



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, D.C. 20350

Ref. Rm

IN REPLY REFER TO

2-10201

NAVOP (Z-70) THRU (Z-114)

RELEASED BY

ADMIRAL E. R. ZUMWALT, JR., USN

CNA CY 1

21 JANUARY, 1971 - 6 JULY, 1972

Z-GRAMS IN EFFECT

No.	TITLE	Effect Date
01	Retention Study Groups	14 July
02	Relieving Admiral Moorer	01 July
03	Classified	22 July
04	30 Days Leave Authorization for all PCS	30 July
05	Civilian Clothes aboard ship for POs	30 July
06	Dependent Air Charter Program	11 August
07	Navy Sponsor Program	11 August
08	Officer Assignment	11 August
09	Meritorious Advancement in Rate of Career POs	14 August
10	Services to crews of Transient Aircraft	20 August
11	Enlisted Requests to remain on Sea Duty	21 August
12	Civilian Clothing on Shore Establishments	24 August
13	Post-Deployment Leave Policy	26 August
14	Collateral Duties	27 August
15	Statement of Earnings	28 August
16	Swaps	02 September
17	Personal Check Cashing Ceilings	02 September
18	Navy Finance Center 24-Hour Service	04 September
19	Below Zone Percentage Limitation Suspension	04 September
20	Lockers and Washing Facilities	08 September
21	Compensatory Time Off	09 September
22	Improving Shore Establishment Habitability	09 September
23	CPO Advisory Board to CNO	12 September
24	Wives Ombudsman	14 September
25	Forces Afloat Liberty Policy	16 September
26	Shore Patrol Staffing and Training	21 September
27	Forces Afloat Operating Tempo	21 September
28	Retention Study Group Progress Report	21 September
29	Leave Policy for Deployed Units	22 September
30	Commissioned Officers' Mess Open	23 September
31	TYCOM Shiphandling Competition	23 September
32	Reenlistment Ceremonies	23 September
33	Navy Exchange & Commissary Advisory Boards	25 September
34	Uniform Changes	25 September
35	BOQ/BEQ Conveniences	25 September
36	Standards of Service	26 September
37	Aviation Squadron Command	26 September
38	Holiday Routine at Sea	28 September
39	Extended Commissary Hours	05 October
40	Cash/Check Option at Payday	07 October
41	Command Excellence Forum	12 October
42	Junior Officer Request for Sea Duty	13 October
43	Disbursing Claims Processing	13 October
44	Quarterdeck Watches	13 October

45	Assistance to POW/MIA Families	15 October
46	Refinement of 3-M System	15 October
47	Responsibility for Inactivating Ships	20 October
48	People Programs	23 October
49	Medals and Awards	23 October
50	Cold Iron Status	23 October
51	Small Craft Insignia	23 October
52	Classified	
53	Officer Billet Summary	02 November
54	CNO Discussions with Navy Personnel	02 November
55	Human Resource Management	04 November
56	Exchange of Duty for Officers	09 November
57	Eliminating Abrasive Regulations (Mickey Mouse)	10 November
58	Acceptance of Checks in Ships' Stores	14 November
59	Professional Development Program	14 November
60	Action Line Telephone	18 November
61	Reassignment of CWO and RPS Duties	19 November
62	CNO Senior Officer Forum	27 November
63	COMTAC Publications aboard Ship	30 November
64	Ship Conning Indication	03 December
65	Vietnamization Challenge	05 December
66	Equal Opportunity	17 December
67	Command Inspection Program	22 December
68	Civilian Clothes Aboard Ship	23 December
69	Command in the Grade of Captain	28 December
70	Grooming and Uniform Policy	21 January
71	Battle Streamers for Navy Flag	23 January
72	Quarterdeck Watches	03 February
73	Enlisted Vietnam Volunteers	18 February
74	Preferential Housing for Vietnam Volunteers	18 February
75	Sea/Shore Rotation	25 February
76	Outstanding Recruiter Awards	25 February
77	Enlisted Blue Working Uniform	27 February
78	Inspection Scheduling Policy	05 March
79	Augmentation into the Regular Navy	15 March
80	MCPOs on E-8/E-9 Selection Boards	16 March
81	Regular Navy Warrant Officer Program	14 April
82	Boards, Committees and Guidance Programs Review	20 April
83	Motor Vehicle Transportation for Forces Afloat	17 May
84	Copies of Fitness Reports	18 May
85	Legislation Status Report	24 May
86	CNO Scholars Program	07 June
87	Navy Uniform	14 June
88	Advances in Pay	14 June
89	SECNAV/CNO Fellowship Program	19 June
90	Responsibility Pay for Vietnam Advisors	25 June

91	Limited Duty Officer Program	29 June
92	Civilian Clothing Aboard Ship	29 June
93	People Programs	06 July
94	Navy Drug Exemption and Rehabilitation Program	06 July
95	Master Chief Petty Officer of the Command	19 July
96	Retention Study Group Schedule	20 July
97	Commuted Rations for Hospital Patients	21 July
98	Advance Information about New Duty Stations	11 August
99	Officer Swords	18 August
100	Personnel Exchange Program	29 October
101	Six Day Sales Operation at Designated Navy Commissary Stores	22 Nov 71
102	Responsibility for Standards of Smartness	22 Dec 71
103	Sailor of the Year Award	1 Jan 72
104	Challenge of 1972	1 Jan 72
105	Navy Drug and Rehabilitation Program	5 Feb 72
106	Quarterdeck Watch Officers	2 Mar 72
107	CNO Sailors of the Year	10 Mar 72
108	Continuation Beyond 30 Years Active Service	19 April 72
109	Recruiting	20 April 72
110	Human Resource Development	27 April 72
111	Classified	04 May 72
112	Collateral Duties	01 June 72
113	Career Counseling Program	13 June 72
114	Ecology Spot Rep	06 July 72

Z-GRAM 70 - GROOMING AND UNIFORM POLICY

1. As a result of my recent field trips and personal contacts with Navymen, plus the high incidence of correspondence, it is clear to me that further amplification of and change to policy is required in two areas covered in NAVOP Z-57, namely hair grooming and uniforms. These changes will be incorporated in the next change to U. S. Navy Uniform Regulations.

A. Hair Grooming: The Navy does not prescribe nor distinguish among styles of haircuts. A wide variety of hair styles, if maintained in a neat manner, is acceptable. The determination of hair styles, within the criteria detailed below, is an individual decision.

(1) Hair will be neat, clean, trimmed, and present a groomed appearance. Hair will not touch the collar except for the closely cut hair at the back of the neck and that will present a tapered appearance. Hair in front will be groomed so that it does not bush out below the band of properly worn headgear. In no case shall the bulk or length of hair interfere with the proper wearing of any military headgear. The exact maximum length of the hair is no longer specified.

(2) If an individual chooses to wear sideburns, they will be neatly trimmed. Sideburns will not extend below the bottom of the earlobe, will be of even width (not flared), and will end with a clean-shaven horizontal line.

(3) If a beard or moustache is worn, it shall be well groomed and neatly trimmed in order not to contribute to a ragged appearance. This policy authorizes and includes full and partial beards, van dykes, and goatees.

B. Uniforms: In addition to the foregoing policies associated with grooming I believe that some discussion of uniforms is needed.

(1) I see nothing wrong with the wearing of the blue working jacket, raincoat, or peacoat with the dungaree working uniform. However, I want to emphasize that this uniform is only to be worn between work and the local residence. Foul weather or flight jackets are not appropriately worn off base with the working uniform. Flight jackets may, however, be worn with flight suits wherever they are appropriately worn.

(2) Although the wearing of working uniform to and from work and the local residence has been authorized, it is not intended that personnel be permitted to make other than very brief stops off base for personal necessities in this uniform. The working uniform remains a working uniform, not a liberty uniform.

2. I wish to reemphasize that within the broad guidelines of the policies I have issued and amplified, it remains the responsibility of officers in command to ensure that their personnel present a neat and well groomed appearance at all times in all places.

3. None of my recent directives have lowered our Navy standards of grooming and dress; they have, however, represented changes in standards to reflect contemporary styles and trends. I ask for the continued support of all hands to demonstrate maturity and good judgment in shouldering the individual responsibility necessary to preserve the fine appearance of a man in uniform. I expect responsible officers and petty officers to take in hand those few individuals who are not willing to accept the spirit of these special privileges.

Z-GRAM 71 - BATTLE STREAMERS FOR THE NAVY FLAG

1. Those heroic men who have served their country in the Navy have passed down a proud heritage. Those ships and men who performed so gallantly in the American Revolution, at Tripoli, Lake Champlain, Manila Bay, on Atlantic convoy, at Midway, Leyte, in Korea, and in Vietnam will be honored and esteemed by their countrymen through succeeding generations.

2. In order that the sacrifices of our predecessors may be appropriately recognized and honored, the display of battle streamers on the flagstaff bearing the Navy flag has been approved. Thus far 27 streamers with 23 Silver Stars and 33 Bronze Stars to commemorate the wars and combat actions of our Navy during its proud history have been approved. These symbolize 157 campaigns and major battles, and 899 Unit Citations and Commendations.

3. Specific details concerning battle streamers, those authorized, their use and display, along with information regarding procurement and stock points will be promulgated soon.

Z-GRAM 72 - QUARTERDECK WATCHES

1. Recently announced policies in NAVOP Z-44 have required or encouraged the assignment of increased responsibilities to juniors. My intention has been to provide to those who are capable of performing in a larger role in the Navy the opportunity to do so, not to signal a lowering of Navy standards or to shift undesirable duty to another rank or rate.

2. In this regard the increased assignment of Warrant Officers and senior petty officers as Quarterdeck Watch Officers is a measure of my confidence that they can fulfill the demands of this important and essential post which sets the tone for the entire ship. However, in the event such assignments make it impossible to shift to six duty sections in accordance with NAVOP Z-25, the objective of six sections will receive higher priority.

3. I desire that exceptional performance of Warrant Officers and petty officers in roles such as Quarterdeck Watch Officer be given special weight in evaluating their resourcefulness and potential for advancement.

4. Some members of the recent LDO/WO Retention Study Group advised that in many situations, standing quarterdeck or bridge watches detracts to the point that they are unable to carry out their duties associated with their specialty. On the other hand, I am also aware that there are those who particularly desire to participate in these broader duties. Accordingly, each Commanding Officer should view each individual involved on a case basis and should generally pursue a program of allowing more junior people to qualify for more prestigious duties while considering the primary goal of 1-in-6 duties (CONUS), and the needs of WO and senior petty officers to carry the duties of their specialty. Arriving at the optimum balance in these often conflicting objectives must and does remain within the purview of each Commanding Officer.

Z-GRAM 73 - ENLISTED VIETNAM VOLUNTEERS

1. In early December, I reported, NAVOP Z-65, on the progress of the Navy's portion of Vietnamization. Since then two major milestones have occurred to move us and the Vietnamese Navy further towards the goal of turning over the complete naval responsibility.

