

FOURTH CNO RETENTION STUDY GROUP

SUBMARINERS

24 - 31 AUGUST 1970

TOPIC OUTLINE

- I. MATERIEL
- II. CAREER PATTERNS/PLANNING
- III. OPERATIONS
- IV. ADMINISTRATION
- V. INSPECTIONS
- VI. TRAINING
- VII. WIVES RECOMMENDATIONS

I. MATERIAL

PROBLEM: TENDERS AND REPAIR FACILITIES ARE UNABLE TO HANDLE WORKLOAD OR MAINTAIN ADEQUATE QUALITY CONTROL STANDARDS

PROBLEM: INADEQUATE MANNING FOR INDIVIDUAL SHIPS IN OVERHAUL

PROBLEM: 3-M SYSTEM INADEQUATE TO CORRECT FLEET MATERIEL PROBLEMS

RECOMMENDATIONS:

1. INCREASE THE NUMBER OF TENDER AND REPAIR FACILITY SUPERVISORY PERSONNEL TO PROVIDE MINIMUM OF ONE "SHIP SUPE" BOAT
2. PROVIDE MINIMUM OF 3 PHONES/SUB IN PORT

RECOMMENDATIONS:

1. ASSIGN 10-15 ADDITIONAL SN TO ALL SUBS IN OVERHAUL
2. ADJUST PIPELINE TO PROVIDE 150% MANNING IN OVERHAUL

RECOMMENDATION:

1. CO'S PROVIDE LIST OF RECURRING PROBLEMS NOT ADEQUATELY ADDRESSED/RESOLVED BY THE 3-M SYSTEM

RECOMMENDATIONS:

- I. EXPAND OFFICER INPUT
 - a. DEVELOP PROGRAM TO TRANSITION HIGHLY QUALIFIED SS/SURFACE OFFICERS INTO NUCLEAR POWER
 - b. UTILIZE JO'S (OF OFF-CREW SSBN'S) IN MORE ACTIVE NROTC RECRUITING PROGRAM
 - c. ADJUST INITIAL SCREENING/SELECTION CRITERIA TO ENLARGE SCHOOL'' PIPELINE USING ATTRITION RATE (VICE INITIAL SCREENING) AS QUALITY CONTROL
 - d. REDUCE BY ONE THE NUMBER OF NUCLEAR TRAINED OFFICERS ON BOARD NUCLEAR SUBS
2. PERMIT NUCLEAR OFFICERS YEAR TO SHIFT TO EDO WITH REQUIREMENT FOR SUBMARINE TOUR(S) AS ENGINEER OFFICER AFTER PG SCHOOL

PROBLEM: CURRENT DETAILING PRACTICES ARE UNRESPONSIVE AND DEMOTIVATING

RECOMMENDATIONS:

1. NEW/EXPANDED (IBM) OFFICER PREFERENCE CARD
2. DEVELOP COMPUTER PROGRAM TO OPTIMIZE OFFICER SATISFACTION AND ASSIST DETAILER
3. ESTABLISH 1:500 DETAILER/OFFICER RATIO ON TRIAL BASIS
4. INCREASE DETAILERS IMMEDIATELY (TAD IF NECESSARY) FOR SEPTEMBER RESIGNATION RUSH
5. FUND RETENTION STUDY GROUP MEMBERS FOR 2 WEEK RETENTION BARNSTORMING EFFORT
6. PUBLICIZE BILLET AVAILABILITY ON QUARTERLY BASIS
7. BUPERS INITIATE MONTHLY MSG LISTING ALL SUBMARINE ORDERS
8. BUPERS PERSONNALLY CONTACT EACH OFFICER PRIOR TO CUTTING ORDERS/ DISCUSS BILLETS AVAILABLE

PROBLEM: JUNIOR OFFICERS NO LONGER ASPIRE TO COMMAND - COMMAND
PREORGATIVE TOO OFTEN PREEMPTED

PROBLEM: UNRESPONSIVE COMMANDING OFFICER

RECOMMENDATION:

1. CNO CONVENE BOARD OF SUBMARINE COMMANDING OFFICERS AND SOLICIT RECOMMENDATIONS TO ENHANCE COMMAND APPEAL
2. PILOT PROGRAM: DISSOLVE ALL DIVISION COMMANDERS/STAFFS IN TWO SSN SQUADRONS AND CONSOLIDATE ALL ADMIN RESPONSIBILITIES IN TYCOM/SQUADRON
3. COMMAND PAY FOR ALL COMMANDING OFFICERS/OPERATIONAL COMMANDERS

