

CHAPTER 3

QUALITY OF LIFE

The Navy's most valuable asset is its people. As a future petty officer, you have the requirement to help safeguard this asset. The Navy has taken great pains to set up programs to train and help you manage and nurture the quality of life of this resource.

The purpose of this chapter is to provide you information on programs that support the Department of the Navy Core Values Charter, shown in figure 3-1. To do this, the importance of promoting quality of life issues will be presented first. Then you will be provided with information on specific programs that benefit the Sailor.

PURPOSE

Learning Objective: Recognize the purpose of quality of life programs.

Why is it so important to know about these programs? As a future petty officer and leader, you must be able to help your people. You must be aware that resources are available to help in different situations. Then you must be able to direct your people to the right person or source to get the information or help they need.

I am a man, and nothing human can be of indifference to me.

—Terence The Self-Torturer

The purpose of quality of life programs is to promote the effective use of the Navy's human assets. Thus, the various programs within this system have been designed to allow individuals the chance to develop their capabilities to the maximum. This development of abilities promotes sound leadership, which strengthens the chain of command. As the chain of command exercises good leadership principles, the entire Navy benefits by seeing an improvement in areas such as the following:

- Management
- Order and discipline
- Acceptance of responsibility
- Authority and accountability
- Pride and professionalism

- Motivation
- Retention

PROGRAMS

Learning Objectives: Recognize the purpose of the personal excellence program. Recognize how to help shipmates in regard to personal financial management. Recognize programs available in the quality of life initiative. Recall the purpose of the casualty assistance calls officer. Recall the military cash awards program. Recall the Navy's family housing policy. Recall the equal opportunity and human rights elements of leadership programs and policies.

When individuals use their full potential, the Navy, in turn, reaches its goal of improved combat readiness and capability. The Navy encourages people to use their potential by instilling a sense of pride and professionalism as well as the desire for personal excellence. The Navy achieves its goal through people like you who work to improve and develop individual leadership and counseling skills. Good leadership and counseling results in personnel stability and improved communications.

The quality of life initiative has the following major programs:

- Personal Excellence
- Family Support
- Equal Opportunity
- Navy Alcohol and Drug Abuse
- Health and Physical Readiness
- Navy Family Housing

Each of these programs will be described in detail. By using these programs properly, you will enhance your leadership and management skills. As a leader, you must be familiar with each of these programs to be able to properly support your people and the chain of command.



CORE VALUES CHARTER

As in our past, we are dedicated to the Core Values of Honor, Courage and Commitment to build the foundation of trust and leadership upon which our strength is based and victory is achieved. These principles on which the U.S. Navy and the U.S. Marine Corps were founded continue to guide us today. Every member of the Naval Service - active, reserve, and civilian, must understand and live by our Core Values. For more than two hundred years, members of the Naval Service have stood ready to protect our nation and our freedom. We are ready today to carry out any mission; deter conflict around the globe and, if called upon to fight, be victorious. We will be faithful to our Core Values of Honor, Courage and Commitment as our abiding duty and privilege.

"HONOR"

I am accountable for my professional and personal behavior. I will be mindful of the privilege I have to serve my fellow Americans.

I will:

- Abide by an uncompromising code of integrity, taking full responsibility for my actions and keeping my word.
- Conduct myself in the highest ethical manner in relationships with seniors, peers and subordinates.
- Be honest and truthful in my dealings within and outside the Department of the Navy.
- Make honest recommendations to my seniors and peers and seek honest recommendations from junior personnel.
- Encourage new ideas and deliver bad news forthrightly.
- Fulfill my legal and ethical responsibilities in my public and personal life.

"COURAGE"

Courage is the value that gives me the moral and mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity.

I will:

- Have the courage to meet the demands of my profession and the mission entrusted to me.
- Make decisions and act in the best interest of the Department of the Navy and the nation, without regard to personal consequences.
- Overcome all challenges while adhering to the highest standards of personal conduct and decency.
- Be loyal to my nation by ensuring the resources entrusted to me are used in an honest, careful and efficient way.

"COMMITMENT"

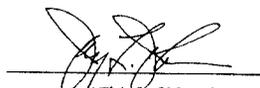
The day-to-day duty of every man and woman in the Department of the Navy is to join together as a team to improve the quality of our work, our people and ourselves.

I will:

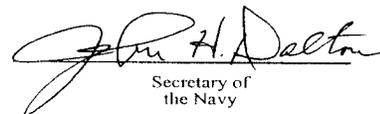
- Foster respect up and down the chain of command.
- Care for the professional, personal and spiritual well-being of my people.
- Show respect toward all people without regard to race, religion or gender.
- Always strive for positive change and personal improvement.
- Exhibit the highest degree of moral character, professional excellence, quality and competence in all that I do.



Commandant of
the Marine Corps



Chief of Naval
Operations



Secretary of
the Navy

Figure 3-1. Department of the Navy Core Values Charter.

REVIEW QUESTION

- Q1. The purpose of quality of life programs is to promote effective use of human resources.
1. True
 2. False

PERSONAL EXCELLENCE PROGRAM

The purpose of this program is to promote the personal development of Navy members in order to contribute to their self-satisfaction, morale, and quality of life. It also benefits the quality of the Navy and the American society. The program focuses internally on Navy personnel and, where feasible, externally on our nation's school age population, pre-school through twelfth grade. The four principal goals of the Personal Excellence Program are education, health/fitness, citizenship, and the Navy Personal Excellence Partnership Program.

Personal excellence is the achievement of an individual's highest potential in education, health/fitness, and citizenship. The acquisition of knowledge and skills, health habits, and basic personal values can best be promoted in service to others in the community. That is as true for Navy personnel as it is for young people in the United States who are the focus of the Navy Personal Excellence Partnership Program.

Education

Education has a twofold definition. In relation to Navy personnel, it consists of the multiple avenues for personal intellectual growth and achievement. It includes programs to improve basic competencies under the Navy Skill Enhancement Program (SEP). In relation to external partnerships, education refers to subjects, such as reading, writing, English, foreign languages, math, science, computer skills, geography, history, humanities, social studies, and knowledge of other cultures.

Health/Fitness

Health promotion programs are those activities that promote a healthy lifestyle. These programs include physical fitness, sports, nutrition, weight/body fat management, alcohol and drug abuse prevention, smoking prevention or cessation, stress management, back injury prevention, and high blood pressure screening and control. The Navy Personal Excellence Partnership Program addresses these topics as well as

personal safety in the use of car restraints and motorcycle helmets.