2. First, the President has completed the final step of authorizing turnover of two destroyer escorts by signing the recent Ship Loan Bill. The first of these will be turned over in early February and the second one in late summer. The Vietnamese large ship Navy will then consist of two DER's, two WHEC's, six LST's, two PBR support tenders and nine PCE/PC's in addition to over thirty medium landing craft and patrol gun boats.

3. The second recent major milestone was the actual turnover as announced in NAVOP Z-65 of the final U.S. Navy combat craft in Vietnam thus bringing the Vietnamese Navy to a total of over 600 small combat craft.

4. In addition, all of the projected Vietnamese bases to support this large Brown Water and growing Blue Water Navy are completed or under construction.

5. As I have mentioned before, the two biggest problems remaining are the need, more severe than ever before for our Navy to provide middle management advisors (petty officers and junior officers) to strengthen this recently doubled VNN organization and the need to help them learn how to logistically

support their very formidable Navy. Thus, to train middle management in the VNN operating forces and to train VNN personnel in base and craft maintenance, supply, and overall logistics support, the challenge to the U.S. Navy is greater than it has ever been.

6. We are all extremely proud of both the U.S. Navy and the Vietnamese Navy personnel who have made so much progress to date. In viewing the state of the Vietnamese Navy today we could say that the Vietnamese Navy CNO, his staff, and field commanders have made the form, poured the metal, and removed the rough casting from the mold. Their job from now on is to perform the careful machining required to work this casting into a fine integral part of the RVN Armed Forces. For this reason, the U.S. Navy team of the next few years must be a highly professional, elite group of advisors who can provide the very finest assistance as the VNN complete this precision work.

7. The purpose of this message is to seek volunteers from among the enlisted personnel to meet the challenge described above, and to announce the establishment of a greatly improved training program and several compensating incentives for those enlisted men who volunteer for the vital and challenging duty as naval advisors.

8. There are three programs for enlisted personnel in Vietnam:

A. GENERAL DUTY PROGRAM. Personnel accepted for this program receive minimal training and are ordered to a one year tour of duty in-country at support and aviation activities and on non-rotated ships. Volunteers are screened, ordered and reassigned under the provisions of BUPERSNOTE 1306 of 14 Jan 70 and BUPERSNOTE 1306 of 11 Jul 70, additional sea duty credit will be afforded to all personnel who extend their tour for at least 12 full months, or who are currently serving such an extension, or who are serving on a second tour. This additional sea duty credit will be at the rate of two months for each month of either a 12 month extension or a second tour.

B. PRESENT ADVISOR PROGRAM. Personnel who volunteer and are found qualified will receive minimum language training along with 7 to 11 weeks of specialized training before reporting to Naval Advisory Group (NAVADVGRP). Because of the continuing need for high quality personnel in the NAVADVGRP, this program must be continued until the new advisors start to arrive in quantity in Vietnam, at which time phase out of present advisors will commence. Volunteers should forward requests in accordance with BUPERSNOTE 1306 of 14 Jan 70.

C. NEW ADVISOR PROGRAM. This unique program will provide as much as one year of training for about one-quarter of the

new advisors, enabling participants to arrive in-country conversant in Vietnamese. These select personnel will form an elite nucleus of advisors who will contribute significantly to the rapid growth in expertise of the Vietnamese Navy. Two and three year assignments including training are available in this program.

9. Benefits for those who are presently serving in the Naval Advisory Group and for those volunteering for either the present advisor program or for the two year option of the new advisor program are as follows:

A. Provided prerequisites are met, one field advancement on certification of satisfactory performance by CHNAVADVGRP for petty officers first class and below. This will permit field advancement to E-7.

B. Additional sea duty credit, at the rate of 2 months sea duty credit for each month spent in Vietnam or either a 12 month extension or a second tour, for personnel who extend or are selected for a second tour within three years, regardless of type activity at which first tour was served.

C. For new advisors only, waiver of time in rate and length of service requirements for advancement.

D. Reassignment benefits including:

(1) Guaranteed assignment in either type ship or home port of choice for sea duty eligibles, providing ship has allowance for rating/NEC and home port chosen is a major fleet concentration area.

(2) Guaranteed assignment to NAVDIST of choice for SEAVEY eligibles.

(3) Guaranteed assignment to class B or C school for rating if qualified and has not previously attended.

(4) Preferential consideration by the ADCOP selection board for those qualified personnel who apply.

E. Because of the critical need for Enginemen in the new advisor program volunteers for this duty will receive special benefits including an opportunity for two advancements for E-4's and E-5's, schooling of choice on completion of tour and additional sea duty credit.

F. Preferential housing considerations, details to be promulgated by separate NAVOP.

10. Personnel who volunteer for the three year option of the new advisor program, those personnel who volunteered after Jan 70 for a second tour in the NAVADVGRP, those who now volunteer to return and are within 3 years of completion of a previous Vietnam tour, and for those currently in the NAVADVGRP who volunteer and are recommended by CHNAVADVGRP to extend for one year will receive the following additional benefits: !

A. Guaranteed assignment to a normal tour of shore duty, plus assignment to NAVDIST of choice, regardless of SEA/SHOREVEY status.

B. If sea duty desired, guaranteed assignment to home port and type ship requested providing ship has allowance for rating/NEC and home port chosen is a major fleet concentration area.

C. Guaranteed assignment to overseas duty.

D. Preferential consideration for continued assignment in MAAG/Mission type billets for highly qualified individuals.

E. Additional preferential housing considerations.

11. A summary of benefits for all enlisted personnel assigned to duty in-country or on non-rotated ships based in Vietnam.

A. Basic benefits (Advisory and General):

- Hostile Fire Pay
- Total Income Tax Exemption
- Ten Percent Interest on Savings Deposits
- Relocation of Dependents
- Field Advancement
- Accumulation of Up to 90 Days Leave
- Free Letter Mailing and Special Customs Privileges
- Fourteen Day CONUS Leave (Charter or Space Available)
- Early Separation
- Seven Day R & R Period

B. Additional benefits for General Duty Program Volunteers:

	There/ Enroute	6 Month Extension	12 Month Extension
Non SEAVEY Eligible:			

-Flt of choice, priority consideration for school and overseas duty	X	X	X
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SEAVEY Eligible:

-Guar shore duty and priority consideration for instructor/re- cruiting duty	X	X	X
-Special 30 day leave		X	X
-Additional sea duty credit			X

C. Additional benefits for Advisor Program Volunteers:
Present advisor (first three columns) new advisor (last two
columns)

	There/ Enroute	6 Month Extension	12 Month Extension	2 YR(1) Option	3 YR(1) Option
-Special 30 day leave		X	X		X
-Additional sea duty credit			X		X
-Pref consideration for housing (2)		X	X	X	X
-Guar type ship or home port	X	X	X	X	X
-Guar NAVDIST for SEAVEY eligible	X	X	X	X	X
-Guar class B or C school	X	X	X	X	X
-Expanded field advancement	X	X	X	X	X
-Waiver of time in rate/length of service				X	X
-Pref consideration for ADCOP	X	X	X	X	X
-Enginemen PO3&2 two advancements with long lang training				X	X
-Engineman PO2 makes PO1 after 6 months in-country				X	X
-All enginemen addi- tional sea duty credit and schooling of choice				X	X
-Guar assignment to normal shore duty			X		X
-If sea duty desired Guar home port and type ship			X		X

-Guar assignment to overseas duty	X	X
-Pref consideration for MAAG/Mission duty	X	X

NOTES:

- (1) 2 and 3 year tours include up to one year of training and 1 or 2 years in-country respectively.
- (2) Details of preferential consideration for housing will be promulgated by separate NAVOP.

12. The above benefits are guaranteed to all volunteers endorsed as satisfactory advisors by CHNAVADVGRP.

13. It is realized that not all can be utilized in Vietnam because of skill mismatches; however, rate substitution will be effected where possible to enable more volunteers to serve. Volunteer requests will be forwarded for all ratings considered qualified for the programs outlined above. Amplification of certain incentives, screening criteria and nominating format will be promulgated by separate NAVOP.

14. I desire that all Navy Petty Officers be fully and thoroughly counseled regarding all aspects of this NAVOP.

Z-GRAM 74 - PREFERENTIAL HOUSING CONSIDERATION FOR VOLUNTEERS FOR NAVAL ADVISORY DUTY IN RVN

1. In Z-65 and Z-73 I emphasized the challenge we face in ensuring the timely progress and ultimate success of Vietnamization and solicited volunteers for Naval Advisory duty to do the job. A major part of our planning for the naval advisor has been concerned with how to best compensate those who volunteer for the personal hardship and family separation inherent in this duty. Compensation relative to professional growth and reassignment guarantees have been previously addressed. Significant as this compensation may be, a major factor in the decision of the dedicated and motivated Navy man who desires to volunteer for advisor duty must be provision of adequate quarters for his family during his absence.

2. Current regulations permit personnel ordered to duty in RVN to move their families to any location in CONUS and, with approval of CHNAVPERS, to Puerto Rico, Alaska, Hawaii, or any territory or possession of the United States. To provide the volunteer for advisory duty with additional options in regard to housing for his family, preferential considerations for public quarters will be granted as follows:

12 month volunteer - officers and eligible enlisted personnel who volunteer for a 12 month tour in-country as a naval advisor and who are in Navy public quarters on stations in CONUS, Alaska, Hawaii or a territory or possession of the United States at the time of receipt of orders to such duty will be permitted to remain in quarters (except billet quarters) if they so desire during their training in CONUS and subsequent tour in RVN. Personnel occupying billet quarters who wish to remain in public quarters will be placed at the head of the housing waiting list (immediately after those in the stabilized zone who have been assigned a housing occupancy date) at the base or station on which they reside at the time of receipt of orders. This "waiting time" can be spent in the billet quarters while awaiting availability of other housing.

18 month volunteer - officers and eligible enlisted personnel who volunteer for a tour of not less than 18 months in-country as a naval advisor will in addition to the option to remain in public quarters granted the 12 month volunteer, be placed at the head of the housing waiting list (immediately after those in the stabilized zone who have been assigned a housing occupancy date) in the area to which CHNAVPERS certifies post Vietnam assignment will take them, or in any CONUS location of his choice. The volunteer may elect to exercise this option either before or after his tour in RVN. The priority on the public quarters waiting list granted to the 18 month volunteer will also be granted to naval advisors serving in RVN who extend for not less than six months on or after the date of this NAVOP and who serve in RVN for a minimum of 18 months.

3. I fully recognize the impact granting preferential consideration to Vietnam advisor volunteers may have on others who may seek public quarters. However, the imperatives of Vietnamization and our moral obligation to those who volunteer for advisory duty make it incumbent upon each of us to accept inconveniences or delays in obtaining public quarters which may be generated as our individual contribution toward meeting this obligation. The provisions of OPNAVINST 11101.13D will be changed to reflect the preferential considerations granted by this NAVOP. I desire that each officer and enlisted man be fully counseled on the tenets of this NAVOP.

Z-GRAM 75 - SEA/SHORE ROTATION

1. I have been deeply concerned for a long time that a goodly number of our highly valued career men and their families have been asked to endure long periods of separation because of excessive sea tour lengths. Therefore, a maximum sea tour of six years is hereby established for all enlisted personnel.

