

The Bluejacket's Manual

CENTENNIAL EDITION

Thomas J. Cutler

Naval Institute Press
Annapolis, Maryland

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Foreword

This is a special edition of a special book. Originally written and issued as a basic seamanship and shipboard life training manual for recruits, it was immediately valued for its clarity and pragmatism. While it has remained true to that purpose, this centennial edition gives us pause to reflect on how much more it has become. As the Navy became more complex and technical, so too *The Bluejacket's Manual* evolved to address the mission, values, traditions, and heritage of Naval service. Long before honor, courage, and commitment were chosen to represent the core values of a Sailor, character-building commentary was regularly included in *The Bluejacket's Manual*.


When wartime requirements severely shortened recruit training to as little as three weeks, Sailors were admonished to study their *BJM* en route to their fleet assignments and told that everything they really needed to know to succeed could be found there. Incredibly, that is still a fundamentally true statement.

As it taught, inspired, and motivated millions of Sailors over one full century, *The Bluejacket's Manual* gained icon status and became the most cherished and treasured of Sailor keepsakes. It is safe to say that every Sailor—active, retired, and veteran—either has their originally issued *BJM* or deeply regrets the loss of it.

Over the years you will look to your *BJM* to refresh your memory, settle arguments, plan a ceremony, write a note for the Plan of the Day, execute an order, and for many other reasons. And as you use it, it will become more than the ready reference manual it was on the day of issue. On some not-so-distant future day, you will pull it out of the drawer or off the shelf and sense something new about the old book. It will be weightier, somehow more substantial. There will be something of a sacred feel to it. Intermingled with chapters on all things Navy will be vivid, detailed memories. Shipmates and events from your Navy experience will have taken residence in the pages in

Foreword

ghostly but undeniably real ways. I'm not sure when it will happen for you, only that it will. So I advise you to keep your *BJM* handy, make frequent use of it, but safeguard and care for it. One day you'll be glad you did.

A handwritten signature in cursive script that reads "John Hagan". The signature is written in black ink and is positioned above the printed name.

John Hagan
Master Chief Petty Officer
of the Navy (Retired)

Preface

In 1902, Lt. Ridley McLean, recognizing that young men entering the Navy had no source of information to introduce them to their new profession, wrote what has become an American institution: *The Bluejacket's Manual*. Lieutenant McLean probably had no idea that his creation would endure for an entire century, evolving through more than twenty revisions to keep up with the sweeping changes that have transformed the U.S. Navy from a fledgling seapower to master of the world's oceans. Although the technology has changed, new terms have been added to that strange lexicon of the sea, and the American Bluejacket is a very different sort from those who joined the Navy in Ridley McLean's day, the need for an introductory text and lasting reference has not diminished.

This centennial edition, like its predecessors, makes no attempt to be a comprehensive textbook on all things naval—to do so today would require a multivolume set that would defy practicality—but it is a Navy primer that will help the new recruit make the transition from civilian to Sailor and serve as a handy reference for years to come. Those who have not joined the Navy but who wish to better understand it would do well to read this explanatory book.

Among the changes to the 23rd edition is an added chapter on "Naval Missions and Heritage," expansion of the chapter on "Navy Education and Training" to include the Navy College Program and other improvements, enhanced treatment of physical fitness, the latest changes to the Navy's ratings system, and added information on threat conditions, fraternization, hazing, standards of conduct for government employees, and knowledge factors as mandated by the Navy's "NAVSTDS" system. Of course, a great deal of information was updated to keep up with the ever-evolving nature of the U.S. Navy.

Because it is designed for the neophyte, every attempt has been made to explain all new terms as they are used. The seasoned Sailor may cringe a bit when he or she encounters civilian terms used to explain the nautical ones—a *deck* described as similar to a *floor*, for

example—but it should be apparent that a familiar analogy is an expeditious means of teaching new terms and concepts. For the reader who is not reading this book from cover to cover, the glossary will serve as a quick reference for finding the meanings of words that were defined earlier in the book.

In this rapidly changing world, it is vital that information be kept as accurate as possible. This latest edition represents a significant rewrite of those parts requiring it, but those areas deemed still valid have been preserved or only slightly modified. Because *The Bluejacket's Manual* is updated with each printing, and because it is in the best interests of all concerned that this manual be kept up to date, readers are invited to submit recommended changes by writing to the author, care of the Naval Institute (291 Wood Road, Annapolis, Maryland 21402), or by e-mail (tcutler@navalinstitute.org).

Older readers may note that the title of the book has been slightly modified by moving the apostrophe in *Bluejackets'* from the plural possessive to the singular possessive—i.e. *Bluejacket's*—position. This change was made because the original 1902 edition was entitled *The Bluejacket's Manual*. For reasons unknown today, the title was changed sometime after the First World War and remained that way for many decades. A return to the original makes sense not only for traditional reasons but because the singular possessive is more appropriate to the personal nature of this book. Throughout the book, the current author (a former Sailor himself) has chosen to speak directly to the Sailor who will be reading it instead of using the less personal third person.

Ridley McLean is no longer the author of this book, and much of what is presented in this hundredth-anniversary edition would be wholly unfamiliar to him, but it is a testimony to the Navy's heritage and its traditions that he would be fully comfortable with many of the terms, customs, and ceremonies that have endured for a century. *The Bluejacket's Manual* has played an important role in the preservation of our naval heritage and will continue to do so into the next millennium.

Acknowledgments

Few books are ever the work of a single author. This one is certainly no exception. Not only has *The Bluejacket's Manual* had the advantage of numerous authors and editors over its one hundred years of existence, but it has enjoyed the input of literally hundreds of others who have selflessly contributed their time and expertise toward making this a better book. This edition is the product of many who have gone "above and beyond" in helping to make this unusual book live up to its long-standing reputation.

One of the daunting challenges of updating a book such as this is obtaining access to the latest official (Navy, Department of Defense, and so on) sources of information. My early efforts in this area were aided by Debbie Bullan, who has the enormous challenge of keeping all official directives and publications for the United States Naval Academy up to date, and who gave me access to her office and shared her vast knowledge with me.

Eileen Parmeter and Carolyn Johnson of the Bureau of Naval Personnel and Pat Townsend of the Office of the Chief of Naval Operations were also very helpful in my journeys through the uncharted seas of official paper.

A special thanks is due Master Chief Petty Officer Mike McCalip, Command Master Chief at the Recruit Training Command, Great Lakes, who called me one day and said—in the age old tradition of this great Navy of ours—"reporting for duty, sir." He invited me to come to Great Lakes for a working visit that was immensely useful in helping me to understand the changes that had taken place since the days when I had marched on those same "grinders." He offered the assistance of his talented staff of Recruit Division Commanders, instructors, and administrators—an offer I did not refuse. He also insisted that he needed no recognition—the one thing he said that I have chosen to ignore.

Master Chief Gunner's Mate Joel Nissen took good care of me during my Great Lakes visit and for many months afterward he reviewed a number of sections for me and coordinated the efforts of

the many people at RTC who helped immeasurably. The latter are unsung but their contributions are not.

Many people contributed to this revision and the last, and I am indebted to them. Among them were Charles Heberer and Petty Officer First Class John Whelan at Great Lakes who were helpful with RTC matters and damage control. Master Chief Petty Officers of the Navy John Hagan and Jim Herdt were most helpful in a variety of ways. I am particularly grateful to VADM Daniel T. Oliver, who as Chief of Naval Personnel mobilized the people at BUPERS to assist with many aspects of the book. Among them were CAPT W. S. Wolff, CDR B. L. Brehm of PERS 2WW; Mrs. Kathleen M. Whitsel and CAPT J. B. Frank, Jr. of PERS 3; LCDR S. Rauch of PERS 42A; Mr. Bob Sunday of PERS 46; CDR K. Maloney and HTCM (SW) Sawyer of PERS 221F; LT D. Howell of PERS 221G; CDR J. Brown and DSCS (SW) Jim Norman of PERS 221H; CDR J. Taplett, RMC (SW) T. Martin of PERS 221I; CDR T. Barge of PERS 221K; CDR B. Marsh, CTACM B. Farrell, CTICM F. Griffiths, and CTMCM J. Pardun of PERS 221N; LCDR M. Crum and EACS (SCW) M.S. Kauffman of PERS 221R; CDR L. Gruendl, CDR B. Welch, LT N. Jurkovic, LT D. Kaspar, PNCS D. Cevault, and Ms. J. Douglas of PERS 222; LT Greene of PERS 251; PNC S. R. Collier of PERS 262B; Ms. B. G. Allen and GMCM P. Montgomery of PERS 333C; and LCDR Hawley of PERS 6. LT Ingrid Mueller at the Naval Personnel Command was particularly helpful on a number of personnel matters.

Senior Chief John Cole of Naval Station Annapolis deserves a special thanks for answering the phone the many times I called for help, for reviewing many parts of this new edition, and for providing many helpful materials. Also at NAVSTA Annapolis, Lorraine Seidel and John Dunning helped me with matters pertaining to the Navy's Morale, Welfare, and Recreation programs and Marilyn Lewis clarified a number of matters pertaining to Family Support Services.

Captain J. D. Scranton very kindly helped me through some of the confusing legal aspects and Chief Quartermaster Evan Soskin reviewed the chapter on navigation and made a number of useful suggestions.

The chapter on boats is almost entirely the work of Jason T. Marshall and Malcolm Whitford, naval architects at the Naval Surface Warfare Center Detachment, Norfolk, Carderock Division. These gentlemen are to be commended not only for willingly doing the work, but for *volunteering* their services. My thanks also to their boss, CAPT John S. Miano Jr., for his support of the project.

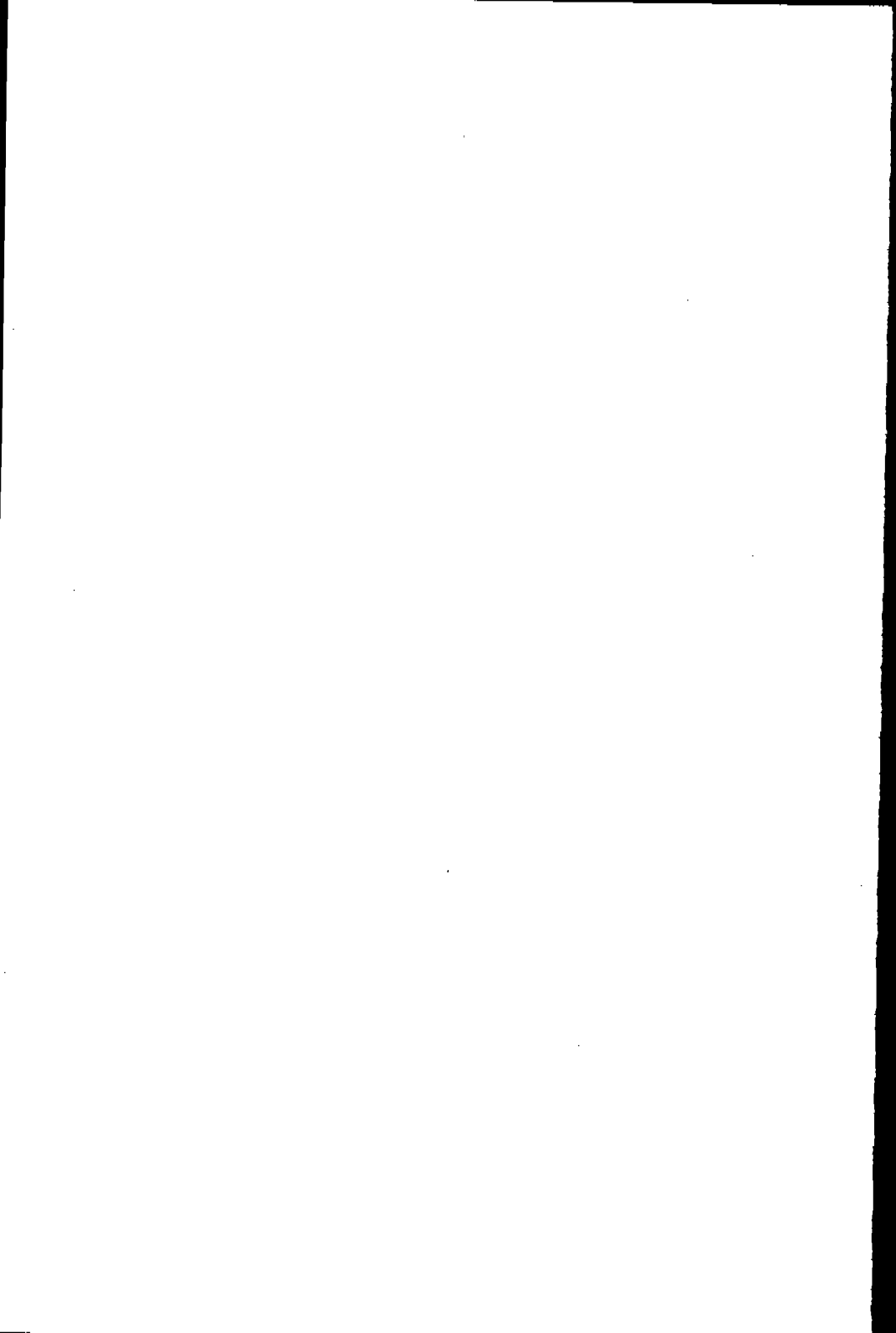
The chapter on health, hygiene, and first aid is primarily the work of the medical staff at the Naval Hospital in Great Lakes, Illinois, including CAPT Jon D. Bayer, CDR Margaret Ryan, LCDR Steven Winter, LCDR Brian Davis, Leslie Stewart, and Florence Cook. A special thanks is due to ENS Thomas Prieskorn who served as chairman of the medical chapter revision committee and was my point of contact throughout.

Andrew Bahjat made many helpful suggestions that got me started on this project, and Donald Hegelson, Arthur Doherty, Tom Sheehy, George Starkey, Dale Diefenbach, and Albert Romero pointed out some of my errors in the twenty-second edition.

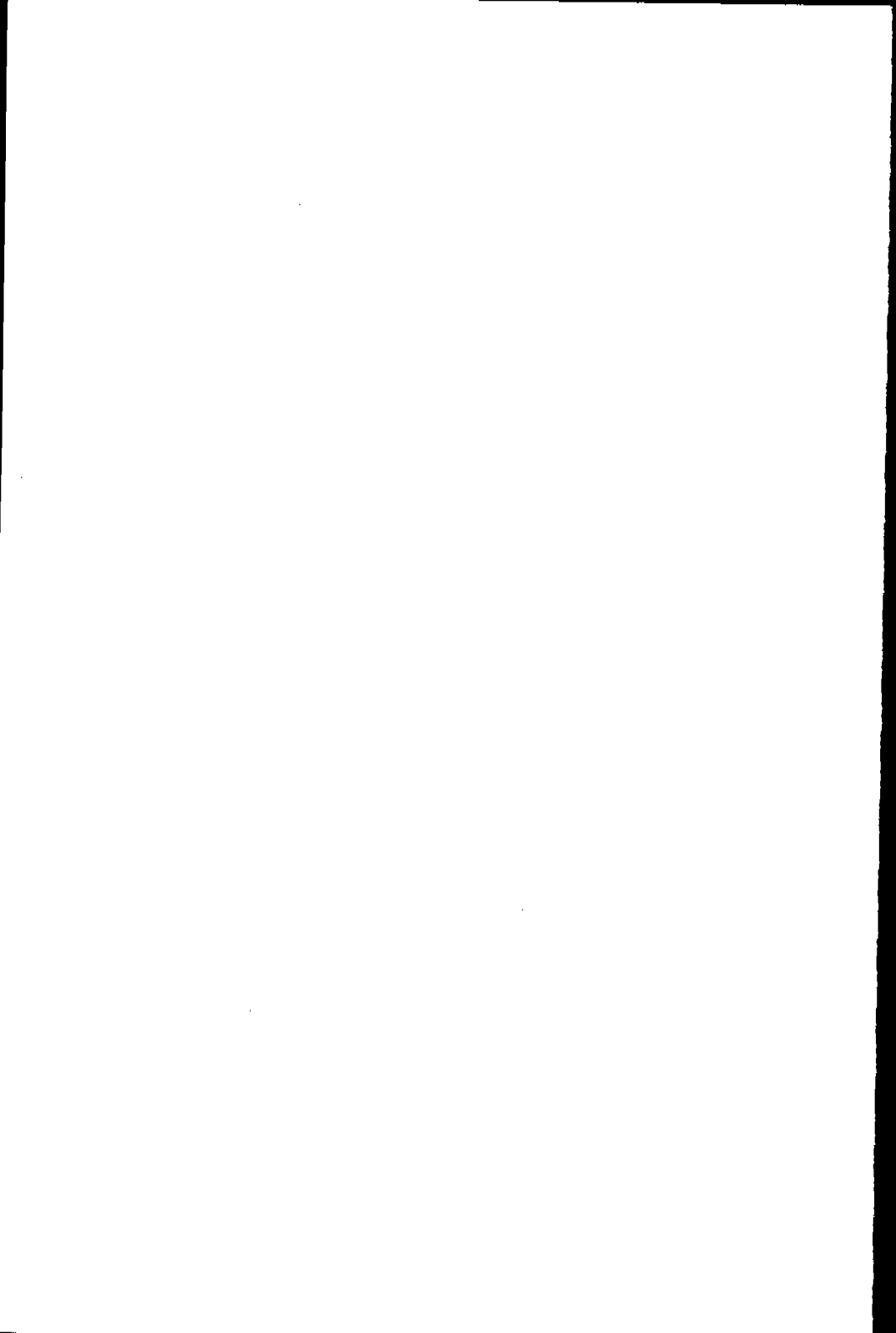
This book would be a pile of meaningless paper without the combined efforts of Jim Bricker, Rebecca Hinds, Brian Barth, and Kristin Wye-Rodney of the Naval Institute Press.

I am indebted to CAPT Jim Barber, then CEO of the U.S. Naval Institute, and Ron Chambers, Naval Institute Press Director, who believed that I was up to the challenge of revising this important book the first time. I thank ADM Tom Marfiak, current Naval Institute CEO, and Ron Chambers once again for their continued confidence in allowing me the honor of authoring this centennial edition.

Fourteen years ago, in dedicating my first book, I described Deborah Welch Cutler as "typist, editor, critic, and loving wife." None of that has changed. Just as she made the many sacrifices that come with life in the Navy, she saw me through this demanding project, putting up with my preoccupation, idiosyncrasies, and absence (both real and virtual) that come with an undertaking of this magnitude. Her word-processing and editing expertise, knowledge of the Navy, and, most of all, her love and support make this work at least as much hers as mine.



The Bluejacket's Manual



Introduction to the Navy

Welcome aboard! These words carry a world of significance. They mean that you have made one of the biggest decisions a young person can—you have volunteered to enlist in the United States Navy. By raising your right hand and taking the oath of enlistment, you have become a member of one of the most important military services in the world and joined one of the biggest businesses in the United States. Not only have you proved your understanding of citizenship by offering your services to your country, but you have also taken the first step toward an exciting and rewarding career.

If you are not already familiar with names like John Paul Jones, Stephen Decatur, Doris Miller, William F. Halsey, and Marvin Shields, you soon will be. And you will feel honored to be serving, as they once did, in the United States Navy.

Today's Navy is a massive and complex organization, a far cry from the makeshift fleet that opposed the British in the Revolutionary War. Hundreds of ships, thousands of aircraft, hundreds of thousands of people, and an annual budget in the billions of dollars go together to make the U.S. Navy a powerful and important component of the American defense establishment, playing a vital role in maintaining our national security, protecting us against our enemies in time of war, and supporting our foreign policy in peacetime. Through its exercise of seapower, the Navy ensures freedom of the seas so that merchant ships can bring us the vital raw material we import from abroad, like petroleum, rubber, sugar, and aluminum. Seapower makes it possible for us to use the oceans when and where our national interests require it, and denies our enemies that same freedom.

You are now a part of all that—a *vital* part, for the ships and aircraft of the Navy are only as good as the people who operate them.

First Enlistment

Your introduction to the Navy probably started at your hometown recruiting station, with interviews and processing conducted by a Navy

recruiter. He or she was specially trained to compare your desires and your qualifications with the needs of the Navy to establish the terms of your service. Your "contract" with the Navy is officially called an enlistment, but you will sometimes hear it described as a *hitch*. It began when you took the oath of enlistment, and it will last from two to six years, depending upon the terms agreed upon by you and your recruiter.

Naval Training Center, Great Lakes

All recruits begin their naval careers in what is officially called Recruit Training Command (RTC), but is more traditionally referred to as "boot camp." Although you may have relatives who once trained at boot camps in other parts of the country, currently the Navy is operating only one RTC, located at the Naval Training Center (NTC) in Great Lakes, Illinois. This 1628-acre training facility, on the shore of Lake Michigan about 40 miles north of Chicago, has been training Sailors since July 1911. During World War II, nearly a million Sailors were trained there.

You and the other recruits will make the transition from civilian to military life in the time you will spend at RTC. Nearly every minute of every day will be filled with military drills, physical training, hands-on experiences, and a busy schedule of drills and classes on naval history, traditions, customs, operations, and regulations. At first you will probably find the transition challenging—you will have completely changed your environment, diet, sleep patterns, climate, clothes, and companions—but within a relatively short period, you will make the necessary adjustments and find a great deal of pride to replace your initial anxiety.

First Weeks in the Navy

P-Days

The day of arrival at RTC is called receipt day, when your initial processing begins. The next three to five days will be your processing days (P-Days). The procedures may vary from time to time, but in general go like this: Report in, turn in orders, and draw your bedding and bunk assignment for your first night aboard. You will also fill out a bedding custody card, a stencil form, a receipt for a "chit book" (to be used instead of money for purchases at the Navy Exchange), a safe-arrival card for your parents, and other forms.

Haircuts

Every recruit will get a haircut and, chances are, it will be different from what you are used to. While male recruits won't get their heads

shaved, the barber won't leave enough hair to comb either. Female recruits have two options: they must wear their hair up or get special haircuts to conform to Navy standards. Later, at your first duty station, you will have more choice in hairstyle, but you will still have to conform to Navy regulations.

Medical Examinations

As a Sailor, you will have to be in excellent health and good physical condition to perform your duties properly. Navy medical personnel will examine you from head to toe, run blood tests and urinalysis, take X-rays, and give you a series of inoculations—the works. If you need dental work, it will be scheduled.

Clothing Issue

At first you will receive an initial clothing issue that includes enough uniform clothing to make you look like a Sailor and to allow you to perform your duties while in boot camp. Eventually you will receive a complete outfit, called a seabag, worth hundreds of dollars.

Chit Book

You will not need money while in boot camp. You will be issued a chit book of coupons to be used in the Navy Exchange for toilet articles, sewing kits, shoeshine gear, notebooks, stationery, postage stamps, and pens and pencils. The total cost will be deducted from your pay.

ID Card

You will be issued an Armed Forces of the United States Identification Card—"ID card"—which identifies you as a member of the armed forces. While it is unique to you and in your possession, it remains government property and must be returned when you are discharged. Altering it, damaging it, counterfeiting it, or using it in an unauthorized manner (such as lending your card to someone or borrowing another person's card) can result in serious disciplinary action.

Your card shows your name, Social Security number, and the date your enlistment expires. Carry it at all times. Besides granting you access to ships, Navy Exchanges, and other government installations, it will identify you as one protected by the provisions of the Geneva Convention should you become a prisoner of war.

If you lose your card, you will have to sign a statement detailing the circumstances of the loss.

Boot Camp Routine

Soon after reporting in, you will be placed in a division and will meet the people you'll be with for the next several weeks. Then, during a formal commissioning ceremony, an officer will welcome you, give a brief talk on the history and mission of the Navy, assign your unit a division number and name (after a Navy ship), present a division flag (called a guidon) bearing that number, and introduce your recruit division commanders (RDCs).

Recruit Division Commander

Each division, usually about eighty-four recruits, is taken through training by its RDCs—outstanding petty officers who are intimately familiar with instructional techniques, principles of leadership, and administrative procedures. The RDCs will instruct you in military and physical drills and show you how to keep yourself, your clothing, equipment, and barracks in smart, ship-shape condition. While at boot camp, your RDCs are the most important people in the Navy. Keep in mind that your RDCs once went through recruit training just like you; by now, they have many years of naval experience. Follow your RDCs' example and you'll make a good start toward a successful Navy career.

Chain of Command

The Navy is organized like a pyramid, with the President of the United States at the top as commander-in-chief of the armed forces. There are many levels below the President leading eventually to you. This is known as the chain of command. Just as you must follow the orders and guidance of your RDCs, they must, likewise, follow the orders and guidance of the ship's leading chief petty officer, and he or she must follow those of the assistant squadron commander, and so on. Your chain of command will change somewhat each time you report to a new duty station, but while you are at RTC, your chain of command is as follows:

- President (Commander-in-Chief)
- Secretary of Defense
- Secretary of the Navy
- Chief of Naval Operations
- Chief of Naval Education and Training
- Commander NTC
- Commanding Officer RTC

Executive Officer RTC
 Director of Training
 Department Head (Squadron Commander)
 Assistant Squadron Commander
 Ship's Officer
 Ship's Leading Chief Petty Officer
 Recruit Division Commanders (RDC)
 Recruits (You)

Because you are new to the Navy, you will start out at the bottom of the pyramid, but time, training, experience, hard work, and the right attitude will change that. Keep in mind that everyone in the Navy began at the bottom, and your seniors were once recruits like you.

Daily Routine

Nearly everything you do at boot camp is designed to prepare you for service in the Navy. On ships, submarines, and naval stations throughout the world, the daily routine is prescribed by a bulletin called the "Plan of the Day" or, more commonly, the POD. At RTC, the daily routine appears as a schedule on the compartment chalkboard. It issues the special orders for the day, gives the hours of meals, inspections, parades, and other events. Using the master training schedule as their guide, your RDCs will post the information you need to get through each day. Once you leave boot camp, it will be *your* responsibility to read the POD each day to find out what uniform to wear, what special events are taking place, and so on. A typical day at RTC is outlined in Table 1.1.

Back to School

You have a lot to learn in order to make the transition from civilian to Sailor. Much of your time will be spent in classrooms. A typical day of instruction includes a dozen 40-minute periods with 10-minute breaks between periods. Many topics will be covered, including:

Advancement program	Code of conduct/Geneva
Aircraft familiarization	Convention
Career incentives/medical benefits	Damage control
Chain of command	Deck equipment (basic)
Chemical, biological, and radiological defense	Discharges
	Drug/alcohol abuse
	Education benefits

Equal opportunity awareness	Ordnance and weapons
Financial responsibility	Pay and allowances
Firefighting	Personal hygiene
First aid	Physical conditioning
General orders	Rape awareness
Grievance procedures	Rates and ratings
Grooming standards	recognition
Hand salute and greetings	Sexual harassment
Hazing prevention	awareness
Honors and ceremonies	Ship familiarization
Inspections	Small boats
Marlinespike seamanship	Sound-powered phones
Military discipline	Survival at sea
Military drill	Uniform Code of Military
Naval history and traditions	Justice
Navy mission and	Watch, quarter, and station
organization	bill
Officer rank recognition	Watch standing

Some of your classroom training will be augmented by hands-on training, which will give you the opportunity to work with actual equipment and simulate real conditions. Examples of this kind of training are firefighting, seamanship, chemical, biological and radiological (CBR) defense, and survival at sea techniques where you will actually fight a fire, work with lines and deck equipment, put on a gas mask in a gas chamber, and learn to stay afloat using your clothing as a life preserver.

Few jobs in the Navy are completely independent, so a great deal of emphasis is placed upon teamwork during your training at RTC. Military drill (such as marching) is one way that you and your fellow recruits will learn the importance of instant response to orders and the value of group precision. Later on—when you are helping to launch and recover aircraft on the flight deck of an aircraft carrier, or rescuing a shipmate from the sea, or taking a nuclear submarine into the depths of the ocean—you will fully understand and appreciate the importance of such training.

Training at RTC—which includes such things as the meticulous folding and precise stowage of clothing—may sometimes be seen as nitpicky or unnecessary, but in the highly technical, sometimes dangerous, and often unique surroundings you will find in the Navy, attention to detail can make the difference between success and failure, survival and disaster, victory and defeat. Everything you do in

Table 1.1. A Typical Day at RTC

0500 (5:00 A.M.)	Reveille (wake up). Begin morning routine (brush teeth, dress, etc.).
0545 (5:45 A.M.)	Breakfast
0600 (6:00 A.M.)	Sick call. Report to sick bay (the medical clinic) if you are ill.
0700 (7:00 A.M.)	Physical training (stretching, calisthenics, etc.)
0755 (7:55 A.M.)	First call to colors (warning that the color ceremony is five minutes away).
0800 (8:00 A.M.)	Colors (American flag is ceremoniously hoisted).
0820 (8:20 A.M.)	Commence instruction periods.
1100 (11:00 A.M.)	Break for noon meal (lunch).
1200 (12:00 Noon)	Resume instruction periods.
1230 (12:30 P.M.)	Sick call. Report to sick bay if you are ill.
1630 (4:30 P.M.)	Evening meal
5 minutes before sunset	First call to colors (warning that the evening colors ceremony is five minutes away).
Sunset	Evening colors (American flag is ceremoniously lowered).
1800 (6:00 P.M.)	Commence night routine (shower, study, work on uniforms, etc.).
2200 (10:00 P.M.)	Taps (end of day). Turn in for the night.

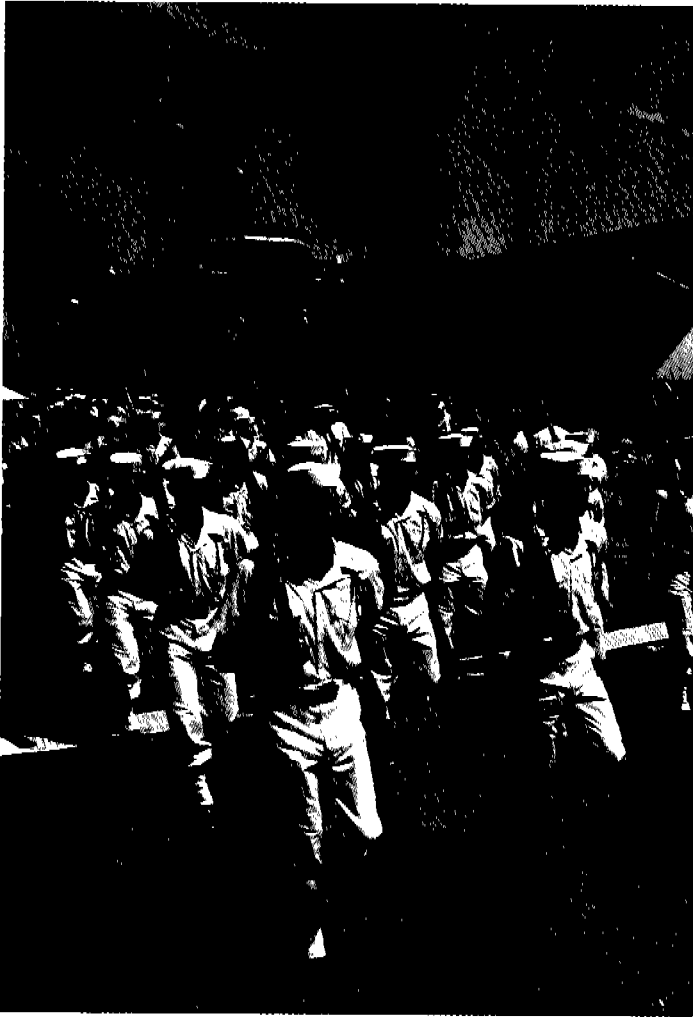
boot camp has a purpose, and the overall mission of RTC is to make you ready for the challenges and opportunities that await you in the U.S. Navy.

Boot Camp Life

Not all of your time at RTC will be spent in training. There will be administrative periods during which you will make pay arrangements, be fitted for uniforms, complete your medical and dental work, and make known your desires for future assignment. Based upon your Armed Services Vocational Aptitude Battery (ASVAB) test scores and your classification interviews, the initial path of your Navy career will be determined.

While at boot camp you will be given the opportunity to attend the church of your choice. Chapels are available in which Catholic, Jewish, Protestant, and several other religious services are conducted by chaplains, who are also available for pastoral counseling and religious education. Recruit choirs are organized and often sing at the services.