Citizenship

This personal excellence goal addresses the development of core values. They are the fundamental qualities of morally and socially responsible members of American society, including the Navy person and his or her family. The focus of the citizenship aspect of the Personal Excellence Program is on the following core values:

- Integrity—honesty, honor, and responsibility
- Professionalism—competence, teamwork, and loyalty
- Tradition—concern for people, patriotism, courage, and personal values

The citizenship focus of the Navy Personnel Excellence Partnership Program cultivates the same values but concentrates on their effect on American society. Additionally, this program highlights personal responsibility for one's actions, justice, compassion, respect for self and others, and community service.

Navy Personal Excellence Partnership Program

This aspect of the personal excellence effort functions externally within the community. It is a collaborative effort among Navy commands, public and/or private sector organizations, and schools or youth organizations. The intent is to obtain and pool resources and volunteers for the purpose of strengthening the personal excellence of American youth. The long-term goal of this program is to promote a sense of self-worth and to reinforce in young people the knowledge, traits, attitudes, and skills essential for responsible citizenship and effective participation in the American work force.

REVIEW QUESTIONS

- Q2. The Personal Excellence Program focuses externally on our nation's schools through what grade?
1. 12th
 2. 8th
 3. 6th
 4. 4th

- Q3. The long-term goal of the Personal Excellence Partnership Program includes an effort to promote
1. Navy values
 2. self-worth
 3. responsible citizenship
 4. both 2 and 3 above

FINANCIAL RESPONSIBILITY

Financial management is the responsibility of every Sailor in the Navy. As a second class petty officer, you will have many occasions to counsel and advise your people on their personal financial management, responsibilities, and debts. In today's society, finance is very complex and difficult even for experienced wage earners. If a person does not manage money wisely, the repercussions can be devastating and cause a bad credit rating that could last for years. In addition, indebtedness is a prosecutable offense under the *UCMJ*.

You can help your people gain knowledge about finances that will help them balance their income, savings, and spending. Navy men and women should adopt a system of accounting to keep their financial matters straight. Many of our young, inexperienced Sailors do not effectively manage their money. Many coming straight out of school to the Navy have not had to deal with earning and budgeting.

Every command assigns financial counseling as a collateral duty to a qualified Sailor. These Sailors attend a financial counseling training session given by the Navy to provide them with knowledge and tools to help Sailors budget and manage their money. The *Basic Military Requirements (BMR)*, NAVEDTRA 14277, has a very comprehensive section on financial management. You should review the BMR material to reacquaint you with facts that will help you when counseling, advising, and training your people on financial affairs. Some of the information may be elementary to you. However, because many young Navy members often do not grasp these facts, they get into financial trouble. If you are thoroughly familiar with these basics, you will be in a better position to help your shipmates with their financial management. Keep in mind, the Family Support Program also provides financial counseling and classes for Sailors and their spouses. Encourage your people in need of personal financial help to seek counseling. The Navy

also provides information in OPNAVINST 1740.5, *Personal Financial Management*.

FAMILY SUPPORT PROGRAM

Commanders are responsible for providing the opportunity for a reasonable quality of life for Navy personnel and their families. It is both ethical and pragmatic for Navy leaders to care for their families - ethical because it is the right thing to do and pragmatic because care of Navy members and their families directly impacts upon job performance, retention, and readiness. Navy members must be able to concentrate their energy on the successful accomplishment of the Navy mission.

—OPNAVINST 1754.1A

The Navy family matters! Healthy families contribute to combat readiness and career retention. To promote high-quality family life in the Navy, the CNO set up the Family Support Program in 1979. The program's mission is to increase readiness and retention of service members by providing information, resources, and services that support and enrich the lives of Navy families as well as single Sailors. The Family Support Program includes Family Service Centers, the Family Advocacy Program, Family Home Care Programs, and the Casualty Assistance Calls Program.

Family Service Centers

All bases with 500 or more active-duty members have installation Family Service Centers (FSCs). They are located throughout the United States and at many overseas locations. FSCs offer a variety of programs for single and married Sailors and their families. While individual FSCs will tailor services and programs to fit the needs of the local military community, all centers offer 13 core programs. These programs fall into one of three areas: (1) information and referral, (2) education and training, and (3) counseling.

INFORMATION AND REFERRAL.—Resources for the family are abundant. Often active-duty members and families require assistance in obtaining specific information about relocating to a new duty station and establishing themselves in the military community. Each FSC has an information and referral specialist who provides assistance and makes specific referrals for services and programs available on base and in the civilian community. FSCs also have

a team of relocation assistance personnel available to locate information about present and future duty stations. Welcome Aboard Packages for bases are available as well as the Standard Installation Topics Exchange (SITES), which lists general information for military installations worldwide.

PREVENTIVE EDUCATION AND ENRICHMENT.—A proverb states, “An ounce of prevention is worth a pound of cure.” FSC staffs have an interest in positive family growth. Every local center sponsors a wide variety of classes on subjects ranging from balancing family budgets to spouse employment. These classes are opportunities to gain and improve on family skills, thereby avoiding a crisis before it develops.

SHORT-TERM NONMEDICAL COUNSELING.—Sailors and their families occasionally need professional support while they are trying to cope with some situation or problem. Often many personal, financial, marital, and family problems can be resolved with short-term counseling. FSCs offer such counseling through counselors and social workers who hold recognized professional credentials. The aid of these counselors may be a starting point for referral to another type of counseling, such as pastoral counseling by a Navy chaplain, long-term counseling by a Navy medical officer, or other forms of counseling conducted by civilian agencies. Many counseling services at the FSC are confidential; however, some are not. Information about confidentiality is provided to all counseling customers before counseling begins. Confidentiality information is available by calling the FSC and requesting to speak with any counselor about the privacy act in regard to FSC counseling services.

Family Advocacy Program

Child and spouse abuse are unacceptable and incompatible with high standards of professional and personal discipline. Abusive behavior by DON personnel destroys families, detracts from military performance, negatively affects the efficient functioning and morale of military units, and diminishes the reputation and prestige of the military service in the civilian community.

—SECNAVINST 1752.3

Every year active-duty members, spouses, and children die as a result of domestic violence. The Family Advocacy Program (FAP) was established by the Department of Defense to address issues relating to

this social problem. The FAP is implemented worldwide on all military installations by every branch of the services. Spouse abuse and child abuse have a negative effect on military readiness, effectiveness, and good order and discipline.