2. This will greatly reduce the sea tours of 122 rates and NEC's personnel for whom sea tours have been reduced may expect transfer ashore during the summer or early fall of 1971. Specific sea tour reductions will be promulgated by rate and NEC in a separate NAVOP.

3. These policy decisions do not mean that there is not more to be done. Though this will eliminate sea tours of over six years, 95 rates and NEC's remain with sea tours 4 to 6 years long. We will strive to improve sea tour lengths for these men. In the meantime, an option for reassignment for the last two years of a sea tour will be provided to PO2 and above whose sea tours remain in the 4 to 6 year category, if they have served continuously and consecutively on sea duty type 2 (deploying ships homeported in CONUS and shore based units where long family separation is normal), on non-rotated sea duty type 4 (ships homeported overseas, FBM submarines and ships with 12-month RVN tours) where absence from homeport and family has been excessive, or on overseas shore duty type 3 where dependents are not authorized. They may, at the time they are within two years of completing their sea tour, request the following, and every effort will be made to honor these requests:

A. Assignment to preferred sea duty, type 5, (ships that are normally not absent from homeport).

B. Assignment to an overseas area where dependents are authorized without entry approval, or if entry approval is required is acceptable to the applicant.

C. Assignment to another sea unit (type 2) or non-rotated sea unit (type 4) if the first two options are not available.

4. The following are exceptions to this announced policy:

A. Those serving on overseas toured duty whose PRD's exceed their published sea tour.

B. Those serving in high priority billets, such as in nuclear submarines or other sensitive specialties, whose service cannot be spared.

C. Personnel who want to remain on sea duty may request it under NAVOP Z-11.

5. It is directed that all commands give the contents of this Z-NAVOP wide and immediate dissemination.

Z-GRAM 76 - OUTSTANDING RECRUITER AWARDS

1. The task of the Navy Recruiters stands among the most challenging and responsible duties to which our enlisted personnel are assigned today, and are of great importance to our Navy of the future. The results of the Navy Recruiter today determines the quality of our Navy tomorrow. Therefore, to provide official recognition of the dedication, skill, professionalism, and importance to the Navy of the Navy Recruiter, the Chief of Naval Operations has authorized the additional award system described below for those recruiters who prove to be the most outstanding.

2. The following system will be effective immediately in recognizing outstanding recruiters:

A. Annually, each commanding officer, Navy recruiting main station shall select one enlisted recruiter as the District Recruiter of the Year. Each recruiter so selected shall be presented an appropriate certificate, signed by the Chief of Naval Personnel and the Director of Navy Recruiting. Presentation shall be made by the Director of Navy Recruiting.

B. From the District winners, the Director of each Navy Recruiting area shall select the Area Recruiter of the Year.

C. From the eight area winners, the Chief of Naval Personnel shall select one recruiter as the Outstanding Navy Recruiter of the Year. The recruiter so chosen shall be presented a suitable award in Washington by the Chief of Naval Operations. The other seven area winners each shall be presented a suitable award in Washington by the Chief of Naval Personnel.

D. Any recruiter selected as a recruiter of the year shall be granted a one year tour extension if he so desires. Such extensions shall be a part of the outstanding recruiter extension program presently in effect.

3. The Chief of Naval Operations desires applications IAW Chapter IV, Transman, from eligible outstanding Petty Officers who are looking for a challenging position, higher responsibility and a strong desire to contribute their talents both to recruit, as well as to retain, the high caliber of personnel in today's Navy.

Z-GRAM 77 - ENLISTED WORKING BLUE UNIFORM

1. Commencing 1 April 1971, issue of the new Enlisted Working Blue Uniform to recruits will begin. This uniform is the replacement for the present dungaree working uniform. In addition to improved appearance, longer life and better laundering characteristics, it also has greater flash fire protective qualities than dungarees.
2. The Navy has received authority to provide three of these new uniforms at no individual cost to every E-6 and below with more than one year of obligated service remaining as of 1 July 1971. Commencing on that date, and as uniforms become available during the following 12 months, eligible E-1 through E-6 who joined the Navy prior to 1 April 1971 may draw three new uniforms from Clothing and Small Stores. To accomplish this program, additional Enlisted Working Blue Uniforms must be manufactured. Because of the large number required, delivery will not be completed until June of 1972. Details of requisitioning, accounting and issue will be provided by separate directive.
3. Upon receipt of this message, voluntary purchase of enlisted working blues is authorized for those who desire to buy them at their own expense. The dungaree uniform may also be purchased and worn until 30 June 1973 although individuals may not wear items of one uniform with the other.

Z-GRAM 78 - INSPECTION SCHEDULING POLICY

1. In order to increase leave and liberty opportunities prior to and upon return from regular deployments, the following guidelines for scheduling inspections are established:
 - A. Inspections will not normally be conducted on any unit during the period 30 days prior to and 45 days following a regular deployment.
 - B. This policy does not apply to:
 - (1) Those inspections considered essential by the commanding officer of the ship, aircraft squadron or unit. The intent is to assist him, and to reduce the external load upon him, not infringe on his prerogatives.
 - (2) SSBNS where the intent of this policy is carried out by the 30-day post-patrol standdown period.
 - (3) Those inspections where material condition must be assessed promptly, such as post-deployment aircraft corrosion inspections.

2. Guidelines established herein are to minimize the scheduling of inspections during 30-day pre-deployment or 45-day post-deployment periods except where assessment of safety, readiness and/or material factors are considered overriding by competent authority.

Z-GRAM 79 - AUGMENTATION INTO THE REGULAR NAVY

1. To further enhance the career opportunities of the Navy's junior officers, the Secretary of the Navy, the Honorable John Chafee, approved proposed changes to the Regular Navy augmentation program which will permit augmentation applications to be submitted earlier in one's career.

2. The highly motivated officer who arrives at an early decision about making the Navy his career may now apply for augmentation after having served on active duty as a commissioned officer for 12 months, exclusive of periods of duty under instruction in excess of 30 days. Further, a Commanding Officer may recommend a waiver to 6 months active commissioned service, exclusive of periods of duty under instruction in excess of 30 days for an officer who indicates high career potential.

3. In some cases officers applying for augmentation after 6 months may not have a significant fitness report yet submitted. In order that the continuing augmentation selection board may have enough information on which to make a decision, Commanding Officers will discuss motivation and potential of the applicant and provide a specific recommendation concerning the request. A special fitness report must be submitted as an enclosure to each C. O.'s forwarding endorsement for those officers recommended for a waiver. In order to establish a record of comparability, this report will include an entry in the overall evaluation, blocks 18 A and B.

4. This NAVOP is effective upon receipt. BUPERSMAN 1020120 will be changed in the near future.

Z-GRAM 80 - MCPOS ON E-8/E-9 SELECTION BOARDS

1. In March of this year our first Master Chief Petty Officer of the Navy, Delbert D. Black, will retire. He will leave the Navy with an outstanding record of performance. During his tenure as Master Chief Petty Officer of the Navy, his efforts on behalf of Navymen and their wives and families have helped improve every facet of Navy life. Before he leaves on completion of 30 years of faithful service to the Navy, I am pleased to announce implementation of still another of the numerous improvements he has initiated.

2. Beginning with the Master/Senior Chief Petty Officer selection boards convening in June of this year, the boards will be composed of both officers and Master Chief Petty Officers as fully participating members.

3. As a result of this change, not only will the MCPO/SCPO selection boards have the advantage of the valuable inputs from these Chief Petty Officers, but also as the MCPOS who have served on these boards return to their duty stations, their selection board experiences will enable them to impart to the men they serve, as senior advisors, an increased awareness of those standards of service which lead to a successful Navy career.

4. On the occasion of his forthcoming retirement, I wish to thank Master Chief Black for his outstanding contributions to the Navy. As he departs, he leaves behind a Navy which he helped to better. I know you all join me in applauding his outstanding performance of duty and in wishing him a fair wind and a following sea.

Z-GRAM 81 - REGULAR NAVY WARRANT OFFICER PROGRAM

1. The purpose of this NAVOP is to announce changes to the age and active time in service requirements for the Regular Navy Warrant Officer Program, including naval reservists on active duty and the TAR program, commencing FY 72.

2. It is the desire of SECNAV, CNO and the Chief of Naval Personnel to afford outstanding first class petty officers and above every opportunity for further promotion to Warrant and Limited Duty Officer status. The changes herein pave the way for a vast resource of qualified specialists to find greater fulfillment within a naval career.

3. Commencing with the FY 72 Warrant Officer Program the following age and active time in service requirements, computed to 1 July of the calendar year in which application is made, apply:

PAY GRADE	AGE	ACTIVE TIME IN SERVICE
E-6	At least 23 but not have reached 33rd birthday	Not less than 6 years
E-7	Not have reached 35th birthday	Not less than 6 years
E-8	Not have reached 37th birthday	Not less than 6 years
E-9	Not have reached 39th birthday	Not less than 6 years

4. This NAVOP and BUPERS Instruction 1120.18P will be incorporated in the BUPERS Manual in the near future.

Z-GRAM 82 - BOARDS, COMMITTEES AND GUIDANCE PROGRAMS REDUCTION REVIEW

1. A recent survey indicates that some 300 different boards or committees are in use at various echelons of command within the Navy. The requirement for use of boards or committees as a means for making management decisions ranges from statutory to discretionary. In those instances where the requirement for use of boards or committees is discretionary, the selection of this form of management control should be carefully considered in light of alternative methods. Boards or committees are generally acknowledged to be more time-consuming and costly and frequently less effective than other methods for directing, controlling, or planning.
2. Fleet, force, type commanders, and Commanding Officers are urged to review their instructions, directives, and operating procedures as they apply to the use of boards and committees. Except in those cases where the requirement stems from a statutory or regulatory directive of higher authority, the use of boards or committees should be made discretionary. Continued use of this form of management control, where not otherwise required, should be contingent on its compatibility with the criteria established in part 1, para 5 of SECNAVINST 5420.60F of 24 Nov 69 (NOTAL) and its having demonstrated advantages over other management methods.
3. Recommendations for review or cancelation of directives which require or direct the establishment of boards or committees will be favorably considered.

Z-GRAM 83 - MOTOR VEHICLE TRANSPORTATION FOR FORCES AFLOAT

1. It has come to my attention that the availability of motor vehicle transportation at a number of bases falls considerably short of forces afloat requirements.
2. Accordingly, I have this date directed that pilot programs be set up at naval stations San Diego and Norfolk to determine, by a three months trial program, the resources required to provide and operate on-base taxi and bus systems fleet-wide to meet the official and quasi-official requirements primarily of fleet personnel. Quasi-official business by taxi will include trips by individuals or groups to and from dispensary, dental clinic, legal office, chaplains office, household goods office, etc. Generally, trips to recreational facilities, Navy Exchange and perimeter gates would be by bus.
3. In evaluating the necessity and desirability of the above action it became evident that there are other measures which can be taken now and prior to completion of the above pilot program, substantially within existing resources, to improve the motor vehicle transportation situation for afloat units. These measures will be compatible with and should be utilized in conjunction with base taxi and bus systems that may be placed in operation in the future. The following actions, therefore, are prescribed for immediate implementation:

A. For shore activities supporting afloat units:

(1) Maintain close coordination with SOPA and inport fleet units to insure that fleet unit vehicle needs are fulfilled to the maximum extent feasible within available assets on a fully equitable basis with shore activity requirements. At shore activities where government owned vehicles are not available in sufficient numbers to provide the self-driven and other vehicle support to fulfill normal and reasonable requirements of the fleet unit, rental from commercial sources may be accomplished in accord with existing directives utilizing shore activity funds as can be made available.

