

# United States Navy Morale, Welfare, And Recreation Intern Program Manual



[www.mwr.navy.mil/mwrprgms/Intern.html](http://www.mwr.navy.mil/mwrprgms/Intern.html)

November 2001 Edition

# Navy Morale, Welfare, And Recreation Intern Program Manual



## MWR Intern Program Manager

Navy Personnel Command  
MWR Training Branch PERS-654  
5720 Integrity Drive  
Millington, TN 38055-6540

P654g@persnet.navy.mil  
[www.mwr.navy.mil/mwrprgms/intern.html](http://www.mwr.navy.mil/mwrprgms/intern.html)

Commercial: 901.874.2497  
DSN: 882.2497  
Fax Commercial: 901.874.6847  
Fax DSN: 882.6847



**DEPARTMENT OF THE NAVY**  
NAVY PERSONNEL COMMAND  
5720 INTEGRITY DRIVE  
MILLINGTON TN 38055-0000

1710  
PERS-654  
15 Nov 01

Dear Navy Morale, Welfare and Recreation (MWR) Intern,

Welcome Aboard!

On the following pages you will find information on the Navy MWR Intern Program developed by the Navy Personnel Command (NPC), Morale, Welfare and Recreation (MWR) Division. The information was designed to aid you during your intern program and to begin preparing you for a possible career in Navy MWR. As an intern, you will be considered a para-professional and will be expected to participate in all aspects of the MWR program as requested by your supervisor. Your input is valuable to the overall success of the program at your assigned location, so do not hesitate to make suggestions for improvement. You are part of the team!

If you have any problems or concerns during your internship, do not hesitate to contact your supervisor for assistance. Welcome aboard, we are pleased to have you and hope your experience with the Navy is a valuable one.

Sincerely,

Navy MWR Intern  
Program Manager



---

# Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

## Table Of Contents

---

Title	Page
<b>MWR Intern Orientation Agenda</b> .....	1
Points of Contact.....	4
<b>Introduction</b> .....	7
Purpose.....	7
Supervisor Responsibilities.....	7
Intern Responsibilities.....	9
Are There Any Prerequisites?.....	9
How This Intern Program Works.....	10
What Does This Manual Do?.....	11
What Happens When You Have Completed?.....	12
One Final Note.....	12
<b>Organization Overview</b> .....	13
Purpose.....	13
Navy Personnel Command Organization Chart.....	15
Personal Readiness and Community Support Organization Chart.....	17
PERS-65 Organization Chart.....	19
PERS-65 Morale, Welfare and Recreation Division Function.....	21
Claimant Listing.....	23
Mission Statement.....	25
Naval Support Activity Mid-South Morale, Welfare and Recreation Department Organization Chart .....	27
<b>Internship Requirements</b> .....	29
Purpose.....	29
Orientation Checklist .....	31
Internship Program Checklist .....	33
Special Event Planning Work Sheet .....	35
MWR Intern Program Manual Checklist.....	43

**Table of Contents (cont.)**

<b>Title</b>	<b>Page</b>
<b>Evaluations</b> .....	45
Feedback .....	45
MWR Intern Program Supervisor Evaluation.....	47
Internship Program Evaluation .....	49
MWR Intern Final Evaluation .....	51
<b>What Next</b> .....	53
Purpose.....	53
Navy MWR Intern Program Placement Listing.....	55
Glossary 7013 MWR Intern Letter Of Introduction to MWR Director.....	57
<b>Appendix</b>	
A Glossary .....	A - 1
B Naval Terms and Customs.....	B - 1
C History of MWR.....	C - 1
D Navy’s Leadership Guide for the Administration of MWR Program .....	D - 1
E Program Management, Definitions and Classifications of Activities .....	E - 1
F Follow Protocol .....	F - 1
G Department of the Navy (DON) Standards of Conduct and Government Ethics .....	G - 1
H Combat Terrorism.....	H - 1
I Personal Protection .....	I - 1
J Workplace Etiquette .....	J - 1
K Resolving Conflict.....	K - 1

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Agenda

---

#### DAY ONE

Travel to Memphis

1500 Meet in lobby for afternoon meeting

1515 - 1730 Introductions & welcome - PERS65/65B

MWR video

Chain of Command

Overview of experience

- Similarities with civilian programs
- Differences with civilian programs
- Evaluations
- Dress code
- Closed community
- Military environment
- Living conditions
- What to bring
- Meal allowance
- Mail/phone/banking

1800 Meet in lobby for dinner & social

<b>DAY TWO</b>	0700 - 0800	Breakfast at Navy Inn
	0815 - 0930	Overview of experience continued
	0930 - 0945	Break
	0945 - 1030	Intern Manual walk through <ul style="list-style-type: none"><li>• Internship requirements</li><li>• Evaluations</li><li>• What next?</li><li>• Appendices</li></ul>
	1030 - 1045	Break
	1045 - 1215	Force Protection Brief
	1215 - 1330	Lunch
	1330 - 1345	Community Support branch brief
	1345 - 1400	Business Activities branch brief
	1400 - 1415	Mission Essential branch brief
	1415 - 1430	Break
	1430 - 1530	Meet with Program Managers/651/655/659
	1530 - 1545	Break
	1545 - 1730	Complete Logistics <ul style="list-style-type: none"><li>• Travel agreements</li><li>• Medical screening form</li><li>• Passports (fee and no-fee)</li><li>• Insurance</li><li>• Orders</li><li>• Tickets</li><li>• Area Clearance</li><li>• Surprise!</li></ul>
	1800	Meet in lobby for dinner & social

**DAY THREE**

0700 - 0830 Breakfast at Navy Inn and check out

0830 - 1030 Tour of NSA Memphis MWR facilities

1030 Depart for airport

---

**Emergency Point of Contact Information  
for MWR Intern Program**

**Rick Harwell, MWR Intern Program Manager**

**Work mail address:**

NPC/MWR Training Branch  
Attn: (P654G)  
5720 Integrity Drive  
Millington, TN 38055-6540  
901.874.2497 - phone  
901.874.6847 - fax  
882.2497 - DSN  
882.6847 - DSN fax  
p654g@persnet.navy.mil

**Work overnight mail address:**

NPC/MWR Training Branch  
Attn: (P654G)  
7736 Kitty Hawk Ave.  
Building 457  
Millington, TN 38055-6540

**Home:**

7017 Balsa Glenn Drive  
Millington, TN 38053  
901.872.4325 - phone/fax  
901.486.5118 - cell  
rickharwell@hotmail.com

**Personal mail:**

P.O. Box 54096, NSA  
Millington, TN 38054-0096

**MWR Training Branch:**

Phone: 901.874.6717

Fax: 901.874.6847

DSN: 882.xxxx

**Head Media Resource Center/Library**

P654a2@persnet.navy.mil

**Asst. Head Training Admin.**

P654a1@persnet.navy.mil

**Head Training Admin**

P654a@persnet.navy.mil

**Head MWR Training Branch**

P654@persnet.navy.mil

**This page left blank intentionally.**

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Introduction

---

#### **PURPOSE**

The goal of the Navy's MWR Intern Program is to provide students a pre-professional, practical experience within a Navy Morale, Welfare, and Recreation (MWR) organization. It involves a 12 to 16 week experience for a minimum of 40 to 60 hours per week and provides the opportunity for students to apply academic knowledge and skills in administration, planning and leadership under the supervision of an expert job performer (EJP).

The internship program is conducted under the direction of the Navy MWR organization's intern supervisor. The student may work with several EJPs, but only one intern supervisor.

---

#### **SUPERVISOR RESPONSIBILITIES**

Your MWR intern supervisor serves as your local point-of-contact and advisor. Your supervisor should:

- Have an initial conference with you to determine your specific needs and to adapt the internship to meet those needs.
- Review the goals and objectives that you develop to verify whether they can be achieved during your internship. Goals and objectives which cannot be achieved within the MWR organization will be returned to you for revision. It is not the role of your supervisor to draft your goals and objectives--this is your responsibility.
- Confer with you at least once a week to review schedules, discuss work performance, analyze problems, and to provide feedback on your progress.

**SUPERVISOR  
RESPONSIBILITIES  
(cont.)**

- Monitor your well-being and the quality of your contribution to the MWR organization.
  - Inform you of all personnel policies and procedures that affect you.
  - Help you make the transition from student to practitioner.
  - Assist you in meeting specific MWR organization or university requirements.
  - Allow you reasonable freedom of operation so that you get sufficient chance to learn by doing.
  - Provide necessary program supplies and equipment for activities that you conduct.
  - Interpret your intern program to the local Commanding Officer, MWR Director, and Recreation Council and Committee.
  - Be the contact person and liaison with your university, NPC MWR Training Branch and the local MWR department in regard to your intern program.
  - Evaluate your performance and submit the results on the forms provided.
-

**INTERN  
RESPONSIBILITIES**

In addition to your university's requirements, you are also required to perform the daily work assignments given by your intern supervisor and expert job performers to whom you are assigned.

We have examined your resume and official transcripts and have consulted with your faculty advisor/student intern advisor to determine your eligibility. We are convinced that you are capable of contributing the initiative and responsible attitude necessary to make your internship a great success.

Tell your boss of a problem **EARLY** and you have a **COLLEAGUE** in solving the problem; tell your boss **LATE** and you have only a **JUDGE**.

---

**ARE THERE ANY  
PREREQUISITES?**

We also assume that you have the following necessary basic prerequisite skills and knowledge:

- Basic American English reading skills
  - Clear writing skills
  - Speaking/presentation skills
  - Computational/data handling skills
  - Knowledge/skills related to financial records
  - Research skills
-

## **HOW THIS INTERN PROGRAM WORKS**

Your supervisor knows how to do the job you will be asked to do, and will advise and guide you. Your supervisor will help you manage your time and effort so you succeed. Your supervisor will also interface with the various program supervisors for whom you will work. He or she will also arrange for a combination of on-the-job training (OJT) sessions, visits, lectures, materials, and work space to make it as easy as possible for you to learn.

That does not mean you can sit back and relax. The focus in this internship experience is on performance. You will actually do the things you are learning about. It will take more effort, but your reward will be that you can go back to the university with a comprehensive intern experience.

You and your supervisor will set the pace of your internship. If you get something done quickly, get the task feedback and then move on. If you hit a snag, ask for help and spend the time needed to master the task before continuing. If you get dangerously far behind, your supervisor will let you know and offer extra help. Even in ordinary circumstances, you will probably have to put in some “overtime” to complete your assigned tasks.

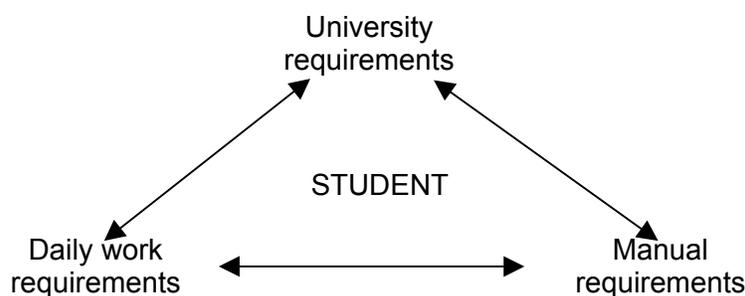
By the way, if there are other interns at your location, you may want to form a study group. But do not worry if you are all at different places in the manual. Each of you will have different assignments, so it is unlikely that you will be completing tasks at the same rate.

---

**WHAT DOES THIS MANUAL DO?**

This manual is designed to help you gain or improve upon the minimum level skills that you will need to be a part of an MWR program unit. It has been developed with input and feedback from interns, intern supervisors, and university faculty advisors.

This internship may be different from what you have heard. In most internships, normally the university requires reports and perhaps a project or two, and the organization where the internship takes place requires completion of daily work assignments. However, in this internship, you are also expected to complete the tasks detailed in this manual. The expectations look like this:



This triangle of requirements directly benefits you, your university, and the Navy. It ensures that you can succeed because the manual prepares you to perform competently. It assures the university that your experience is a learning opportunity, and it rewards the Navy with consistency and continuity worldwide.

By counting from your starting date, your university, your supervisor, and the MWR Intern Program Manager can all approximate where you should be in the manual. Each university faculty advisor is given a copy of the manual.

The Navy MWR Intern Program that the manual describes should meet the criteria for your university and the practical needs of the Navy MWR organization. It deals with the specific tasks that are part of the major duties of MWR program unit managers.

**WHAT HAPPENS  
WHEN YOU HAVE  
COMPLETED?**

When you have completed the Navy MWR Intern Program to the satisfaction of your supervisor, you will receive a certificate. A copy of this certificate should accompany any resume or Federal Government job application you submit for MWR positions.

Be sure to check that your supervisor notifies the Intern Program Manager that you have completed your internship. That fact will be entered into a permanent training record, and the MWR Training Branch (PERS-654) will be able to provide you with proof of completion later, should you misplace your certificate. Of course, you should double check that you get university credit as well.

---

**ONE FINAL  
NOTE**

You overcame stiff competition to earn this internship. You can succeed beyond all expectation--if you choose to do so. There's an old Navy wish for people who are starting new ventures like you are. All of us in the Navy MWR Intern Program wish you "*fair winds and following seas*" in your internship.

---

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Organization Overview

---

#### PURPOSE

On the next several pages you are provided the following:

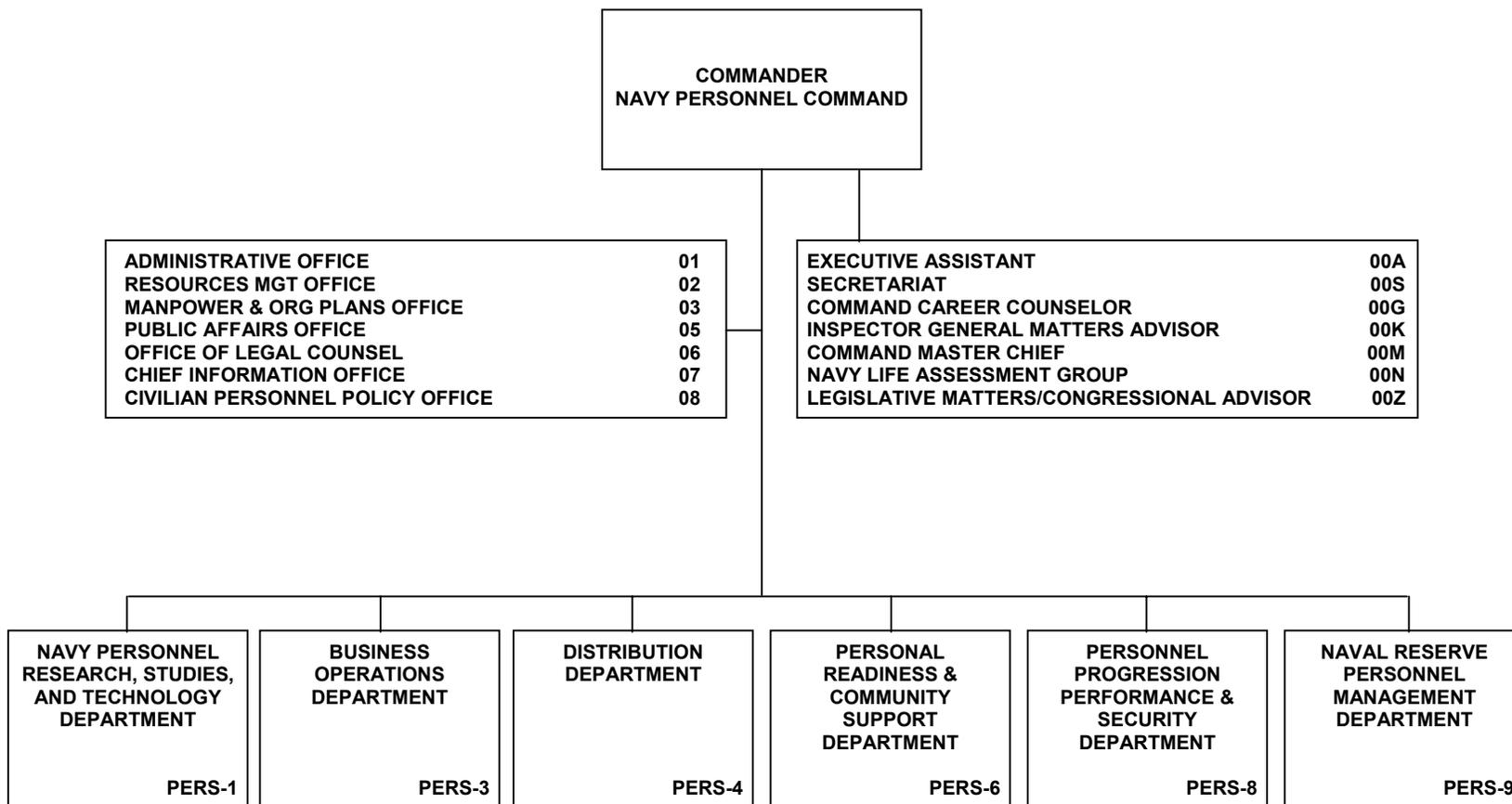
- **Navy Personnel Command Organizational Chart (page 15)**  
Showing the overall Navy Personnel organization, this chart will help you become familiar with how the Navy's Personnel Command is set up.
- **Personnel Readiness and Community Support Organization Chart (page 17)**  
This chart shows how PERS-6 is organized in the Navy Personnel Command.
- **PERS-65 Organizational Chart (page 19)**  
Showing the overall PERS-65 organization. This chart will help you become familiar with how headquarters MWR is set up.
- **PERS-65 Function (page 21)**  
This will provide an overview of the function of the Headquarters, MWR Division.
- **Echelon Listing (pages 23 and 24)**  
A listing of the 18 echelons is provided. This is basically how the operational Navy is organized.
- **Mission Statement (page 25)**  
In order to better understand the scope of MWR at the base level; a typical mission statement is provided.

**PURPOSE (cont.)**

- **Organization Chart (page 27)**  
This chart reveals how an MWR department might be organized.

This information should serve as a brief overview to the Navy and its MWR system. If you have questions, please discuss with your MWR intern supervisor.

# Navy Personnel Command



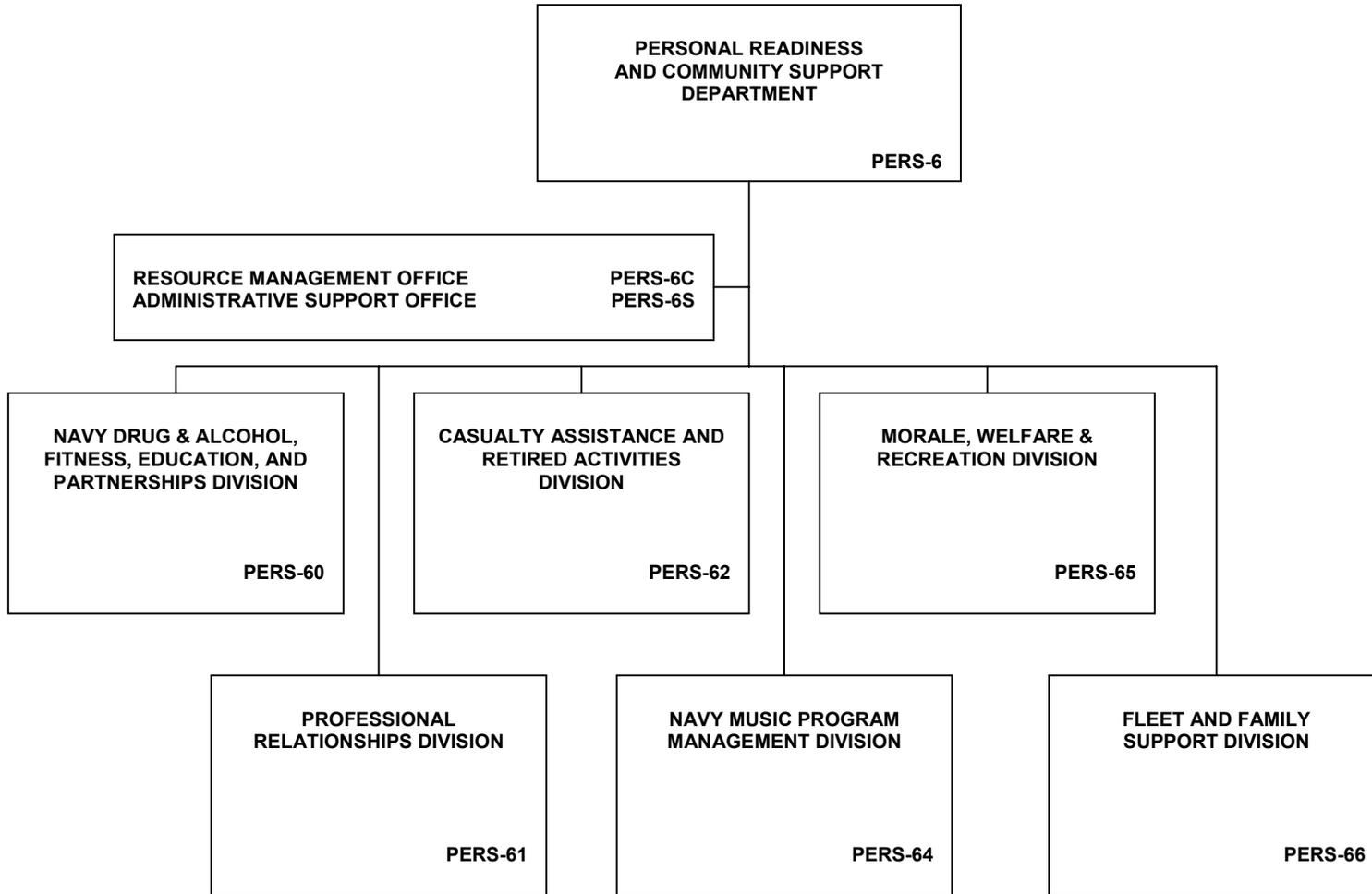
15

Rev. Nov 01

Organization Overview

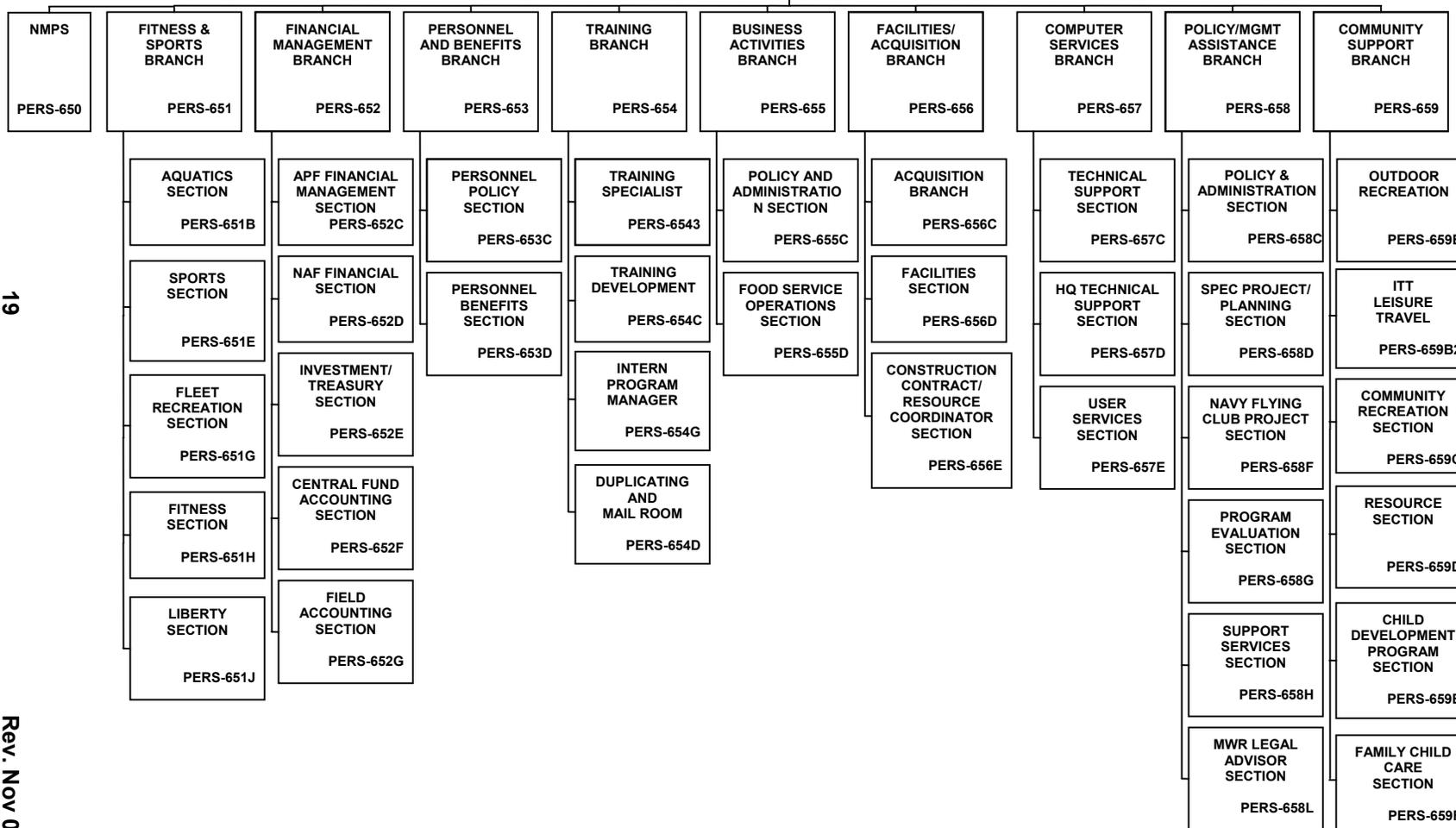
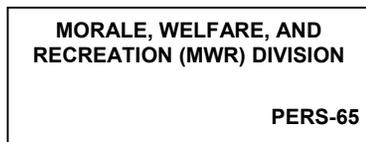
**This page left blank intentionally.**

# Personal Readiness and Community Support



**This page left blank intentionally.**

# PERS-65



**This page left blank intentionally.**

**PERS-65, MORALE,  
WELFARE AND  
RECREATION  
DIVISION  
FUNCTION**

Serves as the program manager for Navy's Morale, Welfare, and Recreation (MWR) Program with the objective of responsive and efficient accommodation of the interests of Navy members and their families. Functions as Program Manager of nonappropriated fund instrumentalities (NAFIs) supporting civilian employees of the Navy. Provides guidance and direction for the operation and administration of MWR shore and afloat facilities, which includes recreation, athletic, child care, and youth programs, club and food service activities, slot machine operations, and Navy Flying Clubs, as well as supervision and monitoring of operations conducted and programs provided by local commands. Administers MWR Awards Programs. Manages the Navy Sports Program. Functions as program sponsor and coordinator for all MWR matters within Navy, including nonappropriated fund (NAF) resource allocation for Navy's overall MWR program on behalf of Commander, Navy Personnel Command (COMNAVPERSCOM). Assists in the implementation of a planned program for the construction and renovation of MWR facilities Navy-wide. Administers centrally-managed Other Procurement, Navy (OP,N), Operations and Maintenance, Navy (O&M,N), and MWR equipment procurement programs; supports Chief of Naval Operations (N46) in their efforts to provide appropriated fund resource sponsorship for all MWR programs. Responsible for procurement and distribution of entertainment films within the Navy. Serves as Program Manager for the Naval Joint Services Facility, the New Sanno. Provides centrally-managed administrative services common to all MWR activities, e.g., financial management and automated data processing (ADP) systems, NAF employee insurance/benefits, MWR training, on-site MWR field assistance, and research and development of new MWR programs/concepts. Establishes risk management and insurance programs. Provides assistance on NAF personnel policy, employee benefits, insurance and safety. Provides ADP services and assistance to local MWR activities.

