

CHAPTER 1

POLICIES AND PROGRAMS

When you cease to make a contribution, you begin to die.

—Eleanor Roosevelt

What is a *policy* or a *program*? A policy is an overall plan that contains general goals and broad guidelines. Policy usually establishes the *end* to be attained, not the *means* of getting there. A program is a plan or system under which action may be taken towards a goal. Programs provide the *means* to reach the *end* (goal) stated by the policy. In other words, policies tell where to go; programs tell how to get there. This chapter covers some of the policies and programs of the U. S. Navy.

ENVIRONMENTAL POLLUTION CONTROL

Learning Objectives: When you finish this chapter, you will be able to—

- Identify the need for environmental pollution control to include the sources and effects (natural, historical, archeological, physical, and biological) of pollution.
- Recognize the Navy programs for pollution control to include the Clean Air Act, Clean Water Act, and Noise Prevention Ashore.

The Navy's ability to accomplish its mission requires daily operations in land, sea, and air environments. The Navy is committed to operating ships and shore facilities in a manner compatible with the environment. National defense and environmental protection are and must be compatible goals. Therefore, an important part of the Navy's mission is to prevent pollution, protect the environment, and conserve natural, historic, and cultural resources. To accomplish this mission element, personnel must be aware of the environmental and natural resources laws and regulations that have been established by federal, state, and local governments. The Navy chain of command must provide leadership and a personal commitment to ensure that all Navy personnel develop and exhibit an environmental protection ethic.

Environmental pollution is the altering of the natural environment in an adverse way. Pollution can result from the presence of chemical, physical, or biological agents in the air, water, or soil. Some of the worst effects of pollution are economic loss (agricultural and industrial), fewer recreational opportunities, and the marring of the earth's natural beauty. Pollutants affect human health and comfort, fish and wildlife, plant life, water resources, physical structures, and equipment. In other words, environmental pollution results from any substance added to our water, air, or land that makes it less fit for use by plants, animals, or human beings.

SOURCES OF POLLUTION

Nature contributes to pollution by eroding the soil causing silt to build up in streams and by volcanic eruptions that pollute the atmosphere. However, **people** cause most pollution problems in the world. The main sources of pollutants are agricultural, industrial, municipal, and transportation operations.

Agricultural pollutants include insecticides, herbicides, pesticides, natural and chemical fertilizers, drainage from animal feedlots, salts from field irrigation, and silts from uncontrolled soil erosion.

Industrial operations produce a wide variety of pollutants. Industrial pollutants include acids from mines and factories, thermal discharges from power plants, and radioactive wastes from mining and processing certain ores. Industries create pollutants by producing food, chemicals, metals, petroleum products, and poisons, as well as countless other by-products of our country's technology.

The primary **municipal** pollutants are raw or inadequately treated sewage. Other municipal pollutants include refuse, storm-water overflows, and salts used on streets in wintertime.

Transportation pollutants include emissions from aircraft, trains, waterborne vessels, and cars and trucks.

Motor vehicles create most of our air pollutants through their release of unburned fuel vapors (hydrocarbons). Oil becomes a pollutant when ships spill it during refueling operations or as a result of collision or grounding. Several million gallons of oil may ruin and pollute miles of coastline as a result of such accidents.

EFFECTS OF POLLUTION

Pollution produces physical and biological effects that vary from mildly irritating to lethal. The more serious of the two are the biological effects.

Physical Effects

The physical effects of pollution are those that we can see, but they include effects other than actual physical damage.

Oil spills. One obvious physical effect of pollution is the result of oil spills that are caused by ship collisions or other accidents. Oil spilled into the seas coats everything it touches. It fouls boat hulls, pier pilings, and shore structures; spoils the beauty of nature by killing fish and birds; and makes beaches unusable. In addition to the physical effects, oil spills require costly cleanup operations.

Air pollutants. Air pollutants damage a wide variety of materials. Burning oil and coal produce sulfur oxides, which cause steel to erode two to four times faster than normal. When combined with other pollutants (soot, smoke, lead, asbestos, and so on), sulfur oxide particulates cause corrosion to occur at an even faster rate. By themselves, particulates damage and soil materials, structures, and equipment. Air pollutants speed the erosion of statues and buildings, which in some instances, destroys works of art.

Biological Effects

The most serious result of pollution is its harmful biological effects on human health and on the food chain of animals, birds, and marine life. Pollution can destroy vegetation that provides food and shelter. It can seriously disrupt the balance of nature, and, in extreme cases, can cause the death of humans.

Pesticides, which include herbicides and insecticides, can damage crops; kill vegetation; and poison birds, animals, and fish. Most pesticides are nonselective; they kill or damage life forms other than those intended. For example, pesticides used in an effort to control or destroy undesirable vegetation and insects often destroy birds and small animals. Some life forms develop immunity to pesticides used to destroy them. When that happens, we develop more potent chemicals and the cycle repeats itself.

The widespread use of pollutants, such as oil, chemicals, and fertilizers, pollutes our waterways. The biological effect of water pollution is its danger to our water supplies; we require water to survive. Water pollutants are also dangerous to all forms of marine life. Oil is an especially harmful pollutant. It kills surface-swimming animals and sea birds and, once it settles on the bottom, harms shellfish and other types of marine life.

The primary pollution concern of Navy personnel involves pollution produced by shipboard wastes. In addition to oil, shipboard wastes include sanitary wastes, galley and laundry waters, chemicals, solid wastes, and combustion by-products of oil- and gasoline-driven engines. Pollutants produced by ships are similar to those generated by municipal and industrial operations.

NAVY PROGRAMS FOR POLLUTION CONTROL

Based on an Executive Order, all government agencies must provide leadership in the protection and enhancement of the quality of our air and water resources. They also must comply with all environmental laws and regulations. Accordingly, the Secretary of the Navy, the Chief of Naval Operations, and other authorities have issued several pollution control instructions. Those instructions cover the abatement (lowering) of air, water, and noise pollution. In addition, we have a program to preserve our natural, cultural, and historic resources.

Clean Air Act

Under the Clean Air Act, each state has the primary responsibility for assuring air quality. All naval

Student Notes:

activities must meet both federal and state standards for preventing air pollution.

The Navy has begun taking steps to help meet the nation's goal of reducing air pollution. One step has been the conversion of its power plants ashore and afloat to use more efficient pollution control systems for stack emissions.

When required by state or local regulations, activities have set up a program for monitoring and analyzing the exhaust from each vehicle. Vehicles that do not meet emission standards must have corrective maintenance before being returned to service.

Clean Water Act

The Clean Water Act, as amended, represents a clear goal to restore and maintain the chemical, physical, and biological integrity of the nation's waters.

To help reach that goal, the Navy uses municipal treatment plants where possible for its wastewater and sewage. (**NOTE:** Operators of municipal treatment plants must meet the operator-certification requirements of the state in which the Navy facility is located.) Whenever use of a municipal facility is impractical, the Navy provides, installs, and operates its own wastewater treatment and disposal systems. (**NOTE:** The Navy complies with water pollution control standards that govern the types of pollutants that can be introduced into a treatment facility.)

The Navy has installed marine sanitation devices (MSDs) aboard most of its ships. Some of those devices treat sewage to a level acceptable for overboard discharge. Others (collection, holding and transfer [CHT] systems) retain sewage on board for later discharge ashore or in waters in which discharge is allowed. No untreated or inadequately treated sewage may be discharged into navigable waters of the United States. In foreign waters, Navy vessels comply with the applicable Status of Forces Agreement (SOFA) in operating MSDs. If no SOFA exists, vessels operate MSDs based on the sewage-discharge standards observed by the host country's military forces.

Some of the guidelines followed by the Navy are shown below:

- Navy vessels may not discharge hazardous substances in harmful quantities into or upon navigable waters of the United States.
- They also may not discharge those substances upon adjoining shorelines or into or upon waters of the contiguous zone (12 nautical miles [nm] from shore).
- Since Navy vessels use many substances they cannot dispose of at sea outside the contiguous zone, they must store them in containers for shore disposal.
- Vessels may not discharge unpulped trash at sea within 25 nautical miles (nm) from the U. S. coastline and pulped trash within 12 nm of the U.S. coastline.
- They must make every effort to package all trash for negative buoyancy before overboard discharge.
- Submarines may discharge negatively buoyant compacted trash not less than 12 nm from the U.S. coastline only if the water depth is greater than 1,000 fathoms.
- Vessels may not discharge any trash within 25 nm of any foreign coastline.
- Overboard discharge of plastic waste material is prohibited.

Noise Prevention Ashore

The Noise Prevention Program directs federal facilities, including naval shore stations, to comply with all substantive or procedural requirements that apply to environmental noise reduction. Therefore, whenever feasible, the Navy procures (buys) low-noise emission products and provides soundproofing of Navy-owned/operated schools and hospitals affected by noisy operations. It also locates housing and other developments away from major noise sources and cooperates with and in support of neighborhood self-help programs. Aviation facilities consider remote siting, sound suppression equipment, and sound barriers when developing new systems. To

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the extent possible, the Navy limits the use of noisy tools, machinery, and equipment to normal working hours.

Afloat, the design of new ship systems and equipment is reducing noise emissions. The government doesn't prescribe retrofit (modifications) for existing noise sources. The government also exempts military aircraft, combat equipment, and weapon systems from new noise design standards.