B. For afloat units:

(1) Unit vehicle requirements should be coordinated by one office/individual. At least 48 hours in advance of ship ETA, if feasible, the shore activity should be apprised of the immediate self-driven vehicle support required by the ship upon arrival. During the inport period the afloat transportation coordinator should monitor the vehicle requirements of his unit, establishing priorities, and coordinating requirements to insure optimum utilization of each vehicle assigned.

(2) For unofficial use, where existing vehicles do not meet the demand, afloat units may procure additional vehicles utilizing non-appropriated funds within existing regulations regarding the use of such funds. Procurement may be by purchase or by lease/rental as appropriate. In this connection, as one source to be considered, disposal officers ashore should be requested to provide information on surplus vehicles scheduled for disposal, but which are in relatively good condition.

4. The SOPA at each location shall monitor the overall afloat transportation requirements and availability to insure that the policies outlined above are being carried out to the maximum extent feasible.

5. With the requisite cooperation between ashore and afloat commands it should be possible to improve, immediately and significantly, the transportation support for forces afloat. Upon completion of the evaluation of the pilot programs at NAVSTAS San Diego and Norfolk, further action will be directed.

Z-GRAM 84 - COPIES OF FITNESS REPORTS

1. Our officer fitness reporting system encourages discussion of performance evaluation between the reporting senior and the officer reported upon. In the case of junior officers the report must be shown, and performance and career assessment must be provided. Copies of the reports must be supplied upon detachment. These arrangements permit officers to judge and improve career performance.
2. For many years, we have encouraged naval officers to review their service records in BUPERS whenever they are in Washington in order to help assess their overall performance and set realistic personal and professional goals. Many lack adequate opportunity to do this, and recent recommendations and surveys have indicated that alternate means are needed. To answer this need a copy service will be established.
3. An officer may upon his individual request obtain a copy of the five (5) most recent fitness reports in his service record. Because public law requires that such services be self-supporting, a handling charge of \$1.50 will be required. Written requests, accompanied by personal check or money order for \$1.50 payable to Bureau of Naval Personnel may be made direct to BUPERS (ATTN: PERS-E24). Requests will be filled on a first-in, first-out basis.

Z-GRAM 85 - LEGISLATION STATUS REPORT

1. Each of the CNO officer and enlisted Retention Study Groups has indicated that the majority of our personnel are not informed of the current status of legislative proposals of direct interest, such as those affecting living and working conditions, pay, benefits, and career development. They have recommended that this information be periodically disseminated.
2. We in Washington desire that all of our personnel and their dependents be kept fully informed of all efforts being made to improve the conditions of service. This NAVOP is the first step in implementing the recommendation of the study group.
3. The recently concluded 91st Congress passed several legislative items which have long been sought to aid and assist Navy members and their dependents. The following are a few of the significant items. For the first time, the Navy is authorized to pay the cost of transportation to and from a member's homeport when his ship is being overhauled away from homeport. Public law 91-210 will permit up to three such visits with a member's family, depending on the period of overhaul. Public laws 91-529, 91-533, and 91-534, respectively, authorize payment of a family separation allowance even though the member does not maintain a separate household, or his family is living in government quarters, and to all POW/MIA families. Public Law 91-291 increased coverage under SGLI from \$10,000

to \$15,000 and extended eligibility for coverage to certain reservists not previously covered. Public laws 91-219 and 91-584 increase and liberalize educational benefits and home loans under the GI Bill of Rights and specifically include educational assistance and home loan benefits under the GI Bill for POW/MIA dependents. In addition, the President, pursuant to the provisions of the Federal Pay Comparability Act of 1970, has authorized a pay increase of 7.9% for military personnel, effective 1 January 1971. A more complete wrapup of action by the 91st Congress will appear in ALL HANDS at an early date.

4. Looking ahead, we currently have under study or at various stages of development potential legislative items in such areas as housing allowance, travel and transportation allowance, improvements in certain special pays such as sea and diving pay, opportunities for more rapid advancement in rate or rank, and liberalization of dependents' benefits. There are only a few of the areas in which we hope to achieve improvements during the 92nd Congress.

5. The legislative process is often long and arduous with many pitfalls along the way. In order that you more fully understand this process, ALL HANDS will soon publish an article which will enhance your understanding of the problems involved in seeking legislation. Thereafter, ALL HANDS will carry, on at least a quarterly basis, a box score of legislative proposals and their status. From time to time, as circumstances warrant, you will be informed of major legislative developments.

Z-GRAM 86 - CNO SCHOLARS PROGRAM

1. In order that the present postgraduate program may more adequately fulfill the Navy's requirement for wide diversification of fields of study within approved disciplines, I have directed the broadening of the program so that a small group of highly selected officers will be afforded an opportunity to pursue graduate education at colleges/universities of their choice in fields of study compatible with their respective specialty/subspecialty and within the framework of Navy P-COIE billet requirements.

2. Eligible officers are those in the grade of LCDR and below who will have completed at least one operational tour within their respective speciality/subspeciality. Selections for this program will be made by a special panel of the postgraduate selection board and will be limited to ten officers annually. Selectees may be assigned to any accredited American or recognized foreign college/university for which they are language qualified and can gain admittance.

3. This special program, designated the "CNO Scholars" program, will be administered separately and apart from the regular postgraduate education program. The program and officer students enrolled therein will be under the direct administra-

tion and academic supervision of the Chief of Naval Personnel. Officer students will be required to execute an additional service agreement of one year for each six months or fraction thereof of education received.

4. All eligible officers having submitted preference cards for PG curricula will automatically be considered by the post-graduate selection board for the "CNO Scholars" program. At the earliest feasible date subsequent to selection for the program, selected candidates will visit BUPERS/CNO for about two days, under BUPERS TAD orders, for the purpose of academic and career counseling.

Z-GRAM 87 - NAVY UNIFORM

1. A Navy-wide poll was conducted in December 1970 to determine sentiment for change to the Navy uniform. The results of that poll have been carefully evaluated and I am pleased to announce the following changes have been approved by SECNAV:

A. Officers. Delete Service Dress Khaki uniform, retaining Tropical Khaki Long with worsted trousers and Tropical Whites. A summer weight Service Dress Blue uniform is authorized.

B. CPOS. Delete Service Dress Khaki and Service Dress White uniforms. Same provisions for Tropical Khaki Long, Tropical Whites, and summer weight Service Dress Blue uniform apply as for officers.

C. Other enlisted. Delete present Service Dress Blue uniform, Undress Blues and Undress Whites. Add two officer/CPO type Service Dress Blue uniforms (one winter and one summer weight), white shirts, black tie and officer/CPO type cap with distinctive insignia. Tropical White uniforms are retained.

2. Present plans are to increase clothing maintenance allowance and begin issue of new uniforms to recruits on 1 July 1973. All E-6 to E-1 with over 1 year of obligated duty remaining on 1 July 1975 will purchase the required uniforms out of their clothing maintenance allowance by that date. Voluntary purchase of new uniforms not authorized at this time due requirement to reduce inventories of present uniforms and materials. Every effort will be made to expedite these reductions so that earliest introduction of uniforms can be accomplished. Info will be promulgated as soon as decision possible. Presently plan to retain Service Dress Khaki as an authorized uniform until 1 July 1975 with phase-in of summer weight Service Dress Blue uniform to coincide with enlisted schedule outlined above.

3. The Service Dress Blue uniform to be worn by E-6 and below is the same as that now worn by officers and CPOS, except that it will have oxidized silver buttons. The cap will also be the

same except for a new distinctive cap device and oxidized silver chin strap screwposts. Rating badges to match the uniform material will be made available.

4. This uniform change reflects the desire for change on the part of a large majority of officers and enlisted men. It also provides a uniform which has been time-tested and which is popular with 92 percent of all officers and CPOS now wearing it. Moreover, it will bring the Navy into line with its sister services by providing one uniform from seaman to admiral. Finally, it represents my most earnest desire - one Navy, united in purpose, striving for common goals.

Z-GRAM 88 - ADVANCES OF PAY

1. One of the things we regularly ask Navymen and their families to do is change duty stations. To handle the costs of these moves we have travel and dislocation allowances. Except for the travel allowance for the Navyman, these allowances are not available until after their move is completed. We do not have authority to advance the dislocation allowance and dependents travel allowance so that it will be available when needed: Between duty stations.

2. Until we can obtain that authority, I feel that other steps must be taken. As an interim measure I desire that we make use of existing authority to obtain advances of pay. To make cash available during the move between stations use of this existing authority becomes even more important than in the past because we now authorize 30 days leave between duty stations.

3. Normally one month's pay -- less certain deductions -- may be advanced incident to a permanent change of station. We may advance greater amounts when appropriate. I consider an amount to approximately equal the unallotted pay due during the interstation period plus the DLA and dependent travel allowances which will be due after the move to be entirely appropriate if within the three month maximum allowed. It is not necessary to burden administrative or disbursing offices with formal computations of this amount -- a reasonable estimate is adequate. Nor is it necessary to obtain formal certification of non-availability of public quarters -- telephone inquiry or recent knowledge is adequate.

4. Drawing an advance of pay is like borrowing from oneself. Those who want to avoid the burden of a heavy payback burden are reminded that the total of pay due after a move, including DLA, travel allowances, rations, BAQ and base pay may all be used to pay off the remaining advance, as long as it equals or exceeds the advance.

5. I realize that there will be a small number of individuals whose demonstrated financial immaturity requires that command discretion limit advances of pay. This consideration is not to be used to establish blanket limitations on the great majority of responsible Navymen. I also recognize that occasionally orders will be canceled after advances are made and that

unanticipated availability of quarters at the new station will mean that DLA has not been earned. I would enjoin Navymen to consider this in deciding how much of an advance to request.

6. Our purpose in exercising our advance pay authority is to enable Navymen to have in hand during a move the cash needed to execute the move without having to visit disbursing offices enroute or to have to submit claims at their duty station until after they have settled in, completed their leave, and reported for duty.

Z-GRAM 89 - SECNAV/CNO FELLOWSHIP PROGRAM

1. Broadening the horizons and experience of our young officers today will contribute to the enrichment of the Navy's leadership of tomorrow. Toward this end, Secretary Chafee and I have established a program whereby two officers will be selected annually to serve in the immediate offices of the Secretary and CNO in a Fellowship capacity. The officers selected, to be known as the SECNAV and CNO Fellow, respectively, will have the opportunity to work closely with high-level Navy leaders, have the privilege of attending policy discussions and meetings, and will undertake selected projects bearing on naval policy and doctrine.

