling alley, movie theater and gymnasium. Special Services has athletic gear, including sailboats, for loan.

The Dunoon Armed Services Center (YMCA) offers movies, recreation rooms, overseas telephone service, organized sports and special group activities such as dancing, dining and tours of the Continent. The Dunoon swimming pool (indoors and heated) and the Cowel golf course are available for Navy families to use at no cost. For the outdoorsman, Scotland is a paradise—fishing in the thousands of lakes (called lochs) and streams is among the best in the world. Local waters are famous for salmon and trout. Cod, haddock, herring and

various types of shellfish can be taken along the sea-coast.

Hunting is also excellent. However, Britain's strict gun control laws mean you'll probably have to join a rod and gun club. Over two million acres of forests are set aside for deer hunting. Other game includes rabbit and game birds—mainly grouse, blackcock, ptarmigan and waterfowl.

For the sightseer, Scotland offers hiking through its spectacular mountains and forests, and along the rugged cliffs and rocks of the seaside. Don't forget to bring your camera as the landscape is the kind nature photographers dream about.

For those who prefer to hike in the city, duty in Holy Loch offers that too. Thirty miles to the southwest is Scotland's largest city, Glasgow (population about one million). Featured are, among other things, Saint Mungo's Cathedral, dedicated in 1197; the Corinthian-styled Royal Exchange; University of Glasgow; and the Glasgow Art Galleries and Museum, one of Great Britain's finest.

Forty-five miles east of Glasgow is Edinburgh, capital of Scotland. It is often called the "modern Athens" because of its many educational institutions and scientific and literary associations. Among the many things to see in Edinburgh are the Parliament House; ancient Edinburgh Castle; the Palace of Holyroodhouse—a 16th century royal residence; and Edinburgh University. For three weeks in late August and early September, the annual Edinburgh International Festival is held. Established in 1947, it features programs of music, drama, dance, motion pictures and the fine arts.

For all it has to offer, the greatest adventure of living

Facing page: Glasgow, Scotland's largest city, seen from across the River Clyde. Below: Tourists view city's center from Edinburgh Castle. Bottom: U. S. Navymen on liberty stroll along a street in downtown Edinburgh. Right: The imposing ramparts and buildings of Edinburgh Castle rising above the downtown fountain.



in Holy Loch is meeting the Scots. Most people agree that what their climate lacks in warmth, they make up a thousand times in friendliness. Descendants of the Picts, Celts, Scandinavians and Romans, the Scots divide themselves into Highlanders (who consider themselves of purer Celtic blood) and Lowlanders (who are generally of Teutonic blood). Traditional keystone of Scottish society is the clan—an entire family under one head. Although no longer powerful, many clans still meet annually in the Highland Games, and the clan spirit persists through close family bonds and national pride.

The Scottish way is an easy adjustment you will naturally fall into. It will be a welcome change from the fast pace in the States. That in itself may be the ultimate reward for a tour of duty in Holy Loch.

—JO1 Tom Jansing



(NOTE: Further information and details about duty and facilities at Holy Loch can be obtained by writing: Officer in Charge, Detachment Holy Loch, U. S. Naval Activities, United Kingdom, FPO New York 09501.)

OVERSEAS HOMEPORTING

Midway



Left: Midway sailors leave the ship for liberty. Above: Pusan, the Republic of Korea's largest port, offers Midway a warm welcome during a recent port call. Photo by PH2 Lloyd Licht. Facing page top: USS Midway during operations off Japan's coast. Photo by AN Eric J. Roseland. Bottom: An American girl joins Japanese friends in a traditional Japanese dance. Photo by PHC D. W. Griffiths.

For sailors reporting aboard the attack aircraft carrier USS *Midway*, the old Navy recruiting slogan, "Join the Navy and see the world," has a new twist—"... and bring the family."

Midway is the first carrier to participate in the Navy's Overseas Family Residency Program (OFRP) and has been operating out of Yokosuka, Japan, since October 1973. Families of married personnel are encouraged to come overseas to avoid long separations. OFRP increases the amount of time a man on sea duty is able to spend with his family and the Navy hopes the program will contribute to increased personnel retention.

The program was initiated to provide the same total of ship days at sea in fulfillment of U. S. defense commitments with reduced Navy force levels. Participating ships operate from an overseas port for two or three years, eliminating lengthy transits to and from the United States.

With *Midway* completing her first year of OFRP, there are indications that the program is proving to be a success. Before coming to Japan, 17.1 per cent of *Midway* first-termers "shipped over," below the Navy

In The Orient

average at that time. Since the move to Japan, there has been nearly a 100 per cent increase, with 33 per cent of those on first enlistment deciding to remain in the Navy.

Career Counselor Chief M. E. Perkins, a veteran of recruiting duty in Michigan, directs the ship's retention program. He says emphatically, "OFRP has had a very positive effect on reenlistments."

The OFRP has proven very popular with the personnel and families of *Midway* and embarked Air Wing Five. Lieutenant (jg) Ronald O. Prestidge, *Midway* Administrative Officer, who has been in Japan with the Navy for 10 years, says, "Some people say Japan is too expensive but I couldn't be happier."

Illustrator Draftsman 2nd Class Maloy R. Bills says, "I'm happy to be able to live overseas with my family. My wife didn't believe she could get by without a car, but now she goes everywhere on the trains."

Commander Peter J. Theodorelos, the assistant air officer, says, "When you move a community of 4000 men plus many of their families you expect some problems to crop up. I think we've had fewer than we expected." The commander says his family shares his enjoyment of living in Japan.

The Yokosuka Naval Base offers a wide variety of services and goods at reasonable prices and provides a touch of home. There are schools, from nursery through high school, providing comparable educational programs to a typical U. S. public school plus all the extracurricular activities—athletics, proms, etc. The high school offers an excellent student-teacher ratio of 16 to one, better than most stateside schools.

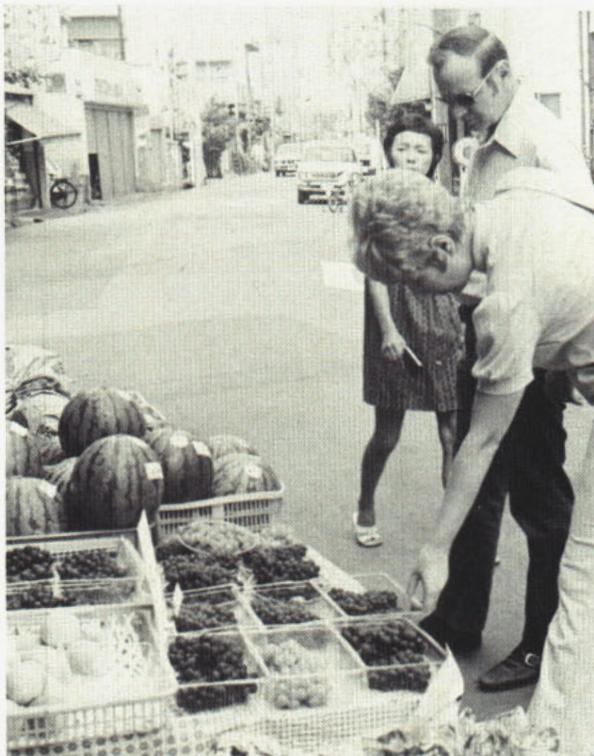
Beyond the normal school offerings, high school students at Yokosuka can take up to four years of instruction in the Japanese language and all students enjoy a valuable intercultural experience.

Outside the base, Japan is rich in things to see, places to go and things to do. Within easy traveling distance are Tokyo, Mt. Fuji and numerous other popular sight-seeing spots. With excellent train and bus service, getting around in Japan presents few problems.

When families look for off-base housing, they quickly discover that rents and overall living costs in Japan are high and not entirely offset by the extra cost-of-living allowance that is paid. Exchange and commissary privileges are an important help and resourceful people still find some bargains in Japan.

A key to the success of the program is the work of the Dependents' Assistance Team (DAT). Senior Chief Electronics Technician Leroy Borchardt, supervisor of the DAT office, explains, "When some families get





Arm in arm, Aircrew Survival Equipmentman 1st Class Chuck Wood of the carrier Midway, and his wife, Elizabeth, enjoy the natural beauty of Japan. Left: The Woods enjoy shopping at one of the many open-air markets in Japan. Photos by PH2 Lloyd Licht. Facing page top: Mark Janson (left), a machinery repairman 3rd class in Midway's engineering department, and his wife enjoy a meal with Japanese friends. Bottom: Mayumi Griffith learns the fancy footwork involved in hopscotch as her friend Regina Hill provides a watchful eye, ready to offer helpful advice. Photos by AN Keith A. Kuhns.

here, they experience culture shock. They don't know what a yen is; they may never have been outside their home state before. It's our job to help people adjust and get settled in a new environment."

Supplementing the work of the DAT is the Intercultural Relations Office (ICR), created to help American military personnel and their dependents understand the mores and customs of the foreign land where they're stationed. The ICR seminars help the Americans to adjust to a different culture and to get along better in Japan. (See the feature article on cultural shock in this issue.)

As for relations with the Japanese people, a spokesman for the Civil Relations Office, a Japanese citizen,

says Yokosuka has a long, proud tradition as a naval port and points out that, despite the increased time ashore by crewmen since the carrier's arrival, mutual understanding has been on the increase while incidents have been on the decrease.

For the unmarried crewmen of *Midway*, extended deployment provides greater opportunities for thoroughly exploring and enjoying Japan. The train system makes travel convenient and inexpensive.

For instance, to Airman Reid L. Gardiner of Fighter Squadron 151, Japan means superb skiing. "The slopes and facilities are outstanding," he says.

Midway's Commanding Officer, Captain Richard J. Schulte, a 25-year Navy veteran, emphasizes OFRP is a program of necessity, but says the ship has reaped some unique benefits.

He cites improved cohesion at all levels within the crew. Because of extended deployment, Schulte says, the ship and air wing have established a level of teamwork that might not be possible under other circumstances.

Another benefit, according to the captain, is that the ship has achieved a familiarity with western Pacific operational waters that it might not gain on a shorter deployment. He is pleased with the frequent operations conducted off northern Japan.

The ship's executive officer, Captain Charles W. Roe, who has served in the Navy since 1953, is equally emphatic about the success of OFRP. Like Captain Schulte, Captain Roe lauds the improved ship-air wing teamwork and explains, "We have a similar relationship with Destroyer Squadron 15, also on extended deployment to the western Pacific and operating from Yokosuka. We are an excellent working team during task group operations. The close ship-air wing-destroyer squadron relationship, enhanced by the OFRP, has made us an extremely effective operating force.

Evidence of the ship's readiness and coordination was provided in July during the annual Refresher Training (REFTRA) period. REFTRA tests all facets of the ship's emergency capabilities, including firefighting, internal communications and damage control procedures. The carrier was awarded exceptionally high marks by the Fleet Training Group observers.

Overseas duty is not right for everyone, of course. Captain Schulte says that while some men just aren't suited to living in a foreign country, the mature, self-motivated individual should find the duty highly rewarding.

Based on *Midway's* experience, the Overseas Family Residency Program is working well, both for the Navy and the Navy families involved. *Midway* officials consider the problems encountered to be minimal compared to the benefits to operations, training and shipboard and family morale.



HOW TO RECOGNIZE IT-- CULTURAL SHOCK

WHAT CAN BE DONE ABOUT IT



Left: Culture shock can occur when you're stationed for the first time in a strange environment where you cannot read street signs and directions, where there is a language barrier and where customs are new and strange to you. The first step in overcoming culture shock is to learn as much as you can about the country and its people. Shown here: a typical view of "downtown" in Japan. Photo by AN Eric Roseland.

A young sailor leaves boot camp, spends a few days at home, then boards a plane for Japan and the mysterious Orient. What happens when he gets there?

Frequently, cultural shock, says Commander Bruce Goodwin, officer in charge of the Human Resources Management Detachment (HRMD) at the Naval Base at Yokosuka, 40 miles south of Tokyo.

"Cultural shock is what happens when we find ourselves without any of the familiar signs and symbols of our own culture," says the commander. "In our culture, we know how to orient ourselves to the situations of daily life. We know when to shake hands, what to say when we meet people, when and how to give tips, how to make purchases, and when to take statements seriously and when not.

"We know," he continues, "because we recognize the cues, which may be words, gestures or facial expression, and we know the customs which are acquired by all of us as a part of growing up in our culture."

CDR Goodwin cites an example of a situation that might cause cultural shock: riding a Japanese train during rush hour.

"There, our young Navyman is standing on the platform waiting for the train. When it arrives he sees that it is already densely packed and decides to wait for the next one. Just then a pair of husky men push him from behind, squeezing him onto the train. He may

think they are being rude and pushy. Actually, it's their job. They're doing him a favor by getting him onto the train."

The commander points out another facet of Japanese life that may seem discourteous to an American: the way salespersons make change in markets and shops. The clerk will count the change to herself, then give it to the customer. In the States, clerks are generally expected to count the change as they give it to the customer. "Here," he said, "it is felt that the customer will already know how much change he should get back. A Japanese would be annoyed if a clerk counted out the change for him."

The Navy in Japan is doing something about cultural shock. CDR Goodwin says that his staff approaches the problem from a practical view, recognizing that the total effort must meet the particular needs of the service people and families they serve. He explains that in order to do this, methods must be both brief and effective, serving as a starter to help people help themselves.

There are about 3000 Navy and Marine families living in the Japanese community in the Yokosuka and Yokohama area; another 2000 live in government quarters. In addition, the U. S. Seventh Fleet ships that call at Yokosuka add a significant number to the American population. All are subject to cultural shock.

Helping these people to help themselves, the Intercultural Relations (ICR) division of the HRMD training department is developing and administering various programs to combat cultural shock. The well-trained group of officers and senior petty officers give area orientation briefings (AOBs) and ICR seminars at Navy installations in Japan, turn out informative booklets and write articles for base newspapers. They have had several weeks of intensive ICR training, some more than 70 hours of Japanese language instruction.

The orientation briefing lasts for about half a day, during which Navy people, Marines and their families hear talk about the base and other aspects of Japan. A lawyer from the Naval Legal Service Office leads off the briefing with a lecture and discussion about Japanese laws and the legal system. Many people attending the AOB don't understand the "Status of Forces Agreement." If a crime is committed by a U.S. citizen, there are cases when the government of Japan has jurisdiction and there are cases when the U.S. has jurisdiction. Sometimes both have jurisdiction, further complicating the problem.

Other briefings are provided by representatives from the base education office, provost marshal's office, and chapel. Rounding out the brief, one of the ICR facilitators (an instructor/group leader) provides general information about Japan, including roads, railroads, history, religion and travel.

For a more comprehensive look at Japan and its culture, ICR offers the three-day seminar. At the beginning of the first day, each person is introduced to the others to break the ice and make people aware of each others' backgrounds. Following the introduction, the group, usually about 20 persons, is divided in half, each half is given an artificial culture and a set of make-believe values, then they visit each others' "countries" in twos and threes as "tourists."

At this point in the seminar, Lieutenant Steve Webb, the HRMD training officer, notes that people often feel disoriented, lost, confused and suspicious, much as many of them had felt upon their arrival in Japan. This exercise, called "cross-cultural simulation," is useful in illustrating that the feeling is merely transitory, and can be dispelled by a little study of the host country.

Next, people are asked to list the perceptions they had of Japan before their arrival.

"Quite often," says LT Webb, "these perceptions were distorted beyond any usefulness. Most people in the seminars had gotten their information about Japan from unreliable sources, even stateside taxi drivers who may or may not have been in Japan for 25 years."

ICR facilitator LT Lane Newman: "Some people thought that everything was cheap. Some thought that everything was expensive. Some thought that Japan was backward technologically. Then there were some who pictured Japan as dirt streets, pagodas, people in kimonos and old men pulling carts."

Probably the most useful part of the seminar is the portion called "maintenance skills," knowledge needed to commute or communicate.

In this part of the seminar, people are taught a few phrases of Japanese, the principles of how to use commercial transportation, and how to use the Japanese telephone system. The next day, the seminar covers

another area of communication referred to at HRMD as "nonverbal communication."

"There are 32 positively identified, nonverbal actions in everyday use by the Japanese," CDR Goodwin points out. "Bowing is the most obvious example, but there are some that could be misinterpreted by Americans in Japan. That's one reason why we include a discussion of nonverbal communications in our seminars. The other reason, of course, is to lessen the chance that our Navy people will be misunderstood by the Japanese."

In another part of the seminar a rumor clinic is held. During the clinic people are given the opportunity to observe how factual accounts are distorted through repetition. "Rumors tend to lose a lot of important details with every telling," LT Newman says. "At the same time they get a lot more interesting. We used this part of the seminar to relate to people's own preconceptions of Japan."