---

**This page left blank intentionally.**

CLAIMANTS/STATION LISTING FY-01

ECHELON II	STATION	FUND #	Active Duty		ECHELON II	STATION	FUND #	Active Duty				
			Assigned	Patron Base				Assigned	Patron Base			
BUMED - 5	WASHINGTON D.C., BUMED	11310	TOTAL	10,513	166,411	PACFLT - 23	PEARL HARBOR, CINCPACFLT	11309	TOTAL	72,195	1,147,656	
	BEAUFORT, NAVHOSP	10024		437	25,345		CHINHAE, CFA	10087		102	667	
	PORTSMOUTH, NAVHOSP	10038		2,862	55,776		SEOUL, COMNAVFORK	10227		7,241	7,540	
	BETHESDA, NAVMEDCOM	10150		4,127	63,438		<b>COMNAVFOR JAPAN</b>					
	BREMERTON, NAVHOSP	10176					SASEBO, CFA	10107		728	5,528	
	SAN DIEGO, NAVHOSP	10196		3,524	21,852		YOKOSUKA, CFA	10109		2,320	10,044	
CNET - 8	PENSACOLA, CNET	11300	TOTAL	15,556	240,113	ATSUGI, NAF	10111		3,044	6,545		
	GREAT LAKES, NTC	10015		4,422	63,361	KAMISEYA, NSF	10111					
	ATHENS, NAVSCSCOL	10026		128	3,397	OKINAWA/KADENA, NAF	10112		930	55,059		
	SCOTIA, NAVADMINU	10061		635	25,686	PHILIPPINES, JUSMAG	10230		32	5,178		
	MERIDIAN, NAS	10135		552	22,092	DIEGO GARCIA, NSA	10231		1,189	2,873		
	<b>COMNAVREG SE</b>						<b>NEW SANNO, NAVSTA</b>					
	CORRY STATION, NTTC	10139										
	PENSACOLA, NAS	10139										
	PENSACOLA, NAVHOSP					<b>COMNAVREG PEARL HARBOR</b>						
	SAUFLEY FIELD, NETPDTC	10139				HONOLULU, EASTPAC	10163		10,080	60,912		
	WHITING FIELD, NAS	10139		6,652	62,272	LUALUALEI, NAVMAG	10163					
	CORPUS CHRISTI, NAS	10142		1,808	32,359	BARBERS POINT, NAS	10163					
KINGSVILLE, NAS	10143		477	12,853	PEARL HARBOR, NAVSTA	10163						
INGLESIDE, NAVSTA	10341		882	18,093	BARKING SANDS, PMRF	10166		111	2,082			
CNO - 8	WASHINGTON D.C., CNO	11312	TOTAL	41,390	427,397	<b>COMNAVREG NW</b>						
	NORFOLK, NAVADMINCOM	10041		165	11,910	BANGOR, SUBASE	10287		7,624	96,310		
	MID-SOUTH, NSA	10146		2,027	75,350	BREMERTON, NAVSTA	10287					
	ANNAPOLIS, NAVSTA	10151		1,184	63,122	EVERETT, NAVSTA	10287					
	WASHINGTON D.C., CNO	10153		370	1,239	JIM CREEK, NRC	10287					
	WASHINGTON D.C., COMNAVDIST	10154		35,410	251,910	KEYPORT, QOLSO	10287					
	MONTEREY, NAVPGSCOL	10183		413	18,617	PORT HADLOCK, WPNSTA DET	10287					
	SOLOMONS, NRC	10213				<b>SEATTLE, COMNAVBASE</b>						
	BAHRAIN, NSA	10219		1,821	5,249	WHIDBEY ISLAND, NAS	10287					
							<b>COMNAVREG SW</b>					
							FALLON, NAS	10190		1,058	18,129	
DIRSSPO -1	WASHINGTON D.C., DISSP	11322	TOTAL	180	1,705	NORTH ISLAND, NAS	10197		22,617	385,222		
	CAPE CANAVERAL, NOTC	10249		180	1,705	SAN DIEGO, NAVSTA	10197					
NAVAIR - 3	PATUXENT RIVER, COMNAVAIRS	11327	TOTAL	4,394	56,325	CORONADO, NAB	10197					
	LAKEHURST, NAEC	10055		654	17,748	SAN DIEGO, SUBASE	10197					
	PAX RIVER, NAS	10148		2,892	23,479	<b>POINT MUGU, NAS</b>						
	CHINA LAKE, NAWS	10205		848	15,098	PORT HUENEME, CBC	10199		5,664	109,892		
NAVEUR - 8	LONDON, CINCUSNAVEUR	11308	TOTAL	12,223	40,502	EL CENTRO, NAF	10202		273	955		
	ROTA, NAVSTA	10116		2,873	7,494	LEMOORE, NAS	10211		5,568	25,809		
	SIGONELLA, NAS	10119		2,939	6,595	SEAL BEACH, WPNSTA	10273		280	145,320		
	NAPLES, NSA	10120		3,163	11,764	SAN DIEGO, NRSW CDC	10351					
	ST MAWGAN, JMF	10125		1,429	3,448	SAN DIEGO, COMNAVBASE	10198					
	LONDON, COMNAVACT	10126		854	4,126	SAN DIEGO, ASWTRACEN	10331					
	LA MADDALENA, NSA	10208		195	3,030	<b>GUAM, NAVACTS</b>						
	SOUDA BAY, NSA	10328		507	2,220	WESTPAC GQ NCTAMS	10245		3,187	44,049		
	GAETA, NSA	10347		263	1,825	GQ GUAM NAVHOSP	10245					
							<b>SINGAPORE, NAVREGCONT</b>					
								10345		147	165,542	

**Navy Morale, Welfare, and Recreation (MWR)  
Intern Program Manual**

---

**CLAIMANTS/STATION LISTING FY-01 (cont)**

LANTFLT - 24	CINCLANTFLT	11307	TOTAL	80,738	912,538						
<b>COMNAVREG SE</b>						<b>NAVSEA - 4</b>	<b>WASHINGTON D.C., COMNAVSEAS</b>	<b>11319 TOTAL</b>	<b>2,483</b>	<b>34,061</b>	
	GITMO, NAVSTA	10001		619	2,738		CRANE, NSWC	10013	52	6,445	
	ROOSEVELT ROADS, NAVSTA	10011		2,690	57,142		PANAMA CITY, CSS	10029	535	13,385	
	MAYPORT, NAVSTA	10019		3,798	74,738		INDIAN HEAD, NSWC	10149	767	6,272	
	CHARLESTON, SHORT STAY	10021		6,205	39,966		DAHLGREN, NSWC	10155	1,129	7,959	
	CHARLESTON, WPNSTA KEY WEST, NAS	10021 10028									
	GULFPORT, CBC	10032		719	38,403		<b>RESFOR - 4</b>	<b>NEW ORLEANS, COMNAVRESFOR</b>	<b>11315 TOTAL</b>	<b>5,246</b>	<b>317,177</b>
	JACKSONVILLE, NAS	10034		11,679	88,950		DALLAS/FT WORTH, NAS	10128	2,687	268,714	
	KINGS BAY, SUBASE	10292		1,756	23,675		WILLOW GROVE, NAS JRB	10129	1,413	24,528	
	PASCAGOULA, NAVSTA	10344		1,152	12,542		ATLANTA, NAS	10133	1,146	23,935	
	PASCAGOULA, SUBSHIP	10344					NEW ORLEANS, NAS	10145			
							NEW ORLEANS, NAVSUPPACT	10145			
<b>COMNAVREG MID ATLANTIC</b>						<b>SECGRU - 5</b>	<b>WASHINGTON D.C., COMNSGA</b>	<b>11314 TOTAL</b>	<b>3,560</b>	<b>12,641</b>	
	YORKTOWN, WPNSTA	10035		1,330	10,820		SABANA SECA, NSGA	10005	248	1,493	
	WILLIAMSBURG, NSC	10036		333	5,089		NORTHWEST, NSGA	10048	771	2,385	
	CHEATHAM ANNEX	10036					WINTER HARBOR, NSGA	10071	275	953	
	OCEANA, NAS	10037		9,273	84,377		SUGAR GROVE, NSGA	10147	204	1,074	
	NORFOLK, NNSY	10039		262	105,624		KUNIA, NSGA	10349	2,062	6,736	
	NORFOLK, NAVSTA	10042		19,100	142,500						
	DAM NECK, FCTCLANT	10044		2,795	23,334						
	LITTLE CREEK, NAB	10096		5,857	45,785						
	LANTFLT HESUPPACT	10353									
	MECHANICSBURG, NSA	10054		199	16,118						
	PHILADELPHIA, NAVICP	10209		218	10,894						
<b>COMNAVREG NE</b>											
	EARLE, WPNSTA	10065		403	6,770						
	NEWPORT, NETC	10066		1,692	34,309						
	BRUNSWICK, NAS	10072		2,466	13,051						
	PORTSMOUTH, PNSY	10073									
	NEW LONDON, SUBASE	10094		4,680	57,660						
	KEFLAVIK, NAS	10099		1,906	4,063						

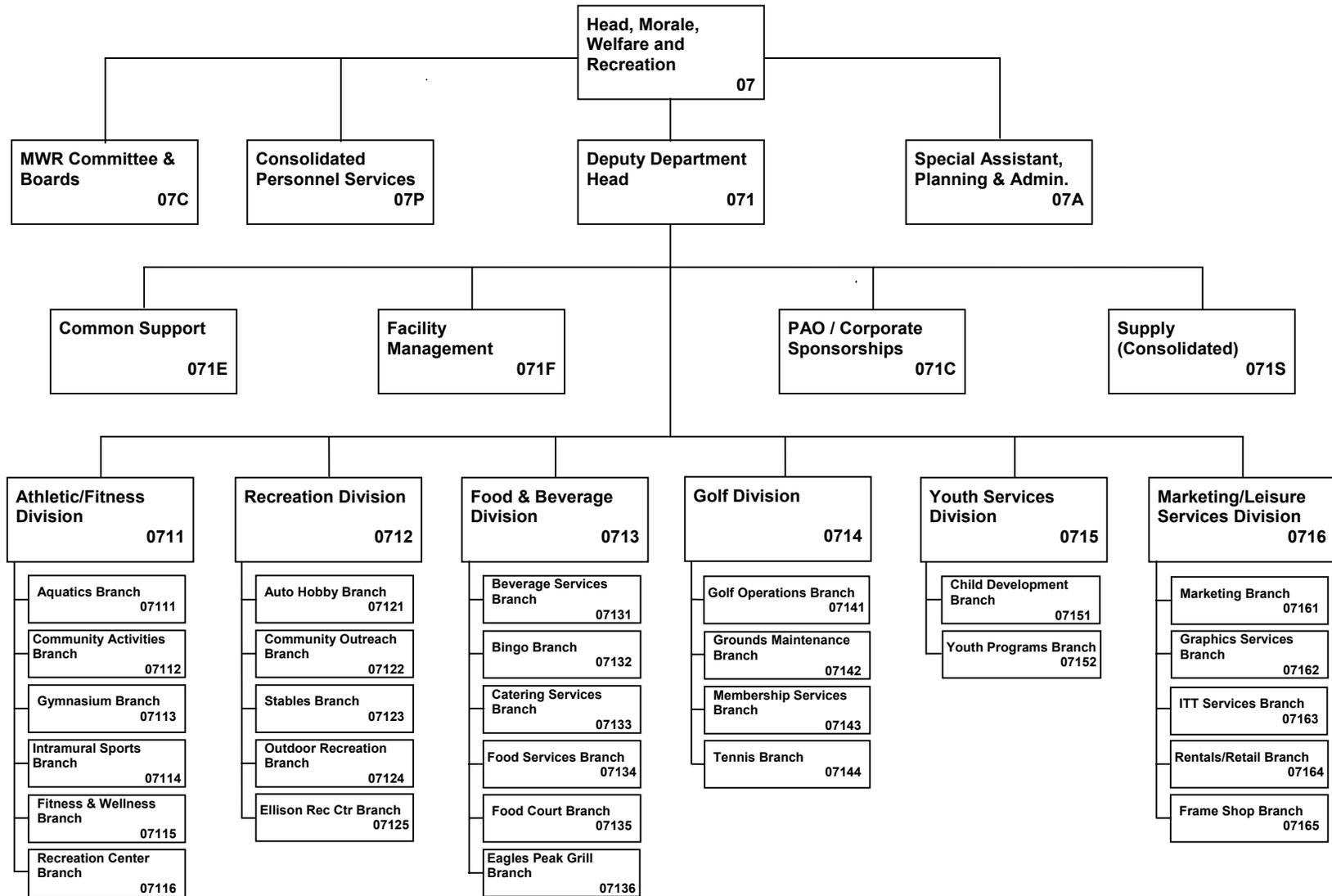
## **MISSION STATEMENT**

**Navy Support Activity Mid-South  
MWR Department  
Millington, Tn**

**“The mission of the Morale, Welfare and Recreation (MWR) Department is to offer the highest quality recreational facilities, programs, products and services to the NAVSUPACT Mid-South community by providing convenient, safe and inviting facilities staffed by friendly professionals.”**

**This page left blank intentionally.**

# Naval Support Activity Mid-South Morale, Welfare and Recreation Department



**This page left blank intentionally.**

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Internship Requirements

---

#### PURPOSE

In order to successfully complete your Navy MWR internship, we have provided you with several checklists.

- **Orientation Checklist (page 31)**  
In order to facilitate your orientation, we have provided a checklist.
  - **Internship Program Checklist (page 33)**  
These are the basic areas which you must cover during your internship. Your supervisor should initial these upon completion.
  - **Special Event Report (page 35)**  
During your internship you should be responsible for programming at least one **major** special event in your program area. Utilize this form to document this experience.
  - **MWR Intern Checklist (page 43)**  
To provide for your supervisor's sign off as you complete your Intern Program manual requirements.
-

**This page left blank intentionally.**

## ORIENTATION CHECKLIST

### PERSONNEL

- \_\_\_\_\_ Staff list
- \_\_\_\_\_ Organization chart
- \_\_\_\_\_ Job description
- \_\_\_\_\_ Employee evaluations
- \_\_\_\_\_ Scheduling
- \_\_\_\_\_ Time cards, leave chits
- \_\_\_\_\_ Training plans & requirements
- \_\_\_\_\_ Orientation packet

### FINANCIAL

- \_\_\_\_\_ Fees & charges
- \_\_\_\_\_ Budgets
- \_\_\_\_\_ Accounting
- \_\_\_\_\_ Procurement
- \_\_\_\_\_ Dar & utilization reports
- \_\_\_\_\_ Inventories
- \_\_\_\_\_ Cash register, safe, etc.

### POLICIES, PROCEDURES, & FORMS

- \_\_\_\_\_ Opening, closing procedures
- \_\_\_\_\_ Registration procedures
- \_\_\_\_\_ Desk
- \_\_\_\_\_ Sops
- \_\_\_\_\_ Fire
- \_\_\_\_\_ Health
- \_\_\_\_\_ Sanitation
- \_\_\_\_\_ Discipline policy
- \_\_\_\_\_ All forms utilized
- \_\_\_\_\_ Inspections
- \_\_\_\_\_ Security briefing

### OTHERS

- \_\_\_\_\_ Contacts (local)
- \_\_\_\_\_ Contacts (headquarters)
- \_\_\_\_\_ Local facilities & services

**This page left blank intentionally.**

## INTERNSHIP PROGRAM CHECKLIST

Student name: \_\_\_\_\_ Dates of internship: \_\_\_\_\_

Supervisor: \_\_\_\_\_

\_\_\_\_\_ **1. Orientation to MWR**

- \_\_\_\_\_ A. Meet staff, civilian and military
- \_\_\_\_\_ B. Review office procedures
- \_\_\_\_\_ C. Review department policy manual 1710.60
- \_\_\_\_\_ D. Tour club and recreation facilities
- \_\_\_\_\_ E. Review scheduling procedure and facility use policies
- \_\_\_\_\_ F. Review registration procedure
- \_\_\_\_\_ G. Review CHNAVPERS instructions

\_\_\_\_\_ **2. Attend Meetings**

- \_\_\_\_\_ A. With supervisors
- \_\_\_\_\_ B. With staff
- \_\_\_\_\_ C. With Advisory Committee

\_\_\_\_\_ **3. Programming-Direct Leadership-Supervision**

- \_\_\_\_\_ A. Conduct one MWR Program/Workshop or Special Event

\_\_\_\_\_ **4. Observation**

- \_\_\_\_\_ A. Tour all recreation facilities
- \_\_\_\_\_ B. Tour all club facilities

\_\_\_\_\_ **5. Publicity**

- \_\_\_\_\_ A. Develop program flyers
- \_\_\_\_\_ B. Write news releases
- \_\_\_\_\_ C. Observe layout and printing of newsletter
- \_\_\_\_\_ D. Promote specified programs
- \_\_\_\_\_ E. Conduct two new personnel indoctrination's

\_\_\_\_\_ **6. Administrative Review**

- \_\_\_\_\_ A. Become familiar with budget system
- \_\_\_\_\_ B. Review purchasing procedures
- \_\_\_\_\_ C. Review revenue analysis
- \_\_\_\_\_ D. Review instructor fees and salaries

**This page left blank intentionally.**

## SPECIAL EVENT PLANNING WORK SHEET

Page \_\_\_\_ of \_\_\_\_

NO.			
1.	Activity, Event, Service Name:		
2.	Activity Goal:		
3.	Dates:	Begin: _____ Begin: _____ Begin: _____ Begin: _____	End: _____ End: _____ End: _____ End: _____
4.	Times:	Start: _____ Start: _____ Start: _____ Start: _____	Stop: _____ Stop: _____ Stop: _____ Stop: _____
5.	Location(s) where this activity, event or service will be held/provided:		
6.	Alternate locations or other contingencies:		
7.	Activity format:	<input type="checkbox"/> Competitions <input type="checkbox"/> Trips and Outings	<input type="checkbox"/> Skills/Knowledge Sessions <input type="checkbox"/> Voluntary Service
8.	Admission, Fees, Tuition, Participant Costs, etc:		
9.	Anticipated attendance/ participation numbers:	Maximum:	Minimum:
10.	Target Population/Audience Description:		

**This page left blank intentionally.**

## SPECIAL EVENT PLANNING WORK SHEET

Page \_\_\_\_ of \_\_\_\_

NO.			
11.	Program Highlights:		
12.	Restrictions:		
13.	Instructors:		
14.	Staff Coordinators:		
15.	Staff Numbers, Positions, and Assignments/Responsibilities:		
16.	Leadership Methods Required:		
17.	Budget Year: FY -	Budgeted Income: \$ _____	Budgeted Expense: \$ _____
		Expected Income: \$ _____	Expected Expense: \$ _____
18.	Activity/Agenda Schedule:		
19.	Support Requirements: (supplies, equipment, etc.)		

**This page left blank intentionally.**

## SPECIAL EVENT PLANNING WORK SHEET

Page \_\_\_\_ of \_\_\_\_

NO.			
20.	Promotion/Publicity: (methods & needs)		
21.	Budget Breakdown: (accounting details of income & expense by RAMCAS Acct #s.)	Income:     501 301	Expense:    601 701 785 401
		Income \$ _____ - Expense \$ _____ = Profit \$	
22.	Objectives:		
23.	Behavioral Changes:		
24.	Evaluation Plan:		
25.	Appropriate References:		
26.	Safety, sanitation, HAZMAT, health, and risk. (Is a "Hold Harmless" Agreement needed?)		
Other/Notes:			

**This page left blank intentionally.**

<b>SPECIAL EVENT TIME LINE</b>				
<b>Task, Step, or Actions:</b>	<b>Assigned To:</b>	<b>Date/Time Due:</b>	<b>Actions To-Date:</b>	<b>Date/Time Completed:</b>
<b>NOTES:</b>				

**This page left blank intentionally.**

**MWR INTERN PROGRAM MANUAL CHECKLIST**

Student Name: \_\_\_\_\_

Base: \_\_\_\_\_

Program Area \_\_\_\_\_

Supervisor: \_\_\_\_\_

ITEM	DATE COMPLETE	SUPERVISOR
Orientation Checklist		
Assignment Checklist		
Special Event Report		
Program Evaluation		
Final Evaluation		
Placement listing (optional)		
Letter of introduction (optional)		

**When completed return this form to:**

NAVY PERSONNEL COMMAND  
MWR TRAINING BRANCH (PERS-654G)  
ATTN: RICK HARWELL, INTERN PROGRAM MANAGER  
5720 INTEGRITY DRIVE  
MILLINGTON, TN 38055-6540

**This page left blank intentionally.**

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Evaluations

---

#### **FEEDBACK**

In order to improve the Navy MWR Intern Program, we need your feedback on your supervisor and also the overall intern program. Please complete the Internship Program Supervisor Evaluation on page 47 and the MWR Intern Program Evaluation on page 49 and mail to the Navy MWR Intern Program Manager.

Your supervisor will be using the MWR Intern Final Evaluation on page 51 in order to provide us with feedback on your performance. Make sure your supervisor has this form and it is completed. Your supervisor should share this evaluation information with you before you leave.

---

**This page left blank intentionally.**

Date: \_\_\_\_\_

**MWR INTERN PROGRAM  
SUPERVISOR EVALUATION**  
(This will be kept confidential.)

Your Name: \_\_\_\_\_

Program Area: \_\_\_\_\_

Base: \_\_\_\_\_

Supervisor's Name: \_\_\_\_\_

Use the following scale to rate your supervisor. (Please circle your response.)