2. Interested officers of all categories with six through eleven years active commissioned service are invited to submit applications via Commanding Officers to Chief of Naval Personnel (Pers-P1). Applications should be submitted no later than 1 September 1971. The officers selected to become the first SECNAV and CNO Fellows will receive orders to report to Washington about 1 December 1971.

3. Secretary Chafee and I anticipate that the benefits derived from this program will not be limited to those enjoyed by the individual selected, but the Navy will gain as well from the contribution that will surely result from the presence of bright, young talent in these prestigious positions.

Z-GRAM 90 - RESPONSIBILITY PAY FOR SENIOR NAVAL ADVISORS IN VIETNAM

1. I am pleased to announce that Responsibility Pay for officers serving in certain Naval Advisor billets in Vietnam has been approved by the Secretary of Defense for implementation on 1 July 1971, pursuant to authority contained in Sec 306, Title 37, USC.

2. Officers serving in pay grades 03, 04, and in some cases 05, assigned to and serving in Senior Advisor billets in RVN are authorized special "Responsibility" pay at the following monthly rates: 03 and 04 each, \$50; 05, \$100.

3. This pay is authorized in recognition of the unusual skills and responsibility required of Naval Advisors. Attainment of this authority is an integral part of our efforts to ensure that our advisor billets are filled with only the highest quality personnel.

4. Commanding Officers are to bring the provisions of the NAVOP to the attention of all officers and to re-emphasize the continuing need for motivated officers to serve as advisors as stated in the call for volunteers promulgated in Z-GRAM 65.

5. This NAVY has not authority to pay Responsibility Pay. Payment procedures and implementing instructions will be forthcoming by separate message.

Z-GRAM 91 - LIMITED DUTY OFFICER PROGRAM

1. With the approval of Secretary Chafee, all LDO(T) selectees, commencing with the FY 72 selectees, will be appointed to the temporary grade of Lieutenant (junior grade), vice Ensign.
2. This change to the LDO(T) program is designed to make it more attractive to these Regular Navy CWO's, W-2 and W-3, who were originally appointed after CY 64, by offering a grade more commensurate with their abilities and age of the selectee.
3. Date of rank and effective date of temporary appointment to Lieutenant (junior grade) for FY 72 LDO(T) selectees will be 2 Oct 71, vice Ensign with DOR 2 Jul 71 as announced by BUPERS Notice 1120 on 15 April 1971.
4. Appropriate changes to current instructions will be promulgated in the near future.

Z-GRAM 92 - CIVILIAN CLOTHING ABOARD SHIP FOR NON-RATED PERSONNEL

1. Because of the success of programs announced by Z-Grams 05 and 68 authorizing petty officers to maintain civilian clothes aboard ship for wearing ashore on leave and liberty, this privilege is hereby further extended to all non-rated men. Enlisted personnel will be permitted to wear suitable civilian attire as listed in Z-Gram 68, which is repeated here for reference purposes:
Coats and trousers; turtleneck; shirts with tie, ascot or open collar; sport shirts, including button-downs, sweater, crew or v-neck shirts sold as an outer garment. Overcoats, jackets and wind-breakers; levis, permanent press and bell bottom trousers of various colors and materials; well kept shoes and boots of various colors and materials. Clothing which is excessively worn, frayed, soiled or unpressed is, of course, inappropriate anywhere. Athletic clothing to be worn only when engaged in or when proceeding from and to sports activities. Distinctive parts of the uniform will not be worn with civilian clothes.
2. In extending this privilege to all hands, I gave much thought to approving a recommendation that I cancel the authorization to wear dungarees from work, inasmuch as the authorization for all shipboard personnel to wear civilian clothes ashore would eliminate much of the reason for doing so. However, in view of the significant convenience which this authorization brings to many of our people, particularly our family men both ashore and afloat, I have decided to leave the dungaree privilege in force for the time being. As a related matter, I have become concerned by many reports that significant numbers of our people have been violating the directive by wearing dungarees on liberty, and travel other than from and to work. I expect CO's to rescind, either temporarily or permanently, the dungaree privilege of any person apprehended for improper wear of dungarees ashore. This is in addition to any other disciplinary

action deemed appropriate. If this privilege is to continue in force for the benefit of the prudent majority, it will be necessary for all hands to recognize their responsibility to abide by the regulations set down in Z-Gram 70 and to take prompt, decisive action regarding those who do not. Here is a case where responsible officers and petty officers can rapidly correct violations to protect a hard-won privilege.

Z-GRAM 93 - PEOPLE PROGRAMS

1. During the past year, I have watched with continued satisfaction the progress of personnel-oriented initiatives we have taken. I would like to share with you my assessment of where we stand.

2. I assumed duties as CNO at a time when it had never been clearer that we must attract and retain more high-quality personnel of all ranks and rates to man the Navy of the 1970s. Secretary Chafee and my predecessor, Admiral Moorer, had recognized this need and had initiated actions to improve retention. With the Secretary's invaluable assistance and full support, we have built on these inovative programs designed to reflect the needs and aspirations of our shipmates. I believe these new policies have achieved some degree of success. As you know our programs are aimed at putting people first in priority. I have been especially pleased with the cumulative results of the initiatives we have taken for the benefit of all ranks and rates within our Navy. For example, even a cursory review of the programs as a whole reveals that they provide benefits to all Navymen regardless of career status, e.g., improved services, dependent air charter, leave and watch policies, to mention only a few. No one segment of the Navy is held above any other, nor is any age group more important to our success than another. Without the invaluable professional competence of our career officer and enlisted leadership the Navy could not survive as an effective fighting force. Similarly, without the enthusiasm and hard work of our junior people we could not operate nor would we have a future.

3. In assessing the results of our programs I am pleased to report that substantial gains have been made in recruiting, retention, and the growth of career satisfaction. Most encouraging have been letters and personal contacts which clearly indicate that the actions we are taking are having an impact on the lives of individuals.

4. As I move into the 2nd year of my assignment as CNO, I want to restate my views, this time in the context of this assessment of the first year's efforts.

A. The basic objective of our people programs is to instill at all levels an attitude which clearly recognizes the dignity and worth of each individual and creates an environment in which every officer and enlisted man will be treated with respect and accorded the trust, confidence and recognition each human being wants and deserves. This is not incompatible with the concept of desciplined military life, but rather an important part of

enlightened, sensible military leadership. The key to achieving our objective is a genuine understanding of these concepts.

B. A basic tenet is that with respect and confidence goes a commensurate degree of responsibility. When accepting a privilege, an individual also assumes the responsibility to abide by the spirit and intent of the policy granting that privilege. While a large majority has recognized and adhered to this axiom, a few have tuned out the responsibility part and sought only the privilege. This small minority has caused some anxiety, both within and outside the Navy, that changes signify relaxations which inevitably will lead to a mass breakdown in discipline. I do not accept this view, but neither do I intend to permit an undisciplined few to deprive the majority of the privileges and benefits of our new programs.

C. We are fortunate in having wonderful young officers and enlisted men and women in the service. They ask to be treated with dignity, given responsibility, offered challenge and be tested. These desires underline the need for the finest and most sophisticated kind of leadership at every supervisory level. Leading these bright and enthusiastic young persons today poses a great challenge, but one which can be met with a fine blend of superior professional knowledge, firm authority, understanding and mutual respect. I know of no other group more qualified to undertake successfully this challenge than our senior leaders, officer and enlisted.

D. I consider vital and maintenance of a viable, two-way dialogue at all levels of command. Several of our programs were established with this objective in mind. The Pers-P office, numerous retention study groups convened here in Washington, Special Assistant for Minority Affairs, the wives ombudswoman program, and the many local councils and committees have generated constructive and useful channels of communication without undermining the essential chain of authority upon which our military organization is based. I look to an expansion and growing effectiveness of these communications, particularly within individual commands.

5. I have touched on only a few fundamental ideas. We are working on a broad front to build on the attractive features of our Navy and to improve wherever we can. In the coming years our challenge promises to be even greater than in the past. As the all-volunteer Navy draws closer and austerity continues to reduce our funding, it will be increasingly necessary that each individual shoulder a larger portion of the job of keeping our Navy the finest in the world. This will in the future, as it has in the past, require that each of us consider our service not as a job which requires only regular hours and limited commitment but as a profession which demands of us our very best efforts, freely and willingly given, on behalf of our country. I urge each of you to approach our profession with the fullest measure of imagination, enthusiasm and dedication to make the Navy as effective and ready as possible while, at the same time, striving to make naval service a more satisfying and enjoyable

way of life. We face an exciting future. It is full of challenge, responsibility and opportunity. Our achievements this past year are due to the dedicated efforts and loyal support of all hands. Keep up the great work.

Z-GRAM 94 - NAVY DRUG EXEMPTION AND REHABILITATION PROGRAM

1. By SECNAVINST 6710.2 of 9 Jul 71 the Secretary of the Navy established a drug exemption program for all members of the naval service.

2. The purpose of this program is to enable a drug user or possessor to obtain needed medical and other rehabilitative help without the fear of disciplinary action under the UCMJ or separation from the service with a discharge under other than honorable conditions. Exemption from these actions under the terms of SECNAVINST 6710.2 of 9 July 71 means that a drug user or possessor who qualifies for the program will be exempt from disciplinary action and discharge under other than honorable conditions for drug usage and possession for the purpose of personal usage that he discloses. It does not preclude modifications of security clearance, duty assignment, flight status or other personnel or administrative action determined necessary by appropriate authority. However, commands are encouraged to initiate restoration of such clearance and assignment to the individual when his rehabilitation progress and other conditions will permit.

3. Major points and instructions for this program are as follows:

A. Each command shall designate in writing one or more "exemption representatives" for their command. The following personnel shall not be so designated: Chaplains, Medical Officers, Legal Officers, Naval Investigative Service personnel, Discipline Officers, Master-At-Arms, or personnel whose primary responsibility is the detection and investigation of criminal offenses. Exemption representatives must have the necessary interest, maturity, responsibility, and verbal skills. They may be officers or qualified petty officers.

B. Exemption will be granted for the illegal use or possession incident to such use of controlled substances as defined in article 1270 of U.S. Navy Regs, 1948. It extends only as far as the disclosures of the individual are concerned. Exemption will not be granted for drug related or drug induced offenses nor for the sale or transfer of drugs. Exemption is not dependent upon the number of previous usages nor the degree of involvement of the user.

C. Exemption affects only non-judicial punishment, court-martial action, and separation with an undesirable discharge.

D. Exemption can be granted only once. If an individual subsequent to obtaining exemption again engages in the illegal use or incident possession of drugs, he may not obtain exemption for such activities under the terms of this instruction. However,

cognizant Commanders should make their determinations as to the extent of disciplinary action, if any, to be taken on the basis of such activities with a view toward effectuating the purposes of the exemption program. Thus, if it appears that an individual who has obtained exemption is making significant progress in a rehabilitation program, Commanders should carefully consider this fact in determining what action to take on the basis of the drug violations subsequent to the grant of exemption.

E. In order to qualify for exemption, disclosures must be made to a specified exemption representative.

F. The exemption representative, prior to any voluntary disclosure, shall fully advise a member seeking exemption of the scope and limitations of this program.