Because of the tight schedule and the great number of recruits in training, you cannot receive telephone calls while at RTC, but on



PH1 Todd Cichonwicz

Figure 1.1. Military drill is one way you and your fellow recruits will learn the importance of teamwork and group discipline. Here the RTC Drill Team performs alongside a Navy ship on a pier in Chicago.

occasion, with permission from your RDC, you may make outgoing calls.

Visitors are not permitted during training, but you will be permitted to have guests attend your graduation review. Information about this will be provided for you to send home.

You will be paid twice while at RTC, but once you graduate you (and every other member of the Navy) will be paid twice a month. You will be paid by electronic transfer of funds through the direct deposit system to the banking institution of your choice.

Competition

The Navy relies upon competition as a means of enhancing readiness and promoting pride. Individual Sailors compete with other Sailors for promotions, and ships and aircraft squadrons compete with each other using appropriate exercises to measure readiness in gunnery, engineering, safety, communications, and other important areas. While at boot camp, your division will compete for awards in athletic skill, scholastic achievement, military drill, inspections, and overall excellence.

Special flags are awarded to divisions in recognition of their achievements, and at the graduation ceremony a number of individuals are selected to receive outstanding recruit awards. Honor graduates will be designated and other recruits will receive special recognition.

Battle Stations

Near the end of your training at boot camp, you and your fellow recruits will participate in a large-scale exercise called "Battle Stations," which will place you in a realistic scenario designed to test what you have learned at RTC. You will simulate handling emergencies such as the kind you might encounter while serving in the Navy, and learn how to function as part of a team while demonstrating your endurance. This physically, mentally, and emotionally demanding exercise will test your abilities in meeting the challenges of fighting a fire, preparing for an approaching hurricane, conducting a search-and-rescue operation, transporting an injured shipmate, defending a position using small arms, abandoning ship, and so on. After successfully completing this "final exam," your achievement will be recognized by replacing your recruit cap with the Navy ballcap you will wear in the fleet.

Core Values

Underlying all the training you will receive at RTC is a focus on self-respect, respect for others, and the core values of *honor*, *courage*, and *commitment*. These are not just words but inter-related concepts that you must take to heart to guide you in virtually everything you do as a Sailor. Before you make a decision or do something, you must con-

sider whether your action will reflect a loss of honor, a failure of courage, or a lack of commitment. If it does, then you should not do it. You should keep in mind that honor includes the honor of your nation and your Navy as well as your own, and that maintaining honor will often require courage and commitment. You should remember that courage can be physical or moral—sometimes you have to make a decision that is not easy and may not result in you getting what you want, but because it is the right thing to do, you must find the courage to do it. And you must be committed to doing what you know is right, what is honorable, what is courageous.

These core values are embodied in the “Sailor’s Creed,” which you and all recruits will be expected to memorize and to live by for as long as you are in the U.S. Navy.

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 fair treatment of all.

From Civilian to Sailor

The ways of the Navy are very different from what you were used to in civilian life. In boot camp you will take the first steps toward becoming a Sailor. You will be introduced to the many differences of Navy life, and for the rest of your time in the Navy, whether you stay for only one enlistment or have a 30-year career, those differences will become second nature to you.

Navy Terminology

Just as doctors, lawyers, baseball players, engineers, artists, and police officers have their own language when communicating within their professions, the Navy too has its own special terminology. Doctors speak of contusions and hemostats, baseball players have their own meanings for “in the alley” or “ahead in the count,” and police officers use special words like “perp” and “SWAT.” In the

Navy, special terms include *helm*, *anchor*, *leeward*, *port*, *starboard*, *aft*, *bitts*, *chocks*, and *bollards* for nautical equipment and concepts. Everyday items also take on new names in the Navy, where bathrooms are *heads*, floors are *decks*, walls are *bulkheads*, stairways are ladders, and drinking fountains are *scuttlebutts*. You go *topside* instead of upstairs and *below* instead of downstairs. (See Appendix K, "Glossary of Navy Terms," for more.) Many of these terms will seem strange to you at first, but you will get used to them and will soon be using them naturally. Remember that many of these terms come from a long history of seafaring and nautical traditions. By using them, you are identifying yourself as a member of a unique and very special group.

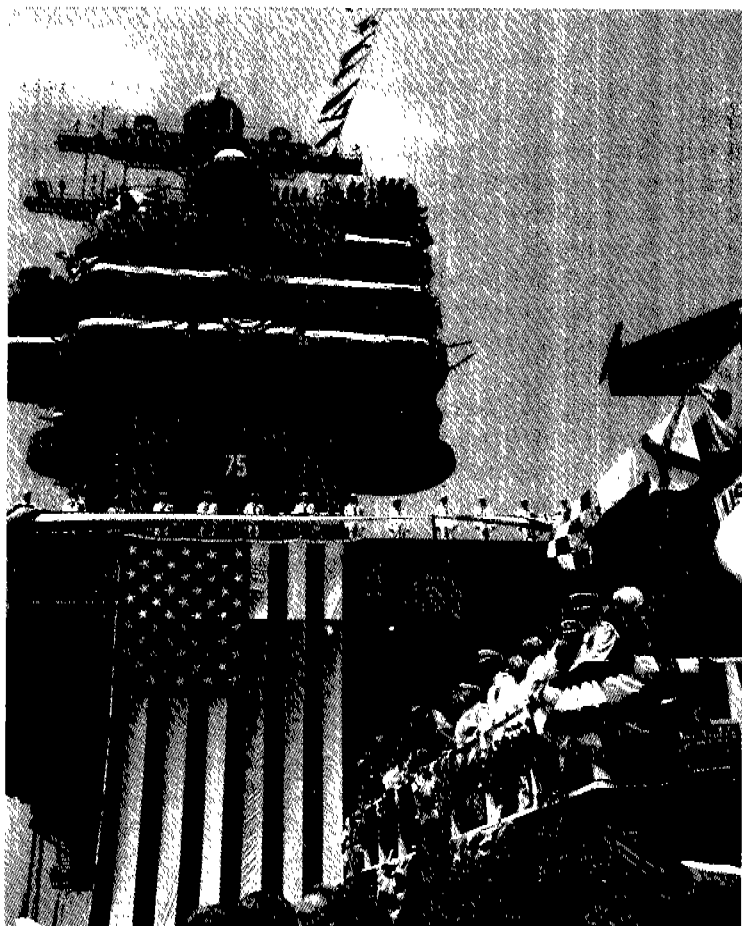
The Navy also uses short abbreviations (also known as acronyms) in place of long titles, such as OOD for officer of the deck, QMOW for quartermaster of the watch, and USW for undersea warfare. While at boot camp, you will become familiar with a number of such abbreviations, some of which are listed in Table 1.2.

Ceremonies

There are many special ceremonies in the Navy that are different from civilian life. You encountered your first one when you took your oath of enlistment. Morning and evening colors are ceremonies you will quickly become familiar with while at RTC. Just before leaving boot camp you will participate in a special pass-in-review ceremony which includes a full parade and the presentation of special awards to outstanding recruits and divisions. Later in your Navy

Table 1.2. Common RTC (Boot Camp) Abbreviations

BMO	Basic Military Orientation
DOT	Day of Training
EPO	Educational Petty Officer
FFTD	Firefighting Training Division
MD	Military Drill
MED	Military Evaluation Division
PI	Personnel Inspection
RAB	Recruit Aptitude Board
RCPO	Recruit Chief Petty Officer
RDC	Recruit Division Commander
ROD	Rate of the Day
TG	Training Group
TOD	Term of the Day
TTO	Training Time Out



PHCS Terry Cosgrove

Figure 1.2. Special ceremonies are an important part of Navy life. Here the Navy's eighth *Nimitz*-class aircraft carrier is commissioned in Norfolk, Virginia.

experience you may participate in other special ceremonies, such as ship commissionings, change-of-command ceremonies, and special awards presentations.

Dates and Time

You will find that in the Navy even dates and times are stated differently. Dates are expressed in a day-month-year format (e.g., 11 October 2001 or 30AUG99) instead of the civilian month-day-year format you are probably used to.

Time is referred to by the 24-hour clock. Hours of the day are numbered from 1 to 24 and spoken as indicated below. Never say "thirteen hundred hours." While this is acceptable practice in the Army and Air Force, the word "hours" is not used in the Navy. Just say "thirteen hundred."

Table 1.3. Navy Time

<i>Civilian time</i>	<i>Navy time (24-hour clock)</i>	<i>Spoken as</i>
Midnight	0000 or 2400	
1 A.M.	0100	"Zero-one-hundred" or "Oh-one-hundred"
2 A.M.	0200	"Zero-two-hundred" or "Oh-two-hundred"
3 A.M.	0300	
3:30 A.M.	0330	"Zero-three-thirty" or "Oh-three-thirty"
4:00 A.M.	0400	
5:00 A.M.	0500	
6:00 A.M.	0600	
6:15 A.M.	0615	"Zero-six-fifteen" or "Oh-six-fifteen"
7:00 A.M.	0700	
8:00 A.M.	0800	
9:00 A.M.	0900	
10:00 A.M.	1000	"Ten-hundred"
11:00 A.M.	1100	"Eleven-hundred"
11:47 A.M.	1147	"Eleven-forty-seven"
12 Noon	1200	
1:00 P.M.	1300	"Thirteen-hundred"
2:00 P.M.	1400	
3:00 P.M.	1500	
3:59 P.M.	1559	"Fifteen-fifty-nine"
4:00 P.M.	1600	
5:00 P.M.	1700	
6:00 P.M.	1800	
7:00 P.M.	1900	
8:00 P.M.	2000	"Twenty-hundred"
8:01 P.M.	2001	"Twenty-oh-one"
9:00 P.M.	2100	
10:00 P.M.	2200	
11:00 P.M.	2300	"Twenty-three-hundred"
12 Midnight	2400 or 0000	"Twenty-four-hundred" or "Zero-zero-zero-zero"
12:01 A.M.	0001	"Zero-zero-zero-one"

Liberty and Leave

Even time off from your job is referred to differently in the Navy. At the end of a normal work day when your ship is in port or if you are stationed ashore, you may be allowed to leave the ship or station to spend some time doing what you enjoy (such as going to a movie, visiting local friends, eating at a restaurant, going home to your family if they live nearby). This time off is called *liberty*, and may last until the next morning, or for an entire weekend, or it may end at midnight or some other designated time, depending upon the circumstances. Liberty overseas when your ship is visiting a foreign port is one of the great advantages of being in the Navy. Most people would have to spend thousands of dollars to take a trip to Italy or Japan, but as a Sailor you may find yourself visiting such places as part of your job.

What would be called a vacation in the civilian world is called *leave* in the Navy. If you want some time off to go back to your hometown to visit friends and relatives, you must submit a request, using the chain of command, specifying the exact days you want to be away. Of course, you cannot take leave whenever you feel like it. You will be an important member of the crew of your ship or station, so your absence will have to be carefully planned in order to keep things running smoothly while you are gone. Do not make airline reservations or other firm plans until your leave request has been approved.

Everyone in the Navy earns leave at the rate of $2\frac{1}{2}$ days per month (or 30 days per year). If you do not use all of your leave in a year, you may carry what is left over to the next year. There is a limit, however. The maximum you may carry over from one year to the next is 60 days (unless you have been unable to use your leave because of extended operations; in that case, you may be authorized to carry up to 90 days into the new year).

Occasionally, a death in the family or some other serious consideration will require you to need leave in a hurry. This is called *emergency leave* and the procedures are, of course, different from those of routine leave requests. Tell your family that the best way to get you home in an emergency is to notify the American Red Cross, who after verifying the situation will immediately notify the Navy.

While in boot camp, you will not be granted any routine leave or liberty until you have completed your training.

Orders

Before you know it, recruit training will be over. And it won't be long before you are an apprentice instead of a recruit, with two stripes on

your sleeve and higher pay. Some of your shipmates, those who went through training with you, may go with you to your next assignment; some you will never see again; others you may meet years later at some far off duty station or aboard one of the Navy's many ships.

Schools

Because the Navy is a very complex organization that is frequently leading the way in adopting new technologies, and because advancement is one of the goals the Navy has in mind for you, training is an almost constant part of Navy life. Recruit training is just the first step. After boot camp you will go to apprenticeship training or to a Class A school. After that, you may receive still more schooling. Later in your career you will probably go to other schools for advanced training. Even when you are doing your job aboard your ship or station, on-the-job training will frequently be a part of your routine.

All formal training in the Navy comes under the control of the Chief of Naval Education and Training (CNET), whose headquarters are in Pensacola, Florida. CNET plans and directs training programs for several hundred activities, everything from basic recruit training to postgraduate instruction for officers. CNET also handles family educational programs.

Apprenticeship Training

If you have not been slated for a Class A school, you will attend a three-week course, called apprenticeship training, which will prepare you to be a seaman, fireman, or airman. Upon completion of the course, you will be ordered to your first ship or duty station.

Class A School

If you were selected for a Class A school, you will be going there after graduation from RTC. In Class A school you will receive specialized training that will prepare you for a specific rating (occupation). Successful completion of this training will give you the knowledge and skills necessary to do your special job and will enhance your chances for promotion.

Underway

Once you have completed your initial schooling, your orders will take you to your first duty station. Whether you are going to a destroyer, an aircraft carrier, a submarine, a naval air station, a supply depot, or a Navy medical facility, you will be a vital part of the world's greatest navy. Whether you plan on making the Navy your

career or are just trying it out for one enlistment, your performance of duty at this first duty station will have an important effect on the rest of your life. And keep in mind that it will also have an important effect on the effectiveness of this greatest of all navies and on the defense of your nation.

Naval Missions and Heritage

In the brief discussion below (and in Appendix B), you will get a small taste of the Navy's heritage while learning about the Navy's missions. From the examples cited, it should be quite apparent that the Navy you are now a part of has a long history of successfully carrying out the missions assigned. Keep in mind that these examples are just a few of the many instances when Sailors like you have been called upon to contribute to the defense and well-being of our nation. The time will come when you will be called upon to do the same.

Missions

Even though the United States is the fourth largest nation in the world in terms of land area, it has always been a maritime nation, focusing on the sea as one of its most important assets. During the colonial period and in the early days of the Republic, it was much easier to travel from colony to colony or state to state by ship than by horse or on foot, and fishing, whaling, and overseas trade were among the fledgling nation's earliest businesses. One of its earliest challenges was the War of 1812, which was partially decided by a series of stellar naval victories against the world's foremost sea power at the time. A naval blockade and riverine warfare were essential elements in the Civil War, and the war against Spain at the end of nineteenth century was begun by a naval tragedy and decided largely by naval victories. American commerce would never have thrived without open sea lanes, two world wars could not have been won without the lifelines maintained across the world's oceans, and United States control of the sea was an essential element in the victory over Communism in the Cold War. Throughout the nation's history, the sea has played an important role in America's economy, defense, and foreign policy. Today, the modern United States of America continues to look to the sea for these same things and relies upon its Navy to preserve and further the nation's maritime interests.

Being a maritime nation means having a comfortable relationship with the sea, using it to national advantage and seeing it as a highway rather than as an obstacle. An illustration of this point can be seen in World War II. By 1941, Hitler had conquered much of the land of Europe, but because Germany was not a maritime power, he saw the English Channel (a mere twenty miles across at one point) as a barrier, and England remained outside his grasp. Yet the Americans and British were later able to strike across this same channel into Europe to eventually bring Nazi Germany to its knees. And in that same war, the United States attacked Hitler's forces in North Africa from clear across the Atlantic Ocean—a distance of more than 3,000 nautical miles.

The navy of a maritime nation must be able to carry out a variety of strategic missions. In general terms, the most significant ones can be described as:

- Freedom of the seas (sometimes called “sea control”)
- Deterrence
- Forward presence
- Power projection

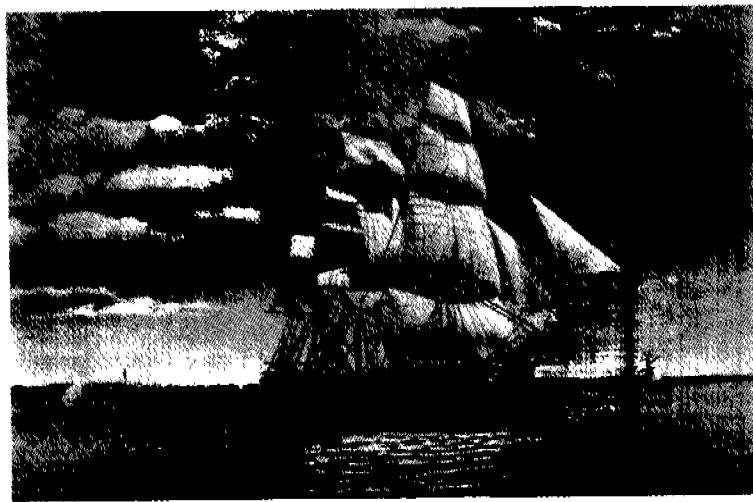
Freedom of the Seas

Because navies are expensive, the newly created United States tried to do without one in the years immediately following the American Revolution. Within a year after the termination of hostilities with England, Congress ordered all naval vessels sold or destroyed. The men who had fought for independence as Sailors in the Continental Navy during the Revolution were left high and dry by the new government's decision. John Paul Jones, the most famous American naval hero during the Revolution and later recognized as the “father of the U.S. Navy,” left America and served as an admiral in the Russian Navy. No money was allocated to the building of naval vessels in the first ten years, and George Washington, the general who had shown a keen understanding of the importance of naval power during the war, as president relied upon his Secretary of War to oversee both the Army and Navy, such as they were. Thomas Jefferson viewed a navy as not only expensive but provocative and, when he became the nation's third President, oversaw the creation of an inexpensive fleet of defensive gunboats to guard the nation's shores.

But these frugal measures did not last long. World events and human nature conspired to prove that a maritime nation cannot long endure without a navy. Almost immediately, the so-called Barbary

pirates—the North African states of Morocco, Algiers, Tunis, and Tripoli, ruled by petty despots whose main source of income was derived from the seizure of ships or extorting protection money—began preying on defenseless American merchant shipping in the Mediterranean Sea. Additionally, the ongoing struggle between France and England made American ships and their crews tempting targets, and both nations began taking advantage of the helplessness of the Americans by seizing merchant ships and sailors on flimsy pretexts. Under these provocations, the cost of not having a navy soon outweighed the cost of having one. Spurred to reluctant but unavoidable action by these costly and insulting blows to U.S. sovereignty, Congress approved the re-establishment of a navy and the building of several ships.

In a series of engagements on the high seas in the next two decades, the fledgling U.S. Navy successfully defended the nation's right to use the world's oceans. During the Quasi-War with France (1798–1800), the frigate *Constellation* defeated two French frigates in separate engagements, and other American ships, including the feisty little schooner *Enterprise*, managed to capture more than 80 French vessels of various sizes and descriptions. In the War with Tripoli (1801–5), a band of American Sailors and Marines led a dar-



U.S. Naval Institute Print Collection (Phillips Melville, artist)

Figure 2.1. Ships like the frigate *Constellation* have long maintained American “freedom of the seas.”

ing raid into the enemy's home harbor that earned them respect throughout much of the world. At the beginning of the War of 1812, the U.S. Navy had only 17 ships while the British had over 600, yet the Americans won a number of ship-to-ship battles that contributed to the favorable outcome of the war. Considering the relative inexperience and small size of this new navy, American Sailors performed well, and the new nation secured its rights and proved its ability to use the oceans of the world. Never again would the United States be powerless to defend itself at sea.

Ever since those early days, the U.S. Navy has been on station, ensuring America's right to use the sea for trade, for security, and for its growing role as a world power. As the nation grew stronger, the Navy also grew in size and capability. The early frigates that performed so well in battle with the French and British Navies during the Quasi War and the War of 1812 gave way to the ironclad monitors of the Civil War, and these were superseded by the big-gun, armored battleships and high-speed cruisers that won the Spanish American War in 1898.

In time, the United States emerged as a world power and the Navy's mission of preserving freedom of the seas became more vital than ever. New technology led to the development of new kinds of ships, such as destroyers and submarines, and the invention of the airplane brought about naval aviation as a whole new component of the Navy. In the latter half of the twentieth century, the U.S. Navy was called upon to fight the greatest sea war in history when Germany and Japan challenged America's freedom of the seas, and maintaining that freedom was a major factor in the victory over Communism in the Cold War. Today the Navy continues its role of preserving our free use of the sea, and that is where you come in.

Deterrence

Perhaps the most obvious reason for a maritime nation to have a navy is to ensure that no other nation attacks it by sea. Even when President Jefferson was trying to avoid having a navy in order to save money, he recognized this elemental need and tried to use his gunboat fleet as a deterrent to attack. One of the reasons for the United States digging the Panama Canal in the early part of the 20th century was to permit U.S. warships to move rapidly from coast to coast and thereby deter a potential enemy from attacking our shores.

Improvements in technology—such as the development of high speed aircraft, powerful missiles, and long-range submarines—gradually increased our vulnerability to attack, and the Navy continued to

play a vital role in protecting the nation by deterring our enemies, both real and potential. In 1962, the Soviet Union placed offensive nuclear missiles in Cuba. President Kennedy, a former Navy man himself, imposed a naval quarantine around the island and threatened nuclear retaliation as deterrent measures to keep the Soviets from using these missiles against the United States and other nations in the Western hemisphere and to ultimately force the Soviets to take the missiles out of Cuba.

All through the Cold War, the U.S. Navy's fleet of ballistic missile submarines patrolled the oceans of the world, armed with nuclear weapons ready to be launched on very short notice against an aggressor nation. This massive firepower, coupled with the striking power of U.S. aircraft carriers, land-based missiles, and the Air Force's long-range aircraft, served as an effective deterrent to the Soviet Union. Without this deterrence, the U.S. would have been very vulnerable to attack and would not have been able to stand up to the extremely powerful Soviet Union in moments of crisis.

An example of America's ability to stand up to Soviet intimidation occurred during the Middle East War of 1973. Although neither the Soviet Union nor the United States was directly involved in that war between Israel and most of the Arab nations, the U.S. supported Israel while the USSR backed the Arabs. When the Soviets began resupplying their clients by sending in massive quantities of weapons by airlift, the U.S. did the same for Israel. The U.S. Sixth Fleet took up station in the Mediterranean to provide protection for its aircraft flying into the war zone. When the war began going badly for the Arabs, the Soviets threatened to intervene. The United States responded by putting its forces on increased alert worldwide and by moving naval units into striking position. Faced with this deterrent, the Soviets thought better of their intervention and the war was ultimately ended and settled on equitable terms.

Several times—once as recently as the late 1990s—Communist China has threatened to attack the Nationalist Chinese on the island of Taiwan, and each time the U.S. Navy has moved into position to successfully deter the Communists from attacking.

There are many such examples when the Navy has been called upon to deter others from taking actions that were seen as dangerous to the U.S. or were not in the nation's best interests. Just as an effective police patrol can deter criminals from committing crimes in a peaceful neighborhood, so the Navy preserves the peace and keeps our nation safe and prosperous by its mere existence and by its ability to patrol the waters of the world.

Forward Presence

Another of the important missions of the Navy is based upon its ability to go virtually anywhere in the world. This capability allows the United States to be in a position to reassure our allies in a time of crisis, to intimidate potential enemies (a form of deterrence), to deliver humanitarian aid when disaster strikes, to rescue Americans or our allies from dangerous situations, or to be able to carry out offensive military action in a timely manner. This is called "forward presence" and explains why you may well find yourself serving on a deployment to a far corner of the world.

Sometimes the presence of a single destroyer visiting a foreign port is all that is needed to carry out this vital mission. On other occasions, a carrier battle group or an entire fleet moving into a region is needed to send a strong message of warning or support. If hostilities become necessary, having units already at or near enemy territory can be a major advantage.

In 1854, Commodore Matthew Perry used forward presence as a means to open diplomatic relations and, ultimately, trade with Japan, a nation that, until Perry's visit, had shunned contact with the outside world. During the latter part of the nineteenth century, American naval ships patrolled the waters of the Far East to provide protection for our economic interests and the many American missionaries in that part of the world. When war broke out with Spain in 1898, the



U.S. Naval Institute Print Collection (Tom Freeman, artist)

Figure 2.2. Sometimes "forward presence" takes Navy Sailors to far off places. Here, the gunboat *Tutuilla* stands watch at Chungking, China in 1939.

U.S. fleet already present in the Far East was able to strike a quick and decisive blow against the Spanish fleet in the Philippines. Throughout the Cold War, the U.S. Navy kept the Sixth Fleet in the Mediterranean Sea and the Seventh Fleet in the Far East to reassure our allies in those regions that we were nearby and ready to respond in the event of a crisis. Today the Fifth Fleet has been added to make our presence known in the Middle East and nearby regions. Aircraft from U.S. carriers patrol the skies near Iraq to prevent the unpredictable dictator Saddam Hussein from taking actions that will threaten U.S. interests in the region.

Today's modern American military forces have great striking power through powerful armies and long-range aircraft, and some of those forces are maintained for quick response in Europe, the Middle East, and Asia. But that kind of forward presence can only exist at the invitation of other nations who are willing to give us bases on their territory. The Navy allows us to have a presence wherever there is water. In times of increased tension, naval units can be moved to positions where American presence is needed, without having to negotiate any complicated diplomatic arrangements, without requiring much time. Today the United States is a world power, and an extremely important component of that power is the U.S. Navy with its ability to extend American influence to nearly all parts of the globe.

Power Projection

Forward presence allows the U.S. Navy to be on station the world over, but just being there is not always enough. Sometimes, despite a nation's efforts to remain at peace, the use of force becomes necessary. When that occurs, the Navy has always been particularly effective in projecting American power where it is needed.

As early as the American Revolution, an American naval squadron sailed to the British-owned Bahamas to capture needed weapons, and John Paul Jones furthered the American cause by conducting a series of daring raids against the British Isles themselves.

In 1847, during the war with Mexico, the Navy transported a force of twelve thousand Army troops to Vera Cruz, and played a crucial role in the successful capture of that port city, ultimately leading to an American victory in that war.

Union ships not only carried out an effective blockade of Confederate ports during the Civil War, they also attacked key southern ports and opened up the Mississippi river to Union use, effectively driving a wedge right into the heart of the Confederacy.

By escorting convoys, U.S. destroyers projected American power across the Atlantic to aid in an Allied victory during World War I. In the Second World War, American aircraft carriers, battleships, cruisers, destroyers, submarines, amphibious vessels, troop transports, oilers, ammunition ships, minesweepers, PT-boats, and a wide variety of other ships carried the fight to the far corners of the world, slugging it out with powerful Japanese fleets in the Pacific, dueling with German submarines in the Atlantic, safely transporting incredible amounts of supplies to the many theaters of war, and landing troops on distant islands and on the African, Asian, and European coasts.

During the Korean, Vietnam, and Gulf Wars, naval power guaranteed our ability to project our power ashore, and naval aircraft, guns, and missiles inflicted significant harm on our enemies.

When American embassies in Africa were bombed by terrorists in 1998, American cruisers, destroyers, and submarines took retaliatory action by launching a Tomahawk-missile barrage at terrorist targets in Afghanistan and Sudan. In the following year, Naval electronic warfare and strike aircraft were vital components of the air war in Kosovo, and periodic attacks on Iraq have become an almost routine form of power projection to minimize the threats of Saddam Hussein's regime.

When power needs to be projected, American naval forces have always been ready, willing, and able to accomplish the mission. As



U.S. Naval Institute Print Collection (R.G. Smith, artist)

Figure 2.3. "Power projection." Naval aircraft strike enemy targets in North Vietnam during Operation Pierce Arrow in 1964.

an American Sailor, you will sometimes hear yourself being described as the "tip of the sword" with good reason.

Other Missions and Feats

The missions described above are the more traditional ones, but the U.S. Navy has also played an important role in other realms, such as exploration and scientific discovery as well. For example, a Navy exploration team led by Commander Charles Wilkes took a squadron of ships around the world, exploring Antarctica and vast areas of the Pacific Ocean in the years 1838-42. His charts of the Pacific not only served mariners for many decades to come but were used in the invasion of Tarawa in the early part of World War II. Navy men Robert E. Peary and Richard E. Byrd were pioneers in polar exploration: Peary was the first man to reach the North Pole in 1909, and Byrd flew over the South Pole in 1929. When Captain Ned Beach and his crew took their nuclear submarine USS *Triton* around the world in 1960, it was not the first time anyone had circumnavigated the earth, but it was the first time anyone had done it *submerged* for the entire voyage of 41,500 miles in 83 days. In that same year, Lieutenant Don Walsh went deeper than any human being has ever been when he and Jacques Picard took the bathyscaphe *Trieste* to the bottom of the Marianas Trench, 35,800 feet down (more than six and a half miles beneath the sea). Alan Shepard was in the Navy when he became the first American in space, and Neil Armstrong had been in the Navy before he became the first man to walk on the moon.

The Navy has often led the way or played a crucial role in many realms of scientific and technological development, such as electricity, radio communications, radar technology, computer science, and nuclear engineering. Among her many achievements in computer science, Grace Hopper invented COBOL, one of the important computer languages that led the way in computer development. Today, a ship bears her name. The world of nuclear engineering has been forever affected by the work of Hyman Rickover, and a Navy man known to his shipmates as "Swede" Momsen changed the deep sea diving world by his inventions and his pioneering work.

Another Navy diver, Carl Brashear, worked his way up from cook to master diver, salvaging a nuclear weapon from the depths of the Atlantic and losing a leg in the process. His inspiring story was the basis for a major motion picture.

Another modern, multi-million-dollar movie included a reenactment of the feats of another Sailor who won the Navy Cross at Pearl Harbor. Dorie Miller was different from you only in circumstance,

but how he responded to a crisis situation later earned him the right to have a ship named after him.

Boatswain's Mate James Elliott Williams left his southern rural home to join the Navy. Some years later he was a first-class petty officer in command of a pair of patrol boats on narrow jungle waterways in Vietnam, when he found himself facing an entire enemy regiment trying to cross a canal. Without hesitation, Williams pressed the attack. Three hours later, over a thousand enemy soldiers had been killed or captured and sixty-five enemy vessels had been destroyed. Williams was awarded the Medal of Honor and later retired from the Navy as its most decorated enlisted member, having earned the Navy Cross, two Silver Stars, the Navy and Marine Corps Medal, three Bronze Stars, the Navy and Marine Corps Commendation Medal, the Vietnamese Cross of Gallantry, and three Purple Hearts. In a second career, he won the continued respect of his fellow South Carolinians by serving as a federal marshal.

For more than two centuries, Sailors of the United States Navy have been recording an impressive history of courage, resourcefulness, sacrifice, innovation, humanitarianism, combat skill, and dedication to duty. Now it is your turn to follow in their wakes and, circumstances permitting, you may well leave *your* mark on the pages of this impressive record.

Heritage

As one who has chosen to take part in this ongoing story and to do your part in carrying out the important missions described above, you would do well to read and think about the history of the United States Navy. Even in the best fiction, you will not likely find a better story than the one that makes up the true story of the U.S. Navy in action. It is full of excitement, adventure, and heroism. It is also a story of harrowing moments and great challenges, and there are times when those who served before you made mistakes or were not up to the challenges placed before them. By learning about yesterday's Navy, you will be better prepared to serve today's Navy. You will better understand why the Navy is so important to national security, you will be inspired by the heroic actions of other Sailors who served before you, you will learn from the mistakes of the past, and you will share the pride of a heritage that became yours when you took the oath of enlistment. All of this will help you to do a better job and to feel good about why you are doing it.

While there are many good books, some magazines, and a few movies that will help you better understand the legacy you have been entrusted with, there are other ways that you can learn about and grow to appreciate the proud heritage you are now a part of. When you report to a ship, find out why she has the name she does. You may learn that the name once belonged to someone much like you, a Sailor carrying out the missions of the Navy to the best of their ability. You may also be surprised to learn that there may well have been other ships that have had the same name and have passed it on to this latest bearer of the name. When ships are lost in battle or die of old age, their name is often given to a newly built ship to carry on the legacy of the name. This is similar to the ongoing process you are now participating in. As older Sailors move on to retirement, they pass the legacy on to younger Sailors who then are entrusted to carry out the Navy's vital missions. This is obviously no small responsibility, but it is also a privilege that only a select group of Americans have had.

When you go ashore and notice a monument on the base, take a moment to read the accompanying plaque. It was placed there to honor some aspect of the Navy's (and your) heritage. You may find yourself walking just a little taller as you move on.