NATURAL, HISTORIC, AND ARCHEOLOGICAL RESOURCES PROTECTION

In keeping with federal programs, the Navy has established programs, suitable to its military mission, for the preservation of natural, cultural, and historic resources. The Navy programs consist of land management, forest management, fish and wildlife management, outdoor recreation, and general support for all land under naval jurisdiction.

Land management includes soil and water conservation, land restoration, noxious weed and poisonous plant control, agricultural lands leasing, range management, landscaping, and ground maintenance.

Forest management includes the production and sale of forest products for multiple-use and sustained-yield principles

Fish and wildlife management includes marine mammal protection, migratory fish protection, game and nongame species management, and animal damage control.

Outdoor recreation involves the protection of nature through programs such as migratory bird management, endangered species protection, and preservation of the earth's natural beauty. Recreation programs include the management and use of off-road vehicles, national recreation trails, hiking trails, outdoor recreation areas, wild and scenic rivers, and wilderness areas.

General support programs involve people and nature. Those involving people include youth programs, public participation, and cooperative agreements with public agencies. Those involving nature include

resources inventory, conservation awards, coastal area management, wetland protection, flood plain management, natural area preservation, and animal disease eradication.

REVIEW 1 QUESTIONS

- Q1. List the four main sources of pollutants.
 - a.
 - b.
 - c.
 - d.
- Q2. What are two primary effects of pollution?
- Q3. What is the primary pollution concern of the Navy?
- Q4. To help reduce air pollution, what steps has the Navy taken to improve their power plants ashore and afloat?
- Q5. Name the agreement that the Navy follows to dispose of treated sewage in foreign waters.
- Q6. How many nautical miles from the U.S. coastline can vessels discharge unpulped trash?

ENERGY CONSERVATION PROGRAM

Learning Objective: When you finish this chapter, you will be able to—

Student Notes:

- Recognize the policy for and identify the need for the Navy’s energy conservation program.

Most of the Navy’s ships and all of its aircraft use petroleum-based fuel. In addition, the Navy’s vehicles used for ground transportation, such as cars, trucks, and buses, also use petroleum. That gives you an idea of how much the Navy depends on petroleum—without it, the Navy couldn’t move. Navy bases also use petroleum fuel for heating and running electric plants.

We get most of our petroleum in the form of crude oil from the Middle East countries. We cannot rely on oil from that area forever because political unrest exists there. Besides, only so much oil exists in the earth. Therefore, we must conserve as much of our petroleum resources as possible.

The Navy’s policy on energy conservation is that it will make all possible efforts to improve the way it uses energy resources. The Navy will not compromise readiness, effectiveness, or safety in its energy conservation efforts. One of the Navy’s energy conservation goals is to ensure it provides the fleet with enough fuel to sustain peacetime and combat operations. Another objective is to reduce energy costs and dependency on unreliable energy sources while conserving petroleum.

You can help to conserve our energy resources by reporting wasteful practices to your supervisor or leading petty officer (LPO).

REVIEW 2 QUESTION

Q1. What is the Navy’s policy on energy conservation?

NAVY SPONSOR PROGRAM

Learning Objective: When you finish this chapter, you will be able to—

- Recognize the purpose of and identify the responsibilities of the Navy Sponsor Program.

The Chief of Naval Operations set up the Navy Sponsor Program to ease the relocation of naval

personnel and their families when transferred on permanent change of station (PCS) orders. This program has helped thousands of Navy families. Navy policy regarding assignment of sponsors is as follows:

- Assignment of a sponsor is mandatory in the case of PCS orders to or from any activity.
- In all other cases, individuals should request assignment of a sponsor through the use of the sponsor request form, NAVPERS 1330/2, entitled Navy Sponsor Notification.

NOTE

If you are being transferred on PCS orders, desire a sponsor, and have not heard from your new command, you can request assignment of a sponsor using the sponsor request form, NAVPERS 1330/2.

- School commands have developed home port and/or country information packages or packets to all personnel being transferred on PCS orders, especially first-term members.
- If you are assigned as a sponsor for a fellow naval member who is scheduled to transfer to your location, fully accept the responsibility of sponsorship. You can help make the difference between a good move and a bad one for the person being transferred as well as for that person’s family. Using the following checklist (table 1-1) may help you be a better sponsor:

OVERSEAS DUTY SUPPORT PROGRAM

Learning Objective: When you finish this chapter, you will be able to—

- Identify the Overseas Duty Support Program to include sources of information available for single Sailors and Navy families.

The Overseas Duty Support Program (ODSP) provides information and support to help personnel who are guests in foreign lands. Whether you find yourself in

Student Notes:

Table 1-1.—Sponsor Checklist

SPONSOR CHECKLIST

1. Write a “welcome aboard” letter to your new shipmate. Include the following:
 - a. Introduce yourself and give a warm welcome aboard.
 - b. Include a copy of the rental and for sale ads from the local paper in any correspondence with the new member.
 - c. Provide the member information on how he/she can contact you (your home address and telephone number).
 - d. Ask him/her family members (if they will accompany the member, their mode of transportation, ages, and so on).
2. Ask him/her to keep you posted on travel and arrival plans. You are required to keep the sponsor program coordinator and pay/personnel administrative support system (PASS) officer informed of any changes the member may make.
3. Ensure follow-up letter or phone calls to answer any questions the new member may have.
4. Ensure transportation is available from place of arrival to the command if the member requests it.
5. Before the member’s arrival, check on the housing availability. Inform the member if housing will be available upon reporting or if he/she may need to make arrangements for temporary lodging. Help the member with arrangements if necessary. (Make sure the new member checks in with the housing referral office before renting or buying a house. That is a must.)
6. Escort the individual through the check-in process.
7. Help the member locate the personal property office to check on household goods and private auto shipments. That may be done before the member reports in for duty.
8. Provide a tour of the base and local area if the member desires.

a foreign country as a result of a PCS or a deployment, the ODSP will provide you with information about the country you are visiting.

When visiting a foreign country, always remember you are a guest in that country. As a guest, you should respect the local customs and make every attempt to avoid getting into trouble. If possible, try to learn and use the local language, especially if you are stationed in that country. Be careful about taking pictures or recording anything without the permission of the people around you. Most police (or even passersby) will forbid you to take pictures of sights, such as government buildings, no matter how illogical that may seem. Some people will not want you to take their pictures for

religious reasons. Some may feel you are making fun of them. They may think you will show the pictures to your friends back home as an example of how “backward” or “primitive” they are.

Dress comfortably, but be careful of your appearance. A woman in shorts is a “no-no” in many countries, and even a woman in slacks can upset people in some rural or conservative areas. A man in shorts can give the impression of insensitivity.

Unless you are similar in appearance to the people in the country you are visiting, they will likely stare, shout, giggle, and point at you, especially in out-of-the-way places. The people of most countries will usually shower attention upon you good

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naturedly. If you smile and accept the attention in the same way, your hosts will make you feel welcome. If you resent it and get angry, your hosts will be confused and displeased.

Even though you look different than the local people, if you can manage a few words in the local language, you will reap many benefits. You will see taxi fares miraculously drop, room service drastically improve, and art objects sell for less. The people will receive you more warmly and genuinely than if you had spoken English.

Knowing some basics about the country you are visiting and its culture goes a long way towards helping you have a good time. Before the trip, read all you can about each country you will visit. Look at various publications that contain information about the countries or regions you will be touring. *Africa Report*, for example, is a magazine that offers much insight about the culture of that continent. If your library doesn't have a specific magazine, you can order it from the publisher. You will find the addresses of magazine publishers in your local library.

You may also get information on other countries by visiting the Family Service Center or logging on to the SITES home page on the Internet. The SITES home page gives you up-to-date information of the country you will be visiting. The address for SITES is www.dmdc.osd/mil/sites.

When you visit the towns, villages, and cities of other countries, you'll discover what so many of us have found, the unexpected hospitality and warmth of the people.

MILITARY CASH AWARDS PROGRAM

Learning Objective: When you finish this chapter, you will be able to—

- Recognize the opportunities gained through the Navy Cash Awards Program.

The Military Cash Awards Program (MILCAP) is a special incentive awards program. It is designed to find new ideas to effectively increase performance within the Department of the Navy. The program has been responsible for important savings.

MILCAP provides monetary recognition awards of up to \$25,000. It awards personnel for beneficial suggestions, inventions, and scientific achievements that increase efficiency, economy, or productivity or effect other improvements in operations. All active-duty military personnel are eligible to participate in MILCAP.

A beneficial suggestion is the proposal of an idea or a method of doing a task better, faster, cheaper, or safer. An individual or a group can submit a beneficial suggestion. To qualify for the MILCAP, the suggester must show a specific need for improvement and give a workable solution. The suggestion should also be beyond the suggester's normal job capability. Suggestions should do one or more of the following:

- Improve services to the fleet
- Increase productivity
- Conserve energy, manpower, materials, time, or space
- Reduce costs without loss of quality or efficiency

Perhaps you have an idea worthy of a cash award. Submit your suggestion in writing, either on a suggestion form or in a letter format, to your local MILCAP administrator. OPNAVINST 1650.8 contains additional information about the MILCAP.

REVIEW 3 QUESTIONS

- Q1. The Navy Sponsor Program was established by—
- Q2. What form should you use to request a sponsor?
- Q3. What program provides you with support and information about foreign lands?

Student Notes:

Q4. Besides ODSP, what other source can you use to get information about other countries?

Q5. What program does the Navy have that rewards you monetarily for beneficial suggestions, inventions, and scientific achievements?