GOALS.—The five primary goals of the FAP are as follows:

1. Prevention
2. Victim safety and protection
3. Offender accountability
4. Rehabilitative education and counseling
5. Community accountability/responsibility for a consistent and appropriate response

The FAP pursues these goals through prevention programs, identification of domestic violence, investigation of alleged incidents, reports to appropriate military and community response agencies, and treatment of families identified. Commanding officers are ultimately responsible for victim safety and the successful implementation of the FAP within their commands. The FAP staff is located within each FSC.

PETTY OFFICER RESPONSIBILITY.—Petty officers should be aware of the FAP and its resources. Further, petty officers are responsible to report all alleged cases of abuse or neglect to the family advocacy representative (FAR). As a representative of the military community, the FAR will coordinate case management and report to appropriate agencies.

Family Home Care and Family Care Policy

The demands of Navy lifestyles make parenthood challenging. By taking full advantage of the resources available, parents can make their lives, and their children’s lives, more rewarding and less stressful.

Navy parents have more help available to them than ever before because of FSC programs and expanding childcare options. FSCs provide information, referral, educational, and other counseling services designed to help parents and their children. Childcare is always a big concern—and often a big headache—for parents. The capacity of Navy-operated childcare facilities is not always enough for the number of children eligible to use them.

The Family Home Care (FHC) Program allows spouses of Navy members to care for children of Navy personnel in government quarters. FHC serves over 30 commands stateside and overseas. Those who wish

to open their homes for day care must complete training that includes cardiopulmonary resuscitation (CPR) instruction. Child care providers involved in the FHC Program must purchase insurance, which is available through the Navy Personnel Command (NAVPERSCOM) at a nominal fee. A professional monitor ensures that the childcare offered is of the highest quality by providing training, screening and background checks, and monthly visits to FHC homes.

The nature of naval service dictates that members must be ready to deploy on short notice and be able to execute fully their military and professional duties. Planning to ensure the care of family members and dependents is of great value and is required of every service member. It is especially important for single members with dependents and members of dual military couples with dependents. Therefore, the Navy requires all single parents and dual military couples with children to complete a Family Care Plan Certificate, NAVPERS 1740/6, which provides a plan for dependent care arrangements. The plan must include details, such as who will provide care for the children during the parent's normal duty hours, temporary additional duty (TAD) assignments, and deployments, as well as other pertinent information. The parent also must provide a will with guardianship provisions and a power of attorney authorizing medical care. OPNAVINST 1740.4, *Department of the Navy Family Care Policy*, outlines the family care plan and specifies the information parents must include on the certificate.

Some people worry that their status as a single parent may hurt their Navy career, but this simply is not true. As long as parents keep an up-to-date family-care certificate in their record, they have no limits on what they can achieve. Parenting in the Navy is not easy, but an understanding of Navy policy can help a Sailor's career run smoothly. Parents should realize the Navy expects them to accept full responsibility for the care of their children as well as their job requirements.

REVIEW QUESTIONS

- Q4. FSCs are on all bases with which of the following minimum number of active-duty personnel?
1. 100
 2. 500
 3. 1,000
 4. 1,500

Q5. FSCs offer programs for married sailors ONLY.

1. True
2. False

Casualty Assistance Calls

The broad purpose of the Casualty Assistance Calls Program (CACP) is to offer support to the next of kin of Navy members involved in a casualty. The Navy seeks to accomplish this through personal visits by a uniformed Navy representative called a casualty assistance calls officer (CACO). Only an officer with a minimum of 2 years of active duty or a qualified senior enlisted member of paygrade E-7 or above may serve as a CACO. Persons given the task of CACO normally assume this responsibility as their primary duty; it takes precedence over all assigned duties.

The CACP offers support in the following ways:

- Assuring the next of kin of the Navy's interest in their well-being
- Showing concern for members reported missing while the search for them is under way
- Extending sympathy in the case of death
- Helping survivors adjust to situations imposed upon them by a tragic circumstance

MILITARY CASH AWARDS PROGRAM

The Military Cash Awards Program (MILCAP) was developed to encourage individuals to suggest practical ways to reduce costs and improve productivity in the Navy, Department of Defense, and other federal government operations. MILCAP provides for payment of cash incentives based on the amount of money saved by a suggestion. If you think you know a better, cheaper, or more efficient way to get a job done, check into OPNAVINST 1650.8. This instruction gives all the details on how to submit your suggestions and inventions to the Navy for consideration. You may help the Navy to improve its way of doing business and get a cash reward to boot.

NAVY FAMILY HOUSING PROGRAM

The Navy's Family Housing Program will continue to be a high priority for quality of life issues. The Navy's mission assures that military members have suitable housing in which to shelter themselves

and their families. Congressional and Department of Defense policy requires that the civilian housing market be the primary source of housing for military personnel. Authority for construction of military family housing occurs when the civilian housing market cannot meet the needs of the local military community.

- Military family housing Navywide numbers more than 70,000 units.
- Resource sponsorship (funding) of the Navy Family Housing Program is under the Deputy Chief of Naval Operations.

The Navy reviews its housing construction plan annually based on a Military Family Housing (MFH) survey sponsored by the Naval Facilities Engineering Command (NAVFACENGCOM). There is a continuing effort to get more funding to modernize existing units.

Policy

Navy policy concerning family housing is as follows:

- All military members with dependents, including single parents attached to deployable units, are eligible for MFH.
- Single parents in MFH may receive authority for live-in housekeepers.
- A member married to a member not drawing Basic Allowance for Housing (BAH) and assigned to ships homeported at the same location may receive assignment to MFH.
- A member married to a member simultaneously deployed will have no requirement to vacate the house.
- The basis for bedroom entitlement is on family composition for enlisted personnel and junior officers, but includes both rank and family composition for assignment of senior officers.
- Members can accept shelter payment for housing foster children in MFH.
- All members assigned to an unaccompanied overseas tour have assurance of continued occupancy in MFH.
- Dependents of members who die in the line of duty may keep housing without charge for 90 days from the death of the member.

Housing Referral Services

Every Sailor, with the receipt of permanent change of station (PCS) orders, receives direction to check in with Housing Referral Services (HRS) before contracting for community housing. The HRS clerk will help in locating safe, affordable community housing when military housing is unavailable.