History can be the most boring thing in the world, but heritage is written in a special ink that is a blend of the blood of sacrifice, the sweat of hard work, and the tears of pride that you are bound to feel when you realize the importance of what you are doing. Learn your heritage, be proud of it, and work hard to carry it on.

Ranks, Rates, Ratings, and Paygrades

One of the best things about military service is the opportunity to advance. With advancement comes increased pay, privileges, authority, and responsibility. How far you advance depends upon your abilities and how willing you are to work and learn. The Navy advancement system is explained in detail in a later chapter, but before you can think about advancing you must first understand the Navy structure of paygrades, ranks, rates, and ratings. These terms may seem confusing at first, but you will quickly adapt to their usage. Keep in mind that “paygrades,” “ranks,” and “rates” all refer to a person’s relative position within the Navy, while the term “rating” refers only to an occupational specialty.

Everyone in the Navy is either nonrated, rated, or a commissioned officer. Men and women who enlist in the Navy begin as nonrated personnel. A combination of experience and specialized training will allow them to move up into a rated category and to advance through a number of levels. Rated personnel are called “petty officers.” Nonrated and rated personnel together are referred to as “enlisted personnel.” Commissioned officers are appointed using special criteria that usually include a college education and a special selection process.

Paygrades

Everyone wearing a Navy uniform has a paygrade. For that matter, everyone in the armed forces (Army, Navy, Air Force, Marines, and Coast Guard) has a paygrade. A paygrade defines a person’s relative standing in the Navy and, of course, determines how much money he or she will be paid. (See chapter 11, “Navy Pay and Benefits,” for more information.) There are officer paygrades and enlisted (rated and nonrated) paygrades. Rated personnel whose technical skills and performance are outstanding may earn a commission as a warrant officer, a special category that falls in between the other officer and enlisted paygrades.

A new recruit enters the Navy as an E-1, which is the first enlisted paygrade. Paygrades E-1 through E-3 are the nonrated paygrades, meaning that they are not tied to a specific occupation. However, based upon screening and testing, they are placed within a broad occupational category—known as a general apprenticeship (such as seaman or airman)—for advancement through the nonrated paygrades. Specific advanced occupational training leads to advancement into the rated paygrades (E-4 through E-9). Officer paygrades are designated O-1 through O-10. The various Navy paygrades and their titles are listed in Table 3.1.

Ratings

A rating is an occupational specialty in the Navy. You might call it a “job” in the civilian world. Before you can qualify for a rating, you must first work your way through the general apprenticeship levels (E-1 to E-3), which will help prepare you for your rating. Once you are promoted to E-4, you will have a rating and, except in special circumstances, you will keep that rating for the rest of your career.

Strikers

If you are seeking to be promoted into a specific rating, you are said to be “striking” for that promotion. Personnel who are E-1s, E-2s, or E-3s and have achieved a significant level of experience and/or training toward a particular rating may be formally designated as a “striker.” This is an official recognition of your progress and is an important step toward achieving that all-important promotion to petty officer. If you become a designated striker, it means that you have achieved the minimum skills required (through on-the-job experience and/or formal training) for a particular rating. A rating abbreviation will be formally added to your general rate abbreviation to indicate your achievement. For example, a seaman (SN) who demonstrates significant skills in the electronics technician (ET) rating would be designated as a striker by the new rating abbreviation ETSN.

Ratings Categories

In order to advance beyond the E-3 paygrade, you must have a rating. This, of course, requires a significant amount of training. Each of the Navy’s ratings is identified by a two- or three-letter abbreviation such as ET (for electronics technician) or GSM (for gas turbine system technician—mechanical). Each rating is further identified by a unique symbol, called a specialty mark, that becomes a part of your

Table 3.1. Navy Paygrades for Officers and Enlisted

<i>Paygrade</i>	<i>Rank</i>	<i>Abbreviation</i>
<i>Officers</i>		
O-10	Admiral	ADM
O-9	Vice Admiral	VADM
O-8	Rear Admiral (Upper Half)	RDML
O-7	Rear Admiral (Lower Half)	RADM
O-6	Captain	CAPT
O-5	Commander	CDR
O-4	Lieutenant Commander	LCDR
O-3	Lieutenant	LT
O-2	Lieutenant (junior grade)	LTJG
O-1	Ensign	ENS
W-4	Chief Warrant Officer	CWO4
W-3	Chief Warrant Officer	CWO3
W-2	Chief Warrant Officer	CWO2
W-1	Not currently in use	WO1
<i>Enlisted</i>		
E-9	Master Chief Petty Officer	MCPO
E-8	Senior Chief Petty Officer	SCPO
E-7	Chief Petty Officer	CPO
E-6	Petty Officer First Class	PO1
E-5	Petty Officer Second Class	PO2
E-4	Petty Officer Third Class	PO3
E-3	Seaman	SN
	Fireman	FN
	Airman	AN
	Constructionman	CN
	Hospitalman	HN
	Dentalman	DN
E-2	Seaman Apprentice	SA
	Fireman Apprentice	FA
	Airman Apprentice	AA
	Constructionman Apprentice	CA
	Hospitalman Apprentice	HA
	Dentalman Apprentice	DA
E-1	Recruit	

rating badge worn on the left sleeve of your uniform. There are three categories of ratings: general, service, and emergency.

General Ratings

Occupations for paygrades E-4 through E-9 are called general ratings. Each general rating has a distinctive badge. Examples of general ratings are operations specialist, gunner's mate, and storekeeper. General ratings are sometimes combined at the E-8 or E-9 level, when the work is similar. For example, the work done by a senior chief utilitiesman and by a senior chief construction electrician is very similar, so when these individuals are promoted to master chief, both would become master chief utilitiesmen.

Service Ratings

Some general ratings are further subdivided into service ratings. For example, the general rating of gas-turbine system technician (GS) is subdivided into two service ratings: GSE (electrical) and GSM (mechanical). There are service ratings at any petty officer (PO) level; however, they are most common with E-4s through E-6s. In the higher paygrades (E-8 and E-9), service ratings often merge into a general



U.S. Naval Institute

Figure 3.1. Operations specialists (OS) man the combat information center (CIC) in a Navy combatant.

rating. For example, those gas-turbine system technicians who specialized in electrical and mechanical systems (GSE and GSM) would become simply GSs once they are promoted to senior chief petty officer (E-8), because a senior chief gas-turbine system technician needs to know about both the electrical and mechanical systems.

Emergency Ratings

In wartime or other national emergency, it may be necessary to create special ratings not normally needed in the Navy. These are called, appropriately enough, emergency ratings. For example, during World War II the special needs of the war caused the Navy to create the emergency ratings of stevedore, transportationman, and welfare and recreation leader. The Navy has not created any emergency ratings since the late 1950s and there are no emergency ratings in use today.

Current Ratings

In the days before the Civil War, the Navy had an urgent need for sailmakers but did not have any call for missile technicians. The number and types of ratings change as the needs of the Navy change. Each of the current ratings in the Navy is briefly described in the following pages. The service ratings within each general rating are also included. You will find a wide variety of occupational specialties in the Navy and that the skills required vary a great deal. Whether you enjoy working indoors or out, using tools or computers, are better in technical subjects or clerical, there are ratings that will suit your desires and abilities. The specialty mark of each rating is included with the rating description. Specialty marks, added to enlisted uniforms in 1866, were created to represent the instrument originally used to perform a particular task. For example, the quartermaster (QM) mark is a ship's helm, while the signalman (SM) mark is two crossed signal flags. The custom of representing the type of work with a specialty mark for each rating continues, but many of the designs have been stylized. For instance, the journalist (JO) is represented by a crossed quill and scroll, neither of which is still in use, but they serve as a traditional representation of the skills needed and the tasks performed in that rating.

AB



Cross anchors,
winged

Aviation Boatswain's Mate: ABs operate, maintain, and repair aircraft catapults, arresting gear, and barricades. They operate and maintain fuel- and lube-oil transfer systems. ABs direct aircraft on the flight deck and in hangar bays

before launch and after recovery. They use tow tractors to position planes and operate support equipment used to start aircraft. (Service ratings: ABE [launching and recovery equipment]; ABF [fuels]; ABH [aircraft handling].)

AC



Microphone, winged

Air Traffic Controller: ACs assist in the essential safe, orderly, and speedy flow of air traffic by directing and controlling aircraft under visual (VFR) and instrument (IFR) flight rules. They operate field lighting systems, communicate with aircraft, and furnish pilots with information regarding traffic, navigation, and weather conditions. They operate and adjust GCA (ground-controlled approach) systems. They interpret targets on radar screens and plot aircraft positions.

AD



Two-bladed
propeller, winged

Aviation Machinist's Mate: ADs maintain jet aircraft engines and associated equipment, or engage in any one of several types of aircraft maintenance activities. ADs maintain, service, adjust, and replace aircraft engines and accessories, as well as perform the duties of flight engineers.

AE



Globe, winged

Aviation Electrician's Mate: AEs maintain, adjust, and repair electrical-power generating, converting, and distributing systems, as well as lighting, control, and indicating systems in aircraft. They also install and maintain wiring and flight and engine instrument systems, which include automatic flight control, stabilization, aircraft compass, attitude reference, and inertial navigation systems.

AG



Circle on vertical
arrow, winged

Aerographer's Mate: The Navy has its own weather forecasters, AGs, who are trained in meteorology and the use of aerological instruments that monitor such weather characteristics as air pressure, temperature, humidity, wind speed, and wind direction. They prepare weather

maps and forecasts, analyze atmospheric conditions to determine the best flight levels for aircraft, and measure wind and air density to increase the accuracy of antiaircraft firing, shore bombardment, and delivery of weapons by aircraft.

AK



Crossed keys,
winged

Aviation Storekeeper: AKs ensure that the materials and equipment needed for naval aviation activities are available and in good order. They take inventory, estimate future needs, and make purchases. AKs store and issue flight clothing, aeronautical materials and spare parts, ordnance, and electronic, structural, and engineering equipment. (This rating is expected to merge with *Storekeeper* by 2003).

AM



Crossed mauls,
winged

Aviation Structural Mechanic: The maintenance and repair of aircraft parts (wings, fuselage, tail, control surfaces, landing gear, and attending mechanisms) are performed by AMs working with metals, alloys, and plastics. AMs maintain and repair safety equipment and hydraulic systems. (Service rating: AME [safety equipment].)

AO



Flaming spherical
shell, winged

Aviation Ordnanceman: Navy planes carry guns, bombs, torpedoes, rockets, and missiles to attack the enemy on the sea, under the sea, in the air, and on land. AOs are responsible for maintaining, repairing, installing, operating, and handling aviation ordnance equipment; their duties also include the handling, stowing, issuing, and loading of munitions and small arms.

AS



Crossed maul and
spark, winged

Aviation Support Equipment Technician: ASs perform intermediate maintenance on "yellow" (aviation accessory) equipment at naval air stations and aboard carriers. They maintain gasoline and diesel engines, hydraulic and pneumatic systems, liquid and gaseous oxygen and nitrogen systems, gas-turbine compressor units, and electrical systems.

AT



Helium atom,
winged

Aviation Electronics Technician: ATs perform preventive and corrective maintenance on aviation electronic components supported by conventional and automatic test equipment. They repair the electronic components of weapons, communications, radar, navigation, antisubmarine warfare sensors, electronic warfare, data link, fire control, and tactical displays.

Ranks,
Rates,
Ratings,
and
Paygrades

AW



Spark-pierced
electron orbits
over wave, winged

Aviation Warfare Systems Operator: AWs operate airborne radar and electronic equipment used in detecting, locating, and tracking submarines. They also operate equipment used in antisurface, mine, and electronic warfare, and play key roles in search-and-rescue and counter-narcotics operations.

AZ



Two-bladed
propeller on open
book, winged

Aviation Maintenance Administrationman: AZs perform clerical, administrative, and managerial duties necessary to keep aircraft-maintenance activities running smoothly. They plan, schedule, and coordinate maintenance, including inspections and modifications to aircraft and equipment.

35

BM



Crossed anchors

Boatswain's Mate: BMs train, direct, and supervise others in marlinespike, deck, and boat seamanship; ensure proper upkeep of the ship's external structure, rigging, deck equipment, and boats; lead working parties; perform seamanship tasks; are in charge of picketboats, self-propelled barges, tugs, and other yard and district craft; serve in or in charge of gun crews and damage-control parties; use and maintain equipment for loading and unloading cargo, ammunition, fuel, and general stores.

BU



Carpenter's square
on plumb bob

Builder: Navy BUs are like civilian construction workers. They may be skilled carpenters, plasterers, roofers, cement finishers, asphalt workers, masons, painters, bricklayers, sawmill operators, or cabinetmakers. BUs build and repair

all types of structures, including piers, bridges, towers, underwater installations, schools, offices, houses, and other buildings.

CE



Spark on telephone
pole

Construction Electrician: CEs are responsible for the power production and electrical work required to build and operate airfields, roads, barracks, hospitals, shops, and warehouses. The work of Navy CEs is like that of civilian construction electricians, powerhouse electricians, telephone and electrical repairmen, substation operators, linemen, and others.

CM



Double-headed
wrench on nut

Construction Mechanic: CMs maintain heavy construction and automotive equipment (buses, dump trucks, bulldozers, rollers, cranes, backhoes, and pile drivers) as well as other construction equipment. They service vehicles and work on gasoline and diesel engines, ignition and fuel systems, transmissions, electrical systems, and hydraulic, pneumatic, and steering systems.

36

CT



Crossed quill and
spark

Cryptologic Technician: Depending on their special career area, CTs control access to classified material, translate foreign-language transmissions, operate radio direction-finding equipment, employ electronic countermeasures, and install, service, and repair special electronic and electromechanical equipment. CTs require special security clearances. (Service ratings: CTA [administrative]; CTI [interpretive]; CTM [maintenance]; CTO [communications]; CTR [collection]; CTT [technical].)

DC



Crossed fire axe
and maul

Damage Controlman: DCs perform the work necessary for damage control, ship stability, firefighting, and chemical, biological, and radiological (CBR) warfare defense. They instruct personnel in damage control and CBR defense, and repair damage-control equipment and systems.

DK



Key on data card

Disbursing Clerk: DKs maintain the financial records of Navy personnel. They prepare payrolls, determine transportation entitlements, compute travel allowances, and process claims for reimbursement of travel expenses. DKs also process vouchers for receiving and spending public money and make sure accounting data are accurate. They maintain fiscal records and prepare financial reports and returns.

DM



Draftsman's
compass on triangle

Illustrator-Draftsman: DMs prepare mechanical drawings, blueprints, charts, and illustrations needed for construction projects and other naval activities. They may specialize in structural drafting, electrical drafting, graphic arts mechanics, and/or illustrating.

DT



"D" on caduceus

Dental Technician: Navy dentists, like many civilian ones, are assisted by dental technicians. DTs have a variety of "chairside," laboratory, and administrative duties. Some are qualified in dental prosthetics (making and fitting artificial teeth), dental X-ray techniques, clinical laboratory procedures, pharmacy and chemistry, or maintenance and repair of dental equipment.

EA



Measuring scale
fronting level rod

Engineering Aide: EAs provide construction engineers with the information needed to develop final construction plans. EAs conduct surveys for roads, airfields, buildings, water-front structures, pipelines, ditches, and drainage systems. They perform soil tests, prepare topographic and hydrographic maps, and survey for sewers, water lines, drainage systems, and underwater excavations.

EM



Globe with
longitude, latitude
lines

Electrician's Mate: The operation and repair of a ship's or station's electrical powerplant and electrical equipment are the responsibilities of EMs. They also maintain and repair power and lighting circuits, distribution switchboards, generators, motors, and other electrical equipment.

EN



Gear

Engineman: Internal-combustion engines, either diesel or gasoline, must be kept in good order; this is the responsibility of ENs. They are also responsible for the maintenance of refrigeration, air-conditioning, and distilling-plant motors and compressors.

EO



Bulldozer

Equipment Operator: EOs work with heavy machinery such as bulldozers, power shovels, pile drivers, rollers, and graders. EOs use this machinery to dig ditches and excavate for building foundations, to break up old concrete or asphalt paving and pour new paving, to loosen soil and grade it, to dig out tree trunks and rocks, to remove debris from construction sites, to raise girders, and to move and set in place other pieces of equipment or materials needed for a job.

ET



Helium atom

Electronics Technician: ETs are responsible for electronic equipment used to send and receive messages, detect enemy planes and ships, and determine target distance. They must maintain, repair, calibrate, tune, and adjust electronic equipment used for communications, detection and tracking, recognition and identification, navigation, and electronic countermeasures.

EW



Spark through
helium atom

Electronics Warfare Technician: EWs operate and maintain electronic equipment used in navigation, target detection and location, and the prevention of electronic spying by enemies. They interpret incoming electronic signals to determine their source. EWs are advanced electronic technicians who do wiring and circuit testing and repair. They determine performance levels of electronic equipment, install new components, modify existing equipment, and test, adjust, and repair cooling systems. (Rating is expected to merge with *Cryptologic Technician [Technical]* by 2003.)

FC



Range finder
with inward spark
on each side

Fire Controlman: FCs maintain the control mechanism used in weapons systems on combat ships. Complex electronic, electrical, and hydraulic equipment is required to ensure the accuracy of guided-missile and surface gunfire-control systems. FCs are responsible for the operation, routine care, and repair of this equipment, which includes radars, computers, weapons-direction equipment, target-designation systems, gyroscopes, and rangefinders.

FT



Range finder

Fire-Control Technician: FTs maintain advanced electronic equipment used in submarine weapons systems. Complex electronic, electrical, and mechanical equipment is required to ensure the accuracy of guided-missile systems and underwater weapons. FTs are responsible for the operation, routine care, and repair of this equipment.

GM



Crossed cannons

Gunner's Mate: Navy GMs operate, maintain, and repair all gunnery equipment, guided-missile launching systems, rocket launchers, guns, gun mounts, turrets, projectors, and associated equipment. They also make detailed casualty analyses and repairs of electrical, electronic, hydraulic, and mechanical systems. They test and inspect ammunition and missiles and their ordnance components, and train and supervise personnel in the handling and stowage of ammunition, missiles, and assigned ordnance equipment.

GS



Turbine with
ducting

Gas-Turbine System Technician: GSs operate, repair, and maintain gas-turbine engines, main propulsion machinery (including gears, shafting, and controllable-pitch propellers), assigned auxiliary equipment, propulsion-control systems, electrical and electronic circuitry up to printed circuit modules, and alarm and warning circuitry. They perform administrative tasks

related to gas-turbine propulsion-system operation and maintenance. (Service ratings: GSE [electrical]; GSM [mechanical].)



Hospital Corpsman: HMs assist medical professionals in providing health care to service people and their families. They act as pharmacists, medical technicians, food-service personnel, nurses' aides, physicians' or dentists' assistants, battlefield medics, X-ray technicians, and more. Their work falls into several categories: first aid and minor surgery, patient transportation, patient care, prescriptions and laboratory work, food-service inspections, and clerical duties.



Hull Maintenance Technician: HTs are responsible for maintaining ships' hulls, fittings, piping systems, and machinery. They install and maintain shipboard and shore-based plumbing and piping systems. They also look after a vessel's safety and survival equipment and perform many tasks related to damage control.



Information Systems Technician: ITs are responsible for the Navy's vital command, control, communications, computer and intelligence systems and equipment. They use state-of-the-art multimedia technology such as fiber optics, digital microwave, and satellites on a global basis and work with telecommunications equipment, computers, and associated peripheral devices.



Interior Communications Electrician: ICs operate and repair electronic devices used in a ship's interior communications systems—SITE TV systems, public-address systems, electronic megaphones, and other announcing equipment—as well as gyrocompass systems.

IS



Magnifying glass
and quill

Intelligence Specialist: Military information, especially secret information about enemies or potential enemies, is called intelligence. The IS is involved in collecting and interpreting intelligence data. An IS analyzes photographs and prepares charts, maps, and reports that describe in detail the strategic situation all over the world.

JO



Crossed quill
and scroll

Journalist: JOs are the Navy's information specialists. They write press releases, news stories, features, and articles for Navy newspapers, bulletins, and magazines. They perform a variety of public-relations jobs. Some write scripts and announcements for radio and TV; others are photographers or radio and television broadcasters and producers. The photo work of JOs ranges from administrative and clerical tasks to film processing.

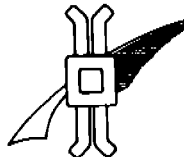
LI



Crossed lith crayon
holder and scraper

Lithographer: LIs run Navy print shops and are responsible for producing printed material used in naval activities. LIs print service magazines, newspapers and bulletins, training materials, and official policy manuals. They operate printing presses, do layout and design, and collate and bind printed pages. The usual specialties are cameraman, pressman, and binderyman.

LN



Vertical millrind
crossing quill

Legalman: Navy LNs are aides trained in the field of law. They work in Navy legal offices performing administrative and clerical tasks necessary to process claims, to conduct court and administrative hearings, and to maintain records, documents, and legal-reference libraries. They give advice on tax returns, voter-registration regulations, procedures, and immigration and customs regulations governing Social Security and veterans' benefits, and perform many duties related to courts-martial and nonjudicial hearings.

MA



Star embossed in
circle within shield

Master-at-Arms: MAs help keep law and order aboard ship and at shore stations. They report to the executive officer, help maintain discipline, and assist in security matters. They enforce regulations, conduct investigations, take part in correctional and rehabilitative programs, and organize and train Sailors assigned to police duty. In civilian life, they would be detectives and policemen.

MM



Three-bladed
propeller

Machinist's Mate: Continuous operation of the many engines, compressors and gears, refrigeration, air-conditioning, gas-operated equipment, and other types of machinery afloat and ashore is the job of the MM. In particular, MMs are responsible for a ship's steam propulsion and auxiliary equipment and the outside (deck) machinery. MMs may also perform duties in the manufacture, storage, and transfer of some industrial gases.

42

MN



Floating mine

Mineman: MNs test, maintain, repair, and overhaul mines and their components. They are responsible for assembling, handling, issuing, and delivering mines to the planting agent and for maintaining mine-handling and minelaying equipment.

MR



Micrometer and
gear

Machinery Repairman: MRs are skilled machine-tool operators. They make replacement parts and repair or overhaul a ship engine's auxiliary equipment, such as evaporators, air compressors, and pumps. They repair deck equipment, including winches and hoists, condensers, and heat-exchange devices. Shipboard MRs frequently operate main propulsion machinery in addition to performing machine-shop and repair duties.

MS



Crossed keys with
quill on open ledger

Mess Management Specialist: MSs operate and manage Navy dining facilities and bachelor enlisted quarters. They are cooks and bakers in Navy dining facilities ashore and afloat, ordering, inspecting, and stowing food. They maintain

MT



Guided missile and
electronic wave

Missile Technician: MTs perform organizational and intermediate-level maintenance on ballistic missile weapon systems; operate and maintain their fire-control systems, guidance subsystems, and associated test equipment, as well as missile and launcher/tuber groups and all ancillary equipment. They operate and maintain strategic weapons systems, associated ship/weapon subsystems, and test and handling equipment.

MU



Lyre

Musician: MUs play in official Navy bands and in special groups such as jazz bands, dance bands, and small ensembles. They give concerts and provide music for military ceremonies, religious services, parades, receptions, and dances. Official unit bands usually do not include stringed instruments, but each MU must be able to play at least one brass, woodwind, or percussion instrument. Persons are selected for this rating through auditions.

NC



Anchor crossed
with quill

Navy Counselor: NCs offer vocational guidance on an individual and group basis to Navy personnel aboard ships and at shore facilities, and to civilian personnel considering enlistment in the Navy. They assess the interests, aptitudes, abilities, and personalities of individuals.

OS



Arrow through
oscilloscope

Operations Specialist: OSs operate radar, navigation, and communications equipment in a ship's combat information center (CIC) or on the bridge. They detect and track ships, planes, and missiles. They operate and maintain IFF (identification friend or foe) systems, ECM (electronic countermeasures) equipment, and radiotelephones. OSs also work with search-and-rescue teams.

PC



Postal cancellation
mark

Postal Clerk: The Navy operates a large postal system manned by Navy PCs, who have much the same duties as their civilian counterparts. PCs collect postage-due mail, prepare customs declarations, collect outgoing mail, cancel stamps, and send the mail on its way. They also perform a variety of recordkeeping and reporting duties, including maintenance of an up-to-date directory service and locator file.

PH



Lens pierced by
light lines, winged

Photographer's Mate: PHs photograph actual and simulated battle operations as well as documentary and newsworthy events. They expose and process light-sensitive negatives and positives; maintain cameras, related equipment, photo files, and records; and perform other photographic services for the Navy.

PN



Crossed manual
and quill

Personnelman: PNs provide enlisted personnel with information and counseling about Navy jobs, opportunities for general education and training, promotion requirements, and rights and benefits. In hardship situations, they also assist enlisted persons' families with legal aid or reassignments. PNs keep records up to date, prepare reports, type letters, and maintain files.

PR



Parachute, winged

Aircrew Survival Equipmentman: Parachutes are the lifesaving equipment of air-crewmen when they have to bail out. In time of disaster, a parachute may also be the only means of delivering badly needed medicines, goods, and other supplies to isolated victims. PRs pack and care for parachutes as well as service, maintain, and repair flight clothing, rubber life-rafts, life-jackets, oxygen-breathing equipment, protective clothing, and air-sea rescue equipment.

QM



Ship's helm

Quartermaster: QMs are responsible for ship safety, skillful navigation, and reliable communications with other vessels and shore stations. In addition, they maintain charts, navigational aids, and records for the ship's log. They steer the ship, take radar bearings and ranges, make

depth soundings and celestial observations, plot courses, and command small craft. QMs stand watches and assist the navigator and officer of the deck (OOD).

RP



Globe on anchor
within compass

Religious Program Specialist: RPs assist Navy chaplains with administrative and budgetary tasks. They serve as custodians of chapel funds, keep religious documents, and maintain contact with religious and community agencies. They also prepare devotional and religious educational materials, set up volunteer programs, operate shipboard libraries, supervise chaplains' offices, and perform administrative, clerical, and secretarial duties. They train personnel in religious programs and publicize religious activities.

SH



Crossed key
and quill

Ship's Serviceman: Both ashore and afloat, SHs manage barbershops, tailor shops, ships' uniform stores, laundries, drycleaning plants, and cobbler shops. They serve as clerks in exchanges, soda fountains, gas stations, warehouses, and commissary stores. Some SHs function as Navy club managers.

SK



Crossed keys

Storekeeper: SKs are the Navy's supply clerks. They see that needed supplies are available, everything from clothing and machine parts to forms and food. SKs have duties as civilian warehousemen, purchasing agents, stock clerks and supervisors, retail sales clerks, store managers, inventory clerks, buyers, parts clerks, bookkeepers, and even forklift operators.

SM



Crossed semaphore
flags

Signalman: SMs serve as lookouts and, using visual signals and voice radios, alert their ship of possible dangers. They send and receive messages by flag signals or flashing lights. They stand watches on the signal bridge, encode and decode messages, honor passing vessels, and maintain signaling equipment. SMs must have good vision and hearing.

ST



Earphones pierced
by arrow

Sonar Technician: STs operate sonar and other oceanographic systems. They manipulate, control, evaluate, and interpret data for surface and submarine operations. STs coordinate submarine and auxiliary sonar and underwater fire-control interface, operate surface-ship underwater fire-control systems and associated equipment for the solution of antisubmarine warfare problems, and perform organizational and intermediate maintenance on their respective sonar and allied equipment. (Service ratings: STG [surface]; STS [submarine].)

SW



I-beam suspended
from hook

Steelworker: SWs rig and operate all special equipment used to move or hoist structural steel, structural shapes, and similar material. They erect or dismantle steel bridges, piers, buildings, tanks, towers, and other structures. They place, fit, weld, cut, bolt, and rivet steel shapes, plates, and built-up sections used in the construction of overseas facilities.

TM



Torpedo

Torpedoman's Mate: TMs maintain underwater explosive missiles, such as torpedoes and rockets, that are launched from surface ships, submarines, and aircraft. TMs also maintain launching systems for underwater explosives. They are responsible for the shipping and storage of all torpedoes and rockets.

UT



Valve

Utilitiesman: UTs plan, supervise, and perform tasks involved in the installation, operation, maintenance, and repair of plumbing, heating, steam, compressed-air systems, fuel-storage and -distribution systems, water-treatment and -distribution systems, air-conditioning and refrigeration equipment, and sewage-collecting and disposal facilities.

YN



Crossed quills

Yeoman: YNs perform secretarial and clerical work. They greet visitors, answer telephone calls, and receive incoming mail. YNs organize files and operate duplicating equipment, and they order and distribute supplies. They write

and type business and social letters, notices, directives, forms, and reports. They maintain files and service records.

Ranks,
Rates,
Ratings,
and
Paygrades

Occupational Fields

Ratings are organized into twenty-four occupational fields reflecting the similarities in their functions and the training required to qualify. Table 3.2 shows these occupational fields, which ratings belong to each, and which apprenticeships will prepare you for them.

Table 3.2. Occupational Fields

<i>Field No. and Title</i>	<i>Ratings</i>	<i>Apprenticeship</i>
1. General Seamanship	BM, SM	Seaman
2. Ship Operations	OS, QM	Seaman
3. Marine Engineering	EM, EN, GS, IC, MM	Fireman
4. Ship Maintenance	DC, HT, MR	Fireman/Seaman
5. Aviation Maintenance/ Weapons	PR, AE, AT, AD, AZ, AO, AM	Airman
6. Aviation Ground Support	AB, AS	Airman
7. Air Traffic Control	AC	Airman
8. Weapons Control	ET, FT, FC	Seaman
9. Ordnance Systems	GM, MN, MT, TM	Seaman
10. Sensor Systems	EW, ST	Seaman
11. Weapons System Support	[None currently]	
12. Construction	BU, CE, CM, EA, EO, SW, UT	Constructionman
13. Health Care	DT, HM	Hospitalman/ Dentalman
14. Administration	LN, NC, PC, PN, RP, YN	Seaman
15. Logistics	AK, DK, MS, SH, SK	Seaman/Airman
16. Media	DM, JO, LI, PH	Seaman/Airman
17. Music	MU	Seaman
18. Master-at-Arms	MA	Any
19. Cryptology	CT	Seaman
20. Communications Information Systems	IT	Seaman
21. Intelligence	IS	Seaman
22. Meteorology and Oceanography	AG	Airman
23. Aviation Sensor Operations	AW	Airman

Ranks and Rates

Traditionally, the term "rank" was applied only to the officer paygrades, and the term "rate" was used to describe the enlisted paygrades. In more recent times, this distinction has become less clear-cut, and enlisted paygrades are sometimes referred to as ranks as well.

The term "rate" really has two meanings. Like "rank," it is roughly equivalent to paygrade, and is often used that way. For example, "Seaman Apprentice" or "Petty Officer Third Class" are rates. But rate is also often considered a combination of paygrade and rating. Remember that rating refers to an occupation and only applies to petty officers (E-4s and above). If someone referred to you as a "radioman," they would be identifying you by your rating. But if they called you a "radioman second class," they would be referring to your rate (your occupation and your paygrade combined). This is somewhat confusing, but you can stay out of trouble if you remember that rating *always* refers to occupation and rate involves paygrade.

General Apprenticeships

There are six general apprenticeship fields: seaman, fireman, airman, constructionman, hospitalman, and dentalman. All naval personnel who are in paygrades E-1, E-2, or E-3 belong to one of these groups, and their particular status, reflecting both apprenticeship field and paygrade, is called their "general rate." Assignments to these general apprenticeships are based upon the individual's desires and aptitudes and the needs of the Navy. Each general apprenticeship field leads to one or more ratings. (See "Occupational Fields.") For example, a person hoping to be a signalman would first be a seaman; one wanting to be an engineman would first be a fireman; and a would-be aviation ordnanceman would first be an airman.

Some of the duties and skills of each general apprenticeship are described below.

Seaman (SN): Keeps ships' compartments, lines, rigging, decks, and deck machinery shipshape. Acts as a lookout, member of a gun crew, helmsman, and security and fire sentry.

Fireman (FN): Cares for and operates ships' engineering equipment (such as turbines, boilers, pumps, motors). Records readings of gauges, and maintains and cleans engineering machinery and compartments. Stands security and fireroom watches.