RECOMMENDATION:

1. INCLUDE PROFESSIONAL LEADERSHIP CLINIC IN PCO/PXO COURSE AND ADVANCED SUB SCHOOL

PROBLEM: INFLEXIBLE ENGINEER OFFICER QUALIFICATION REQUIREMENTS

RECOMMENDATIONS:

1. ELIMINATE BUPERS PRACTICE FOR ENGINEER QUALIFICATION PRIOR TO FIRST PCS
 - a. AFTER SUBMARINE QUALIFICATION, ALLOW OPTION TO TRANSFER SSN/SSBN
2. ANY CO RECOMMENDATION FOR ENGINEER TEST REMAIN VALID FOR 3 MONTHS AT NEXT COMMAND
3. BUPERS INVESTIGATE PRO'S AND CON'S OF MANDATORY ATTENDANCE AT ENGINEER OFFICER SCHOOL AFTER 2 1/2 YEARS AT FIRST OPERATIONAL COMMAND

III. OPERATIONS

PROBLEM: EXCESSIVE SSN/SS TIME AWAY FROM HOME

PROBLEM: INADEQUATE TRAINING IN BASIC SUBMARINE/ASW SKILLS FOR SSBN JO'S

RECOMMENDATIONS:

1. CNO REQUEST STRATEGIC "COST" OF REDUCING SSN/SS DEPLOYMENTS TO PROVIDE 1:3 AND/OR 1:4 RATIO
2. CNO GUARANTEE SSN/SS ONE WEEK R+R FOR EVERY MONTH DEPLOYED
3. ESTABLISH PILOT PROGRAM TO PROVIDE 4/3 ENLISTED MANNING FOR 2 SSN'S TO PERMIT REALISTIC LEAVE AND TRAINING PROGRAMS IN ACCORDANCE WITH Z GRAM #13

RECOMMENDATION:

1. COORDINATE 5-6 DAY SSBN SEA TRIALS WITH ASW (DD/ACFT) EXERCISES

PROBLEM: INADEQUATE/NON-EXISTENT OVERSEAS LIBERTY FOR NUCLEAR SUBS

RECOMMENDATIONS:

1. CNO SUPPORT NEGOTIATIONS FOR MINIMUM OF 5 ADDITIONAL OVERSEAS LIBERTY PORTS
2. PROVIDE "SHORE POWER BARGES" TO PERMIT COLD IRON CONDITIONS FOR SUB PORT CALLS (I. E. NAPLES, FORT LAUDERDALE, ST. CROIX)
3. TYCOMS COORDINATE ONE LIBERTY FLIGHT PER SHIP DURING OVERSEAS UPKEEP
4. CNO REQUEST ALTERNATIVE WAYS TO PROVIDE SSBN/S WITH OVERSEAS LIBERTY PRIVILEGES (PRE/MID/POST PATROL) WITH GOAL OF ONE OVERSEAS LIBERTY PORT PER 6 MONTH PATROL CYCLE

PROBLEM: EXCESSIVE NUMBER OF SCHEDULE CHANGES

RECOMMENDATIONS:

1. SYSTEMS ANALYST (CNA/OP-96) EXAMINE/CRITIQUE SCHEDULING PRACTICES AND DEVELOP PROGRAM FOR OPTIMIZING SCHEDULE STABILITY
2. CNO REQUEST ADVANCED WAR COLLEGE STUDENTS REVIEW PROBLEM AND SUBMIT RECOMMENDATIONS
3. ESTABLISH FIRM AVAILABLE/NON-AVAILABLE OPERATIONAL REQUIREMENT
 - a. AVAILABLE FOR ANY OPERATION
 - b. GUARANTEED R+R
 - c. STANDBY (UPKEEP)
 - d. CNO APPROVAL REQUIRED FOR OP DURING R+R

IV. ADMINISTRATION

PROBLEM: EXCESSIVE PAPERWORK

PROBLEM: CIVILIANS IN SERVICE RELATED BILLETS UNRESPONSIVE/SURLY

RECOMMENDATIONS:

1. CNO URGE REDUCTION OF REQUIRED REPORTS TO POSTCARD FORMAT AND REQUIRE SELF-ADDRESSED FEATURE ON ALL MAILINGS REQUIRING A RESPONSE
2. DETERMINE FEASIBILITY OF MICROFILM STORAGE OF REQUIRED PUBS
3. REASSESS NEED FOR PATROL REPORT AND COMPRESS IF RETAINED
4. REDUCE ON BOARD TS/S MATERIAL BY 50%

RECOMMENDATION:

1. CNO SUPPORT REVERSE CIVSUB IN SERVICE BILLETS (I. E. HOUSING)

PROBLEM: INSUFFICIENT RECOGNITION OF SUPERIOR PERFORMANCE

PROBLEM: NONPRODUCTIVE USE OF SSBN CREWS DURING TWO MONTH OFF CREW CYCLE

RECOMMENDATIONS:

1. ELIMINATE SENIORITY REQUIREMENTS FOR DEPT HEAD BILLET
2. AFTER SIX YEAR POINT BI-ANNUALLY READJUST LINEAL LIST BASED ON PERFORMANCE
3. REASSESS SUBMARINE AWARDS POLICY
 - a. CNO DEVELOP AND ENCOURAGE MORE LIBERAL SUBMARINE-SPECIFIC AWARDS POLICY
 - b. INSURE JO REPRESENTATION ON SUBMARINE AWARDS BOARDS

RECOMMENDATION:

1. CNO ENCOURAGE "MINI-SABBATICAL" POLICY
2. ELIMINATE MAN HOUR UTILIZATION REPORTS FOR SSBN OFF CREWS

V. INSPECTIONS

PROBLEM: TOO MANY INSPECTIONS TOO OFTEN

RECOMMENDATIONS:

1. INCREASE INTERVALS BETWEEN MAJOR INSPECTIONS (ORSE, NTPI) GOAL:
MINIMUM: 15 MONTHS, MAXIMUM: 24 MONTHS
2. CONSOLIDATE INSPECTION REQUIREMENTS WHERE POSSIBLE (I. E. INCLUDE
TSI IN NTPI)
3. CNO DISCOURAGE FORMAL PRE-ORSE INSPECTIONS
4. ELIMINATE INSURV BOARDS

VI. TRAINING

PROBLEM: SUBMARINE OFFICER/ENLISTED BASIC INDOCTRINATION COURSES IS UNNECESSARY AND IMPOSES A 5 WEEK FAMILY SEPARATION

PROBLEM: GROSSLY INFLATED AND ARBITRARY SCHOOL REQUIREMENTS (SSBN)

RECOMMENDATION:

- I. ESTABLISH PILOT PROGRAM: BYPASS SCHOOL AND DETAIL OFFICERS/ENLISTED MEN TO TWO SQUADRONS DIRECTLY FROM PROTOTYPE

RECOMMENDATION:

- I. ELIMINATE REQUIRED SCHOOL QUOTAS IN FAVOR OF GENERAL TYCOM TRAINING STANDARDS

WIVES
RECOMMENDATIONS

VII. WIVES RECOMMENDATIONS

PROBLEM: FINDING EMPLOYMENT IS DIFFICULT FOR NAVY WIVES

PROBLEM: INFREQUENT CONTACT WITH SENIOR/FLAG OFFICERS

RECOMMENDATIONS:

1. DISTRICT COMMANDANTS REQUEST THAT STATE EMPLOYMENT OFFICES OPEN ANNEX AT ALL MAJOR NAVAL BASES
2. NAVY CREATE EMPLOYMENT OFFICER BILLETTS TO ASSIST NAVY WIVES SEEKING EMPLOYMENT
3. DEVELOP RESUME FORM ANY WIFE CAN FORWARD TO NEW DUTY STATION FOR PLACEMENT ASSISTANCE
4. NAVY BASES COORDINATE VOLUNTEER WORK (NURSERY SCHOOLS, TUTORING, ETC.)
5. PROVIDE MECHANISM FOR NAVY WIVES TO DISPLACE CIVIL SERVANTS

RECOMMENDATIONS:

1. CNO ENCOURAGE REINSTITUTION OF "CALLING POLICY" ON INFORMAL BASIS
2. CNO NOTE IN FLAG OFFICER NEWSLETTERS URGING EXPANDED SENIOR OFFICER/JO CONTACT