The following are additional services provided to naval personnel by HRS:

- Members may get a listing of available rental units.
- Members may get a list of units/agents on the sanction list. Members may not enter into contract with agents on the sanction list.
- Members may list their property for rent or sale.

REVIEW QUESTION

- Q6. Single parents in MFH may receive authority for live-in housekeepers.
1. True
 2. False

EQUAL OPPORTUNITY PROGRAM

The objective of the Equal Opportunity program is to promote positive command morale and quality of life and to provide an environment in which all personnel can perform to the maximum of their ability unimpeded by any institutional or individual biases based on racial, ethnic, gender, or religious stereotypes.

—OPNAVINST 5354.1D

As a petty officer, you are in charge of maintaining good morale. You can only achieve this by treating all people equally and by giving everyone an equal chance to learn new skills and benefit from the many opportunities available in the Navy. The Navy's Equal Opportunity (EO) Program assures that Navy personnel have equal access to the opportunities and rewards of the Navy organization. The EO Program guarantees the rights of equality of opportunity and treatment for all, regardless of race, ethnicity, religion, gender, or national origin within constraints of the law.

If unequal or unfair treatment exists, it will show up quickly in low personnel performance. Mix unequal or unfair treatment with poor leadership and you have the makings of trouble. Active use of equal and fair treatment coupled with good leadership provide a successful formula for outstanding performance. Always remember to treat others the way you want them to treat you.

Equal Opportunity and Human Rights as an Element of Leadership

The qualities of an effective leader were previously described. Now you will study an element that is part of basic leadership. It is equal opportunity. All personnel should set an outstanding example, motivate subordinates, and always enforce standards to prevent discrimination. There is no room in the Navy for discrimination. We must enforce the standards set for us to make sure race, ethnicity, religion, gender, or national origin within constraints of the law are not factors in the treatment of our people or their families on or off base.

EO, treatment, and understanding of cultural differences are all parts of leadership and supervision. By practicing EO, you will attain and maintain a high state of moral and military effectiveness. EO must aim toward a Navy environment in which consideration and treatment are equal to all based on individual effort, performance, conduct, diligence, and talent.

The achievement of EO and human rights is part of meeting the challenge of high moral, ethical, and behavioral standards. Making sure these standards are upheld and not degraded through ignorance, neglect, or indifference is the responsibility of all Navy personnel. Senior petty officers betray their juniors when they fail to support EO or fail to insist that others support EO. Similarly, a senior does not fulfill his or her responsibility to the Navy by tolerating laxity, slackness, lack of discipline, or unmilitary behavior by those over whom the senior has supervisory responsibility.

Therefore, as an element of leadership, EO and human rights enhance the total quality of life of Navy personnel. They also increase the capability of the Navy to fulfill its mission.

Command Managed Equal Opportunity

The Command Managed Equal Opportunity (CMEO) Program ensures that equal opportunity exists at the unit level. CMEO is a tool for detecting and preventing discrimination. Under this program,

individual commands are required to monitor their EO climate, conduct command assessments, provide EO training, and ensure proper handling and reporting of complaints and incidents. An environment in which equal opportunity exists for all members is essential to attaining and maintaining high command morale, discipline, readiness, and military effectiveness. CMEO aids in achieving these goals.

Command Assessment Teams

Conducting a successful and effective EO program requires each command to accurately assess its current EO status. The command assessment focuses on the treatment and achievements of individuals. It also looks at the overall effectiveness of command EO programs and the follow-up actions on previous EO issues. The assessment uses command demographic information (factors such as age, race, ethnicity, gender, rank, paygrade, designator, and rating). This is a formal assessment that includes the command assessment team (CAT) and data sources.

The CAT is a group of command personnel trained to plan and conduct a command assessment. They also are trained to analyze the data they collect. CATs receive training from a CNET activity, MTT, or EOPS from a major command or staff. The command must record this training in the member's service record. The following guidelines apply to the CAT:

- Mandatory membership includes the executive officer (XO), at least one department head, and the command master chief (CMC) or equivalent. When a command has a command career counselor and/or personnel officer and/or legal officer, they should be members. Remaining members should be a cross-section of paygrades, genders, races, and departments of the command. All CAT members, including those who have mandatory membership, must receive formal training. The commanding officer has the prerogative to increase the size or scope of the CAT. Regardless of team composition, final responsibility for CAT effectiveness remains with the commanding officer.
- Members of the CAT who have not participated as an active member for over 24 months must repeat the formal training.
- Members of the CAT should complete the *Equal Opportunity in the Navy* nonresident training course (NAVEDTRA 13099-E) within 3 months of assignment to the assessment team.

- Prospective CAT members must have a minimum of 18 months remaining from their assignment date before their PRD (does not apply to mandatory membership).

DATA SOURCES.—The CAT receives specific training in using the following resources to conduct command assessments:

- Command training records, records on the Sailor of the month/quarter/year award file, meritorious mast records, records on discrimination and sexual harassment complaints, and retention files
- Interviews to gain valuable information, such as what is actually happening in a command as well as what people perceive is happening and how they feel about it
- Observations (made without disturbing the environment or injecting a bias) to determine what people actually do or how they behave and interact
- Surveys to detect the command climate

COLLECTION AND MAINTENANCE OF DEMOGRAPHIC DATA.—One of the primary functions of the annual command assessment is collection of demographic data on retention, advancement, and discipline. Each command determines the most effective method of data collection for its organization. All commands take the following steps in the collection and maintenance of demographic data:

- Classify all demographic data collection and analysis by race/ethnic group, gender, paygrade, rating, division, and department.
- Collect and analyze all reenlistment and separation data (raw numbers and percentages). Retention data include personnel who are eligible to reenlist as well as those who are ineligible. Separation data show types of separations by race/ethnic group.
- Analyze advancement data on personnel in zone for advancement. Data show those personnel who are eligible for advancement, are recommended for advancement, were advanced, passed but were not advanced, and failed.
- Analyze military justice data, including the number and proportion of persons put on report, screened by the executive officer (XO), dismissed, and assigned extra military

instruction (EMI). Also analyze the number and proportion of persons referred to commanding officer's mast and to courts-martial and the results of those masts and courts-martial. Analyze types of punishment for similar offenses between race/ethnic groups and by gender for disparities in severity of punishment.

Retain demographic data and the results of the command assessment for at least 36 months and then destroy them.