Qualities	Unacceptable	Poor	Fair	Good	Excellent
Provided support as needed	1	2	3	4	5
Motivator	1	2	3	4	5
Role-model	1	2	3	4	5
Communication skills	1	2	3	4	5
Provided feedback	1	2	3	4	5
Able to solve problems	1	2	3	4	5
Honest and fair	1	2	3	4	5
Writing skills	1	2	3	4	5
Good leader	1	2	3	4	5
Took time to work with you	1	2	3	4	5
<b>Overall rating</b>	1	2	3	4	5

Would you recommend this person to serve as a supervisor next year?  Yes  No

Comments: \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Please mail to:**

NAVY PERSONNEL COMMAND  
 ATTN: RICK HARWELL, INTERN PROGRAM MANAGER  
 MWR TRAINING BRANCH (PERS-654G)  
 5720 INTEGRITY DRIVE  
 MILLINGTON, TN 38055-6540

**This page left blank intentionally.**

## INTERNSHIP PROGRAM EVALUATION

After you have completed your Navy MWR Internship, please answer the following questions for us.

1. Comment on the overall quality of the internship experience.

---

---

---

---

2. How can we improve the internship process? (Comment on the application process, orientation, communications, etc.)

---

---

---

---

3. Describe the skills and knowledge learned in the internship that you feel will benefit you most.

---

---

---

---

4. Parting shots (general comments on the internship):

---

---

---

---

**Please mail to:**

NAVY PERSONNEL COMMAND  
ATTN: RICK HARWELL, INTERN PROGRAM MANAGER  
MWR TRAINING BRANCH (PERS-654G)  
5720 INTEGRITY DRIVE  
MILLINGTON, TN 38055-6540

**This page left blank intentionally.**

**MWR INTERN FINAL EVALUATION**

Intern Student: \_\_\_\_\_ Dates of Internship: \_\_\_\_\_

Base: \_\_\_\_\_

Program Area: \_\_\_\_\_

Supervisor Name: \_\_\_\_\_

Please answer the following questions using the scale provided. *(circle your answer)*

	Unacceptable	Poor	Fair	Good	Excellent
1. Appearance	1	2	3	4	5
2. Enthusiasm	1	2	3	4	5
3. Conversation ability	1	2	3	4	5
4. Responsibility and dependability	1	2	3	4	5
5. Initiative and resourcefulness	1	2	3	4	5
6. Interpersonal relations	1	2	3	4	5
7. General attitude	1	2	3	4	5
8. Judgement	1	2	3	4	5
9. Ability to analyze problems	1	2	3	4	5
10. Planning and organizing	1	2	3	4	5
11. Written communication skills	1	2	3	4	5
12. General knowledge of subject	1	2	3	4	5
13. Leadership	1	2	3	4	5
14. Character	1	2	3	4	5
15. Public relations	1	2	3	4	5
16. Promptness	1	2	3	4	5
17. Neatness	1	2	3	4	5
18. Creativeness	1	2	3	4	5
19. Innovativeness	1	2	3	4	5
<b>20. Overall evaluation</b>	1	2	3	4	5

Comments: \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_

*(Any additional comments may be typewritten on the back.)*

Would you recommend this individual for a position in MWR? \_\_\_\_\_ Yes \_\_\_\_\_ No

Intern Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluator's Title/Rank \_\_\_\_\_ Date: \_\_\_\_\_

**Please mail to:**

NAVY PERSONNEL COMMAND  
 ATTN: RICK HARWELL, INTERN PROGRAM MANAGER  
 MWR TRAINING BRANCH (PERS-654G)  
 5720 INTEGRITY DRIVE  
 MILLINGTON, TN 38055-6540

**This page left blank intentionally.**

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### What Next

---

#### **PURPOSE**

In order to aid you in full-time placement within the Navy MWR system, we have provided the following:

- Placement Listing (page 55) - If you are interested in full-time employment with Navy MWR after your internship, complete this form and mail to the MWR Intern Program Manager.
- Letter of Introduction (page 57) - This can serve as a letter of introduction when you begin applying for full-time jobs. If you would like this letter, you must request it, in writing, from the Navy MWR Intern Program Manager.

There are many jobs in MWR and if you have questions or need help please contact the Navy MWR Intern Program Manager at the MWR Training Branch (PERS-654).

---

**This page left blank intentionally.**

**NAVY MWR INTERN PROGRAM PLACEMENT LISTING**

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

E-mail: \_\_\_\_\_

College/University: \_\_\_\_\_

Location of internship: \_\_\_\_\_

Program area of internship: \_\_\_\_\_  
\_\_\_\_\_

Geographic preference: \_\_\_\_\_  
\_\_\_\_\_

When available: \_\_\_\_\_

**Please mail to:**

MWR INTERN PROGRAM  
RICK HARWELL PERS-654G  
5720 INTEGRITY DRIVE  
MILLINGTON, TN 38055-6540

**This page left blank intentionally.**

**GLOSSARY 7013**  
**MWR INTERN LETTER OF INTRODUCTION TO MWR DIRECTOR**

5000  
PERS-653

---

Dear MWR Director,

I would like to take a minute of your time to introduce

\_\_\_\_\_. Enclosure (1) is a copy of  
(Mr./Ms. First Name Last Name)  
their resume.

This person has successfully completed a minimum of 12 weeks of on-the-job training in Navy MWR programs as an intern. All Navy MWR interns have been extensively screened by their university faculty, the MWR Intern Program Manager, and, most importantly, by an MWR professional like yourself.

I would appreciate your help in getting this intern off on the right foot in MWR. Please consider this individual for the position with your organization. The Navy has already invested considerable time, money and effort in the training of our interns. I'm sure that you won't be disappointed in the results.

If you should need any additional information, please feel free to contact Mr. Rick Harwell, our Intern Program Manager, at Navy Personnel Command, MWR Training Branch (PERS-654G), 5720 Integrity Drive, Millington, TN 38055-6540. He can be reached by e-mail: [rick.harwell@persnet.navy.mil](mailto:rick.harwell@persnet.navy.mil) or by phone DSN 882-2497 or commercial (901) 874-2497.

Thanks in advance for your thoughtful consideration of this applicant.

Sincerely,

E. LANIER-BALLENGER  
Head, NAF Personnel and  
Benefits Branch

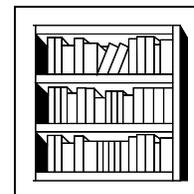
Encl:  
(Resume)

**This page left blank intentionally.**

---

## Navy Morale, Welfare and Recreation (MWR) Intern Program Manual

### Appendix A



### Glossary Acronyms and Definitions

---

**SETUP** This glossary is divided into the following two components:

- 1) Acronyms/Abbreviations.
- 2) Definitions.

---

**ABBREVIATION** A shortened form of a word or phrase.

**Examples:** (1) NPC – Navy Personnel Command  
(2) e.g. - for example

---

**ACRONYM** A word formed from the initial letters of a name or by combining the initial letters of a series of words.

**Examples:** (1) DAPS – Defense Automated Printing Service  
(2) MASTR – Management Skills Training

---

**DEFINITIONS** Words and acronyms defined herein are those most commonly used in the Navy and Navy Moral Welfare and Recreation (MWR).

---

## ACRONYMS AND ABBREVIATIONS

### A

---

**A-76**..... Outsourcing Study

**AAFES**..... Army Air Force Exchange System

**A&E** ..... Architecture & Engineering

**ADMIN** ..... Administrative

**AD&D** ..... Accidental Death and Disability

**AFNAFPO** ..... Air Force Nonappropriated Fund Procurement Office

**AFRTS**..... Armed Forces Radio/Television Service

**AIS** ..... Annual Inspection Survey

**AJV** ..... Accrual Journal Voucher

**AL**..... Annual Leave

**APF** ..... Appropriated Funds

**A/P** ..... Accounts Payable

**A/R** ..... Accounts Receivable

**ASAP**..... As Soon As Possible

**ASD** ..... Assistant Secretary of Defense

**ASN** ..... Assistant Secretary of the Navy

**ASN (I&E)**..... Assistant Secretary of the Navy (Installations & Environment)

**ASN (M&RA)** ..... Assistant Secretary of the Navy (Manpower and Reserve Affairs)

**AV**.....AUTOVON

**AWOL** ..... Absent Without Leave. This does NOT refer to Leave Without Pay, (LWOP).

**AWS** ..... Alternative Work Schedule

### B

---

**BAM** ..... Baseline Assessment Memorandum

**BEAP** ..... Base Exterior Architecture Plan

**BEMAR**..... Backlog of Essential Maintenance and Repair

**BBA** ..... Business Based Action

**BEQ**..... Bachelors Enlisted Quarters

**BFR** ..... Basic Facility Requirement

**BLR**..... Base Loading Report

**BOD**..... (1) Beneficial Occupancy Date  
(2) Bid Opening Date

**BOM**..... Beginning of the Month

**BOQ** ..... Bachelor Officers Quarters

**BOS** ..... Base Operating Support

**BQ**..... Bachelor Quarters (Referring to both BEQ's and BOQ's)

**BUPERS**..... Bureau Of Naval Personnel

## C

**CA**..... Commercial Activities

**CAB**..... Commercial Advisory Board

**CASI**..... Cinema at Sea Initiative

**CATEX**..... Categorical Exclusion

**CBA**..... Concentration Bank Account

**CBC**..... Construction Battalion Center

**CBQ**..... Consolidated Bachelors Quarter

**CCPO**..... Consolidated Civilian  
Personnel Office (See HRO)

**CDC**..... Child Development Center

**CDP**..... Child Development Program

**CDPA**..... Child Development Program  
Administrator

**CERT**..... Certification

**CFAS**..... Central Fund Accounting  
System

**CFC**..... Combined Federal Campaign

**CHIL**..... Consolidated Hazardous Items  
List

**CINC**..... Commander-In-Chief

**CINCLANTFLT**.... Commander-In-Chief Atlantic  
Fleet

**CINCPACFLT**..... Commander-In-Chief Pacific  
Fleet

**CINCUSNAVEUR**  
..... Commander-In-Chief Navy  
Europe

**CIP**..... Capital Improvements Plan

**CMC**..... (1) Command Master Chief  
(2) Commandant Marine Corps

**CM**..... Consolidated Mess

**CMD**..... Command

**CNET**..... Commander Naval Education  
& Training

**CNO**..... Chief of Naval Operations

**COB**..... Close Of Business

**CoC**..... Chain-of-Command

**CO**..... Commanding Officer

**COGS**..... Cost Of Goods Sold

**COLA**..... Cost of Living Allowance

**COM**..... (1) Commissioned Officer's  
Mess  
..... (2) Force Commander

**COMM**..... Communication

**COMNAVBASE**.... Commander, Naval Base

**COMPT**..... Comptroller

**CONUS**..... Continental United States (and  
the District of Columbia  
EXCLUDES Alaska and  
Hawaii)

**COORD**..... Coordinate / Coordinator

**CPO**..... (1) Civilian Personnel Office  
(see HRO)  
..... (2) Chief Petty Officer

**CPOM**..... Chief Petty Officers' Mess/Club

**CT**..... Crafts and Trades

**Navy Morale, Welfare, and Recreation (MWR)  
Intern Program Manual**

---

**CSSO**.....Common Support Services Office (also known as Support Services Office or Business Support Services Office)

**D**

---

**DAPS**.....Defense Automated Printing Service

**DAR**.....Daily Activity Report

**DARS / DARSUM**

.....Daily Activity Report Summary

**DASN**.....Deputy Assistant Secretary of the Navy

**DCNO**.....Deputy Chief Of Naval Operations

**DEPT**.....Department

**DET**.....Detachment

**DFAS**.....Defense Finance and Accounting System

**DIR**.....Directive or Director

**DLA**.....Defense Logistics Agency

**DoD**.....Department of Defense

**DON**.....Department Of The Navy

**DPINST**.....Defense Printing Service Instruction

**DSN**.....Defense Switching Network

**DTD**.....Dated

**DTG**.....Date/Time Group

**DY**.....Day

**E**

---

**EA**.....(1) Environmental Assessment  
.....(2) Economic Analysis

**ECC**.....Employment Category Change

**ECP**.....Energy Conservation Plan

**EDF**.....Enlisted Dining Facility

**EEO**.....Equal Employment Opportunity

**EFA**.....Engineering Field Activity

**EIN**.....Employee's Identification Number

**EIS**.....Environmental Impact Statement (see ES)

**EM**.....(1) Enlisted Club  
.....(2) Enlisted Men - Includes USA, USAF, USMC, USN, & USCG Enlisted Pay Grades E1 through E9

**ENCL**.....Enclosure

**EOE**.....Elements Of Expense

**EOM**.....End-of-Month

**EPA**.....Environmental Protection Agency

**ETA**.....Estimated Time Of Arrival

**ETD**.....Estimated Time Of Departure

**EST**.....(1) Estimate / Estimated  
.....(2) Eastern Standard Time

**EVAL**.....Employee Performance Evaluation

## **F**

---

<b>FAQ</b> .....	Frequently Asked Question(s)
<b>FES</b> .....	Factor Evaluation System
<b>FF&amp;E</b> .....	Furniture, Fixtures and Equipment
<b>FH</b> .....	Family Housing
<b>FICA</b> .....	Federal Insurance Contribution Act (Social Security Act)
<b>FIFO</b> .....	First In First Out
<b>FLEX</b> .....	Employment Category (scheduled or unscheduled)
<b>FLT</b> .....	(1) Flight ..... (2) Fleet
<b>FM</b> .....	Financial Management
<b>FOB</b> .....	Free On Board
<b>FRB</b> .....	Facility Review Board
<b>FSC</b> .....	Family Services Center
<b>FTE</b> .....	Full Time Employee
<b>FY</b> .....	Fiscal Year
<b>FYI</b> .....	For Your Information

## **G**

---

<b>GAAP</b> .....	Generally Accepted Accounting Principles
<b>G&amp;A</b> .....	General & Administrative
<b>GJV</b> .....	General Journal Voucher
<b>GS</b> .....	General Schedule
<b>GSA</b> .....	General Services Administration

## **H**

---

<b>HM</b> .....	Hazardous Material
<b>HMO</b> .....	Health Maintenance Organization
<b>HRO</b> .....	Human Resource Office

## **I**

---

<b>IAW</b> .....	In accordance with
<b>ID</b> .....	Identification
<b>IG</b> .....	Inspector General
<b>INFO</b> .....	Information
<b>INST</b> .....	Instruction (or simply "I" following releasing authority)
<b>INI</b> .....	Initial
<b>INV</b> .....	Inventory
<b>IRS</b> .....	Internal Revenue Service
<b>IRT</b> .....	In Response To
<b>ISIC</b> .....	Immediate Superior In Command
<b>ITT</b> .....	Information, Tickets, and Tours

## **J**

---

<b>JAG</b> .....	Judge Advocate General
<b>JCS</b> .....	Joint Chiefs of Staff
<b>JTR</b> .....	Joint Travel Regulations

**Navy Morale, Welfare, and Recreation (MWR)  
Intern Program Manual**

---

**K**

---

**KSA**..... Knowledge, Skill, and Ability/  
(Attitude).

**KRONOS**..... Navy MWR Automated  
Payroll Time-Keeping System

**L**

---

**LN**..... Local National / Foreign  
Employee

**LQA**..... Living Quarter Allowances

**LWOP**..... Leave Without Pay

**M**

---

**MAC**..... Military Air Command (e.g.  
MAC Flights)

**MARTD** ..... Marine Corps Air Reserve  
Training Detachment

**MASTR** ..... Management Skills Training  
Course

**MBO**..... Management By Objective

**MBWA** ..... Management By Walking  
Around

**MC**..... Major Claimant (see  
Echelon II)

**MCPON** ..... Master Chief Petty Officer of  
the Navy

**MILCON**..... Military Construction Navy

**MILPERS** ..... Military Personnel

**MM/DD/YY**..... Format for Month/Day/Year

**MO** ..... Month

**MOA** ..... Memorandum of Agreement

**MOU** ..... Memorandum of  
Understanding

**MRP** ..... Maintenance of Real Property

**MSG** ..... Message

**MWR** ..... Morale, Welfare, and  
Recreation

**N**

---

**NA**..... (1) Not Applicable  
..... (2) A NAF Crafts and Trades  
(CT) position

**NAF** ..... (1) Non-Appropriated Funds  
..... (2) Naval Air Facility

**NAFCON** ..... Non-appropriated Fund  
Construction

**NAFI** ..... Non-appropriated Funds  
Instrumentality

**NAS** ..... Naval Air Station

**NAVACTS** ..... Naval Activities United  
Kingdom

**NAVBASE** ..... Naval Base

**NAVCOMPT** ..... Comptroller of the Navy or  
Financial Management and  
Comptroller

**NAVEUR** ..... Navy Europe

**NAVFAC**..... Headquarters, Naval Facilities  
Engineering Command

**NAVINST** ..... Navy Instruction

**NAVOSH** ..... Navy Occupation Safety and Health Program

**NAVPERS** ..... Navy Personnel

**NAVSTA** ..... Naval Station

**NAVSUP** ..... Naval Supply Systems Command

**NCIS** ..... Naval Criminal Investigative Service (formally NIS)

**NEX** ..... Navy Exchange

**NF** ..... A NAF Payband Employee (Pay Plan)

**NIS** ..... Not In Stock

**NL** ..... A NAF Crafts and Trades (CT) position "Leader" (Pay Plan)

**NLT** ..... No later than

**NPPS** ..... Navy Publications & Printing Service

**NS** ..... A NAF Crafts and Trades (CT) position "Supervisor" (Pay Plan)

**NSD** ..... Night Shift Differential

**NTE** ..... Not To Exceed

## **O**

---

**OBE** ..... Overcome By Events

**OCONUS** ..... Outside the Continental United States including Alaska and Hawaii

**OIC** ..... Officer-In-Charge

**OICC** ..... Officer-In-Charge of Construction

**OJT** ..... On-The-Job-Training

**OMB** ..... Office of Management and Budget

**OOD** ..... Officer Of The Day

**OPF** ..... Official Personnel File

**OPN** ..... Other Procurement, Navy

**OPNAV** ..... Operations Navy

**OPM** ..... Office Of Personnel Management

**OPTAR** ..... Operations Target

**O&M** ..... Operations and Maintenance (funds)

**O&MN** ..... Operations & Maintenance, Navy

**OSD** ..... Office of Secretary of Defense

**OSHA** ..... Occupational Safety and Health Act

## **P**

---

**P & L** ..... Profit and Loss

**PAB** ..... Price Agreement Bulletin

**PAO** ..... Public Affairs Office

**PAR** ..... (1) NAF Personnel Action Report  
..... (2) APF Performance Appraisal Review

**PD** ..... Position Description, (Job Description)

**Navy Morale, Welfare, and Recreation (MWR)  
Intern Program Manual**

---

**PM**.....Preventive Maintenance

**PO**.....(1) Purchase Order  
.....(2) Petty Officer

**POA&M**.....Plan of Action & Milestones

**POC**.....Point Of Contact

**POD**.....Plan Of The Day

**POM**.....(1) Petty Officer Mess or  
.....(2) Program Objective  
.....Memorandum

**POV**.....Privately Owned Vehicle

**PPA**.....Prompt Payment Act

**PPDR**.....Personnel Payroll Desk  
.....Reference

**PPV**.....Public/Private Venture

**PS**.....A NAF position, Patron  
.....Services (Pay Plan)

**PWC**.....Public Works Center

## **Q**

---

**QSI**.....Quality Step Increase (for APF  
.....employees)

**QTR**.....Quarter

**QTY**.....Quantity

## **R**

---

**RAMCAS**.....Recreation and Mess Central  
.....Accounting System

**RC CODE**.....Responsibility Center (RC)  
.....Code

**REC**.....Recreation

**REF**.....Reference

**REGS**.....Regulations

**RESFOR**.....Reserve Force

**RET**.....Retired

**RIF**.....Reduction In Force

**ROI**.....Return-On-Investment

**ROICC**.....Resident Officer-In-Charge of  
.....Construction

**RPC**.....Retail Price Change

**RPT**.....Regular Part Time

**RSWC**.....Remittance Statement With  
.....Check

## **S**

---

**SAC**.....School-Age Care

**SC**.....Supply Corps

**SCD**.....Service Computation Date

**SECDEF**.....Secretary Of Defense

**SECNAV**.....Secretary Of the Navy

**SF**.....Standard Form

**SL** ..... Sick Leave  
**SOFA** ..... Status Of Forces Agreement  
**SOP** ..... Standard Operating Procedures  
**SSN** ..... Social Security Number  
**SSO** ..... Support Services Office  
(CSSO)

## **T**

---

**TAD** ..... Temporary Additional Duty  
**TDY** ..... Temporary Duty  
**T-POP** ..... Target Population

## **U**

---

**UIC** ..... Unit Identification Code  
**UNCLAS** ..... Unclassified  
**UNSAT** ..... Unsatisfactory  
**USA** ..... Utilization Support and  
Accountability Practice

## **W**

---

**WG** ..... Wage Grade  
**WGI** ..... Within Grade Increase

## **X**

**XO** ..... Executive Officer

## **Y**

---

**YTD** ..... Year-To-Date

## **POSTAL ABBREVIATIONS:**

01	<b>AL</b>	Alabama	28	<b>NE</b>	Nebraska
02	<b>AK</b>	Alaska	29	<b>NV</b>	Nevada
03	<b>AZ</b>	Arizona	30	<b>NH</b>	New Hampshire
04	<b>AR</b>	Arkansas	31	<b>NJ</b>	New Jersey
05	<b>CA</b>	California	32	<b>NM</b>	New Mexico
06	<b>CO</b>	Colorado	33	<b>NY</b>	New York
07	<b>CT</b>	Connecticut	34	<b>NC</b>	North Carolina
08	<b>DE</b>	Delaware	35	<b>ND</b>	North Dakota
09	<b>DC</b>	Washington, DC	36	<b>OH</b>	Ohio
10	<b>FL</b>	Florida	37	<b>OK</b>	Oklahoma
11	<b>GA</b>	Georgia	38	<b>OR</b>	Oregon
12	<b>HI</b>	Hawaii	39	<b>PA</b>	Pennsylvania
13	<b>ID</b>	Idaho	40	<b>RI</b>	Rhode Island
14	<b>IL</b>	Illinois	41	<b>SC</b>	South Carolina
15	<b>IN</b>	Indiana	42	<b>SD</b>	South Dakota
16	<b>IA</b>	Iowa	43	<b>TN</b>	Tennessee
17	<b>KS</b>	Kansas	44	<b>TX</b>	Texas
18	<b>KY</b>	Kentucky	45	<b>UT</b>	Utah
19	<b>LA</b>	Louisiana	46	<b>VT</b>	Vermont
20	<b>ME</b>	Maine	47	<b>VA</b>	Virginia
21	<b>MD</b>	Maryland	48	<b>WA</b>	Washington
22	<b>MA</b>	Massachusetts	49	<b>WV</b>	West Virginia
23	<b>MI</b>	Michigan	50	<b>WI</b>	Wisconsin
24	<b>MN</b>	Minnesota	51	<b>WY</b>	Wyoming
25	<b>MS</b>	Mississippi	52	<b>PR</b>	Puerto Rico
26	<b>MO</b>	Missouri	53	<b>GU</b>	Guam
27	<b>MT</b>	Montana			

## DEFINITIONS

### A

**ACCOUNT** A formalized group of similar transactions identified by number and name.

**ACCOUNTING MONTH** Accounting period starting at the beginning of the calendar month and ending after the close of business at the end of the calendar month.

**ACCOUNTING YEAR** Twelve months starting on 1 October each year and ending after the close of business the following September 30th.

**ACCOUNTS PAYABLE (A/P)** The amount the activity owes.

**ACCOUNTS RECEIVABLE (A/R)** The amount that is owed the activity.

**ACCRUAL BASIS ACCOUNTING**  
Recognizes expenses when incurred, and income when earned, regardless of when the applicable cash is received or paid. Distinguished from the cash basis accounting which recognizes expenses when cash is paid, and income when cash is received.

**ACCRUAL JOURNAL VOUCHER (AJV)** A document used to record payables to vendors or wages to employees that will not be paid in the month incurred, but will be paid the following month.

**ACRONYM** A word formed from the initial letters of a name or by combining the initial letters of a series of words.

examples:

- (1) DAPS – Defense Automated Printing Service
- (2) MASTR – Management Skills Training

**ACTIVITY** (1) An entity or organization such as Youth, Athletic, Outdoor Rec., etc., which provides morale, welfare, or recreational services to personnel authorized by the Commanding Officer.

(2) One of the typical functions provided by an MWR Program. (Bowling Leagues, Intramural Golf, Basketball, Ceramics Classes, Brunch, Dining Room.)

**ACTIVITY MANAGER** A military or civilian representative of the Commanding Officer who exercises executive management over a Command Activity, i.e., Club Manager, Recreation Director, etc.

**ACTIVITY NUMBER** This is the “Fund Number.” The two digit RAMCAS activity identification number (see Chart of Accounts). Each activity (bowling, golf) has its own activity number.