After the rumor clinic, people are asked to find counterparts and parallels in the customs and values of the United States and Japan. Then the movie "The Japanese" narrated by the former American ambassador to Japan, Edwin Reischauer, is shown. The movie depicts some of the customs and values of the Japanese people—the ones they've adopted from the West and the many they've retained from their own history.

The last day of the seminar all the material presented during the first two days is reviewed and tied together to present a current picture of Japan and the Japanese. Then everyone gets to try out his newly learned maintenance skills.

To practice these skills, people in the seminar split up into groups of three or four and ride trains, buses, and taxis to nearby areas of interest. "They can go just about any place within a couple of hours' travel from Yokosuka," CDR Goodwin suggests, "as long as they return by the specified time," adding that if anyone gets lost, a telephone number has been provided, but that no one has had to use it yet.

When the participants return, they are encouraged to talk about their adventures and any difficulties they may have had. Those who have had trouble don't seem to be especially disturbed, and most say they would be willing to use public transportation again.

The commander is proud of the ICR seminars. "We would like to devote more time to them, but there are limits. We find, based on the reactions of our satisfied customers, that the three-day sessions are very successful as a result of our practical and flexible approach."

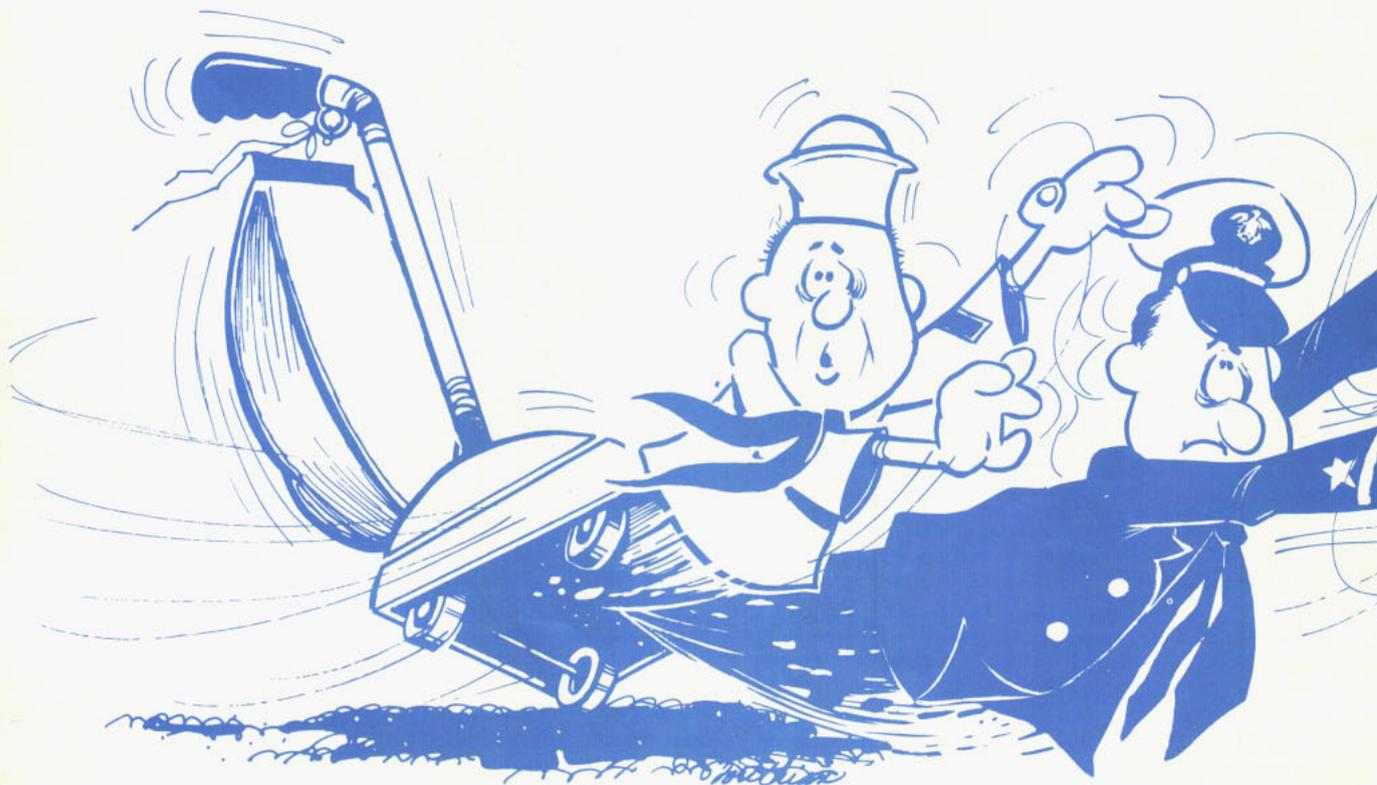
CDR Goodwin stresses that follow-up contact is maintained with those who attend the seminars and orientation briefings. "In this way," he says, "our ICR team builds a relationship with newcomers that doesn't terminate at the end of the seminar or briefing, but becomes a permanent part of a tour of duty."

As the concept of intercultural relations becomes a part of everyday living for Navy men and women serving in Japan, they can better enjoy the experience and equally represent their country and the Navy through mutual understanding.

—JO1 Bob Skinner, USN.

LEADERSHIP MANAGEMENT

“Thousands of senior petty officers and junior officers compose the very important team of middle managers. Middle managers usually have direct or indirect control over about 90 per cent of the functions of a work operation.”



FILLING THE VACUUM.

Over the last several years, it has become increasingly apparent that the dynamic, often traumatic, changes which have occurred in our society, our nation, and our Navy have left what might be referred to as a leadership and management vacuum within all levels of our service's chain of command.

Scientific progress over the last decade has brought forth a "quantum jump" in the combat capabilities of our ships, submarines, aircraft, missiles, communications equipment, and computers, but during the same period, our leadership and managerial capacities have simply not kept pace with our rapid technological advances.

Especially critical in the leadership climate of today's Navy are the thousands of senior petty officers and junior officers who compose the very important team of middle managers—in other words, the individuals who do most of the front-line management and who engage in the real nuts and bolts of leadership. It has been conservatively estimated that middle managers usually have direct or indirect control over about 90 per cent of the functions of a work operation. With this sort of impact, if they are ineffective, the overall

efficiency of everyone within their vast sphere of influence will be reduced as a result.

Since the late 1960s the military in general, and the Navy in particular, have been placing heavy emphasis on the problems involved with capitalizing on the vast potential of the young nonrated people within our organization. Increasingly, during this period, there has been noted a tendency for the more mature middle management community to say things like "What you're proposing and doing for the younger people is fine, but what about us, the ones who have been around for a number of years and who have worked our way up into supervisory and managerial positions?" Too many times in the past there simply hasn't been an answer to this sort of query which, in essence, is saying, "What have you done for me—the first class, chief or junior officer, lately?"

In response to both the realization that we are, in fact, facing a real leadership vacuum in our middle management ranks and that we haven't done much to rectify this problem, leadership and management training has been established on each coast—at the Naval Amphibious Schools in Coronado, Calif., and Little Creek, Va. At both of these facilities, two new and very worthwhile courses, sponsored by the Chief of Naval Technical Training, are offered:

- Leadership and Management Training for Petty Officers (Course Number A-500-0031) open to personnel in pay grades E-6 through E-9.

- Leadership and Management Training for Officers (Course Number A-7C-0018) open to officers in pay grades W-1 through O-4.

Both courses are, academically, very challenging and are two weeks in length.

These courses were designed with the realization that times of change, such as the one that the Navy is currently undergoing, are never easy. In different ways, both our young, inexperienced personnel and our more mature middle managers must face the uncertainties of change and the conflicts and misunderstandings which inevitably accompany it. These courses show how, out of this period of rapid change and transition, there must emerge the new operating parameters and the improved managerial and supervisory behaviors which will ensure continued success for our Navy in the challenging years which lie ahead, as we carry out our traditional mission of exerting sea power within a world of competing and often conflicting ideologies.

The mission of the Leadership and Management courses is to provide middle management personnel from all ships, units, commands and facilities, both ashore and afloat, with the most up-to-date and pertinent material to enable them to perform their managerial duties in the most efficient manner. There is emphasis throughout the courses on the time-honored traditions and customs of the Navy, on the principles



Leadership Management

of good order and discipline, and on the age-old inspirational leadership skills which have proven themselves over the last 200 years.

The courses also show how these time-proven methods can be further enhanced with some of the more recent findings from the behavioral and social sciences to allow us to maximize the use of people, money, and materials with which we have to operate. The courses emphasize how these functions must be performed within the framework of personal dignity and equal opportunity as embodied within the Navy's Human Goals Plan.

Right from the very inception of these new courses, the people who designed them and took them from rough ideas and dreams to finished products have kept their minds on the practical, everyday needs of personnel in the operational environment. It is one thing to expound a number of theories of how to manage and lead people, but it is quite another to put these theories into operation within the realm of the real world. These courses do exactly this—they continually stress the functional and practical aspects of working with, supervising, and leading people. Further, the courses were designed by and are being taught by personnel who are successful leaders and managers with recent fleet experience and who fully understand the unique problems faced on a daily basis by today's middle manager.

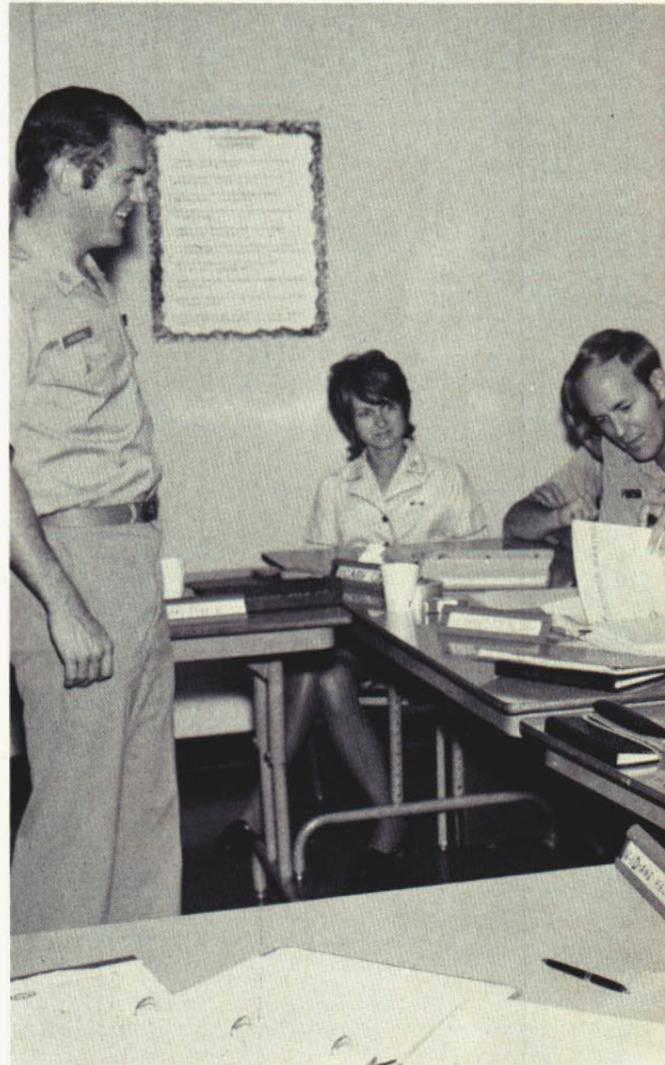
The courses focus on the roles and responsibilities of the manager, on leadership techniques, on motivational methods, on the formal and informal characteristics of organizations and the chain of command,

on all types of interpersonal and interorganizational communications, counseling, planning, problem-solving, decision-making, human goals issue areas and programs, and upon self-evaluation and self-improvement.

The design of the courses takes into account the real and significant difference between the art of leadership and the science of management. As taught, leadership is that illusive and hard-to-define charismatic quality found in varying degrees within the spirit of individuals. It is a special spark which is compounded by the personality and is steeped in vision, intuitive behavior, and past experience.

On the other hand, management is more of a data-based discipline—and it is as much a trait of the mind and of the intellect as leadership is a quality of the spirit and the personality. In its simplest terms, management, as taught in these courses, is the accomplishment of the Navy's mission through people. Effective managers are essential to the success of our Navy; dynamic leaders, however, are absolutely indispensable!

In these Leadership and Management courses many important principles are thoroughly explored in a



classroom atmosphere charged with learning potential. It is demonstrated how important it is for the leader to see each managerial challenge through the varying perspectives of his superiors, his peers, and his subordinates. How we must all learn to think in terms of a team effort rather than merely individual action. How we can all contribute to job enrichment and professional satisfaction by the attitude which we demonstrate on a daily basis within the on-the-job environment.

Communications is one of the most important managerial skills, and these courses heavily emphasize improvement in this essential area. The building of tomorrow's leaders while we go about meeting the challenges of facing today's problems is covered in detail in order to maximize productivity and creative endeavor within this organization.

Throughout the course, it is thoroughly stressed how important it is to keep our sights set on high goals so that continual contributions can be made toward the attainment of a more abundant life for each individual within the naval service.

It is no secret that the Navy of today is besieged

by a myriad of difficult managerial challenges: Recruiting in the all-volunteer force environment, equality for all, drug and alcohol abuse, retention—our people problems seem to go on and on. It is becoming increasingly apparent that we must ensure that our managers, especially those in the middle grades, know how to maximize their capabilities to ensure that each problem is objectively analyzed; that creative and innovative alternatives are developed; and that action plans are pursued with vigorous enthusiasm.

The Leadership and Management courses offer unique opportunities for middle managers to get away from the busy work atmosphere of their parent commands for a short, two-week period to do some self-assessment; to reflect on some of their own leadership and management problem areas; to make an objective assessment of their own leadership style and managerial limitations; and to exchange valuable and timely information with a highly qualified group of instructors and a highly motivated group of fellow students in a relaxed and learning-oriented classroom atmosphere.

This training might well be some of the most important that is offered in our Navy. It enables a person to sharpen the managerial skills he already possesses and to gain considerable additional insight into the illusive ability to positively influence the life of others while leading them effectively.

The future success of our Navy as a powerful fighting and peace-keeping force rests to a great extent in our abilities to inspire, motivate, and build the growth potential of our people. In essence, therefore, the future of the Navy depends on how well we face up to these challenges. The Leadership and Management courses at the Naval Amphibious Schools at Coronado and Little Creek are important steps in the right direction toward filling our leadership vacuum.

LCDR Dennis Neuman, USN.

(Editor's Note: Lcdr Neuman is head of the Leadership and Management Division of the Naval Amphibious Schools Command at Coronado and is credited with having originated the highly received leadership/management courses of which he writes. Commands may arrange for course enrollments—about 30 persons per course, officer and enlisted—by calling the Human Goals Departments of the schools (Little Creek: AV 680-7393/4; Coronado: AV 958-9270) to obtain quotas. It is important to note that these courses are sponsored by the Chief of Naval Technical Training, are open to all Navy commands, ashore and afloat, and are not restricted to the amphibious force simply because of their physical location. Presently, two petty officer and two officer courses are convening twice a month at Little Creek, and one course for petty officers plus a second for officers is being conducted at Coronado.

Far left: Individualized classroom instruction techniques are used throughout the course. Petty Officer 1st Class Johnson (center), an instructor in the course, confers with Master Chief Petty Officer of the Pacific Fleet Ingram and Petty Officer 1st Class Costkow of Helicopter Support Squadron 33. Left: Lieutenant Al Pierce (left), an instructor at the school, enjoys a moment of humor during his officers' class discussion.



A Junior Petty Officer Speaks Out

Let Fred Do It!



Extremely important to any organization, especially a military organization, is responsible and effective leadership. This misunderstood term has lost some of its former impact through misuse, but the subject is no less vital.

Over the years, ALL HANDS has printed many articles about leadership, but usually the author was one who had exercised authority extensively. Here is an entirely different approach to the subject written by a junior petty officer who views leadership from the start of the ladder.

Many sailors, disgruntled by their first frustrating attempts to manage others, discover that sewing on a chevron doesn't make a leader. Being a leader is not as easy as saying, "How about you doing this?" Bewildered by their failure, they incorrectly conclude that tyranny and leadership are synonymous.

A tyrant's commands are obeyed only out of fear. A leader, however, positively guides others in such a way that tasks are completed without fear, malice or trampled egos. Unfortunately, too many of today's petty officers have not learned, nor do they care to know, the difference.

Thousands of young people on the brink of a career leave the Navy each year, citing "authoritarian leadership" and job monotony as the two biggest reasons for not reenlisting. Competent, trained people, assets to the service, are lost because 1st and 2nd class petty officers knew how to manage "things," but not how to manage "people." They successfully competed in rating exams and proved they understood the technical aspects of their jobs, yet the added chevron didn't give more insight into people.