ACTION PLANNING.—Once commands identify specific issues, they can address those problems systematically. The CAT first defines and analyzes the problem and then generates and evaluates courses of action. Finally, it recommends to the commander the most appropriate courses of action. The command then develops plans of actions and milestones (POA&Ms) to monitor its effectiveness.

Sexual Harassment

Sexual harassment is a type of sex discrimination. Like all discrimination, it is prohibited. It violates the standards of honesty, integrity, and impartiality required of all DON personnel. All Navy personnel have a responsibility to maintain a working environment free of sexual harassment. Additionally, off-duty behaviors that affect the military workplace may be considered to be sexual harassment.

SECNAVINST 5300.26C defines sexual harassment as follows: "A form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- A. Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; or,
- B. Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or,
- C. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment."

Leaders must set the example in treating all people with dignity and respect. Sexual harassment in any form must not be ignored or condoned. Individuals who believe they have been sexually harassed should be encouraged to address their concerns or objections. Additionally, the recipients of sexual harassment must

be assured that they also subsequently will not be the victims of reprisal or retaliation. Leaders and supervisors must foster a positive climate and take appropriate corrective action when conduct is disruptive, provoking, discriminatory, or otherwise unprofessional. All DON personnel, military and civilian, are accountable for their actions and are responsible for treating others with dignity and respect.

Fraternization

The Navy historically has relied upon custom and tradition to define the bounds of acceptable personal relationships among its members. The Navy always encourages proper social interaction among officer and enlisted members. Unduly familiar personal relationships between officer and enlisted members traditionally have been contrary to naval custom. Such relationships undermine the respect for authority that is essential to the Navy's ability to accomplish its military mission. Naval custom prevents personnel from using a senior grade or position to show (or give the impression of showing) favoritism or preferential treatment or for personal gain. It also helps prevent officers from becoming involved in other actions that undermine good order, discipline, authority, or unit morale. In a like manner, custom requires that junior personnel recognize and respect the authority inherent in a senior's grade, rank, or position.

Fraternization is the traditional term used to identify personal relationships that cross the usual bounds of acceptable senior-subordinate relationships. Although its common application applies to the officer-enlisted relationship, fraternization also includes improper relationships between senior and junior officer members and between senior and junior enlisted personnel.

Fraternization is punishable as an offense under the *UCMJ* when it is prejudicial to good order and discipline or brings discredit to the naval service. This manual cannot cite every act that may be prejudicial to good order and discipline or is service discrediting; the circumstances often have more to do with making the act criminal than the act itself. However, dating, cohabitation, or sexual intimacy between officers and enlisted members is clearly inappropriate. A private business partnership between officers and enlisted persons also is inappropriate. Likewise, such conduct between officers and between enlisted members in which a senior-subordinate supervisory relationship exists is equally inappropriate. Conduct that is fraternization is not excused by a later marriage between the offending parties.

The responsibility for preventing inappropriate relationships rests primarily on the senior member. The Navy expects the senior party to control and prevent the development of inappropriate senior-subordinate relationships. However, since the Navy's fraternization policy applies to both members, both are accountable for their own conduct.

A review by all hands of *Navy Fraternization Policy*, OPNAVINST 5370.2, is required by commands on an annual basis.

REVIEW QUESTIONS

- Q7. Sexual harassment is NOT allowed in which of the following situations?
1. On or off duty
 2. On base/ship
 3. Off base/ship
 4. All of the above
- Q8. Although the common application of fraternization applies to the officer-enlisted relationship, fraternization also includes improper relationships between officer members and between enlisted personnel.
1. True
 2. False

PERSONAL EXCELLENCE PROGRAMS—HEALTH AND FITNESS

Learning Objectives: Recognize the petty officer's responsibility in the Navy's drug and alcohol abuse prevention and control program. Recall the programs for counseling and treating personnel with drug and/or alcohol problems. Recall indicators of a potential suicide. Recognize health and physical readiness program initiatives.

NAVY ALCOHOL AND DRUG ABUSE PROGRAM

Drug and alcohol abuse is costly in terms of lost man-hours and unnecessary administrative and judicial processing. Additionally it is a critical draw down of morale and esprit de corps. It undermines the very fiber of combat readiness, safety,

discipline, judgment, and loyalty. It is not just the abuser who is affected, but the abuser's shipmates as well. "Zero Tolerance" recognizes that drug and alcohol abuse is incompatible with the maintenance of high standards of performance, military discipline, and readiness and is destructive of Navy efforts to instill pride and promote professionalism.

—OPNAVINST 5350.4B

The war against alcohol and drug abuse has been going on for quite some time. The Navy has lost good people and seen the destruction of many families due to alcohol and drug abuse. The basis of the Navy's Alcohol and Drug Abuse Program (NADAP) is "zero tolerance on and off duty, afloat and ashore." The program begins in recruit training by educating all Navy personnel on the dangers of alcohol and drug abuse. From then on information or classes are readily available for those who want more education on the subject. Additionally, the Navy has trained many highly qualified personnel to help those who abuse alcohol or drugs. Educating and helping abusers have allowed many of our personnel to reenter the mainstream of productivity within our Navy and society.

The Navy has an excellent program to combat alcohol and drug abuse. It is the Navy Alcohol and Drug Safety Action Program (NADSAP). However, the Navy does not work alone in combating alcohol and drug abuse. It works very closely with civilian organizations, such as Alcoholics Anonymous (AA), Narcotics Anonymous (NA), and local and federal authorities.

Petty Officer's Responsibility

Today's Navy is essentially drug free. Young Sailors know they have chosen a profession that requires a drug-free work place. The Navy's zero tolerance policy is succeeding due to aggressive education programs, leadership involvement, and group peer pressure. Now it is equally important to impart the principles of leadership responsibility, command responsibility, shipmate responsibility, and personal responsibility to the avoidance of alcohol abuse.

This is where you come into play as a future petty officer. You have a responsibility not only to yourself but also to your shipmates and the Navy to help in the war against alcohol and drug abuse. You can help by educating your people on the pitfalls of using alcohol and drugs. If we are to win the battle against alcohol and drug abuse, it will be through the efforts of dedicated petty officers.

We all have problems of one sort or another and at times need help. The Navy has many helping resources available to aid its members. The best resources available to you are usually the senior Navy people around you. Your leading petty officer, division chief, command master chief, and chaplain have the experience, seniority, and knowledge necessary to give you the proper guidance. This does not mean jumping the chain of command, as jumping the chain of command is never a good practice. However, if you find yourself in a situation in which your experience or knowledge will not provide you good judgment, you should inform your seniors of the problem and request their help. Unless the situation requires complete confidentiality, you should not keep your senior petty officer out of the picture. Even then, if the problem is serious enough, such as an incident that could be a violation of the *UCMJ*, you should inform your supervisor. Then you should make sure the problem gets to the proper level within the chain of command for action.