**ADMINISTRATIVE WORK WEEK** A period of seven consecutive days that may begin and end any time or on any day consistent with local operational efficiency.

**ADVISORY BOARD** Group of authorized patrons appointed to advise the installation commanding officer about an entire MWR program or a specific program element (e.g., youth activities).

**ALGORITHM** See Flow Chart

**ANNUAL LEAVE** Regular Full Time and Regular Part Time civil service employees and full time NAF employees accrued in 6 minute increments in consideration for time worked and based on time in service.

**APPROPRIATED FUNDS (APF)** Monies appropriated by Congress for a specific use, as distinguished from nonappropriated funds which are NOT subject to Congressional appropriation.

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

---

**ASSESSMENT** An amount charged or obligated to pay.

**ASSETS** Anything of value owned by the activity. See fixed assets.

**AUDIT** An official examination and verification of accounts and records.

## B

---

**BAD DEBT** An amount of money owed the Activity that is uncollectible and written off when approved by the Commanding Officer.

**BALANCE SHEET** Lists all activity asset, liability, and net worth account balances as of the end of the month.

### **BASIC FACILITY REQUIREMENT, (BFR)**

**BASIC RATE or BASIC RATE OF PAY** The “Scheduled Rate” PLUS any night shift or environmental differential. Annual Leave, Overtime, and Holiday Pay are computed on the BASIC RATE of pay (Scheduled Rate + Differential = Basic Rate)

**BASIC WORK DAY** Normally eight hours NOT to exceed ten (10) hours in any 24 hour period.

**BASIC WORK WEEK** The days and hours WITHIN an Administrative Work Week which make up an individual employee’s work schedule.

**BENCH MARK** Measures current performance of an activity or process against a recognized standard within the industry.

**BENEFICIAL OCCUPANCY DATE (BOD)**  
The date a building or other construction/renovation undertaking is completed and acquired (released) to the government for operational use.

**BLANKET PURCHASE ORDER** A purchase order for a product or service to be delivered, upon request, over a specified time period.

**BILLETING** Lodging for either officers or enlisted personnel.

**BOOK VALUE** The figure in accounting records that represents the amount of an asset that has not yet been depreciated.

**BOTTOM LINE** A slang term for the final or basic figure or circumstance (refers to the total figure on the “bottom line” of a financial statement.)

**BREAK IN SERVICE** A loss of continuous employment service for vesting purposes. A break occurs when the employee leaves NAF employment for any purpose except for illness, injury, approved Leave Without Pay, or Active Duty Service participation.

**BUDGET CALL** A formal correspondence from the Headquarters level, which provides detailed instructions regarding budget submission requirements and format.

**BUDGET NARRATIVE** A written explanation of the programs planned and supported by the financial portion of a budget.

**BUDGET RECORD** A record of authorized expenses and income expressed in financial terms.

**BUILT-IN EQUIPMENT** Equipment, which is hard-fastened to a structure or item of real property and can not be removed without the use of tools or other equipment items.

**BUSINESS MANAGER** The person responsible for administering the support functions of a local MWR program, e.g., bookkeeping, personnel, payroll, procurement, budgeting, etc.

## C

**CAPITAL** Property, (equipment, buildings, etc.) cash is also considered capital.

**CAPITAL EXPENDITURE/INVESTMENT**  
An expenditure intended to benefit future periods, in contrast to a regular expenditure, which benefits the current period. The term is generally restricted to expenditures that add fixed-asset units or that have the effect of increasing the capacity, efficiency, span of life, or economy of operation of an existing fixed asset.

**CASH** Currency, coins, personal checks and credit card slips.

**CATEGORY** A term used to define 1) employee classification, such as regular full time and regular part time, work status within an Administrative Work week, or 2) Congressional classification of MWR programs used for funding authorizations i.e. Cat A, B, or C.

**CERTIFICATE OF DISPOSITION** A document that identifies items which are of no value to an activity and are to be disposed of. Includes spoilage and breakage.

**CHAIN OF COMMAND** The supervisor (senior) / subordinate (junior) relationship in the organizational structure.

**CHANGE FUND** An amount of cash authorized to be available to cashiers for making change and cashing authorized checks.

**CHART OF ACCOUNTS** A list and description of accounts, which have been approved for use in the preparation of financial statement. Example: 63-601-10, Intramural Sports Salaries and Wages-General Program Operations (See RAMCAS)

**CLAIMANT (ECHELON)** A particular Headquarters level unit to which the Commanding Officer of an individual base or activity is responsible for directing the base or activity functions.

**CLASSIFIER** An individual certified through formal training to perform duties involved with classifying Position Descriptions to determine Grade Level.

**CLASSIFICATION** The process of classifying an employee position description.

**COLLATERAL EQUIPMENT** Equipment assets, which are portable, not hard-fastened to a structure or other equipment item/system and can be readily removed without the use of other equipment.

**COMMAND MASTER CHIEF** A senior enlisted who represents all enlisted personnel for the CO.

**COMMANDING OFFICER, (CO)** Officer assigned overall responsibility for and control of a military unit. For example - a squadron, ship or base.

**COMMON SUPPORT SERVICES OFFICE (CSSO)** An activity that provides administrative services, such as, accounting and payroll for more than one activity.

**COMMUNITY-WIDE ACTIVITY** An activity that is comprised of six or more theme activity elements and is ALSO coordinated with other base departments and/or community agencies. A community-wide activity can take place on or off-base. (e.g., Winter Ski and Travel Expo, Auto Poker Rally, Ironman/Triathlon/Marathon, Special Olympics, Health and Fitness Fair, etc.)

**COMNAVBASE** A flag level officer in charge of numerous naval installations (or the ISIC for numerous naval installations).

**COMNAVPERSCOM Commander Navy Personnel Command** Parent command for the Navy MWR Division, which is the central governing body and policy maker for all Navy Morale, Welfare and Recreation Activities, e.g., mess, Rec. Funds, etc. Also provides certain services centrally such as accounting, banking and investments.

**COMPENSATORY** Time off with pay accrued by NF exempt employees on an hour-for-hour basis for hours worked in excess of 40 hours in an Administrative Workweek.

**COMPROLLER** A custodian of government funds.

**CONCENTRATION BANK ACCOUNT (CBA)** The central banking facility used by all activities.

**CONCESSIONAIRE** An authorized vendor or business person placed under contract to a morale, welfare, and recreation activity for the purpose of providing goods and/or services.

**CONSIGNMENT** Items such as bingo prizes or amusement park tickets that are in the custody of, but are not owned by the Activity.

**CONTINUOUS SERVICE** For Retirement Plan purposes, the years and months of continuous employment as an NAF employee without a break in service.

**CONTRACT** A legally binding instrument between two or more parties setting forth terms and responsibilities to which both parties must abide and the exchange of value both or more parties receive.

**COST PRICE** The wholesale price of an item (including freight charges).

**COURSE OBJECTIVES** The desired student behavior following a course of instruction. (What the student should be able to do.)

**CRAFTS AND TRADES (CT)** Designation for those NAF positions engaged in Crafts & Trades occupations such as cook, waitress, etc. Sub-designated as NA, NL & NS.

**CRITERIA** An established standard measurement.

## **D**

---

**DAILY ACTIVITY REPORT (DAR)** A form used to record sales transaction activity within a department.

**DAILY ACTIVITY REPORT SUMMARY (DARS/DARSUM)** A form summarizing a group of Daily Activity Reports.

**DECISION TABLE** A provided situational problem/solution chart which aids the decision making process.

**DEMINIMUS CONCEPT** A method of recording fractions of an hour. One tenth of an hour (6 minutes).

**DEMOGRAPHICS** A description of where people live, who they are, how much they earn, etc. (census - type information) used to support marketing efforts.

**DEPARTMENT** (1) That part of an activity for which accounts are kept separately, such as the bar department of a club, or the athletic department of Recreation Services.

(2) A command Level Unit, i.e., The MWR Department.

**DEPRECIATION** Fixed-asset value loss due to aging or total expenditure.

**DESIGN PHASE** The time period before separate construction contract award on Design/Bid/Build contracts or after award on Design/Build contracts during which a project design is completed but usually before construction begins. (Note: Fast track exception where design is computed after ground is broken.)

**DESK REFERENCE** Any resource handbook or guide used as an aid in performance on the job, or for informational purposes. Also see Job Performance Guide.

**DETAIL** Assignment to a task that is in addition to or different from the tasks indicated in an employee's Position Description and for which NO additional payment is made.

**DETAIL LEDGER** A computer printout prepared by RAMCAS which shows for all accounts, their beginning balances, all debit and credit entries, and their ending balances for an accounting month.

**DIRECTED ACTIVITY** An activity that is led or coordinated by a professional, the program manager, or a trained staff member that may require props, audio-visual equipment, decorations, gimmicks, etc., but not to the extent of a Theme Activity. (e.g., TV game shows like “Barracks Feud”, a Travelogue and slide show, “Couch Potato Olympics”, etc.)

**DRAFT** A first or preliminary form of writing, subject to review.

**DUTY STATION** A naval installation to which an individual is assigned for duty.

---

## E

---

**EARLY RETIREMENT** An option for a retirement plan participant to retire early.

**ECHELON II (MAJOR CLAIMANT)** A major organizational division within the Navy that is above Command Level and is based on location or function. Also the person who heads it up.

**EMPLOYMENT CATEGORY** See Category.

**EQUIVALENT STEP INCREASE** An increase in an employee’s pay equal to or greater than a regular step increase.

**EVENT** A special, one-time or irregularly, recurring activity provided by an MWR program such as Oktoberfest, Mother’s Day Buffet, Super Days Carnival, Labor Day Golf Tournament, Easter Egg Hunt, 50’s Sock Hop, etc.

**EVIDENCE OF INSURABILITY** Approval by the insurance company that allows an employee to join or modify the life, medical, or disability plan(s) after their initial 31 day enrollment period. (A form of late enrollment.)

**EXCESS PROPERTY** For real estate, it is property declared to be excess to the Navy and which is subsequently turned over to GSA for disposal. For personal/plant property, it is property, which may be turned in to DRMO for disposal (APF or NAF) or sold at auction (NAF property only).

**EXECUTIVE OFFICER (XO)** Second in command to the Commanding Officer.

**EXEMPT EMPLOYEE** NOT subject to Fair Labor Standards Act regarding minimum wage or OVERTIME provisions.

**EXPENSE** The cost of doing business. A financial obligation (liability).

**EXTENSION** Number of units (x) unit cost = extension.

---

## F

---

**FACILITIES PLANNING DOCUMENT** Part of the Naval Facilities Engineering Command Shore Facilities Planning System (SFPS) contains condition, age, size, usage and other information about each building or facility.

**FACILITIES REVIEW BOARD** Local base board, normally chaired by the Executive Officer (XO), that determines Facility assignments and priorities for spending MRP dollars.

**FACILITY** The building or other physical structure or improvement to real estate from which a program entity accomplishes its daily operations and provides its activities, programs, events, products, and/or services. (e.g., the bowling center, gym, pool, golf course, rec. center, theater, club, snack bar, child care center, etc.)

**FACILITY CONSTRUCTION** The work necessary to erect, install or assemble a new facility; or the addition, extension, alteration, conversion, or replacement of a facility; or the relocation of a facility. A conversion is a major structural revision of a facility which changes its functional purpose resulting in a change to its current 3-digit basis category code.

## **Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual**

---

**FACILITY REPAIR/RENOVATION** The work necessary to return a building or other facility to such a condition that it may be effectively used for its designated purpose and may include reconstruction, overhaul or replacement of its parts. The work may include correction of seismic or life safety deficiencies, installation of fire protection or removal of asbestos. It does not include work necessary for a change in purpose or mission or to prepare for future construction.

**FACTOR EVALUATION SYSTEM (FES)** A format of nine factors used to describe an employee's Major Duties. Required Job/Position Description format for NAF/APF employees.

**FAIR LABOR STANDARDS ACT (FLSA)** The law that involves the Federal Minimum Wage Standards and regulations for the payment of overtime to NON-EXEMPT employees.

**FICA TAX** Social Security Tax. The Federal Insurance Contribution Act, which provides funds from which social security benefits are paid.

**FILLER ACTIVITY** Usually a simplistic activity that is planned and led by a trained employee or volunteer staff member. This activity is NOT as extensively programmed/planned as a directed activity. A filler activity can be either active or passive. (e.g., video movies, story-hour, free-throw shooting contest, card or table games, etc.)

**FIRST 8 HOURS** A term used for time-keeping purposes. Refers to scheduled work hours (including meal break if any) that a NAF employee works.

**FISCAL YEAR (FY)** Twelve continuous calendar months used to accumulate and report income, expenses, and net profit or loss. The U.S. Government's fiscal year begins 1 October and ends the following 30 September.

**FLEXIBLE EMPLOYEE** A NAF employee who does not have set schedule and works less than 40 hours per week.

**FIXED ASSET** Property which ordinarily retains its original identity during its period of use, is not consumed during its use, and has considerable unit acquisition cost. Assets usually are vehicles, furniture, fixtures, equipment, buildings, and building improvements.

**FLEXIBLE** Employment Category. Those who work in either continuing or temporary position is scheduled or unscheduled basis, up to 40 hours per week.

**FLOW CHART** A chart or diagram used as an aid to binary (YES/NO) decision making. (ALGORITHM)

**FUND** A Fiscal entity such as MWR, CBQ, or Civilian Fund.

**FORMAT** A program structure allowing for the expansion of a current, successful activity/event into a new and different activity/event.

**FUND CUSTODIAN** Person responsible for money in a designated fund, (i.e., Person designated to obligate nonappropriated funds, sign checks, etc.)

## **G**

---

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** A term used by a majority of businesses, and adopted by the American Institute of Certified Public Accountants, which means an accounting procedures contrary of GAAP is unacceptable.

**GENERAL & ADMINISTRATIVE (G&A)** Non-Income producing positions or elements within the administrative unit of a NAF Activity.

**GENERAL JOURNAL VOUCHER (GJV)** An accounting document which is used when an accounting transaction cannot be recorded on any other document.

**GENERAL LEDGER** The accounts which classify, in accordance with GAAP, an activity's assets, liabilities, net worth, income and expenses.

**GRADE** A level in a pay structure which determines the amount of pay an individual employee receives.

**GRATUITY** See Service Charge.

**GENERAL SCHEDULE (GS)** The U.S. government federal appropriated fund employee grade structure. (Pay Plan)

---

## H

---

**HAND WRITE** The manual processing of a payroll check or invoice payment check.

**HEALTH MAINTENANCE ORGANIZATION (HMO)** A regional health care delivery system that actually provides the medical care. The participant **MUST** live in the HMO area and go to the HMO physician or facility. A set amount is contributed each pay period, and the participant pays little or nothing for the actual medical services. Services and costs differ for each HMO.

**HOLIDAY PAY** The scheduled or basic rate of pay as applicable, that an employee is paid when eligible to take a holiday off in a pay status.

**HOLIDAY PREMIUM PAY** TWICE the amount of scheduled or basic pay as applicable, that an employee is paid when eligible and who works on a holiday.

---

## I

---

**IMMEDIATE SUPERIOR IN COMMAND (ISIC)** Next higher level of command from the base Commanding Officer. Sometimes base CO, ISIC, and Echelon II (Major Claimant) are the same.

**IMPREST BANK ACCOUNT** A bank account that is established for a special purpose.

**INCOME** Monies received - (or to be received) as a result of doing business.

**INDIVIDUAL EARNINGS RECORD** The form used to record an employee's accumulation of pay during an accounting period.

**INDOCTRINATE** To instruct as to established policies and procedures.

**INSTALLATION** See Command

**INSTALLATION ORGANIZATION MANUAL**

**INTERNATIONAL BALANCE OF PAYMENTS (IBOP)** Tracking of the inflow and outflow of currency outside the United States.

**INVENTORY** Merchandise or supplies stocked by an activity for future resale or use.

**INVOICE** A bill received by the buyer from the seller specifying merchandise shipped, prices, and terms of sale.

**ISOLATED POSITION** A NAF work position which does NOT include a meal break due to the inconvenience or unfeasibility of providing a relief during a normal meal break period. (Employee is permitted to eat on duty.)

---

## J

---

**JOB ORDER** See Work Request.

**JOB PERFORMANCE GUIDE/JOB AID** A device, book, chart, or other reference which facilitates the job performance by reducing the amount of information the human performer must recall or retain in order to successfully carry out a task; offers a possible alternative to training rather than the development of instruction. Also see Desk Reference.

**JOINT TRAVEL REGULATIONS (JTR)** The Official Publication that contains the regulations for government employee travel and transportation.

## **L**

---

**LEAVE OF ABSENCE** Leave Without Pay (LWOP)

**LEAVE JOURNAL** A record of the amount of leave time (in hours) that an individual employee has accrued and taken.

**LEAVE WITHOUT PAY (LWOP)** A program whereby an employee is permitted to be absent from work in a non-pay status for a specified period of time, while retaining employment and seniority rights. Leave without pay may be granted only in anticipation that the employee will return to work at the same NAFI after the specified LWOP period.

**LIABILITY** An amount that is owed by an activity.

**LOCAL NATIONAL (LN)/FOREIGN EMPLOYEE** A non-U.S. Citizen employed overseas by an activity in his or her own country.

**LOCAL POLICY** Policies or procedures established at, and for an individual Command or Installation.

**LOGO** A diagram or symbol used to graphically display unit identity.

### **LONGSHORE & HARBOR WORKERS**

**COMPENSATION ACT** The law that covers NAF employees for Workers Compensation. Workers Compensation covers work related accidents, illness or death. It covers both the cost of medical treatment and salary replacement for the time lost on the job.

**LONG TERM DISABILITY (LTD)** A plan providing income in the event a participant is unable to work due to a non-work related accident illness, or pregnancy. The benefit will last until the insured employee reached age 62 or is no longer considered disabled.

**LOSS** A negative difference between income and expense.

## **M**

---

**MAJOR CLAIMANT** A major organizational division within the Navy based on location or function. Also the person who heads it up.

**MARK UP or MARK DOWN** An increase or decrease in the selling price of an item.

**MASTER PLAN** Activity planning document for laying out history of development, mission and facilities and tying them into a land use plan for the future. It includes a Capital Improvement Plan (CIP) which lays out the requirements for new replacement or renovation facilities.

**MESSAGE TRAFFIC** The receipt or transmittal of Naval Telegraphic messages.

**MILCON** Military Construction

### **MORAL WELFARE and RECREATION**

Activities located on military installations or on property controlled (by lease or other means) by a Military Department or furnished by a DoD contractor, which provide for the comfort, pleasure, contentment, mental and physical improvement of authorized DoD personnel by providing recreational and free-time programs, self-development programs, resale merchandise and services, or general welfare.

## **N**

---

**NET** Amount after any applicable deductions.

**NET WORTH** The difference between total assets and total liabilities. Same as equity.

**NF** Pay Plan for payband employees.

**NIGHT SHIFT DIFFERENTIAL (NSD)** The percentage of scheduled rate of pay added when the majority of whole working hours fall within either the 1500-2400 or 2300-0800 time zones. (NF- 1800-0600) all NF employees.

**NONAPPROPRIATED FUNDS (NAF)** Funds received by an MWR Activity for the sale of goods and/or services.

**NONAPPROPRIATED FUND INSTRUMENTALITY (NAFI)** A NAF Activity with its own payroll, financial statement, and RAMCAS Accounting Number.

**NON-CASH TRANSACTION** A financial event, not involving the exchange or transfer of cash, which is recorded in the general ledger. Examples are credit purchases and sales, write-off of uncollectible accounts receivable, transfer of prepaid supplies to expense, and the depreciation of fixed assets.

**NON-EXEMPT EMPLOYEE** Subject to Fair Labor Standards Act regarding minimum wage and overtime provisions.

**NORMAL RETIREMENT AGE** For Retirement Plan purposes, the date an employee may retire with no reduction in the retirement annuity amount.

**NON-OVERTIME HOURS** Applicable to craft and trade employees: Those hours of work NOT in excess of 8 hours in any one-day. For NF employees: Their hours of work NOT in excess of 40 hours in any administrative workweek.

## O

---

**OCCASIONAL AND IRREGULAR** A time commitment or work period NOT anticipated in the work schedule planning, which occurs on an “Occasional” or “Irregular” basis and is NOT part of an activity’s regularly scheduled or planned operations.

**OFFICER IN CHARGE OF CONSTRUCTION (OICC)** Uniformed officer, often locally based, with responsibility for facilities construction oversight within their sphere of cognizance.

**OMBUDSMAN** A spouse of an active-duty member of a command who has been officially appointed by the commanding officer to serve as the liaison between the command and the command families, and to provide information and referral sources as needed.

**OPEN ENROLLMENT** The month of November. During this month ELIGIBLE employees may join the HEALTH, HMO, and/or BASIC LIFE INSURANCE Plans or switch between the HEALTH HIGH/LOW OPTIONS and/or HEALTH and HMO Plans. Eligible dependents may also be added. Insurance Company approval is NOT necessary and coverage is effective January 1.

**OPEN ORDERS** Requests for items not yet delivered by vendors.

**OPERATING STATEMENT** A summary of the income and expenses of an activity over a given period.

**OVERSEAS ACTIVITY** An activity (NAFI) which is not located in CONUS.

**OVERTIME** (1) Hours worked by a CT employee in excess of 8 hours per day.

(2) Hours worked in excess of 40 hours per administrative workweek for NF employees.

**OVERTIME PAY** 150% of the Scheduled Rate of pay or Basic Rate if applicable.

## **P**

---

**PAYBAND** Replaced UA, AS and PS systems.

**PAYROLL JOURNAL** A payroll document that identifies employees by name, gross wages, deductions, and net wages.

**PER DIEM** The amount allowed each day for food and lodging while in a travel status. (TAD/TDY)

**PERFORMANCE EVALUATION** The evaluation of work as to quality and quantity. An annual or periodic report of employee performance.

**PETTY CASH FUND** An amount of cash available in an activity for small-authorized cash transaction such as refunds and minor purchases.

**PETTY CASH FUND CUSTODIAN** The activity (NAFI) employee who is appointed to be responsible for the petty cash fund.

**PETTY OFFICER (PO)** Any of the USN/USCG Enlisted members between and including pay grades E4 through E6.

**POST** (verb) (1) Write an entry for record keeping purposes.

(2) Affix to a bulletin board.

**POST CONSTRUCTION WARRANTY** The period, typically one year after the completion and acceptance of a construction project during which the contractor is obligated to correct any defects at no added cost.

**PREPAID EXPENSE** Supplies and expenses purchased which benefit a future accounting month.

**PREPAID INCOME** Customer money received by an activity which will not be earned until the activity (NAFI) delivers the ordered goods and/or services to the patron; unearned income.

**PREVAILING RATE** Current Hourly Wage, Wage Grade, or Hourly Rate.

**PROCUREMENT WARRANT** A certification authorizing an individual to obligate specified levels of non-appropriated funds and to enter into, administer, and terminate contracts.

**PRODUCTS** Typically, anything that the MWR department sells and/or makes and provide during its daily operations, activities, programs or events.

**PROFIT** The resultant sum when income exceeds expenses.

**PROGRAM** (1) (noun) Major parts of an MWR Organization such as: Sports, Craftech, Child Development, Officer's Club, Youth.

(2) (verb) The systematic process of creating, planning and executing recreational activities, events for a given target audience.

**PROGRAM MANAGER** Generally an office or individual authorized to administer technical direction and coordinate administrative and managerial controls over an MWR group or category.

**PULSE POINT** A computer-based survey instrument designed to allow the local installation to survey MWR customers and immediately analyze the patron provided data.

**PUNCH LIST** A list of deficiencies, assembled as a result of a project walk-through at or near the time of acceptance, which delineates the contractor's remaining work to be done before the final payment.

**PURCHASE ORDER (PO)** A document authorizing a vendor to deliver described merchandise at a specific price. Upon acceptance by a vendor, a purchase order becomes a contract.

## **Q**

---

**QUALITY STEP INCREASE (QSI)** An increase in pay awarded to an individual employee for work performance that significantly exceeds normal expectations over a sustained period of time. Given in the form of Regular within Grade Step Increase WITHOUT being counted as an EQUIVALENT STEP INCREASE. Not applicable to NF MWR employees.

## R

---

**RECLAMA** To argue, disagree or dispute.

**RECONCILIATION** The identification of items necessary to bring the balances of two or more related accounts, statements, or amounts into agreement.

**RECKONING PERIOD** A period of time to compensate for unsatisfactory behavior. Completion of a Reckoning Period removes the imposed disciplinary action.

**RECREATION SERVICES OFFICER (military) or DIRECTOR (civilian)** A Military Manager, for military recreational activities, appointed by written authority to function as a special staff officer to the Commanding Officer/Commander to advise on the organization and conduct of recreation activities and to assist in the execution and supervision of these activities and facilities.