Faced with greater responsibilities and equipped with the technical knowledge to do their own jobs—yet unable to lead those who depend on them—these petty officers are partially responsible for perpetuating job monotony. Resorting to authoritarian rule in order to get jobs accomplished is the only weapon at hand for these new "leaders."

Job dissatisfaction is often caused by poor leadership. This, in turn, causes monotony and poor performance among juniors. To a large extent these maladies could be cured by a short course in management, focusing on delegation of authority and human engineering. Not everyone is equipped to be a great leader-manager, but those in positions of authority can do better.

● Delegation is the key to both good and bad leadership. Proper use of this invaluable technique separates tyrants from leaders and successful petty officers from poor ones. To delegate is to trust one's juniors to

complete an assigned task within guidelines and without constant supervision. It is the willingness to trust a junior enough to give him the authority to supervise and the support necessary while he, the junior, is training to be a leader.

Although it is true that only authority and never responsibility can be delegated, those chosen to complete a task must feel final responsibility for successful completion lies with themselves. Therefore, a leader imparts not only the authority to do a task, but also the impression that it is the personal responsibility of the man he has designated to ensure the job is done correctly. A trainee, when faced with this challenge, will use every tool at his disposal to ensure success.

Armed with management theories, the petty officer/leader must start at the beginning, his work center. The



Let Fred Do It!

work center may be a whole division or just a few strikers, but whatever his scope of authority, he must list the responsibilities for which he will be held accountable. Some responsibilities will be routine; some important enough that an error in judgment or handling could cause serious repercussions; others, improperly handled, would cause little damage. Some tasks within his scope of authority are easily grasped and require little concentration; while some are intricate and require the knowledge of trained personnel.

- Whatever the job to be done, he must be sure he assigns the right man to do it. Manhours are wasted and tempers flare when strikers' qualifications are not matched to job requirements. A striker assigned to a task not commensurate with his ability may feel a sense of helplessness, anger, uselessness or total dissatisfaction. When the challenge is too great or too small, the result is monotony and frustration, hampering the Navy's mission—and it is often the manager's fault.

- A leader must permit his strikers to grow professionally. He must challenge them daily with new responsibilities and opportunities to improve their individual talents. A leader, in effect, must train his people to take his place. The efficiency of operation is not gauged by how well a work center operates when the leading petty officer is there, but by how it operates



without him. An effective petty officer can leave his work center for hours, or even days if necessary, and the work goes on uninterrupted. The efficiency of operation without him is reflective of his ability to lead and train. But how does one mold such an operation?

First, each member of the work center must be trained in every level of operation commensurate with his ability to learn. Each individual must understand why his particular job is not a routine "time-waster," but an integral part of the center's over-all mission. When a striker can see why his job, a job he is capable of doing, is important, dissatisfaction is cured and job monotony is a thing of the past.

During the course of his tour, a striker should be assigned every task required of his rate and rating to enable him to become thoroughly proficient in his job. In addition, he should receive training in the next higher rate by being assigned to work with, and not just for, seniors. As each striker learns his rating, he should in turn be assigned to teach those junior to him. By delegating authority in this manner, the leader trains his strikers to become technicians and technicians to become leaders. Eventually, every man or woman should



fulfill it. "Fred, we've been doing this job the same old way for months, but I think there may be a better way of doing it. You know the job as well as anyone and better than most. How do you think it ought to be handled?"

Fred will tell him how it ought to be done and then will do his best to prove he was right in his assessment. He'll do his best because his ego is at stake, but more significantly, because he feels important. Someone thought his ideas were important enough to ask for them.

- After a good manager has given an order, he tests for understanding. "Did I make myself clear on that point, Fred? Is there anything I failed to explain adequately?" The petty officer places the burden of responsibility for clear instructions on himself. He doesn't ask, "Do you understand" which tends automatically to solicit a positive response.

The good leader is a people builder. He delegates tasks and challenges his trainees to complete them competently. He gives the support needed to complete tasks. He trains men and women to be better than they were.

Neither his praise nor his criticism is taken lightly because he never praises insincerely or criticises unjustly. And he never passes the buck. He stands behind his men and sets them straight in private. He never condemns them in front of their peers.

It's not easy to be an effective petty officer. It requires a thorough knowledge of the job. Organization and planning are essential. Tact and human engineering must never be forgotten. It's not easy to manage "people," but it's more rewarding than managing "things."

—Petty Officer 2nd Class Dan Wheeler, USN

be trained to the degree that he could competently take charge if necessary.

- It is not enough just to assign tasks. A leader-manager is not dealing with resources, things or inventory; he is dealing with people. Consequently, he must practice human engineering to be effective. Human engineering involves diplomacy, tact, trust and a sincere concern for individual sensitivities as well as a desire to complete a task. It involves some simple techniques that, if used, increase efficiency and raise morale.

- The petty officer should present every job as if it were a challenge, as a necessary part of the overall plan, not as if it were a bothersome task. (If the job is unnecessary, why assign it at all?) Choose the best man for the job and say something to the effect of, "Fred, this is an important job, one that has to be done. I believe you can handle it. What do you think?" If the petty officer has done his job, Fred will be able to handle the task.

- "Make me feel important—boost my ego and I'll do my very best for you" is written on an imaginary sign pasted to everyone's chest. The good leader-manager recognizes this basic need and does his best to



How to Mail a Letter

Save Money for Yourself ■ Conserve



Official Navy mail is not sent free, nor is the personal mail of Navy members flown to or from overseas sent without charge to the Navy. That may come as a surprise to many. Getting Navy mail, official and personal, from one place to another is a very expensive proposition—a \$76 million expense last fiscal year, according to Commander G. F. Laughlin, Jr., head of the Naval Postal Affairs Branch (NPAB).

“The military is being charged for mailing expenses by the U. S. Postal Service the same as any company,” said CDR Laughlin. Postal costs to the Navy take two forms: indicia and transportation.

● *Indicia costs* are those reimbursements the Navy makes to the U. S. Postal Service for official Navy mail it processes and transports within CONUS. Each quarter, Navy mail is sampled at 492 places to determine its volume. The indicia charge is based on these samples and paid by the Navy Comptroller.

● The second cost is for transporting Navy official and personal mail to and from overseas areas. Civil Aeronautics Board regulations require that overseas priority mail, space available mail (SAM), parcel airlift law mail (PAL) and military overseas mail (MOM) be sent by commercial flights. MAC aircraft may be used only if there is no room on commercial flights or they do not serve a particular area to which mail must be sent. Transportation costs are paid by the Naval Supply Systems Command.

Rising prices have increased both these costs tremendously. “The Navy’s indicia mail bill has gone from \$16 million per year in 1971 to \$37 million today,” said CDR Laughlin, “and overseas transportation costs have risen to about \$35.5 million per year. These increases directly affect Fleet readiness and habitability since the same funds provide support for all these costs. The increase in indicia mail costs alone might completely fund overhauls for two DDGs.”

Another problem is the way official mail is handled. “Navy people need to change their habits,” said CDR Laughlin. “All too often mail is sent by methods which are more expensive than necessary.” In an effort to reduce these costs the NPAB studied Navy mailing habits and found a number of solutions. OpNav Notice 2700 of 18 Sep 1974 reflects their findings and the resulting new Navy postal regulations.

NPAB discovered that in many cases Navy periodicals and directives were being mailed first class when they could have qualified for lower classes or bulk rates. This was changed.

Money for the Navy

They also discovered that too many official letters were being sent as registered, certified or special delivery mail when they needn't have been. Each has advantages, of course—registered mail provides a chain of receipts and special handling from the post office to the addressee; certified mail provides a receipt of delivery (which an enclosed post card could do just as well and more cheaply); and special delivery offers preferential handling at the delivering post office—but each is more costly than regular first class mail which, in most cases, is just as suitable. Regulations now limit the use of certified and registered mail, for the most part, to the sending of classified material, or where it is required by law. Special delivery, which has limited value to the Navy, is not now authorized in any case.

Insured mail was also studied, and NPAB found that it was costing the Navy 10 times more in premiums than was being recovered in claims. Insured mail is, therefore, no longer authorized for official mail.

Perhaps the most costly postal expense was air mail. Since October 1973 all first class mail being sent more than 600 miles beyond its point of origin has been shipped by air, whether it has an air mail or first class stamp. The extra three-cent air postage gains little special handling or delivery privileges for the letter, and has no other advantage over first class. Letters being sent less than 600 miles will be delivered more quickly by surface transportation anyway, and sending them air mail is a waste of money. Consequently, air mail for most official mail is now prohibited. Exceptions are letters weighing less than nine ounces going to a foreign address (retired checks to those residing overseas, for example) and letters mailed under the Foreign Military Sales (FMS) Program, where the contracting government pays the postal costs.

Another mailing expense found by NPAB was the way people package their mail. Parcels should, of course, be kept small and light and sent the cheapest possible way. Letters should be folded twice and mailed first class (for 10 cents) in a standard letter-sized envelope. According to CDR Laughlin, "that same first class letter sent unfolded in a large, flat envelope will cost 30 cents. That 20-cent difference times many thousands will equal a lot of money saved for the Navy. A bonus



Facing page: A helo delivers mail to a destroyer escort on patrol. Right: Tons of mail arrive daily to be unloaded and sorted before sent to final destination. Photos by JOCS Whitehead.

is that the smaller envelope can be processed by machine and will reach its destination faster than the large envelope which must be processed by hand."

Navy members can also save money on their personal mail, according to CDR Laughlin. Don't use air mail, even for letters going overseas via FPOs or coming to the States from overseas. They will still be flown, but the Navy pays to transport them to and from CONUS (and air mail is the most costly transportation mode); the postage you pay covers only the portion of the journey within the States.

When sending packages to FPOs, or home from overseas, ask your postal clerk to send them SAM or PAL. You will save about $\frac{1}{3}$ over regular air mail postage but still be assured they go by air.

SAM guarantees by law that packages sent by parcel post will be flown space available overseas to or from CONUS. If the package isn't marked SAM it may be sent by surface, which takes at least 30 days from Europe, and longer from Asia. Once in the States, SAM packages are transported by regular parcel post to their destination.

PAL guarantees that your packages will be sent by air from overseas as well as in the domestic system if you pay one dollar extra for it.

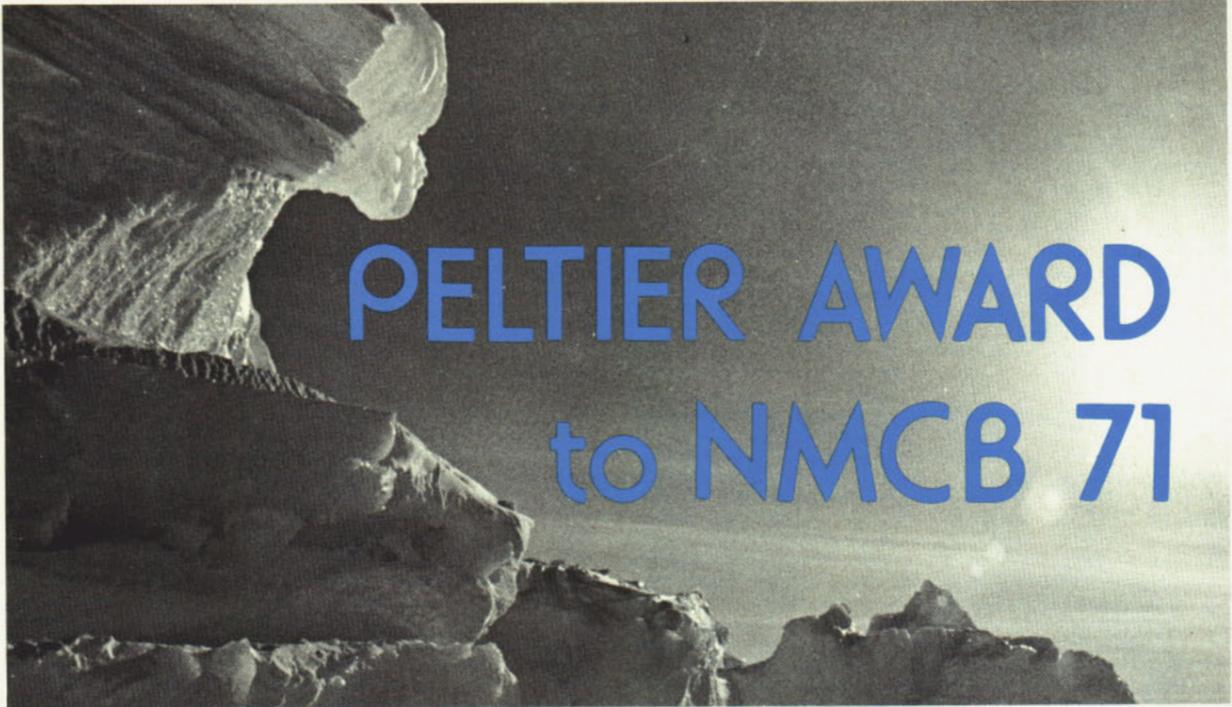
In an era of high prices and tight budgets, every penny counts—especially when they add up to millions of dollars each year. By using the mails properly, and within set Navy guidelines, each of us can do a bit to save money for the Navy and ourselves.

—JO1 Tom Jansing



Above: Postal Clerk 3rd Danny G. Ausmus sorts mail. Photo by PH1 D. Grantham. Below: Mail coming in.





PELTIER AWARD to NMCB 71

Naval Mobile Construction Battalion 71 is the winner of this year's Peltier Award, having been selected the Navy's best construction battalion for FY 74 by the Society of American Military Engineers. NMCB 71 was unanimously chosen after comparative analysis of all the units nominated. Some factors considered were deployment locations, construction accomplishments, complexity of operations and safety records.

The Peltier Award, named for Rear Admiral Eugene J. Peltier, CEC, USN, is presented annually to the unit of the Navy Civil Engineering Corps judged to be the most outstanding during a fiscal year. RADM Peltier is a former Chief of the Bureau of Yards and Docks (now the Naval Facilities Engineering Command) and a past president of the Society of American Military Engineers.

For almost five months NMCB 71 engaged in a difficult and challenging construction effort while deployed to the Antarctic Continent in support of Operation Deep Freeze 1974 and the United States Antarctic Research Program.

While the major deployment effort of the battalion was located at the South Pole where a new station was being built, it also completed a power plant addition at McMurdo Station, some 852 miles away. Principal features of the new South Pole station are its 52-foot-high geodesic dome, which NMCB 71 constructed without benefit of a crane; a weather balloon launch station and an observation tower for monitoring auroral phenomena.

The difficulties encountered by the Seabees in constructing these facilities were monumental. They worked in temperatures reaching 45 degrees below zero and at equivalent altitudes up to nearly two miles. Additionally, logistics at the South Pole were

difficult, dependent completely on ski-equipped C-130 aircraft to fly in supplies and equipment. Despite these harsh and arduous conditions NMCB 71 completed not only the construction scheduled for FY 74, but also 98 per cent of that planned for FY 75.

The citation accompanying the Peltier Award reads: "... The officers and men of NMCB 71 have greatly enhanced the image of the Seabees in the most remote corner of this earth and they can be justifiably proud of their achievements. Their performance has been of the highest caliber in every respect and they are considered most worthy of recognition as the Navy's best Naval Mobile Construction Battalion during Fiscal Year 1974."

In other construction-related awards, Headquarters, Naval District Washington, won the Navy's Bronze Hammer Special Award for improving personnel facilities ashore.

The awards are made to any Navy organization, tenant activity, community group, fleet unit, etc., which does not have primary responsibility for real property management of personnel support facilities, but cooperates with a host activity in making a significant contribution to the improvement of habitability ashore through self-help.

As part of the Self-Help Program, Navy men assigned to NDW Headquarters converted a 73-year-old building into a chapel with the help of Reserve Naval Mobile Construction Battalion 23. Originally, the building was a pneumatic plant for the forge shop of the old U. S. Naval Gun Factory. Since 1962, when the Gun Factory closed, the building has been used for paint storage. Its conversion to a chapel will provide some 13,000 Washington area Navy personnel a place for religious services.