HEALTH AND PHYSICAL READINESS PROGRAM

Learning Objective: When you finish this chapter, you will be able to—

- Recognize the purpose of the Health and Physical Readiness Program.
- Identify the benefits of the Health and Physical Readiness Program to the individual.

People in the Navy and in the civilian community share a common problem—excessive body fat. It usually results from sitting all day at a desk job, eating too much, and getting too little exercise. Excessive body fat spoils our health, longevity, stamina, and military appearance. Maintaining good health and physical readiness helps to keep us combat ready, make us personally effective, and give us high morale.

The Navy's Health and Physical Readiness Program promotes active health and fitness at the command level. The program includes semiannual testing of all personnel to make sure they meet to certain standards. It provides educational programs that help personnel who don't meet the Navy's fitness or body fat standards. It also helps personnel who want to change long-established bad health habits to improve their fitness.

NAVY POLICY ON PREGNANCY AND DEPENDENT CARE

Learning Objectives: When you finish this chapter, you will be able to—

- Identify the servicewoman's responsibilities regarding pregnancy.
- Identify the Navy's responsibility for obstetrical care.
- Recall the Navy policy for assignment of pregnant servicewomen.
- Recall the Navy policy for post delivery convalescent leave.
- Recall the Navy policy for separating pregnant servicewomen.
- Recall the Navy family care policy.
- Recognize the consequences of failing to maintain an up-to-date family care plan.

This section covers your and the Navy's responsibilities on pregnancy and family care. For information about hygiene, you should refer to chapter 14 of this TRAMAN.

PREGNANCY

Getting pregnant can negatively impact your goals. It can also affect the mission of the Navy. By knowing the Navy's policy on pregnancy, you can make informed, personal choices **and** meet your commitment to the Navy.

The Sailor's Responsibilities

Servicewomen are responsible for—

- Planning the pregnancy to meet family **and** military obligations
- Confirming the pregnancy at a military medical treatment facility
- Notifying the commanding officer or officer in charge of the pregnancy
- Performing military duties while pregnant
- Complying with work- and task-related safety and health recommendations

Student Notes:

The Navy's Responsibilities

When a servicewoman is pregnant, the Navy has specific responsibilities for her care. Navy policy governs the assignment of pregnant servicewomen.

RESPONSIBILITY.—The Navy provides obstetrical care. When a pregnant servicewoman remains at her duty station, the military treatment facility provides care if—

- The facility has obstetrical-gynecological capabilities.
- The servicewoman lives in the facility's in-patient area.

POLICY.—The Navy policy for assigning pregnant servicewomen covers several areas, including overseas, CONUS, shipboard, aviation squadron, and military school assignment.

Overseas.—Based on medical considerations, no servicewoman may be assigned overseas or travel overseas after the beginning of the 28th week of pregnancy.

Continental United States (CONUS).—Pregnant servicewomen may be assigned within CONUS as follows:

- Without restriction, provided the servicewoman doesn't fly after the 28th week of pregnancy.
- Will not be transferred to a deploying unit during the period from the 20th week of pregnancy through 4 months after the expected date of delivery.

Shipboard.—The following policies govern the assignment of pregnant servicewomen:

- The CO, in consultation (talking to) with the health care provider and occupational health professional, decides if the Sailor may safely continue her shipboard assigned duties.
- Pregnant servicewomen won't remain aboard ship if the time for medical evacuation to a treatment facility is more than 6 hours.

- Service women can't remain on board a deployed unit beyond the 20th week of pregnancy.

Aviation Squadron.—Assignment of pregnant servicewomen to aviation squadrons is governed by the following:

- Pregnancy disqualifies designated flight status.
- Air controllers may work up to the 28th week of pregnancy; however, they are normally restricted from tower duties after their 27th week.
- Servicewomen who become pregnant while assigned to an aviation squadron due for deployment should be reassigned to a squadron not scheduled for deployment from their 20th week of pregnancy through the recuperative period.

Military schools.—The following rules apply to pregnant servicewomen at military schools:

- A pregnant servicewoman isn't assigned to a school if the projected delivery date or recuperative period will occur during the course of instruction.
- If a servicewoman becomes pregnant during training, the school's CO determines if the Sailor can complete the training based on the projected delivery and recuperation dates.

POST-DELIVERY CONVALESCENT LEAVE.—Normally, the CO grants 6 weeks (42 days) convalescent leave after the servicewoman has delivered the baby.

SEPARATION FROM THE NAVY.—The Navy can discharge servicewomen from the Navy without maternity benefits under the following conditions:

- The servicewoman was pregnant before entry into recruit training.
- The pregnancy is certified during recruit training.

Student Notes:

- The pregnancy occurred during initial training (must be determined by the permanent duty station).

A pregnant servicewoman may request separation from the Navy before the 20th week of pregnancy (normally, such a request is not approved). Under law, the military departments, CHAMPUS, or the Veteran's Administration has the authority to pay civilian maternity care expenses for former servicewomen who separate from the Navy while pregnant.

FAMILY CARE

All single service members and dual military couples having custody of children under 19 or other dependents must have a formalized plan for family care. If you are eligible for family care, you must complete the Family Care Plan Certificate, NAVPERS 1740/6 and Family Care Plan Arrangements, NAVPERS 1740/7. These forms certify that your family members will be cared for during your absence. These forms also identify the logistical, relocation, and financial arrangements that you've made.

Custodian(s) you designate (name) **must** have the following documents:

1. A power of attorney that authorizes medical care and person(s) action in *loco parentis* (as the parent)
2. Identification cards for all eligible dependents

If the person you designate as the custodian doesn't live in the local area, you will also need to make sure of the following:

- A nonmilitary escort for family members that need help; for example, infants, children, or elderly disabled adults
- Financial support to transport the family or caregiver to a designated location

If you don't maintain an up-to-date family plan, you can be separated from the Navy. In fact, the CO can separate members who are unable or refuse to maintain an updated family care plan, who do not remain available for worldwide assignment, or who are unable to perform their professional or military duties.

PUBLIC AFFAIRS AND COMMUNITY RELATIONS PROGRAM

Learning Objective: When you finish this chapter, you will be able to—

- Recall the value of the public affairs and community relations programs.

Public affairs works on the principle that the public has the right to be fully informed about matters of national defense. In the Department of the Navy, the **mission of public affairs** is to inform the public and members of the naval service about the following:

- The Navy as an instrument of national policy and security
- Navy operations and programs
- The responsibilities and activities of naval personnel as U. S. citizens

An **objective of public affairs** is to better the general public's understanding of the following:

- The nature of sea power and its role in preserving the security of the United States
- The reasons underlying the need for an efficient and effective modern Navy
- The contributions of the Navy in scientific research and in community assistance
- The service naval members provide to their country
- The career advantages of naval service

The Navy is a part of the community in which its facilities or personnel are located. The attitude the civilian community has towards Navy personnel affects their morale and effectiveness. Therefore, all Navy personnel are responsible for maintaining good community relations. They can help to do that by taking an active part in civilian activities and organizations. In addition, each command develops a Community Relations Program to ensure Navy personnel and the civilian community live in harmony.

Student Notes:

For more information about the Public Affairs and Community Relations Program, see SECNAVINST 5720.44, chapter 2.

REVIEW 4 QUESTIONS

- Q1. What Navy program provides educational programs for people who don't meet the Navy's fitness or body fat standards and who also need to help change long-established bad health habits?
- Q2. With regard to pregnant servicewomen, what is the Navy responsibility?
- Q3. List the responsibilities of pregnant servicewomen.
- a.
 - b.
 - c.
 - d.
 - e.
- Q4. Service members must complete what forms for family care?
- a.
 - b.
- Q5. List the areas that the Department of the Navy public affairs office informs the public and service members about.

- a.
- b.
- c.

INTEGRITY AND EFFICIENCY PROGRAM

Learning Objective: When you finish this chapter, you will be able to—

- Recall key provisions of the Navy's Integrity and Efficiency Program to include fraud, waste, and abuse.

The Integrity and Efficiency (I & E) Program carries out the Department of the Navy's policy to detect, deter, and eliminate fraud, waste, abuse, and mismanagement. The terms *fraud*, *waste*, *abuse*, and *mismanagement* are defined as follows:

Fraud. Fraud is intentional misleading or deceitful conduct that deprives the government of its resources or rights.

Waste. Waste is the extravagant, careless, or needless expenditure of government resources.

Abuse. Abuse is the intentional wrongful or improper use of government resources.

Mismanagement. Mismanagement is to manage incompetently or dishonestly.

You report fraud, waste, abuse, and mismanagement through any of the following means:

- Chain of command
- Navy hotline at 1-800-522-3451
- Naval Criminal Investigative Service (NCIS)
- Congressional communication (writing your congressmen)

Student Notes:

STANDARDS OF CONDUCT AND PROFESSIONAL ETHICS

Learning Objectives: When you finish this chapter, you will be able to—

- Recall key points of the Standards of Conduct.

- Identify the need for professional ethics.

The Department of the Navy's ability to maintain public confidence in its integrity is essential to the performance of its mission. To help maintain that integrity, all naval personnel must comply with the following standards of conduct (table 1-2).

