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## OFFICER ASSIGNMENT — A FIVE YEAR PROTECTION



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*Cover Photo:* Photograph of rigging of model sailing ship by John Parrett '76

# OFFICER ASSIGNMENT

## A FIVE-YEAR PROJECTION

Reprinted from February 1973 *All Hands*

The following report is a projection by BuPers assignment officers with thorough on-the-job experience on officer detailing practices in the next five years—through 1977. You will notice the primary emphasis in future detailing will be on PCS (Permanent Change of Station) fiscal constraints, plus continued development and implementation of the OTMS (Operational-Technical-Managerial-System) concept.

Although many of the projections and prognostications detailed in this report are based upon present policy, one should bear in mind that policy can, and probably will, change—revising some of the projections as seen by the various assignment officers.

The OTMS concept will result in a multitude of career paths instead of the relatively few traditional paths to success that have previously existed in the Navy. The need for more expertise in the operational, technical and managerial areas of the Navy will eliminate the requirement to “touch base” at traditional duty stations or in certain billets in order to attain flag rank.

Simultaneously with diversifying the paths to flag rank, reductions in force levels will decrease opportunities for command in the operational area. Areas and programs which have traditionally been “less glamorous” are taking on added importance in light of the Navy’s needs for higher quality, more experienced officers in the technical and managerial fields in the sea service.

### SURFACE JUNIOR OFFICERS

*O. As a Regular officer, when may I expect my first shore tour?*

A. After three years of sea duty, provided your qualifications, performance and desires allow such a move.

*Q. What do you mean by “qualifications”?*

A. It is still foreseen that an at-sea major department head tour will be most desirable before coming into zone for lieutenant commander. Therefore, the initial sea tour, where you serve as division officer/sub-department head and are designated as underway OOD, could be considered as a qualifying tour. If it is evident at the completion of your initial sea tour that you are

completely assignable to a department head tour, you desire shore duty and service needs permit, then shore assignment is most realistic.

There is also a requirement for second sea tour billets to be filled (for example, Fire Control Officer, Missile Systems Officer, XO of PG, etc.).

*Q. What if I haven’t qualified for a department head tour upon completion of the initial sea tour?*

A. You should and probably will stay at sea for another tour. This time it will be for two years, to complete your qualifications.

*Q. Will it still be possible to go to Destroyer School at the two-year point?*

A. No. Thirty-six months will be the earliest. You may be selected at the two-year point, but will not be “short-toured” to go. The management derived flow point to Destroyer School falls at or about the five-year mark.

*Q. What if I don’t want to go ashore at the three-year point?*

A. No problem. However, if your qualifications, performance and desires allow, Destroyer School is a possible consideration. Another would be to small combatant XO or other second sea tour billets.

*Q. What will be the length of the second sea tour?*

A. Two years for second and all subsequent sea tours with possible exception for XO and command tours.

*Q. What are the chances of “fleeing up” to department head during my initial sea tour?*

A. This is a matter entirely between you and your commanding officer. If he says yes, we will probably give you the green light.

*Q. Will “fleeing up” extend my tour aboard?*

A. Probably, in order to give you at least one year and hopefully a deployment in the billet.

*Q. Will there be more fleet-ups?*

A. Yes. Considering that the on-board experience level should be higher, cross-training and fleet-ups may be constructive management alternatives for a command.

*Q. Will “lieutenant command opportunity” increase?*

A. Probably not. With new construction being offset by decommissionings, the numbers of available lieutenant command billets should remain fairly stable.



*Q. How does the split tour work?*

A. Rather than a full 24 months in your first department head tour, you are relieved at the 18-month point and assigned to a different type ship for another 18 months. Therefore, you may have a three-year tour again instead of just a two-year tour.

*Q. Will there be more "Mod Squad" XO opportunities?*

A. Yes. Between 15 and 25 per cent of LCDR executive officer tours will be filled by LTs. Additionally, these will expand from the Destroyer Force into the Amphibious and Service Forces.

*Q. Why so much talk of sea duty?*

A. To become and remain competitive for promotion to LCDR, the department head tour will be almost a must. The shore path toward command ashore, project manager, etc., will not really start as a pattern until the grade of LCDR. The thought here is that the Navy probably cannot afford non-restricted Line officers in higher command echelons who have no fleet experience.

*Q. What type of duties may I expect on my initial shore tour?*

A. Major staffs, overseas, Naval Postgraduate School, instructor duty, etc.

*Q. How long will this shore tour be?*

A. About three years, with the exception of NPGS and overseas shore.

*Q. If I have a master's degree will I be assigned to a P-coded billet, that is, a billet which requires a specialist with a master's or higher degree?*

A. Probably, provided your performance and sea experience qualify you for the billet and the PCS costs are not excessive.

*Q. What do you mean "costs are not excessive" with regard to PCS?*

A. We have experienced, and will experience continued reductions of monies to move people from duty station to duty station. Consequently, the cost of a move will also be an important factor in any assignment made. We cannot afford to move people long distances without regard to the fiscal consequences.

