



Direct Line

Vol. 19, No.1

"Serving The Senior Enlisted Leadership of the Navy"

May 1999

Sailors' concerns heard by leadership

This is a great time to be Navy! I want all of you to spread the word. As I visit the Fleet, I hear the concerns from our Sailors regarding compensation and quality of life at work and at home, as I am sure all of you do. But I want you all to know that leadership, both military and civilian, is working hard to make sure Sailors' concerns are addressed.

As I visit Sailors I ask them to help me grade the Navy's performance in 1998. How did we do? If we were going to give ourselves A's, in what categories would they be? I have thought a lot about that, and talked with a lot of Sailors, and I think we would have received two A's in 1998.

I'd have to agree with our Sailors that we definitely earned the first "A" in mission accomplishment, no doubt about that. Anytime someone rang the bell, we were there. We answered the call everytime. Most recently we answered the call in Kosovo and in December with Operation Desert Fox, and we could not have done it without our great Sailors. The other thing about mission accomplishment that I will expand upon is that we did not have to get ready to go and do business, we did not have to figure out how to get to the fight, and that was because we were already there. I am continually amazed at how often I have to explain to people how we deploy. That is what we do, we position ourselves in a way that we're ready to respond almost immediately.

The second area in which we earned an "A" is in what I call "Awareness." All Sailors were very successful in conveying to leadership, both military and civilian, that we had a few



Master Chief Petty Officer of the Navy Jim Herdt and Chief of Naval Operations Jay Johnson personally listen to Sailors' concerns onboard the USS DUBUQUE (LPD-8) while visiting the Persian Gulf. (Official U.S. Navy Photo)

areas that we needed some serious work in. Sailors did not like 40 percent retirement and felt they were not being fairly compensated. Also, Sailors have been working pretty hard in the non-deployed side of their lives. Well, leadership heard them and right now are working diligently to overcome these shortfalls.

After grading 1998, I then go on to tell Sailors where I think we'll be able to put "A's" for 1999. I think we will put a big "A" next to pay. In the President's budget, a 4.4 percent across-the-board pay raise that would go into effect Jan. 1, 2000, if approved by Congress. It may be more as both the Republicans and Democrats have requested a 4.8 percent pay raise. That is not all. In the summer of 2000, we are

looking at pay table reform. It is yet to be approved, but to date has had no opposition to it. This pay reform will provide pay compensation for E-5s through E-9s and O-3s through O-6s who have advanced quickly and possess skills we need to recognize and retain. Though this does not directly affect E-4s and below, it will once they are promoted to E-5. The pay increase will be much larger. Increases in pay will range from 1 ½ to 5 percent over the 4.4 percent pay raise proposed for January 2000.

I believe we will also put an "A" next to retirement. Congress and Navy leadership have heard our Sailors loud and clear that we do not want three different types of retirement systems and

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New profiles sheets, bibs help Sailors

As I write this I know many of your Sailors are waiting for the results from the E-4 through E-6 advancement exams. Any Sailors that took the advancement exam since September 1998, have an edge that thousands of Sailors before them never had. The revamped profile sheet made its debut last September, and I am confident that it is assisting Navy leaders in assessing where their Sailors stand in comparison to their peers. Additionally, it should aid in identifying which areas their studies should focus to prepare for the next exam.

In addition to the new profile sheet, the Navy Advancement Center, part of the Naval Education and Training Professional Development and Technology Center, has also made two major changes to the exam bibliographies (BIBS). Approximately one year ago, BIBs became exam specific. Also, Sailors recently visiting the NETPTDTC homepage on the Internet (www.cnet.navy.mil/netpdc) have noticed that additional references for the upcoming substitute exams have been added. In the past, NETPDTC only posted BIBs for our regular exams in March and September. However, be-

ginning with the March '99 exam, all BIBs are provided additional reference material that, when properly reviewed and studied, will prepare the exam taker for either the regularly scheduled or substitute exams. In other words, they will be more cycle specific than exam specific, and there is yet another tool for us to use to better counsel Sailors on how to get advanced.

The Navy Advancement Center considered doing this in the past but did not implement it, mainly to discourage the taking of substitute exams. We currently administer approximately 10,000 substitute exams a cycle. Needless to say, this is a substantial administrative and manpower drain on the entire Navy.

I encourage all to make the most of the new NETPDTC BIBs, but do not plan on taking substitute exams. They are administered to only those Sailors who missed the regular exam for very limited and specific reasons.