By applying common sense in the handling of any problem whether your own or one of your subordinates, you can reach a solution that is best for all concerned.

REVIEW QUESTION

- Q9. Which of the following responsibilities does a petty officer have in the prevention of alcohol and drug abuse?
1. Inform seniors of problems regarding alcohol and drug use
 2. Apply common sense
 3. Educate personnel on the pitfalls of drugs and alcohol
 4. All of the above

Programs and Resources

This section covers the programs and resources available to combat alcohol and drug abuse. These resources are the Navy Alcohol and Drug Safety Action Program (NADSAP), the Drug and Alcohol Program Advisors (DAPAs), the Right Spirit Campaign, Alcohol Treatment Facilities (ATFs), the Navy Drug and Alcohol Counselors (NDACs), and Alcohol Rehabilitation Centers (ARCs).

NAVY ALCOHOL AND DRUG SAFETY ACTION PROGRAM.—The Navy has a reputation

for keeping up with the times. Things change and so does the Navy. In 1974 the Navy started its campaign in the war against alcohol abuse with the Navy Alcohol Safety Action Program (NASAP). In 1980 the Navy Drug Safety Action Program (NDSAP) began to combat use of illegal drugs. Several years later the two programs combined to form the Navy Substance Abuse Prevention Program (NASAPP). The program name changed in 1985 to the present title of Navy Alcohol and Drug Safety Action Program (NADSAP). The purpose of NADSAP is the prevention of alcohol misuse and illegal drug use through the process of individual education.

NADSAP provides for the early identification of problem drinkers and alcoholics. NADSAP identifies problem drinkers not only through arrests for traffic violations and driving while intoxicated (DWI) but also through other alcohol-related offenses or incidents. Some of these incidents are job accidents, safety violations, fights, unauthorized absences and other breaches of discipline, family difficulties, or hospital treatment. NADSAP's objective is to promote zero tolerance of alcohol abuse. NADSAP also provides educational programs designed to increase awareness of drug abuse and to educate and positively motivate people with drug abuse problems. The policy for drug abuse is the same as that for alcohol abuse—zero tolerance. Any drug abuse or irresponsible use of alcohol by Navy personnel is viewed as a grievous failure to meet Navy standards and may result in disciplinary action or separation from military service.

DRUG AND ALCOHOL PROGRAM ADVISORS.—The DAPAs are responsible for advising commanding officers on all NADSAP matters. These advisors are responsible for setting up command education, prevention, screening, and counseling programs. DAPAs also provide aftercare, probationary supervision, motivational training, and referral services for individuals who have been treated for alcohol abuse and have returned to full duty. All commands have DAPAs assigned as a full-time or a collateral duty. They are your primary points of contact for drug and alcohol abuse problems.

RIGHT SPIRIT.—The “Right Spirit” campaign was started in 1996 to improve the quality of life for Navy members and their families and to ensure a safe and productive work environment. Although the use of alcohol is depicted as fashionable in society, alcohol contributes to many of the country's serious health and social problems. The goal of “Right Spirit” is to deglamorize alcohol and prevent alcohol abuse. Navy commands are required to promote an “it's okay not to

drink” environment. Preventing alcohol abuse and alcoholism before problems occur greatly benefits the Navy in terms of lost workdays and costly treatment. The campaign includes the following two education programs.

Alcohol Aware.—This program is a command-level alcohol abuse prevention and deglamorization course designed for all hands. The goals of the Alcohol Aware program are to make the participants aware of (1) the basic nature of the drug, alcohol; (2) the risks involved in using and abusing alcohol; (3) the Navy's expectations, instructions, and core values; and (4) the definition of responsible use of alcohol. Each participant is asked to evaluate, anonymously, his or her own pattern of drinking to determine if it is appropriate and to make adjustments as needed.

Alcohol Impact.—This program is designed for intervention. It is normally given during off-duty hours. Alcohol Impact is not treatment; it is the first intervention step in the treatment of alcohol abuse. It is an intensive, interactive educational experience designed for alcohol incident personnel. The course is primarily an educational tool, but objectives within the course could reveal that a higher level of treatment might be needed.

ALCOHOL TREATMENT FACILITIES.—ATFs provide help to fleet and shore commands by counseling personnel involved with drugs and alcohol. Individuals not requiring inpatient treatment may receive help in these nonresident-counseling programs. Many ATFs have a drug and alcohol abuse counselor who provides limited outpatient evaluation and counseling services. ATFs serve as local drop-in and crisis centers. They also provide continuing counseling services for personnel who previously were patients in other rehabilitation facilities and have returned to full duty.

NAVY DRUG AND ALCOHOL COUNSELORS.—The NDACs provide evaluation and referral services at ATFs. These counselors are responsible for helping commanding officers process individuals identified as drug or alcohol abusers. They also provide individual and group counseling to drug and alcohol abusers. The NDAC is a contact point for commanding officers and individuals seeking help or information on all matters regarding drug and alcohol abuse.

ALCOHOL REHABILITATION CENTERS.—The Navy's ARCs provide a program of intense and

comprehensive rehabilitation. ARCs are for active-duty Navy and Marine Corps personnel who are suffering from alcoholism. These centers are naval activities under a commanding officer. Depending on their location, the centers range in capacity from about 75 to over 200 beds.

REVIEW QUESTION

Q10. Which location offers intense and comprehensive drug and alcohol rehabilitation for active duty members?

1. Sick bay
2. ATF
3. ARC
4. All of the above

SUICIDE PREVENTION

The Navy is very aware that at times our shipmates may be unable to deal with the stress and pressure of Navy life. Some of our shipmates or family may turn to abusive relief, such as drugs and/or alcohol. However, that behavior contributes to the problem; it does not solve the problem. When there seems to be no relief from stress and pressures, they may succumb to the idea of suicide to end their pain.

The Navy has a very aggressive program to identify potential suicide patients. Sailors are provided training periodically, especially around holidays, on what to look for when evaluating someone suspected of having suicidal thoughts. Supervisors and instructors who deal with young Sailors are especially trained in the observance of this behavior. Additionally, specific information for Medical Corps personnel on suicide evaluation can be found in NAVMEDCOMINST 6520.1. Some common behaviors or symptoms of suicide and the intensity of risk associated with each are shown in table 3-1.