A SALUTE TO QMC DAVID C. CLARK — FOUR DECADES OF

DURING NAVY'S



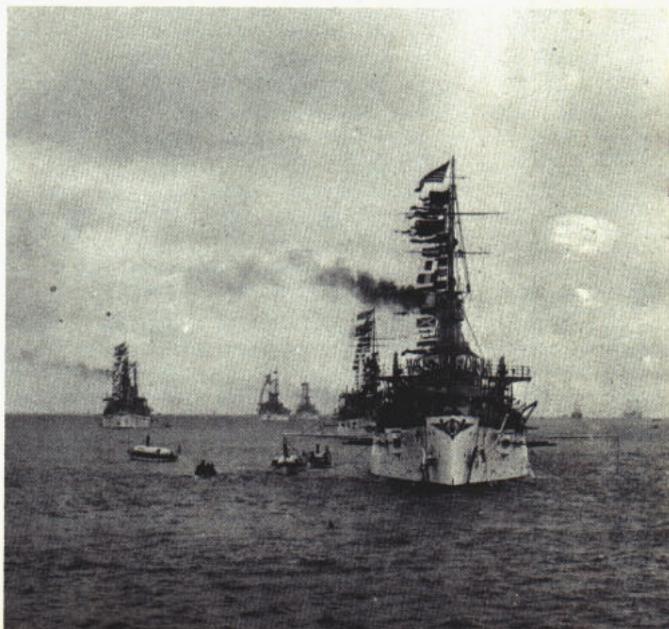
David Clyde Clark, a man of medium build with gray hair, sat on the end of the davenport in the living room of his Terre Haute, Ind., home spinning sea stories. His eyes smiled as he talked of his life, love and family—meaning in this case the United States Navy.

For 44 years Clark was a quartermaster in the U. S. Navy. In 1950 he retired from active duty as a chief petty officer, a rate he made in 1914. The man knows and loves the sea service. The concept of “going Navy” began for him in the early 1900s with an enthusiastic urge to enlist.

“I had tried to enlist several times, even once during the Spanish-American War, but each time I tried they told me I was either too young or too skinny. Finally, on August 13, 1906, I enlisted,” he said as he thumbed through some old photographs.

A man with four and one-half decades of active duty can compile quite a list of duty stations. For example, Clark recalled he has served aboard practically every type of combatant ship in commission up to his retirement—“except for an aircraft carrier.” He’s been around the world several times; he’s been in “. . . most every port in navigable waters;” he’s served two tours of duty in recruiting; he’s been an instructor for midshipmen and for recruits; and he was an investigator in the legal department of Headquarters, 11th Naval District, San Diego.

After he began his naval career with a swearing-in ceremony in Indianapolis, Clark left for boot camp in Norfolk, Va. From there he went aboard his first ship.



EYEWITNESS TO

PROUD TRADITION

200th BIRTHDAY YEAR

The next year, 1907, when Secretary of the Navy Victor H. Metcalf dispatched the Great White Fleet on its famous world cruise, Clark was there. With him on that historic voyage was a young midshipman named Chester W. Nimitz. A portrait of Clark's shipmate, ADM Nimitz, now graces his hi-fi. Next to it rests another portrait, this one an autographed photo of Rear Admiral James E. VanZandt.

"I was recruiting in Altoona, Pa., at the time," Clark said, "when I met a young man who worked for the Pennsylvania Railroad and who wanted to join the Navy. His name was James VanZandt. He asked me what the best rate to go into might be, so I told him to strike for quartermaster."

Not only did James E. VanZandt go on to become a rear admiral in the Navy, but he also served several terms in the Congress of the United States as representative from Pennsylvania.

Going through the pile of photos on the table before him, he pulled out a photograph yellowed with age, showing 21 stalwart sailors on the steps of the Indianapolis post office where a Navy recruiting station was located after the turn of the century.

"I was a recruiter in Indianapolis from 1911 until 1913," he said. "It was a good experience."

"The thing I enjoyed most in recruiting was talking to the parents of the young men. I felt it was important to talk to them directly; after all, they were the people who pointed their boys in our direction. They were the people concerned with the well-being of the boys."

"I would go to a boy's home and explain to him and his folks the opportunities the Navy had to offer. Things like good pay, \$17.60 a month (a recruit today makes \$334.10 a month); free medical attention; 13 days' leave a year; liberty and travel. These were the types of things the parents looked for."

Later, as a Navy recruiter in Pittsburgh, Pa., Clark wrote an article which appeared in one of the local newspapers, "sometime between 1914 and 1917," he says. It described what the Navy had to offer the youth of a few generations ago. If you want to make a comparison between the Navy of today and that of six decades ago, check Chief Clark's comments.



Facing page: Retired Chief Quartermaster David C. Clark, USN at age 86. Photo by JOC J. Burlage. Center: Young David Clark made world tour with the Great White Fleet. Left: Ensign Chester W. Nimitz who, as a midshipman, also sailed with the White Fleet.





'The Navy of 1914'

"In many ways the life of the sailor of today (1914) is far superior to that of the sailor at the beginning of this century and before. Today we have schools, and the advantages they offer, never dreamed of before; we have travel, with its broadening change of scenery; and our enlisted men today are of such inherent qualities that they have inconceivably raised the status of the service. A ship today is one great piece of machinery, every part of it working with every other part, and our men are given a trade instead of a mere job. Traveling, as they do, to every part of the navigable world, enlisted men have an opportunity, afforded by no other service, of learning the traits of the various nationalities, their industries, and their languages, all of which broaden the men, and open up new possibilities to them.

"The seaman's life is not one of continuously scrubbing the deck. On board every ship Navymen enjoy boxing, swimming, running, boat racing; they have their baseball, football, and basketball teams; in short, Uncle Sam realizes that 'all work and no play makes Jack a dull boy,' and he gives man jacks every opportunity

to enjoy themselves in ways which will benefit them.

"Every man who enters the Navy today, does so with some trade or calling. The pay ranges from \$17.60 to \$100 per month, and advancement is rapid for those who make use of their opportunities. Salaries are paid twice a month, and every cent is clear. The sailor is privileged to bank in a ship's bank of 4 per cent, or in any bank anywhere in the United States. The man who does not have a neat bank account when he leaves the service has no one to blame but himself.

"Medical attention is free, and pay goes on whether sick or well. Thirteen days' leave of absence, with pay, are granted every year, and after sixteen, twenty or thirty years of service, the sailor may go into the reserves. If he leaves active service at the end of sixteen years, he receives one-third his pay, which at that time will amount to about \$48 per month. If he leaves after twenty years' service, he receives one-half pay at about \$70 per month; and if he retires after thirty years' service, he receives three-quarters pay, plus \$15.75 for light and fuel, which will net more than \$100 per month. Now show me a firm in civil life which will look after its employees as well as Uncle Sam does. There are none."

Clark's 44 years of active service meant, of course, that he was on active duty during both world wars. During World War I he served aboard USS *Mount Vernon*. Later in that conflict, he became an instructor for midshipmen at the officers' training school at Harvard University, where he taught navigation courses to the fledgling midshipmen.

In World War II, he was assigned duty as an instructor at the Naval Training Center, San Diego, where he indoctrinated new recruits. He later served in the 11th Naval District Headquarters' legal department.

Nearly a quarter of a century has passed since he retired, but he keeps up with the navy's many changes by reading Navy-oriented periodicals. He also enjoys talking to Navy people.

Clark reached for another photograph, this one a snapshot of himself in uniform along with a young sailor. He explained that it had been taken some months ago. "He asked me to be his best man at his wedding," the chief remarked, "but I had to turn down the offer."

The young man was one of many he has "recruited" since his retirement from active duty. Even at 86, Chief Clark is still recruiting for the sea service. He does this by explaining the Navy to young people just as he did many decades ago, before he refers them to the Terre Haute recruiting station.

David Clyde Clark leaned forward on the cushioned davenport, his expression now serious. "You know something—I'll never retire," he said.

No one who ever listened to this old salt will ever doubt it. The Navy is still his life, love and family.

—JO3 David W. Swank



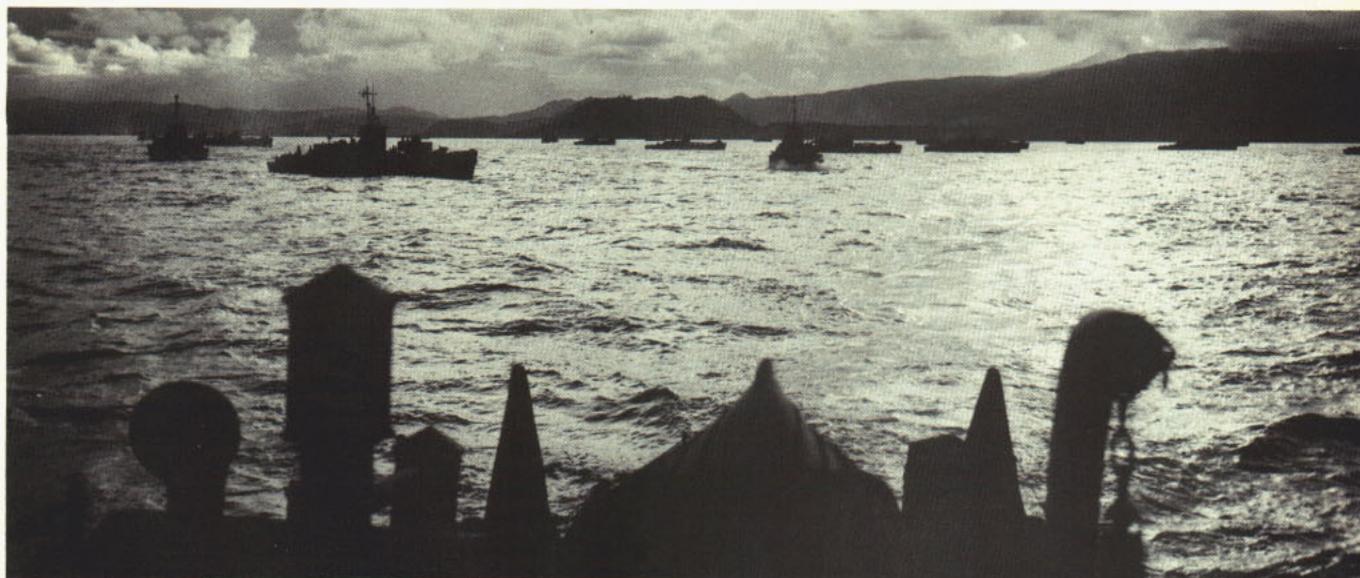
Facing page: Chief Clark, (indicated by arrow) then first class, with the crew from the Indianapolis Recruiting Office in 1911. Above: The Indianapolis Recruiting Office in 1912. Right: (left to right) Chief Clark's 44 years of service span from the sailor of the early 1900s, through the era of the World War I sailor, to the modern sailor of the mid-twentieth century. The figures shown here are portrayed in Navy recruiting posters.

The Navy Coxswain

who

Returned With MacArthur





When General Douglas MacArthur made his historic return to the Philippines, many people believed he staged the wading ashore to fulfill his promise, "I shall return."

Truth is, while his "wading ashore" did add emphasis to the World War II event, walking calf-high in surf was not in the general's extensive plan—not according to Paul Barnett, coxswain of LCVP 13, who was responsible for delivering the commander-in-chief of Allied forces in the southwest Pacific and his staff to Leyte that 20th day of October 1944.

"I couldn't get the general and the (Philippines) president ashore on dry land as we'd hoped . . . they had to wade in . . . the general said he didn't mind . . . he didn't even bother to roll up his trousers."

That's how Barnett, 53, now living in a St. Louis, Mo., suburb, remembers that historic day more than 30 years ago.

Barnett says he had learned of the impending landing three days before when he was told his craft would take the general ashore. LCVP 13 was one of 25 landing craft assigned to the attack transport USS *John Land* (AP 167) which was about four miles from the cruiser USS *Nashville* (CL 43), carrying MacArthur.

It was about 1300 when Barnett and his crew and the general, and President Sergio Osmena and their staffs set out for the beach. They were part of the third invasion wave of an assault force scheduled to land on that section of the island. During the five-mile ride, GEN MacArthur observed aerial dogfights between American and Japanese fighters and discussed strategy plans with President Osmena.

There is much to remember about that day, but

Facing page top left: World War II ID photo of Coxswain Paul S. Barnett. Facing page top right: Barnett at the wheel of LCVP 13, the landing craft used to transport Gen. MacArthur to the beach. Bottom: Aboard the landing craft: left to right, Sergio Osmena, then President of the Philippine Commonwealth; Col. Lloyd (Larry) Lehrbas, an aide; Gen. MacArthur; unidentified sailor; Col. Roger Egeberg, an aide; Brig. Gen. Carlos Romulo; and Coxswain Paul Barnett. Above: The morning of 20 Oct 1944, as invasion armada arrives to open the Philippines campaign.

Barnett recalls vividly how the general's uniform trousers were crisply creased and neat before he stepped into the surf to wade the 50 feet to shore. There he was met by several Filipinos who appeared along the beach.

Stepping up to a microphone of a portable radio, MacArthur said, "This is the voice of Freedom—General MacArthur speaking. People of the Philippines—I have returned." Two years before, in the face of overwhelming Japanese forces, the general had reluctantly left the islands, vowing then, "I shall return."

Fighting continued to rage overhead while Navyman Barnett kept guard on his landing craft and the general and his staff conferred for nearly four hours ashore. Then word was received that the Japanese fleet was believed moving in their direction and all American ships were directed to get underway.

Barnett said he delivered MacArthur safely back to USS *Nashville* and then headed LCVP 13 full throttle for the attack transport *John Land*, just in time for the landing craft to be plucked from the water. Had he and his crew been five minutes longer in returning, he learned, they just might have been left behind.

The MacArthur landing, says Barnett, will stand out as perhaps the most significant event of his military life, but, as a Navy coxswain, he faced far more dangerous assignments in the Pacific. Drafted into the Navy in 1943, he soon joined *John Land* and participated in invasions of Saipan, Iwo Jima, Tinian, Guam and Peleliu.

Today, the soft-spoken native-born Arkansan and his wife, Nadine, live in House Springs, Mo. They have two children and three grandchildren.

Why was LCVP 13 chosen to carry MacArthur back to the Philippines? According to Barnett's commanding officer, "because he was one of the best coxswains we had." Barnett believed he was picked for the job because he and the general came from Arkansas.

Whatever the reason, the former Navy coxswain stands a chance of having the part he played in real life recorded for all time on film. His life will be linked to the general's in a planned "MacArthur" movie production about the World War II hero of the Pacific.

from the desk of the Master Chief Petty Officer of the Navy

"Our Women in Navy Blue"

Although many important changes in Navy policies, procedures, and programs have come about during my tenure as Master Chief Petty Officer of the Navy, none has come quicker than those affecting women in the Navy. Because the issue of equal opportunity for women has been in the forefront of the news lately, these changes are thus made ever more dramatic and timely.

During a recent trip to Iceland with the Chief of Naval Operations, I was extremely impressed with the achievements of the 77 Navy women at that command. The number of women serving there has more than doubled during recent years, encompassing a wide variety of ratings. Recent command evaluations have shown that Navy women in Iceland are making valuable contributions to the overall effectiveness and morale of that command.

Such contributions are being seen in every CONUS and overseas activity I have visited where women are an integral part of the Navy effort. There are

MCPON JOHN D. WHITTET, USN



now more Navy enlisted women (14,435 as of November 1974) serving in more locations and in more rates than ever before.

In August, 1972, a CNO directive proclaimed that Navy women would be assigned in the same manner as their male counterparts. This means that women are now given orders in accordance with their qualifications and the availability of valid billet requirements at the time of their assignment. The opportunity to perform in a much wider spectrum of duty locations has enhanced and will continue to enhance the careers of women in the Navy today.

Existing legislation places certain restrictions on the assignment of women. Specifically, they may not be assigned to activities whose mission is primarily combatant which include, of course, most seagoing commands, staffs afloat, or any other unit which is subject to deployment to sea. The proposed Equal Rights Amendment to the Constitution, now being considered by the 50 states, may ultimately affect some of this legislation, in whole or part, if it is approved.

The past two years have seen Navy women expanding the range of their assignments. Our female shipmates are now serving in every occupational group and are authorized entry or rating conversion through formal schooling into most ratings. The current exceptions to this job availability are: AW, EW, FTB, FTM, GMM, GMG, GMT, IM, ML, MT, OM, PM, and ST. By necessity, these ratings remain restricted to women since the output of class "A" schools for these ratings is required to fill shipboard or combat aircrew billets.

Some of the more dramatic changes have been in ratings once considered to be male strongholds. Just the other day, I was notified of a phone call awaiting me from a QMSN serving here in the Washington area. To my surprise, the QMSN was female.

When reflecting on this incident, I am pleased to note the many accomplishments that have been made in behalf of and by women in recent years. Assignment of a few women to jobs as quartermaster, boatswain's mate, and aviation ordnanceman is now a fact. Moreover, these advances are being made without permitting development of an adverse impact on the sea/shore rotation of their male shipmates. There's no doubt about it, the Navy is coming to grips with the changing American scene, dealing with it effectively, and continuing to stride forward in the areas of equality of assignment and job opportunity.

How about here at the Bureau? Well, we now have Navy women serving in key administrative roles, including detailer billets, ombudsman roles, and



practically every other aspect of the Bureau's many important functions.