These new tools should prove very valuable as you stay active in your Sailors' career progression.

Concerns

Continued from page 1

you mostly do not want Redux. There are several options being looked at, but all revolve around a 50 percent retirement plan.

The other major concern Sailors around the Fleet have is the amount of work they were doing on the non-deployed side of their lives, the inter-deployment training cycle. Members of leadership are currently analyzing everything that the crew, aviation squadron and detachment has to do during the inter-deployment training cycle, including tests and inspections. The goal of this study is a 25 percent reduction in requirements. This initiative will

give Sailors more time with the family, and therefore, will put a big "A" next to that.

Another "A" will be placed next to the Navy College Program. This program, when fully developed, will result in the automatic enrollment of every Sailor entering the Navy into a college degree plan. It will be a system that tracks and documents everything Sailors do in the Navy and volunteer education that earns college credits toward a degree. When Sailors get out of the Navy, whether at four years or thirty years, they are returning to the civilian community better than when they

joined the Navy. The program is moving ahead, and we are working hard for it right now, and should have it in place by the end of the year. I am not set on that timeline if the program is not ready. It is more important for it to be right than fast.

When Sailors take a look at where we are in 1998, then take a look at where we are going to be in year 2000 after 1999, they are excited, as they should be. It is an exciting time to be in the Navy. Keep up the great work and spread



Direct Line

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Direct Line is the newsletter of the Master Chief Petty Officer of the Navy to all command master chiefs and chiefs of the boat. The editorial content of this newspaper is prepared, edited and provided by the MCPON and MCPON's public affairs officer.

Direct Line is published at the discretion of the MCPON and not based on regular publication dates. *Direct Line* is available via the Internet at <<http://www.bupers.navy.mil/mcpcon/directline/>> .

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VOLED Vision: It could change the Navy



The Navy Degree Program will make the map for Sailors to earn a degree much clearer. The process Sailors have to go through for voluntary education will no longer be a deterrent. (Official U.S. Navy Photo)

Shipmates, one of the most exciting projects in the works for Sailors these days is an education initiative referred to as the Navy College Program. My expectations for this program are high. I believe it can fundamentally change the Navy, and the way all enlisted Sailors approach their career.

I have always believed that the Navy failed to capitalize on the benefits of voluntary education. Shortly after taking office last year, I received a study from the Center for Naval Analysis (CNA) that quantified several of my beliefs all along. Sailors participating in voluntary education programs are more likely to get promoted and stay Navy. Additionally, the CNA study found that for every dollar invested in college courses, the Navy gets up to 22 dollars in return in the form of reduced recruiting and training costs associated with better retention. For each dollar invested in academic skills, the Navy realizes a return of up to 22 dollars.

With that understood, I have a vision of how we can do what's best for the Navy and Sailors in respect to voluntary education. It would improve what I call the 3 R's: Recruiting, Retention, and Readiness. The process would begin when a Sailor first joins the Navy. After a recruiter identifies a potential Sailor, they would ask the recruit,

"If you could pursue a degree, what degree would you be interested in pursuing?" The numerous degree programs available would be comparable to different Navy ratings.

The recruiter would be able to go to his computer and print out a simple – simple being the key here – road map of how the recruit can obtain their desired degree, and at the same time we swear Sailors in, they are automatically enrolled in their degree programs.

A key to this program is automatic transcribing. As soon as a Sailor graduates boot camp, they automatically get a transcript in the mail saying, "Congratulations shipmate! You've earned three college credits in Physical Fitness, and this is where you stand on your degree map."

When the Sailor graduates 'A' school, they get a transcript in the mail saying, "Congratulations shipmate! You've earned 'X' credits in 'X' category. This is where you stand on your map for your degree." This goes on throughout the Sailor's career anytime they obtain a qualification or take another course, a transcript automatically shows up.

Another key for this program is that it must simplify the process for Sailors to participate in VOLED.

It should eliminate the fear or intimidation of the navigating process Sailors currently go through to attain educational goals. By helping Sailors with a road map of further education, we'd be working to keep them in the Navy getting an education, instead of paying them to get their education after they get out. No matter if a Sailor is in the Navy for one enlistment or a 20-year career, they return to the community better off than when they joined. It truly is a win-win-win situation for Sailors, the Navy, and our country!