Airman (AN): Performs various duties for naval air activities ashore and afloat. Assists in moving aircraft. Loads and stows equip-

ment and supplies. Maintains compartments and buildings. Acts as member of plane-handling crews.

Constructionman (CN): Operates, services, and checks construction equipment (such as bulldozers and cranes) Performs semiskilled duties in construction battalions. Stands guard watches.

Hospitalman (HN): Assists doctors, nurses, and hospital corpsmen with care of patients. Renders first aid. Prepares dressing carriages with sterile instruments, dressings, bandages, and medicines. Applies dressings. Keeps medical records.

Dentalman (DN): Assists dental officers in the treatment of patients. Renders first aid. Cleans and services dental equipment. Keeps dental records.

E-1s, E-2s, and E-3s are considered "general rates" and are identified by a two-letter combination that identifies their general apprenticeship and their paygrade. For example, someone who has gone into the construction general apprenticeship would start at the E-1 level as a CR (constructionman recruit); a promotion to E-2 would make that individual a CA (constructionman apprentice); and an E-3 would be a CN (constructionman). Table 3.3 lists all of the general rates.

Rated Personnel

Petty officers (E-4 through E-9) are identified by a combination of letters and/or numbers that represent the individual's paygrade and rating. The first two or three letters represent the general or service rating; the number or letter(s) following indicate the paygrade. Table 3.4 shows the progression of a Sailor who has had a successful career as a boatswain's mate.

If your rate is BM2, it will be apparent that you are a petty officer second class (E-5) and your rating is boatswain's mate. A PNC is a personnelman who has achieved the paygrade of a chief petty officer (E-7). An AOCM is a master chief aviation ordnanceman, an STS3 is a third-class sonarman whose service rating specialty is submarine sonar systems, and an ABFCS is a senior chief aviation boatswain's mate whose service rating specialty is fuels. As you can see, those few letters and/or numbers reveal a lot about the individual who has earned them.

Naval Enlisted Classification (NEC) Codes

NEC is a special code used to identify a skill, knowledge, aptitude, or qualification not included in your general or service rating training.

Table 3.3. General Rates

<i>General Apprenticeship</i>	<i>E-1</i>	<i>E-2</i>	<i>E-3</i>
Seamanship, Operations, Administration, etc.	SR (Seaman Recruit)	SA (Seaman Apprentice)	SN (Seaman)
Engineering and Maintenance Construction	FR (Fireman Recruit) CR (Constructionman Recruit)	FA (Fireman Apprentice) CA (Constructionman Apprentice)	FN (Fireman) CN (Constructionman Apprentice)
Aviation	AR (Airman Recruit)	AA (Airman)	AN (Airman)
Health Care (Medical)	HR (Hospitalman Recruit)	HA (Hospitalman Apprentice)	HN (Hospitalman)
Health Care (Dental)	DR (Dentalman Recruit)	DA (Dentalman Apprentice)	DN (Dentalman)

Table 3.4. Boatswain's Career

<i>Paygrade</i>	<i>Rate</i>	<i>Title</i>
E-9	BMCM	Master Chief Boatswain's Mate
E-8	BMCS	Senior Chief Boatswain's Mate
E-7	BMC	Chief Boatswain's Mate
E-6	BM1	Boatswain's Mate First Class
E-5	BM2	Boatswain's Mate Second Class
E-4	BM3	Boatswain's Mate Third Class
E-3	SN	Seaman
E-2	SA	Seaman Apprentice
E-1	SR	Seaman Recruit

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For example, if you are a boatswain's mate (BM), you would have many of the same skills and qualifications that other boatswain's mates have. But not all BMs are qualified tugmasters. If you became qualified as a tugmaster, the Navy would assign you an NEC code of BM-0161. That would tell the detailers—the administrative people at the Navy Personnel Command (NAVPERSCOM) in Millington, Tennessee, who match individuals to specific assignments in the Navy—that you have the knowledge and skills necessary to be a tugmaster. With that NEC code in your record, a detailer could then consider you for a billet (assignment) in a shipyard where a tugmaster is needed.

With a few exceptions, NECs are assigned to personnel by the Enlisted Personnel Management Center (EPMAC) in New Orleans. Changes in your NECs are made only when a training command reports that you have completed a course (earning you a specialty code), when a command shows that your specialty code should be canceled, or when a command reports that you have earned a code through on-the-job training (OJT).

Because NECs identify billets and the personnel qualified to fill them, make sure your NECs actually reflect your qualifications. Not keeping your codes up to date may keep you from getting the duty you want. There is no limit on the number of NECs you may have, but the two most important ones will appear as your primary and secondary codes. All of them are kept in your permanent record at NAVPERSCOM and are available to the detailers there when you become eligible for reassignment.

There are six types of NEC codes: entry series, rating series, special series, alphanumeric, numerical, and planning.

Entry Series

These NECs are assigned to personnel who are not yet designated as strikers but who have received training, are in training, or have the aptitude to be trained for the appropriate rating. There are two types of entry-series NEC codes: defense grouping (DG) codes and rating conversion codes. Entry NECs are always primary codes.

Defense Grouping Codes

All DG codes end in 0 (zero) and are assigned to personnel in pay-grades E-1 through E-3, except for designated strikers and men and women in the ratings of hospital corpsman (HM) and dental technician (DT). The code DG-9700, for example, is assigned to Sailors who will become either boatswain's mates (BMs) or quartermasters (QMs).

Rating Conversion Codes

Those personnel who are converting from one rating to another are assigned rating conversion codes. These codes end either in 99 or a letter plus 9. For example: a PN-2699 is a person converting to the personnelman (PN) rating; a YN-2599 is converting to the yeoman (YN) rating.

Rating Series

These NECs supplement the general and service ratings. Most rating-series NECs are prefixed by two-letter abbreviations (but there are exceptions). Rating-series NECs may appear as either primary or secondary codes. For example, an HM1 (hospital corpsman first class) who has experience in the preparation and maintenance of eyeglasses would have an NEC of HM-8463, which identifies that person as an optician.

Special Series

Secondary skills are identified by these NECs. They are not usually directly related to a particular rating. An example of a special-series NEC is locksmith, 9583.

Alphanumeric NECs

These NECs identify equipment-specific skills and training levels when management requirements and the complexity of training call for such identification.

Numerical NECs

This is a special category of codes that applies to personnel working in the nuclear, aircraft systems maintenance, fleet ballistic missile, and aircrew fields.

Planning NECs

These NECs identify skill requirements for planning purposes only. Planners and personnel managers use the classifications in developing training courses, projecting manpower needs for upcoming projects, and other similar purposes. Planning NECs are not assigned to personnel.

Enlisted Service Record

All of this information about you—paygrade, rating, rate, NECs—has to be recorded somewhere so that you and the Navy can keep track of it. This is accomplished by your enlisted service record. It is the Navy's official file on you. Actually, you have *two* service records. One is called the field service record and is kept in the personnel office of your ship or station. This record goes with you when you are transferred to another duty station. The other record is referred to as your permanent service record and is kept at the Navy Personnel Command (NAVPERSCOM). At the end of your naval service, the two records are combined and sent to a records-storage center. Check your record at least once a year to make sure that it is correct and up to date. When looking it over, remember that it is government property. Do not take anything out, put anything in, or make any changes. If you have comments or questions, the YN or PN on duty will help you. A look at your service record can be arranged through your division officer or division chief. Some ships and stations have regular hours for Sailors to check their service records.

Your record is important during your Navy career and after. While you are in the Navy, your service record will be used to help decide what assignments you will get and whether or not you will be promoted. When you leave the Navy, you may need information from your record for collecting veterans' benefits, for federal or civilian employment, or for school credits.

Your service record contains copies of such vital documents as school certificates and letters of commendation. Like most things in the military, there is a standardized way of keeping service records. You will not have to know the details of this standardization unless your chosen rating is in the administrative occupational field (personnelman or yeoman), but an understanding of the basic arrangement will help you find your way around your record when you review it for accuracy.

Service records are kept in standard folders throughout the Navy. On the left side of the folder, you will find applicable documents

relating to your security clearance (see chapter 8), permanent change of station orders, documents pertaining to your eligibility for certain educational benefits, and certain forms you signed upon enlistment. Beneath a special cardboard separator on the left side of your folder you will find copies of all your letters of commendation, citations for awards, evaluations of your performance, and any records pertaining to a prior enlistment. The right side of your record contains a number of important documents, some of which will immediately appear in your record, others that will come as your career progresses. The pages are numbered and arranged in reverse order with the first page on the bottom. Keep in mind that because there have been changes in the format of the service record over the years, some numbered pages are no longer used. Also be aware that more than one piece of paper can make up a numbered page; for example, page 1 of your record actually consists of several pieces of paper.

Enlistment/Reenlistment Document

Page 1 of your service record is the document you signed when you joined the Navy. It is a contract and formally establishes the relationship between you and the United States government.

Agreement to Extend Enlistment

Should you decide to extend your period of service, this form will be added to your service record as page 1A.

Dependency Application/Record of Emergency Data

In a personal sense, page 2 is the most important part of your record and should be constantly updated. It contains the names and addresses of persons to be notified in case of emergency or death, persons to receive the death gratuity, persons to receive earned pay and allowances, family member to receive allotment of pay if you're missing or unable to transmit funds, commercial insurance companies to be notified in case of death, and information about government life insurance.

You should make out a new form in the event of any of the following: change of permanent address of those to be notified in case of emergency, change in the names of those to be notified, and any major change in status, such as marriage, an additional child, or divorce.

Enlisted Qualifications History

Page 4 provides a complete chronological record of your occupa-

tional and training-related qualifications. It also contains a record of your awards and commendations.

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History of Assignments

This is a record of your duty assignments, ashore and at sea, and is designated page 5.

Record of Unauthorized Absence

Hopefully, you will not have need of a page 6 in your record. This page is used to record unauthorized absences of more than 24 hours but not more than 3 days of lost time due to confinement by civil authorities or sickness or injury resulting from misconduct on your part. More than 3 days will require a Page 7 for unauthorized absence.

Court Memorandum

This is a record of court-martial action when a guilty finding is made by the court and approved by the convening authority. Page 7 is also used to report nonjudicial punishment (NJP) that affects pay.

Administrative Remarks

Designated page 13, this is a place for significant entries not provided for elsewhere; it is also used when more detailed information may be required to clarify entries on other pages.

4

Uniforms

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Your Navy uniform marks you as a professional, a member of a military service over 200 years old, and a person currently in the service of your country. While one of the main reasons that you wear a uniform is to look the same or similar to other members of the service, you will soon discover that there are a great many differences in the uniforms that naval personnel wear. As you become familiar with those differences, you will be able to “read” a person’s uniform in such a way as to be able to tell a great deal about him or her. An obvious difference will be whether a person is an officer or enlisted. A closer look may tell you such things as what the person’s rank or rate is, how many years he or she has served in the Navy, what her or his occupational specialty is, and whether or not he or she has had any special assignments in the Navy or has achieved any special qualifications. If you are really good at reading uniforms, you will be able to tell some of the places in which a person has served and whether or not he or she has received special recognition while serving in one or more billets. After you have absorbed the material in this chapter, you will be able to meet a woman in uniform and tell that she is a second-class petty officer with at least four years of service whose occupational specialty is photography, that she has served on sea duty, and that she has been to the Middle East at least once. Even the great detective Sherlock Holmes might be impressed by that kind of deduction.

Uniform Variations

Many different kinds of uniforms are worn in the Navy. There are versions for the different seasons of the year. There are uniforms designed for work and those meant for show. Some are only worn for special occasions. In the accompanying photographs you can see some of the different types of uniforms worn by naval personnel. “Service-dress blue” and “service-dress white” uniforms are appropriate for most occasions when good appearance is the intended purpose. Blue

uniforms are worn during cool or cold months and white uniforms are normally worn during warmer months. Officers and chiefs also wear khaki (tan-colored) uniforms at various times. Camouflage uniforms are sometimes worn by naval personnel in special occupations or in certain areas of the world. There are full-dress uniforms for more formal occasions in both the blue and white versions. Variations on the basic uniforms, such as wearing skirts or trousers with service-dress uniforms, are permitted in some cases. For the official word on what makes up the various uniforms, you should consult *U.S. Navy Uniform Regulations* (NAVPERS 15665). Bear in mind that changes to the various uniforms do occur, so be sure to consult the most recent version of *Uniform Regulations* for the most up-to-date information on uniforms and how to wear them. (See Appendix J for more information on official publications and directives.)

Sometimes the uniform you wear will be your choice, but more often you will be told which uniform is appropriate. Within a command or geographical area, the commanding officer or regional coordinator will designate the “uniform of the day” and will announce it in the Plan of the Day (POD). There will often be more than one uniform designated; different ones may be prescribed for officers and for enlisted and there may be different ones for work and for after-hours purposes.

All uniforms have a basic configuration, which will be discussed below, but keep in mind that certain changes (such as substituting slacks for skirts or replacing dress shoes with safety shoes) may be prescribed by your command. You will also be given certain options (such as sweaters, earmuffs, overshoes, and scarves) as conditions warrant. When consulting *Uniform Regulations*, keep in mind that those items that are listed as “prescribed” are up to your command (and will probably appear in the POD); those items listed as “optional” are up to *you* to decide whether to wear or not.

You will always want to make certain that you are wearing the appropriate uniform. Few things are more embarrassing than to show up at morning quarters or at your workstation in the wrong uniform. Equally important, you should always strive to ensure that your uniform reflects pride in your appearance. Bear in mind that your uniform is more than a set of clothing. Whether it is a full-dress uniform or a set of working utilities, your uniform tells the world that you are a part of the United States Navy, and it represents hundreds of years of proud history and tradition. You have earned the right to wear the uniform of your nation’s Navy, and there are many who will envy you when they see you in it. Always wear your uniform with pride.

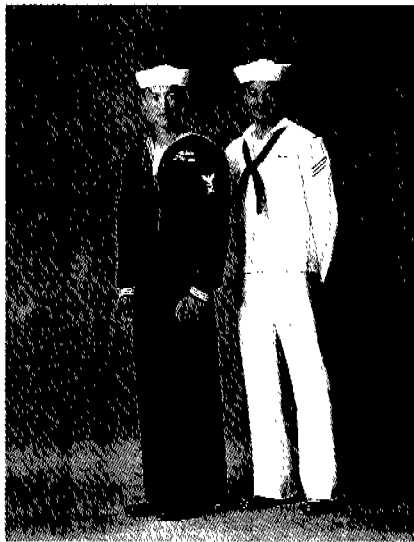
Uniforms for Enlisted Men (E-1 through E-6)

Service-Dress Blue

This is sometimes referred to as the “when in doubt” uniform, because if you are ever not sure what uniform to wear, such as when reporting to a new duty station, you will always do right to wear service-dress blue. Normally, it is worn during the colder months of the year. As you can tell from the name, it is a *dress* uniform, worn on occasions when your appearance is particularly important. Sometimes referred to informally as the “cracker-jack” uniform, it consists of wool blue bell-bottomed trousers, and a blue wool top piece that is something between a shirt and jacket, called a “jumper.” A special necktie called a “neckerchief,” a white hat (see section on “Covers,” below), white undershirt, black shoes, and black socks are also worn. If you have earned any ribbons, you must wear them on this uniform.

Service-Dress White

The same as service-dress blue except that the trousers and jumper are white instead of blue. This uniform is prescribed under the same circumstances as service-dress blue and you will be told to wear it during the warmer months of the year.



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Figure 4.1. Enlisted men wearing service dress blue and service dress white uniforms.

Full Dress (Blue or White)

On very special occasions when the most formality is required, full-sized medals are substituted for ribbons on the left side of the service-dress blue (or white) jumper to create the full-dress uniform. Ribbons that do not have corresponding large medals are worn on the right side of the jumper.

Dinner Dress (Blue or White)

For very formal occasions when evening wear is required, miniature versions of your medals are worn instead of ribbons on your service-dress blue or white uniforms. Unlike with full dress, no ribbons are worn on the right side of the jumper with this uniform. An optional version that you may choose to wear on these occasions (at your expense) consists of a dinner jacket (both blue and white versions are available), evening trousers, a formal dress shirt, silver cufflinks, bow tie, a cummerbund (black with the blue version and silver with the white), and miniature medals. An optional tropical version substitutes a short-sleeve uniform shirt for the dinner jacket. Covers (caps) are not normally worn with this uniform except when wearing the all-weather coat (raincoat) as outer wear.

Summer White

An alternative to service-dress white used when less formality is required, such as for office work, watch-standing, or business ashore during hot weather conditions, summer white consists of a short-sleeved white shirt with flap pockets, white trousers, white belt with a pewter buckle and tip, white hat, and black shoes and socks. Ribbons are also worn on this uniform.

Tropical White

When in extremely warm climates, white shorts and knee socks may be substituted for those worn with the summer white uniform to create this specialized uniform.

Winter Blue

Standard-cut trousers (not bell-bottomed and worn with a black belt with pewter tip and buckle), a blue, flap-pocketed shirt with black necktie, black shoes, and black socks make up this uniform. The same white hat worn with the service-dress uniforms can be worn; an alternative is the blue garrison cap (see "Covers"). Ribbons are also worn with this uniform.

Winter Working Blue

Remove the necktie and the ribbons from the winter blue uniform and you have winter working blue.

Utilities

For those times when you are performing work that is likely to soil your clothing or when safety considerations require it, utilities are the uniform of choice. Utility trousers are worn with a light blue, long-sleeved utility shirt, black web belt with pewter buckle, a blue baseball cap, and black steel-toed safety shoes and socks.

Tropical Utilities

Changing the utility trousers to shorts, the shirt to short sleeves, and adding black knee socks converts utilities to a uniform more appropriate to tropical working conditions.

Coveralls

The coverall uniform is designed to be the principal underway uniform of the day. When worn aboard ship in port, it may be worn on the pier in the immediate vicinity of the ship. In some working environments ashore (such as industrial areas or on airfields), coveralls may be worn but in the immediate workspaces only. You may also be authorized to wear them while traveling to and from eating facilities. Coveralls are not authorized for wear outside the confines of a military installation.

Uniforms for Enlisted Women (E-1 through E-6)

Service-Dress Blue

Just as with the male version of service-dress blue, this uniform is the appropriate one to wear whenever in doubt (such as when reporting to a new duty station and you are not sure what is the uniform of the day). It consists of a blue coat and unbelted skirt, white short-sleeve shirt, neck tab, combination cap or black beret (see section on "Covers"), black dress shoes, and fleshtone hose. Blue, unbelted slacks may be prescribed for wear with this uniform instead of the skirt. Any ribbons you have earned should be worn with this uniform.

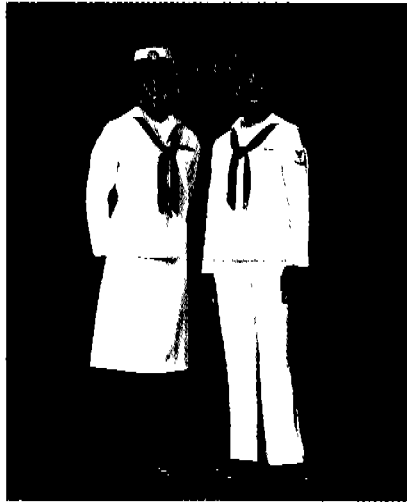
Service-Dress White

The warm-weather equivalent of service-dress blue consists of a white skirt topped by a white jumper (virtually identical to the one worn by males), white undershirt, combination cap (beret optional), Navy neck-



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Figure 4.2. Enlisted women wearing different variations of the service dress blue uniform. The Sailor on the left is wearing the optional beret and slacks, while the Sailor on the right is wearing the more common combination cover and a skirt.



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Figure 4.3. Enlisted women wearing different versions of the service dress white uniform.

erchief, fleshtone hose, and black shoes. White slacks may be prescribed instead of the skirt. Ribbons are worn with this uniform as well.

Full Dress (Blue or White)

On very special occasions when the most formality is required, full-sized medals are substituted for ribbons on the left side of the service-dress blue (or white) jumper to create the full-dress uniform. Ribbons that do not have corresponding large medals are worn on the right side of the jumper.

Dinner Dress (Blue or White)

For very formal occasions when evening wear is required, miniature versions of your medals are worn instead of ribbons on your service-dress blue or white uniforms. Unlike with full dress, no ribbons are worn on the right side of the jumper with this uniform. An optional version that you may choose to wear on these occasions (at your expense) consists of a dinner jacket (both blue and white versions are available), floor-length formal skirt, a formal dress shirt, dress neck tab, a black cummerbund, black dress handbag, black formal shoes, and miniature medals. An optional tropical version substitutes a short-sleeve uniform shirt for the dinner jacket and formal dress shirt and is worn with a blue knee-length skirt. Covers (caps) are not normally worn with this uniform except when wearing the all-weather coat (raincoat) as outer wear.

Summer White

An alternative to service-dress white, used when less formality is required, such as for office work, watch-standing, or business ashore during hot weather conditions, summer white consists of a short-sleeved white shirt with flap pockets, white skirt (although white slacks may be prescribed), white belt with pewter buckle and tip, combination white hat (black beret optional), fleshtone hose, and black shoes. Ribbons are also worn on this uniform.

Tropical White

When in extremely warm climates, white shorts and knee socks may be substituted for those worn with the summer white uniform to create this specialized uniform.

Winter Blue

A blue, flap-pocketed shirt with black necktie, blue skirt (slacks may be prescribed instead), black belt with pewter tip and buckle, flesh-

tone hose, black shoes, and either the white combination cover, the black beret, or the blue garrison cap make up this uniform. Ribbons are also worn.

Winter Working Blue

Remove the necktie and the ribbons from the winter blue uniform and you have winter working blue.

Utilities

For those times when you are performing work that is likely to soil your clothing or when safety considerations require it, utilities are the uniform of choice. Utility trousers are worn with a light blue, long-sleeved utility shirt, black web belt with pewter buckle, a blue baseball cap, and black steel-toed safety shoes and socks.

Tropical Utilities

Changing the utility trousers to shorts, the shirt to short sleeves, and adding black knee socks converts utilities to a uniform more appropriate to tropical working conditions.

Coveralls

The coverall uniform is designed to be the principal underway uniform of the day. When worn aboard ship in port, it may be worn on the pier in the immediate vicinity of the ship. In some working environments ashore (such as industrial areas or on airfields), coveralls may be worn but in the immediate workspaces only. You may also be authorized to wear them while traveling to and from eating facilities. Coveralls are not authorized for wear outside the confines of a military installation.

Uniforms for Chief Petty Officers and Officers

Male chiefs and officers wear uniforms that are very different from those worn by men in paygrades E-1 through E-6, but the differences for women are less pronounced. Most of the uniforms worn by female CPOs and officers are modified versions of the uniforms worn by women in paygrades E-1 through E-6. Male chief petty officers and officers do not wear the so-called cracker-jack uniforms, relying on straight-legged trousers and jackets (called "blouses") that are more like conventional suit jackets. Female chief petty officers also do not wear the white "Cracker Jack" uniform, but instead wear a white version of the service dress blue jacket and skirt (or slacks). All officers and chiefs (both women and men) have khaki (tan)-colored



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Figure 4.4. An officer (*left*) and a chief petty officer (*right*) wearing service dress blue uniforms.



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Figure 4.5. Chief petty officers in summer khaki (*left*) and summer white (*right*) uniforms.

uniforms that they wear for working or for less-formal working conditions. CPOs and officers who work in aviation also wear an additional uniform called "aviation working green." For more information about the uniforms worn by CPOs and officers, see a current edition of *Uniform Regulations*.

Covers

In the Navy, what you wear on your head is sometimes called a "cap" or a "hat" but usually is referred to as your "cover." Rarely worn indoors and nearly always worn outside, the cover is an important component of your uniform. Remembering to wear your cover at the appropriate times will soon become second nature to you. Once you have adjusted to Navy life, you will become immediately aware that something is wrong if you step outside without your cover on your head.

What your cover looks like will depend on your rank or rate, whether you are in a working or dress uniform, and whether you are a man or woman. As with all components of your uniform, you will want to ensure that your cover is shipshape at all times.

Enlisted (E-1 through E-6)

The standard cover worn with the jumper-style uniform, the summer white, winter blue, and winter working blue uniforms by all enlisted men other than chief petty officers is the "white hat," sometimes informally referred to as a "dixie cup" (see fig. 4.1). Enlisted women wear a different style cap called a "combination cover" (or cap), with the sides turned up and a pewter eagle with wings spread upward and the letters "USN" placed horizontally between the wing tips and centered above the eagle's head (see fig. 4.2).

For women, a black beret with the same crest that is worn on the combination cover is an optional replacement for the combination cover with the service-dress blue and white, summer white, tropical white, winter blue, and winter working blue uniforms. A blue garrison cap (sometimes called a "fore-and-aft cap") with a metal eagle (and chevrons as appropriate) on the left side may be worn with the winter blue and winter working blue uniforms by both men and women. (E-1 through E-3 do not wear an eagle or any other device on their garrison caps.)

With utilities and coveralls, both men and women wear a baseball-type cap. The standard ballcap issued at boot camp is dark blue with the word "NAVY" on the front in gold letters. When you serve in

other commands, such as ships or air stations, you may be authorized to wear a "command cap" instead, which is a ballcap with the name of the ship (or other command) on it instead of the word "NAVY." Ball caps may be worn with working uniforms on or in the immediate vicinity of ships or shore-based work centers.

Chief Petty Officers

Female CPOs wear a dress cover similar to that worn by E-1 through E-6 personnel, but male CPOs do not wear the white hat worn by other enlisted men. Their dress covers are also called combination covers and have a shiny visor (or bill) and a glossy black chin strap just above the visor (see fig. 4.5). Even though it is called a chin strap, it is rarely pulled down and used for that purpose, serving instead more as ornamental.

The crest worn by all CPOs (male and female) is a vertical gold anchor with the letters "USN" in polished silver centered in front. Senior chief petty officers (E-8) also have a silver star mounted above the anchor, and master chief petty officers (E-9) have *two* silver stars above the anchor. One person in the Navy serves in the important role of master chief petty officer of the Navy (MCPON) and he or she wears *three* stars above the anchor.

Chief petty officers also wear garrison caps (with a metal rank device worn on the right side) and baseball-type working caps. Female CPOs may also wear the optional black beret.

Officers

For dress purposes male officers wear combination covers with visors similar to those worn by chief petty officers, and female officers wear a modified version of the combination cover worn by enlisted women. Male officers wear a gold chin strap just above the visor of their caps and women wear the chin strap in the same relative position on their combination cover. Above the chin strap is an officer's crest, consisting of a silver federal shield with crossed gold anchors behind it and a silver eagle perched above. Male commanders and captains replace their shiny visors with ones adorned with a row of gold oak leaves and acorns (frequently referred to as "scrambled eggs"). Female commanders and captains wear the row of oak leaves and acorns on their hat band since their covers do not have the large visor. Flag officers (admirals) wear *two* rows of leaves and acorns on their visors (for males) or hat bands (for females).

Garrison caps are sometimes worn with khaki and some blue uniforms. On the left side of these caps, officers wear a smaller (half-

size) version of the same crest (shield, eagle, and anchors) that is worn on the combination cover. On the right side, officers wear a metal device indicating their rank.

Women officers may also wear a black beret with some uniforms. The same smaller version of the officer's crest worn on the garrison cap is attached to the beret when it is worn.

In a working environment, officers sometimes also wear baseball-type caps. The exact design and the appropriate times for wearing these caps is specified by each command.

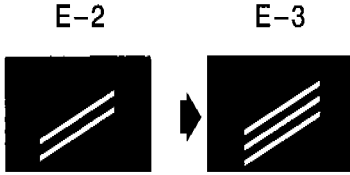
Ranks and Ratings

An individual's uniform is appropriately modified to display his or her rank or rating. Different identifying marks are worn on the upper arm, the collar, the shoulders, or the lower sleeve (near the cuff), depending upon the uniform and whether the individual is enlisted or an officer.

Nonrated Enlisted Personnel

You will remember from the last chapter that Sailors in paygrades E-1 through E-3 are nonrated personnel. Those in paygrade E-1 do not wear any indication on their uniforms, but two diagonal stripes worn on the upper left sleeve identify the wearer as an apprentice (E-2); three of these diagonal stripes are worn by an E-3. These stripes are three inches long and are worn at a 30-degree angle with the lower end of the stripe to the front of the arm. They are worn on the left sleeve of all of your dress and service uniforms and on your winter working blue uniform, but not on your peacoat, utility shirt, working jacket, all-weather coat (raincoat), or blue windbreaker.

You will also recall from your reading of chapter 3 that nonrated personnel belong to one of six general apprenticeship fields. Which field you belong to will determine what your diagonal stripes look like. Seamen (SN) and seaman apprentices (SA) wear white stripes on their blue uniforms and dark blue stripes on their white uniforms. Firemen (FN) and fireman apprentices (FA) wear red stripes on all their uniforms. Airmen (AN) and airman apprentices (AA) wear green stripes on all their uniforms. Constructionmen (CN) and constructionman apprentices (CA) wear light blue stripes on all their uniforms. Hospitalmen (HN) and hospitalman apprentices (HA) wear a specialty mark (a medical caduceus) above their stripes. Both the specialty mark and the stripes are white on blue uniforms and dark blue on white uniforms. Dentalmen (DN) and dentalman apprentices (DA)

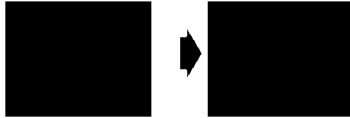


WHITE STRIPES



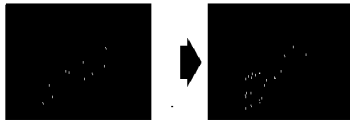
E-3

- GENERAL SEAMANSHIP
- SHIP OPERATIONS
- SHIP MAINTENANCE
- WEAPONS CONTROL
- ORDNANCE SYSTEMS
- SENSOR OPERATIONS
- DATA SYSTEMS
- ADMINISTRATION
- LOGISTICS
- MEDIA
- MUSICIAN
- CRYPTOLOGY
- COMMUNICATIONS
- INTELLIGENCE



RED STRIPES

- MARINE ENGINEERING
- SHIP MAINTENANCE



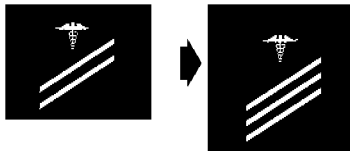
LT. BLUE STRIPES

- CONSTRUCTION



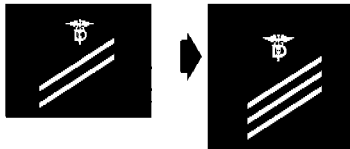
GREEN STRIPES

- AVIATION MAINTENANCE/WEAPONS
- AVIATION GROUND SUPPORT
- AIR TRAFFIC CONTROL
- WEAPONS SYSTEMS SUPPORT
- LOGISTICS
- MEDIA
- METEOROLOGY
- AVIATION SENSOR OPERATIONS



WHITE STRIPES

- HEALTH CARE (Medical)



WHITE STRIPES

- HEALTH CARE (Dental)

Figure 4.6. Nonrated personnel rate insignia. (E-1 personnel do not wear rate insignia.)

wear a specialty mark (a medical caduceus with a superimposed *D*) above their stripes. Both the specialty mark and the stripes are white on blue uniforms and dark blue on white uniforms.

Apprentice Training Graduates

Above their stripes, graduates of apprentice training schools wear one of the symbols shown in fig. 4.7 until they either are designated a striker or until they are promoted to petty officer.

Striker Marks

Once they have been designated, strikers wear the specialty of the rating they are striking for above their diagonal stripes. This mark replaces the one worn as a graduate of an apprentice training school. For example, if you were designated a boatswain's mate striker, you would wear crossed anchors above your diagonal stripes.