**REGULAR FULL TIME** Employment category hired for continuing positions with a regularly scheduled workweek of 35 to 40 hours per week.

**REGULAR PART TIME** Employment category hired for continuing positions with a MINIMUM regularly scheduled workweek of 20 hours but LESS than 35 hours per week.

**REGULARLY SCHEDULED** Assignment to tours of duty scheduled in advance to cover periods NOT less than ONE ADMINISTRATIVE WORKWEEK. Requires written notification to employees initially and whenever a schedule change is made.

**REGULARLY SCHEDULED NON-OVERTIME** Scheduled work hours that do not exceed 8 hours per day or 40 hours per Administrative Workweek for hourly wage employees. 40 hours per Administrative Workweek for UA Employees.

**REMITTANCE STATEMENT WITH CHECK (RSWC)** A combined accounting form and check used to obtain money from the concentration bank account.

**REQUISITION** A written request from one activity or department thereof, to another for specified articles or services.

**RESIDENT OFFICER IN CHARGE OF CONSTRUCTION, (ROICC)** NAVFAC EFD/EFA local office in charge of construction execution and oversight.

**RETAIL PRICE** The selling price of an item.

**RETAIL PRICE CHANGE (RPC)** A document to identify increase or decrease selling prices.

**RETENTION REGISTER** A form for recording employee seniority status when processing a reduction in force action which involves more than one employee.

**RETURN ON INVESTMENT (ROI)** Amount of revenue that will be generated in a specified period above the amortized acquisition and opening costs.

**REVENUE** Funds received or earned from the sale of articles and/or services i.e. income, sales.

## S

---

**SCHEDULED RATE, or SCHEDULED RATE of PAY** (1) Hourly - the hourly rate of pay for hourly wage employees or,  
(2) Salaried - the annual salary divided by 2087.

**SELF-HELP/PROGRAM** A program using sailors and/or civilians, not normally employed in the maintenance of real property area, to do facilities work to improve quality of life at a materials only cost. Annual Bronze Hammer Award honors outstanding programs.

**SELF-SUFFICIENCY** Income/revenue divided by expenses x 100. 100% self sufficiency is break-even. 80% self sufficient means 80% of your expenses is covered by income/revenue.

## **Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual**

---

**SERVICE CHARGE** An amount automatically added to a patron's bill, which is distributed by management.

**SERVICE COMPUTATION DATE (SCD)**  
The initial date of hire minus prior creditable service as a Regular NAF employee.

**SERVICE** An act of providing assistance, information, aid, or goods to a patron. For example, providing rental bowling shoes, serving dinner, making reservations, answering questions, solving patron problems, completing registrations, making change, etc.

**SEVERANCE PAY** A lump sum payment for ELIGIBLE Regular employees designed to provide terminated employees with a financial cushion to help them deal with the INITIAL hardships and strains of joblessness.

**SICK LEAVE** Regular Full Time/Regular Part Time employee time off with pay, accrued in 6-minute increments at the rate of 5% of hours worked.

**SIGNATURE CARD** A form of banking institutions providing a sample signature of authorized check signer for comparison to protect against forgery.

**SITE APPROVAL** Approval to use a site for facility construction, normally given by the Engineering Field Division/Activity, but sometimes delegated to the Commanding Officer. It requires that the land use proposed complies with the land use plan shown in the base's approved Master Plan.

**SOCIAL SECURITY DISABILITY** A benefit for individuals whose disability is expected to last at least 12 months or to result in an earlier death.

**SOCIAL SECURITY RETIREMENT**  
Retirement benefits available at age 65 or reduced (20%) benefits at age 62. The amount of the benefit depends on the participant salary and years covered under the system (known as Primary Insurance Amount).

**SPECIAL EARLY RETIREMENT** A retirement for a participant whose employment is INVOLUNTARILY terminated prior to the normal retirement date who has completed 25 years of continuous service.

**SPECIAL ENTERTAINMENT** Live entertainment such as in-house talent or "no talent" shows, dinner theater, and comedy nights to DoD touring shows, battles of the bands and commercial rock concerts.

**SPECIAL INTEREST GROUP/CLUB** These are "groups" of patrons who share a common interest such as backpacking, chess, skeet/trap shooting, archery, computers, etc. A special interest group/club is usually comprised of six or more individuals who need some support from MWR. Typically, the group is "loosely" organized; that is, they pay no dues and have no by-laws or elected officers.

**SPECIAL PROJECT** Appropriated Funded (APF) construction projects less \$500,000, or repair project less than \$5,000,000, or a combination thereof are funded by an Echelon II command.

**SPLIT SHIFT** More than one work period in an established 24-hour workday period.

**STANDARDS OF CONDUCT** A listing of activities prohibited to government employees by law. Each government employee must acknowledge the Standards Of Conduct Provisions by signature when hired and annually thereafter.

**STATUS OF FORCES AGREEMENT**  
OCONUS State Department agreements that have the status of law and supersede other existing regulation. Agreements between the (SOFA) State Department of the United States and the government of a foreign host nation overseas.

**STEP** A standardized pay position within a pay GRADE. (i.e. there are 5 STEPS in each GRADE for AS & PS employee positions.)

**STOCK RECORD CARD (SRC)** A document used to keep track of items located in the Central Storerooms or Warehouses.

**SUBSIDIARY RECORDS** Local records, which provide detailed information about amounts recorded in Financial Reports. Also, ledger and files which contain the detail of transactions recorded in the general ledger; and which must be periodically reconciled to the general ledger accounts.

**SUNDAY PREMIUM PAY** 25% of Basic Rate of Pay (Scheduled Rate plus Differential) added when ANY PART of a regularly scheduled 40-hour workweek falls on Sunday.

**SUFFERED AND PERMITTED** An exempt NAF employee performing work in excess of 8-hours per day, or 40-hours per week WITH or WITHOUT supervisor knowledge or permission. (NOT COMPENSABLE.)

**SUSPENSE ACCOUNT** A holding account used by RAMCAS to balance accounting source documents, which are not recordable as submitted by the activity.

---

## T

---

**TEMPORARY FULL TIME** Employment category with a regularly scheduled workweek of 35 to 40 hours per week.

**TEMPORARY PART TIME** Employment category hired for continuing positions with a MINIMUM regularly scheduled workweek of 20 hours but LESS than 35 hours per week.

**TENANT COMMAND** A command on a given installation that has it's own separate chain-of-command.

**THEME ACTIVITY** An activity that is focused on a central idea or concept, such as the holidays, an occurrence, an era, or an area of widely accepted, common interest. Theme activities should always contain at least six of the following elements:

- Activities
- Refreshments
- Decorations/props
- Live entertainment
- Audio/visual aids

- Costumes
- Lighting
- Prizes
- Music (canned, for atmosphere)
- Gimmicks (e.g., giveaways, mystery or special guests, special effects, animals, etc.)

Theme activities include events like a Winter Beach Bash, Valentine's Day Singles Party, Nifty-Fifties Party, Gone With the Wind Gala, Blue Grass Days Festival, etc.

**TICKLER FILE** A file system (or data system) that serves as reminder and is arranged/organized to bring matters to timely attention.

**TIP** Monies received directly by an employee from a patron for services rendered.

**TIP ALLOCATION** A dollar figure, calculated for each Directly Tipped Employee, to ensure minimum wage reporting requirements, IAW PUBLIC LAW 97-248.

**TIP OFFSET** The amount of money by which an employer, in meeting the minimum wage standards, may reduce a "tipped employee's" wage in consideration of the receipt of tips.

---

## U

---

**UNEARNED INCOME** Customer money received by an activity which will not be realized until the accounting period in which the activity (NAFI) delivers the ordered goods and/or services to the patron. Sometimes referred to as prepaid income.

**UNIT ALLOCATION FUNDS** Non-appropriated funds set-aside for recreational use by a military unit. The amount is based on the number of active duty personnel assigned to an individual unit.

**UNSCHEDULED INTERMITTENT** An "On-Call" employee.

## **V**

---

**VARIANCE** The difference between expected and actual outcome.

**VESTED** The length of service necessary to receive retirement plan annuity.

**VOLUNTEER** A person who voluntarily agrees to assist in a task, project, or event without monetary compensation.

## **W**

---

**WAGE GRADE** A Civil Service classification for hourly wage employees.

**WHOLESALE PRICE** A supplier (or vendor) prices for supplies and merchandise without retail mark up.

**WITHIN GRADE INCREASE (WGI)** A standardized pay raise within a NAF Crafts and Trades (CT) employee's appointed GRADE LEVEL, based upon satisfactory performance during a specified waiting period.

**WITHHOLDING TAX** Federal, state, and foreign government income tax deducted from an individual's pay by the activity.

**WORKER'S COMPENSATION** See Longshore and Harbor Workers Compensation Act.

**WORKING CAPITAL** Excess of current assets over current liabilities less restricted cash.

**WORK REQUEST** A request issued to Public Works to accomplish maintenance, repair, or minor construction.

## **Y**

---

**YEAR-TO-DATE** The sum of all entries of a type beginning at the start of the Financial Year (FY) (October 1st) or the Calendar Year (CY) (January 1st) and running until the close of the accounting period.

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Appendix B

#### Naval Terms and Customs

---

#### **PURPOSE**

Persons entering a new profession must learn the vocabulary peculiar to that profession to understand and make themselves understood by their associates. The Navy, too, has its own vocabulary, containing unique expressions for many commonplace terms. You will soon realize that the language of the sea has a great deal of merit. You will come to understand that, under certain circumstances, a word or a few words have a precise meaning or require a certain sequence of actions. You will notice that the use of such words will eliminate the need to accompany an order with extended explanatory details. When the proper order is given, the desired response is obtained.

You will notice, too, that when a chance for confusion exists, a strange, new term may be substituted for an old, familiar one. For example, the word stop may be used in orders for the ship's engines but never for the anchor windlass or for the helm. An officer conning a ship issues many different orders when a ship is getting under way, mooring, or anchoring. Yet, when couched in proper, seaman-like language, the orders are understood and are carried out by the proper individual or group. To stop all the engines, to stop the swing of the ship, or to stop the anchor windlass, the conning officer gives the order "All engines stop," "Meet her," or "Avast heaving." These terms leave no chance for confusion. The person on the engine-order telegraph rings up stop, the steersman puts the rudder over, or the proper talker relays the order, "Avast heaving," to the anchor detail on the forecastle.

**PURPOSE  
(cont.)**

An order or a term may have its origin in antiquity, or it may have been recently coined; but that is not important. What is important is that the expression conveys, in as few words as possible, an exact meaning with little or no chance for confusion. Those that fit this requirement live on as long as there is need for them; those that do not are soon replaced.

It behooves you to learn and use this language because it is a necessary tool of your trade.

This appendix describes many of the customs, terms, or expressions that form our nautical language.

---

## ANCHOR WATCH

Years ago ships were equipped with anchor cables of hempen rope and oil-burning riding lights. While the ship was riding at anchor, special care was taken to see that these lamps were not extinguished, that the cables did not part, and that the ship did not drag its anchor. The watch responsible for this particular duty was designated the *anchor watch*. The anchor watch, as a sea term, is still retained although the duties of the watch have changed considerably since the old days. Today, the anchor watch is a detail of personnel on deck at night safeguarding the vessel when at anchor.

## BELLS

Certain words and expressions preserve for us old customs, as in the instance of *bells* struck aboard ship. They are not primarily intended to replace clocks for telling time. But they do tell clock time by measuring the periods when certain members of the crew are standing watch.

This custom started with the hourglass-which really wasn't an hourglass but a half-hour glass. The quartermaster on watch turned the glass at the end of his first half-hour and struck the bell one time. He then struck the bell an additional stroke at the end of each half-hour after that. At the end of 4 hours, he would strike the bell eight times, signaling the completion of his watch and the beginning of the next 4-hour watch. So it went during the six watches of the 24 hours, ending at midnight. While the hourglass has long been out of date, the bells are still used aboard ship.

## BILGE

*Bilge* usually refers to the bottom of the ship or, more correctly, to the curved part of the ship's hull. It also has another connotation. Midshipmen who are dropped from school for academic reasons are said to be "bilged." Thus, when used as a verb, the term means to be dropped out of the bottom-in this case the bottom of the class.

**BINNACLE LIST**

The *binnacle list* gets its name from the old nautical practice of placing the sick list on the binnacle (stand containing ship's compass). It was placed there each morning so that it would be readily available for the captain. The modern binnacle list contains the names of personnel suffering minor complaints that preclude their employment on strenuous duty. Today the sick list contains the names of personnel who are hospitalized.

**BITTER END**

*Bitter end* was originally the turn of a cable's end around the bits. It now refers to the end of the chain cable secured in the chain locker or the loose end of a line. In a cases the inboard end is referred to as the bitter end.

**BLUEJACKET**

Uniforms first adopted for the Royal Navy included a short, blue jacket. No universal uniform was prescribed for U.S. Navy enlisted personnel until the 1850s. Therefore, in the early days of that century, many men unofficially wore the blue jacket of the Royal Navy. Enlisted personnel are sometimes referred to as *blue-jackets*. The term *white hat* is used to refer to Navy enlisted personnel below the rate of chief petty officer.

**BOATSWAIN**

*Boatswain* is pronounced bo'-sun. *Swain* or *swein* is the Saxon word for servant or boy. In our Navy, boatswain refers to a warrant or petty officer in charge of the deck crew. It also refers to those responsible for the maintenance of the ship's hull and external equipment.

**BOATSWAIN'S PIPE**

The *boatswain's pipe* is an article of great antiquity. Originally employed to "call the stroke" in ancient row galleys, it became, in the early English Navy, a badge of office and of honor. Later the pipe became the distinctive emblem of the boatswain and his mates. Today boatswain's mates use the pipe when the "word is passed," when officers are piped over the side, and so forth.

**BRIG**

Lord Nelson used a brig (a type of sailing ship) in battle for removing prisoners from his ships; hence, prisons at sea came to be known as *brigs*.

**BUMBOAT**

The *bumboat* is a boat employed by civilians to carry salable provisions, vegetables, and small merchandise to ships. The term may have been derived from “boom-boat,” indicating boats permitted to lie at the ships' booms.

**CARRY ON**

In the days of sail, the officer of the deck constantly kept a weather eye on the slightest change in wind so that sail could be reefed or added as necessary to ensure the fastest headway. Whenever a good breeze came along, the order to “carry on” would be given. It meant to hoist every bit of canvas the yards could carry. Pity the poor sailor whose weather eye failed him and allowed the ship to be caught partially reefed when a good breeze arrived.

Through the centuries the term's connotation has changed somewhat. Today, the Bluejacket Manual defines *carry on* as an order to resume work; work not so grueling as two centuries ago.

**CAULK**

*Caulk*, commonly mispronounced “cork” means to pack a seam in the planking of a ship. When caulking wooden ships in dry areas, workmen usually had to lie on their back underneath the hull. In this position it wasn't difficult to fall asleep. Hence, to “take five” or to “caulk off” is the sailors' expression for sleeping or taking a nap.

**CHAINS**

On many sailing ships, shrouds supporting the masts were secured to links of chain attached to the ships' sides. To get a better lead for the shrouds and to keep them from bearing on the bulwarks, a ship's leadsman led the chains up around thick planks jutting from the ship's sides. These planks made convenient platforms from which the leadsman could heave the lead, and the leadsman was “in the chains.” Later, as now, shrouds were secured on deck inboard of bulwarks or lifelines. Special platforms were built for the leadsman, but the term *chains* was retained.

**CHARLIE NOBLE**

The term *Charlie Noble* refers to the galley smoke pipe. While its origin is obscure, it is generally believed to have been derived from the British merchant skipper, Charlie Noble, who demanded a high polish on the galley funnel. His bright copper galley funnel became well known in the ports he visited.

**CHEWING THE FAT**

“God made the vittles, but the devil made the cook,” was a popular saying used by seafaring men in the last century when salted beef was staple diet aboard ship.

This tough, cured beef, suitable only for long voyages when nothing else was as cheap or would keep as well, required prolonged chewing to make it edible. Since men often chewed one chunk for hours, just as if it were chewing gum, they' referred to this practice as *chewing the fat*. Today this term is used to describe a conversation.

**CHIT**

This term refers to almost any sort of paper used in everyday business transactions. Derived from the old East India Company and the hindu word *chitti*.

**CHRISTENING  
A SHIP**

Launching ceremonies have had a religious significance from the earliest days. The christening ceremony originated as an appeasement to the gods of the elements. In some countries as recently as a hundred years ago, a launching frequently resembled a baptismal ceremony and was performed by priests.

Early in the 19th century, women and those other than the clergy and high officials began to take part in the ceremony of launching ships.

Today the ceremony usually consists in the naming of the vessel by a sponsor and the breaking of a bottle of wine against the ship's bow as it slides into the water. People have been known to miss the ship entirely; so today the bottle is secured by a lanyard to the bow of the ship-as a safety measure for spectators.

**COMMISSION  
PENNANT**

The origin of the commission pennant is said to date back to the 17th century. When the Dutch were fighting the English, Admiral Tromp hoisted a broom at his ship's masthead to indicate his intention to sweep the English from the sea. The gesture was soon answered by the English admiral who hoisted a horsewhip to indicate his intention to chastise the Dutch. The British carried out the admiral's boast. Ever since, a narrow pennant has symbolized the original horsewhip as the distinctive mark of a vessel of war.

The *commission pennant*, as it is called today, is blue at the hoist, with a union of seven white stars; it is red and white at the fly, in two horizontal stripes. The number of stars has no special significance but was arbitrarily selected as providing the most suitable display. The pennant is flown at the main by vessels not carrying flag officers. A vessel carrying an admiral, a squadron commander, a group commander, or a high-ranking civil official flies that person's personal flag or command pennant in lieu of the commission pennant.

**CONN**

*To conn* means to control, or direct by rudder and engine order telegraph, the movements of a ship. When someone has the conn, it indicates that person is the one and only person who can give orders to the wheel and engine order telegraph at any one time. The exact derivation of the word *conn* is not known.

**COXSWAIN  
(COCKSWAIN)**

This term is derived from “cock,” a small boat, and “swain,” a servant. It signifies an enlisted person in charge of a boat in the absence of a line officer. Pronounced cox'-un.

**CROSSING  
THE LINE**

The boisterous ceremonies of *crossing the line* (equator) are so ancient that their derivation has been lost. It is said that this custom had its origin in offerings to pacify the deities of the sea by mariners who thought that gods and goddesses controlled the elements.

**CROSSING  
THE LINE (cont.)**

Today when naval ships cross the equator, those members of the crew (called "polliwogs") who have never before crossed the line are initiated by the more experienced members of the crew (called "shellbacks"). The usual formula is for the shellbacks to attire themselves in strange costumes representing Neptune, Amphitrite, and other mythological gods and goddesses of the sea. A court is held among Neptune's subjects, and the novices are summoned to trial. The fate administered to each is in the nature of ridicule, such as a parade of the person's particular idiosyncrasies and a caricature of the person's foibles. The victim is usually lathered with some frightful concoction, shaved with a wooden razor, and ducked backward into a tank of water. The victim is then issued a certificate, signed by Neptunus Rex, documenting the fact that the person has crossed the line and is now a full-fledged "shellback."

**CUT OF HIS JIB**

The nationality of the early sailing ships was frequently determined by the shape or cut of their jib sails. Use of the phrase as applied to man originally referred to his nose-which, like the jib, is the first feature of its wearer to come into view. Ultimately it was extended to describe a man's general appearance.

**DIPPING THE  
ENSIGN**

Dipping the flag in salute is a relic of an old-time custom of merchant vessels. These vessels were required not only to heave to when approaching a warship on the high seas, but also to clew up all their canvas to indicate the ship's honesty and willingness to be searched. Since delays resulted, the rule of dipping the flag was authorized in later years as a timesaving substitute. Ships of the U.S. Navy return such salutes dip for dip, except for dips rendered by ships under the flag of nations not formally recognized by the United States. No ship of our Navy initiates a dip.

## DITTY BAGS

A *ditty bag* (or box) was originally called a “ditto bag” because it contained at least two of everything: two needles, two spools of thread, two buttons, and so forth. With the passing of years, the “ditto” was dropped in favor of “ditty” and remains so today.

Before World War I; the Navy issued ditty boxes made of wood and styled after foot lockers. These boxes carried the personal gear and some clothes of the sailor.

Today the ditty bag is still issued to recruits. It contains a sewing kit, toiletry articles, and personal items such as writing paper and pens.

## DUNGAREES

In the past *dungaree* referred to a coarse kind of fabric worn by the poorer class of people and also used for tents and sail. We find it hard to picture our favorite pair of dungarees flying from the mast of a sailing ship. However, in the early days of sailing ships, sailors often made both their working clothes and hammock out of discarded sail cloth.

The cloth used then wasn't as well woven as that of today, nor was it dyed blue; but it served the purpose. Dungarees worn by sailors of the Continental navy were cut directly from old sails. The dungarees remained tan in color, just as they had been when filled with wind.

After battles, the captains of both the American and British navies reported more sail lost in battle than actually was the case. This practice provided the crew with cloth to mend their hammocks and make new clothes. Since the cloth was called dungaree, clothes made from the fabric were called by the same name.

**EYES OF  
THE SHIP**

In the early days the bows of ships usually were carved to resemble heads of mythological monsters or patrons. The fore part of the ship was called the “head.” The term *eyes of the ship* was derived from the eyes of the figures carved on the bow.

**FLAG AT  
HALF-MAST**

During times of mourning in old sailing days, ships displayed loose, suspended yards and slack rigging. The ships purposely exhibited this lax appearance to show that grief was so great that keeping things shipshape was impossible. Today the half-masting of the colors is a survival of the days when a slovenly appearance characterized mourning on shipboard.

**FORECASTLE**

*Forecastle* is pronounced “focsul.” In the days of Columbus, ships were fitted with castle-like eminencies fore and aft. While both structures have disappeared, the term *forecastle*, referring to the same general part of the ship as the original “forward castle,” still remains.

**GANGWAY**

The word *gangway* is taken from the anglo-saxon word *gang*, meaning to go, make a passage in, or cut out (or cut through). It is commonly used as an order to sailors to stand aside or to stand clear.

**GEEDUNK**

To most sailors the word *geedunk* means ice cream, candy, potato chips, and other assorted snacks or even the place where they can be purchased. No one, however, knows for certain where the term originated; there are several plausible theories:

- In the 1920s a comic strip character named Harold Tenn and his friends spent a great amount of time at Pop's candy store. The store's name was the Sugar Bowl, but Harold and company always called it the geedunk for reasons never explained.

**GEEDUNK (cont.)**

- The Chinese word meaning a place of idleness sounds something like “gee dung.”
- “Geedunk” is the sound made by a vending machine when it dispenses a soft drink in a cup.
- It may be derived from the German word *tunk* meaning to dip or sop either in gravy or coffee. Dunking was a common practice in days when bread, not always obtained fresh, needed a bit of “tunking” to soften it. The “ge” is a German unaccented prefix denoting repetition. In time it may have changed from getunk to geedunk.

Whatever theory we use to explain the origin of geedunk, it doesn't alter the fact that Navy people enjoy the treats associated with this term.

**GROG**

Admiral Edward Vernon of the Royal Navy is responsible for the term *grog*. He was in the habit of walking the deck of his flagship in a boatcloak of grogram cloth. That habit suggested a nickname for the popular flag officer, and Admiral Vernon came to be known affectionately as “Old Grog.” In 1740 he introduced West Indian rum aboard ship by having a mixture of rum and water served as a ration to the crew. It was intended as a preventive against fevers, which so often decimated expeditions to the West Indies. This innovation was received with enthusiasm by the men on the flagship *Burford*, who promptly named the beverage after their illustrious leader.

Forty years later verses were composed on the cruiser *Berwick* that bespeak the popularity of the officer and the drink; the last two stanzas are as follows:

A mighty bowl on deck he drew,  
And filled it to the brink;  
Such drank the *Burford's* gallant crew,  
And such the gods shall drink.  
The sacred robe which Vernon wore

**GROG (cont.)**

Was drenched within the same;  
And hence his virtues guard our shore,  
And grog derives its name.

## GUNDECKING

In the modern Navy, falsifying reports, records, and the like is often referred to as *gundecking*. The origin of the term is somewhat obscure, but at the risk of gundecking, here are two plausible explanations for its modern usage.

- The deck below the upper deck on British sailing ships-of-war was called the gun deck, although it carried no guns. This false deck may have been constructed to deceive enemies as to the amount of armament carried; thus, the gun deck was a falsification.
- A more plausible explanation may stem from shortcuts taken by early midshipmen when doing their navigation lessons. Each midshipman was supposed to take sun lines at noon and star sights at night and then go below to the gun deck, work out their calculations, and show them to the navigator.