Our initial goal is to get this on the street by Oct. 1, 1999. I do not want a program put in effect just to meet the deadline. It's more important to hit a homerun the first time at bat with this revolutionary program. I don't want to put something on the street and expect to learn from mistakes. Initiated correctly, revolutionized VOLED should be a huge building block for the Navy of the next millennium.

Recruiting, RDC Duty

Challenging Opportunities

Recruiting and Recruit Division Commander duty – for Navy leaders counseling Sailors what to consider for future assignments, I challenge you to think about these tours as opportunities, both professionally and personally for your best Sailors. Recruiting and RDC duties are both professional and personal opportunities because they allow Sailors to gain greater self confidence in their abilities, improve their communication skills and interpersonal skills. These skills and self-confidence serve Sailors well both in and out of the Navy.

Recruiting Duty

As I visit Sailors in the Fleet, I hear their concerns and perceptions about recruiting duty. Most of them unfavorable, and many of them are false. The concerns I hear about recruiting duty include it being a career killer, a fear of not achieving individual goals, and Sailors not meeting goal are given negative evaluations. I also hear about the fear of working extremely long hours and lack of support from the chain of command. These matters have been addressed over the past two years, and I assure you that several steps have been taken to make recruiting duty advantageous.

The emphasis on individual achievement has shifted to the team concept, as we must do as much as possible in today's Navy. Team goals are assigned to each recruiting station instead of individual recruiter goals. Awards are based more on team participation rather than on individual accomplishment. Other changes include increased training, sensitivity to district and station assignment and no-fault transfers. Of particular note is a change that ensures those recruiters who work hard but find they just can't recruit will not receive a negative evaluation.

There are also incredible benefits available to Sailors assigned to recruiting today. Recruiters earn special duty assignment pay of \$375 a month, credit for sea duty while serving in certain locations, reimbursable expenses, and meritorious advancement for exceptional performance. They are also issued laptop computers to assist with their jobs.

I'm sure I don't need to remind you how important it is to have our best Sailors on the front lines when they're up for shore duty. The way we do business in recruiting is literally changing as I write, and having our best Sailors a part of these changes is essential for the foundation we're building for future recruiters. With the right Sailors at the helm today, future Sailors will have smooth sailing as they tackle this job.

As a former recruiter, I look back on my tour as one of

my most rewarding tours both professionally and personally. I urge you to look upon recruiting duty as a great opportunity and not fall prey to incorrect scuttlebutt of how recruiting duty used to be. If you have a Sailor interested in this great duty, have them call their detailer and call Shore Special Programs at commercial (901)874-3877/DSN 882-3877 or the CNRS Recruiter Selection Team at commercial (703)696-4076/DSN 426-4076.

Recruit Division Commander Duty

The responsibility for the second step in building a new Sailor falls squarely on Recruit Division Commanders. RDCs help prepare Sailors for successful Navy careers. Any of you fortunate enough to serve RDC duty in the past know few billets are as demanding, as satisfying or as important for Sailors on shore duty. RDCs must continually demonstrate superior military leadership and motivational skills in demanding and often unique situations. Serving as an RDC requires self-discipline and imaginative problem-solving skills. Above all, RDCs must be highly principled, possess a strong character and personal and professional integrity. They must be committed to and reflect the Navy's Core Values. No one knows better the Sailors that best fit these criteria than people in your positions.

Many incentives have been put in place including partial sea duty credit, special duty assignment pay, special uniform allowances. Sailors transferring from sea duty (Type 2, 4, and Unaccompanied Type 3) to RDC duty will receive neutral duty credit after successfully training nine recruit divisions and will also have a guaranteed choice of coast for follow-on orders. RDCs, while pushing a division, may have three sets of uniforms cleaned at the command's expense. A Recruit Training Service Ribbon has also been recently approved.

For additional information on RDC duty and the screening process, contact PERS 4010 at (901)874-3878/DSN 882-3878.

Take on the Challenge

Though stringent screening processes are required for assignment as a recruiter and RDC, you know this only serves an added inducement for Sailors wanting to be among the elite. They will be and are "the best of the best." I challenge all Navy leadership to encourage our hard-charging Sailors to take on these assignments. I know Sailors rising to the challenge will find either duty not only professionally rewarding, but also fulfilling personally.

Direct Line back in production, CPO initiation season approaches

“When are we going to see another *Direct Line*?” That’s the question I have been asked repeatedly as I made my way around the fleet and the world. It is a question that brings flattery knowing that you look for the *Direct Line* and a question that deserves an answer.