G. Upon disclosure, and demonstrated sincerity in seeking help, the member shall be granted exemption in accordance with the procedures of SECNAVINST 6710.2 of 9 Jul 71. Exemption, once granted, is irrevocable. A member must declare his intention to cooperate fully in his own rehabilitation, and this shall constitute sufficient evidence of his sincerity for the purpose of qualifying for exemption.

H. Exemption applies only to disclosures which are voluntary. This means disclosures must be made prior to apprehension or warning under Art. 31, UCMJ for the offense in question. This program is not, repeat not, to be used as a program for the development of informers, and applicants for exemption are not required to identify other drug abusers as a condition for obtaining exemption. However, if in an exemption disclosure other military personnel are named for use or possession of drugs for personal use or if identified in an approved testing program, these members shall be informed by their command that they have been identified for such drug use or possession and shall be warned of their right to counsel. Such identified personnel whose named drug involvement is limited to their own personal use or possession incident to such use shall be informed that they may apply for exemption within 24 hours. If they apply within 24 hours they will be considered to have met the test of voluntariness.

I. Disclosures made in seeking exemption are not privileged in that they may be used for purposes other than non-judicial punishment, court-martial action, or separation of the applicant with an undesirable discharge.

4. Regardless of whether or not a Navyman has applied for exemption from disciplinary action or undesirable discharge, it is the policy of the Navy that all Navyman will be given assistance in overcoming drug abuse problems. Detailed administrative procedures for handling these cases will be promulgated in the near future by BUPERS. However, in general the policy will be as follows:

A. Hard narcotics and dangerous drugs. The Navy drug rehabilitation center has been established at NAS Miramar primarily for the treatment and rehabilitation of individual abusers or hard narcotics and dangerous drugs, and it is anticipated that

a similar center will soon be established on the East Coast. It is anticipated that these centers will be utilized as follows:

(1) Individuals who are found to be abusing the aforementioned drugs will first be referred to the nearest local medical facility for consultation to determine whether or not the individual is drug dependent. If the individual is found to be drug dependent, he will be "transferred for treatment" to the nearest hospital for detoxification and/or treatment incident to transfer to the Miramar (or East Coast) drug rehabilitation center.

(2) If the determination is made that the individual is not drug dependent, every effort should be made to rehabilitate him at the local level.

(3) However, all personnel discovered to be users of the aforementioned drugs who are intended to be discharged within 30 days must be processed through the Miramar (or East Coast) drug rehabilitation center, unless they are determined by medical opinion to be experimenters only, and have an excellent prognosis for remaining off drugs.

B. Other drug substances (marijuana, hashish, etc.) those individuals who are identified as having drug abuse problems with drug substances such as marijuana or hashish should initially be counseled and treated at the local command level, or a locally established drug control center.

5. I am very personally concerned that we make every effort to prevent any further spread of drug involvement in the Navy and at the same time assist those shipmates who unfortunately have already become involved. To assist you the Chief of Naval Personnel has developed a five point program that we will promulgate by separate message. With the cooperation and support of all hands, this exemption program can provide assistance to those individuals who are sincere in seeking help.

Z-GRAM 95 - MASTER CHIEF PETTY OFFICER OF THE COMMAND

1. I recently approved a proposal by the CNO CPO Advisory Board to establish Master Chief Petty Officer of the Command billets at twenty-three fleet, force and major commands as follows: CINCPACFLT; CINCLANTFLT; CINCUSNAVEUR; NAVAIRPAC; NAVAIRLANT; Naval Air Training Command; COMSUBPAC; COMSUBLANT; COMPHIBPAC; COMPHIBLANT; COMCRUDESPAC; COMCRUDESLANT; COMINEFOR; COMSERVPAC; COMSERVLANT; NAVCOMMCOM; Naval Security Group; Naval Training Centers at Orlando, San Diego and Great Lakes; Naval Supply Corps; Naval Medical Corps and the Civil Engineering Corps. Those commands who have not already done so are requested to initiate procedures to competitively select and appoint a MCPOC as soon as practicable.

2. In my personal view the MCPOC and Senior Enlisted Advisor programs represent a superb management and leadership tool to stimulate a meaningful dialogue among all levels of command and to enhance command sensitivity to the needs of all enlisted

personnel. These 23 MCPOC's will replace the current membership of the board which will be disestablished on 1 Aug 1971. By direct input to the Master Chief Petty Officer of the Navy, Master Chief Whittet, MCPOC's will periodically provide input to the CNO and other members of the flag community on programs or policy changes that will improve Navy life and enhance the benefits of career service.

3. To add greater visibility and recognition to the MCPOC's they will be authorized to replace the specialty mark on their rating badges with a star. I have also encouraged the Commanders-in-Chief of the Atlantic and Pacific Fleets, Commander-in-Chief U.S. Naval Forces, Europe, and the Commanders of the First, Second, Sixth and Seventh Fleets to have their SEA's accompany them during periodic trips to Washington so that Master Chief Whittet can meet with them personally. Finally, I have asked the Commanders-in-Chief of the Atlantic and Pacific Fleets to host Senior Enlisted Advisor Conferences at least once each which all area MCPOC's and SEA's would attend. The Master Chief Petty Officer of the Navy will also participate in these meetings.

4. I am sure we can learn much from the experience and counsel of our Chief Petty Officer community, and the means I have outlined above will ensure open and active lines of communication between them and me, through the MCPON.

Z-GRAM 96 - RETENTION STUDY GROUP SCHEDULE

1. I recently received the last of the Retention Study Group presentations scheduled last October. Members of the Retention Study Groups have presented to me over one thousand recommendations which have provided the impetus for the many of our recent personnel initiatives. Others are currently being reviewed, and, additional policies and programs will be announced as staffing is completed.

2. The Secretary of the Navy and I will continue utilizing this forum as a means of surfacing those high impact items which might have a significant effect on improving the quality of life in the Navy and increasing retention. In the future, it is my intention periodically to convene study groups composed of officer and enlisted representatives from every community. The conferences will differ from previous study groups in that they will, in addition, be asked to review those programs and policies initiated throughout this past year. This frequent feedback from the fleet and field will provide a means by which we can gauge the effectiveness of our programs. It will also help ensure that our budget and legislative priorities are tailored to meet the needs of our personnel.

3. In addition, we will continue to convene Retention Study Groups, composed of members of various communities, to formulate new recommendations which specifically pertain to their communities. Commencing this fall it is planned to convene separate Study Groups of this kind for Chief Petty Officers,

middle-grade officers, senior officers, and a group from naval air stations and naval stations. Details on these and other groups will be provided by separate message.

Z-GRAM 97 - COMMUTED RATIONS FOR HOSPITAL PATIENTS

1. It has come to my attention that enlisted personnel attached to naval hospitals for rehabilitation who are living and subsisting at home are not normally permitted to receive commuted rations. Such patients usually spend only a few hours each week physically at the hospital.
2. Subject to the guidelines established by BUPERSMAN 2640150.7 and unless medically contraindicated, enlisted patients attached to naval hospitals, who otherwise would be authorized to live off-station, shall be authorized commuted rations subsequent to their request for such authorization.
3. The above is not intended to affect the patients who spend most of the day at the hospital and are granted normal liberty at night. Such patients should continue to subsist in kind in the hospital mess.
4. Changes to BUPERSMAN 2640150.7 will be issued in this regard.

Z-GRAM 98 - ADVANCE INFORMATION ABOUT NEW DUTY STATIONS

1. Navymen moving to new assignments need advance information about housing and facilities available at their new duty stations, particularly when they are accompanied by their families. Most shore activities forward valuable packets of maps, information about permanent and temporary housing, area schools, other facilities and services on base and in the area; these are often supplemented by a command welcome letter. Those activities not currently doing so are encouraged to consider such a program.
2. A forthcoming revision of OPNAVINST 11101.13 will provide expanded procedures that will assist personnel in their decision concerning housing applications to be forwarded to the new duty station, upon receipt of orders, by personnel desiring housing. The new duty station will respond with housing information, including current data on waiting lists, that will assist the incoming family in reaching a decision concerning housing.
3. The sponsor program (NAVOP Z-07 NAVOP SPONSOR PROGRAM) should improve the flow of information, including housing info to the transferring family. Both commands providing sponsorship information IAW (NAVOP Z-07) will make the family service center, where available, or the shore activity providing personnel support services at the new duty station or homeport, addressee on messages and correspondence concerning sponsorship.
4. The full benefits of the advance information, the family services centers, the housing offices and the housing referral offices can provide real help to the Navy family during moves.

In order to realize these benefits, both the receiving and detaching commands must assist the transferring man and his sponsor at the new duty station in every practicable way. The value of this assistance is contingent upon the timely exchange of adequate information. To this end the use of messages and/or the telephone is encouraged.

Z-GRAM 99 - OFFICER SWORDS

1. The naval officer's sword has been an item of uniform since the early days of the Navy, and except during World War II and a relatively short period thereafter, has stood as a visible manifestation of the rich heritage in valor, honor and tradition associated with the naval service.
2. Several retention study groups have pointed out that many junior officers have little need for a sword and for non-career officers the cost is disproportionate to use. While I believe the sword is an important factor of prestige and tradition, I also recognize the logic of the argument presented by the retention study groups. Therefore, the requirement for lieutenants and below to purchase this item as a personnel article of uniform is optional upon receipt of this message.
3. This provision will be incorporated in the next change to U.S. Navy Uniform Regulations, 1969.

Z-GRAM 100 - PERSONNEL EXCHANGE PROGRAM (PEP) :

1. A Personnel Exchange Program (PEP) has been established for the exchange of officers and enlisted personnel between the U.S. Navy and the navies of our allies, as well as inter-service exchanges with the USA, Coast Guard, and USAF.
2. The purposes of the Personnel Exchange Program are:
 - A. To provide interesting and challenging foreign shore duty for junior officers and enlisted personnel, and particularly deprived rates.
 - B. To foster a better understanding and appreciation of our allies, and in turn allow the host nation to become better acquainted with the U.S. through personal contact.
3. The P.E.P. concept will provide a number of officers and enlisted personnel who, by their experience, will have gained an insight and understanding into the workings of the country and service to which they are assigned. This experience will be projected into their later career, and will enable them and the friends that they have made during their exchange duty to foster that mutual confidence and cooperation between our allies and the USN, which is a growing necessity in furthering world peace and security.
4. Negotiations to establish exchange billets are currently underway with Australia, New Zealand, Canada, United Kingdom, Greece, the Netherlands, Italy, and the Federal Republic of Germany. We plan to expand the program to other allied navies.
5. Upon a successful completion of a P.E.P. tour of duty, officers will automatically receive an additional qualification code as a country, area, or regional specialist (CARS) in accordance with BUPERS Notice 1040 of 14 July 1971. A special NEC is being developed for enlisted personnel who successfully complete their tour. This special recognition will permit identification of personnel for subsequent assignment to overseas billets or for assignments to U.S. billets where such expertise would be an asset. All watchstanding and technical qualifications attained while assigned to foreign navies will be formally accepted as equivalent to those performed under USN commands.
6. Officer and enlisted personnel selected for exchange duty will be those who are capable of representing authoritatively those technical and professional aspects of the Navy in which they have specialized. Exchange personnel are not intended to be liaison officers, advisors, instructors or observers, but integrated working members of the unit or staff in which they are employed, filling an assigned position within the chain of command, in exactly the same way as though they, in fact, belonged to the Navy to which they are assigned.
7. Officers considered for exchange duty will normally be of the rank of Commander and below, but certain special exchanges may be of higher rank. Enlisted personnel will normally be career designated Petty Officer Second Class or above. Particular emphasis will be placed on providing exchange duty ashore for deprived ratings.