Certain of these young men, however, had a special formula for getting the correct answers. They would note the noon or last position on the quarterdeck traverse aboard and determine the approximate current position by dead reckoning plotting. Armed with this information, they proceeded to the gun deck to "gundeck" their navigation homework by simply working backwards from the dead reckoning position.

## HAWSER

*Hawser* is a heavy line of hemp, used for mooring and towing. It was formerly used as anchor cable (before chains). It is derived from the French *hausser*, meaning "to haul."

<b>HEAD</b>	The ship's lavatory is called the <i>head</i> because these facilities in the old days were located in the forward part of the ship.
<b>LASHING BROOM TO MASTHEAD</b>	A popular custom in the U.S. Navy is that of lashing a broom to the masthead of a ship when it has participated in a complete victory over an enemy force. The broom signifies the ship's ability to sweep the seas. (A ship making the highest gunnery or engineering record in the fleet also displays a broom.) As noted earlier for his unusual display of victory, Admiral Tromp originated this custom (see Commission Pennant).
<b>LUCKY BAG</b>	Formerly, a lucky <i>bag</i> was a bag in which personal possessions that had been left adrift were stored. Today, the term refers to any storage area for loose gear picked up by the master-at-arms force.
<b>MAST</b>	The term <i>captain's mast</i> , or merely <i>mast</i> , derives from early sailing days when naval justice proceedings were held on the weather deck near the ship's mainmast.
<b>MIDSHIPMEN</b>	In early days the crew was quartered in the forecastle, while officers lived in the aftercastle. The title "midshipmen" was originally given to youngsters of the British Navy who acted as messengers, carrying orders from officers aft to the men forward. These lads, who continuously passed back and forth amidships, were regarded as apprentice officers. The ancient term has survived, and today officer candidates at Annapolis (and other midshipmen's schools) are called <i>midshipmen</i> .

## PIPING THE SIDE

To the new sailor the custom of *piping the side*, a heritage from the British Navy, seems one of the strangest of all naval customs. It originated in the days of sail when captains visiting one another at sea were hoisted on board in a net or basket if rough weather prevented the use of ladders. Piping was necessary in setting taut and hoisting away the cargo net or basket containing the boarding officer. Thus, we acquired the custom of piping the officer alongside and over the gangway.

The officer of the deck ordinarily summoned from the crew several hands to assist the visitor in making the landing on deck. If he were young, a lieutenant perhaps, two men were required to help him; if older, a commander perchance, having increased his girth as well as his grade through the years, he might require four. If, however, he happened to be a captain or an admiral, he may have required six or eight to enable him to secure a stable footing. Thus, there came about the custom of having “side boys” to meet officers. When the custom became a regulation courtesy, the side was similarly attended upon their departure.

## QUARTERDECK

There is evidence that the marked respect paid the *quarterdeck* aboard ship today had its origin many hundreds of years ago. In the days of Greek and Roman sea power, obeisance's were made to the pagan altar, which was placed aft. Later the same respect was paid the shrines of the Virgin similarly located. Still later the “King's colors,” which were a symbol of church and state combined, became the object of respect. One is impressed with the thought that the quarterdeck has always been the honored part of the ship. It retains its “sanctity” today. (The name *poop deck* derives from the Latin word *puppis*, a name given the sacred deck where the pupi or doll images of the deities were placed.)

**ROPE YARN  
SUNDAY**

On the day the tailor boarded a sailing ship in port, the crew knocked off early, broke out rope yarn, and mended clothes and hammocks. One afternoon per week at sea, usually a Wednesday, was reserved for mending. Since it was an afternoon for rest from the usual chores, much like Sunday, it was dubbed *rope yarn Sunday*.

The Navy adhered to the custom up to the years immediately after World War II; men used Wednesday afternoon for personal errands like picking up their laundry and getting haircuts. They paid back the time by working half a day on Saturdays.

Today, uniforms require less attention, so rope yarn Sunday has been turned to other purposes-mainly early liberty or a time for catching up on sleep.

**SALLY SHIP**

*Sally ship* was not a ship but a method of loosing a vessel run aground from the mud holding it fast. In the days before sophisticated navigation equipment, ships ran aground much more often than today. A grounded ship could be freed with little or no hull damage if it could be rocked out of its muddy predicament.

To free the ship, the order was given to “sally ship.” The crew gathered in a line along one side and then ran back and forth athwartships from port to starboard until the vessel began to roll. Often the rolling broke the suction of the mud so that the ship could be pulled free and gotten under way.

## SHIP'S HUSBAND

Sometimes when a ship is heading for the yards, an old salt says that she is going to her husband now, which causes novices to wonder what he's talking about. A *ship's husband* was once a widely used term describing the man in charge of the shipyard responsible for the repair of a particular ship. It was not uncommon to hear the sailors of creaking ships lament, "Ah, she's been a good ship, lads, but she's needing her husband now."

In the course of a ship's life, she may have had more than one husband; but this had little bearing upon her true affections. Tradition has it, her love was saved solely for her sailors.

## SICK BAY

Admiral Horatio Nelson, who was responsible for many British naval customs, forerunners of our own, originated the term *sick berth* in his order to the Mediterranean fleet in 1798. In a line-of-battle ship, the sick berth was placed in the bow. When round bows were introduced in 1811, the sick berth, keeping its same position found itself in a bay (semicircular indentation). Thus, in 1813 the British began the use of the term *sick bay*. It is customary today for sailors to remove their caps when entering sick bay. It may be that this custom stems from the early sailing days when men were not admitted to sick bay until they were about ready for "slipping the cable" (dying).

## SKYLARK

To *skylark* is to be inattentive or engage in horseplay, usually when one is supposed to be working. The term came about when young sailors would climb to the skysail yardarms and slide down the stays.

## STARBOARD AND PORT

In the old Viking ships, ships were steered by means of a heavy board secured to the right side of the ship. Therefore, the right side of the vessel (looking forward) was called the "steerboard" side. Loading was avoided from that side because of the possibility of damaging the steering gear. Gradually the term *steerboard* was corrupted to *starboard*.

**STARBOARD  
AND PORT (cont.)**

The left side of these old ships (the place of loading) was called the “load board” side. This finally became “larboard.” Because “starboard” and “larboard” sounded so much alike, the term port was substituted in the United States Navy for *larboard*. A General Order (18 February 1846) reads: “It having been repeatedly represented to the Department that confusion arises from the use of the words “Larboard” and “Starboard” in consequence of their similarity of sound, the word “Port” is hereafter to be substituted for Larboard.” (Perhaps the term *port* was used because, as ships became larger and rose higher in the water, loading took place through openings in the sides called “ports”.)

**SUNDOWNER**

A *sundowner* is a harsh disciplinarian. The term is derived from the practice of strict captains in the early days who ordered all hands to be aboard by sunset.

**TAR**

Sailors once covered their clothes with tar or oil to make them waterproof; hence, the nickname often applied to mariners.

**TATTOO**

*Tattoo* is derived from the old dutch term *taptoe*, meaning the time to close the taps or taverns. At the appointed hours, drummers marched from post to post in the town, beating their drums. “First post” was the signal given when they had taken their place and were ready to commence their rounds (this signal survives in the Navy as “first call”), while “last post” was sounded when they had reached the end of their rounds (this signal survives as our present “tattoo”). The “first call” is sounded 10 minutes before “taps”; “tattoo”, 5 minutes before “taps”. “Taps” is the signal for lights out.

**TONNAGE**

Today *tonnage* refers to a ship's displacement in the water or the gross pounds of cargo it is capable of carrying. In the days of sail, tonnage was spelled “tunnage” and referred to the number of “tuns” a ship could carry. A “tun” was a barrel normally used for transporting wine, and tunnage specified the number of barrels that would fit into the ship's hold.

**This page left blank intentionally.**

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Appendix C

#### History of MWR By John "Pat" Harden

---

The modern Navy Exchange (NEX) and Morale, Welfare and Recreation (MWR) services delivery systems used by the Navy has evolved over the two hundred years of trial and error. It differs greatly from its intermediary stages.

Since the early days of the Cutter Revenue Service spontaneous "smokers," replete with boxing matches, climb-the-rigging or pulling boat races were organized. Sports and athletics have been a highly important part of Navy life.

In the early days of the Navy, meal times aboard ship were an important period for socialization as well as nourishment. The daily bill of fare even by 1795 standards, consisted of simple foods. If the menu varied, it was from bread, salt beef and rice on Sunday, to bread, salt pork and beans on Monday. The first Navy cookbook was issued in 1902. It contained less than 100 recipes, but it was a start. Navy bean soup and plum duff were two of those recipes. Plum duff, a fleet favorite, was described by an old salt as a "mixture" of flour, molasses and raisins boiled in a bag until the whole thing was a rubbery mass, affirmatively delectable and negatively digestible. It did not contain plums. (216 years of Navy Recipes by Marjorie L. Kehoe, MWR World, Section 2, February 1992)

In the short life of the youthful U.S. Fleet, it became apparent that, with a minimum of athletic and recreational gear, a lot could be accomplished in promoting fun, good morale and esprit de corps.

During the American Revolutionary War, there was no officially organized NEX or MWR program for the Navy. There was, at the discretion of the commanding officer, informal programs financed by "slush funds". The ships galley was on the main deck and above the crews quarters on the first deck. The sailors' diet in those days contained a high fat content. The drippings from the cook's stove collected in the void beneath the main deck. As the ship pitched and rolled, the crew could hear the grease "slush" back and

forth. The crew ate at their guns. Adjacent to the cannon, a table of sorts attached by a hinged device to the bulkhead and suspended on the other end by a hemp line hanging from the overhead, acted as the gun crews eating table. The hemp line had a splice in the middle. This splice had a great many "Irish pennants" (loose ends) emanating from it. The crew wiped their greasy hands on the frayed splice. When the ship made port the ship's cook would collect the grease and snip the grease soaked "Irish pennants". The grease and "Irish pennants", as wicks, were sold to local candle makers. The ship's chief master-at-arms would purchase musical instruments, books and various small games with "slush funds" to be used by the crew for their recreation.

Some of the early sports activities were organized under the auspices of shipboard drills rather than actual sporting events. If such activity could not be called a "sport" it was certainly physical conditioning that served also as a drill in seamanship flavored with the salt of competition.

At that time, boxing or just plain "slugging" bouts were clandestine affairs staged contrary to shipboard regulations and sometimes used as a means of settling personal grievances. Boat races were held both for money and ship prestige. Challenges were rarely left unanswered. Typical was one issued by the U.S. storeship *Relief*, at Callao, Peru in June 1841: "We the crew of the United States Ship *Relief's* first cutter, challenge the United States Frigate *Constitution's* lifeboat to a run tomorrow at 4 p.m. for the amount of eleven dollars. Our commander has granted us his permission. Marshall Garth, Coxwain."

Between the Revolutionary War and the War Between the States, the Navy underwent many changes. Major naval bases were expanded at Boston, New York, Philadelphia, Norfolk and Charleston. Since these bases were in urban areas many of the NEX/MWR services were provided by civilian commercial vendors. "Bumboats" were authorized to come along side naval vessels anchored out to sell their wares. A look at the list of provisions authorized for sale by bumboat merchants gives an indication of the reason for their popularity. In addition to food stuffs and military equipment, approved supplies included:

- A wide variety of alcoholic beverages but not hard liquor.
- An equally large assortment of patent medicines including one named "Tonic for Man or Beast".
- Smoking and chewing tobacco.
- Playing cards, poker chips, dominoes, checkers, and musical instruments.
- Books and magazines.
- Writing paper.

Although regulations varied from Navy yard to Navy yard and time to time, the sale of alcoholic beverages was a thriving business for the bumboat operators. When sale of spirits was prohibited, the bumboat operators were not above smuggling and bootlegging. The Navy's judge advocate, supply branches and the ship's master-at-arms force were on the alert for illegal alcoholic beverages and obscene literature among bumboat supplies.

Circumstances almost guaranteed the bumboat operators a handsome profit. Many items needed by sailors were not available through normal military channels and could be obtained only from the bumboats and civilian vendors ashore. Estimates of markups ranged from two to five times the face value of the merchandise. The Navy set prices but the mechanism never seemed to work properly.

The bumboat system existed for more than 100 years. The actual origin is obscure but Congress abolished it along with the Army's equally parasitic sutler system vestiges in 1893 after greatly restricting their use in 1866 and 1876. The system may have worked fairly well during peacetime but all indications are that it failed miserably during the War Between the States. The contracting of services to civilian entrepreneurs did not provide the level of services desired and needed.

By the late 1800s, Navy crews began to operate their own unofficial canteens as an alternative to doing business with bumboats and unscrupulous civilian vendors ashore. The first unofficial canteen aboard ship was established in 1896 on the USS Indiana, which was allowed to sell beer to its crew. Profits from the sale of goods on board ship were used to enhance the crew's recreation opportunities and welfare. This presented problems because goods bought on consignment by ships were difficult to pay for due to the frequent movement of ships. As a result, merchants were reluctant to sell their goods to ships. This created the need for a workable resale system.

In 1900, Navy regulations made the following mention of athletics, a section dealing with duties of commanding officers (CO) is the statement that COs "...shall encourage the men to engage in athletics, fencing, boxing, boating and other sports and exercises. Gymnastic outfits will be furnished by the Department to vessels requesting them."

The Secretary of the Navy, responding to the needs of sailors both afloat and ashore, appointed a committee to study the problem. To further these early beginnings of organized recreation, a special appropriation of five thousand dollars for "athletic exercise and sports" was included by Congress in the Navy funds for the fiscal year 1904. With that appropriation, the groundwork had been laid for a full-fledged Navy recreation and sports program.

At the same time, the Navy started to establish permanent athletic facilities ashore. The first sport field now known to be completed was at the Norfolk Navy yard. It was part of a Bureau of Navigation (now Navy Personnel Command) plan started in 1903. Norfolk's athletic plant consisted of a football field, baseball diamond, grandstand, cinder track, swimming pool and recreation hall.

In 1909, the Naval Appropriations Act granted legal status to ship's stores and commissaries. The legislation directed commissaries to operate strictly on a not-for-profit basis. Profits generated by ship's stores afloat and ashore had to be used to support shipboard recreation and welfare programs. The ability of ships' stores to produce profits as a result of limitations placed on what the stores could sell, resulted in a new canteen-type operation known as ship's service stores.

The ships' service store ashore combined the features of reading and recreation rooms, a cooperative store and restaurant founded with sailor funds (non-appropriated funds) and therefore were not subject to laws or Navy regulations. Its primary purpose was to supply sailors, at reasonable prices, with the articles of ordinary use, ware, and consumption, not supplied by the Government, and afforded them means of rational recreation and amusement. Its secondary purpose was, through ship's service store profits, the means for improving the messes.

The ships' service store ashore was intended to be managed by an officer who was fully in sympathy with the purposes of the ship's service store ashore and with the necessary business qualifications, i.e. a money manager. Enlisted stewards and non-rated junior enlisted men assisted him. The preferred staffing, if financial condition could afford the expense, were civilians. Preference was given to retired and honorably discharged enlisted men. Although reading, recreation, and amusement were emphasized in the statement of purpose, no mention was made of related skills in the qualifications for the officer-in-charge or the enlisted and civilian staff members other than mentioned before. ("MWR Leadership from Sutlers to Recreators", Daniel R. Sharpless, unpublished, July 1991)

A fully functioning ship's service store ashore included the following sections:

- A well-stocked general store.
- A well-stocked lunch counter.
- A canteen at which beer and light wines by the drink, and tobacco were sold.
- Reading and recreation rooms supplied with books, magazines, and other reading matter, billiard and pool tables, bowling alley and facilities for other proper in-door games.

- A gymnasium and equipment for outdoor sports such as football, baseball, tennis, etc.

Gambling was prohibited in the ship's service store. The sale and consumption of hard liquor was also prohibited. Beer and wine could be sold if the senior officer present ashore (SOPA) thought serving these drinks would keep the sailors from drinking stronger beverages elsewhere.

Dissatisfaction with the performance of the Ships' Service Store Ashore and the Army's Exchange System during the Spanish-American War was voiced in Congress following the War. Congressional displeasure did not lead to the abolishment of the system, however, as World War I approached and the country began to mobilize, the War Department turned elsewhere for the delivery of recreation services. The resale and recreation system created to replace the failed bumboat system had itself failed to meet the needs of the Navy during wartime.

As the United States began to build its troop strength in 1917, the War Department looked to welfare organizations to help in meeting recreation needs of the active duty sailor, marine and soldier. Involvement in this service was not a new role for these agencies. Their original interests were in the medical and religious areas, however, during the War Between the States, they became involved in social and recreation activities. The forerunner of the American Red Cross operated "homes" and canteens where servicemen could enjoy recreation activities. The Red Cross and other agencies such as the YMCA took an increasingly active role during the years between the Spanish-American War and World War I.

When the battleship USS *Maine* was sunk in the harbor at Havana, Cuba, the stage was set for the Spanish-American War. Several months later, the Marines landed a battalion at Guantanamo Bay. With the America's involvement in the war the Salvation Army came to the United States from England. It was an expanding religious group with a semi-military structure and had been organized in 1860 by William Booth. The organization had a "Naval and Military League" which later was to develop into the "Red Shield Service." Its aim was to visit sailors on board ships and visit camps of soldiers, following them into battle as far as possible.

During World War I, the Navy Department had a Commission on Training Camp Activities, whose chairman was Dr. Raymond Fosdick. At the conclusion of the war, Dr. Fosdick submitted a report to the Navy Department. In addition to the Commission's many successes, he pointed out numerous problem areas. Among these were difficulties with the quality of male staff members (the best men were already in the Navy), competition among the sectarian societies, and inconsistent provisions of service.

Dr. Fosdick observed "...there is reason to believe that recreation facilities, provided by the Navy and under Navy management will better satisfy the Navy and its sailors than facilities furnished by private agencies". Fosdick said that morale was, as important as ammunition and was just as legitimate a charge against the public treasury.

The lessons of the war in social work, according to Dr. Fosdick included the following points:

- Sectarian auspices should be eliminated.
- The number of agencies should be reduced.
- Much of the activities of the agencies should be taken over by the government. (Memorandum for the Secretary of the Navy on Morale in the Navy, Dr. R. B. Fosdick, 1 Feb, 1919.)

Once again a recreation services delivery system developed in peacetime had failed to meet the Armed Forces' needs in time of war.

At the conclusion of hostilities, the Navy, like the Army, recognized the need for a well-planned recreation program, and that such a program on ships and stations should be the responsibility of the Navy itself. As a result, a Morale Division of the Bureau of Navigation was created in 1918.

During the 1920s, an ever-increasing number of sailors and marines were participating in sports programs. The Naval Academy entered a rowing crew in the 1920 Olympics and won its first Gold Medal.

The services provided by ships' store afloat were indispensable during World War I. Because there were few restrictions placed on the operation of the ship's service stores, the stores were able to carry a wide assortment of merchandise. Although they had no foundation in law, ships' service stores were given official sanction in 1923 by Articles 1442 and 1443 of Navy regulations. These same regulations also authorized the establishment of ships' stores ashore under the Bureau of Navigation, the same program manager as recreation services.

Buildings operated at Navy yards by welfare organizations were transferred to Navy control. The Navy hired many of the civilians previously employed by these agencies. Military positions established during the war were continued and more added.

Ships' Service Store Ashore gymnasiums and libraries were transferred to the new Sports and Library programs. The Ships' Service Store ashore canteens were closed in response to the Prohibition Amendment.

By the time the United States began mobilizing for World War II, a new model for delivery of recreation services was in place. It eventually took the title of Special Services but from the start it followed Dr. Fosdick's recommendations. Each armed service operated its own program. The Department of the Navy assigned military personnel to staff the new system.

Naval personnel (exclusive of reserves) were not trained in welfare and recreation (special services) fields. Line officers generally were used to fill welfare and recreation officer billets. Normal tours of duty in these assignments were from 18 months to three years. In most cases these officers had no previous assignments as welfare and recreation officers.

As a result of the mobilization, Naval Reserve officer "specialist" in athletics, recreation and welfare were called to active duty for assignment to these duties throughout the Navy. A great number of these reservists were community recreation directors. Many professional athletes were called up and placed in an enlisted athletic specialist rating. It was known as the specialist A rate. The rating badge was designed with the letter A encased by a diamond.

The Navy stated that the job of the welfare and recreation officer was to provide opportunities for "all" naval personnel to participate either actively or passively in the activities they choose to participate in for the sheer fun and satisfaction of the doing. No attempt was made to dictate a standard pattern of program. The Navy believed to do so would destroy the very essence and free choice implied in the modern American concept of recreation. It is interesting to note that one of the first moves on the part of the Hitler government was to regiment the recreation of the people, this being one of the quickest ways to indoctrinate them. Already recreation was called "The Fifth Freedom." The Navy believed this freedom of choice was a basic consideration in the recreation program and should not be the subject of encroachment by the recreation officer.

With some changes in function and name throughout the years, this was essentially the same headquarters program manager which functioned through World War II as the Welfare and Recreation Section of the Training Division of the Bureau of Naval Personnel. This section later became the Welfare and Recreation Division. The welfare was dropped from its name becoming the Recreation Division. In 1944 the name was changed again to the Special Services Division.

Navy regulations released in 1944 placed ships' service stores ashore under the direction of the base commanding officer. "Subject to the general supervision of superior authority, the commanding officer has complete jurisdiction over the conduct of all ship's

service activities within or pertaining to his command,” stated the regulation. The 1945 Welfare and Recreation Manual published by the Special Services Division, BUPERS, stated: “Ordinarily Ships’ Stores officers are urged to reduce profit to a minimum necessary to provide desired welfare money instead of seeking to make the full allowed 15 percent. Ships’ Stores officers are urged to defray operating cost of the services activities (laundry, barber, cobbler, tailor) from allowed 15 percent profit and make these services available free of charge to the men”. (Welfare and Recreation Manual, NAVPERS 15,631, 1945)

Until January 1944 there was no departmental cognizance over officers' messes ashore, and at that time the regulations of such activities was placed under BUPERS. The BUPERS Regulations for Commissioned Officers' and Warrant Officers' Messes Ashore were issued November 1, 1944. United States Navy Regulations, 1920-Articles 1435-1440, inclusive, related only to officers' messes afloat. It was known that many practices, conditions, and customs employed in shipboard messes were not applicable to and worked hardships on messes ashore. Further, the BUPERS Regulations accordingly depart in many points from the previous conception of the officers' mess on shipboard. These messes were operated under the administrative control and regulation of naval district commandants or commanding officers of the shore activity where located. (Special Services Manual, NAVPERS 15869, 1954.) The primary purpose of the commissioned officers' messes ashore was the furnishing of meals, lodging and refreshments, and recreational facilities at reasonable prices in order to promote and maintain the well-being, morale, and efficiency of commissioned officers. BUPERS established the Merchandise Service Office on Madison Ave., in New York City. The function of this office was the procurement and allocation of distilled spirits for authorized and established officers' messes ashore within the continental limits of the United States.

With each ships' store ashore under the autonomous operation of the base commanding officer, and without any central directorate or office, there existed a wide disparity among the various stores with respect to merchandising practices and procedures and other operational matters, as cited in congressional testimony in 1944. “There were no procedures in effect which covered in detail the proper evaluation of stock levels, turnover, operational percentages, ... and allied problems. There was no control exercised over the operations of such projects outside of periodical reports of operations. It was entirely up to the local commanding officer to supervise these projects ... the stores were often operated at a loss.”

As a result of the disparity in operational effectiveness, the Secretary of the Navy appointed a committee in May of 1945 to study Ships' Service Stores Ashore. In

November 1945, the committee recommended that Navy activities involved in the sale of goods and services are consolidated and that a central headquarters be established to manage and guide these activities. In February 1946, the committee's recommendations, known as the Bingham Report, were approved by the Secretary of the Navy.

The approval directive placed all resale activities under the cognizance of the Bureau of Supplies and Accounts (which later became the Naval Supply Systems Command in 1965). The directive called for consolidated Ships' Store Ashore to be operated with non-appropriated funds and Ships' Store Afloat with appropriated funds. The Commissary Stores were to be operated at no profit using appropriated funds. Central funds held by the Bureau of Naval Personnel were transferred to the Chief of Bureau of Supplies and Accounts. Compliance with the order of the Secretary of the Navy came in the form of a Joint Circular Letter from the Chief of Naval Operations in March 1945.

The Secretary of the Navy established the Navy Ship's Store Office in April 1946. In 1949 the technical assistance and guidance of Ships' Stores Afloat was added to the resale mission. To eliminate some of the confusion concerning the names of various resale operations in the Navy, Ship's Service Stores Ashore were designated Navy Exchanges in 1952 to coincide with the names given to stores at other military bases. Stores that were providing groceries and other food type products were merged with the Navy Commissaries. The stores aboard ships continued to be called Ships' Stores Afloat.