Currently, Yeoman 3rd Class Barbara Williams is serving on my staff as a correspondence and case worker. Petty Officer Williams not only performs effectively in handling correspondence and telephone calls from you and your shipmates but also serves by keeping me up to date and aware of problems related to women in the Navy.

The Women's Equal Opportunity Branch (Pers 613), operating under the cognizance of the Assistant Chief of Naval for Human Goals, monitors the progress of women in the Navy from an overall view. This organization is the watchdog for women's rights and has done much to improve conditions for our Navy women. Their role will expand in the future as women in the Navy continue to broaden their horizons.

Many who doubted the ability of women to perform effectively in jobs that were once assigned only to males have by now seen the light. Navy women are performing effectively. Their contributions have been many and are limited only by current assignment restrictions.

For too many years women have been a much neglected resource in nearly every facet of American society. I, for one, am extremely proud of the continuing high level of achievement exhibited by our enlisted women and am confident that as more doors are opened to them, they will be better utilized and our "One Navy" concept will be strengthened.

Updated— 'Shopping List' of Shore Billets

A "shopping list" of all the shore billets currently in existence both in the United States and overseas is scheduled to be published in early 1975 by the Bureau of Naval Personnel. This will be an update of BuPers-Note 1306 of 16 Jul 1974. The list covers all ratings and all paygrades.

To compensate somewhat for the ever-changing quality of the billet list, BuPers plans to publish a new listing once every six months.

The list is published to help men and women in the Navy in deciding where it's possible to receive a shore assignment, but it is also put out with these cautionary notes: the list indicates only billets which are in existence at publishing date, not vacancies. And the list of billets is constantly changing.

Besides displaying billets by occupational categories—such as MAAG, Instructor, Recruiter, Aircrewman, Independent and General Duty—the list also features a compilation of shore billets available to the EOD/Diver/SEAL/UDT communities. These billets are listed on the last page of the notice.

Some of the billets listed, of course, are now vacant, others may not be available for several years. Those using the list should consult their personnel officer or career counselor to determine the shore tour length for their specific rating and paygrade; determine from the billet listing what is available in the location they desire; and then divide the number of billets authorized by the shore tour length. In this manner, a person can determine approximately how often a billet may become vacant in a certain location.

Correspondence Courses

Among the latest in new and revised Navy correspondence courses (all unclassified), available through naval education offices, are:

Enlisted

- Aerographer's Mate 3 & 2 (NavTra 91664-3A)
- Commissaryman 1 & C (NavTra 91443-3)
- Data Processing Tech 3 & 2 (NavTra 91274-2)
- FITS Fire Control Tech G 3 & 2 (NavTra 91341-1)
- Hull Maintenance Tech 1 & C (NavTra 91249-A)
- Illustrator Draftsman 1 & C (NavTra 91489-2)
- Instrumentman 1 & C (NavTra 91385-2)
- Personnelman 3 & 2 (NavTra 91420-2)
- Quartermaster 1 & C (NavTra 91253-F)
- TraDevMan 3 & 2 (NavTra 91698-1C)

Officer

- Amphibious Operations (NavEdTra 10512-2)
- The Antisubmarine Officer (NavEdTra 10405-B1)
- Naval Postal Officer (NavEdTra 10518-A)
- Navy Regulations (NavEdTra 10740-B)
- Navy Travel (NavTra 10977-9)
- Seamanship (NavEdTra 10923-B)
- Ship's Store Afloat (NavTra 13109-1)
- Supply Afloat (NavEdTra 10980-C2)
- Watch Officer (NavTra 10719-6)

Officer correspondence course Airplane Power Plants (NavPers 10961-A4) has been discontinued.

- 'SEA POINTS' TO BECOME PART OF ADVANCEMENT MULTIPLE

Points for time served in specified afloat units are going to be figured into future final advancement multiples. Data is to be gathered and analyzed during the February 1975 exam cycle with proposed full implementation of the program during the August 1975 and subsequent advancement cycles.

"Recognizing that professional experience gained at sea is more directly oriented toward the Navy mission," a recent NavOp message said, "a sea point program will be instituted to provide tangible recognition of the value of such experience."

Briefly, the program calls for one-quarter of a point to be given E-4 through E-9s for each month of sea duty served in their present pay grade. Sea points will count for seven per cent of the final multiple.

Members in eligible units must have served in their present sea tour for six months in order to earn points. During this period all points earned during previous sea tours in specified units and in current pay grade may be applied towards advancement multiples. At the end of the six months' eligibility period members will begin receiving points which may be added to their previous total. Members ashore will have points computed for previous sea tours in present rate served in specified units.

Upon advancement, members will revert to zero points and commence earning points for their new pay grade. Those advanced at sea will not be required to reestablish eligibility at sea by waiting six months to begin accumulating points.

Members who are reduced in rate will lose all points earned in their previous pay grade and will not be credited with those points earned at that pay grade upon readvancement. Those who are reduced in rate but are reinstated will have sea points computed from their originally established time in rate or sea duty commencement date, whichever is later.

Specified, or eligible, units are: DE, DEG, DD, DDG, DLG, DLGN, CLG, CGN, CG, AGDE, SSBN, SSN, SS, ARS, AGSS, LPSS, ASR, CV types (excluding CVT), AGF, LCC, LHA, LPH, LKA, LPA, LPD, LSD, LSG, PC, AGE, MSO, MSC, AE, AF, AFS, AKL, AO, AOE, AOG, AOR, AG(TASS) and all attached aviation squadrons and detachments excluding CVT. A BuPers Notice will be issued giving specific instructions for the program following review of the February 1975 exam date.

- TUITION ASSISTANCE AVAILABLE FOR TRADE OR VOCATIONAL TRAINING

Tuition assistance is now available for Navy personnel pursuing trade or vocational training at private and public technical schools. In the past it has been offered only for college and university training. Payment of 75 per cent of tuition will be made by the Navy for those active duty men and women who are seeking to enhance their Navy job skills or Navy Enlisted Classification (NEC).

Under the program, private trade schools must be accredited by the National Association of Trade and Technical Schools in order for assistance to be paid. Public trade schools must be accredited by a nationally recognized agency or association listed by the U. S. Commissioner of Education. Learning of trades and vocations through correspondence courses will not be funded under tuition assistance.

briefs navy navy navy navy

- LUMP SUM SRB STOPPED; WILL BE PAID IN ANNUAL INSTALLEMNTS

The Navy's authority to pay lump sum selective reenlistment bonuses (SRB) has been rescinded. Effective 1 Jan 1975 all SRB awards, with the exception of those cases where a Chief of Naval Personnel authorization letter has already been issued, will be paid in annual installments only.

According to a recent A1Nav message, this action was taken by the Department of Defense in compliance with a Presidential decision. The message says that the action "...is sincerely regretted; however, the need to minimize government and military spending at this time is of paramount importance to our country's economy and your understanding of this constraint is solicited."

- MAC TESTS GREATER BAGGAGE ALLOWANCE FOR SOME PASSENGERS

The Military Airlift Command (MAC) is testing a new policy that will allow some passengers to carry more than 66 pounds of baggage on MAC flights. During a test period which will run through the end of March, MAC will accept up to 88 pounds of baggage as a customer courtesy for space-required duty passengers. Space available passengers will still be limited to 66 pounds and excess baggage will have to be shipped by commercial means. Personnel traveling on commercial (noncontract) flights will have to pay for unauthorized baggage in excess of 66 pounds.

- THREE NEW NUCLEAR-POWERED SHIPS TO BE HOMEPORTED IN NORFOLK

Three of the Navy's newest ships, USS California (DLGN 36), USS Nimitz (CVAN 68) and USS South Carolina (DLGN 37), are to be homeported in Norfolk, Va. California was commissioned in February 1974 and is scheduled to complete her post-shakedown availability early this year. She is expected to remain in the Atlantic Fleet until 1976 and then be reassigned to a west coast home port when USS Virginia (DLGN 38) is commissioned and will replace her. Nimitz is still under construction and is scheduled to be commissioned this April. South Carolina was commissioned last month.

- MERGER TO CREATE NEW INTELLIGENCE SPECIALIST RATING

The photographic intelligenceman (PT) and naval intelligence clerk (YN-2505) ratings are being combined into a new rating--Intelligence Specialist (IS). Conversion will take place 1 Jul 1975. All PTs will be converted automatically to the IS rating on 1 July, while conversion of YNs with the 2505 NEC will be on a voluntary basis. Applications for the IS rating from YNs not holding a 2505 NEC will also be considered. People selected for the change-over will be converted to the IS rating in the same paygrade.

Personnel with the new rating will perform a variety of intelligence tasks, including identifying and producing intelligence from raw information, preparing intelligence briefings, and providing input to and receiving data from computerized intelligence systems ashore and afloat. Those selected or automatically converted will continue to compete in Navy wide exams in their previous ratings until August 1976, when IS exams are scheduled.

All YN personnel interested in converting should submit a request to BuPers (Pers-521) by 1 Mar 1975. In addition, all Navy people are being encouraged to submit ideas and sketches for an IS rating badge. The drawings

should be accompanied by a brief statement explaining the concept and should be mailed to BuPers (Pers-6A2). Further details on the new IS rating are contained in BuPers Notice 1440 of 6 Dec 1974.

- SONAR TECHNICIAN RATING NOW SPLIT THROUGH PAYGRADE E-8

Sonar Technicians will retain their STS or STG rating designation through paygrade E-8 beginning 1 Mar 1975. In the past, the two service ratings were merged at the E-6 level and all STSs and STGs became STs. Those STs currently in paygrade E-6, -7, and -8 will be converted automatically to the STG or STS ratings. They will, however, continue to participate in the general ST rating exam until separate exams are available--probably in late 1976. E-4 and -5 personnel will continue to take either an STS or an STG advancement exam and there will be no change in the E-9 ST exams. More information on the conversion can be found in BuPers Notice 1440 of 19 Dec 1974.

- WSAM SELECTION BOARD FOR PROJECT MANAGERS SCHEDULED TO CONVENE THIS MONTH

The first selection board exclusively for the Weapon System Acquisition Management (WSAM) Program is scheduled to convene this month. The WSAM Program was established to identify officers who have technical or management backgrounds and who are interested in becoming project managers. The selection board will automatically screen all officers who have WSAM coding. Other officers interested in the program can obtain details in BuPers Notice 1040 of 14 Nov 1974.

- NEED FOR ENERGY CONSERVATION CONTINUES FOR FY 75

The Navy's fuel conservation goal for FY 75 is to reduce energy consumption by 15 per cent below FY 73 levels. An audit of 57 naval activities in FY 74 indicated that most shore commands have responded well to the energy conservation program. However, some areas that need continued attention are: command energy panels to review and monitor energy consumption, monitoring heating and cooling levels, maintaining efficiency of equipment, improved car pool programs, consolidating material shipments where possible and using transportation that requires less energy. CNO has directed that the energy conservation program continue throughout the naval establishment and that actions be undertaken to further reduce energy consumption by increased attention and efficiency, without adversely affecting mission performance.

- GUAM HOMEPORTING OF DESRON SHIPS DELAYED INDEFINITELY

A plan to change the home port of six ships to Guam under the Navy's Overseas Family Residence Program has been delayed indefinitely. The plan, announced last March, would have homeported Destroyer Squadron Nine and its commander and staff on the island. This decision reflects the need for personnel stabilization in a period of rising personnel transfer costs and budgetary restraints. Approximately \$2.7 million in personnel moving costs would have been required to make the initial move. CinCPacFlt has emphasized that the Navy will retain the option of homeporting additional ships in Guam in the future, if conditions warrant. USS Proteus (AS 19), currently homeported in Guam, will remain there.

- HOSPITAL SHIP USS SANCTUARY TO BE DECOMMISSIONED

USS Sanctuary (AH 17), the Navy's only hospital ship and the only Navy ship to which women were assigned as crewmembers will be decommissioned in March 1975. The decision to deactivate Sanctuary was made for budgetary reasons. This action will end the women-at-sea pilot program which was started in November 1972.

Over the past two years, 19 women officers and 97 enlisted women have served in Sanctuary. They were assigned to all departments as well as duties in repair parties, combat information center, navigation and communications. They also stood watches and were assigned to other military duties comparable to their ratings on an equal basis and rotation with men. The pilot program, which has been termed successful, indicates that women performed their assignments with ease, expertise and dedication as did their male counterparts in the same jobs.

- SECNAV ISSUES NEW DRUG ABUSE INSTRUCTION

A new SecNav Instruction entitled "Drug Abuse" has recently been distributed to the Fleet. The instruction, number 5355.1 of 12 Oct 1974, which condenses and clarifies two previous drug abuse instructions, reflects SecNav policy. It also delineates provisions of the Exemption Program which allows drug abusers to come forward voluntarily and seek rehabilitative assistance without fear of punishment. Basically, policies remain unchanged except that in the Exemption Program commanding officers are now able to deny a request for exemption when "there are convincing indications that a member is seeking exemption only to avoid being charged with illegal use or possession of drugs."

- LDO/WO PROGRAM CHANGES APPROVED BY SECNAV

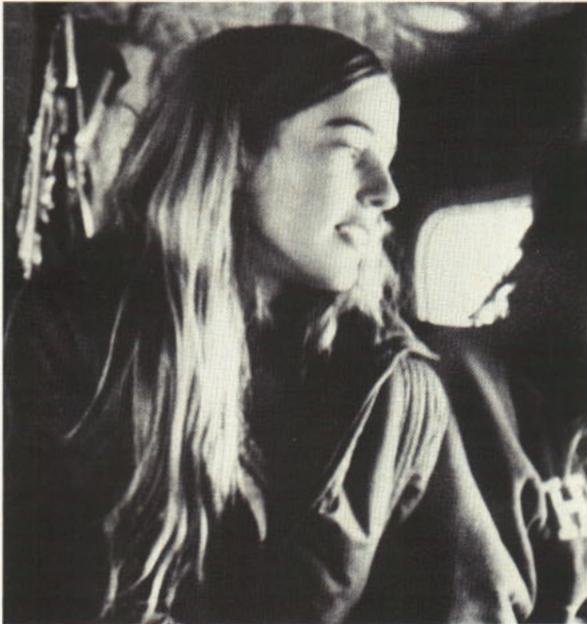
Several recommendations submitted by a special study group to improve the limited duty officer (LDO) and warrant officer (WO) programs have been approved by SecNav. They include a proposal to treat each of the programs as a separate entity and to define specific roles that establish distinct functions of the LDO and WO.

In addition, LDO and WO designators will be realigned to identify most members with their warfare community (surface, air or submarine) as is done with unrestricted line officers. Other changes in the proposals will limit the number of applications a member may submit for LDO and WO to not more than two in any one pay grade, establish a minimum and maximum number of years' service requirement, do away with present age limitations and authorize separate paths to either LDO or chief warrant officer, directly from enlisted pay grades. The path to LDO via CWO will still be open, but use of the W-1 paygrade will be terminated.

Under the new program, E-6, -7 and -8 personnel with between eight and 16 years of service are eligible to apply for the LDO ensign program. E-7, -8 and -9 personnel with between 12 and 20 years of service accepted in the warrant program will be promoted to W-2. Some E-9s with between 20 and 24 years of service who have served for two years in what equates to W-2 duties (involved directly in technical areas of a WO specialty) may be recommended by the procurement board for promotion to W-3.

RANGERS CALL SAR TO THE RESCUE

Nine stranded junior high school students—five girls and four boys—were rescued recently in the snow-bound northeast canyon of Yosemite National Park by the search and rescue team from the Naval Air Station, Lemoore, Calif.



The students—from Menden-Hall Junior High School in Livermoore—were in the canyon at the 9500-foot level when they were surprised by a sudden storm. On a weekend hiking trip, most of them were wearing only light clothing when the storm began on Monday evening.

Their adult leader, Robert Landfear, hiked about 10 miles through the snow from Cathedral Lake to a Ranger Station in order to seek aid. A call was then placed for a search and rescue helicopter and NAS Lemoore responded.

The rescue helicopter was piloted by Lieutenant Commander Norm Hicks and the co-pilot was Lieutenant Dick Gerrodette. The pilot was forced to abandon his first approach because of blowing snow; he touched down instead at the park's Awanee Meadow where he picked up Yosemite's chief ranger, Bill Wendt.

On the second attempt, the helo landed near several pup tents sheltering the students from the slightly above-zero weather. As it touched down, a Park Service overland rescue team, which had climbed and skied over the rugged terrain, also arrived on the scene.

First order was to determine the seriousness of the situation—Hospitalman Hank Smith, Aircrew Survival Equipmentman Gary Anderson and Wendt found a group of cold but otherwise unharmed youngsters, anxious to end their nightmare.