*Q. Does this mean if I start in one area I will be there for my entire naval career?*

A. No. There will continue to be marshalling or collecting points which receive inputs from all areas and send to all areas. Examples: NPGS, NDS (Naval Destroyer School). Additionally there will be limited new billets, which must be manned, which will require assets from outside their immediate geographic area. Add to these overseas tours and a large share of the Navy's dollars will be gone. Yet we will have some movement from geographical area to geographical area; however, there will be considerably more restraint than has been the case in the past.

*Q. If I desire overseas shore duty upon completion of my initial sea tour, what should I do?*

A. Maintain a very strong performance record to

assure a subsequent department head assignment. Language and academic work pertinent to an area will also help.

*Q. If I do not do well on my initial sea tour what should I do?*

A. Stay at sea. If you move ashore with a noncompetitive sea record your chances for selection to LT are poor.

*Q. Doesn't the increase in tour lengths tend to encourage stagnation in each assignment?*

A. No. In the past, particularly at sea, half of a tour was spent learning the billet. The longer tour lengths make for more and better use of your training and experience and a more professional performance of the unit.

Also, increased lateral billet shifts within each unit are anticipated to broaden your background in your warfare specialty and subspecialty. This shifting is, however, a command prerogative and will remain one.

*Q. Does that mean for example, once an EW type always an EW type, etc?*

A. Not necessarily, but the trend will be in that direction. The days of the "jack of all trades, master of none" are dwindling. The more general path will still be a viable pattern but not as many officers will be able to pursue it.

*Q. What about Reserve officers?*

A. Their initial assignments will continue to be primarily to sea duty; however, some Reserve officers will continue to be assigned to specialized shore duty billets, e.g., computer programming, instructor duty, naval facilities. Possibilities for augmentation to the Regular Navy will be good provided their performance is outstanding.

Early release programs should be past history as force size stabilizes and we go, possibly, to an All-Volunteer Force.

## SURFACE LIEUTENANT COMMANDERS

For the surface Lieutenant Commander, the future warns of an increased emphasis on specialization and the development of a core of officers with increasing highly technological training whose duty assignments will no longer be following the sea-shore patterns of the past. The Navy expects that within five years the formal graduate level education of these officers will have significantly increased, although the vast majority will have received their schooling prior to promotion to that rank.

Emphasis on "hard core" postgraduate curricula will continue to be maintained. However, there will also be an expansion in requirements for officers with advanced "liberal arts" training in order to meet the increasing requirement for geographically trained experts.

For those top-performing officers whose careers or

aptitudes do not permit advanced formal schooling, specialization and repeated tours ashore in key developmental assignments in systems management or operational and technical billets can be expected.

In his sea career, the unrestricted line lieutenant commander can anticipate a somewhat reduced opportunity for duty as a commanding officer or executive officer. However, the late '70s will witness the arrival of exciting new ship types—those using hydrofoils and surface effects—in both increasing numbers and sizes. Many of these will be suitable for him.

Also, there will be an increased need for officers with nuclear power training to man the significantly larger surface nuclear Navy of that era. As the ships of WW II vintage leave the scene permanently, they will be replaced by types rarely seen at sea today. These will require mastery of seamanship skills of which today's surface officer has only vague concepts.

### SURFACE WARFARE COMMANDER

The surface warfare commander community can look forward to a more stable career pattern. Both sea and shore assignments will have longer tour lengths, and sea tours, including command, will be 24 months. Shore assignments, with the exception of those officers who have been screened but have not yet had their commander command at sea, will normally be scheduled for four years.

Development of subspecialties will become even more important as the OTMS concept is put completely into use. Repeat tours in one's subspecialty or area of high skill will become the norm as the idea of "getting all the tickets punched" goes the way of the FRAM II.

### AVIATION LCDR/JUNIOR OFFICER ASSIGNMENT

Money and the OTMS concept will be main drivers of all officer distribution policies and career trends. Increase in number of subspecialty areas, combined with reduced end strength and tightening budgets will see "needs of the service" becoming the more dominant corner of the detailing "triad."

The financially austere '70s will result in a return to longer tours of duty (already being put into practice) including sea and "arduous" overseas duty. Many technical and managerial billets will become four- and five-year tours.

Some officers as junior as LCDR will be detailed away from traditional command-at-sea oriented billets and toward the growing technical and managerial career patterns. The general effect on officer career patterns of the more specialized Navy of the late '70s will be an earlier determination of which career in the OTMS concept an officer will pursue.

Service college and graduate education will con-

tinue to be important for a career officer. Those receiving a subspecialty code will have more opportunity to serve in that area when they transfer to shore duty.

The foundation of the detailing principle will remain performance, as reflected in an officer's fitness report record. Regardless of the degree of subspecialization or diversity of career patterns, performance will predominate when determining both an officer's assignment and the degree of personal choice he will have in the orders he receives.