Here is a list of conditions that may help you make a positive evaluation of a potential suicide. They are in no special order and are not of equal weight, but the more of these symptoms the individual exhibits the more likely he or she is suicidal.

1. Means. Is a suitable suicidal tool available to the person? This factor carries double weight if the person frequently mentions that he or she has the means.

2. Previous attempt. Recent studies corroborate that approximately 75 percent of accomplished suicides have made a previous attempt.

3. Family history. Statistically, persons who have had a suicide in the family (especially one or both parents) are more likely to commit or attempt suicide than those who have not had a suicide in the family.

4. Lack of roots. Very few persons commit suicide in the town or region of their birth. The farther away from home, family connections, and close friends a person gets, the more likely suicide becomes.

5. Withdrawal. The potential suicide victim often systematically eliminates social contacts. He or she will drop out of clubs, church, and job, and will avoid old friends. The person then can reasonably say, "I'm not needed."

6. Confusion. The potential suicide victim is unable to separate and evaluate problems. He may say in the same breath, "My wife has left me and I'm two payments past due on the TV set." The person cannot deal effectively with a problem because his or her mind is not clear of other problems.

7. Vague illness. The person often will complain about an indefinite physical illness or an "ache-all-over type of feeling." Chronic psychosomatic signs are important because they reflect a high degree of disorganization.

8. Urge to kill. The potential suicide victim may be seeking revenge; thinking, "You may be sorry when I'm gone." This is a dangerous attitude because it may lead to homicide.

9. Fear of the future. Although it sounds incongruous, many people commit suicide because they fear death. "I know it's cowardly to think of suicide," they say, but actually they are thinking that if they can accomplish suicide they won't have to fear the things that really worry them.

10. Financial reverse. This situation may cause the loss of status as much as the loss of money.

11. Rationalization. Occasionally the potential suicide victim will attempt an aggressive defense of suicide. This especially is true when the person is following in the footsteps of a relative.

12. Negative protest. This is a tricky factor. If a person tells you in an overemphatic way that he or she is not contemplating suicide, be careful.

13. Feeling of failure. Despite any past successes, the potential suicide will harp on his or her failures, even small ones. They will say they are inefficient, forgetful, and make mistakes that others notice.

Table 3-1. Common Behaviors or Symptoms of Suicide

BEHAVIOR OR SYMPTOM	INTENSITY OF RISK		
	LOW	MODERATE	HIGH
Depression	Mild	Moderate	Severe
Isolation/withdrawal	Vague feeling of depression; no withdrawal	Some feeling of helplessness, hopelessness, and withdrawal	Hopeless, helpless, withdrawal, and self-deprecating
Daily functioning	Fairly good in most activities	Moderately good in some activities	Not good in any activities
Coping strategies	Generally constructive	Some that are constructive	Predominately destructive
Significant others	Several who are available	Few or only one available	Only one or none available
Psychiatric help in past	None or positive attitude toward	Yes and moderately satisfied with	Negative view of help received
Life style	Stable	Moderately stable or unstable	Unstable
Alcohol/drug use	Infrequently to excess	Frequently to excess	Continual abuse
Previous suicide attempts	None or of low lethality	None to one or more of moderate lethality	None to multiple attempts of high lethality
Disorientation/disorganization	None	Some	Marked
Hostility	Little or none	Some	Marked
Suicidal plan	Vague, fleeting thoughts but not plan	Frequent thoughts, occasional ideas about a plan	Frequent or constant thought with a specific plan

When you are counseling a person for any reason and feel there is potential for a suicide, report your concern to the chain of command. DO NOT try to psychoanalyze the person. You are not a psychologist. Keep the following in mind:

- If you feel the person is about to attempt suicide, do not leave the person; call for help.
- If you feel the person has attempted a suicide, report it to the chain of command.
- If you feel the person, for any cause, reason, or circumstance, is thinking of suicide, report it.
- If you feel the person abuses alcohol or uses illegal drugs, that person may have severer problems. Assist this person in getting help from a trained person such as a DAPA.

HEALTH AND PHYSICAL READINESS PROGRAM

Health and physical readiness are a matter of great concern to the Navy. To ensure the operational effectiveness of the Navy, every member is expected to achieve and maintain standards of physical readiness and participate in a lifestyle that promotes optimal health. This program is designed to support and enhance the physical readiness of all personnel. Physical readiness training is a complete conditioning program designed to reduce excess body fat and develop and maintain flexibility, cardiorespiratory endurance, muscular strength, and the stamina needed to perform routine and emergency tasks. The program is a part of the Navy’s Health Promotion Program. This program includes physical fitness and sports, weight/fat control, nutrition education, high blood pressure identification, stress management, smoking

education and prevention, lower back injury prevention, and alcohol/drug abuse prevention.

Exercise, Physical Fitness, and Weight Control

Each command is required to ensure personnel meet the Navy's physical readiness standards. All personnel must pass a semiannual Physical Readiness Test (PRT) that consists of meeting height/weight or body fat standards, doing a minimum amount of sit-ups and push-ups, and running a 1.5 mile run within a set time. Personnel who do not meet the Navy's standards or fail the PRT are required to participate in a command remedial program. Command remedial programs are coordinated by each command's fitness coordinator and vary from command to command, but the basic program is controlled through the *Physical Readiness and Personal Excellence Program*, OPNAVINST 6110.1. Counseling and assistance centers and residential rehabilitation centers are available to help personnel conform to Navy PRT standards. Personnel who continually fail the PRT may be ineligible for promotion or reenlistment or administratively separated from the Navy.

All personnel are responsible for maintaining an acceptable state of physical readiness at all times. Participation in a personal physical conditioning program should occur at least three times a week. The individual physical conditioning activities should be at least 40 minutes in duration during which at least 20 minutes is continuous aerobic activity.

Commands provide physical fitness and nutrition education through General Military Training (GMT). GMT should stress healthy food choices, exercise, and lifestyle changes.

Each base has a Morale, Welfare, and Recreation (MWR) department that coordinates an intramural sports program for all commands attached to the base. The intramural sports program promotes morale and helps personnel obtain and maintain an optimum fitness level. All personnel are encouraged to participate in their base's intramural sports program.