Petty Officers

As discussed earlier, enlisted men and women who have achieved paygrades E-4 and above are considered "rated personnel" and are known as "petty officers." On their left upper sleeve (taking the place of the diagonal stripes worn by nonrated personnel), petty officers wear a rating badge with three parts: an eagle with up-raised wings and its head facing right (popularly known as a "crow"); one or more V-shaped stripes called "chevrons," which tell the individual's paygrade; and, between the eagle and the chevrons, a specialty mark representing the individual's rate (crossed anchors for boatswain's mate, a quill and scroll for a journalist, and so on). All three parts of the rating badge are dark blue when worn on white uniforms, but on blue uniforms the eagle and specialty mark are white and the chevrons are red. An exception is that an individual who serves for 12 consecutive years or more under conditions of good conduct (that is, he or she has

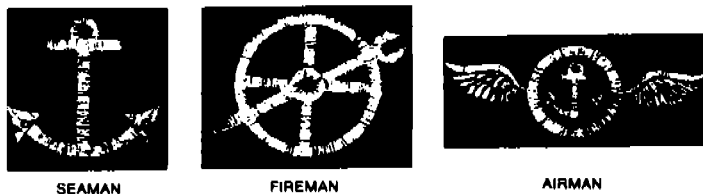


Figure 4.7. Graduates of apprentice schools wear one of these symbols above their stripes until they are rated.

been eligible for a Good Conduct Medal for all those 12 years), wears gold chevrons instead of red, and the eagle and specialty mark are silver instead of white on his or her blue uniforms.

Rating badges are worn on all uniforms, including utilities (although the specialty mark is not included when the rating badge is worn on the utility shirt or the working jacket). Unlike nonrated personnel, petty officers *do* wear rating badges on their peacoats (*with* specialty mark) and working jackets (*without* specialty mark).

The chevrons on rating badges are $3\frac{1}{4}$ inches wide for men and $2\frac{1}{2}$ inches wide for men. The length of the rating badge will vary depending upon the number of chevrons.

An E-4 (petty officer third class) wears one chevron on her or his rating badge, an E-5 (petty officer second class) has two, and an E-6 (petty officer first class) has earned three.

Chief Petty Officers

When an individual has been promoted to chief petty officer (E-7), he or she adds an arc (popularly known as a "rocker") that connects the ends of the top chevron and passes over the specialty mark on the rating badge. An E-8 (senior chief petty officer) adds a star centered above the eagle, and a master chief petty officer (E-9) has *two* stars symmetrically arranged above the eagle.

CPOs wear rating badges on some of their uniforms (service-dress blue, for example), but on others (such as winter blue and working khaki) they wear metal collar devices instead. The CPO collar device is a miniaturized version of the device chiefs wear on their covers, a gold anchor with silver block letters "USN" centered on the shank of the anchor. To distinguish E-8s and E-9s, one or two silver stars are added above the anchor. A soft shoulder board is also worn on white dress shirts and black sweaters.



Figure 4.8. Rating badges for petty officers. Note the crossed anchors, which symbolize the boatswain's mate rating. This symbol changes with different ratings.



Figure 4.9. Rating badges for paygrades E-7, E-8, and E-9.

MCPON, FLTMC, FORMC, CMDMC, and COB

Outstanding master chief petty officers who are appointed as Master Chief Petty Officer of the Navy (MCPON), Fleet Master Chief (FLTMC), Force Master Chief Petty Officers (FORMC), Command Master Chief Petty Officer (CMDMC), and (on submarines) Chief of the Boat (COB) wear special rating badges that identify them as holding these important offices.

On his or her rating badge, the MCPON replaces the specialty mark with a gold star and wears three gold stars above the eagle. A third star is added to his or her collar device as well.

FLTMCs and FORMCs replace their specialty marks with a gold star and wear *two* gold stars above the eagle on their rating badges. There are no changes to their collar devices.

CMDMCs and COBs replace the specialty mark with a *silver* star and wear two *silver* stars above the eagle on their rating badges. When an E-7 or E-8 is appointed to a command chief billet, her or his rating badge does not change. Collar devices remain the same for CNOMCs, CMDMCs, and COBs.

Officers

Naval officers wear their rank in a number of ways. On full, dinner, and service-dress blue uniforms they wear gold stripes on both lower sleeves (near the cuffs). On their overcoats (called “bridge coats”), reefers (similar to the enlisted peacoat), and on white uniforms, officers wear shoulder boards (sometimes called epaulets) with the same gold stripes that they wear on their blue uniforms. (An exception is that female officers wear gold stripes on the sleeves of their white full, dinner, and service-dress uniforms.) On khaki and winter blue shirts, officers wear metal collar devices that indicate their rank. An enlarged version of the collar device is worn on the shoulder straps of jackets and raincoats. A soft version of the shoulder board is also worn on

white dress shirts and on sweaters. On their green jackets, aviation officers wear the same kind of stripes on the lower sleeves as they wear on their service-dress blues, except they are dark blue instead of gold.

Refer to Appendix C and you will see that the Navy and Coast Guard wear similar shoulder boards and sleeve markings, but Army, Air Force, and Marine officers do not wear anything comparable. The collar devices shown for the other services are virtually the same ones worn by naval officers, but the rank names are different.

The stars worn above the stripes on shoulder boards and sleeve markings indicate that the officer is what is known as a "line officer," which means that she or he is eligible for command of line units (such as ships or aircraft squadrons). Some officers are in special staff corps—such as doctors, lawyers, and chaplains—and they wear different symbols above their stripes. (See fig. 4.10.) Metal versions of these symbols are also worn on their left collar point (with the rank device on the right). Line officers wear rank devices on both collar points.

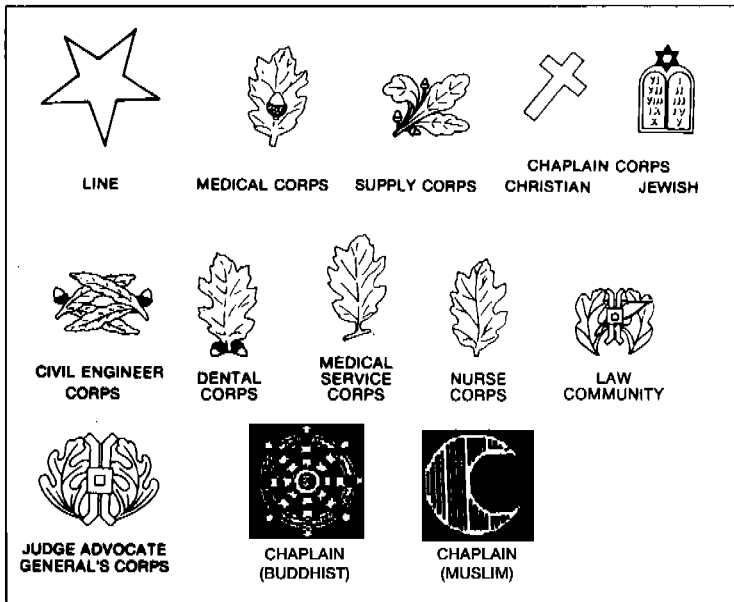


Figure 4.10. Line and staff corps insignia are worn on both sleeves, above the stripes, and on shoulder boards. Officers other than line officers also wear them on the collar tips of khaki and blue shirts.

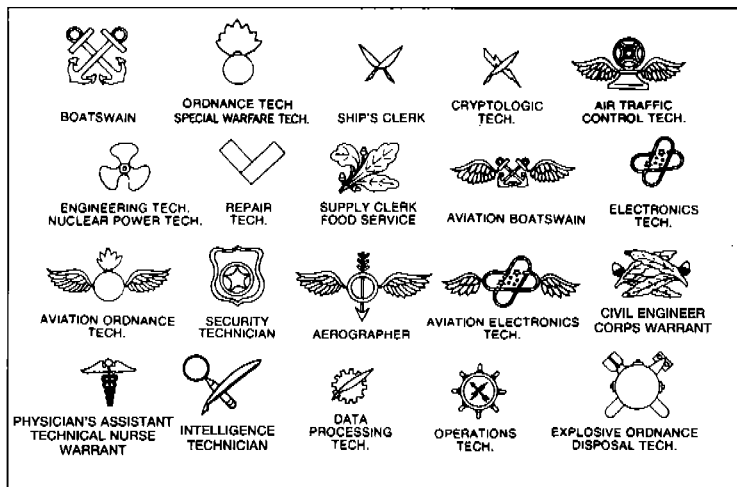


Figure 4.11. Some of the warrant officer insignia worn on sleeves, above the stripes on sleeves, on shoulderboards, and as pin-on collar devices.

Warrant officers also wear special symbols above their stripes, in a manner similar to staff corps officers. (See fig. 4.11.)

Unit Identification Marks (UIMs)

Once you are assigned to a ship or some other duty station, you will be issued a number of unit identification marks to wear on your uniforms. UIMs are arch-shaped dark blue patches approximately five inches long and half an inch high with $\frac{1}{4}$ -inch white letters spelling the name of your command (unit). They are worn on the right sleeve of your shirts, jumpers, and jackets (both blues and whites, but not on utilities). They are sewed on $\frac{3}{8}$ of an inch below the stitching at the shoulder that joins the sleeve to the rest of the garment. Only personnel in paygrades E-1 through E-6 wear UIMs.

Service Stripes

Service stripes, informally known as “hashmarks,” indicate how long you have been in the service. Each stripe signifies the completion of four full years of active or reserve duty (or any combination thereof) in any of the armed forces. They are long diagonal stripes worn on the left sleeve below the rating badge (on the forearm) by all enlisted

personnel who have earned them. Service stripes are red when worn on your blue uniforms and Navy blue when worn on your white uniforms. Aviation personnel wearing the green uniforms (E-7s and above) also have dark-blue service stripes.

Enlisted personnel with a total of 12 years of active duty or drilling reserve service in the Navy and/or the Marine Corps who have fulfilled the requirements for successive awards of the Navy Good Conduct Medal, Reserve Meritorious Service Award, or Marine Corps Good Conduct Medal (see section on "Awards and Decorations," below) change the color of their rating badge and service stripes to gold on their service-dress blue, service-dress white, dinner-dress blue, and dinner-dress white jackets. Since each stripe represents four years of service, and it takes 12 years to qualify for the gold stripes and rating badge, you will have to have a minimum of three hashmarks before you can switch from red to gold.

Awards and Decorations

In the armed services, special awards are given to personnel who have done something beyond the normal expectations of duty. These awards are either medals or ribbons. Medals are metal pendants hung from pieces of colored cloth. Ribbons are rectangular pieces of colored cloth 1½ inches long and ¾ inch high. Medals always come with a ribbon, but some awards consist of only a ribbon and do not have a corresponding medal.

The term "award" is used to describe any medal, ribbon, or attachment. "Decoration" is usually used to describe an award given to an individual for a specific act of personal gallantry or meritorious service.

Extraordinary bravery is what most people think of when they see these awards and that is the reason behind many of the awards, but many others are given for other reasons. We have already mentioned the Good Conduct Medal (and ribbon), which is given to individuals in recognition of consistent achievement and conduct over a period of four years. The Purple Heart (medal and ribbon) is awarded to individuals who have been wounded in combat. The Meritorious Unit Commendation (ribbon only) is given to all members of a unit (an entire ship's crew, for example) when that unit has been singled out for some notable achievement. Some awards are issued for a particular war or campaign (such as the Vietnam Service Medal and the Southwest Asian Service Medal), and all who actively participated in those campaigns were given those awards. There are awards recog-

nizing proficiency with rifles and pistols, a Humanitarian Service Medal (awarded to those involved in a rescue mission or similar operation), and a ribbon that represents deployments overseas. Some awards (such as the Bronze Star and the Joint Service Commendation Medal) are the same for all the armed services and others are unique to one service (such as the Naval Reserve Meritorious Service Medal and the Air Force Cross).

Proper Wearing of Awards

You will only wear your medals on very formal occasions when the prescribed uniform is full dress. Miniature versions of the medals are worn with dinner-dress uniforms. Ribbons are worn on summer and tropical white, winter blue, and service-dress blue and white uniforms. Ribbons are not worn on working uniforms.

Arrangement

When you earn your first ribbon, you will wear it centered $\frac{1}{4}$ " above your left breast pocket. As you add ribbons, you will build them in rows of three. You may see members of other services wearing large numbers of ribbons in rows of four, but in the Navy the most you can wear in a row is three. If you have a number not divisible by three, the uppermost row contains the lesser number, with the extra one or two ribbons centered over the row beneath. On full-dress occasions, when you are wearing your medals, you should line them up in rows of three, side by side, or you may put five in a row if you overlap them. Any awards that only have a ribbon (no corresponding medal) should be worn on the *right* breast when full-size medals are worn. Do not wear any ribbons, however, when you are wearing miniature medals (dinner-dress occasions).

Attachments

If you earn the same award more than once, you will not receive the medal or ribbon again, but will receive a special metal attachment that goes on the original medal or ribbon. Attachments are also sometimes added to awards to represent something other than repeated awards (such as the number of missions flown or an "S" on a pistol or rifle ribbon to indicate qualification as a sharpshooter).

Precedence

It is important that you wear your awards in the proper order. Whenever you earn a new award, you must determine where it goes in relation to the other awards you have already earned. Below is a

list of all the medals and ribbons you might earn while in the Navy. They are listed in the correct order of precedence, with the highest precedence (the Medal of Honor) at the top of the list.

The awards with the higher precedence are worn closer to your heart (called "farthest inboard"). For example, if you have earned an Armed Forces Expeditionary Medal, a Navy Unit Citation, a Combat Action Ribbon, a Navy and Marine Corps Achievement Medal, and a National Defense Service Medal, you would arrange them in two rows, with three ribbons on the lower row and two on the upper row. Since the Navy and Marine Corps Achievement Medal has the highest precedence (nearest the top of the list), it would go on the top row, closest to your heart (farthest inboard). Next to it would be the Combat Action Ribbon. The bottom row would have the Navy Unit Citation farthest inboard, with the National Defense Service Medal next in line (in the middle), and the Armed Forces Expeditionary Medal last, on the bottom row, farthest from the heart (farthest outboard).

Precedence of Awards

1. Medal of Honor
2. Navy Cross
3. Defense Distinguished Service Medal
4. Distinguished Service Medal
5. Silver Star
6. Defense Superior Service Medal
7. Legion of Merit
8. Distinguished Flying Cross
9. Navy and Marine Corps Medal
10. Bronze Star
11. Purple Heart
12. Defense Meritorious Service Medal
13. Meritorious Service Medal
14. Air Medal
15. Joint Service Commendation Medal
16. Navy and Marine Corps Commendation Medal
17. Joint Service Achievement Medal
18. Navy and Marine Corps Achievement Medal
19. Combat Action Ribbon
20. Presidential Unit Citation
21. Joint Meritorious Unit Award
22. Navy Unit Commendation

23. Meritorious Unit Commendation
24. Battle "E" Ribbon
25. Prisoner of War Medal
26. Navy Good Conduct Medal
27. Naval Reserve Meritorious Service Medal
28. Fleet Marine Force Ribbon
29. Navy Expeditionary Medal
30. China Service Medal
31. Navy Occupation Service Medal
32. National Defense Service Medal
33. Korean Service Medal
34. Antarctic Service Medal
35. Armed Forces Expeditionary Medal
36. Vietnam Service Medal
37. Southwest Asia Service Medal
38. Kosovo Campaign Medal
39. Armed Forces Service Medal
40. Humanitarian Service Medal
41. Military Outstanding Volunteer Service Medal
42. Sea Service Deployment Ribbon
43. Navy Arctic Service Ribbon
44. Naval Reserve Sea Service Ribbon
45. Navy and Marine Corps Overseas Service Ribbon
46. Navy and Marine Corps Recruiting Service Ribbon
47. Armed Forces Reserve Medal
48. Naval Reserve Medal
49. Philippine Presidential Unit Citation
50. Republic of Korea Presidential Unit Citation
51. Republic of Vietnam Presidential Unit Citation
52. Republic of Vietnam Gallantry Cross Unit Citation
53. Republic of Vietnam Civil Actions Unit Citation
54. United Nations Service Medal
55. United Nations Medal
56. NATO Medal
57. Multinational Force and Observers Medal
58. Inter-American Defense Board Medal
59. Republic of Vietnam Campaign Medal
60. Kuwait Liberation Medal (Kingdom of Saudi Arabia)
61. Kuwait Liberation Medal (Kuwait)
62. Rifle Marksmanship Medal
63. Pistol Marksmanship Medal

Warfare and Other Qualification Insignia

Navy men and women may earn additional qualifications as their careers progress, and some of these are reflected in special insignia for their uniforms. For example, pilots wear gold wings, scuba divers wear a silver pin showing a diver's face-mask and regulator, and enlisted women or men who have qualified in surface warfare wear a pewter pin consisting of a ship, crossed sabers, and ocean waves. These qualifications may be in warfare areas such as aviation or submarine warfare, or they may signify special occupations such as explosive ordnance disposal or parachuting. These insignia are usually metal pins attached to the uniform but may be embroidered or stenciled in some cases. Those who earn these special insignia wear them on the left breast above the ribbons and/or medals (except for command insignia, which are worn on the right breast when the individual is actually in command and are moved to the left breast, below the ribbons/medals, once the individual is no longer in command). If you earn more than one of these special insignia, you may wear a maximum of *two*, one above your ribbons and one below. (See *Uniform Regulations* for more information.)

Identification Badges

Personnel in certain unique assignments (such as working in the White House or on the Joint Chiefs of Staff) are authorized to wear distinctive identification badges on their uniforms. The rules for proper wear of these badges vary from badge to badge, so you should refer to the latest version of *Uniform Regulations* if you are authorized to wear one of them.

Miscellaneous Uniform Items

Aiguillettes

These colored cords are worn by naval personnel who are serving as naval attachés, aides to high-ranking officials (such as admirals or the president of the United States), recruit division commanders, members of the U.S. Navy Ceremonial Guard, and various other specialized duties. There are service and dress versions and they vary in color and the number of loops depending upon the duty assigned. Aides to the president, vice-president, and foreign heads of state, as well as various other White House aides, all wear their aiguillettes on the right shoulder. All others are worn on the *left* shoulder.

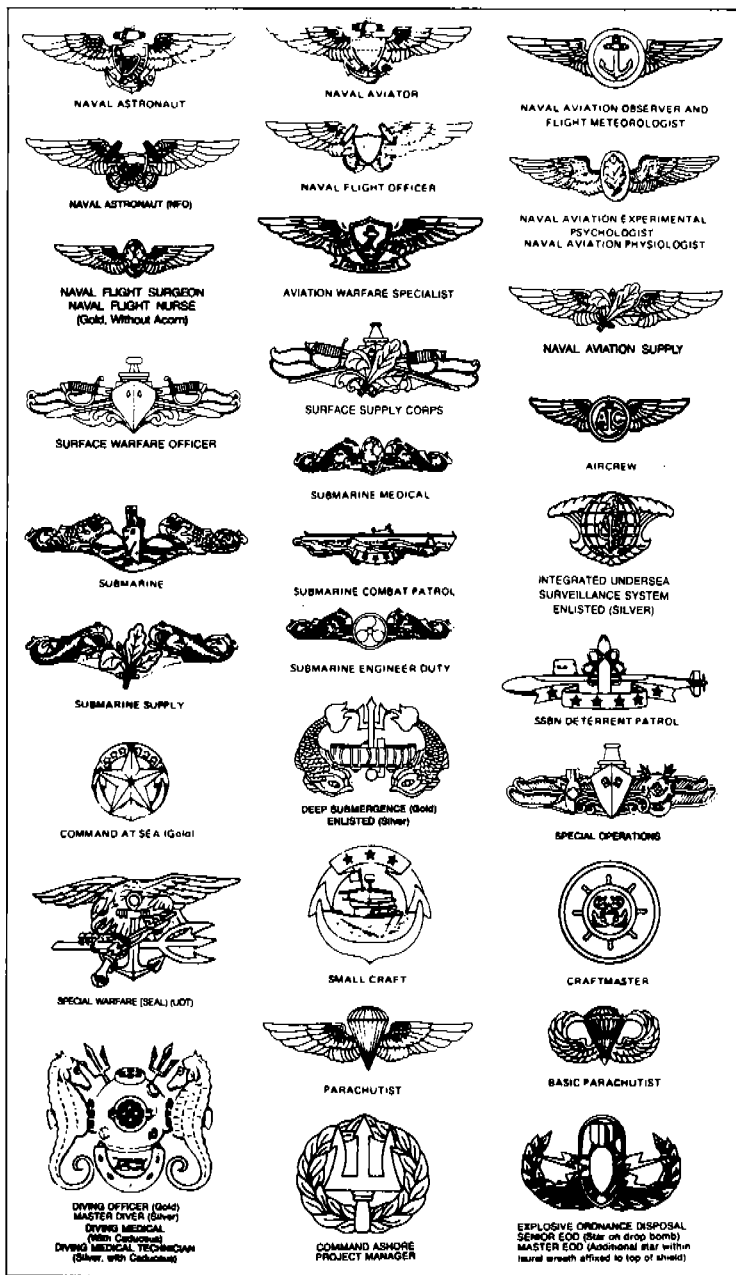


Figure 4.12. Some of the warfare and other qualification insignia worn by officers and enlisted personnel.

Brassards

Brassards are bands of cloth, suitably marked with symbols, letters, or words, indicating a temporary duty to which the wearer is assigned, such as officer of the day (OOD), junior officer of the day (JOOD), master-at-arms (MAA), or shore patrol (SP). They are worn on the right arm, midway between shoulder and elbow, on outer garments.

Another variation is the mourning badge, made of black crepe, which officers wear on the left sleeve of the outer garment, halfway between shoulder and elbow. Enlisted personnel wear it in the same position, but on the right sleeve.

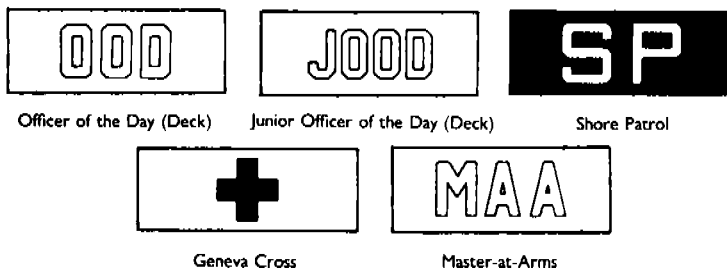


Figure 4.13. Brassards are worn on the right arm midway between the shoulder and elbow. The officer of the day (or deck) wears the OOD brassard, the junior officer of the day (or deck) wears JOOD, shore patrol wear the SP, corpsmen the Geneva Cross, and masters-at-arms the MAA.

Flight Deck Colored Jerseys

Sailors working on flight decks and airfields wear color-coded jerseys to identify their jobs as follows:

Purple — Aviation fuel handlers.

Blue — Plane handlers, aircraft elevator operators, tractor drivers, messengers, and phone talkers.

Green — Catapult operators, arresting gear crewmen, maintenance personnel, cargo handlers, hook runners, photographers, quality control personnel, and helicopter landing signal enlisted personnel (LSEs).

Yellow — Plane directors, aircraft handling officers, catapult officers, and arresting gear officers.

Red — Ordnancemen (weapons handlers), crash and salvage crews, and explosive ordnance disposal (EOD) personnel.

Brown — Plane captains and air wing line leading petty officers.

White — Squadron plane inspectors, landing signals officers, liquid oxygen (LOX) crews, safety observers, and medical personnel.

Name Tags

You may be required to wear a name tag for easy identification during conferences, VIP cruises, open houses, or similar occasions, or in the performance of duties where some easy method of identification by name is desirable or beneficial. Name tags are rectangular, not exceeding dimensions of 1 inch by 3½ inches, and may be any color as long as the same color is used throughout the command. Name tags are worn on the right breast, but are not worn when medals are prescribed.

Jewelry and Accessories

Tie clasps, cufflinks, and shirt studs are prescribed for certain uniforms, and you may choose to wear one ring per hand (in addition to a wedding ring), a wristwatch, and a bracelet. Thumb rings are not authorized in uniform. You may wear one necklace with your uniform, but it must not be visible. Enlisted women may wear small silver ball (¼-inch post or screw) earrings with a brushed matte or shiny finish while in uniform. Officers and CPOs wear gold with a brushed matte or shiny finish. Small, single-pearl earrings are authorized for wear with dinner- and formal-dress uniforms. Men may not wear earrings while in uniform.

Ownership Markings

Uniform components of all E-1 through E-6 personnel must be marked with the owner's name and the last four digits of his or her service (Social Security) number. Use white markings on all dark-blue uniform items and black markings on white uniform articles and utility shirts. Some uniform components have label areas for you to use, but on many items you will have to use a stencil cut with half-inch-high letters and numbers.

In the instructions provided below, the word "right" or "left" means the owner's right or left when the article is worn. Markings on all articles, properly rolled or laid out for sea bag inspection, will appear right-side up to the inspecting officer and upside down to the person standing behind them. Optional articles of clothing are marked similarly to comparable items of required clothing.

Enlisted Men E-1 through E-6

All-weather coat (Raincoat): Inside on lining, 3 inches below collar seam and inside of outer shell on manufacturer's tag.

Belts: Inside, near clip.

Covers:

Garrison: On designated nameplate.

Navy/Command (ball cap): Initials and last four digits of social security number on sweatband.

Watch cap (knit): Initial and last four digits of social security number on inside label.

White hat: In back of brim. When brim is turned down, next to seam between brim and crown, so that marking will not show when brim is turned up.

Coveralls: On waistband inside front at the right centerline.

Gloves: Initials on inside only, near the cuff.

Jackets:

Black Jacket: Inside hem at right of centerline on the back.

Blue windbreaker: On inside of hem at right of center line on back.

Blue working: On inside of hem at right of center line on back.

Also your last name must be embroidered in white directly on the fabric of the jacket or on a sewed-on name tape on the right breast three inches above a straight horizontal (imaginary) line connecting the armpits of the jacket.

Jumpers (blue or white): Turn jumper inside out, front down, collar away from you, stencil your three initials, $\frac{1}{4}$ inch below collar seam to left of center, and last four digits of your social security number $\frac{1}{4}$ inch below collar seam to right of center; fill in manufacturer's tag, using indelible ink pen.

Neckerchief: Diagonally across center, initials only.

Necktie (black, four-in-hand): Center back, inside, initials only.

Peacoat: Last name, initials, and last four digits of social security number on left side of tail lining, three inches from and parallel to bottom edge.

Sea (duffel) bag: Along short strap on outer side, and on opposite side from carrying strap, centered, one foot from top.

Shirts: Vertically, beginning 1 inch from bottom on inner side of right front fold on which buttons are sewn. Blue utility shirts must also be embroidered with your last name (only) on right front, $\frac{1}{4}$ inch above the pocket.

Shoes: Initials only, inside, near top.

Socks: Initials only on foot.

Sweater: On designated nameplate.

Towel: As the towel is laid out for inspection, the marking should appear on the corner to your right, on the hem, parallel to end.

Trousers:

Blue (bell-bottomed; worn with jumper): Turn trousers inside out, fly down, waistband away from you. Stencil three initials and last four digits of social security number on rear pocket, $\frac{1}{4}$ inch below horizontal seam using white ink; fill in manufacturer's label using indelible ink.

Blue (straight-legged): On designated nameplate.

Utility: On front inside waistband, at right of center line; last name only, embroidered on outside, $\frac{1}{4}$ inch above right hip pocket.

White: Turn trousers inside out, fly down, waistband away from you, and stencil three initials and last four digits of social security number on left rear pocket in between the two horizontal seams; also fill in manufacturer's label using indelible ink.

Trunks (swimming): Inside on hem on right center of back.

Undershirt: On outside of front, 1 inch from the bottom of the shirt and at right of center.

Undershorts: On outside of right half of waistband, or immediately underneath waistband on undershorts with elastic waistbands.

Enlisted Women E-1 through E-6

Anklets: On foot, initials only.

All-weather coat (Raincoat): Inside on lining, 3 inches below collar seam and inside of outer shell on manufacturer's tag.

Belts: Inside, near clip.

Brassiere: Initials only on the inside back strap.

Coat, service-dress blue: On designated nameplate.

Covers:

Beret: On designated nameplate.

Combination: On designated nameplate. Cap cover should be stenciled on center back, inside band.

Garrison: On designated nameplate.

Navy/Command (ball cap): Initials and last four digits of social security number on sweatband.

Watch cap (knit): Initial and last four digits of social security number on inside label.

Gloves: Initials only, near the cuff.

Handbag: On designated nameplate.

Hosiery: Initials only, near the top.

Jacket:

Black Jacket: Inside hem at right of centerline on the back.

Blue windbreaker: On inside of hem at right of center line on back.

Blue working: On inside of hem at right of center line on back. Also your last name must be embroidered in white directly on the fabric of the jacket or on a sewed-on name tape on the right breast three inches above a straight horizontal (imaginary) line connecting the armpits of the jacket.

Jumpers: Turn jumper inside out, front down, collar away from you, and stencil three initials, $\frac{1}{4}$ inch below collar seam to left of center, and last four digits of your social security number $\frac{1}{4}$ inch below collar seam to right of center; also fill in manufacturer's tag, using indelible ink pen.

Neckerchief: Diagonally across center, initials only.

Neck tab: Center back; inside.

Peacoat: Last name, initials, and last four digits of social security number on left side of tail lining, three inches from and parallel to bottom edge.

Sea (duffel) bag: Along short strap on outer side, and on opposite side from carrying strap, centered, one foot from top.

Shirts: Vertically, beginning 1 inch from bottom on inner side of right front fold on which buttons are sewn. Blue utility shirts must also be embroidered with your last name (only) on right front, $\frac{1}{4}$ inch above the pocket.

Shoes: Initials only, inside, near top.

Skirts:

Blue (belted and unbelted): Initials and last four digits of social security number inside right pocket.

Blue formal: Center front, inside, on waistband.

White belted: On name tag sewn on right pocket.

Slacks:

Blue (belted and unbelted): Initials and last four digits of social security number inside right pocket.

Utility: On inside waistband in front, at right of center line; last name only, embroidered on the outside, $\frac{1}{4}$ inch above right hip pocket.

White: Initials and last four digits of social security number on inside right front pocket.

Slips: Center in back below the elastic band; last name and initials only.

Socks: Initials only on foot.

Sweater: On designated nameplate.

Towel: As the towel is laid out for inspection, the marking should appear on the corner to your right, on the hem, parallel to end.

Undershirts: On outside of front, 1 inch from bottom of shirt and at right of center.

Underpants: Center in back below the elastic band; last name and initials only.

New Ownership

Normally, you may not give, sell, or trade articles of uniform clothing to someone else. However, the commanding officer may authorize the transfer of clothing under special circumstances. When that occurs, the name of the former owner is stamped over with the red letters "D.C." (discarded clothing) and the new owner's name is placed above, below, or next to it, wherever it best fits.

Grooming Standards

Wearing a sharp-looking uniform will not mean much if not accompanied by comparable grooming standards. Neatness and cleanliness are essential components of your military image.

The grooming standards established for naval personnel are intended to promote a favorable image for the Navy, not to isolate you from the rest of society. While a certain degree of uniformity is, of course, intended, the standards *do* permit a degree of individuality.

Men

You should be neat, clean, and presentable at all times. Your hair may not exceed four inches in length, never touch your ears or your collar, and must be tapered around the sides and neck. The hair on the top of your head, after you have combed or brushed it, may not extend more than two inches above the scalp. If your hair interferes with the wearing of any headgear (covers, helmets, etc.), or if it can be seen protruding from beneath the front edge of your cover, it is too long. You are permitted to have only one part, and plaited or braided hair may not be worn while in uniform. Sideburns, if you choose to wear them, must be neat and trimmed, and must end at the middle of the ear in a clean-shaven horizontal line with no flare. Using hair color to give your hair more than one color is not authorized.

Beards are not permitted except when medically authorized, and then only until the problem clears up. If you wear a mustache, keep it trimmed and neat. Don't grow your mustache below the top line of your upper lip, and do not allow it to extend more than $\frac{1}{4}$ inch beyond the corners of your mouth.

Fingernails must be kept clean and must not extend beyond the tips of your fingers.

Women

Keep your hair clean, neatly arranged, professional in appearance, and no longer than the lower edge of your collar. In the case of the white jumper, which has no collar, your hair should not extend more than 1½ inches below the top of the jumper flap. Your hair must not interfere with the wearing of any headgear (covers, helmets, etc.) and must not show under the front brim of any covers except the beret. Pigtails and ponytails are not authorized. You may wear french braids or have a multiple braided hairstyle, but you should read the details provided in *Uniform Regulations* before doing so. You may not braid any foreign material (beads or other decorative items) into your hair, but you may use rubber bands or bobbypins and one or two small barrettes, combs, or clips, provided they are similar in color to your hair. Hairnets may be worn only if authorized for specific duties, such as in hospitals or galleys. Using hair color to give your hair more than one color is not authorized.