The full answer to why there has been eight months between mailings of the *Direct Line* is twofold. The first involves losing funding for the printing and mailing. In the move of most of BUPERS to Millington, Tenn., the financial folks discovered that there was no funding line for the *Direct Line*. That has been resolved, but it did take some time. After that, it became a matter of finding the considerable time necessary to put an edition together. Bottom line is that we believe we have resolved both issues now and plan to publish a *Direct Line* roughly quarterly.

There are several pressing issues to address in this first issue. There is probably none more important than what I expect of you during the upcoming CPO initiation period. It is another question that I am often asked. It is my opinion that we have fully turned the corner on the revisions needed to make the experience truly meaningful in today’s Navy.

We successfully placed the focus of the entire initiation exactly where it should be. It is now focused on that period of time beginning with the announcement of the CPO selection board results and ending when the initiation ceremony begins. The goal is focused on legitimate training periods during this time aimed at teaching the selectees the resourcefulness and traits that make CPOs successful leaders. Make no mistake! This is the most valuable and important period for the future CPO, and it is where we will have the most impact

in preparing the selectee to take his/her rightful place in the mess. It is my expectation that this is where 95 percent of the effort of the mess be placed during the initiation process. It is the area where 100 percent of the mess should be expected (even detailed) to participate. It includes CPO indoc, group PT, learning Navy heritage, becoming a team and much, much more.

It is only after satisfactory completion of this very important training period that we enjoy the initiation day itself. Our focus on this day has also been very correctly modified. It is now seen as a great

day to celebrate our esprit de corps, experience the fellowship of the mess and have some good-natured fun with each other. There has been no change to what you may or may not do from last year. You know the do’s and don’ts as well as I do. They are firmly established and have not changed over the past few years. It is my expectations of the mess and my confidence in each of you that keeps me from feeling a need to threaten or lecture. As I said, I feel that we have turned the corner such that we now can conduct CPO initiation as a matter of course and not feel a need to

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Instilling Navy Pride at Promotion Ceremonies

I recently received a letter recommending that the Sailor's Creed be read at all E-4 -E-9 promotion ceremonies. I believe this reaffirmation will inspire Sailors. I encourage all Chiefs to include it in future promotion ceremonies.

Sailor's Creed

I am a United States Sailor.

I will support and defend the Constitution of the United States of America and I will obey the orders of those appointed over me.

I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world.

I proudly serve my country's Navy combat team with honor, courage and commitment.

I am committed to excellence and the fair treatment of all.

I am a United States Sailor.

Initiation

Continued from page 5

be overly concerned that it will not be accomplished in accordance with recent guidelines. The evolution of our initiation is held in high esteem among Navy leadership as an outstanding example of how the CPO community, recognizing a need for change, successfully turned this event into a positive, value-added endeavor that not only recognizes and protects a vital part of our Naval heritage, but vastly improves on that heritage.

Having said all of this, there is one aspect of the initiation in particular that we can continue to improve upon. It is my perception that we have only scratched the surface in our effort to teach Sailors our Navy heritage. It is a requirement that all selectees be assigned one of the heritage reading selections from the MCPON Heritage Reading List to read. It is also a requirement that after being given sufficient time to complete their reading a seminar be held for the selectees (preferably by the CMC and commanding officer) to discuss each element of our core values. Selectees should be required to draw examples from their reading selection to illustrate our core values and how they were addressed (properly or improperly) in the time covered by their reading selection. It is my experience that this works best when all of the selectees have read different selections. This provides a variety of input from the selectees on the same element of our core values. There is no desire for the selectee to merely produce a book report. This is to be an interactive discussion group discussing (sometimes arguing) our core values and offering their opinions and insights. As

outlined above, this is to be accomplished as a bare minimum. With a little effort and involvement of the entire mess, this can be turned into a highlight of the entire process, valuable to CPO and CPO selectee alike.

Sept. 16 this year is also the date scheduled for administering the Navy-wide PO1 test. This will obviously impact CPO initiation to a greater or lesser extent at almost all commands. Therefore here is the policy governing the dates for CPO initiation:

“CPO initiation will not be held before 16 September.

It will be held on the 16th or, more likely for most commands, on the 17th or later. ANY exception to this must be processed through the appropriate Fleet/Force/CNO Directed Command Master Chief who will provide reasoning for any approval to me via telephone. Those commands not reporting to a Fleet/Force/CNO Directed Command Master Chief may request an exception directly from the MCPON office.” I expect that exceptions to this policy will be few to none in number.