8. Tour of duty for an exchange will normally be two years. Exclusive of language and specialized training if required prior to arriving on station. Tour lengths may be adjusted depending upon the assignment and negotiations with the countries concerned.
9. The Personnel Exchange Program is a dynamic U.S. Navy adjunct to the Nixon Doctrine of shared participation in the free world defense and is intended to evoke the ideas of allies while working together to develop programs that meet our common needs.
10. A forthcoming OPNAVINST and BUPERSNOTE will formally establish the program and promulgate procedures for voluntary participation within the Personnel Exchange Program.
11. All hands are urged to make every effort to foster close relationships and friendly support to those officers and men of foreign navies who will be or are now serving in our ships and stations. It is most important that they be given meaningful assignments and be made to feel that they are part of the team.

Z-GRAM 101 - SIX DAY SALES OPERATION AT DESIGNATED NAVY COMMISSARY STORES

1. NAVOP Z-39 announced a plan to extend the sales hours in several of our most heavily impacted commissary stores. After a year's test, it has been determined that extension of operating hours has provided substantial relief from overcrowding.
2. To further reduce congestion and to improve levels of service to our authorized patrons, COMNAVSUPSYSCOM has recommended implementation of a six day sales week at seven commissary stores in our resale system. In recognition of the extreme importance of these personnel support activities to an all volunteer force, I have approved this recommendation. Effective in December 1971, commissary stores at Little Creek, Norfolk, San Diego, Miramar, Long Beach, Moffett Field and Pearl Harbor will be included in this program. These commissary stores represent our largest sales outlets and are located in areas of high concentration of Navy families.
3. Subject to the availability of further funding resources, it is envisioned that additional stores will be included in this program in the future. It is anticipated that this extra sales day will make commissary store shopping easier and more pleasant for Navy members and their dependents.

Z-GRAM 102 - RESPONSIBILITY FOR STANDARDS OF SMARTNESS

1. During recent visits to ships and stations throughout the Navy, I have seen indications that a few of our people are interpreting some of the initiatives we have introduced as indicative of a shift to a permissive Navy, allowing a relaxation of traditional standards of smartness and cleanliness. In addition, a recent retention study group unanimously stated that there is a need for further definition of acceptable grooming and clothing standards so that this matter can be laid to rest, and all hands can get on with more substantive issues.

2. As an example, Z-57, concerning the elimination of demeaning and abrasive regulations, has been erroneously interpreted by some to suggest that saluting and other military courtesies can be dispensed with. Also, instances are still observed of men in public with dirty or torn uniforms, haircuts and beards which are below Z-70 standards. Therefore, I wish to reemphasize once again, that our new initiatives do not lower our standards of smartness and cleanliness.

3. I have stressed the need to place increased trust in each individual and want to continue and expand this recognition of confidence in him. In return, each individual must assume added responsibilities for own appearance, conduct, and performance. In case the latter has not been fully understood, commanders and commanding officers must reemphasize to all hands that military courtesies, including customary saluting and deference to seniors, and adherence to traditional standards of cleanliness, neatness, and smartness will continue to be an integral part of our Navy as they have been since our beginning. Those standards are essential elements of a proud and professional force. Commanding officers continue, as always, to have responsibility and full authority to enforce these standards.

Z-GRAM 103 - SAILOR OF THE YEAR AWARD

1. In order to provide greater recognition for outstanding personnel, Petty Officer First Class and below, I have requested CINCPACFLT and CINCLANTFLT to initiate procedures for selection of a representative from the forces afloat within their commands who will be recognized as Sailor of the Year. MCPO through CPO rates are not being considered for this award since attainment of these rates is in itself recognition of high quality.

2. The selectees will be invited to Washington, accompanied by their wives, if married, where they will receive appropriate recognition of their selection. Thereafter they will be allowed to choose any location within CONUS for five days R & R.

3. The selectees will receive a meritorious advancement to the next higher rate and, if they desire, be ordered to CINCPACFLT/CINCLANTFLT staffs for duty as Assistant to the Master Chief Petty Officer of the Fleet.

4. Although only two individuals will finally be selected, I believe this to be an excellent opportunity to provide additional, highly visible recognition of individuals at each command who symbolize the pride and professionalism inherent in the outstanding performance of many Navy enlisted personnel.

5. Specific guidance will be promulgated by CINCPACFLT and CINCLANTFLT.

Z-GRAM 104 - CHALLENGE OF 1972

1. PURPOSE. To reassess the priorities under which we are operating with a view towards ensuring that continued progress is made in 1972 towards the end goal of an effective and ready fighting force.

2. MISSION. Our mission remains as previously stated: To maintain the sea-going capability for strategic deterrence; to maintain control of the seas in order to keep vital life lines open and, if necessary for overseas projection of our armed forces, and to maintain our naval presence wherever it is required overseas.

3. CHALLENGE OF THE FUTURE. As we move further into the 1970's, the changing attitudes and priorities in our national society, rapidly advancing technology, and the increasing complexity of international security issues will have a profound influence on the Navy. The challenges ahead are not easily predictable but the outlines of some are already apparent.

A. The challenge to people. We must continue to strive for a more satisfying and challenging working environment together with a better opportunity for family life that will provide appealing and meaningful careers not only for the dedicated Navy men and women in the service but for the talented young people of our nation who must be attracted to join.

B. The challenge to leadership. We must recognize that those who occupy positions of leadership must operate from the basis of (1) strong personal integrity, (2) dedication to the importance of effectively accomplishing the Navy's missions, (3) a continuously developing understanding of the people they lead and the tasks they undertake. Only those leaders who operate from this basis will be capable of meeting the many challenging situations which are inevitable in this time of rapid technological and social change. Thus the challenge of leadership is a highly personal one, and one which must be met by those who hope to enjoy the trust and confidence of leadership positions.

C. The challenge of sociological change. We must continue to work within and without the Navy in seeking solutions to such problems as drug abuse, racial discrimination and bias, and the improving of our environment.

D. The challenge to national security. Other nations increasingly are able to field modern effective fighting units, including maritime forces. We must continue to develop weapon systems which are optimized against the threats and to update our tactical doctrines to fully exploit system capabilities. Underlining all of these tasks is the need to achieve and maintain the operational readiness essential to a ready fleet.

4. OBJECTIVES FOR 1972. To push forward in the New Year to meet these challenges we have set several general objectives for 1972.

A. Pride and Professionalism. Continue the emphasis placed in the past months on the improvements of conditions

of service for our people. Expand policies and practices which create an environment in which a strong sense of commitment, professionalism and pride can be further developed. At every level, we must strive to see that each officer and enlisted man's day to day experiences: (1) reinforce his sense of worth as a valued member of a truly effective Navy; (2) engender confidence and trust in those persons in positions of authority; and (3) provide him with opportunity for proud accomplishment and professional contribution to the effective performance of the Navy's mission.

B. Improved Weapons Systems. Press, to the limit of available funds, for both development and operational employment of new weapons systems such as LAMPS aircraft, surface-to-surface missile systems, electronic warfare systems, air-to-surface missile defense systems and sensors of all kinds in order to improve overall effectiveness of fleet units.

C. Standards of Readiness. Attain and maintain the high standards of material readiness necessary to carry out our mission.

D. Economies. Reduce overhead costs through improved management and organizational practices at all staff and command levels in order to place resources where they are most needed.

E. Integration of men and mission. To lead and manage in a way that the tremendous wealth of skills and creativity possessed by Navy personnel will be utilized to its full potential.

5. Summary. The loyalty and dedication shown this past year have been exemplary and inspiring. I am confident that in 1972 we will move ahead together, achieving an increased sense of pride and professionalism as a result of our ability to perform smartly our vital tasks in this nation's defense.

Z-GRAM 105 - NAVY DRUG AND REHABILITATION PROGRAM

1. The purpose of this message is to further emphasize and amplify the critical role exemption representatives play in the Drug Exemption Program promulgated by SECNAVINST 6710.2 and NAVOP Z-94. There is growing evidence that some of our people who require assistance are not entering the exemption program because of the rank or age of the exemption representative in their command. Specifically, there is definite indication that the inclusion of an interested, mature, and skilled first-term petty officer as at least one of the unit's exemption representatives might reach a greater percentage of drug users. Further, it is most important that the possible needs of any ethnic/racial group within a command be addressed in appointing exemption representatives.

2. Commanding officers should establish direct and easily accessible lines of communication between themselves/their executive officers and their exemption representatives(s), and all such communication should be treated in the most confidential manner possible.

3. Wide dissemination of the purpose and scope of this program must be undertaken to ensure that all members of the naval

service are fully aware of the assistance available to them.

Z-GRAM 106 - QUARTERDECK WATCH OFFICERS

1. I have received word from a number of Retention Study Groups that my intent in promulgating Z-44 relating to standing Quarterdeck Watches is being widely misinterpreted. Accordingly, I am canceling Z-Gram 44.
2. I have always believed that there is no greater responsibility in the Navy than to be responsible for the safety and well-being of one's ship and shipmates, the mission of the Officer of the Deck underway and the quarterdeck watch officer inport. Even though the watches are frequently difficult and tiring, I continue to believe that there is a deep sense of satisfaction in performing this demanding and necessary duty.
3. As to who should stand this watch, I wish to reaffirm that within the guidance furnished by fleet/force commanders this determination is one for the individual Commanding Officer to make, based on his best judgment, considering all the factors which affect the safety of a ship. Among these factors are the ship's location, operational status, weather, and state of international tension, to list but a few. I would provide the following guidance to the Commanding Officer: I desire to have as a goal a six section inport watch rotation. I further wish that all of our officers, warrant officers and petty officers who are considered to be qualified to be entrusted with the well-being of their shipmates and ship, have an opportunity to exercise their judgment and leadership in this manner. I do not think it essential or necessarily desirable for all qualified personnel to be assigned to a watch. This, too, is a decision for the Commanding Officer, who must consider other duty requirements facing his officers and crew.
4. CNO 131824Z Oct 70 (NAVOP Z-44) is hereby canceled. CNO 161338Z Sep 70 (NAVOP Z-25) and CNO 0318006Z Feb 71 (NAVOP Z-72) are reaffirmed.