Service colleges will be more selective, with more emphasis on quality, not quantity. The opportunity to earn an MA while at the same time attending the Naval War-College Warfare Course was phased out with the 1972-73 class. A similar policy may be put into effect for officers attending the Command and Staff Course there. In the future, only the top-performing officers will be elected to attend a service college.

Command opportunity will increase only slightly in the next five years, depending on force reductions. This is not to be thought of as a slackening of selection standards, but rather, it is because of the impact smaller year groups will have as they compete for command. Statistically, there will be about the same impact but, overall, an increase will be evident. Screen/Board Actions will receive directions to pick the BEST FITTED officers but particular emphasis will be keyed to specialty and acquired subspecialty areas. Performance will still be the PRIMARY factor in any selection.

**AVIATION INITIAL ASSIGNMENT.** Detailing procedures at the Aviation Initial Tour Assignment desk are not expected to change significantly in the foreseeable future.

Good performance in the undergraduate flight training program will continue to earn priority for selection to those billets offered to newly designated aviators and naval flight officers. As the training rate more nearly matches the sea billet requirements, the opportunity for all graduates to fly in the community for which they are trained obviously becomes greater.

The term, non fleet experienced aviator (NFEA), should no longer be fashionable—an officer in this situation is merely going to shore duty first, instead of sea duty. This officer's situation will be better understood and accepted throughout the Navy while the experience he gains in that first assignment will be a valuable asset when he arrives on the scene in the fleet. He can and will realize a lively career pattern without going to the fleet right after designation.

**RETENTION AND RESERVE MANAGEMENT.** Although it is impossible to predict how the Navy must react to the country's international and domestic policies of the next five years, one thing will be just as true as it has been in the past. The release and recall of Reserve officers will continue to play a prime part in responding to rapidly changing national defense requirements.

Reserve officers on active duty who desire to make a career in the Navy have only one way to ensure staying on active duty—they must augment into the Regular Navy. The main rule for retention and selection to Regular Navy will continue to be demonstrated performance of an outstanding nature. As the Navy becomes smaller and at the same time more attractive to many, the selection process for augmentation will, by necessity, become more choosy. Only those Reserve officers best qualified can be retained and augmented.

Listed below are some of the more commonly asked questions directed to the Bureau's Retention and Reserve Management Desk:

*Q. If I am on an indefinite extension, what are my chances for early release?*

A. You will be considered along with all other USNR officers for early release. Indefinite RAD status is no protection against involuntary early release.

*Q. If I get out of the Navy and then decide later that I want to get back on active duty, what are my chances?*

A. Recall applications are always carefully considered but for the present, and the foreseeable future, very few requests can be approved. If the Navy is releasing several thousand officers early, many against their desires, the bringing of other officers on active duty from inactive status cannot be justified. Those few who are recalled were top performers when they were on active duty, and currently they are urgently needed in their warfare specialty.

## AVIATION COMMANDER ASSIGNMENT

As in all of the other communities, the aviation commander assignment policies have been affected considerably by the well-publicized current restrictions on PCS funds. It is not expected that these policies will vary in the foreseeable future.

Specifically, the policies pertaining to the Bureau's assignment procedures are now and are projected to be:

- Shipboard/Afloat Staff tours—two years.
- Officers serving in post-command tours and officers not command-selected, CONUS shore assignment—four years.
- Failed-of-Selection, CONUS shore tour—five years.
- With few exceptions (e.g., isolated or short-tour areas) the length of accompanied overseas shore assignments will be 36 months.
- When assignments to National War College or Industrial College of the Armed Forces are made, they normally shall be a part of a minimum three-year Washington area tour. Officers will not be assigned to school prior to completion of prescribed tour.

- USNA/NROTC staff tours—three years.

To remain within our FY-73 PCS operations target,

priorities have been placed on issuance of orders. The top priorities and those for which funds will be available—under present costing estimates—are orders to command tours and ships' company/afloat staff positions. The next priorities are directed toward filling overseas requirements, some of which will be grappled or remain for short periods. The money available for moves to and from service schools, and other service educational commands, is somewhat less restrictive and hopefully the most critical shore requirements will be filled by officers coming from these assignments. Many officers are and should expect to continue being assigned to near-homeport activities.

Traditionally, squadron command, key Washington billets, CV department heads of aircraft carriers, and senior service college have been the desirable assignments while in grade. However, as a result of recent changes and putting OTMS into effect, "important" assignments in the grade of commander—as reflected in past selection statistics—are changing.

Administrative boards are meeting to select proven subspecialists in areas such as intelligence, communications, PAO, management, etc. Officers who have been identified as proven subspecialists may have non-traditional career paths. Recruiting commands and Human Resources Development are among CNO's high-priority programs and ex-squadron skippers who have a bent for this kind of work and meet the quality performance standards will be in contention for these challenging assignments.

Command opportunity in the future will continue to be a function of force levels. The forecast is that the number of carrier aviation squadrons will diminish in the next five years. This prognosis, in conjunction with the reduced size of the year groups which will be coming into the zone for commander, results in the likelihood that command opportunity will remain reasonably constant. However, there remains the option to control this by varying command tour lengths as is now being done in the jet squadrons.