When wearing cosmetics, keep in mind that a natural appearance is the goal. Artificial, exaggerated, or faddish cosmetics are not authorized. For example, lipstick and fingernail-polish colors must be conservative and long false eyelashes cannot be worn while in uniform. Fingernails must not extend more than ¼ inch beyond the fingertips.

You may have your ears pierced for your earrings (one per ear), but no other body piercing jewelry is permitted while in uniform.

Leadership, Discipline, and Personal Relations

In the plotting room far below, Ensign Merdinger got a call to send up some men to fill in for the killed and wounded. Many of the men obviously wanted to go—it looked like a safer bet than suffocating in the plotting room. Others wanted to stay—they preferred to keep a few decks between themselves and the bombs. Merdinger picked them at random, and he could see in some faces an almost pleading look to be included in the other group, whichever it happened to be. But no one murmured a word, and his orders were instantly obeyed. Now he understood more clearly the reasons for the system of discipline, the drills, the little rituals . . . all the things that made the Navy essentially autocratic but at the same time made it work.

Walter Lord, *Day of Infamy*

The scene described above actually took place aboard the battleship *Nevada* during the Japanese attack on Pearl Harbor at the beginning of World War II. Besides its dramatic appeal, this glimpse of history demonstrates an important fact of military life. The Sailors in *Nevada's* plotting room did not carry out their orders because they wanted to or because they were seeking a bonus in their paycheck. They did what Ensign Merdinger directed because their fears and sense of self-preservation were overcome by a combination of his leadership and their self-discipline. This is not easily achieved, yet in order for a military organization to function properly, particularly in life-threatening situations, leadership and discipline are absolutely vital.

Leadership

Leadership can be simply defined as the art of causing people to do what is required to accomplish a task or mission. But *good* leadership is not so easily defined. Good leaders are concerned with more than

simply getting a job done. *How* the job gets done is also important. What good is a leader who gets a job done but loses the respect of his or her crew in the process? What good is a leader whose methods result in dissension, disorganization, ineffectiveness, or poor morale?

Leadership is characterized by responsibility and authority. As a leader, you are responsible for the tasks or missions assigned, and you are responsible for leading your subordinates in a manner that will not only get the job done but will preserve their dignity and minimize any negative effects that may be part of a difficult task. A leader's authority in the armed forces comes from the Uniform Code of Military Justice (UCMJ) which spells out the laws and the punishments that give the leader official power over her or his subordinates. Technically speaking, this authority is all a leader needs to make people do what he or she wants. But good leaders rely on much more than their authority to lead people. They recognize that subordinates are human beings just like themselves, not mere tools that can be used for a job and put back in a box. Good leaders find ways to cause individuals to carry out an assignment *willingly* rather than out of fear of reprisal.

Even though you start your Navy career as a follower, it will not be long before you will be called upon to exercise leadership. You might be selected as a recruit chief petty officer (RCPO) in boot camp, or become leading seaman in your division aboard ship, or be promoted to petty officer. So it is never too soon to begin thinking about how to be a good leader.

Principles

Because leadership is an art and not an exact science, there is no exact formula for success and it cannot be broken down into absolute rules. However, certain principles, if practiced on a consistent basis, will go a long way toward making you a good leader.

Reverse roles. This is a form of the so-called Golden Rule that appears in the culture of all civilized societies. Whenever you are dealing with subordinates, always treat them the way you would want to be treated if your roles were reversed. If you keep this principle in mind at all times, you will be well on your way to being a good leader.

Take responsibility. One of the fastest ways to lose the respect of your subordinates and undermine your leadership ability is to shirk responsibility. If you make an error, *admit it*. Do not try to hide your mistakes from your superiors or your subordinates. It will be very tempting to try to cover up your mistakes for fear that others will

think less of you if they are revealed. This is magnified when you are in a leadership position. But very rarely does hiding a mistake work, and the damage done when you are discovered is always far greater than any damage that might occur from whatever mistake it was that you made in the first place.

Set the example. Always conduct yourself in a manner that will bring credit to yourself and will provide a model of behavior for your subordinates. *Never* say or imply that your subordinates should “do as I say, not as I do.”

Praise in public; correct in private. When you have something good to say about your subordinates, do it so that all or many will hear. This will give added recognition to the individual(s) being praised and it will inspire others to do well in hopes of being similarly recognized. When you have to correct a subordinate, do it in privacy. Embarrassing an individual adds nothing to the learning experience, and learning is the intended purpose of correcting someone who has done something wrong.

Be consistent but not inflexible. This is a difficult principle to uphold, because there are no clear guidelines. For the most part, consistency is extremely important and should be your goal. You should try to do things in a manner that your subordinates will come to know and expect so that they do not have to second-guess you. You should most especially be consistent in your praising and correcting and in your rewards and punishments. But you must also recognize that conditions and even people change. Because everything around you is not always consistent, you must be flexible when that is what is needed. For example, you should be very consistent in expecting your subordinates to be on time for quarters every morning, but if an unexpected overnight snowfall has traffic slowed down one morning, you should not hesitate to excuse the latecomers.

Know your job. Few things are more uninspiring for subordinates than to recognize that their leader does not know her or his job. As a leader, you will earn the confidence and respect of those who work for you if you know everything you possibly can about your job. You should also strive to learn as much as you reasonably can about the jobs of your subordinates, but use this knowledge to improve your communications with subordinates, to instruct when necessary, and to monitor what they are doing. Do not use this knowledge to *intrude* on their work.

Do not micromanage. This ties in with the “know your job” principle. While it is important for you to assign, instruct, direct, and monitor, you should not overdo these things. Consistent with safety

and efficiency, allow your subordinates to carry out their tasks in a manner that suits their abilities and preferences. People appreciate clear instructions, concerns for their safety, and suggestions for efficiency, but they rarely like having someone looking over their shoulder during the entire job, telling them each and every step to take and exactly how to do it. When giving instructions and directions, try to sort out what is important for safety and efficiency from what is merely your personal preference. This will go a long way in promoting a positive attitude when a subordinate is doing a job. He or she will feel "ownership" and a greater sense of accomplishment if allowed to put some of themselves into a project.

Practice good followership. There are several advantages to being a good follower even when you have been made a leader. First, you will never become a leader if you have not been a good follower. No one is going to recommend you for a leadership position if you have been poor at responding to the leadership of others. Second, no leader is *only* a leader. Every leader is also a subordinate. The chain of command discussed in chapter 1 should make that clear. And even the president, who is commander-in-chief of the armed forces and appears to be at the top of the chain of command with no superior, must answer to the American people or he or she will not long remain their leader. So it is obvious that to *remain* a leader, you must also be a good follower. The third and most important reason goes back to the second principle in this discussion. As a leader you must always *set the example*. If you are a poor follower, it will not take long for your subordinates to begin following your example and it does not take a rocket scientist to figure out where that will leave you.

Don't be one of the gang. Nearly everyone wants to be liked, and being a good leader does not mean that you cannot also be liked. There is absolutely nothing wrong with a leader having a sense of humor and showing concern for each subordinate as an individual. But it is important to avoid the temptation of being too friendly, of putting your desire to be liked above your need to accomplish the mission. Whether it's as simple as an unpleasant clean-up job or as dramatic as having to tell someone to place themselves in danger as Ensign Merdinger did at the beginning of this chapter, as a leader you are going to have to tell people to do things they do not want to do. You will not be able to do this if you have allowed yourself to be too friendly with your subordinates, to become "one of the gang."

Keep your subordinates informed. No one likes to be kept in the dark. And a person is usually better able to do a job if he or she understands why that job needs to be done and how it fits into the "big picture." For these reasons, you should keep your subordinates informed

as much as possible. Sometimes, for security or other reasons, there will be things you cannot share with your subordinates. But unless these conditions exist, you should make it a common practice to give your subordinates as much information as you can about what they are doing and why they are doing it. This will improve morale and will often help them do a better job.

Leadership Styles

Leaders, like their followers, are individuals, and because of this you will quickly learn that different leaders have different leadership styles. Just because two different leaders seem very different in the way in which they lead does not necessarily mean that one is doing it wrong. Two athletes may have very different styles of playing, yet both can be quite good at what they do. Leaders, as well as athletes and anyone else who is striving to be successful, will do well to take advantage of their natural strengths and to compensate for their natural weaknesses. Some people are gifted with a natural sense of humor while others are inspirational speakers. Some people are naturally talkative while others are more sparing with their words. These characteristics are going to show themselves in each individual's leadership style, yet all can be effective leaders as long as they adhere to the basic principles discussed above.

Chief petty officers (CPOs), by definition and in practice, are leaders. They are at the top of the enlisted chain of command and got there by a combination of thorough knowledge of their ratings and of proven leadership. When asked what leadership meant to them, a group of randomly selected CPOs gave what at first appears to be different answers. But if you think about what they are saying, you will hear many of the principles discussed above echoed in their words.

CPO 1: In the past, leaders were more educated than their followers. Since they knew more, they took charge. But today, those expected to follow are educated and, in many cases, may be smarter than the people who outrank them. Today's educated followers need motivation. They want to know the reason for their work. If their boss can't give a reason and fails to motivate them, the job will suffer.

CPO 2: Honesty is a key to leadership, honesty with yourself and those you work with. By listening to others' ideas before forming opinions and deciding what to do, a leader earns respect, more respect than one who decides immediately to do everything "my way." A leader should be flexible and willing to compromise when necessary. Leaders should be

friendly, willing to help, and knowledgeable about the Navy and its professional fields.

- CPO 3: I like the personal touch. By personal example, close direction, and a soft approach, I can get people to do their jobs well. And this makes my job easier. We don't have to yell and scream at our people. We treat them as intelligent people, which they are.
- CPO 4: A leader doesn't have to be exceptionally smart as long as she knows the capabilities of her people.
- CPO 5: I always try to act the way I want my subordinates to act. I don't go for this "do as I say, not as I do" garbage.
- CPO 6: Always stand up for your people. Back them up and they'll back you up. The chain of command involves respect down as well as up.
- CPO 7: I don't ask anyone to do anything that I can't do myself.
- CPO 8: Sometimes you've got to be paternalistic—kind of a father-to-kid relationship. When you have to lay down the law, be firm, but be sure of what you're doing.
- CPO 9: Sarcasm and ridicule have no place in leadership.
- CPO 10: Treat young Sailors under your command as you'd want to be treated. Respect their problems. They may seem trivial, but they're important to them. Offer them the guidance they need. But avoid the trap of becoming one of the gang. There is a fine line between being one of the gang and being their leader. Stay on the right side of that line.

Responsibility Before Authority

It has probably occurred to you by now that much of leadership is merely common sense. Just by remembering and practicing the "reverse roles" principle, you will make few mistakes as a leader. But human nature is complex, and leadership is never easy. Whenever you are entrusted with a leadership role, whether you are leading one person or thousands, you must take it very seriously. Remember that with every leadership position comes added responsibility as well as added authority. Always keep the responsibility foremost in your mind and the authority secondary, and you will be well on your way to being a good leader.

Discipline

The word *discipline* comes from a Latin word that means "to teach." What is being taught in a system of discipline is the controlling of an

individual's actions, impulses, or emotions. Undisciplined children are those who have not been properly taught how and when to control their actions. Many times in our everyday lives we deliberately do things that are counter to our first impulse or what we may want to do, and this is a result of the discipline that was taught us by those who raised us. Discipline is what prevents us from getting into line ahead of others and what causes us to study for a test when our favorite television show is on.

Methods

Discipline is often confused with punishment, but the two words do not mean the same thing. Rewards and punishments are tools that are used to create and maintain discipline. As a child, you may have received an ice cream cone or a raise in your allowance for good behavior, and you more than likely were restricted from watching television or saw your allowance reduced because you did something you should not have. If these things worked as they were meant to, someone probably referred to you at one time or another as a "well-disciplined child." This same system works when we are adults. Pay raises and parking tickets replace ice cream cones and allowance reductions, but the principles are the same.

Rewards and punishments are not the only means to achieve discipline. Love, religious beliefs, and other values contribute to discipline in individuals as well.

In the Navy, such things as promotions and medals serve as rewards, while demotions and restricted liberty are sometimes imposed as punishments. Unit pride and patriotic devotion are some of the values relied upon to create a system of discipline that will ensure that Sailors will do what is expected of them even when it is different from what they may want to do. When discipline is working best within a unit, the individuals who make up the unit have the right attitude, do their work efficiently, and exhibit high morale. In a well-disciplined unit, the members do the right thing because they *want* to, not because they *have* to. Such men and women perform with enthusiasm, individually or in groups, to carry out the mission of their organization, often with little guidance.

Standards

The Navy has several written standards, or codes, which help in the establishment and maintenance of discipline. One of these, "The Sailor's Creed" (see chapter 1), with its core values of honor, courage, and commitment, is unique to the Navy, but the Uniform

Code of Military Justice and the Code of Conduct apply to all the armed forces of the United States.

Uniform Code of Military Justice (UCMJ)

As a civilian, you were subject to the criminal laws of local, state, and federal governments. To a large extent you still are. But by enlisting you have submitted yourself to the jurisdiction of the Uniform Code of Military Justice as well. The basic criminal laws of the Navy are stated in the UCMJ. It is a "uniform" code of law because Congress made it apply equally to the Army, Navy, Air Force, Marine Corps, and Coast Guard, and it is under this code that the various services bring criminal charges against personnel who violate military law. You have the right to see a copy of the UCMJ at any time and it is always posted in an accessible place on every ship and station in the armed forces.

The UCMJ consists of 146 articles. Those dealing with the punishment of various crimes (numbers 77 through 134) are called the "punitive articles" and are explained to all Navy personnel when they enter active duty, six months thereafter, and on reenlistment. Articles 77 through 133 deal with specific crimes, such as desertion, failure to obey an order, or robbery. Article 134 is called the "general article" and gives the government authority to prosecute for crimes not specifically covered in the other punitive articles.

Unauthorized Absence (UA). Many of the offenses that are covered in the UCMJ require no special explanation. Theft is theft and arson is arson no matter what system of justice you answer to. But one article requires some additional explanation and emphasis. Article 86 of the UCMJ deals with unauthorized absence, sometimes referred to as "AWOL" (absence without leave).

In civilian life, your presence at your job is very important and, in the case of some occupations such as doctor or fireman, it can mean the difference between life or death for someone. In the military, since defending the nation is your foremost reason for being, the potential for a life-or-death situation is always there. Whether you are the loader on a gun, the person who inspects parachutes, or the cook who prepares meals for the crew, you are an important part of a team that depends upon every member to function properly. Any mission, whether it is one involving combat, rescue, or routine operations, will be adversely affected if one or more of the team is not there to do his or her job. Because of this, UA is considered a very serious breach of discipline and is subject to severe penalties.

Because of the punishment you may receive and because of your responsibility to the Navy and to your shipmates who are counting on you, you must make every effort to avoid being absent without proper authorization. This requires sensible planning on your part. Always leave extra time in your travel plans, whether you are facing a 20-minute drive or a 14-hour flight. If, for reasons beyond your control, you are going to be late, notify your duty station immediately. If you cannot get in touch with your duty station (for example, if you are attached to a ship and she got underway without you), contact the nearest naval activity or the American Red Cross. Don't use the mail, use the telephone. Furnish enough information so that your commanding officer can understand the situation and provide appropriate instructions. You can always reach the duty officer of any station or a shore patrol headquarters on any Navy base. In most cities, naval activities are listed in the telephone directory under "U.S. Government"; otherwise the information operator can give you the number. Also, even if you are in a region where there are no naval bases or installations, keep in mind that the Navy has recruiting offices in nearly every major U.S. city; the officer or petty officer on duty there can advise you of the best course to follow. If you are sick or in jail, a family member, a friend, the hospital, or the shore patrol can send a message for you. The bottom line is that there may be a valid excuse for your being late—such as sickness, accident, or other emergency—but there is never an excuse for not notifying your commanding officer, the nearest naval activity, or the American Red Cross.

Shore Patrol and Other Armed Forces Police. The shore patrol (SP) is the military police force of the Navy. Personnel assigned shore-patrol duties can be officers and/or petty officers, and it is their duty to function much as any police force in civilian life does, providing assistance and maintaining order among naval personnel off ship or station. They are identified by brassards (armbands) with the letters *SP*.

The other services have police as well, called military police (MPs) in the Army and air police (APs) in the Air Force. In some areas, a combined or unified armed-forces police detachment (AFPD) is organized, with military police from all the services under one command. You must obey all of these police, no matter what service they represent and no matter what their rank.

Military police from the various services assist military personnel and investigate accidents and offenses involving military personnel.

They have the authority to stop, question, apprehend, or take into custody any member of the armed forces. You are required show them your ID card, leave papers or other orders, and obey any directions they give you.

MAAs and Police Petty Officers. While SPs, MPs, and APs function as police off base, onboard your ship or duty station personnel are assigned similar duties as masters-at-arms (MAA). They are appointed by the executive officer (second in command) and function as her or his assistants. Large ships or stations will have a chief master-at-arms (CMAA) with several assistants. Personnel are usually assigned to the MAA force for several months or longer. While acting as MAAs, they are relieved of most of their normal watches and duties.

Police petty officers usually remain with their divisions for work and watches, but they have been assigned additional duties that contribute to good order and discipline, such as making reveille (morning wakeup) and taps (shutting things down for the night), directing traffic during times of heavy personnel movement, and turning lights on and off at the appropriate times.

Nonjudicial Punishment (NJP). You have probably heard of the military term "court-martial" and you would be correct if you understood it to be roughly equivalent to a trial in civilian life. However, some of the terminology and many of the procedures are different.

An even greater difference between military and civil justice exists in a procedure called "nonjudicial punishment" which is a hearing in which the commanding officer (CO) would handle a relatively minor offense rather than send it to a court. Because these proceedings are nonjudicial, the offender may be punished but will not have a criminal record. In the Navy, NJP is usually referred to as "captain's mast."

On hearing the evidence, both for and against, the commanding officer determines whether the accused is guilty or not and then, if necessary, assigns an appropriate punishment. Some of the punishments that a CO may award are:

- Restriction of not more than 60 days;
- Extra duties for not more than 45 days;
- Reduction in grade (for E-6 and below);
- Correctional custody for not more than 30 days (for E-3 and below); or
- Forfeiture of not more than half a month's pay per month for two months.

The accused has certain rights during a captain's mast:

- To be present before the officer conducting the mast;
- To be advised of the charges;
- Not to be compelled to make any statement;
- To be present during testimony of witnesses or the receipt of written statements;
- To question witnesses or to have questions posed to witnesses;
- To have available for inspection all physical and documentary evidence;
- To present evidence in the accused's own behalf;
- To be accompanied by a personal representative who may or may not be a lawyer and whose presence is arranged for by the accused;
- To appeal the imposition of punishment to higher authority; and
- If assigned to a shore activity, to refuse captain's mast and demand trial by court-martial instead.

Other "Masts." To avoid confusion, you should also be aware that there are other forms of "mast" in the Navy that have nothing to do with the UCMJ. Besides the captain's mast, you might find yourself involved in a "meritorious mast," which is used to present awards or commendations for achievement, or, if you asked to see the commanding officer for an important reason, this would be called a "request mast."

Courts-Martial. If an alleged offense is too severe to dispose of by captain's mast, or if the accused exercises his or her right to refuse NJP, the case will go to court-martial. As already mentioned, there are three types of court-martial: summary, special, and general.

Summary Court-Martial. If the offense is minor, and if nonjudicial action has been ruled out, the CO may refer the charges to trial by summary court-martial. This involves a summary or shortened procedure where actions are judicial in nature. One officer serves as the judge, jury, prosecution, and defense counsel. The officer takes evidence on the charges and makes judgment according to judicial standards. The accused may be represented by an attorney if he or she desires, but this is not mandatory. The accused may also refuse trial by summary court-martial and receive a special court-martial instead.

If an accused is convicted by summary court-martial, the court may impose the following punishments:

- Confinement at hard labor of up to one month (E-4 and below);
- Hard labor *without* confinement for 45 days (E-4 and below);

Restriction to specified limits for a total of 60 days;
Loss of two-thirds of one month's pay; or
Reduction in grade (E-5 and above may be reduced only one grade, while E-4 and below may be reduced to the lowest enlisted paygrade).

Special Court-Martial. If a commanding officer feels that an alleged offense against a service person is moderate to severe, or if the accused has refused trial by summary court-martial, the CO may refer the charges to trial by special court-martial. A legally trained military judge is assigned by the convening authority and a three-member jury is appointed. If you are brought before a special court-martial, you may waive the right to trial before the court-martial jury and face the military judge alone. If you decide to go with the jury, you may also request that an enlisted person serve as at least one of the jurors. You may have a military attorney assigned to you, you may request a specific military counsel, or you may hire your own civilian attorney at your own expense. Some of the punishments that may be awarded at a special court-martial are:

A bad-conduct discharge;
Six-month imprisonment;
Forfeiture of two-thirds pay per month for six months; or
Reduction to the lowest enlisted paygrade.

General Court Martial. The general court-martial is reserved for more serious charges, such as common-law felonies (murder, rape, robbery, and arson) and more serious military charges (lengthy unauthorized absence and desertion). The court is composed of a military judge, five or more members who serve as the jury, and military defense and prosecution attorneys. The accused in a general court-martial may request trial before a military judge alone, but if he or she is enlisted and elects to be tried by the full court-martial, at least one-third of the court members *must* be enlisted persons.

This is by far the most serious of all military courts. Its sentencing power extends to the death penalty and life imprisonment. The *Manual for Courts-Martial* lists the maximum sentence that may be imposed for each offense by a court-martial under the UCMJ.

Although there are certain reservations, service personnel are also subject to civilian trial and punishment. Service personnel are not answerable to civil authorities for violations of a strictly military nature, such as unauthorized absence, desertion, or misbehavior before the enemy. These offenses are subject to trial by military

authorities only. Service personnel, however, may be subjected to joint jurisdiction (both civil and military) for offenses such as murder, robbery, rape, or driving under the influence of drugs or alcohol. Under these circumstances, you could be tried twice for the same offense.

Military law is a complex subject covered by thousands of books. The finer points of military law are not understood by most nonlegal personnel. But Navy lawyers are at your disposal, should the need arise, and will advise you at no cost on all matters of military justice matters.

Code of Conduct

United States Navy Regulations require you to be thoroughly familiar with the Code of Conduct for Members of the Armed Forces of the United States, more commonly referred to as simply the "Code of Conduct." Like the UCMJ, the Code of Conduct will always be posted in an accessible place in every command so you should have no problem reviewing it from time to time. The six articles of this code make it clear what is expected of you if you are in a combat situation and if you are unfortunate enough to become a prisoner of war (POW).

Each article of the Code of Conduct is presented here and followed by a brief discussion of its meaning. Read the Code carefully and think about what it says. Its potential importance cannot be overestimated.

ARTICLE I

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

As a member of the armed forces it is always your duty to oppose the enemies of the United States. This applies whether you are in active combat or confined as a prisoner of war.

Your responsibility is to guard "our way of life" and to be prepared to sacrifice your life if that is what it takes to accomplish this mission. You need only watch the evening news to know that there are problems in America, that this is not a perfect nation. But anyone who has traveled the world (as you may well do before your time in the Navy is over) will tell you that the United States of America is the greatest of all nations. And anyone who pays close attention to the evening news will also note that, despite the many problems, there is

a never-ending struggle to find solutions. This nation was born and continues to survive because Americans have always jealously guarded their freedom and have been willing to sacrifice themselves rather than yield their hard-won rights. You must do no less.

ARTICLE II

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

You must not surrender unless you have no other choice except senseless death. As long as you have the ability to resist being captured, either by engaging the enemy in combat or by evading, you must do so. If your continued resistance would result in your death and it would serve some useful purpose to the mission (such as delaying the enemy from taking an important position or providing additional time for others to escape), then you should *not* surrender. But if your continued resistance would result in your death and have no effect on the outcome of the mission, then surrender is acceptable.

This responsibility extends to anyone in command as well. The commander must not surrender the people in her or his command unless they can no longer fight or avoid capture and the only other choice is for them to die for no useful purpose.

ARTICLE III

If I am captured I will continue to resist, by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

The duty of a member of the armed forces to continue resistance by all means available is not lessened by the misfortune of capture. You should escape by any means possible and help others to escape. Parole agreements are promises given the captor by a POW to fulfill stated conditions (such as not to bear arms or not to escape) in consideration of special privileges (such as release from captivity or better living conditions). You must never sign or enter into any parole agreement.

ARTICLE IV

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any

actions which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

Informing, or any other action that harms a fellow prisoner, is shameful. Prisoners of war must not help the enemy identify fellow prisoners who may have knowledge of value to the enemy, and who may therefore be tortured.

Strong leadership is essential to discipline, and being in a POW situation does not lessen this. Without discipline, camp organization, resistance, and even survival may be impossible. Personal hygiene, camp sanitation, and care of the sick and wounded are imperative, and it is up to the leaders to ensure these things are accomplished to the best of everyone's ability.

Officers and petty officers (known as noncommissioned officers in the Army, Air Force, and Marines) will continue to carry out their responsibilities and exercise their authority after capture. The senior line officer, petty officer, or noncommissioned officer within the POW camp or group will assume command according to rank (or precedence), without regard to branch of service. Responsibility and accountability may not be evaded. If the senior officer or noncommissioned officer is incapacitated or unable to act for any reason, the next senior takes over.

ARTICLE V

When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

Navy Regulations explains that the United States has agreed to abide by an international agreement entitled the Geneva Convention Relative to the Treatment of Prisoners of War (known more commonly as simply the "Geneva Convention"), and as a member of the U.S. armed forces, you are subject to the requirements and protections of this agreement.

In accordance with the Geneva Convention, a POW is required to reveal her or his name, rank, service (Social Security) number, and date of birth. A POW may tell the enemy about his or her individual health or welfare and, when appropriate, about routine matters of camp administration, but the following are forbidden:

Oral or written confessions (whether true or false);
Filling out questionnaires;
Providing personal-history statements;
Making propaganda recordings and broadcasts; or
Signing peace or surrender appeals, criticisms, or any other oral
or written communication on behalf of the enemy or that is
critical or harmful to the United States, its allies, its armed
forces, or other prisoners.

It is a violation of the Geneva Convention for captors to subject a POW to physical or mental torture or any other form of coercion to secure information of any kind. If, however, a prisoner is subjected to such treatment, he or she must strive to avoid by every means the disclosure of any information, or the making of any statement or the performance of any action, harmful to the interests of the United States or its allies, or that will provide aid or comfort to the enemy.

ARTICLE VI

I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

The provisions of the UCMJ continue to apply to members of the armed forces while POWs, and they have a continuing obligation to remain loyal to country, service, and unit. Should you become a prisoner, never give up hope and always resist enemy indoctrination. This will, of course, serve the best interests of the nation, but it will serve *your* best interests as well. The life of a POW is hard. If all nations lived up to the terms of the Geneva Convention as it is intended, a POW experience would be difficult enough, but Americans who have been captured by the enemy have, more often than not, been subjected to terrible living conditions and have often been tortured. Experience has proven that POWs who stand firm and united against the enemy help one another survive this ordeal.

After POWs are released, their conduct will be examined and evaluated. For this reason alone, you should strive to uphold the Code of Conduct while a POW. But, just as important, you will have to live with yourself after your release, and experience has proven that those POWs who upheld the Code of Conduct to the best of their ability are much better prepared to lead a normal life after their POW ordeal is over. Those who failed to uphold the Code must live with the shame

and dishonor of knowing that they failed their nation and their fellow POWs.

Hope that you never become a prisoner of war. Do everything in your power, consistent with honor, to avoid becoming a POW. But if you are captured, remember the Code of Conduct and uphold it. Your chances of survival will be enhanced and your personal sense of honor will be undamaged.

Personal Relations

Getting along in the Navy means more than just learning new duties, obeying regulations, standing watches, and showing up for drills. It also means working and living with all kinds of people. While this is part of the American ethic, it takes on particular significance when you find yourself in the crowded and challenging working conditions that are often a part of Navy life. Going to sea means a lot of people living and working in a relatively small area. It means not only putting up with crowded living conditions but also with extreme operating conditions and long working hours, in intense heat or bitter cold, for perhaps weeks at a time. The combination of these challenges coupled with the high standards of conduct demanded by the Navy means that you will have to place a great deal of emphasis on your personal behavior and on your relations with others.

Getting along with others is always in your own best interests. But even if it were not, you need to be aware that one of the quickest ways to end a successful career, and to face other harsh penalties as well, is to take part in such ugly practices as ethnic discrimination and sexual harassment. The Navy is committed to fair and equitable treatment of all hands, by all hands, at all times and simply *will not tolerate* anything less.

Ethnic Discrimination

Because Americans join the Navy from all walks of life and come from all parts of the country, you will be living and working with people of different races, people with different social and educational backgrounds, people whose religious faith might be very different from what you are used to, people whose family background and customs are different from yours. All of these variations are defined as "ethnic" differences, and while they are very real and cannot be ignored, they must also be *irrelevant* in your relations with one another. Despite all these potential differences, the people you share the Navy with are guaranteed to have two things in common with



PH3 Heather S. Gordon

Figure 5.1. Different races and genders must pull together to make the Navy run well.

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you. They are *people* and they are *in the Navy*. These are strong bonds when you think about it.

This is not to say that you must *like* everyone in the Navy. Human nature being what it is, it is almost guaranteed that you will meet, and even work closely with, some people you will not like. But your evaluation of an individual should be based upon their words and actions, not on their ethnic differences.

Men and women who have been in combat will tell you that they never gave a thought to the religion of the medic who stopped the bleeding of their wounds. They never once wondered if the pilot who was providing covering fire for them was black or white. They never asked about a fellow Sailor's family background before letting him help put out a fire on an aircraft loaded with live bombs.

The Navy has taken a great many steps to eliminate ethnic prejudice and discrimination. There have been programs, educational campaigns, and regulations enacted to this end. All of these are important steps that need to be taken, but what is going to be the most effective means is how *you* deal with these matters. The following principles should guide you in your everyday activities:

Treat every person as an individual and evaluate them on their words and actions, not on their ethnic makeup.

Never tolerate ethnic discrimination in others. If a subordinate is practicing discrimination or exhibiting ethnic prejudice, correct it. If a superior is doing so, *report* it.

If you are the *victim* of such activities, report it.

If you need some help in deciding whether you are involved in ethnic discrimination—either as a victim or as the one doing the discriminating—the Navy has provided a telephone counseling service that you may call. This is *not* for reporting ethnic discrimination. It is there for you to call to get advice on your rights and responsibilities should you be discriminated against or if someone is accusing you of doing so. This is a confidential service—you need not give your name when calling. The number to call is 1-800-253-0931 if you are in the continental United States. If you are outside the continental United States, call *collect* at 1-703-614-2735. If you are working in the Department of Defense, call 224-2735.

If you follow these guidelines at all times, you will be taking a large step toward the prevention of ethnic discrimination in the Navy, and you will be protecting yourself from the very serious consequences that are the result of such practices.

Sexual Harassment

It should come as no surprise to you that sexual harassment is prohibited in the Navy. Sexual harassment is defined, in simple terms, as making unwelcome advances toward another person. But human interaction is rarely simple. There can be a fine line between acceptable and unacceptable behavior when it comes to interactions between men and women. Sexual harassment can be sexually oriented communications, comments, gestures, or physical contact. It can also be offers or threats to influence or alter, directly or indirectly, an individual's career or other conditions of service in order to secure sexual favors.

Despite the terminology used, sexual harassment is really about *power*, not about sex. Both men and women are capable of harassment and either men or women can be victims of it.

Men and women in the Navy have an obligation to each other and to their service to respect each other's dignity. That is the basis of civil rights and is required conduct for all service people.

Guidelines

The Secretary of the Navy has issued specific guidance concerning sexual harassment in SECNAVINST 5300.26. The instruction states

that sexual harassment occurs when a person in a supervisory or command position uses or condones sexual behavior to control, influence, or affect the career, pay, or the actual job of a military member or civilian employee. Unwelcomed verbal comments, gestures, or physical contact of a sexual nature are also considered sexual harassment. If an individual feels that his or her job performance is affected by such behaviors or feels that such activities are creating an intimidating, hostile, or offensive environment in the workplace, this is a clear sign that sexual harassment is taking place. It is also a violation for a supervisor or commanding officer to condone or ignore acts of sexual harassment or to ignore reports of such behavior. Violations also include making false accusations or retaliating against a person who reports sexual harassment.