Table 1-2. Standards of Conduct

1. Avoid any action, whether or not specifically prohibited, that might result in or reasonably be expected to create the appearance of the following:
 - a. Using public office for private gain
 - b. Giving preferential treatment to any person or entity
 - c. Impeding government efficiency or economy
 - d. Losing complete independence or impartiality
 - e. Making government decisions outside official channels
 - f. Adversely affecting the confidence of the public in the integrity of the government
2. Do not engage in any activity or acquire or retain any financial interest that results in a conflict between your private interest and the public interest of the United States related to your duties.
3. Do not engage in any activity that might result in or reasonably be expected to create the appearance of a conflict of interest.
4. Do not accept gratuities (gifts) from defense contractors.
5. Do not use your official position to influence any person to provide any private benefit.
6. Do not use your rank, title, or position for commercial purposes.
7. Avoid outside employment or activity that is incompatible with your duties or may bring discredit to the Navy.
8. Never take or use government property or services for other than officially approved purposes.
9. Do not give gifts to your superiors or accept them from your subordinates.
10. Do not conduct official business with persons whose participation in the transaction would be in violation of law.
11. Seek ways to promote efficiency and economy in government operation and public confidence in its integrity.
12. For more information consult SECNAVINST 5370.2.

Student Notes:

THE ROLE OF THE INSPECTOR GENERAL

Learning Objective: When you finish this chapter, you will be able to—

- Identify the purpose of the inspector general.

The mission of the naval inspector general (IG) is to “inquire into and report” on any matter that affects the discipline or military efficiency of the DoN. One way the IG can fulfill its mission is by providing a method of receiving and investigating reports of fraud, waste, mismanagement, and related improprieties (wrong actions). Generally, the hotline is used when the chain of command cannot or will not take appropriate action.

ALCOHOL AND DRUG POLICIES

Learning Objective: When you finish this chapter, you will be able to—

- Identify the consequences of alcohol and drug abuse.

Our Navy is the most professional, highly trained, and capable force in the world and our Sailors function in a highly complex, technological environment requiring 100 percent of their mental and physical abilities. Alcohol and drug abuse and the incidents it causes impair our readiness and reduce the quality of life of our Navy team.

All DoN bases/installations will strictly conform to the drinking age limitations of the state or country in which they are located, and under no circumstances will drinking be permitted below the age of 18. The perception that alcohol is central to our tradition is wrong. Everyone from the new recruit to admiral must recognize the effect alcohol abuse can have on them, on others (including their families) and on their careers.

Each Sailor is ultimately responsible and will be held accountable for their own actions. Personal responsibility means no drinking and driving, no drinking to the extent that it impairs judgment (resulting in irresponsible behavior or incidents), no public drunkenness, and absolute compliance with the local

laws for purchase, possession, and use of alcoholic beverages.

We have a personal responsibility not to abuse alcohol. We also have a responsibility to our shipmates. Shipmates take care of shipmates. All of us must be aware of the warning signs of alcohol abuse and must take positive steps to ensure shipmates stay on the right course. Don’t let a shipmate drive after drinking. Shipmates who are drunk need to be watched and not left alone.

Drug use is incompatible with the Navy’s high standards of performance, military discipline, and readiness. The Navy has a “zero tolerance” policy, which means using illegal drugs or abusing prescription drugs will result in being discharged from the Navy.

PROVISIONS OF THE PRIVACY ACT

Learning Objective: When you finish this chapter, you will be able to—

- Recall key provisions of the Privacy Act and recognize its purpose.

The Privacy Act primarily protects the rights of personal privacy of people about whom records are maintained by agencies of the federal government. In other words, the Privacy Act protects your privacy about your records the federal government maintains. It isn’t legal for an agency of the federal government to maintain records on people without announcing the fact in the Federal Register.

If your duty requires you to keep personal information about others, keep only that information that is needed to do what law requires. Remember, keep personal information private! Don’t disclose information about a person to any unauthorized person. If you make an unauthorized disclosure, you may be fined up to \$5,000. If you maintain records on your fellow Navy member, you have an obligation to protect this information from unauthorized disclosure.

Also, it’s your right to look at any record the Department of the Navy keeps on you. You have the right to copy it and to request to have it corrected if you think it is wrong.

Student Notes:

REVIEW 5 QUESTIONS

- Q1. What is the Navy's policy on drug abuse?
- Q2. What is the purpose of the Integrity and Efficiency Program?
- Q3. List the ways to report fraud, waste, and abuse.
- a.
 - b.
 - c.
 - d.
- Q4. For the Navy to maintain public confidence in its integrity, naval personnel should comply with _____.

EQUAL OPPORTUNITY IN THE NAVY

Learning Objectives: When you finish this chapter, you will be able to—

- Identify the policies of the Command Managed Equal Opportunity Program.
- Recognize the purpose of equal opportunity and human rights.
- Recall the need for equal opportunity in the following areas: performance evaluations, duty assignments, training and advancement, justice, service and recreational facilities, housing, and equal opportunity off base.
- Recognize the consequences of discrimination.

According to *Navy Regulations*, Article 1164, "Equal opportunity shall be afforded to all on the basis of individual effort, performance, conduct, diligence, potential, capabilities, and talents without discrimination as to race, color, religion, creed, sex or national origin. Naval personnel shall demonstrate a strong personal commitment to stand on these principles and carry them out."

The **key word** in the title of this section is **equal**. Real democracy cannot exist if our society doesn't have equal opportunities for all of its people. Equality can't be legislated; however, the law can serve to make sure that everyone receives equal treatment.

The Navy is made up of people, and people in the Navy come from all parts of the United States and from other countries. They bring with them views common to their racial, social, religious, and economic backgrounds. For many years, the official policy of the Department of the Navy has been one of equal treatment and opportunity for all personnel, regardless of race, color, creed, sex, or national origin. The Navy carries out that policy through the Command Managed Equal Opportunity Program. The Chief of Naval Operations (CNO) provides the guidance and policy for that program.

COMMAND MANAGED EQUAL OPPORTUNITY PROGRAM

The Command Managed Equal Opportunity (CMEO) is the Navy's equal opportunity program. The Navy requires all commands to set up a CMEO program. CMEO allows the commanding officer (CO) to create and maintain a positive equal opportunity (EO) environment. CMEO also allows commands to identify and resolve command-level equal opportunity problems and concerns. Commands can closely monitor EO issues, and at the same time, remain flexible enough to use only the manpower required for any given situation.

Commanding officers must make equal opportunity a reality in their commands. They must ensure only merit, ability, performance, and potential affect a person's promotion, training, duty assignment, or other personnel action.

Student Notes:

PERFORMANCE EVALUATION IN EQUAL OPPORTUNITY

The Navy evaluates every Navy member's support of the equal opportunity program. Personnel in paygrades E-1 through E-9 receive numeric grades, based on a number scale, on overall annual performance evaluations of specific traits. Your performance evaluation will reflect your attitude toward and your conduct in support of the Navy's equal opportunity program.

PROCEDURES CONCERNING INSENSITIVE PRACTICES

When people enter the Navy, they have their own feelings, attitudes, prejudices, and ideas based on their individual personal backgrounds. An insensitive practice is behavior that is prejudicial to another person because of that person's race, religion, creed, color, sex, or national origin. To ensure teamwork and to fulfill the Navy's mission, individuals **must** put aside their personal feelings, attitudes, prejudices, and ideas about other people and how they act around others.

Commanding officers take proper action to correct insensitive practices. If a person takes part in insensitive practices, that person receives counseling about their responsibilities with regard to equal treatment. If such counseling is not effective or if further action is warranted, personnel may receive administrative or disciplinary action or both.

DUTY ASSIGNMENTS

The unfair assignment of general administrative and support duties (food service, compartment cleaning, and work details) outside the normal requirements of a rating frequently lowers morale. It also weakens the efficiency and overall effectiveness of a command.

Based on Navy policy, supervisors should assign work not included in a specific rating on a fair, rotational basis. They should make such assignments without regard to race, creed, color, sex, age, or national origin. Although supervisors may consider the seniority of

personnel in detailing such duties, they must make positive efforts to ensure fair treatment.

Assignment to duty on ships or stations should also comply with the Navy's equal opportunity goals. The repeal of the combat exclusion law potentially opens all classes of surface ships to women. The Naval Construction Force, or Seabees, has also received women in sea duty construction battalions. All construction battalions are now open to women, opening more than 4,000 seagoing billets to women.

The expanded opportunity for women in the Navy ensures a more equitable rotation between sea and shore duty for all Sailors and provides career paths for women that are consistent with those of their male counterparts.

PROFESSIONAL TRAINING AND ADVANCEMENT

The Navy expects everyone who enters the naval service to increase his/her knowledge and skills. Your command will provide the necessary training so you can develop a skill and properly prepare yourself for advancement. Although advancement is an individual effort, the command has the responsibility to provide you with an equal opportunity for training and advancement. How far you advance depends primarily on your own initiative, capabilities, and qualifications.

The Department of the Navy sets the requirements for advancement for paygrades E-1 through E-9. To advance to E-4 through E-7, Sailors must pass an advancement-in-rate exam. However, just meeting all the requirements does not guarantee advancement. Only the most qualified will be advanced, and they will be advanced **only if vacancies exist** for that paygrade. Improving yourself, your skills, and your education increases your chance for advancement.

MILITARY JUSTICE

To assure equal justice and treatment, your command will continuously review charges, dismissed cases, issued warnings, and all nonjudicial punishment

Student Notes:

procedures. Such reviews detect racial, religious, ethnic, cultural, or sexual bias affecting either the accusation or the punishment phase of military justice.