Ideally, command opportunity should be 50 to 60 per cent. There are opportunities arising for second command in grade in addition to Air Group and Replacement Training squadron command. Aviation commanders are eligible for an increasing number of meaningful shore commands.

## AEDO/AMDO ASSIGNMENT

Projecting the impact of continued scarcity in PCS funding leads to a conclusion that cross-country moves for AEDO/AMDO officers between East and West Coasts will diminish. It is not farfetched to consider that more officers may be spending up to 20 years on one coast with little chance for transfer to the other coast. The relative importance of experience on both coasts to an officer's career should therefore



diminish in the years ahead to the point where it will not even enter the career planning picture.

## NUCLEAR SUBMARINE OFFICERS

As the improved retention of nuclear submarine officers continues through 1977, more of these officers will be assigned to shore/staff duties in conformity with the revised nuclear submarine officer career pattern. The mandatory department head tour immediately following qualification as engineer officer will gradually become a thing of the past.

With opportunity for a shore tour as a junior officer, the officers assigned as department heads will be more senior, changing the current requirement to make use of more junior officers. Within the next five years it is anticipated that all nuclear submariners will have two shore/staff tours prior to assignment as executive officers.

Senior nuclear submariners, on the other hand, should expect a greater variety of shore and staff assignments, particularly in antisubmarine warfare and strategic warfare billets.

## SURFACE NUCLEAR POWER

With the continued rapid expansion of the surface nuclear fleet in the next five years, the future for the surface nuclear trained officer has never been brighter. This fact is recognized at all levels of command in the Navy.

Detailing policy will be geared toward phasing into the all nuclear DLGN wardroom idea. This policy should afford officers a chance to gain necessary expertise in all aspects of their warfare specialty. For the present, this plan provides the surface nuclear trained officer with conventional command opportunity in the grades of lieutenant commander and commander. The ultimate goal is, of course, command of one of the nuclear power frigates or cruisers.

Emphasis on early postgraduate training, excluding IGEPs, will gradually shift to the senior lieutenant/lieutenant commander time frame. This postgraduate training at a later time in an officer's career will more closely tie in with the officer's expanded opportunities for shore duty and the OTMS concept.

As the community expands in the next five years, it is only normal to expect some growing pains but, once through this period of transition, we should have developed the experience and skill to ensure smooth sailing in the future.

## DIESEL SUBMARINE OFFICERS

As the diesel submarine force declines to only about 12 operational boats five years from now, it is anticipated that five to 10 outstanding diesel submarine officers per year will leave the diesel submarine force

each year at the grade of lieutenant commander for surface command. Those officers who remain associated with the submarine force will be assigned to submarine support billets to insure solid manning in the important and ever expanding *Polaris/Poseidon/Trident/ASW* Staff and Deep Submergence fields.

Many of the junior officers are expected to choose to be weapons or navigator officers in FBM submarines. Following the six-month Basic Submarine School training at New London, and two months' special schooling at Dam Neck, Va., it is possible for an officer to go directly to an FBM submarine as the assistant weapons officer or assistant navigator. Another option following basic submarine school is to go directly to a diesel submarine and then to the FBM for a weapons officer tour or to a billet in the deep submergence field. The lengths of these tours will vary over the next five years but sea tours should average about three years in length.

Many of the diesel/FBM Weapons/FBM navigator officers will be given an opportunity to establish a subspecialty through the postgraduate school or service schools during their shore duty tours. Others will be ordered to NROTC or USNA as instructors and if already weapons/navigation-trained, they could perform on the Navy's strategic staffs or teach in their subspecialty at Guided Missile School, Dam Neck, Submarine School, or one of the FBM training centers.

## SPECIAL WARFARE ASSIGNMENT

Special warfare has been in existence as a separate warfare specialty for only three and one-half years. Officers serving in this field are assigned the 113X designator to identify them from other unrestricted line officers in regard both to their specialty and their unique career pattern. This action was taken to increase Navy readiness in unconventional warfare and to retain highly qualified officers with this special training and skill.

The aim of all SPWOs should be to qualify as both a UDT and SEAL officer within the first three or four years of commissioned service. During this time they will have served as platoon commanders and as department heads. After the initial tour, there are several options open to the special warfare officer. He may, like his contemporaries in other warfare specialties, attend PG school, be an instructor at the Amphibious School, have staff duty, or overseas duty. There are several Personnel Exchange Program exchanges now and more are expected in the next few years.

Special warfare officers are also in demand for duty on mobile training teams in working to familiarize various countries with special warfare programs. The recent establishment of the Naval Inshore Warfare Commands and the increasing number of large staffs that have 113X officers provide many challenging and career-enhancing billets as the special warfare

officer climbs the ladder of success to the senior ranks.