PROBLEM: POOR COMMISSARIES AND EXCHANGES MANAGEMENT

PROBLEM: JO WIVES ARE POORLY INFORMED ON NAVAL POLICIES

PROBLEM: POOR NAVY IMAGE

RECOMMENDATIONS:

1. EVENING HOURS TILL 2100 AT LEAST ONCE WEEKLY
2. WIVES COMMITTEE TO ADVISE ON BUYING POLICIES AT ALL BASES
3. INTEGRATE SODA, CIGARETTES UNDER SINGLE DEPARTMENT

RECOMMENDATION:

1. WELL ADVERTISED QUARTERLY BRIEFINGS FOR ALL NEW ARRIVALS ON NAVY POLICIES

RECOMMENDATION:

1. WIVES PROVIDE INPUT FOR NEW PAO CAMPAIGNS

PROBLEM: INSUFFICIENT HOUSING

PROBLEM: UNSATISFACTORY LEGAL ASSISTANCE PROGRAM

RECOMMENDATIONS:

1. EXPLORE ALTERNATIVE WAYS OF SPENDING TLA FUNDS TO PROVIDE MORE/ IMPROVED TRANSIENT BILLETING
2. DO NOT REDUCE TLA WHEN HUSBAND DEPLOYS
3. PERMIT WIVES (AND POSSIBLY CHILDREN) TO STAY IN BOQ'S WITH HUSBANDS WHILE IN TRANSIENT
4. VARIABLE HOUSING ALLOWANCE TO COMPENSATE FOR SCARCE/EXPENSIVE HOUSING
5. IMPROVE HOUSING MAINTENANCE STANDARDS

RECOMMENDATIONS:

1. REQUIRE ANNUAL MEETING/BRIEFING OR PRE-DEPLOYMENT MEETING WITH JAG REPRESENTATIVE TO DISCUSS WILLS/POWER OF ATTORNEY, ETC.

PROBLEM: INADEQUATE CHILD CARE CENTERS/NURSERIES

PROBLEM: INADEQUATE EDUCATIONAL OPPORTUNITIES

RECOMMENDATIONS:

1. IMPROVE AND EXPAND ONBASE DAY CARE FACILITIES/AND INITIATE NURSERY SCHOOL FACILITIES
2. PROVIDE SLIDING FEE SCALE BASED ON RANK/RATE
3. EXPLORE FEASIBILITY OF TAPPING CHAPLAIN COLLECTIONS/OFFICERS WIVES CLUBS FUNDS
4. SPECIAL PROVISION FOR HANDICAPPED CHILDREN AT ALL MAJOR BASES

RECOMMENDATIONS:

1. EXPAND PG OPPORTUNITIES FOR SUBMARINE OFFICERS - PARTICULARLY AT CIVILIAN UNIVERSITIES
2. PERMIT NAVY WIVES TO AUDIT PG SCHOOL CLASSES ON A "NO ADDITIONAL COST TO THE NAVY" BASIS

PROBLEM: INADEQUATE MEDICAL CARE

PROBLEM: INADEQUATE DENTAL CARE FOR DEPENDENTS

RECOMMENDATIONS:

1. SOLICIT NAMES OF BEST HOSPITALS/DISPENSARIES AND APPLY BEST ADMINISTRATIVE PRACTICES NAVY WIDE
2. INSURE HOSPITAL PHARMACIES CARRY SAME BRANDS OF BIRTH CONTROL PILLS/STANDARDIZE INVENTORY
3. IMPROVE PEDIATRIC CARE
4. INSURE ALL HOSPITALS OPEN A MINIMUM OF ONE NIGHT WEEKLY
5. SHORT NAVOP DESCRIBING CHAMPUS AND MEDICARE ELIGIBILITY/20 MINUTE BRIEFINGS PROVIDED TO ALL WIVES GROUPS/HANDOUTS AVAILABLE AT ALL SHIPS AND STATIONS/CHINFO DEVELOP DESCRIPTIVE POSTERS

RECOMMENDATION:

1. PROVIDE ANNUAL X-RAY, CHECKUPS AND TEETHCLEANING WITH REFERRALS TO CIVILIAN DENTISTS IF NECESSARY