

DEPARTMENT OF THE NAVY
MILITARY SEA TRANSPORTATION SERVICE, PACIFIC AREA
FORT MASON
SAN FRANCISCO, CALIFORNIA
MSTSPAC 12410.4
P-24
20 March 1962

MSTSPAC INSTRUCTION 12410.4

From: Commander Military Sea Transportation Service, Pacific Area
To: Distribution List

Subj: Civilian (Moral) Leadership Program in civil service manned
MSTSPACAREA ships

Ref: (a) COMSTSINST 5390.1 of 1 May 1961
(b) General Order No. 21, Naval Leadership

Encl: (1) Leadership - A Message From The Commander
(2) Code of Ethics for Government Service - NAVEXOS P-1991
(3) Good Leadership Habits
(4) Communication and Human Relations

1. Purpose. To provide background information, forward materials for use and establish reporting requirements relative to the subject program.

2. Background. Reference (a) states the COMSTS objectives for the moral leadership program and supplements the requirement of reference (b) that the program be conducted on a continuing basis. Reference (a) also includes an article by an MSTS LANTAREA master for use in the program and is an example of a "positive approach" in conducting the leadership program.

3. Methods of Conducting Program. Suggested methods of conducting the subject program are listed below. Some of them are based on experience of masters who implemented the program in their ships in accordance with references (a) and (b):

a. A series of planned meetings attended by ships' officers. This involves development of a course utilizing several kinds of available materials and covering a schedule of six to twelve sessions. Meetings are usually 45 to 70 minutes in length. The program is presented or conducted by the Master, the ship's training officer or other department head.

b. As part of the Master's staff conference. In an additional 15 to 30 minutes, the Master or the ship's training officer presents an article and leads the discussion on a selected theme of the leadership program.

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c. Department staff and safety meetings. Leadership program subjects are introduced and discussed in a short period added to the regular meetings. The presentation may be given by the officer who usually conducts the staff or safety meeting, or by the Master, or the ship's training officer.

d. Meetings of both officer and non-officer personnel. These meetings give the masters an opportunity to present information of interest to all levels of marine personnel.

4. Materials for use. The following articles and training aids shall be used in the leadership program. Additional materials will be issued periodically:

a. Leadership In Damage Control - COMSTSINST 3541.5A, Section 4.8. This lesson plan was developed for use by masters and ships' training officers in instructing ships' officers on proper characteristics and techniques of supervision. General Order No. 21 is an enclosure to this lesson plan.

b. General Order No. 21 and related film "The Challenge of General Order 21." Supplies of the "Order" may be obtained from the COMSTS-PACAREA (P-24). A limited number of copies of the film are available at COMTSPACAREA (P-24). Requests will be filled on a "first come-first served" basis.

c. "Brainwashing" by Dr. William E. Mayer, an Army Psychologist. This is an hour-long tape recording of a speech concerning Communist brainwashing of American prisoners during the Korean War. A limited number of copies are available at COMTSPACAREA (P-24).

d. Enclosure (1) of reference (a). If not previously used in the program, this article presents several thoughts on leadership principles which are appropriate for discussion among all personnel.

e. Enclosures (1) through (4). Supplies of these materials may be obtained from COMTSPACAREA (P-24) for use in the leadership program.

f. Case studies. Sample case studies of leadership and human relations problems may be obtained from COMTSPACAREA (P-24). Masters and training officers may also develop case studies from actual ship-board experiences.