The outlook for the future of Special Warfare Community is excellent. Although there may be some consolidations due to decreases in overall size of the Navy, command opportunity should remain comparable to that of the other warfare specialties. It is anticipated that the career program for SPWOs will broaden to include other portions of the Naval Inshore Warfare area of responsibility such as Coastal River Squadrons and Inshore Underseas Warfare Groups.

Officers who have significant language or other overseas experience may also be selected for the CARS/CARSO program. Six SPWOs have already been selected for CARS/CARSO and two others began PG school this year. Progress made up till now in promotions and job opportunity has been impressive and is expected to continue.

### CHAPLAIN CORPS ASSIGNMENT

In the ever-changing atmosphere of money shortage and manpower reduction in the Navy, the Chaplain Corps—in the next five years—predicts and envisions continued change and updating. A "look" into the future would reveal an increased analysis of distribution policies, tour lengths and career planning which will affect the chaplains' work with Navy and Marine Corps personnel and their families.

Many of these continued changes will be difficult to put into practice because of crisis situations which will constantly occur. These situations are certain to materialize as unanticipated moves which are thrust upon the Corps by factors beyond anyone's control, e.g., retirements, potential involuntary RADs, early releases, ship/station inactivations, PCS restraints and the like.

Still, future increased management revisions will go hand-in-hand with revised assignment policies and selective extension of tour lengths.

It is anticipated that there will be a reexamination of the Corps' billet structure resulting in putting into use of strong fiscal and personnel management practices. This will benefit all! The trend toward change and readjustment should gradually blend into a state of stability and provide improved career planning with fewer transfers throughout a chaplain's career.

Indications point to longer sea tours for those chaplains serving in their initial sea assignment; extended tour lengths at CONUS shore billets; more and more "no cost" moves within the same geographical area; and lengthened accompanied overseas shore tours, except for isolated areas.

As chaplain corps strength declines, it is probable that more and more detailing will be directed toward team and coordinated ministries to bring about full use of our chaplains. Deep within the Corps' crystal ball shine possibilities of new modes of "circuit riding" to small ships and fleet units.

Peering into the future, two areas of significant concern are augmentation and career planning.

Augmentation opportunity for the 4100 community probably will continue to be on the low side for the 1972-77 period unless an unexpected expansion of the naval service's manpower strength is necessitated. Also, it is expected that career planning will move from a "good thing" to a requirement. Needs of the service will determine—more than ever before—all assignments, moves, training and education. Personal preferences will have to be more realistic, coupled with the "needs of the service."

Even though the forecast of a smaller Navy of the future will certainly reduce the size of the chaplaincy, there are good reasons for expecting a bright future—a youthful, professional, balanced chaplaincy assures the Navy of continued strong religious leadership.

### GEOPHYSICS ASSIGNMENT

Revised officer assignment policies and tour lengths resulting from PCS funding constraints are likely to have the greatest impact on officer detailing practices within the Geophysics Community over the next five years. The community can anticipate increased awareness of cost as a prime factor in all detailing decisions.

Priority on available PCS funds will continue to be given to filling command, major staff, sea duty, isolated tour and training/school billets. Most geophysics officers can expect assignment within the same general regions. An exception will be those going to selected training, along with a few least expensive moves into other regions to maintain a balance.

All geophysics officers coming up for rotation are being looked at on a long-range basis for her/his next two or three tours (five-eight years) with the view of meeting total requirements at least cost. The objective of long-range detailing plans for all officers is to ensure most efficient placement with a high probability of follow-on, no-cost and least-cost moves within the framework of a desirable career pattern.

### ENGINEERING DUTY ASSIGNMENT

Longer tour lengths will be the rule for shore assignments. These longer tour lengths in turn will restrain officers from qualifying for a command billet in all three functional areas (i.e., Fleet Support, System Acquisition, Research and Engineering). Consequently, career planning will not attempt to fill in all functional area gaps in individual careers. In other words, the "jack of all trades" is not the route of the future.

The importance of demanding sea duty to the ED has been significantly increased. All younger EDs should seek an assignment to an afloat department head billet as a LCDR or CDR.

Also there will be more cross-detailing of EDs to UR billets and vice versa in the Washington area. As expected, those opportunities will be actively sought for the top performers.



## JUDGE ADVOCATE GENERAL CORPS

The following probable trends and policies are expected with respect to detailing JAG Corps officers during the next five years:

- Longer CONUS tours for commanders/captains along with fewer cross-country moves for all grades, all due PCS fund restrictions.
- An increase in postgraduate opportunities along with the prospect of new postgraduate courses of study being offered.
- Lieutenant commanders are now eligible for consideration for attendance at the Junior Course, Naval War College.
- A decrease in the number of senior JAG Corps officers on active duty will result, naturally, in junior officers having increased responsibility.

## SUPPLY CORPS DETAILING

The demand for Supply Corps officers across an increasingly diverse range of assignments can be expected to provide many challenging tours for officers in all ranks during the next few years. Families, too, can expect less frequent moves, since U. S. shore and foreign shore tours will be longer. Also, many officers will, whenever possible, serve back-to-back tours in the same geographical area (e.g., from a ship to shore duty in that port; two tours in D. C.).