SERVICE AND RECREATIONAL FACILITIES

Service and recreational facilities must meet the needs of all segments of the Navy community. Commands must pay special attention to the possibility of discriminatory practices in the operation of exchanges, commissaries, service clubs, and recreational facilities. Segregation, lack of tolerance of cultural preferences, or discriminatory practices in command facilities are inconsistent with equal opportunity.

Navy exchange facilities provide a variety of products. These products include items purchased by minority and female personnel and dependents, such as special categories of cosmetics, books, magazines, and records. Barber and beauty shops employ personnel trained and qualified to serve all Navy members and their dependents.

HOUSING REFERRAL OFFICE

The Department of Defense (DoD) has established housing referral offices at locations with large concentrations of military families. DoD has also established housing referral offices at locations where housing discrimination may exist because of race, color, creed, or national origin.

The Navy requires that all personnel offices include the following statement in orders for detachment and TAD of more than 30 days in any one place:

“You are directed to report to the appropriate Housing Referral Office prior to negotiating any agreement for off-base housing.”

The HRO provides information about government housing and the type, cost, and availability of private housing. The HRO also maintains a list of facilities banned as housing for military personnel because of discriminatory practices.

Department of the Navy (DoN) policy supports the Federal Fair Housing legislation through its efforts to

ensure equal opportunity for available housing. It makes every effort to eliminate off-base housing discrimination toward DoD personnel because of sex, race, color, religion, or national origin. It tries to ensure DoD personnel who meet ordinary standards of character and financial responsibility can obtain off-base housing as easily as any other person.

EQUAL OPPORTUNITY OFF BASE

Discrimination in the civilian community has an adverse effect on the welfare and morale of military personnel and their dependents. Consequently, discrimination off base is harmful to the military effectiveness of a command. Dealing with discrimination in the civilian community is more difficult than within a command. However, the Navy deals affirmatively with such problems to ensure equal treatment for service members and their dependents in nearby communities.

Commands can take a number of actions to promote equal opportunity for its members in the civilian community. At some installations, problems of mutual concern to the base and the community are discussed on an informal but regular basis. The Navy has established command-community relations committees as another approach. Whatever approach they use, commands make every effort to eliminate off-base discrimination for military personnel and their dependents.

Military personnel moving into or changing their place of residence may not enter into rental, purchase, or lease arrangements with facilities under restrictive sanctions. However, such sanctions do not apply to personnel who may be residing in the facility at the time the sanction is imposed. Personnel who intentionally, and contrary to instructions, take residence in restricted facilities are subject to disciplinary action and loss of basic allowance for quarters (BAQ).

Equal opportunity also applies to public facilities, such as schools, parks, playgrounds, libraries, and hotels. Any person who receives discriminatory treatment in such places can seek relief through military or civilian channels. Normally, you should go through military channels (your chain of command). That gives your command the opportunity to try to get the facility to comply with the law.

Student Notes:

The First Amendment of the Constitution guarantees you the rights of freedom of speech and assembly. That means you can attend civil rights demonstrations and similar gatherings. However, service members have several conditions attached to their participation in such demonstrations.

- Navy personnel cannot take part in civil rights demonstrations while wearing their uniform or during duty hours.
- Navy personnel cannot take part in a civil rights demonstration held on a military reservation or in a foreign country.
- Navy personnel cannot take part in demonstrations that violate law and order or that could reasonably be expected to result in violence.

DISCRIMINATION COMPLAINT PROCEDURES

Apart from their individual merits, legitimate complaints can provide valuable information about the existence of discriminatory treatment within a command. Positive action in cases where complaints are found to be valid lends credibility to your command's stated commitment to ensure equal treatment and justice.

No matter how badly they are treated, most people are reluctant to complain about this treatment or to express grievances to their seniors. People feel that if they complain, they will suffer. *Navy Regulations* and the *U.S. Navy Equal Opportunity Manual* guarantee personnel the right to file a complaint of discriminatory treatment without danger of reprisal from the command. This means that if you file a complaint about the way someone treated you, you can expect to be treated fairly and not be discriminated against by that person or anyone else. However, personnel should gather all pertinent facts before forwarding a complaint.

Special Request Chit

When you cannot resolve a complaint among the persons involved or with the help of a supervisor (your LPO or division CPO), submit a special request chit as

your first course of action. Attach a written complaint to the special request chit and submit it through the chain of command within a timely manner of the incident. You do not have to follow any special format in writing a discrimination complaint. However, you should fully explain the complaint and include all facts.

Captain's Mast Request

As a Navy member, you have the right to speak with the commanding officer to voice a complaint or get help in resolving a problem. To do this, you request a captain's mast. But, you should request a captain's mast only if your first course of action fails. (Remember, your first course of action is to let the chain of command correct the problem.) You can also request a captain's mast if you feel that the problem you have is so important that immediate action is required. A captain's mast request requires each person in the chain of command to forward the request—whether or not the request is approved.

FALSE DISCRIMINATION COMPLAINTS

Filing false discrimination complaints is just as serious as discrimination itself. The Navy doesn't tolerate the filing of false discrimination complaints for any reason. The Navy takes the same administrative and disciplinary actions to those who file false complaints as it does to those who discriminate.

HAZING

Learning Objectives: When you finish this chapter, you will be able to—

- Define hazing.
- Identify the Navy's policy on hazing.

Military customs and traditions are a part of the Navy and Marine Corps. Ceremonies, initiations, and rites of passage are leadership tools that instill *esprit de corps* and build respect for the accomplishments of other Sailors and Marines. Most ceremonies honor the bravery of our military men and women and commemorate (memorialize) significant events. The accomplishments of Sailors and Marines and significant

Student Notes:

events are the basis of the Navy's Core Values—Honor, Courage, and Commitment. Graduations, chiefs' initiations, and crossing-the-line ceremonies are used to celebrate and recognize the achievements of individual Sailors, Marines, or entire units. However, hazing behavior (behavior that is degrading, embarrassing, or causes injuries) is illegal.

DEFINITION OF HAZING

Hazing is defined as any conduct whereby a military member or members, regardless of service or rank, without proper authority causes another military member or members, regardless of service or rank, to suffer or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Soliciting or coercing another to perpetrate any such activity is also considered hazing. Hazing need not involve physical contact among or between military members; it can be verbal or psychological in nature. Actual or implied consent to acts of hazing does not eliminate the culpability of the perpetrator.

Hazing can include, but is not limited to, the following types of activities:

- Playing abusive or ridiculous tricks
- Threatening or offering violence or bodily harm to another
- Striking
- Branding
- Taping
- Tattooing
- Shaving
- Greasing
- Painting
- Requiring excessive physical exercise beyond what is required to meet standards
- "Pinning," "tacking on," "blood wings"
- Forcing or requiring the consumption of food, alcohol, drugs, or any other substance

DEPARTMENT OF THE NAVY (DoN) POLICY ON HAZING

The DoN's policy is as follows:

- Hazing **is prohibited** and will not be tolerated.
- No service member in the DoN may engage in hazing or agree to be hazed.
- No commander or supervisor may, by act, word, deed, or omission condone (agree to) or ignore hazing if they know or reasonably should have known, that hazing may or did occur.
- It is the responsibility of every Sailor and Marine to make sure that hazing does not occur. Every service member is responsible to make the appropriate authorities aware of hazing violations.
- Commanders or individuals in supervisory positions are responsible for making sure that all ceremonies and initiations conducted within their organizations or commands comply with this policy.
- Supervisory personnel must make sure that service members participating in command-authorized ceremonies, initiations, and other activities are treated with dignity and respect during these events.
- Reprisal actions against any victim or witness of hazing incidents are strictly prohibited.

REVIEW 6 QUESTIONS

- Q1. All naval personnel should be treated equally and be given equal opportunities. What program does the Navy use to achieve this purpose?
- Q2. Who provides guidance and policy for the CMEQ Program?

Student Notes:

Q3. Telling a sexist or racial joke would be an example of what type of behavior?

Q4. To avoid discriminating practices in the operation of exchanges, commissaries, service clubs, and recreational facilities, what do command facilities provide?

Q5. As a military member, where's the best place for you or your family to start to resolve an off-base discrimination complaint?

Q6. Service members can attend civil rights demonstrations and similar gatherings except for what conditions?

a.

b.

c.

Q7. You have submitted a special request chit and feel that the chain of command has not resolved your discrimination complaint. What should be your next course of action?

Q8. What is hazing?

Q9. What is the Navy's policy on hazing?

SEXUAL HARASSMENT

Learning Objectives: When you finish this chapter, you will be able to—

- Recall the definition of sexual harassment.
- Identify the policies that pertain to sexual harassment.

All military and civilian personnel in the Department of the Navy have responsibilities. One of those responsibilities is to maintain high standards of honesty, integrity, and conduct to assure proper performance of business and to maintain public trust. Sexual harassment violates those standards, especially equal opportunity. Both men and women can be victims or harassers.

Sexual harassment is a form of sex discrimination. Sexual harassment is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct that is sexual nature. Sexual harassment occurs when—

- Submission to or rejection of such conduct is made, either explicitly or implicitly, a term or condition of a person's job, pay, or career, or
- Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or
- Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

This means that if a supervisor or someone in a command position makes sexual advances and tells you that if you don't go along you could lose your job, not be promoted, or make it impossible to do your job because of that person's actions, you are being sexually harassed.

Any supervisor or person in a command position who uses sexual behavior to control or affect your career, pay, or job is sexually harassing you. Also, any person who makes unwelcome verbal comments, gestures, or physical contact of a sexual nature is sexually harassing you.