Z-GRAM 107 - CNO SAILORS OF THE YEAR

1. Secretary of the Navy John Chafee and I are pleased to join Admiral Clarey and Admiral Duncan in announcing the names of the Navymen chosen as the CNO Sailors of the Year. These two petty officers, chosen by the Fleet Commanders, exemplify those men and women who have dedicated their energies and abilities to the defense of our country through service in the United States Navy. This year's recipients are:
CINCPACFLT - SM1 Wayne Paul Sapel, USN, 088-28-2430
CINCLANTFLT - TM1(SS) Richard William Corey, USN, 566-96-2594
These two petty officers will visit Washington in March to receive Secretary Chafee's and my congratulations and a meritorious promotion. They and their wives will then enjoy five days of R&R at a location of their choice within CONUS.
2. We have been pleased to see so much interest in this program

and have decided to extend next year's competition to the entire Navy. Details will be promulgated at a later date.

Z-GRAM 108 - CONTINUATION BEYOND 30 YEARS ACTIVE SERVICE

1. Field trips and personal contacts with Navymen have revealed the need for amplification of current policy regarding voluntary continuation beyond 30 years service.
2. There has always been a need for well qualified senior petty officers in the Navy. In recognition of the outstanding contributions made by members of this community, CHNAVPERS will selectively authorize continuation when members requesting consideration IAW Bupersman 1040300.20 can be effectively utilized.
3. Despite recent elimination of many billets, manning deficiencies continue to exist and, therefore, personnel with outstanding performance records in the grades E-7, E-8, E-9 in undermanned ratings or who possess needed special skills are encouraged to request continuation. Requests from outstanding personnel in other ratings will also be considered. Requests should be submitted when desired enlistment or extension will take the applicant beyond 30 years day-for-day service. Requests will be individually considered by a continuation board and approval will be based on performance, manning requirements and command recommendations. When retention is authorized, personnel can expect to be ordered IAW normal sea/shore rotation and service requirements for their particular rate/rating, with due consideration being given to personnel in special assignments outside ratings. Personnel who complete a "twilight tour" and are authorized continuation are not entitled to another "twilight tour."
4. Requests for short-term continuations at current duty stations may be approved on a selective basis if applicant is serving in authorized billet, and contact relief is requested but cannot be provided in time.
5. "Twilight tours" based on constructive service will not normally be extended. Extension will be authorized only to prevent a gap in an essential billet.

Z-GRAM 109 - RECRUITING

1. The small and decreasing number of men being drafted has placed us in a virtually all-volunteer force situation. This fact is clearly evident by our failure in recent months to attract sufficient quality personnel. It is perfectly clear that now, more than ever, we must not only increase retention by continuing emphasis on upgrading the attractiveness of a Navy career, but we must revitalize our recruiting efforts.
2. I have recently declared that recruiting is my top priority. Specifically, the following objectives are established in support of recruiting goals:
 - A. Officer and enlisted personnel nominated for duty in recruiting must be highly motivated and meet the highest

professional and personal standards. Commanding Officers should consider members of their commands who display exceptional abilities at effecting increased retention when nominating personnel for recruiting duty. Young, dynamic leaders who possess enthusiasm, pride and military smartness are most desirable to present the Navy image to today's youth. It is a matter of urgency that these people be identified and assigned to recruiting duty. Excellence in the performance of recruiting duties will be recognized in the same manner as top performance is in other fields. Openings are available in pay grades E-4 through E-9 and O-2 through O-6. There are recruiting billets in virtually every section of the CONUS.

B. In seeking to attract officer and enlisted candidates to join the Navy or Naval Reserve, we must ensure that quality standards are maintained. If there must be a compromise, I will accept fewer people to meet those standards rather than achieving manpower goals at the expense of quality and future potential; however, I believe we can do both, and we must strive to do so.

3. Although our recruiters must bear the major part of the task to recruit men and women for our Navy, all of us can contribute our share. I ask that each man, active, reserve and retired, consider himself a recruiter, tell others of his Navy experience, and encourage interested young people to contact a recruiting office. In CONUS starting 1 May through 31 August 1972, they can learn where the nearest recruiting office is by calling this toll free number: 800-424-8880.

4. I cannot over-emphasize the importance of attracting motivated personnel to join us. It must be an all hands effort and I want you all to know that I need your help.

Z-GRAM 110 - HUMAN RESOURCE DEVELOPMENT

1. My 010030Z Jan 72 (Z-104) outlined the challenges and opportunities confronting the Navy during the coming year. To provide support to all naval units in meeting the requirements of the 1970's in the areas of command development, race relations, intercultural relations, and drug and alcohol abuse education, rehabilitation and control, I have established within the bureau of naval personnel a project manager for human resource development (Pers-PC). This project manager is developing and supervising the implementation of Navy-wide programs in the above areas.

2. The project manager will develop and coordinate these programs with the following objectives:

A. Command development: Develop and implement both educational and organizational improvement programs which provide the means to achieve increased command excellence through integration of men and mission in a way that the skills and creativity possessed by Navy personnel will be fully utilized.

B. Race relations: Identify and eliminate both individual and institutional racism as it appears within the Navy.

C. Intercultural relations: Improve relations between naval personnel (and their families) and foreign nationals in order to

enhance the ability of individuals to take maximum advantage of the opportunities presented by contact with people of different cultures.

D. Drug and alcohol abuse education, rehabilitation and control: Provide effective educational programs on all facets of drug and alcohol abuse and provide rehabilitation programs for drug and alcohol abusers.

3. As the above programs are implemented, they will of necessity involve each person in the Navy to some extent. However, for those of you who desire to serve full time in their development and implementation, opportunities exist in each program and at many major fleet concentration areas for qualified and highly motivated personnel in all ranks and rates. Academic or practical experience qualifications are desirable but not essential. Officer and enlisted personnel desiring to serve in these programs should so indicate on their duty preference cards. In addition, officer personnel should initiate a letter to the Chief of Naval Personnel (Pers-PC) and enlisted personnel should initiate a transfer and special duty request (NAVPERS 1306/7) to the Chief of Naval Personnel (Pers-B2, copy to Pers-PC). Commanding Officers, when preparing their forwarding endorsements, should include the following data regarding previous experience and/or academic background:

A. Academic: Undergraduate, postgraduate or any specialized training should be submitted, indicating school, degree, courses or endeavor.

B. Experience: Command and/or demonstrated managerial capability. Specific practical experience in areas related to Pers-PC programs should be indicated; cite particular agency or unit, time frame involved, its scope and supervisor.

4. The support of all Navy men and women is needed in the implementation of these new initiatives in order that we may develop an environment to improve both the satisfaction and the effectiveness of each individual in the Navy.

Z-Gram 111- Classified

Z-GRAM 112 - COLLATERAL DUTIES

1. Z-GRAM 14, CNO 270004Z Aug 70, was issued to reduce administration and paperwork by absorbing separately designated collateral duties into the existing command organizational structure wherever possible and to discourage the assignment of those remaining collateral duties solely to junior officers. Inputs from Fleet Commanders have indicated that Z-GRAM 14 has accomplished this purpose.

2. Based on recommendations from the Fleet Commanders, additional duties have been nominated and approved for cancellation as separate duties. In most instances the duties shown herein can be absorbed within the existing command structure. Suggested places in the organizational structure are shown for guidance only:

Delete

Reason

Morale Officer	-Inherent in CO, XO, Div. Off. responsibilities
Landing Party Officer	-Duty section assignment
NBC Warfare Officer	-Inherent in DCA responsibilities
Gas Free Engineer	-Inherent in DCA responsibilities

3. Additionally research has shown that the collateral duties listed below are not required by any Navy-wide directive or instruction. There is no need for these duties to exist and they should be abolished:

Delete	Reason
Career Appraisal Officer	No requirement
Vending Machine Officer	No requirement
Electrical Safety Officer	No requirement
Radioactive Matter Custodian	No requirement
Sentry Training Officer	No requirement
Berthing Officer	No requirement
Lookout and Recognition Officer	No requirement
Retention Officer	No requirement

4. There are and will continue to be instances where a specific task or function can best be accomplished by a single designated person rather than within the organizational makeup of the unit. Command Historian is a case in point; one person may produce a better product than several persons working independently to the same end. However, this function could easily be included in the normal command organization. Commanding Officers shall retain the prerogative of assigning specific functions as collateral duties where they feel such action will assist in the administration of their command in the most efficient manner. There need be, however, no formal letter appointments in assigning such tasks, nor should inspection lists require such letters. If functions are assigned as collateral duties those duties should be assigned utilizing total command assets rather than junior officers only.

5. All echelons of command are enjoined to continue support of this program to reduce administration and paperwork.

Z-GRAM 113 - CAREER COUNSELING PROGRAM

1. An active enlisted career counseling and retention program at sea and shore commands is viewed as a vital element in our total internal communication effort. Individualized career counseling services have proven to be one of the most effective methods of ensuring that personnel understand the opportunities and advantages of continued career service and of helping them arrive at an intelligent decision concerning their future.

2. In affirmation of my support of programs for our Navy people, I have recently directed the establishment of additional

career counseling billets to expand career counseling services by full-time enlisted career counselors unencumbered by collateral duties, at all sea commands with 200 or more enlisted members.

3. The establishment of these new career counseling billets should in no way diminish the role of the division officer and leading petty officer. Career counselors should work through and with divisional leaders in handling of individual cases and to conduct training of division officers and leading petty officers in the career opportunities available.

Z-GRAM 114 - ECOLOGY SPOT REP

1. Environmental protection is of great importance to the world at large, to our nation and to the Navy. It is a matter of personal concern to me and I am confident that Navymen every where share this concern.

2. To do our part, we have on-going hardware-oriented programs in the amount of \$1.5B programmed over the next five years. These will be introduced into the Fleet on a slow but steady schedule as equipment technology permits. In the interim, we simply must find other ways to assist in the resolution of this problem which all mankind shares.

3. One of the principal requirements of those working on ecological matters in our own and other governments is collection of information. Our ships and aircraft, by the nature of their operations, are in unique position to collect relevant data from all parts of the world much in the manner that our BT drops furnish valuable oceanographic data essentially unavailable from other sources. Large oil slicks, unusual amounts or kinds of debris, non-typical marine life patterns such as large numbers of dead whales, and indeed even certain wind and air pollution phenomena, properly identified and located, can be of vital importance to the expansion and analytical use of the world's environmental data base.

4. Therefore, as a first step, I have directed the establishment of a new report, the "Ecology Spot Rep", to provide the government with additional information in the struggle against self-destruction of our environment. The action will be tested by selected units in each Fleet, reporting on an as occurring, not to interfere basis and will be different both in scope and nature from existing reports such as the Navy Oil Spill Report, Air and Water Reports, etc... For the units testing this new procedure, we will consolidate our present reporting system so as not to add to their administrative burdens. I intend, at the end of a four to six month trial period, to review and evaluate the data collected to assure anticipated usefulness is realized prior to requiring such reports Navy-wide.

5. The details of this new report, affected units, and periodicity will all be forthcoming through normal administrative channels. In the meantime, I urge you all to consider other near-term ecological innovations that we in the Navy might undertake. I am developing a program of ecological principles

and actions to help guide future efforts. You, who with your fellow-men will be the ultimate beneficiaries, can be valuable assistants as we work together to resolve one of the most serious problems facing the human race.