The SECNAV instruction uses the three colors of a traffic light to explain the wide range of behaviors of sexual harassment. Green-light behavior is acceptable under any circumstances; yellow-light actions cover areas that are possibly offensive; red-light conduct constitutes blatant sexual harassment.

Green Light. These behaviors, which are not sexual harassment, include:

- Performance counseling;
- Touching that could not reasonably be perceived in a sexual way (such as touching someone on the elbow);
- Counseling on military appearance; and
- Social interaction, such as showing concern, encouragement, a polite compliment, or a friendly conversation.

Yellow Light. Many people find the following behaviors unacceptable and consider them sexual harassment:

- Violating "personal space" (lingering close enough to make that person uncomfortable);
- Repeated requests for dates;
- Unwanted letters or poems;
- Questions about personal life;
- Foul language;
- Touching, comments, jokes, posters, calendars, whistling, leering, or staring that is sexually suggestive; and
- Sitting or gesturing sexually.

Red Light. The following behaviors are always considered sexual harassment:

Sexual favors in return for employment rewards;
Threats if sexual favors are not provided;
Sexually explicit remarks or pictures (including calendars or posters);
The use of status to request dates; and
Obscene letters or comments.

The most severe forms of sexual harassment, such as sexual assault (ranging from forcefully grabbing to fondling, forced kissing, or rape), constitute criminal behavior and will result in prosecution.

Keep in mind that the examples used here are for guidance only, that individuals believe they are being sexually harassed based on their perception of the situation, that each incident is judged on the totality of facts in that particular case, and that each individual's judgment may vary on the same facts. Therefore, caution in this area is advised. Some basic principles that will help guide you in your day-to-day activities:

Any time sexually oriented behavior of *any kind* is introduced into the work environment or among coworkers, the behavior may constitute sexual harassment. *If in doubt, don't do it.*

Never tolerate sexual harassment in others. If a subordinate is sexually harassing someone, correct it. If a superior is doing so, *report it.*

If you are the *victim* of such activities, report it.

Action

The Secretary of the Navy's guidance prescribes specific actions that should be taken in the event that sexual harassment is committed or suspected.

Assistance. If you need some help in deciding whether you are involved in sexual harassment—either as a victim or as the one doing the harassing—the Navy has provided a telephone counseling service that you may call. It is the same line used for assistance in matters of ethnic discrimination described above and is staffed by trained counselors who can provide the assistance you need. This line is *not* for reporting sexual harassment. It is there for you to call to get advice on your rights and responsibilities should you be sexually harassed or if someone is accusing you of sexual harassment. This is a confidential service—you need not give your name when calling. The number to call is 1-800-253-0931 if you are in the continental United States. If you are outside the continental United States, call *collect* at 1-703-

614-2735. If you are working in the Department of Defense, call 224-2735. You may also obtain more information at the BUPERS website <http://www.bupers.navy.mil/pers61>.

Responsibilities. If you believe that you are being sexually harassed, you must take appropriate action to get it stopped. You should do the following:

Tell the harasser to stop. Because people's perceptions are often different in such matters, you must make the harasser aware that her or his behavior is unwanted. Politeness is always appropriate, but be clear and firm about what it is that is bothering you.

Talk with coworkers. See if any of them have witnessed what is happening to you and find out if they, too, are feeling harassed.

Keep a written record of what has been occurring. The record of each incident should include:

When it occurred (date and time);

Where it occurred;

A description of what happened;

What was said (by the harasser and by you);

How you felt when the incident was occurring and afterwards;
and

The names of any witnesses, anyone you told about the incident, and anyone else who is also a victim of the same harassment.

Report the harassment up the chain of command. If telling the harasser to stop has not had the desired effect, tell your supervisor what is occurring and ask that it be stopped. If it is your supervisor who is doing the harassing, report it to his or her supervisor or commanding officer.

File a formal grievance. If the chain of command does not respond adequately, file a grievance.

Fraternization

Hundreds of years of Navy experience have demonstrated that seniors must maintain thoroughly professional relationships with juniors at all times. "Fraternization" is the term traditionally used to identify personal relationships that violate the customary bounds of acceptable senior-subordinate relationships.

While it is impossible to define every situation which might be considered fraternization, common sense dictates that activities which can affect a senior's ability to be objective are not appropriate.

For example, dating, sharing living accommodations, intimate or sexual relations, commercial solicitations, private business partnerships, gambling, and lending or borrowing money are all activities that can damage senior-subordinate relationships.

Personal relationships that include any of these characteristics are forbidden under the following circumstances:

- between officers and enlisted personnel
- between chief petty officers (E-7 through E-9) and juniors (E-1 through E-6) who are assigned to the same command
- between instructors and students within Navy training commands
- between recruiters and recruits (or potential recruits).

Violations of these rules may result in disciplinary action under the Uniform Code of Military Justice (UCMJ).

One last caution. Fraternalization rules are “service specific,” which means they are not identical in each of the armed services. What is allowed or forbidden in another service, such as the Army, may or may not be allowed in the Navy, so do not make assumptions. If in doubt, ask for assistance from a senior in your chain of command to determine what is appropriate behavior and what might be considered fraternization.

Homosexuality

The Department of Defense (DOD) has long held that, as a general rule, open homosexuality is incompatible with military service because it interferes with some of the factors critical to combat effectiveness, including unit morale, unit cohesion, and individual privacy. But DOD also recognizes that individuals with a homosexual orientation have served effectively and sometimes with distinction in the armed services of the United States.

With those facts in mind, the policy of DOD regarding homosexuality can be summed up as “Don’t Ask—Don’t Tell—Don’t Harass.” What this means is that (1) no individual in the Navy will be *asked* (either in writing or verbally) about their sexual orientation, (2) no servicemember is expected to, nor should they, *tell* anyone what their sexual orientation is, and (3) hostile treatment or violence against a servicemember based on a perception of his or her sexual orientation will not be tolerated. This latter warning means that you must not tell any jokes, say anything derogatory, threaten, or harm anyone because you suspect or think they are, or are not, homosexual. In other words,

to protect yourself and others from any misunderstandings and/or punitive action, you should avoid the subject and any related actions altogether.

Hazing

Good-natured fun, such as mild teasing, can enhance relationships among shipmates, but when it goes too far, it is no longer fun and is illegal. Your Navy has no tolerance for behaviors that are demeaning, humiliating, abusive, oppressive, or cruel to others. Neither must you.

Games or playing tricks on others that include such things as shaving, taping, greasing, painting, tattooing, striking, threatening, forcing the consumption of food, alcohol, drugs, or any other substance are forbidden. Such practices as "tacking on," "pinning," and "blood wings" are a quick way to find yourself the subject of a court martial. Following two simple rules will keep you from making a mistake that may do significant physical or psychological harm to others and bring serious consequences to you. (1) Do not do anything to someone else that you would not want done to you. (2) If you have any doubt, don't do it.

Public Relations

Because you represent the U.S. Navy whenever you put on your uniform, you are in effect performing public relations duty every time you come into contact with someone outside the Navy. What people think about the Navy is influenced by what they see its members doing. This is true whether you are a seaman recruit or an admiral. When you put on the Navy uniform, you represent the U.S. Navy. It should be apparent that it is in your best interests as well as the Navy's that you never forget your importance as a representative of the service and always conduct yourself in a manner that will bring credit to you, your Navy, and the nation you serve.

Overseas Diplomacy

When you are visiting or working in other countries—and, as a Sailor in the U.S. Navy, the odds are that you *will* find yourself in one or more foreign nations at some point in your career—you not only represent the Navy, but the United States of America as well. You will still be on public relations duty, but you will, in effect, be an American ambassador as well. Fair or not, people in the other nations you visit will often judge all Americans by what you do.

Standards of Conduct

Whether you are overseas, in your homeport, or visiting your hometown, as a representative of the Navy you must always practice standards of conduct that will reflect favorably upon you and your Navy.

These standards are explained in detail in the Secretary of the Navy's instruction number 5370.2, but the list of "nevers" below will guide you in maintaining the expected standards of conduct:

- Never* use your position as a member of the Navy for private gain.
- Never* give preferential treatment to any person or organization.
- Never* do things that will reduce government efficiency or economy.
- Never* give up your independence or lose your impartiality.
- Never* make decisions or take actions that will bypass the chain of command or go outside official channels.
- Never* do anything that will adversely affect the public's confidence in the Navy or in the U.S. government.
- Never* take part in any business or financial dealings that result in a conflict between your private interest and the public interest of the United States.
- Never* engage in any activity that might result in or reasonably be expected to create the appearance of a conflict of interest.
- Never* accept gifts from defense contractors or others who are trying to do business with the government.
- Never* use your official position to influence any person to provide any private benefit.
- Never* use your rank, title, position, or uniform for commercial purposes.
- Never* accept outside employment or take part in any activity that is incompatible with your duties or may bring discredit to the Navy.
- Never* take or use government property or services for other than officially approved purposes.
- Never* give gifts to your superiors or accept them from your subordinates.
- Never* conduct official business with persons whose participation in the transaction would be in violation of law.

Examples of violations of these standards would be wearing your uniform while filming a television commercial or taking part in a

political rally. Or accepting money or a gift in exchange for a tour of your ship. Or taking a piece of Navy electronic test equipment home to work on your stereo. Or posing for pictures for a magazine that some may find offensive. The list of examples could go on for pages and pages. For the most part, simple common sense will serve you well. But if you are not sure about something, before you do it, ask someone who can help: a more senior petty officer in your division, your division chief, a chaplain, or your division officer.

24/7

From the time you join the service until you are discharged or retire, your duty and commitment to the Navy is a 24-hour-a-day, seven-days-a-week obligation. This means that you must comply with the codes, standards, regulations, and policies described in this chapter and elsewhere in this book at all times, in all places. Unacceptable conduct is not excused because you are "not at work."

Finally, three simple rules will guide you well in your conduct as a Sailor in the United States Navy:

Always be aware that you are a representative of the Navy and your nation.

Always assume that someone is watching.

Never do anything you would not want to read about in the newspaper or that you would not want to have to explain to your commanding officer or the people who raised you.

Courtesies, Customs, and Ceremonies

Fleet Admiral Chester Nimitz, one of the key figures in the U.S. Navy's victory at sea in the Pacific during World War II, once said that "a naval ceremony should follow the long established rules for its execution carefully and exactly. Such attention to detail honors those who, long before us, established the ritual, and all those who, past, present, and future, take part in that ceremony."

There is no question that life in the Navy is a unique experience. Once you have been to sea, or flown on naval air missions, or taken part in the many different things that Sailors the world over are doing every hour of every day, you will know from first-hand experience how different a job in the Navy can be from what your counterparts in civilian life are doing. It is only fitting, therefore, that we celebrate our uniqueness through special ceremonies and demonstrate our differences through special customs that remind us of our very different heritage. Not only will these practices make you feel special, they will remind the rest of the world of the unique contributions made by the men and women who serve in the U.S. Navy.

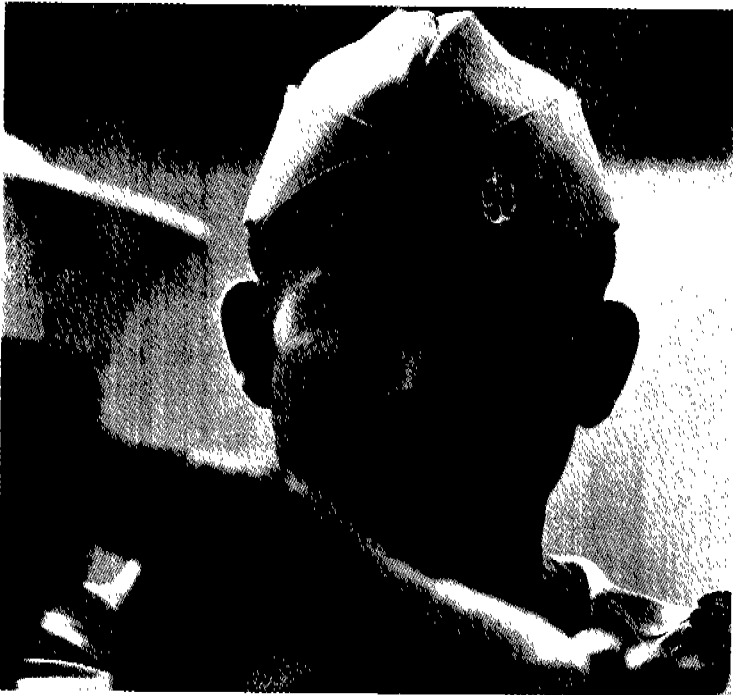
Because some of the things we do in the Navy are very different from what you were used to in civilian life, it is only natural to feel somewhat embarrassed the first few times you practice these new courtesies and customs or take part in these unusual ceremonies. But remember that everyone around you in the Navy is also doing these things, and that most everyone outside the Navy may not understand what they are seeing but are favorably impressed whenever they witness these unique practices. Think about what you felt if you ever saw a military drill team perform before you entered the Navy. More than likely, you did not laugh but instead felt a kind of awe as you watched the precision and skill displayed by this military unit. What you felt is much like what most civilians feel when they see Sailors dressed in their best uniforms, smartly lined along the rails of a ship returning from a long deployment overseas, or when they hear the

roar of a gun salute. Practice these new customs and soon pride will overtake any embarrassment you might feel.

The Salute

After learning how to stand at attention, the next military custom you will most likely learn how to use is the hand salute. It is a centuries-old custom, and it probably originated when men in armor raised their helmet visors so they could be identified. The tradition continues today as a means of showing respect among naval warriors.

Salutes are customarily given with the right hand, but there are exceptions. If your right arm is injured in such a way as to prevent you from saluting, or if you are using your right hand for some military purpose, such as holding a boatswain's pipe while blowing it, then it is considered appropriate for you to salute with your left hand. Interestingly, people in the Army and Air Force never salute left-



U.S. Navy

Figure 6.1. Saluting is a centuries-old military tradition that is impressive when done correctly, embarrassing when done poorly. Here, a Chief instructs a Sailor on the proper method of saluting.

handed. On the other hand, a soldier or airman may salute uncovered (without cap on), while Sailors must be covered if they are going to salute. Be aware that these differences in custom among the services should be modified if the circumstances warrant. Consider, for example, if you are in an office with several soldiers and none of you are covered. An Army officer enters, and the soldiers jump to their feet, come to attention, and salute. Your naval custom would not include the salute, since you are uncovered, but not to salute would seem disrespectful under the circumstances, so you should do as the soldiers do and salute. The old (and *customary*) saying, "When in Rome, do as the Romans do," is good advice.

How to Salute

Salute from a position of attention if you are standing still. If you're walking, salute from an erect position. Your upper arm should be parallel to the deck or ground, forearm inclined at a 45-degree angle, hand and wrist straight, palm slightly inward, thumb and fingers extended and joined, with the tip of the forefinger touching the lower edge of your cap, slightly to the right of the right eye. Face the person saluted or, if you're walking, turn your head and eyes toward the person. Allow time for the person being saluted to see and return the salute; if both of you are walking, a distance of about six steps is

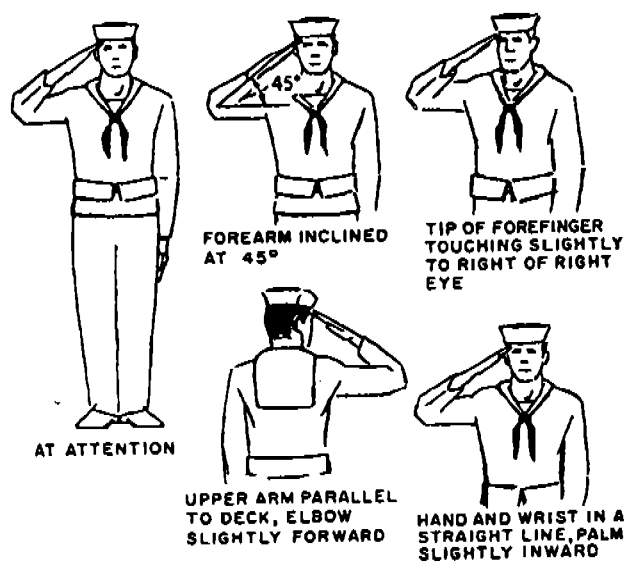


Figure 6.2. How to salute properly.

about right. Hold the salute until the officer has returned or acknowledged it, then bring your hand smartly to your side.

In most cases, a salute is accompanied by a verbal greeting. For example, when you meet an officer you know, you should accompany your salute with "Good Morning, Lieutenant Jones." If you do not know the officer's name, "Good morning, Ma'am" or "Good morning, Sir" is appropriate. For more guidance on how to address people in the Navy, see "The Address" section below.

Whom to Salute

Salute all officers of all U.S. services and all allied foreign services. Officers in the U.S. Merchant Marine and Public Health Service wear uniforms that closely resemble Navy uniforms, and they too rate a salute.

Salute the person standing an OOD watch no matter what their rank or rate (see "Boarding and Departing the Ship"). The same applies to anyone taking a division muster.

A good rule to remember about saluting is: When in doubt, salute. If you salute someone who does not rate a salute, you may cause yourself some slight embarrassment by appearing less informed than you should be. But if you fail to salute someone who does rate one, you appear to be unmilitary, discourteous, and a shirker. No one ever got into trouble for saluting when it was not expected, but the opposite cannot be said.

Because you are in uniform, young children will often salute you; they rightfully associate saluting with military behavior. Return the salute. The smile you will get in return will make your whole day.

When Not to Salute

There are times when other considerations override the desirability of a military salute. Do *not* salute in the following circumstances:

When engaged in work and saluting would interfere with what you are doing. If you are part of a work detail, the person in charge of the detail will salute for the entire group.

When engaged in athletics or some other recreational activity.

When carrying something with both hands and saluting would require you put all or part of your load down. A verbal greeting is still appropriate in this case.

In public places where saluting is obviously inappropriate (such as on a bus or while standing in line at a theater). A verbal greeting is still appropriate, however.



Figure 6.3. Whom to salute.

In combat or simulated combat conditions.

At mess. If you are addressed by an officer while eating, you should stop eating and sit at attention until the officer has departed. Courtesy dictates that the officer will keep the interruption brief.

When guarding prisoners.

In formation. The person in charge will salute for you or, in some cases, will give the order for you and the others in the formation to salute, but you are relieved of any responsibility to salute on your own when in formation.



Figure 6.4. When not to salute.

Saluting While Armed

If you have a sidearm (pistol) in a holster, you would salute the same as if you were unarmed. The same is true if you are carrying a rifle at "sling arms," except that it is appropriate to reach across the front of your body with your left hand to prevent the butt of the rifle from swinging forward.

When carrying a rifle (other than at "sling arms"), there are three different ways in which to salute.

Present Arms

"Present arms" is a salute in itself and is the one most often used. (The word "present" is pronounced with the emphasis on the second syllable, not the first.) Hold the rifle vertically in front of you, parallel to your body, with the muzzle about three inches higher than your eyes.

Rifle Salute at Order Arms

If you are already at order arms or if present arms is not practical because of confined space, saluting at order arms is appropriate. When you have your rifle at order arms, it is resting on the deck next to your right foot and held in place by the V formed between the thumb and index finger of your right hand. To salute from this posi-

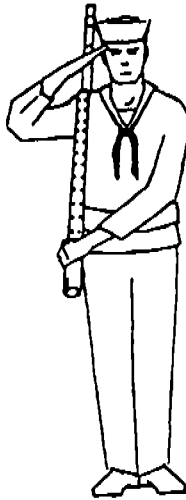


Figure 6.5. Saluting while at sling arms.

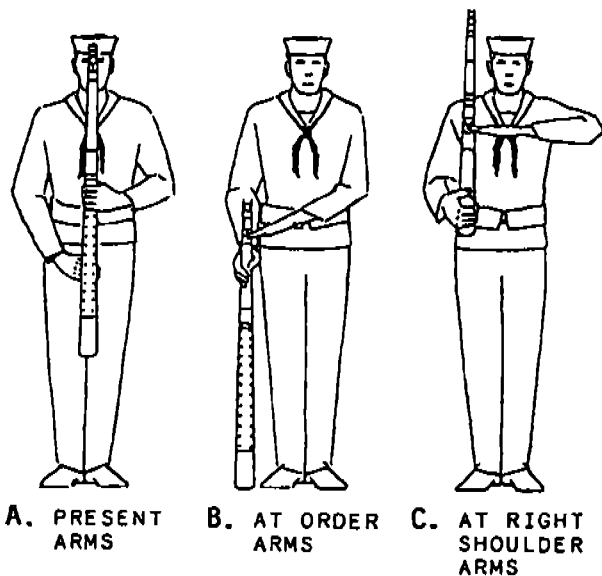


Figure 6.6a-c. Rifle salutes.

tion, you should smartly move your left hand across your body and, holding it flat in a position similar to that used when saluting normally, touch it to the rifle just below the muzzle.

Rifle Salute at Shoulder Arms

Rifles are often carried—particularly when marching—at shoulder arms (resting smartly on the shoulder at about a 45-degree angle with your arm parallel to the deck). Rather than stop marching, come to attention, and then present arms, it is appropriate to salute from right shoulder arms by bringing your left arm smartly across your body, keeping your hand flat in appropriate salute fashion, and touching your fingertips to the rifle while keeping your arm parallel to the deck.

The Address

There are really two different situations you must consider when it comes to addressing people in the Navy: introductions and conversation. Introducing people requires a degree of extra formality over merely addressing them in other conversation.

When you are introducing someone, you should use their entire title, but some—such as vice admiral or lieutenant commander—are too long and cumbersome to use in normal conversation, so you would shorten them by dropping the first part of their titles. You refer to her or him in conversation as “Commander Jones,” or simply “Commander.” However, if several people of the same rank are together, it is proper to use both title and name, such as “Admiral Taylor” or “Chief Smith,” to avoid confusion.

In the military, rank establishes the order of introduction: introduce the junior to the senior, regardless of either one’s age or sex.

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Officers

Officers are always addressed and referred to by their title or rank, such as admiral, captain, or commander. By tradition, the commanding officer of any ship or station, no matter what his or her rank, is addressed and referred to as “Captain.” An officer in the medical corps or dental corps is addressed and referred to by rank, or as “Doctor.” A chaplain may be called “Chaplain” no matter what the rank.

Army, Air Force, and Marine Corps officers are addressed and referred to by their ranks.

Enlisted Personnel

A chief petty officer is addressed as “Chief Petty Officer Smith,” or more informally as “Chief Smith” or “Chief” if you do not know his or her name. Master and senior chief petty officers are customarily addressed and referred to as “Master Chief Smith,” “Senior Chief Smith,” “Master Chief,” or “Senior Chief” if you do not know their names.

Other petty officers are addressed and referred to by their specific rates. For example, you would introduce GMG2 Johnson as “Gunner’s Mate Second Class Johnson” or “Petty Officer Second Class Johnson,” and refer to her as “Petty Officer Johnson.”

Nonrated personnel—those in paygrades E-1 through E-3—are introduced as “Seaman Wells” or “Fireman Apprentice Clifton” and referred to in the same manner or by their last names only in informal situations.

The Reply

When an officer asks you a question that can be answered either “yes” or “no,” you should answer “Yes, sir” or “Yes, ma’am” or “No,

“sir” or “No, ma’am,” whichever is appropriate. If your answer requires more than a simple yes or no, you should still add “sir” or “ma’am” to your answer, such as “The boat is ready for launching, sir.” But if an officer gives you an order, the proper answer is “Aye, aye, sir” or “Aye, aye, ma’am.” This means that you have heard the order, you understand it, and you will carry it out.

When a senior wants to indicate that she or he has heard and understood a report from a junior, she or he will answer, “Very well.” A junior never says “Very well” to a senior. Observe the following conversation:

Lieutenant Washington: “Seaman Nelson, is the boat ready for launching?”

Seaman Nelson: “Yes, sir.”

Lieutenant Washington: “Excellent. Make certain there are enough life-jackets on board.”

Seaman Nelson: “Aye, aye, sir.”

[Nelson checks]

Seaman Nelson: “There are seven life-jackets on board, sir.”

Lieutenant Washington: “Very well.”

This way of speaking is different from what you are probably used to, but it is one of the differences that makes life in the Navy special and interesting. The terms “Aye, aye” and “Very well” come from centuries of tradition going way back to the days when ships were powered by sails and Sailors fought with cannons and cutlasses. Just as you would never say “Aye, aye” back in the neighborhood where you grew up, so you should not say “Yeah,” “Yup,” or “Okay” when speaking to an officer in the Navy. Once you have used terms like this a few times, you will get past the strangeness and feel pride because it is one of the things that marks you as a Navy professional.

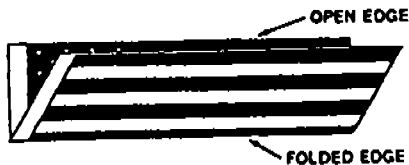
Flags and Flag Etiquette

Showing respect to the American flag is probably not new to you. In school, or perhaps in a scout troop, you may have recited the pledge of allegiance before starting the day’s activities. You have probably been to a sporting event where the national anthem is played while everyone in the stadium stood as a mark of respect.

The American flag is, in truth, a piece of colored cloth. But what it represents causes us to want to show respect for it. The American flag is a symbol of the democracy we hold so dear, that men and



FOLD THE LOWER STRIPED SECTION OF THE FLAG OVER THE BLUE FIELD.



FOLD THE FOLDED EDGE OVER TO MEET THE OPEN EDGE.

START A TRIANGULAR FOLD BY BRINGING THE STRIPED CORNER OF THE FOLDED EDGE TO THE OPEN EDGE.



FOLD THE OUTER POINT INWARD PARALLEL WITH THE OPEN EDGE TO FORM A SECOND TRIANGLE.



CONTINUE FOLDING UNTIL THE ENTIRE LENGTH OF THE FLAG IS FOLDED INTO A TRIANGLE WITH ONLY THE BLUE FIELD AND MARGIN SHOWING.



TUCK THE REMAINING MARGIN INTO THE POCKET FORMED BY THE FOLDS AT THE BLUE FIELD EDGE OF THE FLAG.



THE PROPERLY FOLDED FLAG SHOULD RESEMBLE A COCKED HAT.



Figure 6.7. Correct method of folding the national ensign. It takes a minimum of two people to keep the flag taut while folding.

women have died protecting, that is the essence of what the United States of America is truly about.

In the Navy, as in all the armed forces, the American flag is no less a symbol of democracy, and it takes on extra significance because it is in the military services that many Americans have sacrificed their lives defending "the republic for which it stands." The first official salute of the American flag by a foreign government took place on 14 February 1778 when a Navy ship, the sloop-of-war *Ranger* under the command of Captain John Paul Jones, exchanged salutes with the French ship *Robuste*, in Quiberon Bay on the Atlantic coast of France. As an American bluejacket, you will see the American flag often, and you will participate in many ceremonies in which the flag plays a part and is honored.

You may be called upon to fold an American flag and you should know the proper way of doing it. It takes a minimum of two to do it properly, so practice with a friend using a bath towel until you are comfortable with the procedure.

As with many aspects of the Navy, you must learn some new terms and new customs when it comes to the American flag. To begin with, we don't normally refer to it as the American flag. In the Navy, it is called the "national ensign" and is sometimes referred to as "the colors." You will also see a flag used in the Navy that is just the blue rectangular part of the national ensign with the white stars. It is called the "union jack" and its use will be explained below.

There are other special flags used in the Navy besides the union jack and many special customs go along with these special flags as well.

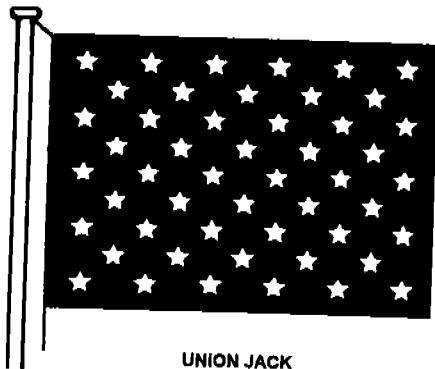


Figure 6.8. The union jack is a special flag used by the U.S. Navy.

The National Anthem

Many customs and ceremonies are associated with the national ensign. One that you will have some familiarity with is showing respect during the playing of the national anthem. Just as you would stand during the playing of "The Star Spangled Banner" before a ballgame, all naval personnel show similar respect whenever the national anthem is played. This is accomplished by standing at attention and facing the national ensign if it can be seen, or facing in the direction of the music if the ensign is not in sight. If in uniform and covered, salute from the sounding of the first note to the last. If you are uncovered, in uniform, it is customary to stand at attention during the playing of the anthem. If you are wearing civilian clothes or athletic gear, stop and face the colors at attention. If you are a man wearing a hat with your civilian clothes, remove it with your right hand and hold it over your heart throughout the ceremony. If you are not wearing a hat, salute by holding your right hand over your heart. If you are a woman in civilian clothes, with or without a hat, stand at attention and place your right hand over your heart.

If you are a passenger in a boat, stand at attention if that is practical. Obviously, safety takes precedence over ceremony, so if you are seated and it would be unsafe for you to stand, remain seated at attention throughout the ceremony. The boat officer or coxswain will salute for all aboard.

Drivers of motor vehicles pull over and stop if traffic safety permits. Sit at attention but do not salute.

The same marks of respect prescribed during the playing of the national anthem are shown during the playing of a foreign national anthem.

Passing of the Colors

Whenever the national ensign is being carried by a color guard and passes by you, as in a parade, for example, you should stand (if you were sitting) and render a salute until the ensign has passed by. If you are in civilian clothes, the same rules apply as during the national anthem: hat or hand over your heart.

Morning and Evening Colors

The ceremonies of hoisting the national ensign (raising the flag) at 0800 in the morning and lowering it at sunset are called morning colors and evening colors, respectively. These ceremonies take place every day on every Navy shore station in the world. Ships at sea do not observe either of these formal ceremonies, but ships in port—

whether moored to a pier or anchored offshore—*do* observe both morning and evening colors. Aboard ships, the ceremonies have an added factor in that the union jack is also hoisted and taken down at the same time as the national ensign. The union jack is always hoisted on a pole called a “jackstaff” at the bow (front end) of the ship, while the national ensign is always hoisted onto a pole called a “flagstaff” at the stern (back end) of the ship.

If there is more than one Navy ship in port at the same time, the one having the most senior officer (called SOPA, or “senior officer present afloat”) holds colors normally, that is, raising or lowering the national ensign and union jack using a clock (or chronometer) to determine when it is time to do so. But all the other ships (those with officers junior to SOPA) ignore the time and simply follow the lead of SOPA. This ensures that all ships hold colors simultaneously, which makes for a much more impressive ceremony than if each ship acted independently.

Morning Colors

“First call to colors” is sounded on the ship’s announcing (IMC) system precisely at 0755. Most often this is a special bugle call that you will come to recognize. Few Navy ships today have a bugler aboard as part of the ship’s company (crew), as was common in earlier days, so the tradition is often kept alive by using a recorded bugle call. An alternative is for the officer of the deck to pass the word “first call to colors” over the IMC. This serves to alert everyone that the morning colors ceremony will take place in five minutes. A special yellow and green pennant called the PREP (for “preparative”) pennant will be hoisted to the yardarm on ships. You will be able to tell youth from experience at this point because the veterans of battle with enemies or the elements will often come out to take part in the ceremony, while the young and inexperienced will hurry inside to avoid participating because they have not yet come to appreciate what it symbolizes.

At 0800, the bugle sounds “Attention” (or a whistle is blown) and the national ensign and union jack are hoisted. At that moment, the PREP pennant will be hauled to the dip (lowered to the halfway point) and remain there until the ceremony is completed. While the colors are being briskly hoisted, one of several things will happen:

The band plays the national anthem (if the ship or shore station has a band).

The bugler plays “To the colors” (if the ship or station has a bugler assigned).

A *recording* of the national anthem is played over the 1MC.
A *recording* of "To the colors" is played over the 1MC.
Silence is observed while the colors are being hoisted (if none of the choices above are available).

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During colors everyone within sight or hearing renders honors. If you are outside, stop working (or whatever else you were doing when attention was sounded), face the colors, and salute until you hear, "Carry on" (either by bugle, whistle, or voice). If you are aboard ship and cannot see the national ensign, face aft (toward the stern) because you know the colors are being hoisted there. If you are on a shore station and cannot see the national ensign, face in the direction you hear the music or whistles coming from. If you are in ranks, follow the orders of the person in charge of the formation.