While the number of jobs in RVN—particularly for junior officers—has been decreasing, billets overseas have been added in other areas, such as Greece, Germany, United Kingdom, Thailand and South American countries. Officers will continue to have the opportunity for at least one and perhaps two accompanied overseas tours during their careers. Restraints on the number of dependents are expected to continue.

The opportunity for sea duty will continue as it has in the recent past: most officers will spend only two tours afloat and these will generally be two of the first five tours, probably one assistant tour and one department head tour. First-tour department head opportunity will continue to decline as many of the single Supply Corps ships go out of commission.

Supply Corps officers selected for postgraduate education can expect to attend school at a point relatively early in their careers. While PG school opportunity should not be expected to increase significantly, the present diversity of graduate programs should continue.

The functional areas supported by postgraduate education can be expected to demand continued strong input, and additional areas of specialization may well be needed to meet the needs of the new Navy.

The strong demand for top Supply Corps officers in all business-related aspects of project management (financial management, procurement, integrated logistics support) has been met by the infusion of dozens of officers, and this requirement is expected to continue. Other long established Supply Corps functional areas—

procurement, financial management, petroleum management, merchandising, transportation, subsistence technology, ADP, operations analysis and inventory management—are all alive and well. Officers will be required in all these fields in the future.

There will be interesting and challenging new assignments in aviation supply with the establishment of a number of junior officer billets to provide improved opportunities for entry into this career field.

Warrant officers and limited duty officers will continue to be required; they provide the experience and maturity in both specialized and general supply billets.

As management of resources becomes more sophisticated, increased training will be needed to meet specialized demands. No decrease is expected in the demand for supply officers in joint activities and staffs. From DSA to JCS, OSD, joint fleet staffs and MTMTs, Supply Corps officers will continue to be required for a wide range of assignments across all functional specialties and the full scope of logistics.

Whatever their particular specialized fields, Supply Corps officers will need to understand and apply modern management theories and methods. An understanding of the latest quantitative and analytical techniques will be vital to the proper day-to-day management of material and human resources. These techniques will have to be melded with full understanding of human factors involved in modern management.

In summary, Supply Corps officers can expect an increasingly diverse range of assignments in the Navy of the next several years.

While the "traditional" career patterns of fleet, stock point, inventory control point and headquarters duty may be realized in fewer cases, the need for experts in many specific fields in many types of activities will continue to grow. The close attention to individual development and assignment that has been traditional in the Corps, and the dialogue between detailer and officer that has established close rapport over the past, will continue in the future.

## MEDICAL DEPARTMENT OFFICERS

For the foreseeable future the Navy's health care delivery system will be meeting an increased demand for optimum health care with a decreasing level of scarce resources. To meet this challenge, many modifications of the delivery system will be made. Many of these changes will have a significant impact on the assignment and distribution of medical department officers.

**REGIONALIZATION.** A new concept of regionalization of all fixed medical facilities in a geographical area under the command of a single regional medical director began 1 July 1971, with a pilot program for the Portsmouth, Va., area. By now nearly all fixed Navy medical facilities have come under the command of a regional director.

Regionalization permits, too, expanded and improved health care services for all authorized beneficiaries, and more efficient use of health care resources.

Directly affecting officer distribution policies is the ability of the regional commander to provide a wide range of assignments within the command. In addition to increasing job satisfaction, this flexibility will allow longer tours in the same area, while providing increased opportunity for professional development. For health care administration officers, the consolidation of support functions will provide an opportunity, early in their careers, for increased responsibility in resources management.

**PERSONNEL UTILIZATION.** The most serious threat to Navy health care is the shortage of health care delivery personnel. The Medical Corps is identifying and developing new sources of manpower and improved management to offset this shortage.

The physician's assistant program will achieve better use of physicians by assisting or relieving them of many duties they traditionally performed. The first students in this program began training in September 1971. Still in the investigation stage is a program to train Advanced Medical Marine Amphibious Technicians to assume some of the duties now performed by physicians with Marine Corps units.

The role of Nurse Corps officers will expand with an increasing number of Nurse Corps officers specializing in a specific health care area. Assignment and promotion opportunity will be provided while the officer remains in his/her selected specialty area. There will be increased opportunity for training in specialty areas.

Although emphasis will be placed on specialized training, there will continue to be great need for the "generalist nurse" and they will be provided the same opportunities as the specialist.

The use of electronics in our health care system can assist in optimum use of health care personnel. Automated devices for history taking, laboratory profiles, dental examinations and other electronic support systems will adapt readily to computer-supported regional health care systems. In the future these data may be transmitted electronically Navywide.

Implementation of preventive dentistry programs by dental auxiliary personnel will improve use of dentists. Several new drugs, now being tested, plus research in control of dental decay and periodontal diseases could have a significant impact on dental practice and Dental Corps assignment policy in the next few years. There will be increased opportunity for advanced training for dental officers.