LCDR Hicks credits the team's intimate knowledge of the terrain and regular exercises with the park rangers with contributing to the success of the mission.

"Because of the weather, this was one of the roughest SAR missions I've ever accomplished," he said.





Facing page top: Happy to be going home and warm at last inside the helo. Bottom: Navy UH-1N Iroquois search and rescue helicopter used to rescue the nine students. Below: The teenagers waded through snow to reach rescue helo. Above: Helicopter pilot scans terrain for stranded hiking students. Right: Mixed emotions as they are rescued.



Rescues . . .

DAHLGREN ANSWERS 'MAYDAY'

It was a dark, cloudy November night with high winds and a heavy swell. The aircraft carrier USS *Saratoga* (CV 60) was conducting flight operations with two destroyers in the Mediterranean Sea's Tyrrhenian Basin.

A mixed task group of Netherlands and U. S. warships operated several miles in the distance with a British submarine. Out on the darkened bridge of the Norfolk-based guided missile frigate USS *Dahlgren* (DLG 12) the watch was busy breaking and executing a myriad of tactical signals as the Dutch task group maneuvered past *Saratoga*.

Suddenly a calm voice from *Dahlgren's* internal announcing system informed the bridge of a conversation overheard in the combat information center between two ships concerning a possible helicopter in the water. Shortly, a "Mayday" was declared and the conversing units switched to the assigned Search and Rescue radio frequency.

Although not officially involved, but as a matter of routine, *Dahlgren* followed events.

As directed by the skipper, Commander G. L. Thorpe, the bridge informed the Netherlands' officer in tactical command and headed for the scene. *Dahlgren* was detached from the formation and was made the scene-of-action commander.

At this point, emergency readiness in *Dahlgren* shifted into high gear. The lifeguard detail was set, lifeboat manned, crew informed, signal lights uncovered and

manned, and swimmers were suited out. Countless hours of training were about to be put to the test.

Nearing the reported scene, *Dahlgren* learned that four men were in the water. Because of the heavy swell, sighting the helo's crew would be difficult at best. Helicopters already on the scene had recovered two enlisted crew-members; that left two others still in the water.

Several destroyers and *Dahlgren* combed the area at slow speed, dodging each other as they individually spotted and then lost sight of blinking lights known to be on the pilots' lifejackets. Due to the size of the swells, it was decided that a shipboard recovery would be out of the question.

Two blinking lights were spotted. A destroyer passed slowly between the lights and *Dahlgren*. On the bridge, the watch wondered at this destroyer's expertise as she obviously intended to attempt a shipboard recovery. But the destroyer passed. There were the blinking lights again—the destroyer had not seen them.

At that point, *Dahlgren's* motor whaleboat was lowered into the sea. The small boat disappeared in the direction of the blinking lights. Thirty minutes later the whaleboat reported by radio that it had successfully rescued three persons and was returning to the ship. *Dahlgren* began a turn in order to create a lee, block the wind and swell, and facilitate recovery of the boat. It became obvious to the bridge watch that they would be unable to create the lee, however, owing to the



USS *Dahlgren* (DLG 12)

opposing swell and wind. Recovery would be difficult and dangerous.

As the lifeboat crew tried again and again to lock the quick release devices to the bow and stern of the small craft, the coxswain struggled to keep it from being smashed against the frigate's hull. After 25 minutes, which seemed like an eternity, the boat and its passengers were hoisted aboard. The airmen were examined by the squadron's medical officer and were then made comfortable for the night.

The third man who was rescued turned out to be a

swimmer from another destroyer whose safety line had parted. Both pilots and swimmer were in excellent physical condition, considering their ordeal.

The next day all survivors were returned to their parent commands. *Dahlgren* resumed her position within the multinational task group, confident in the knowledge that she had played a leading role in saving five lives and could produce under pressure.

Dahlgren was expected to return to Norfolk in December upon completion of her Mediterranean deployment.

TEAMWORK SAVES HELO AND CREW

Most helicopters arrive on board aircraft carriers at sea by the universally accepted method—they're flown aboard.

Not so with chopper Number 804 of Helicopter Anti-submarine Squadron 5 (HS 5) deployed aboard the carrier *USS Independence* (CV 62) in the Mediterranean. Helo Number 804 arrived aboard via motor whaleboat and aircraft crane.

The SH-3D *Sea King* was flying a routine night mission when mechanical problems developed and the pilot, Lieutenant (jg) Ronald Pignataro, was forced to set the craft down in the drink. Thanks to some very skillful flying, the pilot and his co-pilot, Ensign George Palms, landed their craft on a calm sea.

The guided missile destroyer *USS Sampson* (DDG 10) was dispatched to the scene. The ship quickly launched a motor whaleboat and attached a line to the crippled helo. Aircrewmembers John Bosse and Patrick McElroy were very happy to see *Sampson's* boat approaching as they sat in their rubber life raft awaiting pickup. (The pilots had been rescued earlier.)

Independence steamed within 100 yards of the disabled aircraft and dispatched two motor whaleboats with the ship's explosive ordnance disposal (EOD) team aboard. Chief Machinist's Mate James Kerr, Chief Hull Maintenance Technician James Spencer, Machinist's Mate 1st Harold Engman and Chief Warrant Officer James S. Thrift, all Navy divers, directed the action from the water.

Fortunately, all the helo needed was a tow and with a motor whaleboat tied to each end of the crippled bird, it was soon placed in position to be hoisted aboard *Independence* by the ship's aircraft crane. The EOD team attached the crane hook to the rotor head and Number 804 was brought aboard without a scratch.

Captain William B. Warwick, commanding officer of *Independence*, credited the quick response by *Sampson* and the combined efforts of the *Indy's* EOD team and deck department with saving the helo crew and aircraft.



USS Independence hoists the disabled helo aboard. Members of EOD team stand by in ship's motor whaleboat. Photo by PH2 R. E. Robinson.

A Warrant Officer on a Shipyard Assignment

PROJECT ENGINEER



At Right: Chief Warrant Officer Fred Hollendonner (right) discusses shipbuilding plans with engineering officer on project. Facing page: Around-the-table discussion between shipyard representatives and naval officer coordinators. CWO Hollendonner is at right.

At Groton, Conn., 13,000 people work together to convert, overhaul, repair and build submarines for the U.S. Navy. Their endeavors run the gamut of subs — fast attacks, fleet ballistic missile and other types of nuclear submarines. To be effective, these projects must receive the attention of men who are highly skilled in their fields — engineers, draftsmen, submarine captains, crews, planners, coordinators and supervisors.

But that's not all. If this activity is to be channeled effectively and productively, a great deal of coordination is necessary and, at Groton, it is supplied by the Supervisor of Shipbuilding's Office. Chief Warrant Officer Frederick R. Hollendonner, served as a kingpin in that office working with the technical people who keep the U.S. submarine fleet at peak strength.

Although CWO Hollendonner is considered to be an exceptionally capable man by Groton's shipbuilding supervisor and Commander Naval Ship Systems Command, his expertise is after all, typical of other Navy warrant officers.

Like other warrant officers in responsible jobs, CWO Hollendonner is a man of practical experience. He served as OOD underway and assistant navigator aboard USS *George Bancroft* (SSBN 643), being commended for navigational accuracy and superior performance of duty in leadership and professional performance. He also holds a degree in electrical engineering from Purdue University.

Mr. Hollendonner was appointed warrant in 1968. When he reported to Groton, he was assigned as ship coordinator for construction of the NR-1 submarine. He learned the ropes through day-to-day contact between the supervisor and the officer in charge of the ship and by monitoring the construction.

His next assignment was a new construction project — the SSN 637 class submarine. While USS *Bluefish* (SSN 675) was being built, he became project engineer and served in the same capacity during

construction of USS *Silversides* (SSN 679).

It was a lot to learn for a relatively new warrant officer. As project engineer and ship coordinator, CWO Hollendonner was responsible for coordinating solutions to administrative and technical problems. In his capacity as project engineer, the CWO was the first member of the supervisor's team to act on significant shipboard problems. It gave him a good chance to show whether he could effectively bring about resolutions to these difficulties.

His job as project engineer also made him senior representative and spokesman for the shipbuilding supervisor's office during sea trials of newly built subs. His decisions represented the supervisor's position on the course of action to be taken. To do his job effectively, CWO Hollendonner had to be well aware of the effect of his decisions as work progressed.

But, as project engineer, a warrant officer isn't confined solely to being the link between the ship and the contractor for the daily problems which arise during submarine construction, overhaul and repair. Difficulties also might arise between Naval Sea Systems Command, the Naval Ship Engineering Center and Commander Submarine Force, U.S. Atlantic Fleet, to mention only a few. The CWO has to be production oriented and capable of communicating with civilian and military personnel to achieve his goals.

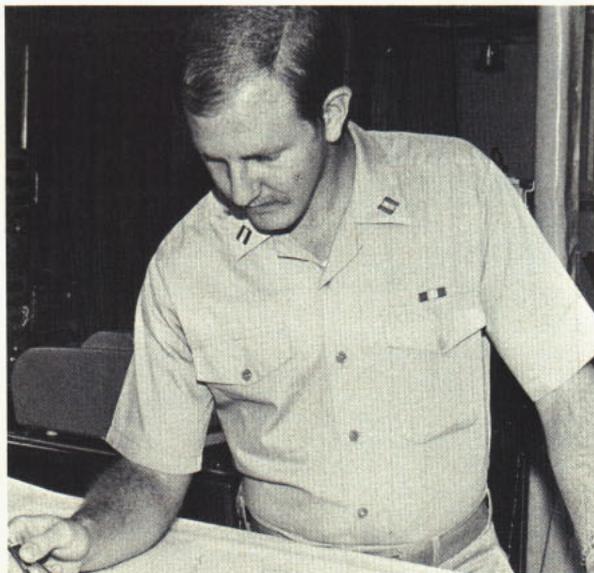
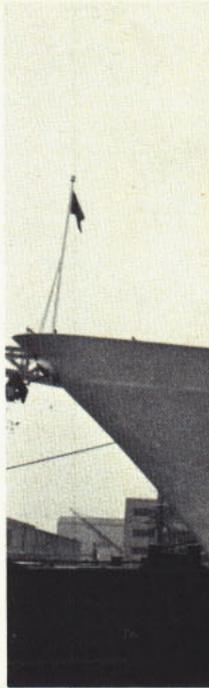
Contract administration, supervision and overall management and engineering are basic prerequisites for shipbuilding. The ability to communicate, convey important knowledge, plan, organize and use valuable sea experience is essential.

Mr. Hollendonner obviously had the qualifications he needed and the Navy recognized a job well done. Last year he was awarded the Navy Achievement medal for his work from August 1970 to June 1972. CWO Hollendonner has since been transferred to Submarine School Staff, New London, Conn.



... "I wouldn't trade this duty
for anything . . .

Oceanographic Unit Four



"Quite a few of our enlisted men come to this command and like the duty so much they end up extending for two or three years. I'd say roughly 40 to 50 per cent of our men are on extensions," said Lieutenant Commander Charles K. Roberts.

Unbelievable? When you consider he is speaking of a unit whose standard operating schedule is 23 days at sea and five in port, you might think so. He must be talking about some outstanding duty. He is.

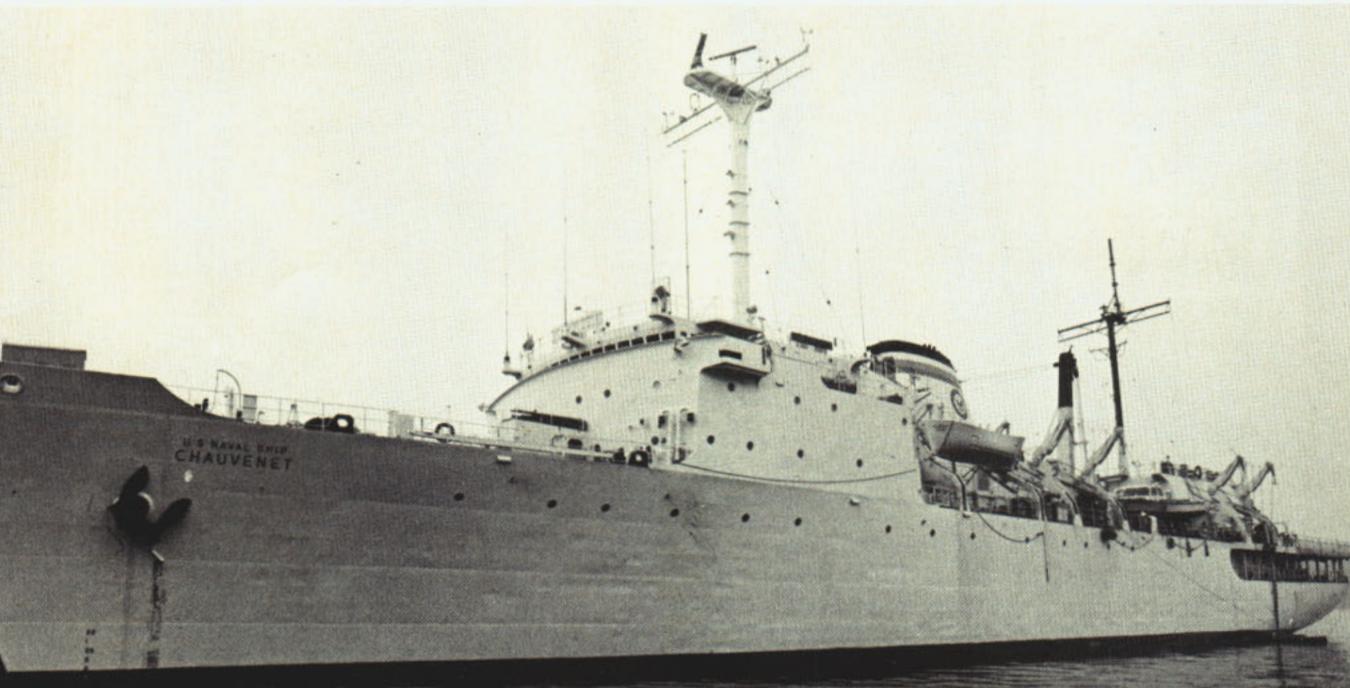
Enlisted men, as are officers, are berthed in two-man staterooms complete with wall-to-wall carpeting and air-conditioning. Many have extensive stereo setups in their rooms. They stand only two personnel inspections each year and eat in a restaurant-like atmosphere with three choices of entrees at every meal.

These extras are earned, however, points out LCDR Roberts, commanding officer of this good duty station—Oceanographic Unit Four.

"When we are surveying, the men work hard. We normally put the hydrographic survey launches into the water at 0800 and they get back by 1700," said LCDR Roberts. "But sometimes it is necessary to launch as early as 0630 and not get back until 1900. Nine or more hours in one of those little 36-foot boats is a long day."

One of five Navy oceanographic units, Number Four is permanently embarked in the Military Sealift Command hydrographic survey ship USNS *Chauvenet* in the Pacific. Its mission is to make charts for merchantmen, fishermen, the Navy and those who ply the ocean near shore.

In addition to command of the 52 enlisted men and seven officers in the unit, LCDR Roberts also has operational control of Support Detachment Alpha, a unit of HSL-31 helicopters; the U. S. Marine Corps' Second Topographical Reconnaissance Platoon; and a team from the Navigation Aid Support Unit in Fort Story, Va. They are all embarked in *Chauvenet*.



"To survey," said LCDR Roberts, "we need to be able to determine our position very accurately. To do this we set up antenna sites ashore in the Republic of the Philippines and in Korea, and man them with the Navymen of the Navigation Aid Support Unit. The sites are usually set up high in the mountains and are virtually impossible to reach by foot. The men live in tents at the sites for about four months. They are taken there and removed by helicopter after the site has been pinpointed by the Marine topographical team."

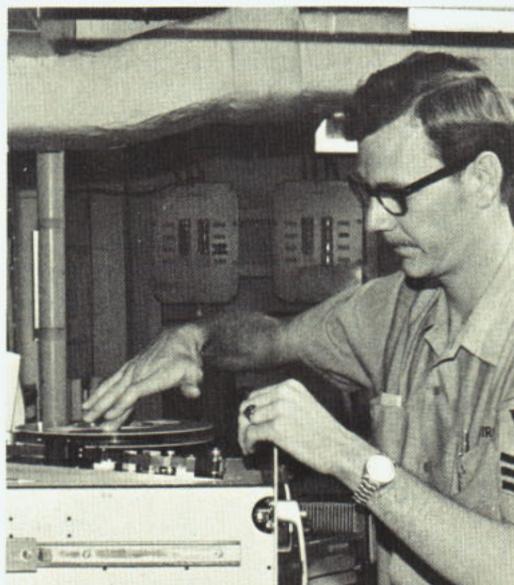
The hard work and long hours are demanding, but the two-man staterooms and the other benefits seem to make up for it.