Sometime in the 40's BUPERS authorized the establishment of Command Recreation Funds maintained by naval districts or river commands, Air Training Command, type commands or naval force commands, for the purpose of facilitating the equalization, distribution and supervision of unit and composite recreation funds within such commands. Each of these command recreation funds had a board of administrators with the command special services officer being a voting member. The boards met at least once a month, acting on request for funds from ships and stations within the command, taking action on recreation projects, and disbursing money out of the fund. Command fund special services officers prepared a quarterly financial statement and forwarded a copy to BUPERS. Additionally, they prepared a consolidated financial statement of all recreation funds within their command. Along with the consolidated statement they submitted a list of activities maintaining recreation funds under their cognizance. District commandants levied assessments against unit and composite funds within the command to derive its funds. The command special services office also inspected the special service organizations within the command. (Special Services Manual, NAVPERS 15869, 1954.)

The policy governing the All-Navy Sports Program was established by BUPERS on May 13, 1948. Normally, for team sports, the Commander, Service Force Atlantic and Pacific Fleets were responsible for the designation of a team to represent the Navy Atlantic Area and the Pacific Area, respectively in the All-Navy finals. (All-Navy Sports Program Policy and Rules, NAVPERS 15814.)

After the war, President Truman appointed a civilian committee to study religion and welfare in the armed forces. The committee conducted several studies and prepared reports on community organizations, family housing, information, education, and free time. The study of free time was further defined as encompassing recreation, entertainment and other activities. Dr. Charles K. Brightbill, University of Illinois, a leader of the recreation movement in the United States, served as the committee's executive director. As a result, the committee is often referred to as the "Brightbill Committee" in recreation literature. The report was based on research done in 1949 and 1950 and submitted to the President in February 1951.

Unlike the Fosdick reports and the congressional hearing of 1866 and 1901, the Brightbill Committee was not critical of the performance of the recreation services delivery system during the war. There were no recommendations for the abolishment and replacement of Special Services as there had been with the sutler and bumboat system and the welfare agencies. The letter of transmittal for the report states that no attempt was made to analyze the needs of service members in combat zones or aboard naval ships. World War II had been over for four years when the study began. The Korean Conflict had begun six months prior to the submission of the report.

The Committee's report contained seven findings. They were:

- (1) Recreation programs were not receiving the support they needed.
- (2) Military commanders did not have the knowledge needed to develop well-rounded programs.
- (3) A shortage of qualified supervisory personnel existed.
- (4) A shortage of adequate facilities and funding for free-time programs existed.
- (5) A lack of coordination of free-time activities between military and civilian communities was evident.
- (6) The present program is superior to the pre-World War I program and should be a source of pride.
- (7) A commendable interest in and support for free-time programs on the part of many commanding officers was observed.

The text of the report notes the Special Services program at the time, included: motion pictures, athletics, libraries, service clubs (Army/Air Force), hobby shops, theatre, dances, and clubs (open messes). Exchange activities are not generally considered to be a part of welfare and recreation although their effect on morale is important, and profits from them are the principal support of welfare and recreation activities.

The report of the Committee contained 21 recommendations for improvement of free-time programs including:

- Free-time programs and activities in the Armed Forces should fulfill the following objectives in order of importance:
  - (a) Provide **indispensable** free-time opportunities to keep men from degenerating and to meet basic free-time needs.
  - (b) Provide a wide variety of **essential** free-time opportunities to further personal growth and enhance personal group morale.
  - (c) Provide, where feasible, and without interfering with other phases of the program, **desirable** free-time opportunities to further personal growth and to make military service more attractive.

Other actions proposed by the committee called for:

- Increased emphasis on the qualifications of supervisors.
- Cooperation between military and civilian community programs.
- Support for recreation programs for isolated sites and the Fleet.
- Fees for activities in the lowest category. ("Free Time in the Armed Forces", The President's Committee on Religion and Welfare in the Armed Forces, 28 Feb., 1951.)

It is interesting to note that the 1951 Brightbill Committee report is the first to mention the three categories of recreational activities in priority order.

The Navy Comptroller adopted the Committee terms for the categories when classifying MWR appropriated funding entitlement. In the late 1980s the terms changed to Category A mission sustaining, Category B basic community support and Category C business activities. The three-category classification is primarily the same tax-based funding categories applied to public community recreation. Economist classifies recreation services into three categories: Private (Cat.C), merit (Cat.B), and public services (Cat.A).

The major programs of the Navy Resale System were in place and operating under the specific titles of Navy Exchange, Navy Commissaries, and Ships' Stores Afloat. Additional programs have been added to the responsibilities of the Navy Resale System since 1950. These additions and changes included:

- Operation of Naval Uniform shops, which were added to the Navy Exchange Program in 1960.
- Navy Lodges were established and management of the lodges became part of the Navy Exchange System in 1970.

Prior to 1957 training in special services and club management was non-existent in the Navy. BUPERS put on the first Career Development Program for mess managers with a one-week course at Cornell University in 1952. From this experience at Cornell University the idea of a training program for mess managers was born. On July 1, 1957 the Mess Management Training Facility was open for business at Patuxent River, MD. The nature of MWR programs remained relatively unchanged in the late fifties and early sixties. In 1958 the first formal classroom training under the sponsorship of the Special Services Division, BUPERS were offered at the open/closed mess-training unit at Patuxent River, MD. **(History of MWRTU, Ted White)**

Many Golf course and bowling center managers were allowed to operate their own resale outlets. The managers received a salary plus all sales revenue from the privately owned merchandise, food and beverage retail inventories. This practice was discontinued in 1963. Golf and bowling center managers who managed resale outlets on behalf of special services could be paid up to 10% of net profit from sales. This practice was discontinued in 1976. Navy golf pros are still allowed to teach and receive up to 90% of lesson fees in addition to salary.

The Navy commercial uniform shops transferred to the Navy Exchange in 1960. These shops were departments of main exchange stores. A decision was made in June, 1961 to establish a field service section within the BUPERS Special Services Division with two employees; one to cover activities West of the Mississippi and the other one to cover activities East of the Mississippi.

The Enlisted men's (EM) Club program management shifted from BUPERS to NAVRESSO in 1961. EM clubs were little more than beer halls and snack bars. The Marines informally called their EM clubs "slop chutes". Little in the way of improvements was done over the following ten years.

One of the biggest boosts for the special services program, especially sports and fitness activities, was the requirement for quarterly physical fitness testing of all active duty personnel. This occurred in 1962 and was affectionately called JFKs after President Kennedy who mandated the tests. The boost came from sailors who, to pass the test and stay in reasonable shape, flocked to the gyms, fitness centers and sports programs.

In 1964 the Special Services Division of BUPERS automated the recreation accounting system in CONUS. Local special services, open and closed mess organizations posted and maintained general ledgers and created financial reports by hand. The centralized automated accounting system for recreation was a modification of the Navy Exchange accounting system. The new automated accounting system was named the Recreation Automated Central Accounting System, acronym RACAS. The original RACAS staff was made up of former Navy Exchange employees. RACAS used the Navy Exchange mainframe computer located at Brooklyn, N.Y. Mess accounting remained a manual system, not to be automated for another twelve years.

The first worldwide Special Services Training Conference was held at NAS Jacksonville in April of 1965.

Secretary of Defense McNamara, in 1966/1967, introduced CIV-SUB to the Armed Forces. CIV-SUB, simply stated, was the conversion of many active duty special services and club military billets ashore to GS civilian positions. It placed professionally prepared people into special services supervisory positions.

The Vietnam War period and the aftermath brought a lot of attention to Armed Forces MWR, especially non-appropriated fund operations in clubs and exchanges. Up until 1966, the Navy Exchange operated the exchanges and clubs in Vietnam. As a result of the major troop build up, the Army and Air Force Exchange System (AFFES) took over exchange operations from the Navy. That is when the corruption began in earnest. The "khaki mafia" had been transferred in from Augsburg, Germany. Corruption in the exchange and club system was rampant. Slots, entertainment, liquor, beer, supplies and equipment were the weak spots. The Army had the majority of the corruption but the Navy didn't escape the debauchery. The manager-treasurer of the Marianas Officers' Mess on Guam for more the 20 years was the principle buyer of alcoholic beverages for Air Force and Navy. There seemed to be no limit to the lengths to which liquor and beer salesmen and executives would go to curry his favor. The Jim Bean Distilling Co., National Distillers, Carling Beer and others were paying the Guam Club manager big kickbacks. Budweiser who would not pay, tried to blow the whistle but failed to get anybody's attention. Budweiser's sales were minimal to the military.

It is interesting to note that the Army and Air Force lost all of their slot machine operations as a result of the Vietnam fraud and corruption. The Navy did not, and continues to operate them today. Army and Air Force slot machines operations were restored in the late 1970's.

In late 1968, the staff of the Senate Permanent Subcommittee on Investigations found evidence to indicate that corruption, fraud, graft and mismanagement were prevalent in certain clubs and messes in Vietnam and elsewhere. It also alleged that similar illicit and irregular practices were taking place in post exchanges in Vietnam and elsewhere. The subcommittee's report, known as the Ribicoff Report after Sen. Abraham Ribicoff, Connecticut, acting chairman was issued in 1971. It contained 15 recommendations. The first recommendation was that DoD consolidate all NAF activities, including the clubs and messes, Army and Air Force Exchange System (AAFES) and welfare funds into one Defense governing body. This organization was to have a board of directors and board secretariat that would provide the Secretary of Defense with an in-house organizational structure to control and audit NAF operations of all DoD components. ("Report of the Committee on Government Operations, United States Senate, 1971, Fraud and Corruption in Management of Military Clubs", Case Study.) This recommendation was not approved. However, this report caused Congress and others to realize that NAF operations were large and wide ranging. The Ribicoff Report recommendations may not have been fully implemented but they did cause major oversight of NAF operations both for NEX and MWR. At one time there were over 25 agencies "looking into", auditing, inspecting and reviewing MWR and NEX. This oversight continues today but without the intensity as the 70s.

1971-72 saw the first recreational services departments organized. These were the forerunners to the single fund MWR departments of the mid-eighties. Naval Shipyard Mare Island, CA., SUBASE New London, Conn. and NAS Meridian, Miss. had organized recreation services, clubs and package stores under one department. However, each unit remained a separate financial entity. With the emergence of the recreation and clubs departments, consolidated club accounting offices began to appear.

The next big event to change the way MWR and NEX conducted business came in 1972. Public Law 92-392 brought the crafts and trade NAF employees under a federal pay scheme. Department of Defense (DoD) administratively included all other NAF hourly employees. Before PL 92-392 each special services and club operation made up its own pay schedule. MWR and NEX had a joint policy concerning its NAF pay system. This policy was issued by BUPERS. There was no central NAF classification system of any substance. Generally the guidance was to use civil service classification standards

and conduct a local wage survey to set hourly wages. PL 92-392 required MWR and NEX to take yearly wage surveys. The data was forwarded to the NAF Wage Fixing Authority at DoD. The Wage Fixing Authority computed the data and created a wage schedule mandatory for local organizations. This caused major trauma, but the system survived and became stronger as a result. MWR and NEX personnel and payroll systems began to improve and become stronger.

1972 also saw the first major consolidation of recreation services. Five separate recreation organizations at Guam were consolidated and organized into four districts and an administrative support unit under Commander, Naval Forces, Marinas (COMNAVFORMARINAS). Originally it was designed somewhat like a civilian corporate organization with an executive board made up of large operational commands, including the USS PROTEUS, and the real estate owners. The senior officer was the chairperson. After six months, Consolidated Recreation (CONRECR) was reorganized into three districts and an administrative support unit. This reorganization was a reaction to a slow response time on the part of the administrative support unit. Additionally the reorganization gave more power to the commanding officers. The administrative support unit controlled the manpower authorizations, approved district budgets and distributed NEX profits. During CONRECR's life, 1972 - 1990, a love/hate relationship existed. CONRECR was finally dissolved in 1990.

In the spring of 1972, the Recreation Management Course facility was closed at Dam Neck and the staff moved to Patuxent River, MD., where it was completely restructured. At this time plans were started to get appropriated funds to build a complete academic center to accommodate the BUPERS recreation and mess courses.

In 1974 Recreational Services established a regional support office in the San Francisco area. The purpose of this office was to provide consolidated NAF procurement, accounting and a financial management information system for the Bay area commands. The accounting and financial management information system lasted three months. Procurement services for the clubs and package stores continued until 1983.

In 1975 the first Fleet Recreation Management Course was conducted. Thousands of shipboard morale and recreation officers and petty officers have been trained since its creation. 1975 also saw the package stores consolidated. Prior to this time each club had its own package store with the profits going to the clubs. Congress did not like the idea of package store profits subsidizing club operations. It also did not like the idea of so many package stores on a base. Package store profits were to go to recreation with a portion going to the clubs to offset general and administration costs.

ADM. James D. Watkins became Chief of Naval Operations (CNO) in 1975 and started issuing his famous CNO objectives. He got around to MWR in CNO Objective No. 9. In reviewing the Navy's MWR program, ADM. Watkins concluded that economic conditions were making it very difficult to continue desired levels of service. He also saw inequity in the distribution of NEX net profits to MWR. The rich were getting richer and the poor poorer. In order to correct this he prescribed the following actions for FY-77:

- Single policy and program coordination (NEX and MWR) assigned to Deputy Chief of Naval Operations (Manpower) (OP-01).
- Establish policy board consisting of flag officer representation from major commands in the field to advise DCNO (Manpower) on MWR matters.
- More critical headquarters level (as well as the chain of command) review of proposed MWR facility projects.
- Introduced the concept of self sufficiency to MWR.
- Establish a headquarters assessment of 50% of Navy Exchange profits available monthly.

The major commands overwhelmingly indicated that greater headquarters centralization was unacceptable. They agreed that greater centralization was acceptable only if limited to common support functions with operational control of activities remaining as a direct responsibility within the chain of command.

Headquarters went out with its first system-wide recreation services budget call. Many recreation services organizations resented having to send budgets to headquarters. They finally came around once they found out that headquarters was not going to shut them down or interfere with day-to-day business. Budgets were submitted directly to headquarters. Headquarters based on legitimate un-funded requirements issued operational grants. A 75% overall self-sufficiency was established as a threshold requirement. Headquarters also issued self-sufficiency standards for each recreation program element and a schedule of fees and charges with high and low limits for the field to follow. This was rescinded at the eleventh hour due to the hue and cry from the field. The schedule was issued as guidelines only. An overall recreation services self-sufficiency of 75% remained a requirement.

The Echelon II (major claimants) headquarters became major players in the budget process. Clubs were not required to submit a budget. Commissioned Officers' Messes (closed) were disestablished throughout the Navy in 1976. All food and beverage service went away. Essential feeding for officers was transferred to Officers' Open Messes ("O" clubs/COMO). The COMCLOSED became simply the Bachelor Officers' Quarters

(BOQ). Some of the COMCLOSED were authorized social functions when no O club was available. Small “O” clubs sprang up when these COMCLOSED with social functions were disestablished.

The Recreation Operations Division introduced the Information, Tickets and Tours (IT&T) program to the Navy in 1976. In 1977 the Enlisted clubs were transferred from NEX to MWR control. Additionally major claimants took a greater interest in MWR. Professional civilians were placed on major claimant staffs for greater oversight. Also in 1977 the Special Services Department became more active in the facilities design process. Headquarters took a proactive role in the Shore Facilities Construction process. It informally became the NAF systems intercessor, the bridge between local special services and club entities and the Naval Facilities Engineering Command (NAVFAC).

1978 saw Echelon II roles growing and the establishment of more Recreational Services Departments locally. The BUPERS headquarters unit changed its name to Recreational Services Division. Commanding officers were given the option of NEX or MWR control of amusement machines in recreation/club/common use spaces in 1978.

In 1978 the Recreational Training Unit at Patuxent River contracted with Dr. John Crompton, noted leisure services business lecturer and author, to deliver a series of three day marketing workshops. These workshops were scheduled for major Navy concentrations worldwide over the next three years. Navy MWR embarked on a patron driven marketing business-like approach to the design and delivery of its programs.

In the late 1970s the CNO expressed concern and designated BUPERS (then Naval Military Personnel Command (NMPC)) program manager for Navy Child Care services. Local childcare operations were consolidated under recreation services.

An informal overseas recreation intern program was started at the Recreational Services Training Unit (RSTU) at Patuxent River. This was in direct response to request for assistance from the overseas organizations. RSTU acted as a broker handling the liaison between the overseas organizations, the university and the students.

In 1978 forerunners of the modern fitness (health club) centers were built at SUBASE Pearl Harbor and NAVSTA Philadelphia. Additionally NAVSTAPHILA was the first MWR organization to use murals throughout recreation spaces.

100% of the NEX net profit distribution went to BUPERS central recreation fund beginning in 1979. NAF operational grants were disbursed using the NAF un-funded requirements from local budget submissions as justification.

In 1980 funds for youth programs overseas were obtained from the Combined Federal Campaign for all commands with youth programs. Snack bars within recreation spaces were transferred from NEX to MWR in 1982. Also in 1982 mess accounting was automated and centralized at the headquarters accounting unit at Patuxent River.

NAVRESSO tested a contract name brand fast food concept with a Burger King, which opened at Naval Base, Pearl Harbor in October 1982. The contract was awarded to a local concessionaire on a competitive-bid basis. The Burger King replaced a Navy Exchange cafeteria and was a success from the start.

Public Law 97-214 was passed in July 1982. This law set up the mechanism for DoD MWR organizations in the field to be the primary beneficiaries of the results of sales of recyclable materials. In the fall of 1982 the MWR Division, BUPERS initiated a major campaign to encourage MWR organizations to champion the recycling effort aboard their bases. This was a new NAF revenue source for MWR.

Field representatives from Recreational Services Division, NMPC, started recommending that clubs, package stores and recreation services organize into one department aboard base. Commanding officers accepted their recommendations. This major trend toward recreational services departments started in earnest in 1982.

In 1983 the headquarters Recreational Services Division (NMPC-65) became a department (NMPC-11) of Naval Military Personnel Command (NMPC). The first major recreation conference was hosted at Kansas City, MO. During October 1983, the Navy Joint Services Activity, New Sanno Hotel, Tokyo moved to its new facility. The Government of Japan built this facility under agreements between the two countries as a replacement for the old Sanno Hotel. NAVCOMPT approved a request to modify NAVCOMPTMAN Vol. 7 to incorporate a provision for appropriated fund reimbursement of authorized costs paid with non-appropriated funds. The centralization of classification for all non-appropriated annual salaried positions worldwide was completed. During 1983, special emphasis was placed on initiatives toward the accomplishment of zero tolerance of drug and alcohol abuse in the Navy. In 1983 there were a total of 283 messes (clubs) and 110 consolidated package stores located in 28 states and territories and 20 foreign countries. In 1983, the Fleet Recreation coordinator (FRC) program was in full swing with 15 FRCs in place.

In 1984 the headquarters Mess Division developed a Club Enhancement Program (CEP) to assist in upgrading the quality of food, service, marketing and the ambiance in Navy messes. Messes successfully completing the CEP training received \$2600.00 per mess toward the cost of equipment in upgrading the tabletop appearance.

The success of Burger King contracts convinced NAVRESSO that customers strongly desired and would respond positively to name brand fast food. (The FY 86 Navy Wide Leisure Needs Survey indicated 68% of active duty personnel desired fast food dining.) Responding to the needs of bases at foreign countries and remote locations NAVRESSO structured a system-wide contract for name brand fast food hamburger operations that required nationally recognized bidders to provide facilities at all installations designated by NAVRESSO. The contract was competitively solicited and an award was issued to the McDonald's corporation in the summer of 1984.

DoD promulgated policy in 1984 that required each service to prioritize MWR programs based on patron demand. This demand was to be gauged scientifically with a survey instrument. This leisure need survey was to be completed by each command with ashore MWR responsibilities each three years. The Navy created a four-element measurement and evaluation procedure, which it called Smart Compass. The four elements were:

- (1) Leisure needs assessment (LNS).
- (2) Cost (APF & NAF) assessment.
- (3) Resource (facilities) assessment.
- (4) Program assessment.

Smart Compass was piloted at nine bases in 1985. The LNS was implemented and issued to 1/3 of the Navy in 1986 and routinely survey the Navy's population by the random sample method.

The Family Home Care program was included under the Navy Child Development program in 1985. Also in 1985 the Recreational Services Division formally recognized the overseas intern program and started funding the direct cost of transportation. The responsibility for the program was assigned to the Personnel Branch at headquarters. In addition local recreational services started receiving the profits from the pay telephone contracts on base.

The first leisure travel contract was competitively bid in 1986. Headquarters Club Branch developed Navy Club Operations Standards of Service Checklist to evaluate messes during command inspections and to serve as a self-evaluation tool for club managers. The Afloat Recreation Specialist program was expanded to nine fleet commands in 1986.

The MWR NAF single fund was introduced in 1986. Single fund status was voluntary. The accounting system changed thus making single fund status very compelling for field MWR organizations. Many MWR departments existed at that time with as many as seven separate non-appropriated fund instrumentalities (NAFI) under its umbrella. A single NAFI was created with one balance sheet.

February 1987 the Recreational Services Division assumed program manager responsibility for Civilian Morale, Welfare and Recreation (MWR) programs. Also in 1987 headquarters held a coordinating meeting on command Family Home Care. NMPC and NAVRESSO completed the realignment of responsibilities for managing the MWR functions of amusement machines, pay telephones and consolidated package Stores (transferred to NAVRESSO). In 1987 MWR added Management Pool managers to provide on site management assistance to NAVSTA Brooklyn, NAS Keflavik, NAVSTA Guantanamo Bay, and COMNAVACTS UK. Thirty civilian professional Fleet Recreation Coordinators were in place at major Fleet centers (including ASU Bahrain) and 17 civilian Fleet Recreation specialist were on board 15 ships in 1987. Child Development Centers implemented a standardized caregivers training program which was viewed by industry professionals as a “model” for the civilian sector.

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Appendix D



### Navy Leadership's Guidebook for the Administration of MWR Programs

---

## INTRODUCTION

---

### NAVY MWR VISION STATEMENT

---

Navy MWR is committed to providing our Sailors and their families access to the best possible customer-focused, MWR core program package regardless of duty station.

---

### NAVY MWR OVERVIEW

---

1. The Services are tasked by the Secretary of Defense to establish, operate, and fund well-rounded Morale, Welfare and Recreation (MWR) programs and facilities. MWR is comprised of over 50 different activities, ranging from fitness centers, libraries, child care programs, youth activities, and business operations, such as golf courses, bowling centers, and food and beverage operations. This array of programs and facilities support mission readiness, personnel retention, and overall quality of life.

a. MWR programs are supported by a combination of nonappropriated (NAF) and appropriated funds (APF). NAF revenues generated by MWR business activities are used to sustain and recapitalize the operations and subsidize day-to-day operations of MWR programs that are unable to produce sufficient revenues to financially sustain themselves.

b. The Department of Defense (DoD) Authorization Acts of fiscal years 1987 and 1988 directed MWR to restructure into three categories, with APF support authorized accordingly. These categories are:

CATEGORY A. Activities that most directly support mission requirements and include activities such as sports, fitness, libraries, and movies onboard ship. By DOD policy, these activities are authorized to receive the highest level of APF support to finance their operating costs – up to 100 percent of expenses.

CATEGORY B. Contains community support activities such as youth, child development, and recreational skill development programs (e.g., personal computer instruction programs, auto repair skills, and instruction). These activities are authorized APF support at approximately 65 percent of total expenses.

CATEGORY C. Encompasses business activities or profit generators such as food and beverage services, bowling centers (over 12 lanes), golf courses, marinas, etc. APF support for Category C activities is generally limited to indirect expenses such as fire protection and security, which equates to approximately five percent of expenses. Overseas and remote bases are authorized to receive greater APF support for their Category C activities to cover utilities and other specified operational costs. Over and above these limited APF support entitlements, Category C activities are expected to be self-sufficient.

2. The overall MWR program umbrella is extensive in terms of operations, facilities, and funding. In some form, MWR programs operate on every Navy installation worldwide. Additionally, MWR operations aboard ships and in support of deployments typically consist of a wide range of fitness, library, and leisure time recreation activities. The sections that follow provides a brief explanation of MWR operations, facilities, and funding.