Student Notes:

Basically, sexual harassment means bothering someone in a sexual way. For a person's behavior to be considered sexual harassment, it must meet three criteria:

1. Be unwelcome
2. Be sexual in nature
3. Occur in or impact on the work environment

UNWELCOME BEHAVIOR

Unwelcome behavior is behavior that a person doesn't ask for and considers undesirable or offensive. Not everyone has the same perception (idea) of what is *undesirable or offensive*. What's okay for some people isn't okay for others.

So, whose perception should be used, the person who is giving the unwelcome behavior or the person receiving (recipient) the unwelcome behavior? The person receiving the behavior is being affected; therefore, it's the recipient's perception that counts. If the recipient is a reasonable person and not overly sensitive, behavior which the recipient finds unwelcome should be stopped. From the view of the recipient, this is a **reasonable personal standard** and is really no more than using common sense.

BEHAVIOR WHICH IS SEXUAL IN NATURE

Behavior that is sexual in nature is fairly easy to determine. For example, if someone tells sexually explicit jokes, displays sexually suggestive pictures, and talks about sex, that person's behavior is sexual in nature.

Some people consider other behaviors, such as touching, to be sexual in some cases but not in others. Not all touching is sexual in nature. However, touching certain parts of the body or done suggestively is sexual in nature. Again, using common sense is normally enough to tell whether a certain behavior is sexual in nature.

OCCUR IN OR IMPACT ON THE WORK ENVIRONMENT

For sexual harassment to occur, unwelcome sexual behavior must occur in or impact on the work environment.

Quid Pro Quo (This for That)

When someone is offered or denied something that is work-connected in return for submitting to or rejecting unwelcome sexual behavior, that person is being subjected to a type of sexual harassment known as *quid pro quo* ("this for that").

A person isn't promoted because he/she didn't submit to unwelcome sexual behavior. This is an example of *quid pro quo* sexual harassment. Other examples include the loss of a job, a demotion, or a bad performance eval.

Basically, if a work-connected decision is made because a person is being subjected to or has rejected unwelcome sexual behavior, sexual harassment has occurred. Normally, this is from a senior to a junior, because the senior person can offer something.

Hostile Environment

If unwelcome sexual behavior of one or more persons in a workplace interferes with another person's work performance, sexual harassment has occurred. Now, suppose the behavior makes the workplace offensive, intimidating, or abusive to another person, whether or not work performance is affected. This type of sexual harassment is called *hostile environment*. The following are examples of a person's behavior that could create a hostile environment:

- Use of sexually explicit or sexually offensive language.
- Display sexually oriented posters or calendars of nude or partially clad individuals.
- Touch someone in a suggestive manner (that is, intentionally brushing against or pinching a person).
- Give someone unwelcome letters, cards, or gifts of a personal nature that have sexual overtones.
- Give unwanted or uninvited pressure for dates.

Some types of unwelcome sexual behavior don't have to create a hostile environment to be sexual harassment. If a person fondles or gropes another person in the workplace, the behavior is considered sexual harassment. This behavior is considered sexual

Student Notes:

harassment even if it only happened once. Other, less obvious behaviors can become sexual harassment if they are repeated.

RANGE OF BEHAVIORS

There is a wide range of behaviors, from leering to rape, that can be unwelcome, sexual, and work-connected. These behaviors can constitute sexual harassment. Some behaviors may be unwelcome and work-connected, but not sexual (for example, performance counseling). This behavior is not sexual harassment. To make it easier to understand, it is helpful to think of the entire range of possible behavior in terms of a traffic light. The traffic light has three colors—red, yellow, and green. Behavior may be divided into three zones.

- Red on the traffic light means **stop**; behavior in the red zone means **don't do it**—it's sexual harassment.
- Yellow on the traffic light means **use caution**; behavior zone may be sexual harassment.
- Green on the traffic light means **go**. Behavior in the green zone means **it's acceptable**—it's not sexual harassment.

Just as with a traffic light, if in the yellow zone long enough, the light will turn red. If yellow zone behavior

is repeated enough, especially after having been told it is unwelcome, it becomes red zone behavior—sexual harassment. The following show these three types of behavior, but they are certainly not all-inclusive:

NOTE

Remember that the above examples are only guides. Individuals who believe they are being sexually harassed base their belief on their perceptions. Also, each incident is judged on all the facts in that particular case, and that individual's judgment may vary on the same facts. Therefore, use caution. Any time sexual behavior is introduced into the work environment or among coworkers, the individuals involved are on notice that the behavior may constitute sexual harassment.

REPORTING AN INCIDENT INVOLVING SEXUAL HARASSMENT

Individuals who believe they have been sexually harassed have ways to seek resolution and redress (remedy). Check with your CMEO officer for the avenues available to you. All reported incidents of sexual harassment are investigated and resolved at the lowest appropriate level. All incidents are resolved promptly and with sensitivity. Confidentiality will be maintained to every extent possible.

Red zone. These behaviors are always considered sexual harassment. They include sexual favors in return for employment rewards, threats if sexual favors aren't provided, sexually explicit pictures (including calendars or posters) or remarks, using status to request dates, or obscene letters or comments. The most severe forms of sexual harassment constitute criminal conduct; that is, sexual assault (ranging from forcefully grabbing to fondling, forced kissing, or rape).

Yellow zone. Many people would find these behaviors unacceptable, and they could be sexual harassment. These behaviors include violating personal "space," whistling, questions about personal life, lewd or sexually suggestive comments, suggestive posters or calendars, off-color jokes, leering, staring, repeated requests for dates, foul language, unwanted letters or poems, sexually suggestive touching, or sitting or gesturing sexually.

Green zone. These behaviors are not sexual harassment. They include performance counseling, touching that couldn't reasonably be perceived in a sexual way (such as touching someone on the elbow), counseling on military appearance, social interaction, showing concern, encouragement, a polite compliment, or friendly conversation.

Student Notes:

If you believe that you have been sexually harassed, talk about your concerns or objections directly with the person who is behaving in a harassing way. If you are subjected to or observe objectionable behavior, you should promptly notify the chain of command if one of the following conditions exists:

- The objectionable behavior does not stop,
- The situation is not resolved,
- Addressing the objectionable behavior directly with the person concerned is not reasonable under the circumstances, or
- The behavior is clearly criminal in nature.

If the person whose behavior is objectionable is a direct superior in the chain of command or if the chain of command condones (tolerates) the conduct or ignores a report, the person subjected to or who has observed the objectionable behavior should promptly communicate the incident through other available means. When possible, always use your chain of command; but, if your boss allows the conduct or ignores a report of objectionable behavior, use other means to report it.

REVIEW 7 QUESTIONS

- Q1. Improper conduct is sexual harassment if what situations occur?
- a.
 - b.
 - c.
- Q2. List the criteria for a person's behavior to be termed sexual harassment.
- a.
 - b.
- Q3. Whose perceptions count when there is unwelcome behavior?

Q4. Your LCPO offers you high marks on your evals in exchange for sexual favors. What type of sexual harassment is this?

Q5. Displaying sexual posters or using sexual explicit language creates what type of environment?

Q6. How has the Navy made it easier to understand the wide range of good to bad behavior?

- a.
- b.
- c.

FRATERNIZATION

Learning Objectives: When you finish this chapter, you will be able to—

- Recognize the fraternization policy.
- Identify the consequences of not observing this policy.

Article 1165 (Fraternization Prohibited) of the *U.S. Navy Regulations* states: "No person in the Navy is to enter a personal relationship that is unduly familiar, does not respect differences in rank, and is prejudicial to good order and discipline." Some relationships between Navy members violate naval traditions. Unduly familiar relationships can exist between officers, officer and enlisted persons, or between enlisted persons. If there is an unduly familiar relationship between a supervisor and a subordinate, the relationship isn't right and harms good order and discipline. Breaking the rules on fraternization among Regular and Reserve personnel may result in administrative or punitive action.

Student Notes:

FAMILY OMBUDSMAN PROGRAM

Learning Objectives: When you finish this chapter, you will be able to—

- Recall the provisions of the Family Ombudsman Program.
- Identify sources of information available to Navy families.

The command ombudsman is a volunteer who is a liaison between the command and families. This person undergoes a regular application and interview process by the command team and is appointed by the commanding officer. Once the CO appoints an ombudsman, he/she attends an intense 21-hour training course that provides the basic tools for performing the duties of the position. In addition, ombudsmen undergo continuous training offered through local assemblies and family service centers.

Since 1973, the focus of the program has shifted away from the grievance-processing role. Today, the enlarged scope of the ombudsman job is assisting COs in their responsibilities for the morale and welfare of the families of the command. In general, any functions that promote these goals may be included in the ombudsman program. It is **always** the CO who determines the content and priorities of that program. The basic roles and functions of an ombudsman are as follows:

- Serve as the primary link/liaison and communicator of information between command families and the command.
- Communicate regularly with command families in ways approved and supported by the command; for example, command newsletter, command-sponsored telephone “Careline,” and a phone tree for emergency information as directed by the CO.
- Provide information and outreach to command family members. Interact and cooperate with organizations and military departments, family service centers, chaplain’s office, medical treatment facilities, Navy-Marine Corps Relief Society, American Red Cross, Navy Wifeline

Association, legal assistance offices, and so forth.