But the benefits of being with Oceanographic Unit Four are more than just tangible according to Data Systems Technician 1st Class Robert D. Baird, who is on his third extension with the unit.

"I like the life. The duty is interesting and the work is varied," he said. "We go to ports that not everyone visits, and we do work that not everyone gets a chance to do. We all have to chip in and help during some of the operations. I have it entered in my record that I am a qualified coxswain and I'll bet that not too many data systems technicians in the Navy can say that!"

Fireman Jerry F. Canfield agrees. "This is my second tour on this ship with Oceanographic Unit Four and I've put in for a third extension," he said. "We've got some good petty officers on this ship and the officers are good too. This is number one duty, I wouldn't trade it for anything."

Facing page top: LCDR Charles K. Roberts. Bottom: LT Ray L. Shoaff, Executive Officer, checks ship's position during surveying operations. Above: USNS Chauvenet. Middle: CPO William L. Thurston, Admin Officer, discusses reenlistment opportunities with Petty Officer 3rd Class Ralph R. Amato. Right: Data Systems Technician 1st Robert D. Baird loads magnetic tape into a computer that collects surveying information and records the information onto the tape.





CAPTAIN JOE ADKINS

SQUADRON COMMANDER

Captain Joe D. Adkins settled back in his comfortable leather chair. "It was just me and the sky in those days," he said, reminiscing about his early years in naval aviation.

The native Oklahoman started his Navy career in 1942 when he enlisted fresh out of high school. Shortly after that he enrolled in the Naval Aviation Cadet Program at the University of Oklahoma in Norman. Now, 32 years later, he is the commanding officer of Fleet Tactical Support Squadron 50 (VRC-50) at NAS Cubi Point, R. P.

"One of the first planes I ever flew was an old N-2S *Stearman* bi-plane. Have you ever seen one?" he asked. "I'm sure you have. It's one of those open cockpit, double-winged planes that Snoopy and the Red Baron fly in the Peanuts comics. They're also used throughout the country as crop dusters.

"Yes, sir," he said, "I remember it well. The country was completely involved in World War II and we moved over to Glenview, Ill., to take our flight training. It was so darn cold in those open cockpits that we wore furlined flightsuits and felt masks to keep from getting frostbite. Those were exciting days, it was just you and the sky with no middleman to tell you where to go and how to get there.

"I've flown *Hellcats*, *Banshees*, *Corsairs*, *Bearcats*, *Skyhawks*, *Phantoms* and lots of others, and I still get tremendous satisfaction out of flying. But, I'm older now," he said, leaning on his polished desk, "and I fly this desk more than I want to. But it's necessary. I tell myself there's more to the Navy than just flying airplanes. I'm a naval officer first and a naval aviator second."

Then, with visions of barrel rolls and dogfights, he confessed, "But you know, I don't think you'll ever find a naval aviator who thinks he flies enough."

Speaking of his squadron with obvious pride, CAPT Adkins said, "Our mission is to provide rapid airlift of high priority cargo and passengers to the Seventh Fleet. To perform this task you need dedicated people and good aircraft. Fortunately, we have both."

VRC-50 flies twin-propeller driven CIA *Traders*, turbo-prop C2A *Greyhounds* and twin turbo-jet CT39E *Sabreliners*. This, and its 360 officers and men, make it the largest aviation squadron at Cubi Point. VRC-50 is also the only squadron in the Western Pacific providing Carrier Onboard Delivery (COD) service to our deployed fleet.

CAPT Adkins said mail delivery to carriers at sea

is the squadron's number one priority. "We try to fly daily COD missions in order to keep the mail and cargo moving. We've all been at sea for extended periods and know what a tremendous morale booster it is to receive mail. The first question our pilots are usually asked after they land on that carrier is 'How much mail do you have?'"

Knocking on his wooden desk for luck, CAPT Adkins said, "I'm happy to say that we've flown over four million miles without any loss or damage to cargo or injury to personnel." Since September 1972 VRC-50 has carried more than 25,000 passengers and over 4.8 million pounds of cargo and mail.

The captain is quick to point out that the squadron's excellent record has been largely because of its highly competent maintenance department. "These men shed 'blood, sweat and tears' to keep those aircraft in an up status," he said. "They're interested in their jobs and often put in their own time to get a 'bird' repaired. I'm especially proud of them because they refuse to accept anything but the best possible maintenance, and that's very reassuring to a pilot at 30,000 feet and a thousand miles from home."

Top left: CAPT Adkins, CO, Fleet Tactical Support Squadron 50. Top right: CAPT Adkins and his line chief, Chief Petty Officer L. W. Ferrell, in cockpit of C-2A "Greyhound." Right: On the VRC 50 flight line.



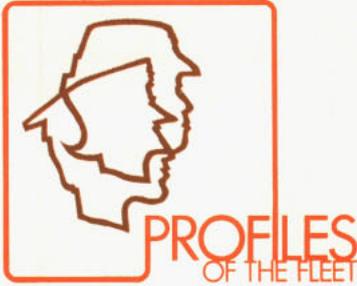


CAPT Adkins will soon be transferred to the staff of Commander Naval Air Force, U. S. Pacific Fleet in San Diego. When he finally retires he has enthusiastic and ambitious plans to become a law school candidate and begin a second career.

"Why not," he said, "I'm not that old."

—Story by LCDR Tony DeMarco
—Photos by PHC Don Hays





OCS FOR DT3 VILANO

DREAM COME TRUE

"Report to Commanding Officer, Officer Candidate School, Newport, R. I.," his orders read, "Class OC 7502."

Who said it can't be done? Dental Technician 3rd Class Samuel Vilano proved them wrong, but it took a strong mind, patience and perseverance to fulfill his dream.

That vision began with a "Bluejackets Manual," left behind by a furloughing Navy brother, when Vilano was a senior at the Bagio Colleges Foundation, in the Republic of the Philippines. "Since then," he said, "it's been my dream to become an officer in the U. S. Navy, and I read everything about the Navy I could lay my hands on."

Vilano immigrated to the United States and worked as a busboy in a restaurant in San Diego, Calif.

With his goal foremost in mind, he approached the second hurdle—the recruiter's office. He asked for Officer Candidate School and was refused because of his noncitizenship status.

"The recruiter told me that the Officer Candidate School is only open to noncitizens with a professional degree," he said. "But in spite of that I was allowed to take the Officer Qualification Test which I passed."

What was open to him, then, was Dental Technician Class "A" School. Vilano jumped at the chance. One curve was rounded at least—he was in the U. S. Navy.

In January 1973, while in Class "A" School, he cleared one of the highest hurdles when he became a U. S. citizen. He tried again for OCS, but was once more refused. The reason, he was told, was because he needed more "maturing and experience in the enlisted ranks." Instead, he was sent to Japan,

almost back to where he had started. OCS, Newport, R. I., was just as far away as ever.

Stumbling, but undaunted, he was soon back in the race when he made a swap from Japan to the closest spot possible to Newport, the Naval Submarine Base at New London, Conn. He was only 50 miles off target now.

The "impossible dream" took another turn. While hard at work pouring impressions at the dental prosthetics laboratory, BuPers contacted him about entering the Naval Aviation Program. It was his turn to refuse. "My vision is 20-70," Vilano quipped.

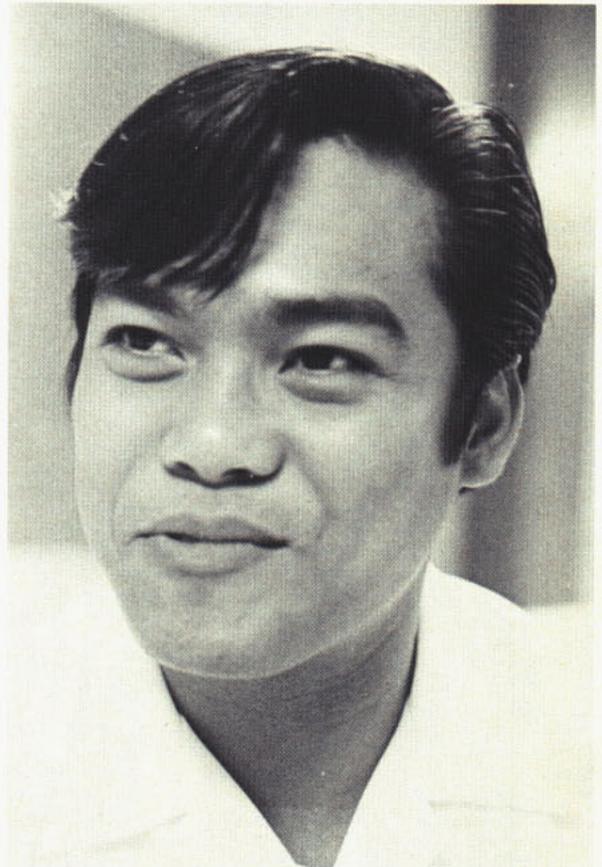
He immediately sought the aid of the submarine base career counselor, but he was not able to help either. Vilano was still out in the field alone.

Next, at the suggestion of a friend, he approached PN2 Edward Kelley who worked in another office on base. Kelley was able to give him the information he needed and contact the people who should be contacted. At the same time, his superiors were alerted and they also helped pave the way.

Finally, Sam Vilano, the ex-restaurant busboy with a B. A. in English, jumped all the hurdles and entered the long stretch to the ribbon when he recently entered Officer Candidate School.

His goal is finally in sight. It will be a hard run, but DT3 Samuel Vilano has shown his prowess. The trophy of his "impossible dream" will undoubtedly be won with the style of an olympic champion.

—JO1 Jesse Jose



PN3 CLAUDIA GRAY

TRAVEL WHILE YOU WORK

How does it feel to have the distinction of being the only woman among 475 sailors? PN3 Claudia M. Gray of the Fleet Maintenance Assistance Group (FMAG) Detachment, San Francisco, can tell you.

"After a little adjustment," she said, "it's great. It showed me a whole different side of the Navy."

"I grew up in a small town, Coventry, R. I., and never saw a ship before coming to FMAG. When I first entered the Navy in 1971, I was sent to the Personnelman "A" School in Orlando, Fla. Upon completion of my training, I was assigned to the Naval Air Station, Lakehurst, N. J., and, after a 14-month tour there, received orders to FMAG San Francisco."

FMAGs are groups of highly trained individuals, all experts in their ratings who travel around and assist ships and units with maintenance problems.

"This is my first time in California and I love it," Claudia said. "I was a little afraid at first that all the men at FMAG would resent my being here, but not so. They are really great and have bent over backwards to help make my assignment enjoyable."

Claudia takes pride in being evaluated as a person on the basis of her accomplishments rather than on the point of being the only woman among so many men.

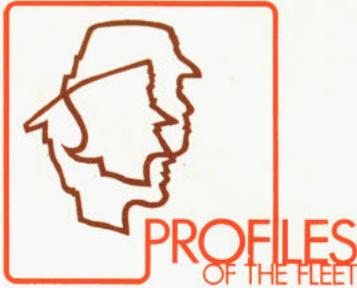
She was instrumental in the establishment of the personnel office and training the nonrated PNs at the San Francisco detachment. Her responsibilities have expanded to include work in the administrative office as well as personnel duties.

Her future plans call for enrollment in a business school at the end of her enlistment. She feels that her experiences at FMAG, including being the only woman there, will help her tremendously in the business world.

Is Claudia a "women's libber?" No, but she says she does believe in "equal pay for equal work."

—Story and photos by
PH1 E. George Norris





EO1 RONAL W. BROGLIN

HE MOVES THE EARTH

The peacefulness of the island hideaway was pierced by the sound of breaking branches, grinding treads and a raucous roar as the 46,000-pound construction cat clawed its way up the mud-slick hillside. Still, swarms of insects took to biting the necks and arms of the Seabees as they went about their work.

The constructionmen continued clearing, grading and resurfacing a two-and-a-half-mile road around Grande Island, a recreation spot some 30 minutes by boat from Subic Bay Naval Station in the Republic of the Philippines. The island is used by men of the Seventh Fleet and others stationed at the Subic Bay/Cubi Point complex.

As the road-building project progressed, a single, mud-splattered figure watched the operation. After a few minutes, he made his way back to his jeep and began scraping the red mud from his boots. The jeep then churned down the hazardous path, its driver on his way to inspect the rest of the project. Equipment Operator 1st Class Ronal W. Broglin was doing his thing.

Broglin, a 10-year Navy veteran, is a crew leader of

Construction Battalion Maintenance Unit 302 at Subic Bay. The unit provides the area and other military installations in the Far East with timely construction support.

"After I graduated from high school in Illinois," Broglin said, "I went to work for a nearby construction company for about a year assembling road-grading equipment and installing transmissions. This was during the time of the buildup in Southeast Asia. I knew that I would have to go sooner or later and I wanted to choose the branch of service. I decided on the Navy and joined in April 1964."

Broglin received recruit training at Great Lakes, then reported to Port Hueneme, Calif., for his indoctrination into the Seabees and Navy construction work. He later received orders to a Seabee unit which operated all over the Republic of South Vietnam. After his second tour there he was reassigned to Port Hueneme.

His primary assignment for CBMU 302, which he joined in July 1973, is operating and maintaining most of the heavy roadworking equipment for the unit.

"I've found that a lot of people not familiar with



Left: Cleaning the thick red mud off boots is a seemingly endless ritual when working on the road project during the rainy season. Right: Broglin checks condition of completed section of highway. Far right: A CBMU bulldozer laboriously climbs its way up a steep incline.

ALL HANDS

Seabees think an equipment operator only drives trucks, tractors and other construction vehicles. But here at 302, in addition to operating construction equipment, I also lay asphalt, survey roads and evaluate construction projects," said Broglin.

"Here on Grande Island, we're reworking the road as part of the bay area security. Sections of the road have been washed away by heavy rain and we're replacing rotted culverts, cutting alternate roads through thick jungle growth and grading over sections that wash down onto the beach.

"The rainy season presents a special problem; our equipment can't work effectively while the road is wet and muddy. As soon as we begin working the rain comes along and washes it away again.

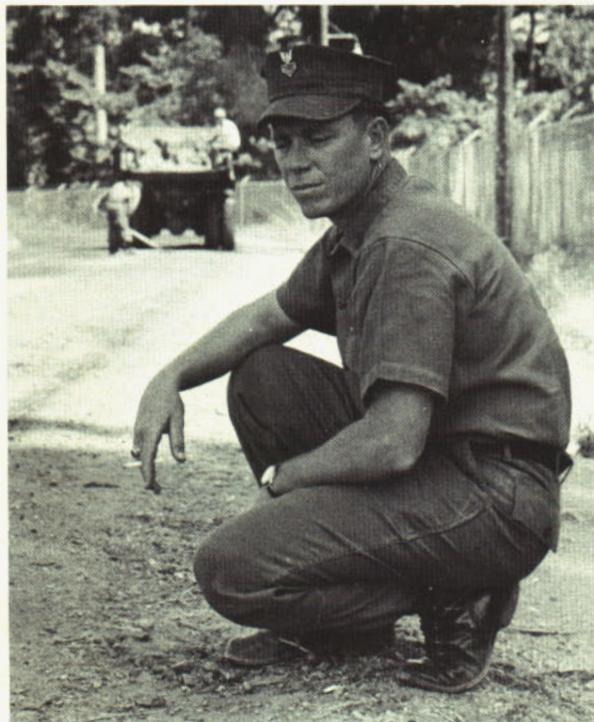
"Down on the beach, the huge wave action carries the sand back into the sea. All we can do is go over it with a large grader and wait for the next storm to tear it up.

"The sand is very soft and unstable. After it's been driven over by vehicles for a couple of months, ruts develop and we have to load our equipment onto a mike boat—ramped landing craft—and bring it out here to do the work all over again. It's a never-ending process."

During his off-duty hours, Broglin conducts an alcoholic rehabilitation course for personnel in the area. His commanding officer, Lieutenant James W. MacLaughlin, said, "He is doing a fine job with the lectures; he seems to be truly interested in the men and they realize this."

Broglin will be leaving CBMU 302 soon and he expects his next assignment to be near his wife's (Elizabeth) home town of Oxnard, Calif.

—Story and photos by JO2 Howard Watters





YEOMAN 3rd BRUCE POTTS

SAILOR, PLAYWRIGHT,



A large, black, golden-beaked bird settles down in front of his young Pearl Harbor audience and says, "Hi, boys and girls." When a scattered response is heard, the youngsters are then held spellbound by the antics of part-time puppeteer and full-time Navy Yeoman 3rd Class, Bruce L. Potts.

His soft-spoken bird is just the first of a variety of characters he uses to entertain children throughout the Pearl Harbor area.