Remember ... the best initiations are not only well planned but also include deliberate plans of action that involve 100 percent of the mess! Your goal should be to gain the participation of every member of the mess in the events leading up to the initiation. The secret to a successful initiation is successful planning. If there is a key ingredient to the planning, it is to carefully pick sponsors that are beyond their first year serving as a CPO. Experience does count!

Websites provide useful information

Chief of Naval Education and Training
www.cnet.navy.mil
(Exam results, PARs, and BIBs)

Navy Bureau of Personnel
www.bupers.navy.mil
(BUPERS Instructions, Rating Info., NAVADMINs, and ALNAVs)

Navy's Welcome Aboard Page
www.navy.mil
(Navy Images, Fact File, Common Questions, Status of the Navy)

Navy Memorial
www.lonesailor.org/
(Navy Memorial Facts, Ship's Store, The Navy Log)

Defense Finance and Accounting Service
www.dfas.mil
(Any Pay Questions)

Department of Defense Homepage
www.defenselink.mil/
(DoD News, Service News, and Chains of Command)

The Goatlocker
www.goatlocker.org/
(Chief Petty Officer Information)

Navy Electronic Directive System
neds.nebt.daps.mil
(New and Cancelled Directives, and Navy Regulations)

Lifelines
www.lifelines4qol.org/qol_abq/home
(Quality of Life Initiatives, SME References, and Various Carelines)

Directory of Navy Web Sites
www.chinfo.navy.mil/navlib/.www/subject.html#top
(Extensive list of Navy Web Sites listed by quick reference Categories)

New PT standards on the way

Moratorium on PRT admin seps not a break on fitness

First, I want to stress to all Sailors that the moratorium does not mean there is a moratorium on physical fitness. We are heading toward a fitness/health-based, instead of health-based alone, physical readiness program. This one-year moratorium allows Navy leadership to shape these new standards. At this time, I do not know exactly what these changes will be, but physical fitness is and will continue to be an important part of the Navy.

Not all Sailors have a complete understanding why the Navy is having this moratorium for admin separations relating to our physical fitness program. To them I say, it's just the right thing to do in this situation.

The one year moratorium is to let Sailors get ready for the tougher standards we expect to come out of the Physical Training Symposium. Anyone that doesn't meet current standards is still required to continue participating in remedial fitness programs. We aren't looking the other way, we're

working to make sure we get it right for all Sailors.

When the new standards take effect in 2000, we'll have policies and standards that build a more ready Navy, and all around healthier Sailor. In my travels visiting Sailors, more often than not, any visit starts with morning PT, and I hope that's the case Navy-wide. Physically fit Sailors obviously increase Navy readiness, but the side benefits of less stress, more self-pride, and increased morale are just as important as being physically fit.

The days of viewing the Navy as company going out of business are over. There are several programs in the works to change the thought process of how Sailors are employed.

This is another example of how we must continually reevaluate how we're doing business, and critically analyze if what we're doing is best for the Navy and the Sailors that make the Navy!

Address changes for flags flown over USS CHIEF

To request a flag flown over the USS CHIEF, please mail your request to:

Commander
Mine Countermeasures
Squadron Three
ATTN: CMC
1455 Ticonderoga Rd.
Ingleside, TX 78362-5035

For details, call Master Chief Eisenberg at (512)776-4137 or DSN 776-4137.



Physical Fitness -- Better Health Only One of Many Benefits

1998 Sailors of the Year run as part of Recognition Week in Washington D.C. this summer. PT not only gives Sailors the opportunity to get fitter, but to work together as a team, instill discipline and pride, and to build camaraderie and morale. Don't make it just another one of your New Year's resolution, make it a resolution for life! (Photo by PHAN Frederick McCahan, Naval Media Center.)

Parting Thoughts

Navy Blue

Blue has not always been Navy Blue. In fact it wasn't until 1745 that the expression Navy Blue meant anything at all. In that year, several British officers petitioned the Admiralty for adaptation of new uniforms for its officers. The first lord requested several officers to model various uniforms under consideration so he could select the best. He then selected several uniforms of various styles and colors to present to King George II for final decision. King George, unable to decide on either style or color, finally chose a blue and white uniform because they were the favorite color combinations of the first lord's wife, Duchess of Bedford.

Salt From The Sea

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