During the colors ceremony, you may of course think about whatever you like, but those who have grown to love the Navy and appreciate this nation through their years of experience will tell you that it is an excellent time to reflect upon what this Navy and this nation are all about, to think about what it is that makes the United States the greatest nation on Earth. If you are unmoved by the sight of your nation's flag bursting forth on a morning breeze in all its colorful glory, it is because you have not yet traveled the world and witnessed how other people live, and it is because you have not yet experienced the pride of being a part of a crew that works hard and gives what it takes to make the U.S. Navy the best the world has ever seen.

Once the colors have been hoisted and the music has ended, "Carry on" will be signaled either by bugle, by whistle, or verbally over the announcing system. That is the signal for you to resume what you were doing before the color ceremony.

Evening Colors

Sunset is the time for evening colors in the Navy. The exact time of sunset changes (ranging anywhere from 1700 to 2100) depending upon your latitude and the time of year but will be published each day in the POD of your ship or station. Five minutes before sunset, "First call to colors" is sounded just as in the morning and, if you are aboard a ship, the PREP pennant will again be raised to the yardarm. At sunset, the colors ceremony begins when "Attention" is sounded on a bugle (in most cases a recording) or when a whistle is blown. PREP is hauled to the dip just as in the morning and the procedures for standing at attention and saluting are the same as in the morning. While the national ensign is being lowered, the bugler (or recording)

will play "Retreat" (instead of "To the Colors," as is played in the morning). Another difference in the two ceremonies is that at morning colors the national ensign is hauled up smartly (quickly), while at evening colors it is hauled down slowly and ceremoniously.

Just as morning colors will often cause a great surge of pride as the national ensign makes its dramatic appearance, so evening colors is a time for quiet reflection. As you stand saluting in the evening twilight, watching your nation's colors slowly descend the mast to the haunting notes of the bugle playing "Retreat," do not be surprised if you feel a special bond with your nation and an appreciation for the sacrifices that have been made by people just like you in its defense. It is one of those moments that civilians never exactly share and which you will remember for the rest of your life whether you leave the Navy after one enlistment or remain in service for 30 years.

"Carry on" will signal the end of the ceremony just as in the morning.

Half-Masting the National Ensign

When an important official dies, it is often the practice to lower the ensign halfway down the mast or flagstaff as a means of honoring the deceased official. A list of officials so honored is contained in *U.S. Navy Regulations*.

If the ensign is flying when word is received that the ensign is to be half-masted, it should be immediately lowered. If the ensign is not already flying (for example, word is received during the night), morning colors will be held as normal except that after the ensign is hoisted all the way to the peak (top of the mast or jackstaff), it is then lowered to the half-mast position. In other words, it is not appropriate to merely hoist the colors directly to half mast; the ensign must first be two-blocked (hoisted as far as it will go), then lowered to half mast. The reverse is true in the evening. Before the national ensign can be brought down for the evening, it must first be ceremoniously two-blocked and then lowered all the way down.

On Memorial Day, the national ensign is always half-masted when first hoisted at morning colors. At 1200 (noon), a special twenty-one-gun salute is sounded: one every minute until twenty-one shots have been fired to honor those who have given their lives in the defense of our nation. At the conclusion of the firing, the national ensign is hoisted to the peak and flown that way for the remainder of the day. If a twenty-one-gun salute cannot be fired, the ensign is raised to the peak at precisely 1220.

During burial at sea, the ensign is at half mast from the beginning of the funeral service until the body is committed to the deep.

Aboard ship in port, anytime the national ensign is lowered to half mast, so is the union jack.

Courtesies,
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Shifting Colors

Another custom, far less formal than morning or evening colors, yet unique to the sea services, is what we call shifting colors. As already discussed, the national ensign is flown from the flagstaff at the stern (and the union jack is flown from the jackstaff at the bow) when a Navy ship is in port. But when a ship gets underway (no longer moored to a pier or anchored) the national ensign is flown from the gaff (a short angled pole that is higher up and toward the middle of the ship). When the last line is brought on board, or the anchor is lifted clear of the bottom of the harbor (aweigh), a long whistle blast is blown over the ship's general announcing system (IMC) by the BMOW and the national ensign is hoisted to the gaff while, simultaneously, the national ensign and union jack are taken down from the flagstaff and jackstaff respectively. This is all done smartly (quickly); the union jack and ensign should virtually disappear from the bow and stern while a different ensign leaps to the gaff. A ship that does not shift colors smartly will soon have a reputation she does not want. (*Note:* It is an old tradition of the sea that ships are referred to as "she.")

When a ship returns from sea, the exact opposite procedure takes place. The ensign is taken down from the gaff and raised along with the union jack at the stern and bow when the first mooring line is passed to the pier or the anchor touches bottom. All of this is done smartly, of course, to preserve the ship's reputation as "a taut ship" (efficient and proud).

Underway

Ships at sea do not make morning or evening colors, but they do fly an ensign at the gaff from sunrise to sunset. The union jack is not flown at sea.

When far out at sea and very few other vessels are around, the ensign is often taken down. This is done because a flag flying in the wind suffers a great deal of wear and tear, making it necessary to replace them frequently, and flying the national ensign at times when there is no one around to see it is wasteful. The ensign is flown at sea at the following times:

- Getting underway and returning to port.
- When joining up with other ships.

When cruising near land or in areas of high traffic.
During battle.

Dipping

A very old custom of the sea is that merchant ships "salute" naval vessels by dipping their ensigns as they pass by. When a merchant ship of any nation that is formally recognized by the United States salutes a ship of the U.S. Navy, she lowers her national colors to half mast. The Navy ship returns the salute by lowering her ensign to half mast for a few seconds, then closing it back up. The merchant vessel then raises her ensign back up.

If a naval ship is at anchor or moored to a pier and a passing merchant ship dips her ensign, the salute should be returned by lowering the national ensign halfway down the flagstaff, pausing for a moment, then returning it to the peak. The union jack is *not* dipped as well but remains two-blocked on the jackstaff.

If a naval vessel is underway and not flying the ensign (as discussed above) and a passing merchant ship dips her ensign in salute, the Navy ship will hoist her colors, dip for the salute, close them up again, and then haul them down again after a suitable interval.

Naval vessels dip the ensign only to answer a salute; they never salute first.

Other Flags

Many other flags besides the national ensign are used in the Navy. There are flags that represent numbers and the letters of the alphabet that are used by ships to communicate (see chapter 22) and there are special flags used for a variety of purposes as discussed below.

Union Jack

This replica of the blue, star-studded field of the national ensign has already been discussed in some detail because it is closely associated with the national ensign in its normal use. It is half-masted if the ensign is half-masted, but it is not dipped when the ensign is dipped. Besides being flown from the jackstaff in port from 0800 to sunset, the union jack is also hoisted at a yardarm (crossbar on a mast) when a general court-martial or a court of inquiry is in session.

Commission Pennant

The commission pennant is long and narrow, with seven white stars on a blue field and the rest of the pennant divided lengthwise, red on top and white below.

The commission pennant flies, day and night, from the time a ship is commissioned until she is decommissioned (in other words, while she is in service as a U.S. Navy ship), except when a personal flag or command pennant is flying instead (as explained below). One other exception is that a Navy hospital ship flies a Red Cross flag instead of a commission pennant.

The commission pennant is hoisted at the after truck (top of the mast closest to the rear of the vessel) or, on board a mastless ship, at the highest and most conspicuous point available.

A commission pennant is also flown from the bow of a boat if the commanding officer is embarked (riding in the boat) to make an official visit.

The commission pennant is not a personal flag, but sometimes it is regarded as the personal symbol of the commanding officer. Along with the national ensign and the union jack, it is half-masted on the death of the ship's commanding officer. When a ship is decommissioned, it is the custom for the commanding officer to keep the commission pennant.

Personal Flags

You will frequently hear the terms "flag officer" or "flag rank." These refer to admirals (or generals in other services) and have come about because officers in paygrades O-7 through O-10 in the Navy have special flags that accompany them wherever they go in an official capacity. For Navy admirals the flags are blue and have the same number of stars that these officers wear on their collars and on their shoulder boards: one star for a rear admiral (lower half), two stars for a rear admiral (upper half), three stars for a vice admiral, and four stars for an admiral.¹ These flags are flown on the fenders of their official cars, in front of their headquarters ashore, and from the main truck (top of the tallest mast) on board ships in which they are embarked.

The commission pennant and the personal flag of an admiral are never flown at the same time, so if a vice admiral boards your ship, the commission pennant is hauled down from the after truck and the admiral's three-star flag is hoisted instead at the main truck. The admiral's personal flag remains flying for as long as the admiral is officially embarked, even if he or she leaves the ship for a period of less than 72 hours.

1. You may also have heard of a "five-star admiral." This is a rank, called "Admiral of the Fleet" (or "Fleet Admiral"). The rank is not used anymore but was awarded to four outstanding admirals of World War II: Nimitz, King, Leahy, and Halsey.

Some very high-ranking officials, such as the Secretary of the Navy and the Chief of Naval Operations, have their own specially designed personal flags which are flown in the same manner as the starred flags of admirals.

Command Pennants

Officers who are not admirals but have command of more than one ship or a number of aircraft rate a command pennant. These pennants are flown in the same manner as an admiral's personal flags. When commanding a force, flotilla, squadron, cruiser-destroyer group, or aircraft wing, the officer rates a "broad command pennant," which is white with blue stripes along the top and bottom. An officer in command of any other unit, such as an aircraft squadron, flies a burgee command pennant, which is white with *red* stripes top and bottom.

Absence Indicators

When a commanding officer or any flag officer is temporarily absent from a ship, an absentee pennant is flown. When the admiral or unit commander whose personal flag or command pennant is flying departs the ship for a period less than 72 hours, his or her absence is indicated by hoisting the "first substitute" pennant to the starboard yardarm. The second substitute, flown from the port yardarm, indicates that the admiral's chief of staff is absent. The third substitute, also flown from the port yardarm, indicates the absence of the ship's commanding officer. (If the commanding officer is to be gone more than 72 hours, the pennant indicates the temporary absence of the executive officer.) The fourth substitute flying from the starboard yardarm means that the civil or military official whose flag is flying (such as the Secretary of Defense) is absent. It is flown from the starboard yardarm.

Church Pennant

While church services are conducted by a chaplain, the church pennant is placed on the hoist above the ensign. It is the only flag or pennant ever flown above the national ensign in this manner.

Other Flags and Pennants

Both in port and at sea, it is the custom for ships to fly other flags or pennants with special meanings. Some of these will be discussed in the chapter on communications (see chapter 22). The senior officer present afloat (SOPA) will fly a special green and white flag (which is also the "starboard" pennant used in flag communications) so that all ships in sight will know where SOPA is embarked. Ships who

have earned them fly special flags representing awards for battle efficiency, the Presidential Unit Citation (PUC), Navy Unit Commendation (NUC), or Meritorious Unit Commendation (MUC) from sunrise to sunset.

Courtesies,
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Honors

Some of the special customs and ceremonies that are unique to Navy life are carried out as a way of honoring individuals or celebrating special events. Nautical and military tradition have brought about a number of ways in which we honor deceased presidents, senior officers, national holidays, foreign ambassadors, and others.

Gun Salutes

In the old days it took as long as 20 minutes to load and fire a gun, so that when a ship fired her guns in salute, thereby rendering herself temporarily powerless, it was a friendly gesture. That practice has come down through the years to be a form of honoring an individual or a nation.

The gun salutes prescribed by Navy regulations are fired only by ships and stations designated by the Secretary of the Navy. Salutes are fired at intervals of five seconds, and always in odd numbers. A salute of twenty-one guns is fired on Washington's Birthday, Memorial Day, and Independence Day, and to honor the president of the United States and heads of foreign states. Other high-ranking government officials are honored by a lesser number of guns; for example, the vice-president of the United States is honored by nineteen guns and the Under Secretary of the Navy receives a seventeen-gun salute. (See *U.S. Navy Regulations* for details.) Senior naval officers are also honored by gun salutes, and the number of shots fired depends upon their rank. Salutes for naval officers are as follows:

Admiral	17 guns
Vice admiral	15 guns
Rear admiral (upper half)	13 guns
Rear admiral (lower half)	11 guns

Officers below the rank of rear admiral (lower half) do not rate a gun salute.

Manning the Rail

In the days of sail, a custom evolved in which the crew would "man the yards" by standing evenly spaced on all the ship's yards (cross-

bars on masts from which sails were suspended) and giving three cheers to honor a distinguished person. Today, the crew is stationed along the rails and superstructure of a ship when honors are rendered to the president, the head of a foreign state, or the member of a reigning royal family. Men and women so stationed do not salute.

Ships will sometimes man the rail when entering port after a long deployment to honor those who were left behind to await the ship's return.

Dressing and Full-Dressing the Ship

Commissioned ships are "dressed" on national holidays and "full-dressed" on Washington's Birthday and Independence Day. When a ship is dressed, the national ensign is flown from the flagstaff and usually from each masthead. When a ship is full-dressed, in addition to the ensigns a "rainbow" of signal flags is displayed from bow to stern over the mastheads, or as nearly so as the construction of the ship permits. Ships are only dressed and full-dressed in port, never underway and only from 0800 to sunset.

Passing Honors

When naval vessels pass close aboard (600 yards for ships, 400 yards for boats) other naval vessels with officers more senior to them in command or embarked, it is the custom to initiate passing honors. Such honors are exchanged between ships of the U.S. Navy, between ships of the Navy and the Coast Guard, and between U.S. and most foreign navy ships.

The junior vessel initiates the passing honors by passing the word "Attention to port" or "Attention to starboard" depending upon which side of the vessel the senior ship is on. All members of the crew who are outside on the weather decks and not in ranks will stop what they are doing (unless their work is safety-related and it would be dangerous for them to stop) and face the direction indicated at attention. The vessel being honored will likewise call its crew to attention. Next, the word "Hand salute" is passed on the junior vessel and the hand salute is rendered by all persons on deck. This also is returned by the senior vessel. "Two" (the command for ending the salute) is then passed by the *senior* vessel, followed by the junior. Once the vessels are clear, "Carry on" is sounded and everything returns to normal routine.

Frequently, you will find that the entire process is accomplished using whistle signals blown with a police-type whistle. It is important that you know what the procedure is and what the whistles mean so

that you are not embarrassed when the occasion arises to participate in a passing honors situation. One blast indicates attention to starboard; two blasts indicate attention to port. Subsequent commands are one blast for hand salute, two blasts for ending the salute, and three blasts for carrying on.

Courtesies,
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Side Boys

Side boys are a customary part of the quarterdeck ceremonies when a person comes aboard or leaves a ship that rates special attention, such as a senior officer or a high-ranking civilian official. To carry out this honorary ceremony, the BMOW blows a special call on her or his boatswain's pipe while anywhere from two to eight side boys, depending on the rank of the officer, line up at attention on either side of the gangway (entrance/exit of the ship) forming a human corridor for the dignitary to pass through. The side boys salute on the first note of the pipe, holding their salute as the person being honored walks through the human passageway, and finishing the salute together on the last note of the boatswain's pipe.

Side boys must be particularly smart in appearance and well groomed, with brightly polished shoes and immaculate uniforms. If women are detailed as side boys they are still referred to by the traditional term "side boys."



PH1 Denis C. Dube

Figure 6.9. Side boys render honors to an admiral.

Other Shipboard Customs

Ships have been plying the waters of the world for many centuries and this long history has resulted in many unique customs. By observing these special customs, you will be forming a special link with Sailors from the past and keeping alive traditions that, in some cases, are thousands of years old.

The Bridge

When a ship is underway, the area known as the bridge serves as the control point for the vessel. A team of people will always be on watch serving the ship's special needs. The OOD heads that team and, serving as the captain's direct representative, is responsible for the safe navigation of the vessel and for carrying out the ship's routine. He or she is assisted by a team of watchstanders, who carry out a number of functions such as steering the ship and making announcements on the general announcing (IMC) system.

There is a formality associated with the bridge, and many ships require all nonwatch personnel to request permission from the OOD to come on the bridge, accompanying their request with a salute. This is more than a mere tradition since it allows the OOD to control access to the bridge, ensuring that the watch team is not inhibited in carrying out its important duties by having too many people in the way. Another custom that serves a useful purpose is the calling out "Captain is on the bridge" by the first person to see the commanding officer enter the bridge area. This alerts the OOD and the other watchstanders to the captain's presence, which is important since it is the OOD's responsibility to report significant happenings to the captain and since the captain's authority supersedes that of the OOD when she or he is on the bridge.

The Quarterdeck

The quarterdeck in many ways replaces the bridge as the control point of the ship when the ship is not underway. It has both functional and ceremonial purposes and, just like the bridge, is manned by a watch team. The OOD shifts his or her watch from the bridge to the quarterdeck once the ship enters port and, until the ship gets underway again, the ship's routine is run from there. The location of the quarterdeck will vary according to the type of ship and, because the quarterdeck also normally serves as the point of entry and exiting for the ship, it may actually move to different locations on board the

same ship, depending upon which side is facing the pier or whether or not the ship is anchored and using boats.

Frequently the quarterdeck is marked off by appropriate lines, deck markings, decorative cartridge cases, or fancy work (nautical decorations made from pieces of line). The quarterdeck is always kept particularly clean and shipshape.

Watchstanders on the quarterdeck must be in the uniform of the day and present a smart and military appearance at all times. Personnel not on watch should avoid the quarterdeck unless their work requires them to be in that area.

Larger vessels, such as aircraft carriers, may have two or more entry and exit points for the ship. Only *one* is designated as the quarterdeck, however.

Courtesies,
Customs,
and
Ceremonies

Boarding and Departing the Ship

The officer of the deck in port, or the OOD's assistant—known as the junior officer of the deck (JOOD)—will meet all persons leaving or boarding the ship. There are specific procedures to be followed by Navy personnel when boarding or departing and, to avoid serious embarrassment, you must learn them.

Because of security considerations, you will nearly always be expected to show your ID card to the OOD (or her or his representative) whenever you board a naval vessel, whether you are a member of the crew or not.

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Boarding

If the ship is alongside a pier, you will use a "brow" (a walkway that bridges the gap between the pier and the ship) to come aboard. If the ship is anchored out in the water, you will, of course, ride in a boat to get to the ship, and to get from the water up to the ship's main deck you will use an "accommodation ladder" (a kind of stairwell that has been rigged over the side of the ship). The opening in the ship's rail, where you actually board the ship (whether you are using a brow or an accommodation ladder), is called the "gangway." At the gangway, you should turn and face aft (where the national ensign is flying from the jackstaff), come to attention, and smartly salute if the ensign is flying. The OOD will return your salute to the national ensign. On some larger ships, you will not be able to actually *see* the national ensign but you should salute anyway. You will know whether it is flying or not by the time of day. If it is after 0800 and before sunset, you will know that the ensign is flying. After you have smartly

saluted the national ensign, turn and face the OOD (or her or his representative), salute, and say, "I request permission to come aboard, ma'am" (or "sir"). The OOD will return your salute and say, "Very well," or "Permission granted," and you should proceed. (*Note:* These salutes take place no matter what the ranks or rates of the individuals involved. If the OOD is a chief petty officer and the boarding individual is a commander, the latter will still salute the CPO, who, as OOD, represents the captain.)

If you are not in uniform, you should not salute but still face aft at attention to honor the national ensign and then, still at attention, face the OOD and request permission to come aboard.

If you are not a member of the crew of the ship you are boarding, you should state the reason for your visit when requesting permission to come aboard.

Departing

The procedure for leaving a ship is much the same as boarding, except that the steps are reversed. Step up to the vicinity of the gangway, salute the OOD, and say, "I request permission to leave the ship, sir" (or "ma'am"). When the OOD says, "Very well," or "Permission granted," and returns your salute, drop your salute and step to the gangway. If the ensign is flying, face aft, salute smartly, and leave.

Crossing Nests

Destroyers and smaller ships sometimes tie up in nests (clusters) alongside a tender or pier, and you may have to cross one or more ships to get to your own. The usual quarterdeck procedure described for boarding and leaving is modified somewhat in this case. When you board the inboard ship, salute the colors and the quarterdeck, and, addressing the OOD, say, "I request permission to cross, ma'am" (or "sir"). When the OOD says, "Very well," or "Permission granted," and returns your salute, drop your salute and head across the ship to the brow that leads to the next ship in the nest. It is not necessary to salute the colors on leaving, but be sure to do so when boarding the next ship in the nest. Repeat this procedure on each ship until you reach your own.

Officers' and CPO Country

The area on board ship where officers eat (the wardroom) and sleep (staterooms), as well as the halls (passageways) surrounding these areas, is known as "officers' country." Correspondingly, the area where chief petty officers eat and sleep is known as "CPO country."

You should avoid these areas unless you are on official business. If your duties require you to enter any of these spaces, you should knock before entering and remove your hat. Watchstanders wearing a duty belt or sidearm remain covered, unless a meal is in progress.

Courtesies,
Customs,
and
Ceremonies

Enlisted Mess Deck

The eating area for enlisted personnel is called the mess deck and is treated with the same courtesy as the wardroom. Always uncover when on or crossing mess decks, even if you are on watch and wearing the duty belt.

Sick Bay

In a ship, that area that functions as a hospital or medical clinic is known as the sick bay. In the days of sailing ships, it was customary to uncover when entering sick bay, out of respect to the dying and dead. Though modern medicine has transformed the sick bay into a place where people are usually healed and cured, the custom remains. In areas where patients are resting, you should avoid making noise, just as you would in any hospital ward.

Divine Services

When divine services are held on board, the church pennant is flown, and word is passed that services are being held in a certain space of the ship and to maintain quiet about the decks. A person entering the area where services are held uncovers unless the services are for a religion that requires the head to be covered during worship.

Boat Etiquette

A ship is judged, among other things, by her boats and their crews. Whether in utilities or dress blues, crews should observe the courtesies and procedures that build and maintain their ship's reputation. Boats play an important part in naval ceremonies, and each crewmember ought to know what is expected of the boat and of him or her.

Some boats will have only an enlisted man called a "coxswain" (pronounced "cock-sun") in charge, while others will have a "boat officer" specifically assigned to be responsible for boat and passenger safety.

Boarding and Departing

The basic rule in Navy manners, as in civilian life, is to make way for a senior quickly, quietly, and without confusion. The procedure for

entering boats and vehicles is *seniors in last and out first*. The idea is that the captain should not have to wait in a boat for anyone. Seniors get out first because normally their business is more important and pressing than that of the men and women of lesser rank.

If the boat is clearly divided into two sections (forward and aft), enlisted Sailors should sit in the forward section and officers in the after section. In any case, the rule is that *seniors take the seats farthest aft*.

The boat coxswain salutes all officers boarding and leaving the boat. Enlisted personnel seated well forward in a large boat do not rise and salute when officers enter or leave. Enlisted personnel in the after section of a boat always rise and salute when a commissioned officer enters or leaves.

Saluting

Boats exchange salutes when passing, as enlisted personnel and officers do when passing on shore. It is not the size or type of boat that determines seniority, but who is embarked; a small whaleboat carrying a commander is senior to a large boat with only an ensign aboard.

When one boat passes another, the coxswain and the boat officer (if there is one embarked) render the hand salute. Others in the boat stand or sit at attention. If standing, they face the boat being saluted; if seated, they sit at attention but do not turn toward the passing boat. The senior officer in the boat also salutes, while remaining seated, if he or she is visible outboard.

It is usually possible to tell by the uniform of the passenger officer or the flag flown which boat is senior, but if in doubt, *salute*.

If a boat is carrying an officer or official for whom a salute is being fired, the engine is slowed and the clutch disengaged after the first gun is fired, and the person honored rises, if safety permits. If personnel are working in a boat, they should not stop to salute.

Other Courtesies

Attention on Deck

Whenever important visitors, the captain, or other senior officers approach an area or enter a compartment (room) where there is a gathering of personnel, the first person to see them coming should call out "Attention on deck." All present should immediately come to attention and remain that way until the senior person present gives

the command "Carry on." This courtesy applies (even the use of the word "deck") both on and off ships.

Courtesies,
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Gangway

The command "Gangway!" should be given by anyone who observes an officer approaching where passage is blocked. Do not wait for someone else to call it out, even if you are not the most senior person present. The first person to see the approaching officer should call out "Gangway," and everyone present should move out of the officer's way.

Enlisted personnel do not clear a passage for themselves or other enlisted crewmembers in this way, but should say "Coming through" instead. "Make a hole" is *not* the correct term to use, although you will sometimes hear it being used (incorrectly).

By Your Leave

Do not overtake and pass an officer without permission except in an emergency. When it is necessary to walk past an officer, overtake him or her on his or her left side, salute when you are abreast, and ask, "By your leave, sir [or "ma'am"]?" When the officer returns the salute and replies, "Very well," drop your salute and continue past.

Accompanying a Senior

When walking with a senior, always walk on that person's left, that is, with the senior on your right.

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Military Fundamentals

As an American Bluejacket, you are, of course, a Sailor, and that requires you to know and do many things differently from civilian life. But you are also a member of the armed forces and this requires a certain amount of *military* knowledge as well.

Even though you may never see a parade field again after you leave boot camp, it is important to know the fundamentals of military drill. Long-distance marching in the Navy may be rare, but it is not uncommon to see a division formed up in ranks for morning quarters aboard a destroyer or to see thousands of Sailors in military formation covering the flight deck of an aircraft carrier during a personnel inspection. Military drill is an efficient way to keep groups of people together in an orderly fashion, it is an effective method of promoting discipline, and it provides experience in giving and following commands.

We often associate guard duty with soldiers, yet people and equipment must be safeguarded in the Navy as well. You may find yourself standing sentry duty on a pier in a foreign country or walking the rounds on your ship as part of a security patrol.

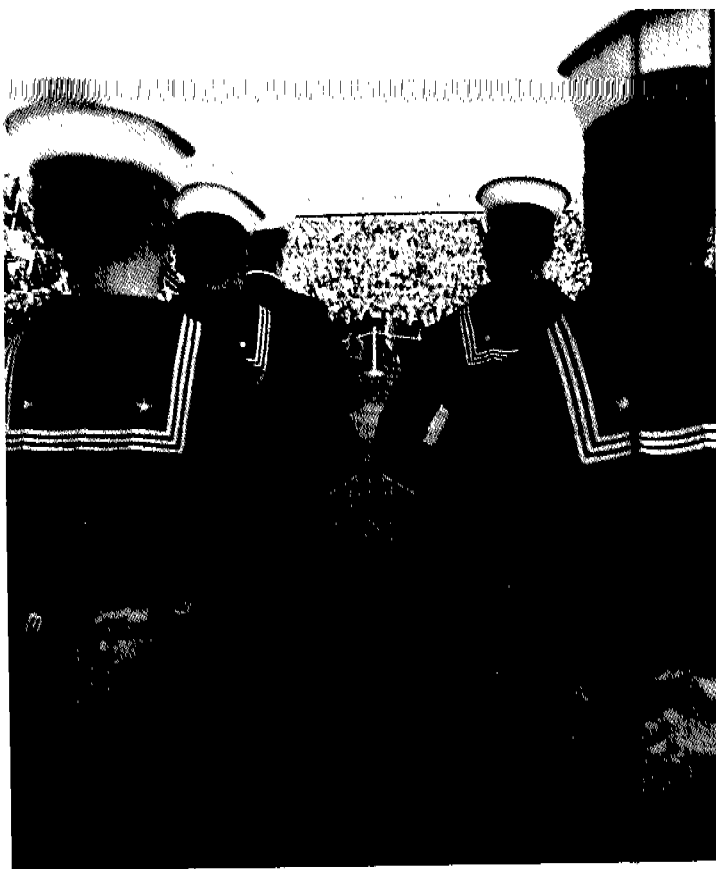
As part of your military duties, you may be required to carry and perhaps even use a firearm. You will, of course, receive practical training in the use of weapons before you will be expected to carry one, but certain universal fundamentals will help to prepare you.

Military Drill

Besides the benefits already mentioned, military drill encourages teamwork, instills habits of precision and instantaneous response, and improves bearing and demeanor.

Formations

Various kinds of formations are used in different parts of the Navy. Depending upon whether you are assigned to a ship, a training facility, a Navy construction battalion, or some other naval activity, you



PHC Terry C. Mitchell

Figure 7.1. Sailors standing in a military formation at parade rest.

will encounter terms like “squad,” “detail,” “platoon,” “section,” “company,” and “division,” all referring to military formations. You will see military formations used for morning quarters, for personnel inspections, to welcome dignitaries, or for many other reasons. But no matter what the occasion and no matter what the units are called, some things are common to all military formations.

The two basic structures of all military formations are “ranks” (also called “lines”), where people are lined up side by side—in other words, everyone is standing uniformly next to one another—and “files” (also called “columns”), where people are uniformly lined up one behind the other. There can be a single rank (or line) or a single file (or column), or the two can be combined. Anytime you have more than one rank, you automatically have formed columns (and vice versa).

knowing that your new friend is indeed from an unfriendly foreign nation. All this may sound like a scene from a spy movie but, unfortunately, it happens in real life. Enemy agents also like to infiltrate social gatherings where U.S. service personnel dance, drink, and talk. These agents may gather important pieces of information merely by listening to the conversation around them or by actively engaging in talk with service personnel. Then they pass on whatever is heard. Some agents even move into communities with service people so they can collect information from their neighbors.

Listed below are some ways to prevent being exploited by a foreign agent:

Don't talk about a sensitive job to people who don't need to know—not even to your family or friends.

Be careful what you say in social situations. Even seemingly trivial information can be valuable in the wrong hands.

Know how to handle classified material properly.

Don't be careless with carbons and typewriter ribbons used in connection with classified material. They are as classified as the original material.

If you have personal problems you feel might be exploited, use the chain of command to solve them. No one in the Navy is going to hit you over the head because you have a problem that might be solved by a senior petty officer or officer. If one of them can't help, go to the chaplain. Chaplains are in the service for more than promoting religion; they are there to help, whatever your problem is.

Reporting Threats

Report any suspicious contact. If someone seems more curious about your job than seems normal and presses you for information in any way, report it to your superiors. If the person is innocent, no harm will come of it. If the person is guilty, you will have done a great service to your country by calling attention to the incident.

If you are contacted by someone whom you are certain is attempting espionage, do not try to be a hero by taking action yourself. *Report it!*

Report any contact with someone you know who is from a nation that is hostile or potentially hostile to the United States, even if the contact seems innocent. Remember that spies rarely start out trying to get classified information from their targets. If you are unsure whether the nation is considered a potential threat, *report it*. In matters of security, it is always better to be overly cautious than not cautious enough.

If you feel that your superior in the chain of command cannot be trusted with the information you have to report, request permission to see the next higher-up. And the next, if necessary. If you feel you can't approach the people in your chain of command, go to the Naval Criminal Investigative Service (NCIS) office. If you can't find one, look in the white pages of the phone book under U.S. Government, Naval Activities.

If you are going to make a report, make a note of the date, time, place, and nature of the encounter. Describe how you were approached and mention who else in the Navy was also approached. Provide names if you know them. State your own name, grade, Social Security number, and anything else you feel is pertinent.

Operational Security

Operations are military actions, missions, and maneuvers. They involve the movement of ships and planes and their cargoes, personnel assignments, information gathering, communications, and the deployment and usage of weapon systems.

Much information can be gathered by an enemy or potential enemy without resorting to espionage. With enough information, an enemy can determine what an operation is for and sabotage it. Cargo loaded aboard a ship or plane may seem unimportant, but it can be vital information for an enemy wondering whether it is destined for the tropics or the arctic regions. The kind of ship carrying the cargo does not escape the enemy's attention. Is it a troop carrier or an ice-breaker? Are the planes involved bombers or supply transports? Does an increase in radio traffic signal the beginning of a big operation? The slightest change in daily routine can be noted and reported to an expert who knows that any change, no matter how innocent or trivial it may seem, could be a piece in the puzzle of U.S. operations. For example, if medical supplies are being loaded aboard a supply ship at the same time that Marines are boarding an amphibious assault ship and an air squadron makes an urgent request for maps of a certain area that would be ideal for an amphibious assault, an enemy gathering these three facts can deduce that an amphibious assault is likely in that area and will know something about its timing and components. This information will allow the enemy to take the necessary steps to oppose or confuse the landing, causing a failure of the operation or the loss of American lives that might otherwise not have occurred.

"Operational security" (OPSEC) is the term used in the military to define those measures used to prevent an enemy or potential enemy