"Puppetry and storytelling," Potts says of his art, "have fascinated young and old throughout history. They also give me an opportunity to work closely with children."

Potts enlisted in the Navy in November 1969 after completing three years toward his bachelor's degree in art and speech education at Southern Illinois University. He has been assigned to the Fleet Intelligence Center Pacific since September 1972.

He began his puppeteering in San Diego while working in a popular USO show, "Charlie and the Chocolate Factory." Potts uses oral interpretation of literature



Above: YN3 Bruce Potts at work. Right: Potts and "Gumdrop" perform at Kahala Elementary School in Honolulu. Far right: "Gumdrop" is just one of many characters Potts has created.

PUPPETEER

and creative dramatics as the primary means of conveying his message. This requires a script and a variety of gestures and voices to portray the characters he creates.

"The idea," Potts says, "is to take good children's books and make them come alive. However, many books are not adaptable to oral interpretation because of poor illustration or plots."

After spending hours in libraries and bookstores and fully developing a show, Potts gives it a long look from an audience point of view and often scraps the whole idea. "Because of their honesty, children will quickly inform you if your material is bad."

He began doing puppet shows in Hawaii while a patient at Tripler Army Medical Center in Hawaii, performing on an average of twice a week. "It was quite an experience. The children seemed so depressed and the shows appeared to be good therapy," he said.

Besides the shows at Tripler, Potts has performed at the Easter Seal Camp for Crippled Children, Leeward Community College "Book Fair," and the

Hawaii School for the Deaf and Blind.

In preparing for the show at the school for the Deaf and Blind, his stories first had to be put into sign language. Next, he had to use an interpreter.

"At times there were five-minute gaps between sentences while the interpreter explained to the children. It was one of the toughest but most enjoyable jobs I've done."

Besides his ability to make children happy as a puppeteer, Potts has proved himself to be a capable writer. Last year he was asked to write a play with a Hawaiian theme. After a few weeks of research and numerous interviews, he had written, cut, and adapted a play called, "Pardon Me, But Have You Seen a Menehune?"

"I was hesitant, at first, about writing the play. My major concern was not to offend anyone and particularly the customs and legends of Hawaii," he said. The play was performed with great success in many elementary schools on Oahu, Maui and Kauai.

Potts is now writing a second Hawaiian play, focusing on the animals of Hawaii, with particular emphasis on the mongoose, mynah bird and wild boar. He describes his puppet shows for children as a two-way exchange of enjoyment; he gets as much pleasure from performing as his young audiences get from the show.



Riverboat Navy

Way Down South In Dixie



“Split the bridge, Bob!”

This order to set a course that would take the minesweeper (MSB 36) under Charleston's Cooper River bridge for the last time came down through the voice tube to the pilothouse from Chief Quartermaster Dale Murphy just before dawn recently.

At the helm, Electrician's Mate 1st Class Danny Bobbitt skillfully brought the craft around to starboard and steadied up on course.

Chief Murphy, boat captain of the 57-foot minesweeper, along with Lieutenant Charles Henke as officer in charge and a six-man crew, had just backed quietly away from the Mine Squadron 10 pier in the predawn mist outbound to North Augusta, S. C., via the intracoastal waterway and the Savannah River.

As the 21-year-old, diesel-powered minesweeper slipped under the twin spans linking Charleston with Mount Pleasant, LT Henke and Chief Murphy sipped hot coffee and navigated their craft through the harbor.

There was a hint of rain in the air as the boat slipped past the historic Charleston peninsula to starboard and Fort Sumter to port. Abreast of the Coast Guard Station, the chief passed the word to come to port and MSB 36 started through the Wappoo Cut where the waterway narrows drastically.

For the crew, it would be a round trip, but for MSB 36 it was her last active Navy cruise. MSB 36 was on her way to a new assignment as a training craft for the NJROTC unit at North Augusta High School.

Just into the Wappoo Cut, Chief Murphy ordered two short blasts on the whistle and brought the twin diesels to all ahead idle. MSB 36 had come to the first of several swing bridges which would have to give way during the next four and a half days and more than 350 miles of inland waters.



As Chief Murphy stood the boat off, waiting for the bridge, he ordered the signal several times. Finally, the bridge swung, and as the wooden-hulled boat slipped past, the delay was explained by a shout from the watchman: "I thought you were a much smaller craft," he yelled.

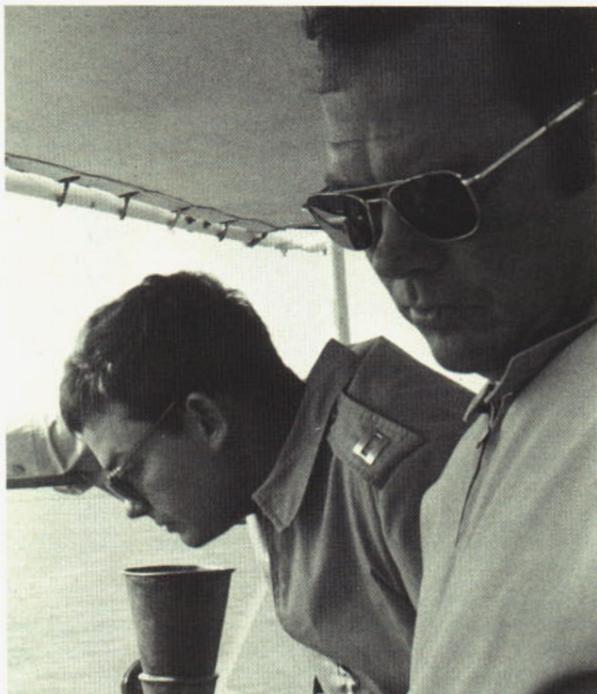
Ignoring the ribbing, the crew went about its business and settled into the routine which would characterize the rest of the trip. Bobbitt, relieved at the helm by one of the other crewmen, was below decks, cooking breakfast in the tiny, cramped galley that would horrify the average housewife. The aroma of eggs and bacon drifted up into the pilothouse as the sun broke through a cloud-scattered sky.

Just past noon, Chief Murphy began his approach to the municipal piers at Beaufort, where mooring of the craft was assisted by retired Rear Admiral Herman Kossler, a former commander of the Mine Force. RADM Kossler, who was visiting in Beaufort, handled the lines skillfully as he greeted the crew.

Once MSB 36 was secured, Enginemen 1st Class Jimmie Jacks and Jack Williamson, along with Fireman Apprentice Jerry Flynn, lifted the two engine hatches and thoroughly inspected and wiped the engines clean. Meanwhile, Boatswain's Mate 1st Class James L. Brown and Seaman Larry Wright, deck crew of MSB 36, went about securing lines and stowing equipment topside.

After the engineering spaces were checked out and the craft was spruced up topside, Flynn and Wright took in the lines and the minesweeper continued down the intracoastal waterway on its way to Savannah.

By late evening, MSB 36 was gliding past the waterfront panorama of the old city. With the help of Savannah Port Authority agents, the small boat tied up at



Facing page top: MSB 36 at Charleston Naval Station. Facing page bottom: MSB 36 steams up the Savannah River. Above: LT Charles Henke, officer in charge, gives orders to helmsman as Chief Dale Murphy checks their position on an intracoastal waterway chart. Below left: Boatswain's Mate 1st Class Jim Brown (seated) and Fireman Apprentice Jerry Flynn relax on the fantail of MSB 36 as she passes one of several swing bridges during trip to new duty station. Below right: Early morning on the Savannah River.



commercial pier number 16 in front of a foreign merchantman which dwarfed both boat and men. The easy part of the trip was over.

From Savannah on, Chief Murphy and LT Henke would be on the bridge at least 12 hours a day, carefully plotting the course through the twists and shallows of the Savannah.

Early the next morning, MSB 36 once again backed quietly from her mooring and the trip upriver began.

For the next three days, MSB 36's diesels droned past bright autumn foliage, unmarred by civilization on either bank, until she approached the Clark Hill Dam and went through the locks just before twilight on the fourth evening.

The following morning, in dress blues, LT Henke, Chief Murphy and the rest of the crew brought MSB 36 to the municipal piers at Augusta.

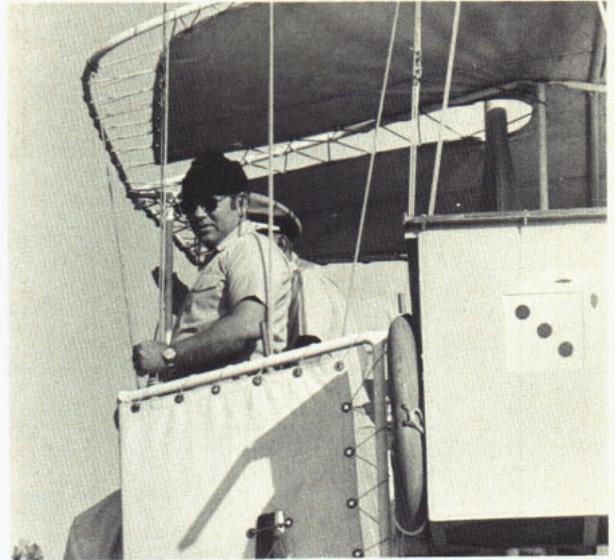
There, they were greeted by the entire NJROTC unit, headed by retired Commander John A. Swank, naval science instructor and retired Chief Gunner's Mate Elliot W. Calk, assistant naval science instructor to the NJROTC unit.

In a brief ceremony, MSB 36 passed from the active Navy rolls to her new assignment. There was a note of sadness to the formal ceremonies as the veteran minesweeper changed hands.

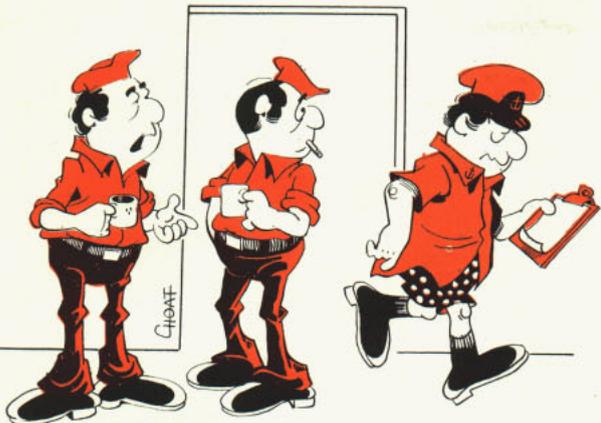
Who knows, maybe one day, a future Chief of Naval Operations will recall the practical lessons in seamanship, engineering and navigation learned aboard an elderly wooden-hulled minesweeper on the Savannah River.

—Story and photos by JOC John J. Gravatt

Top: Chief Dale Murphy supervises the anchoring detail. **Middle:** EM1 Danny Bobbitt (at helm) takes MSB 36 out of Charleston Harbor. EN1 Jack Williamson handles the engine controls. BM1 Jim Brown (far left) and EN1 Jimmie Jacks provide a "seaman's eye" in the narrow waters of the Wappoo cut which took the minesweeper into open water on the intracoastal waterway. **Bottom:** Seaman Larry Wright of MSB 36 heaves the first line over as the minesweeper arrives at Beaufort, S. C.



SSGT Floyd L. Choat



"No, I'm not going to tell him; you tell him!"

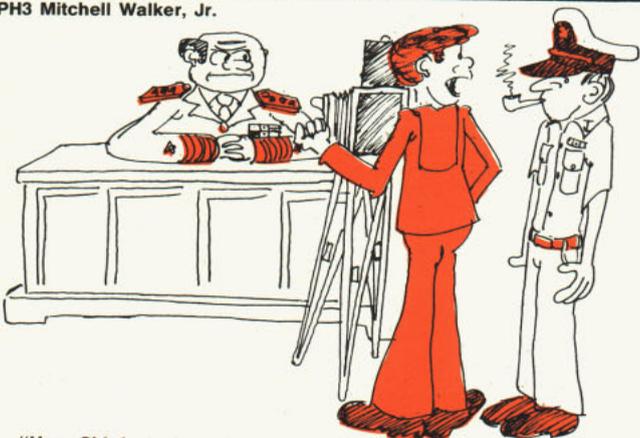
SSGT Floyd L. Choat



"And when we finish here, we'll do the captain's office, then we'll start on the galley and then we'll ..."

on the serious side

PH3 Mitchell Walker, Jr.



"Hey, Chief, do I get hazardous duty pay if I get through this alive?"

STCS Warren L. Witas



"Your first time aboard ship, sailor?"

ST1 Joe Franklin, Jr.



"Swab? Deck? Head? Why didn't you say you wanted me to mop the bathroom floor?"

TAFFRAIL TALK

When A01 William Johnson completed the La Verne College PREP Program at NAS North Island, San Diego, Calif., he received his diploma from the college director along with a familiar handshake—a hand he'd grasped six years before as he first reenlisted in the Navy.

It so happens that the college's director and Johnson's former commanding officer are one and the same.

The reenlistment took place when Petty Officer Johnson was serving as an ordnance shop chief and air crewman for then Commander John E. Kemble (now retired) who was commanding officer of VC-4 at NAS Oceana, Va.

After his retirement, CDR Kemble became director of the La Verne College program for the San Diego area. Johnson, who completed the PREP course in just 12 weeks through the college's Rapid Learning Lab—a lab specially equipped with modern teaching machines—now serves as an instructor in the Air-Launched Weapons School at North Island. He plans to continue his off-duty education at one of the community colleges in the San Diego area.

* * *

Twenty Hawaii state library technicians found it difficult recently to browse through the library of the ocean minesweeper USS *Conquest*—it measures three by five feet.

The technicians, all students at Leeward Community College in Pearl City, were studying different types of libraries and their systems. On *Conquest* they learned how small shipboard libraries operate and gained some familiarization with Navy shipboard routine. So says Journalist 3rd Class Kathryn Hoogeboom, who accompanied the librarians on the visit, and reported to ALL HANDS their experience of a mini-library afloat.

The 171-foot minesweeper didn't always have a useful library. A year ago the ship's book collection was only a two-shelf closet with a few paperbacks. It now has 16 well stocked shelves, a complete set of encyclopedias and a good selection of fiction and non-fiction books, enough reading material to satisfy the demands of the 65 men aboard.

The *Conquest's* librarian, Interior Communications Electrician 2nd Class Terry McElhaney, exchanges books at the Pearl Harbor Library Exchange. Rotating hardcover books every two months and paperbacks every month keeps a fresh stock constantly available for the crew's enjoyment and education.

Not only small ships like *Conquest* are serviced by the Library Exchange. All ships with libraries—ranging from small minesweepers and fleet tugs to aircraft carriers with full-sized, walk-in libraries—use the Library Exchange. The Navywide system is set up to supply books to ships and small stations on a rotating basis and guidance in operating libraries is provided by the regional librarian.

The regional librarian (Pacific), Mrs. Arlene Luster, has helped many ships reorganize their libraries, including *Conquest*. She has found those ships which hadn't developed their libraries to the fullest didn't know how to go about it.

The All Hands Staff

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 Navy Internal Relations Activity, Office of the Chief of Information, Room 2E329, Pentagon, Washington, D. C. 20350. Issuance of this publication is approved in accordance with Department of the Navy Publications and Printing Regulations, NAVEXOS P-35. 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, Navy Internal Relations Activity, Department of the Navy, Room 1044, Crystal Plaza No. 6, 2221 Jefferson Davis Highway, Washington, D. C. 20360.

DISTRIBUTION: ALL HANDS is distributed on the basis of one copy for each five naval officers and enlisted personnel on active duty. The Navy Internal Relations Activity (NIRA) invites requests for additional copies as necessary to provide adequate distribution on this basis. Note that distribution is based on the authorized number of members attached. NIRA should be kept informed of changes in the number of copies required and if the full number is not received regularly.

Normally, copies for Navy activities are distributed only to those on the Standard Navy Distribution List (SNDL) in the expectation that such activities will make further distribution as necessary; where special circumstances warrant sending direct to sub-activities, NIRA should be informed. Limited distribution to Marine Corps activities is effected by the Commandant U. S. Marine Corps. Requests from Marine activities should be addressed to the Commandant.

PERSONAL COPIES: The magazine is for sale by Superintendent of Documents, U. S. Government Printing Office, Washington, D. C. 20402. The rate for ALL HANDS is \$1.65 per copy; subscription price is \$19.00 a year, domestic (including FPO and APO address for overseas mail); \$23.75 foreign. Remittances should be made payable to the Superintendent of Documents and forwarded directly to the Government Printing Office at the above address. Subscriptions are accepted for one, two or three years.

Right: This photo by Photographer's Mate 2nd Class Harry E. Deffenbaugh, Jr., captures the quiet air of readiness demonstrated by the crash crewmen standing by as a helicopter comes in for a landing on a Sixth Fleet cruiser during operations in the Med.