- Refer individuals in need of professional assistance to appropriate resources; possibly provide support to individuals and refer them for counseling.
- Act as an advocate for command family members; help access the appropriate level of chain of command for intervention and for the forwarding of appropriate requests/grievances while exercising confidentiality.
- Participate in indoctrination and orientation programs.
- Assist in welcome programs and act as a family coordinator as part of the command Sponsor Program.
- Represent the command on committees, boards, and working groups in the military or civilian communities concerned with services and support to command families.
- Participate in activities that would promote the morale, health, and welfare of command families.

The ombudsman is trained to help with information and referral; however, they are not a taxi service or babysitter. The Privacy Act and strict rules of confidentiality bind the command ombudsman; they are not a rumor mill.

REENLISTMENT QUALITY CONTROL PROGRAM

Learning Objective: When you finish this chapter, you will be able to—

- Recall the incentives for reenlistment, education, and special duty.

The Reenlistment Quality Control Program sets standards you should meet to be eligible to reenlist. The purpose of the Reenlistment Quality Control Program is as follows:

Student Notes:

STATE AND NATIONAL VOTING PROCEDURES

- To provide a personnel management program to control rating manning, reduce advancement stagnation, and meet end strength requirements
- To issue reenlistment criteria for the Reenlistment Quality Control Program
- To establish terms of years an individual may reenlist based upon Career Reenlistment Objective (CREO) group of his/her rating and years of service at the time of reenlistment
- To establish standardized professional growth points or high-year tenure (HYT) by paygrade
- To establish procedures by which personnel may request consideration for reenlistment/extension beyond established professional growth points

All first-term Sailors in paygrades E-1 through E-6 requesting reenlistment must be approved through the Enlisted Navy Career Options for Reenlistment (ENCORE) Program. E-1/E-2 cannot reenlist unless involved in special programs, such as the 2YO program, and approval is granted through ENCORE. Personnel serving in paygrade E-3 are eligible to reenlist/extend provided they have met the professional growth criteria and have been approved through ENCORE.

The Reenlistment Quality Control Program uses reenlistment codes to indicate whether you have met professional growth criteria. Reenlistment codes reflect the quality control category and the status of personnel who separate from the Navy. If you don't reenlist at your end of active obligated service (EAOS), your Certificate of Release/Discharge from Active Duty (DD214) indicates your reenlistment code. If you decide to reenlist later on, the reenlistment code indicates whether or not you're qualified to reenlist. The reenlistment codes are as follows:

- RE-R1—Recommended for Preferred Reenlistment
- RE-1—Eligible for Reenlistment
- RE-R3—Eligible for Probationary Reenlistment
- RE-4—Not Eligible for Reenlistment.

Learning Objective: When you finish this chapter, you will be able to—

- Identify the procedures for state and national voting to include absentee ballots.

Democracy depends on its members access to vote. Department of the Navy policy is to ensure its members, their spouses, and their dependents may register and vote in all elections within their home districts.

The Chief of Naval Personnel directs and supervises the Navy's voting program. The voting program makes sure all ships and stations receive voting information pamphlets, posters, and materials. All eligible personnel receive in-hand delivery of the Federal Post Card Application for Absentee Ballot (FPCA), SF Form 76, and revised 1987, for all federal elections. They receive the ballots well in advance of the November election. The recommended delivery time for overseas areas is 15 August and for stateside personnel 15 September.

REVIEW 8 QUESTIONS

- Q1. Describe why the Navy has a fraternization policy.
- Q2. What is the function of the ombudsman?
 - a.
 - b.
- Q3. How does the ombudsman communicate with Navy families?
- Q4. List some the agencies or organizations ombudsman works with.

Student Notes:

- a.
- b.
- c.
- d.
- e.
- f.
- g.

- Q5. What must a first-term Sailor have before they can reenlist or extend?
- Q6. When leaving the Navy, what determines if you will be able to reenlist at a later date?
- Q7. When away from their home district, how can a Sailor and his family register to vote?

SUMMARY

Since the Navy is such a large, diverse, and complex organization, it requires numerous programs to help its members resolve a wide variety of problems. For example, the Command Managed Equal Opportunity Program makes sure Navy members have the same basic rights all other citizens in our society enjoy.

Department of the Navy policies govern our day-to-day operations by requiring us to perform to certain standards. Those policies give us a general goal and the guidelines to achieve that goal. Those policies and the programs that support them ensure Navy personnel know how to do their jobs and where to find help to resolve their problems.

REVIEW 1 ANSWERS

- A1. The four main sources of pollutants are—

- a. **Agricultural runoff**
- b. **Industrial**
- c. **Municipal**
- d. **Transportation operations**

- A2. Pollution affects both the **physical and biological world**.
- A3. The primary pollution concern of the Navy is the **pollution produced by shipboard waste**.
- A4. The Navy has been **converting their power plants to use more efficient pollution control systems for stack emissions**.
- A5. The agreement the Navy follows to operate marine sanitation devices (MSDs) and to dispose of treated sewage in foreign waters is the **Status of Forces Agreement (SOFA)**.
- A6. Vessels must be **at least 25 nautical miles** from the U.S. coastline before they can discharge unpulped trash.

REVIEW 2 ANSWER

- A1. The Navy makes every possible effort to **improve the way it uses energy resources, without compromising readiness, effectiveness, or safety**.

REVIEW 3 ANSWERS

- A1. The Navy Sponsor Program was established by the **Chief of Naval Operations**.
- A2. To request a sponsor, you should fill out **NAVPERS 1330/2**.
- A3. The **Overseas Duty Support Program (ODSP)** provides you with support and information about foreign lands.
- A4. Besides the ODSP, you can get information about other countries through the **Overseas Transfer Information Service (OTIS)**.
- A5. The **Military Cash Awards Program (MILCAP)** is used to reward individuals for their beneficial suggestions, inventions, and scientific achievements.

REVIEW 4 ANSWERS

- A1. If Navy service members don't meet the fitness or body fat standards and need help to change health habits, they take part in the **Health and Physical Readiness Program**.
- A2. The Navy responsibility for pregnant servicewomen is **providing obstetrical care at a medical facility if it has obstetrical/gynecological facilities and if the servicewoman lives in the treatment facility area**.
- A3. List the responsibilities of pregnant servicewomen.
- a. **Plan pregnancy to meet family and military obligation**
 - b. **Confirm pregnancy with military medical facility**
 - c. **Notify CO or OIC of pregnancy**
 - d. **Perform military duties while pregnant**
 - e. **Comply with work- and task-related safety and health recommendations**
- A4. Service members must complete what forms for family care?
- a. **Family Care Plan Certificate, NAVPERS 1740/6**
 - b. **Family Care Plan Arrangements, NAVPERS 1740/7**
- A5. The Department of the Navy public affairs informs the public and service members about the following subjects:
- a. **The Navy as an instrument of national policy and security**
 - b. **Navy operations and programs**
 - c. **The responsibilities and activities of naval personnel as U. S. citizens**

REVIEW 5 ANSWERS

- A1. The Navy's policy on drug abuse is **zero tolerance**.

- A2. The purpose of the Integrity and Efficiency Program is to **detect, deter, and eliminate fraud, waste, and abuse**.
- A3. You can report fraud, waste, and abuse situations by the following means:
- a. **Chain of command**
 - b. **Navy hotline**
 - c. **Naval Criminal Investigative Service (NCIS)**
 - d. **Congressional communication**
- A4. For the public to feel confident about the Navy's integrity, naval personnel should comply with the **Standards of Conduct and Professional Ethics**.

REVIEW 6 ANSWERS

- A1. The Navy uses the **Command Managed Equal Opportunity (CMEO) Program** to ensure that all naval personnel are treated equally and are given equal opportunities.
- A2. Guidance and policy for the CMEO Program is provided by **the Chief of Naval Operations**.
- A3. Telling an sexist or racial joke is an **insensitive practice**.
- A4. Command facilities provide **a variety of products and services in command facilities** to avoid discrimination in the operation of exchanges, commissaries, service clubs, and recreational facilities.
- A5. The best place for you or your family to start to resolve an off-base discrimination complaint is **your chain of command**.
- A6. Navy personnel can't take part in civil rights demonstrations in the following situations:
- a. **While wearing their uniform or during duty hours**.
 - b. **When held on a military reservation or in a foreign country**.
 - c. **When law and order are violated or when they could reasonably be expected to result in violence**.

- A7. You have submitted a special request chit and feel that the chain of command hasn't resolved your discrimination complaint. **Your next course of action is to request captain's mast.**
- A8. Hazing is **any conduct whereby a military member or members, regardless of service or rank, without proper authority causes another military member or members, regardless of service or rank, to suffer or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful.**
- A9. According to Navy policy, **hazing is prohibited.**

REVIEW 7 ANSWERS

- A1. Improper conduct is considered sexual harassment when—
- Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job.**
 - Pay, or career; submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person.**
 - Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.**
- A2. A person's behavior to be termed sexual harassment if is—
- Unwelcome**
 - Sexual in nature**
 - Occurs in or impacts on the work environment**
- A3. The **recipient's perceptions** count when there is unwelcome behavior.
- A4. If your LCPO offers you high marks on your evals in exchange for sexual favors, it is **quid pro quo** sexual harassment.
- A5. Displaying posters or using sexually explicit language creates a **hostile** environment.

