



E. R. ZUMWALT, JR.

ADMIRAL, U. S. NAVY (RET.)

April 5, 1994

Admiral Jeremy M. Boorda
c/o Chief of Naval Operations
Navy Department
The Pentagon, Room 4E660
Washington, DC 20350

Dear Mike:

I was very touched by your gracious response to my letter. It meant a lot to me.

To me one of the most exciting things about your nomination is your widely recognized interest in and emphasis on personnel. I know you agree with me that in these troubled times that has to continue to be a priority for you.

I think that the periods when I was CNO (1970-74) and when you were Chief of Naval Personnel were the only exceptions to the general practice of giving less attention and resources to the general support of personnel.

In that regard a recent Navy decision, not yet fully implemented, will fracture this consolidated responsibility and shift funding authority and final policy approval for key QoL programs (i.e., enlisted housing, MWR and family services) from CNP's purview to that of a consolidated base-operations organization with N-4.

I have the following concerns with that decision:

1. Regardless of the commitment of CNO and flag overseer within N-4, the likelihood over time of subordination of these QoL programs to mission requirements, especially in periods of reduced budgets, is significant with decisions unlikely to surface to the CNO level.

2. The division of responsibility for QoL will undermine QoL visibility and viability in all quarters (BuPers and OPNAV) and deprive senior Navy leadership of a single, strong, people-focussed spokesman for this important arena.

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3. The internal and external Navy publics, as well as congressional critics, are sure to read this as a signal of reduced commitment to our people at a time when other uncertainties militate just the opposite.

I would like to recommend to you the following be done early in your watch:

1. Restore responsibility for all QoL resources and policy to CNP and, as CNO, give this area special personal focus, visibility, and oversight throughout your tenure.

2. Assign one of our strongest and most independent officers to execute this function for a minimum of a three-year tour. Rear Admiral Kevin Delaney would be an excellent choice.

Forgive me for getting in to this much detail; but, as you know, it is an issue that concerns me very deeply.

Sincerely,



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cc. RADM Hazard