Additional space is being incorporated in future hospitals to provide automated testing and screening devices to expedite consultation and treatment. New dental facilities are designed for better use of dental officers, including a new radial dental clinic design for better dental care team work.

Opportunity for staff and operational assignments for physicians will continue; however, better use of support personnel should reduce the number of billets available. Medical personnel assigned to the operating forces will be augmented as required by special medical, surgical, and dental teams fully trained in their specialty and in casualty treatment.

**OUTLOOK.** The medical department officer can look forward to the next few years as being a period of "putting together" a new type of Navy health care delivery system. Never before in the history of the Navy has there been such an opportunity to consolidate and arrange the elements of the health care delivery system into coherent relationships; to provide so many challenging assignments; and to develop new projects and concepts into a dynamic, responsive system.

## CRYPTOGRAPHIC OFFICERS

Cryptologic officer detailing in the current and predicted environment during the period 1973-1977 may be expected to be influenced by the following:

- The need for technically qualified officers to fill key operational and staff billets will increase. In this connection, technical postgraduate (PG) education will become an increasingly significant point in many key assignments. PG-qualified officers may expect several tours in billets requiring their technical expertise.
- The number of billets at sea will increase. These will be key career-enhancing assignments for grades O1-O5.
- Officers experienced and trained in all aspects of electronic warfare will be in high demand for key positions ashore and afloat; this will become a very important career area.
- Requirements for language-trained officers should decrease significantly.
- Command opportunity is not expected to increase in any great degree.
- Tours in communications and operations security will be a standard part of every junior officer's career.
- Several—but not consecutive—tours with the National Security Agency/Central Security Service will be normal for officers in the grades of LCDR and above.
- Augmentation opportunity should remain stable or even improve moderately.
- Overseas tours will be longer, yet less frequent.
- The number of CONUS billets outside of Washington, D. C., will increase.

Within the context of the foregoing it is apparent that cryptologic officers may expect that the next five years will see their community change markedly in many respects.

## ORDNANCE ENGINEERING DUTY

The ordnance engineering duty officer community has been significantly changed by the recent merger

of the Explosive Ordnance Disposal (EOD) officers. The new community now consists of two very different subgroups, the engineering-oriented and the EOD-oriented.

We foresee no changes in the assignment trends over the next five years for the engineering subgroup other than perhaps longer tours due to reduced PCS funding. With the larger percentage of OEDO personnel in the Washington area, it will be possible to "swap" billets for our technical/management specialists without jeopardizing these officers' career patterns.

We predict the OEDO will play a stronger role in project management of our future weapons system projects over the next several years. At the same time, we expect to see more OEDOs assigned to fleet interface billets (i.e. fleet staffs, shipyards, Nossos, etc.) to provide the much-needed technical skills in the maintenance and logistic support for operational weapons systems.

We feel centralization of detailing of EOD officers under one desk in BuPers will provide a better service, individually and collectively, to this subgroup of its community. As they transfer to the OEDO designator, these officers for the first time will have a viable career pattern. Long-range plans for this subgroup include initial assignments of operational EOD tours primarily under EODGRUONE.

A young officer, fresh out of the one year of EOD training, would be assigned to an EOD shipboard team and would make two deployments in a CVA, AE or AOE. Upon completion of this tour he would be assigned either to an EOD Mobile Unit (no cost move in Pearl Harbor) or as OINC of one of the many EOD detachments. As an OEDO he is competing only with other EOD officers for promotion to LT and LCDR. (There are no billets for the engineering subgroup officer junior to the rank of LCDR.)

However, following the first two or three operational tours it is necessary to order a large number of these EOD officers to postgraduate training so that:

- They are able to compete for promotion to the more senior ranks with the engineering subgroup officers who possess this educational level as a prerequisite for selection into the community, and
- So that they can be cross-detailed into engineering subgroup billets.

After completion of this training, the EOD officer can expect to be cross-detailed or to be reassigned into the EOD subgroup as school, department heads at the EOD facility, or commanding officers of the mobile unit, shipboard unit or test and evaluation unit of EODGRUONE. The luxury of "going either way" in the OEDO community continues for the EOD officers.

As a commander and captain, he can be assigned to the top billets in the EOD community (command of EODGRUONE and TWO, the facility and the school) or to senior technical/management billets within the engineering subgroup.

## PUBLIC AFFAIRS OFFICER

The public affairs officer in today's Navy is the principal staff advisor to Navy officers in command; in his job he faces many of the Navy's biggest problems:

- Public regard for the Navy and the Navy's role in national security,
- Initiatives to improve service life,
- Improvement in communications between commanders and their men and families, and
- Policies and programs aimed at retention and the achievement of goals for an All-Volunteer Force.

Over the next 10 years these subjects, along with considerations of environment, changing national priorities and responsiveness to national goals, promise to keep public affairs officers very much in demand.

The requirement for public affairs expertise, in terms of numbers and specialized knowledge, should grow in the face of this challenge.

