



MAR 29 1994
27 March 1994

Dear Boss,

Enclosed is the one-pager (or almost such) you asked me to write for you to send to ADM Corda when he to become the next CWO. You may want to massage it some stylistically - but it has the "essential guts" of the Quality of Life issue.

Sorry to be so long in getting it to you. Have been on the west coast & then some.

Hope all goes super well with you. Have a lovely Easter. Will hope to see you soon.

Sincerely,

Bobbie

Background:

1. Historically, Navy has directed less attention and resources to general support of its personnel than the latter have merited and than USAF and USA have provided to their forces. Exceptions occurred during the periods 1970-1974 and 1988-1992 when new attitudes, policies, programs and funding focussed on improving the lives of Navy people and their families.

2. Since the 1970's (and for the Armed Services, the inception of the All Volunteer Force), societal changes in the U.S. have made Quality of Life (QoL) issues and programs for individuals and their families a key area of corporate and military service concern and resourcing in order to attract and retain quality personnel and ensure their maximum productivity and commitment.

3. In the early 1970's, Admiral Zumwalt as CNO consolidated people support [later known as QoL] programs within a major division under the Chief of Naval Personnel giving a new respectability, visibility and resourcing. Since then, CNP and his flag designate for this arena, have served as Ombudsmen and accountable authority for all Navy QoL thereby allowing cohesive assessment, interface and funding of all related programs.

Problem:

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.

Concerns:

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.

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.

Recommendations:

1. Restore responsibility for all QoL resources and policy to CNP and, as CNO, give this arena 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 3 year tour. Rear Admiral Kevin Delaney would be an excellent choice.