- A6. To make the range of good to bad behavior easier to understand, the Navy has compared behavior zones to the traffic light.
- Red zone—Sexual harassment behavior**
 - Yellow zone—Many people find behavior unacceptable**
 - Green light—Acceptable behavior, not sexual harassment**

REVIEW 8 ANSWERS

- A1. The function of the ombudsman is to **promote good order and discipline.**
- A2. The ombudsman—
- Acts as a liaison between Navy families and the command, and**
 - Keeps the families informed about command policies.**
- A3. The ombudsman communicates with Navy families through **command newsletters, command-sponsored telephone "Careline," or phone trees.**
- A4. The ombudsman works through the following agencies/organizations:
- Navy-Marine Corps Relief Society**
 - American Red Cross**
 - Family Service Centers**
 - Chaplain's office**
 - Navy Wifeline Association**
 - Medical treatment facilities**
 - Legal assistance offices**
- A5. Before a first-term Sailor can reenlist or extend, he/she must have **ENCORE approval.**
- A6. If you leave the Navy, your **reenlistment code** tells whether you can reenlist.

A7. When away from their home district, a Sailor and his/her family can register to vote by using a **Federal Post Card Application for Absentee Ballot (FPCA)**.

CHAPTER COMPREHENSIVE TEST

- Pollution can result when which of the following types of agents is/are introduced into the air, water, or soil?
 - Biological
 - Chemical
 - Physical
 - All of the above
- Which of the following operations causes the most pollution?
 - Industrial
 - Municipal
 - Transportation
 - All of the above
- Which of the following materials is the primary municipal pollutant?
 - Raw or inadequately treated sewage
 - Radioactive waste
 - Petroleum products
 - Acids
- Which of the following modes of transportation creates most air pollutants?
 - Trains
 - Waterborne vessels
 - Motor vehicles
 - Aircraft
- Which, if any, of the following effects of pollution is the most serious?
 - Psychological
 - Biological
 - Physical
 - None of the above
- Steel erodes faster than normal when exposed to which of the following air pollutants?
 - Pesticides
 - Herbicides
 - Zinc oxides
 - Sulfur oxides
- Most pesticides fall into which of the following categories?
 - Selective
 - Nonselective
 - Preselective
 - Control selective
- What is the primary pollution concern of Navy personnel?
 - Noise pollution
 - Shore command wastes
 - Shipboard wastes
- Which of the following terms identifies abatement?
 - Maintaining
 - Raising
 - Lowering
 - Containing
- Under the Clean Air Act, what government body has the primary responsibility for assuring air quality?
 - Federal government
 - Each state
 - Local municipalities
 - Department of Transportation
- Virtually all Navy ships have some type of sanitation device installed. Which of the following types of systems retains sewage on board for discharge ashore or in waters where discharging is allowed?
 - Direct discharge
 - Positive flow
 - Marine sanitation
 - Collection, holding, and transfer
- When operating sanitation devices in foreign waters, Navy ships comply with which of the following requirements?
 - Status of Forces Agreement
 - Coast Guard instructions
 - NAVFAC guidelines
 - All of the above
- Vessels may not discharge unpulped trash within what minimum distance from the U.S. coastline?
 - 20 nm
 - 25 nm
 - 30 nm
 - 35 nm

14. Submarines may discharge negatively buoyant compacted trash not less than 12 nm from the U.S. coastline only if the water depth is greater than how many fathoms?
 1. 1,000
 2. 500
 3. 100
 4. 50
 15. The Navy's land management program involves which of the following efforts?
 1. Migratory bird management
 2. Production and sale of forest products
 3. Soil and water conservation
 4. Use of off-road vehicles
 16. From what part of the world does the U.S. import most of its crude oil?
 1. Southeast Asia
 2. Central Europe
 3. South America
 4. Middle East
 17. Easing the problems that naval personnel and their families face during transfers to new duty stations is the purpose of what program?
 1. Navy Sponsor Program
 2. Navy Relocation Program
 3. Navy Assistance Program
 4. Navy Notification Program
 18. Assignment of a sponsor is mandatory in the case of PCS orders to or from any activity.
 1. True
 2. False
 19. What program provides information and support for Navy personnel who are guests in foreign lands?
 1. Navy Sponsor Program
 2. Overseas Duty Support Program
 3. Navy Assistance Program
 4. Navy Relocation Program
 20. The Military Cash Awards Program (MILCAP) provides monetary recognition of up to what maximum amount?
 1. \$ 5,000
 2. \$10,000
 3. \$20,000
 4. \$25,000
 21. The Navy's Health and Physical Readiness Program promotes health and fitness at the command level. As part of this program, naval personnel are required to undergo fitness testing at what interval?
 1. Biennially
 2. Annually
 3. Semiannually
 4. Quarterly
 22. "Informing the public and members of the naval service about Navy operations and programs" is the mission of
 1. BUPERS
 2. CNO
 3. PAO
 4. SECNAV
- IN ANSWERING QUESTIONS 23 THROUGH 25, SELECT THE TERM USED TO DEFINE THE QUESTION.
23. Extravagant, careless, or needless expenditure of government resources.
 1. Fraud
 2. Waste
 3. Abuse
 4. Mismanagement
 24. Intentional misleading or deceitful conduct that deprives the government of its resources or rights.
 1. Fraud
 2. Waste
 3. Abuse
 4. Mismanagement
 25. Intentional wrongful or improper use of government resources.
 1. Fraud
 2. Waste
 3. Abuse
 4. Mismanagement
 26. You can report fraud, waste, abuse, and mismanagement to which of the following offices?
 1. The Navy hotline
 2. The chain of command
 3. The Naval Criminal Investigative Service
 4. All of the above

27. To maintain public confidence in its integrity, all naval personnel must comply with the Standards of Conduct and Professional Ethics.
 1. True
 2. False
28. If you disclose information about a person to unauthorized personnel, you could be fined up to what maximum amount?
 1. \$5,000
 2. \$3,000
 3. \$2,000
 4. \$1,000
29. The guidance and policy for making sure that equal opportunity works rests with what office?
 1. Command master chief
 2. Commanding officer
 3. Chief of Naval Operations
 4. Secretary of the Navy
30. Which of the following persons is responsible for making equal opportunity a reality with a command?
 1. Commanding officer
 2. Executive officer
 3. Operations officer
 4. Command master chief
31. Your performance evaluation does not reflect your attitude toward and your conduct in support of the Navy's equal opportunity program.
 1. True
 2. False
32. If a Sailor takes part in insensitive practices, he/she receives counseling on treating people equally. If counseling isn't effective, what action, if any, may take place?
 1. Administrative action only
 2. Disciplinary action only
 3. Administrative or disciplinary action
 4. None
33. On what basis should supervisors assign duties such as food service and compartment cleaning?
 1. Skills and abilities
 2. Seniority
 3. A fair, rotational basis
 4. Time in service
34. The Department of the Navy sets the requirements for advancement for paygrades E-1 through E-9. Which of the following is the determining factor in advancement?
 1. A vacancy
 2. Having a high multiple
 3. Passing the advancement-in-rate exam
 4. All of the above
35. Navy personnel are prohibited from taking part in a civil rights demonstration under which of the following circumstances?
 1. When the demonstration occurs during duty hours
 2. While they are in uniform
 3. When the demonstration occurs on a military reservation
 4. Each of the above
36. If you cannot resolve a complaint among the personnel involved, you can attach a written complaint to a special request chit and forward it through the chain of command. You must do this within 5 days?
 1. True
 2. False
37. Which of the following personnel can be victims of sexual harassment?
 1. Men only
 2. Women only
 3. Both 1 and 2 above
38. Which of the following phrases describes sexual harassment?
 1. Unwelcome sexual advances
 2. Requests for sexual favors
 3. Verbal or physical conduct that is sexual in nature
 4. Each of the above
39. Someone in a command position makes sexual advances towards you, making it impossible to do your job. You are being sexually harassed.
 1. True
 2. False

40. Which of the following is a criteria for a person's behavior to be considered sexual behavior?
1. Unwelcome
 2. Sexual in nature
 3. Occur or impact your work
 4. Each of the above

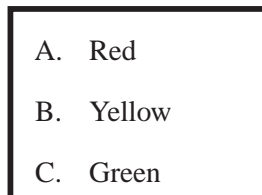


Figure A

IN ANSWERING QUESTIONS 41 THROUGH 44, REFER TO FIGURE A AND SELECT THE ZONE USED TO DESCRIBE THE QUESTION.

41. Behaviors that violate personal "space."
1. A
 2. C
 3. B
42. Showing concern for another Sailor.
1. A
 2. C
 3. B
43. Sexually explicit pictures.
1. A
 2. C
 3. B
44. Suggestive posters, calendars, and off-color jokes.
1. A
 2. C
 3. B
45. Personal relationships between which of the following groups of personnel could be considered fraternization?
1. Officers only
 2. Enlisted personnel only
 3. Officer and enlisted personnel

46. What person has the responsibility of appointing the command ombudsman?
1. Commanding officer
 2. Executive officer
 3. Division officer
 4. Command master chief
47. What person determines the content and priorities of the command ombudsman program?
1. Commanding officer
 2. Executive officer
 3. Division officer
 4. Command master chief
48. Which of the following statements is a purpose of the Reenlistment Quality Control Program?
1. To provide a personnel management program to control rating manning
 2. To issue reenlistment criteria
 3. To establish standardized professional growth points
 4. All of the above
49. All first-term Sailors in paygrades E-1 through E-6 requesting reenlistment must be approved for reenlistment through what program?
1. CREO
 2. ENCORE
 3. HYT
 4. EEO
50. What person directs and supervises the Navy's voting program?
1. Chairman, Joint Chiefs of Staff
 2. Chief of Naval Operations
 3. Chief of Naval Personnel
 4. Chief of Naval Information