Nutrition Education

The primary goal of this program is to help Navy personnel become more fit and healthy. We have Navy remedial programs at the command level, counseling and assistance centers, and naval drug rehabilitation centers. These programs educate, counsel, and treat individuals who do not meet standards.

A comprehensive plan guides Navy personnel concerning proper nutrition. Improved training for mess specialists, menu analysis, and increased food options in chow halls are a part of the nutrition education plan.

High Blood Pressure Identification

The Navy's goal is for all active-duty personnel, dependents, civilians, and retirees to be aware of the risk factors associated with high blood pressure. The Navy recognizes that high blood pressure is a health problem; Navywide health fairs and some medical sites provide mass screening, education, and referral. Active-duty members receive a high blood pressure screening as a regular part of all medical and dental exams. Navy medical units will provide the control (prescription/medication) and follow-up.

Stress Management

Stress is a real part of Navy life, and learning to cope effectively is essential. The goal is for 100 percent participation in stress awareness and education programs for service members, dependents, and civilians. Programs exist in medical units, host commands, and FSCs.

Smoking Education and Prevention

The Surgeon General of the United States has determined that the smoking of tobacco is the most preventable cause of illness and death. The Environmental Protection Agency states that involuntary/passive smoking poses a public health risk larger than the hazardous air pollutants from all industrial emissions combined. Medical evidence shows overwhelmingly that the use of tobacco products adversely impacts on the health and readiness of the entire Navy. Tobacco use impairs such critical military skills as night vision and eye/hand coordination. It increases susceptibility to disease. It also impairs cardiorespiratory endurance, exercise tolerance, and stamina. The Department of the Navy (DON) supports the concept that each person has an obligation to preserve one's health. Additionally, the DON recognizes its responsibility to enact and enforce appropriate environmental protective measures to ensure a safe, healthy, and unpolluted work and living environment.

Lower Back Injury Prevention

The Navy Health and Physical Readiness Program supports the wellness and physical fitness of all Navy personnel. One element of the program is lower back injury prevention. Back injuries affect over 90 percent of all service members at some point in their careers. Over 50 percent of lost workdays experienced annually by the Navy are due to back injuries. Education programs delivered by physical therapy officers can result in a significant reduction in the incidence of back injuries. These programs contribute to a higher state of physical readiness to meet mission requirements.

REVIEW QUESTIONS

- Q11. To maintain physical readiness, a person should exercise at least three times a week for (a) at least how many minutes total duration and (b) how many minutes of continuous aerobic activity?
1. (a) 60 (b) 40
 2. (a) 50 (b) 30
 3. (a) 40 (b) 20
 4. (a) 30 (b) 25
- Q12. The Navy's goal is for what percentage of participation in stress management awareness programs?
1. 75%
 2. 85%
 3. 95%
 4. 100%

SUMMARY

This chapter introduces the Navy's people programs that address quality of life issues. The main thrust of these programs is to help the Navy reach its goal of sustained combat readiness and capability using all its human potential.

By design, the various programs give all Navy personnel the chance to develop their capabilities to the maximum. In turn, this maximum development promotes sound leadership and strengthens the chain of command. The entire Navy benefits when people perform at their best.

In this chapter, you studied the following programs:

- The Personal Excellence Program—Encourages adherence to and support of education, health/fitness, citizenship, and personal excellence partnerships.
- The Family Support Program—Provides information, resources, and services to support and enrich the lives of Navy families as well as single members.
- The Equal Opportunity Program—Guarantees impartial treatment for all and eliminates unlawful discrimination, thereby creating a favorable climate for maintaining high morale, discipline, and readiness.
- The Navy Alcohol and Drug Abuse Program—Stresses that alcohol and drug abuse costs lost labor hours and unnecessary administrative and judicial processing. The abuse of alcohol and drugs weakens a person's combat readiness, safety, discipline, judgment, and loyalty. Zero tolerance stresses that there is no toleration of alcoholism and drug abuse in the Navy.
- The Health and Physical Readiness Program—Every Navy member should strive to achieve and maintain the highest standard of physical readiness to ensure operational effectiveness in the Navy.
- The Military Cash Awards Program—Provides for payment of cash incentives based on the amount of money saved by a suggestion to reduce costs and improve productivity in the Navy, Department of Defense, and other federal government operations.
- The Family Housing Program—Assures military members that suitable housing is available for them and their families. Construction authority for military housing occurs when the civilian housing market cannot meet military personnel needs.

In addition to these programs, you read about two areas of special concern to the Navy—personal finance and suicide prevention. You, as a supervisor or petty officer, must be knowledgeable in each of these two areas to pass on information and help your subordinates and shipmates whenever possible. The Navy provides counselors in a number of different programs to provide expert advice and assistance.

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REVIEW ANSWERS

- A1. (1) The various programs within this system have been designed to allow individuals a chance to develop their capabilities to the maximum.
- A2. (4) The program focuses internally on Navy personnel and, where feasible, externally on our nation's school age population, pre-school through twelfth grade.
- A3. (4) The long-term goal of this program is to promote a sense of self-worth and to reinforce in young people the knowledge, traits, attitudes, and skills essential for responsible citizenship and effective participation in the American work force.
- A4. (2) All bases with 500 or more active duty members have installation Family Service Centers. They are located throughout the United States and at many overseas locations.
- A5. (2) The program's mission is to increase readiness and retention of service members by providing information, resources, and services that support and enrich the lives of Navy families as well as single sailors.
- A6. (1) Upon application to the appropriate housing office, single parents may receive authority for live-in housekeepers.
- A7. (4) Sexual harassment is a type of sex discrimination. Like all discrimination, it is prohibited. It violates the standards of honesty, integrity, and impartiality required of all DON personnel.
- A8. (1) Fraternalization includes improper relationships between senior and junior officer members and between senior and junior enlisted personnel.
- A9. (1) As a petty officer you have a responsibility not only to yourself but also to your shipmates and the Navy to help in the war against alcohol and drug abuse.
- A10. (3) The Navy's ARCs provide a program of intensive and comprehensive rehabilitation. ARCs are for active duty Navy and Marine Corps personnel who are suffering from alcoholism.
- A11. (3) All personnel are responsible for maintaining an acceptable state of physical readiness at all times. Physical conditioning program should occur at least three times per week. The conditioning activities should be at least 40 minutes in duration of which at least 20 minutes should be continuous aerobic activity.
- A12. (4) Stress is a real part of Navy life and learning to cope effectively is essential. The goal is for 100 percent participation in stress management awareness programs.