Any prediction for this field must include an increasing demand for officers well versed in international affairs, political science and government, sociology, management and, certainly, in mass communications. The demands of the media and of the public must be met by officers qualified to answer legitimate questions on why we have the Navy and what the Navy contributes to our national security. A larger public affairs organization more responsive to public need is expected, along with an anticipated restructuring of the public affairs community to meet that end.

Within the next few years there will be additional public affairs offices in major communications centers in the country and additional billets within the fleet organization. There will be a program to equip all major Navy ships with internal information facilities, too. The larger surface combatants can expect their closed-circuit television units designated as fully operational AFRTS systems. Smaller ships can expect at the least some audio installation.

The Navy currently sees a trend toward increased emphasis in recruiting, wherein the public affairs function plays a highly important role. This emphasis will grow as the service continues its course toward an All-Volunteer Force. Whether it be designation as a specialist or employment as a subspecialist as part of a URL career, public affairs experience and knowledge will become increasingly important.

## INTELLIGENCE OFFICERS

Assignment trends for the next five years for the intelligence officer community are anticipated to equal those of other officer communities—all dictated by the particularly stringent fiscal climate today and projected for the future.

Rather than a gross change in policy, the "new" detailing practices are really the imposition across the board of a standardized system of tour lengths, some



of which have been invoked arbitrarily in the past. The advertised practices affect everyone in the Navy and are designed for the long-term, rather than a stop-gap "get-well" measure affecting only a few.

For the 163X officer there are, for example, only three-year CONUS tours for due-course commanders and below. These billets have generally been treated as two-year tours in the past, although it was not uncommon for an officer to be retained in the billet for an additional year. The standardized tour length results in less rotation and, therefore, an officer can expect to move less frequently over a 20-year career, ending up with fewer billets in his experience bank.

Individuals affected by the extension policy are being notified officially by letter. Those who may desire to do so are encouraged to request a further extension if such will better suit their personal plans.

If this sounds bleak, there are a few bright spots, too. Postgraduate education opportunity has become a recognized part of the specialist career development program. Efforts are continuing to develop new programs of value for which the 163X officer might be eligible and from which he might profit professionally.

### CIVIL ENGINEER CORPS

During last year, several new trends in CEC detailing have developed which are expected to expand and have a substantial influence on the Corps during the mid 1970s. The strength of the CEC has been decreasing in 1972 and is expected to level out in FY-74 to somewhere between 1550 and 1600 officers. Present job distribution in the Corps is shown below:

	CAPT/CDR	LCDR/LT	LTJG/ENS
PUBLIC WORKS	36%	51%	38%
CONTRACT ADMIN	21%	19%	30%
SEABEES	7%	12%	27%
STAFF/OTHER	25%	18%	5%
NAVFAC	11%	—	—

Anticipated reductions in staff billets will have some effect on the job distribution in the staff/other and NAVFACENG categories. The following shows billet distribution by geographical area:

CONUS—64%
EAST COAST—40
WEST COAST—17
OTHER—7
OVERSEAS—20%
ASIA & PACIFIC—14
EUROPE & ATLANTIC—6

SEABEES—14%  
RVN—2%

The reduction in PCS will greatly reduce the cross-country, the east coast to overseas Pacific and the overseas Pacific to east coast moves that occurred in the past. The career pattern rotation will certainly change to some extent as a result of the projected continued reduction in PCS funds. A desirable career rotation plan would include a tour in public works, contract administration and naval construction forces as well as a probable PG school tour prior to reaching the promotion zone for commander.

The input of new ensigns into the Civil Engineer Corps is expected to drop significantly in FY-74. The normal input prior to FY-73 (except for RVN influence) was 180 to 200 ensigns per year. This permitted the retention of a 50-55 officer year group by the time the year group comes in the zone for LCDR.

The CEC input of ensigns in FY-73 was reduced to 117 as a result of a change in BuPers policy from "grow your own" to one-third of the number of ensign/LTJG billets as new input each year. The additional officers required as a result of attrition would be gained by line to CEC transfers, recalls, etc.

In this way a normal size year group can still be obtained; increased emphasis will be placed on these programs for input to the CEC during the next several years.

There is still a continuing requirement for officers in the Republic of Vietnam. Current assignment policy requires that officers of the appropriate rank for the billet or who will be in the primary promotion zone while in RVN will be assigned to billets at naval advisory group, MACV and the MACV Staff.

Two new programs will have a significant influence on the CEC during the next five to six years. There are the Trident, and Hospital Modernization programs. There will be an officer in charge of construction established to administer the construction of the Trident facilities which will total over \$500 million. The Hospital Modernization program is of a similar magnitude. These two programs will be superimposed over the Navy's normal military construction program during the next few years.

In summary, look toward longer tours, reduced distance of PCS travel, reduced input of ensigns, increased line to CEC transfers and less flexibility in assigning officers to their preference to location if it involves a long move. Paucity of PCS funds will continue to dominate detailing for the foreseeable future.