

JOINT MESSAGEFORM

UNCLASSIFIED

01 of 04	SENDER OR ORIGINATOR TIME	PRECEDENCE ACT	INFO	CLASS	GT	FOR MESSAGE CENTER / COMMUNICATIONS CENTER USE ONLY	DATE - TIME	MONTH	YR
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ZEO ZOC

FROM: CNO (Z-104)

TO: NAVOP

UNCLAS

09B9

CHALLENGE OF THE FUTURE

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

DRAFTER: BUPERS
STANDARD NAVOP DISTRIBUTION

THIS MESSAGE MEETS NAVY
CRITERIA FOR ELECTRICAL
TRANSMISSION AS A GENERAL
MESSAGE

DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE RADM DAVID H. BAGLEY, PERS-P, 4066J	SPECIAL INSTRUCTIONS VCNO / <i>WJL</i> / 090 / <i>WMS</i>
TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE ADM R. R. ZUMWALT, JR., OO, 56007	
SECURITY CLASSIFICATION UNCLASSIFIED	

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THE DEDICATED NAVY MEN AND WOMEN NOW 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 LEAD...
 ...PORTANCE OF EFFECTIVELY ACCOMPLISHING THE NAVY'S MISSIONS AND 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 UPDATE OUR TACTICAL DOCTRINES TO FULLY EXPLOIT SYSTEM CAPABILITIES. UNDER ALL OF THESE TASKS IS THE NEED TO ACHIEVE AND MAINTAIN THE OPERATIONAL READINESS.

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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. PEOPLE 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.

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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. INTELLIGENCE 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. E. R. ZUMWALT, JR., ADMIRAL, U.S. NAVY, CHIEF OF NAVAL OPERATIONS.

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