**TABLE OF CONTENTS**

<b>SECTION A.</b>	NAVY MWR & NEX BOARD OF DIRECTORS .....	3
<b>SECTION B.</b>	NAVY MWR NEW INITIATIVES .....	5
<b>SECTION C.</b>	MAJOR MWR RECREATION PROGRAMS .....	7
<b>SECTION D.</b>	THE NAVY CHILD DEVELOPMENT PROGRAM .....	15
<b>SECTION E.</b>	MWR NONAPPROPRIATED FUND (NAF) PERSONNEL PROGRAM.....	17
<b>SECTION F.</b>	MWR FACILITIES .....	19
<b>SECTION G.</b>	NONAPPROPRIATED FUND (NAF) PROCUREMENT POLICY .....	23
<b>SECTION H.</b>	THE NAVY FLYING CLUB (NFC) PROGRAM .....	25
<b>SECTION I.</b>	THE NAVY MWR TRAINING PROGRAM.....	27
<b>SECTION J.</b>	NAVY MOTION PICTURE SERVICE (NMPS) .....	29
<b>SECTION K.</b>	NAVY PERSONNEL COMMAND (NPC) MWR FINANCIAL MANAGEMENT .....	31
<b>SECTION L.</b>	UTILIZATION, SUPPORT, AND ACCOUNTABILITY .....	33
<b>SECTION M.</b>	SHIP'S STORE AND AFLOAT MWR.....	35
<b>SECTION N.</b>	THE MWR AND NEX PROFIT SHARING SYSTEM .....	37
<b>SECTION O.</b>	NAVY MWR NAF FINANCIAL STANDARDS .....	39
<b>SECTION P.</b>	NAVY MWR FISCAL OVERSIGHT REVIEW.....	43

**SECTION Q.**    **AUXILIARY RESALE OUTLETS (AROs)..... 45**

**SECTION R.**    **NAVY CIVILIAN MWR ACTIVITIES..... 47**

**SECTION S.**    **PRIVATE ORGANIZATIONS ON NAVAL  
INSTALLATIONS ..... 49**

**SECTION T.**    **THE MAJOR CLAIMANT'S AND REGION'S ROLE  
IN NAVY MWR..... 51**

---

## **SECTION A NAVY MWR & NEX BOARD OF DIRECTORS**

---

1. OPNAVINST 1700.13 established the MWR and Navy Exchange (NEX) Board of Directors (BOD) to provide policy guidance and oversight of Navy nonappropriated fund (NAF) operations. The BOD is chaired by the Vice Chief of Naval Operations, with voting membership from CINCLANTFLT, CINCPACFLT, CINCUSNAVEUR, CNET, COMNAVSUPSYSCOM, COMNAVRESFOR, the Office of the Chief of Naval Operations (N1, N4, and N8), two Echelon II Commands representing interest of all other Echelon II Commands, and the MCPON. The respective Program Managers, Navy Personnel Command (PERS-6), and Commander, Navy Exchange Service Command, attend as ex-officio non-voting members. The Assistant Secretary of the Navy (M&RA) and the Judge Advocate General of the Navy attend as ex-officio non-voting members.
2. The BOD is responsible for making major business decisions impacting MWR and NEX programs. These include reviewing and approving major policy, planning and program issues pertaining to Navy MWR and NEX programs (e.g., changes in operations affecting support to Sailors, funding/requirements, assessment rates, major organizational changes, program initiatives, long-range plans, recapitalization and other major issues as appropriate). They review the amount and effective utilization of APF support for MWR and NEX programs. In addition, they review and approve the Navy MWR and NEX central construction program and annual operating budgets. The BOD meets semi-annually or at the call of the Vice Chief of Naval Operations (VCNO).
3. The MWR and NEX Flag Level Executive Council (FLEC) functions as a body to screen MWR and NEX issues for BOD consideration. This Executive Council provides a balanced focal point for high-level fleet and program manager joint reviews of issues that are to be referred to the BOD. The FLEC staffs and resolves any differences between the MWR and NEX program managers or Echelon II representatives on financial and programmatic matters. They are specifically tasked to continually review APF support for MWR and NEX programs with the objective of maximizing the use of APF budgeted for these quality of life programs. Composition of the FLEC is as follows: OPNAV N-4 (DCNO, Logistics) serves as the chairperson of the FLEC with PACFLT (N46), LANTFLT (N46), NPC (PERS-6), and COMNEXCOM as members. A non-flag-level working group supports the FLEC. The FLEC meets quarterly or at the call of the chairman.

**This page left blank intentionally.**

---

## **SECTION B    NAVY MWR NEW INITIATIVES**

---

1.    Navy MWR Customer Survey. Both Headquarters and MWR field activities have a requirement for gathering MWR customer feedback. Although the requirement is the same, the types of data needed are different. Headquarters needs Navy-wide patron feedback to develop funding strategies, MWR program direction, and to obtain data to help justify facility construction projects. MWR field activities need patron feedback to ensure local programs are meeting the needs of their patrons, as well as justify and/or validate facility construction projects.
  
2.    PERS-65, in partnership with Navy Personnel Research Studies Technology (NPRST), developed both the Navy-wide Customer Assessment Survey and the Pulse Point survey system allowing collection of both levels of data. The Pulse Point customer survey system allows local MWR activities to design, administer, and analyze their own customer surveys. This Pulse Point system enables local commanders and MWR departments to conduct and analyze surveys as frequently as desired. Pulse Point was made available to field activities in October of 1998 and was distributed in conjunction with the FOCUS 2000 regional workshops conducted during FY-99.
  
3.    Outsourcing/A-76 Study. Navy Personnel Command, PERS-65, has a competitive sourcing/privatization office that can assist local commands with A-76 procedures and public/private ventures within MWR NAF activities. POC for this office can be reached at DSN 882-6662 or COMM 901-874-6662.
  
4.    Management Information System (MIS). PERS-65 is currently conducting a test of new timekeeping, point of sale, and accounting systems. The test sites are the bases located in the Jacksonville and Seattle areas. Once the test sites are up and running, a return on investment calculation will be performed. Based on the outcome of the two tests, the new MIS will be rolled out worldwide. PERS-65 POC for the MIS project can be reached at DSN 882-6500 or COMM 901-874-6500.
  
5.    Regionalization. Numerous MWR offices and activities are being regionalized. This often entails MWR operations as well as funds being collapsed and/or integrated into one operating system and fund. PERS-65 POC for regionalization issues can be reached at DSN 882-6662 or COMM 901-874-6662.

**This page left blank intentionally.**

---

## SECTION C MAJOR MWR RECREATION PROGRAMS

---

**1. Recreation Center/Fleet Recreation.** Programs specially developed and centers targeted to active duty fleet Sailors. Programs may include trip/local tours ashore, special interest group programming, social events, sports, table games, amusement machines, food and beverage, laundry, and special events.

a. Three key elements have been identified as crucial to quality of life aboard ship: recreation equipment, physical fitness equipment, and library multi-media resource centers (LMRCs). Lack of space onboard ships limits the capacity of fitness centers and shipboard libraries. LMRCs are designed around a multi-media computer system that exponentially increases ship's capacity for information storage and retrieval for leisure purposes.

b. Fleet Recreation Coordinators (FRCs) are civilian recreation professionals dedicated to supporting the fleet. FRCs are located at major fleet concentration areas throughout the world and provide assistance to ships in programming, financial management, recreation administration, procurement, and property management.

**2. Single Sailor Recreation (Liberty) Programs.** Navy policy defines the single Sailor recreation program as "A dedicated, aggressively marketed program emphasizing special events and recreational/social skills development aimed exclusively at enlisted single Sailors." The program promotes existing MWR activities, offers skills development by teaching Sailors "how to recreate," and sponsors special events such as block parties, field trips, outdoor adventure, and social programs geared to the 18-24 age group. Key elements for a successful program include:

(1) a full-time professional program manager member who can identify with young Sailors;

(2) a dedicated space as "homeport" for activities; and

(3) adequate funding. Single Sailor recreation programs are Category A activities and are authorized 100 percent appropriated fund support. PERS-65 POC can be reached at DSN 882-6533/6630 or COMM 901-874-6533/6630.

**3.** Training commands are a program priority, as well as bases with a BEQ population of more than 1,000 residents and overseas installations that have limited off-base quality-of-life opportunities. Single Sailor recreation programs at small bases are usually

managed by a civilian recreation professional in conjunction with other responsibilities. Approximately 30 percent of the Navy are represented in this target population. Because traditional MWR programs do not always meet the unique needs of active duty young adults, single Sailor recreation programs are an important component of the MWR spectrum. Success of the program is largely a function of the commitment of commanding officers, senior enlisted leadership, and MWR management.

**4. Sports and Fitness Program.** The base-level sports and fitness program consists of fitness centers, informal or recreational sports, and organized (intramural) sports. This program is classified as Category A. PERS-65 POC can be reached at DSN 882-6621/6632 or COMM 901-874-6621/6632.

**5. Higher Level Sports Program.** The higher-level sports program (i.e., Armed Forces Sports Program) is directed at active duty members who demonstrate exceptional athletic abilities. Competitive forums for the higher level sports program include Navy Trial Camps (used to evaluate and select athletes for Navy teams) and the Armed Forces Championships. These two competitive forums provide a pathway for athletes to represent the Armed Forces in competition at the international level. From this group, individuals are selected to participate in the Conseil International du Sport Militaire (CISM) competitions. CISM is composed of 120 nations who participate throughout the year in various athletic competitions. These forums also provide an opportunity for qualifying Navy members to compete in preparatory sports events leading to possible selection to teams representing the United States in international competitions such as the Olympic and Pan American Games. The success of the higher-level Navy sports program is dependent upon the individual's commanding officer, without whose support, athletes cannot be released to participate in this program. These programs are funded by Navy Personnel Command (NPC). This program is classified as Category A. PERS-65 POC can be reached at DSN 882-6621/6632 or COMM 901-874-6621/6632.

**6. Deploying Navy Construction Battalions.** Each unit is issued a recreation deployment kit that is a compact, lightweight container filled with sports, recreation, and entertainment equipment. These "cruise boxes" provide basic MWR equipment for use in isolated and remote areas that have little or no quality of life facilities or support. The equipment contained therein has a useful life of approximately six months, the average duration of a typical deployment. This program is classified as Category A. PERS-65 POC can be reached at DSN 882-6620 or COMM 901-874-6620.

**7. Library Program.** Libraries are an integral part of the Navy's Quality of Life (QOL) program. The Chief of Naval Operations (CNO) (N1) serves as the Navy

resource sponsor for the library program. The Chief of Naval Education and Training (CNET) has overall operational responsibility for the library program, which consists of two primary components: local command libraries afloat and ashore; and the central/ Headquarters program that distributes library materials and provides technical and administrative support to all Navy libraries. The library program is a Category A MWR activity and is authorized full funding from APF. Limited MWR NAF support for the library program is permitted to supplement procurement of print and non-print library materials, e.g., books and video/audio materials. For more information, refer to SECNAVINST 5070.3A and NAVEDTRA manual 38021. PERS-65 POC can be reached at DSN 882-6620 or COMM 901-874-6620.

**8. Youth Recreation Program.** A comprehensive, year-round recreation and sports program for youth in kindergarten through twelfth grade. All youth staff undergo a National Agency Check Inquiry (NACI) and a National Agency Check (NAC) as a requirement of employment. Funding for the youth program is maintained through a mix of APF and NAF. This program is classified as Category B. PERS-65 POC can be reached at DSN 882-6697/6703 or COMM 901-874-6697/6703.

**9. School Age Care (SAC) Program.** Provides care before and after school at the Child Development Center, Youth Center, or other MWR facility for children in kindergarten through age 12. Full day programs are offered during summer and holiday breaks. DoD has established policy and standards for the operation of SAC programs. Participant fees are standardized and based on total family income. SAC programs are inspected annually and must meet all safety standards to be awarded a certificate to operate by DoD. This program is classified as Category B. PERS-65 POC can be reached at DSN 882-6697/6703 or COMM 901-874-6697/6703.

**10. Community Activities/Center.** Community centers are targeted to youth and families. Activities include classes, special interest group programming, and other community family related programs. This program is classified as a Category B. PERS-65 POC can be reached at DSN 882-6703 or COMM 901-874-6703.

**11. Outdoor Recreation Program.** Provides opportunities to learn via instructional classes and participation in a wide variety of outdoor recreation activities, programs, and services. Areas and facilities include outdoor equipment rental centers, parks/picnic areas, trails, rope courses, climbing walls, archery ranges, skeet & trap, recreational vehicle (RV) parks/storage, campgrounds, stables, marinas, beaches, cabins/cottages, and off-base recreation areas. This program is classified as Category B except rentals of "big ticket" rental items such as RVs, which are classified as Category C. PERS-65 POC can be reached at DSN 882-6699/8 or COMM 901-874-6699/8.

**12. Marina Services Program.** Provide support for water sport activities with instruction and equipment rental geared for non-boat owners. Private berthing and the retail sale of specialty items, gas, ice, tackle, bait, fishing licenses, etc., are provided, where feasible, to offset the cost of providing water-based recreation programs. This program is classified as Category B if there is no resale and/or private boat berthing. If there is resale and/or private boat berthing, the program is classified as Category C. PERS-65 POC can be reached at DSN 882-6699/8 or COMM 901-874-6699/8.

**13. Information, Tickets and Tours (ITT).** An ITT program is located on virtually every ashore installation in the Navy. ITT serves the military community by offering local recreation information (on- and off-base) and provides access to a wide variety of national and regional attractions, entertainment tickets, and local tour services at reduced/discounted rates to Sailors and their families. The newest element of the ITT program is a mobile outreach unit recreational ticket vehicle (RTV). This program is classified as Category B. PERS-65 POC can be reached at DSN 882-6690 or COMM 901-874-6690.

**14. Leisure Travel Program.** Usually co-located with the ITT or Pass/Transportation Office (PTO), the Navy leisure travel program provides vacation travel services to the military community. A full range of travel services is offered including airline, car rental, lodging, tours, and other travel. These services are primarily offered by a civilian contracted travel agency. This program is classified as a Category C. PERS-65 POC can be reached at DSN 882-6690 or COMM 901-874-6690.

**15. Auto Craft Skills Center Program.** Provides garage bay space and appropriate tools for authorized patrons to work on personal vehicles. These centers are not intended to be full-service stations, but rather, facilities where patron self-help is fostered and automotive skills are learned. Guidance wherever necessary is provided by trained MWR personnel. This activity is classified as a Category B program. PERS-65 POC can be reached at DSN 882-6699/8 or COMM 901-874-6699/8.

**16. Golf Program.** The Navy golf program is offered at over 40 bases. Golf activities include course play, snack bars, pro shops, driving ranges, cart rentals, as well as classes and personalized lessons. Golf courses are required to meet minimum operational and financial standards (see section 15 of this guidebook). This program is classified as Category C. PERS-65 POC can be reached at DSN 882-6649 or COMM 901-874-6649.

**17. Bowling Program.** The Navy Bowling Program offers open and league bowling, and special youth programs. Instructional classes, pro shops, game rooms, and food and beverage areas. As with golf courses, bowling centers are required to meet minimum

operational and financial standards (see section 15 of this guidebook). This program is classified as Category C if there are 13 lanes or more, and Category B if 12 lanes or under. PERS-65 POC can be reached at DSN 882-6651 or COMM 901-874-6651.

**18. Community and Social Activities.** Navy MWR also includes community and social activities such as food, beverage, entertainment, and related recreation activities for active duty personnel, military retirees, and DoD civilians and their families at Naval installations worldwide. The Navy MWR food and beverage system includes a wide variety of alternatives, such as:

**a. Catering and Conference Facilities**

- Social events
- Ships' parties
- Picnics
- Command functions
- Meetings
- Training
- Delivery and pick-up of catering packages

**b. Fleet recreation/single Sailor special events on base**

- Picnics
- Recreation/entertainment
- Festivals

**c. Quick Service/Branded Food Operations**

**"In-House"**

- **Parcheezi's** (Pizza, pasta, sub sandwiches, Calzones)
- **Cactus Cantina** (Tacos, burritos)
- **Market Street Grill** (Burgers, Philly cheese steaks, salads, deli sandwiches)
- **Noodles** (Oriental style entrees, appetizers, fried rice, soups)
- **Chicken Jose'** (Rotisserie chicken, wrap sandwiches, salads)
- **Grab and Go** (Breakfast and bakery goods)

**"National/Regional Brands"**

- **A&W** (Burgers, chicken sandwiches, hot dogs, root beer)

- **Colombo Refreshment Centers** (Frozen yogurt, smoothies)
  - **Seattle's Best Coffee** (Gourmet coffee, expresso based drinks, bakery goods)
  - **Hot Stuff Pizza** (Pizza, bread stix, pasta, hot dogs, breakfast sandwiches)
  - **Mean Gene's Burgers** (Burgers, fries, chicken sandwiches, hot dogs)
  - **Smash Hit Subs** (Hot and cold sub sandwiches, wrap sandwiches, salads)
  - **Cinnamon Street** (Fresh made cinnamon rolls, bakery goods, gourmet coffee)
  - **Chix** (Fried chicken, hot and cold side dishes, chicken sandwiches)
  - **Eddie Peppers** (Tacos, burritos, taco salads, nachos, breakfast burritos)
  - **Joey Pagoda's** (Oriental style entrees, egg rolls, fried rice, soup)
  - **MacGregor's Market** (Burgers, sandwiches, pizza, appetizers, salads, soups)
- d. Beverage and Entertainment Operations
- Night Clubs
  - Sports Bars
  - Brew Pubs
- e. Food and Beverage Operations at Golf, Bowling Centers, and Marinas, etc.
- (See Quick Service/Branded Food Operations, above)
- f. Gaming and Amusement Operations. These MWR food and beverage activities are Category C unless located at a designated isolated and remote base, where they are then funded at the Category B level. PERS-65 POC can be reached at DSN 882-6639/40 or COMM 901-874-6639/40.

---

## SECTION D THE NAVY CHILD DEVELOPMENT PROGRAM

---

1. Navy Child Development Services provide high quality, developmentally appropriate programs in child development centers (CDC) and family child care (FCC) homes. Commanding officers of installations that have child care centers may establish priority of access among authorized patrons (e.g., single parents, dual military couples, etc.) as necessary to support the mission. This program is classified as Category B.
2. The legislative cornerstone of the child care program is the Military Child Care Act of 1989 (MCCA). This law was passed as the result of Congressional concerns over child abuse in military centers and widespread complaints concerning the non-availability of quality child care in military centers. The legislation initiated the Navy's effort to expand the availability of affordable, quality child care programs and authorized APF to offset costs. The law's most important feature was to officially recognize the need for quality child care in the military, including developmental programs and adequate oversight. All military child development centers must be accredited by the National Association for the Education of Young Children by the year 2000. The legislation also included the requirement for four unannounced annual inspections.
3. The MCCA required a DoD report to Congress outlining the demand for child care and stating each Service's potential need for care. This number is revised to reflect changes in military end strength. Potential need is defined as the number of children 0 to 12 years of age whose parents work outside of the home and who, based on statistics, may need some type of child care. Navy's goal is to meet 65 percent of potential need by 2003. Navy has several initiatives underway to expand the availability of child care. They include expanding family child care (FCC) by providing direct cash subsidies, certifying military members living off-base in civilian housing, and buying down rates in contracted civilian centers in fleet concentration areas.
4. DoD establishes policy and standards for operation of child development centers and family child care homes. The Navy implements DoD policy through OPNAVINST 1700.9 series instructions. As required by the MCCA, fees for child development centers are based on total family income. DoD annually established income categories and fee ranges.
5. All personnel working in child care programs are required to have background checks that include local checks (FAR, CAAC, previous employment/references) and national agency checks. The Crime Control Act of 1990 also requires a state criminal history repository check. Failure to have background checks initiated, completed, or documented is a major finding on Headquarters inspections of programs.

6. Family child care (FCC) is provided in on-base government housing and off-base civilian housing. It is a cost-effective means of expanding a command's child care capacity. FCC is a viable means of meeting the needs of infant and toddlers, children with special needs, mildly ill children, for evening and weekend care, and for those requiring hourly care.
7. The Navy is focusing on FCC to increase child care spaces within existing funding. The MCCA authorized direct APF support to FCC providers to keep parent fees affordable and in line with CDCs. The use of APF direct cash subsidies has increased the number of infants and toddlers in FCC and the number of FCC providers. APF cash subsidies are being used successfully in fleet concentration areas and OCONUS installations.
8. Additionally, Navy has partnered with the Army and Marine Corps to implement an accreditation credential for FCC providers. This will assure parents that FCC offers a developmental program of equal quality to that found in accredited child development centers.
9. PERS-65 POC can be reached at DSN 882-6698/99 or COMM 901-874-6698/99.

---

## **SECTION E      MWR NONAPPROPRIATED FUND (NAF) PERSONNEL PROGRAM**

---

1. The NAF personnel program has been built around the same decentralized philosophy as the rest of MWR. The local MWR Director, under the direction of the base commanding officer, has authority to hire, terminate, compensate, discipline, and reward employees within broad policy guidelines. The NAF personnel program has been designed for maximum local flexibility while maintaining employee protection required by law and DoD regulations. Oversight and support for this program is provided by NPC through the NAF Personnel and Benefits Branch. PERS-65 POC can be reached at DSN 882-6704 or COMM 901-874-6704.
  
2. Civil Service (GS) employees in NAFI activities are subject to the same rules as all other civil service employees on the base. PERS-65 will work with local Human Resource Offices in providing assistance and advice if problems unique to the NAFI arise within the MWR GS work force.
  
3. Several personnel services are available to the local CO from PERS-65 (upon request). One of which is recruitment assistance for filling key MWR positions. PERS-65 can provide full-service advertisement, interview, and selection support designed to lift the administrative workload off the local command while still giving the CO total control over who is selected.
  
4. PERS-65 centrally administers all NAF employee benefit programs on behalf of field activities to achieve the most effective combination of cost and coverage. Eligible NAF employees can participate in the benefits program, which offers competitively priced health, life, and disability insurance, along with a retirement and tax deferred savings and investment plan (401K plan).
  
5. PERS-65 administers a central NAF insurance program for the MWR system. This program protects MWR assets worldwide and pays claims for property and liability losses suffered by MWR activities through both self-insured and commercially insured sources. The program also covers workers compensation costs and makes unemployment compensation payments. PERS-65 can provide assistance in reducing these costs (e.g., return to work program, timely completion of paperwork, etc.).
  
6. Cost for the benefit and insurance programs are passed to the local level based on a standard formula and are managed within budget expense levels approved by the MWR/NEX Board of Directors. More detailed information on the MWR personnel and benefits programs is contained in SECNAVINST 5300.22C and BUPERSINST 5300.10.

**This page left blank intentionally.**

---

## SECTION F MWR FACILITIES

---

1. Command facility improvement initiatives supporting MWR programs and services can be accomplished using both APF and NAF. The general benchmarks for selecting the proper funding source are as follows:

a. APF [Operation and Maintenance, Navy (O&M,N) and MILCON] are authorized for general fitness and mission related (Category A) activities such as gyms, courts, fields, fitness centers, training pools, child care centers, etc. Facilities eligible for APF are listed in NAVCOMPT Manual Volume 7, Section III: Budget Policy for Construction, paragraph 075530.

b. Facility renovation and repair involving code compliance requirements (e.g., electrical, fire, etc.); handicap accessibility requirements; and environmental standards (e.g., asbestos abatement, lead paint, etc.) are authorized APF support, usually accomplished using O&M,N funds.

c. NAFs are used to support revenue generating (Category C and selected Category B) MWR activities such as marinas, bowling centers, golf courses, clubs, hobby centers, etc.

d. PERS-65 POC can be reached at DSN 882-6670 or COMM 901-874-6670.

### 2. Nonappropriated Fund Projects

a. Under the profit sharing plan (PSP), projects under \$200,000 requiring the use of NAFs are funded from locally generated MWR/NEX profits or from local NAF depreciation cash flow. NAF eligible project requirements beyond the funding capability of the local activity may be nominated to the echelon II command for capital subsidy support. Funding priorities are established by the local activity and their respective echelon II command. Local station cash profits, and the NEX profits paid directly to the station (25 percent of total local profit) are the funding sources.

b. NAF major construction projects (NAF over \$200,000) supporting MWR requirements are identified by local activities with nominations sent to PERS-65. A formal nomination package titled Internal Needs Validation Study (INVS) has been developed and distributed to all commands and regions. Eligible MWR projects are screened and rated by the chain-of-command and compete for system-wide funding.

c. Nominated projects are evaluated through a three-tier assessment process (i.e., the local activity, echelon II, and program manager) leading to a program manager developed facility project plan (construction, renovation, and repair requirements), which is presented to the MWR/NEX BOD for approval. Final execution approval of NAF major new construction (over \$500,000) is provided by Congress.

### **3. Military Construction (MILCON) Program.**

a. Eligibility requirements for APF and NAF project support is outlined through the Budget Policy for Construction, Section III, paragraph 075530, of the NAVCOMPT manual. This policy defines what MWR facilities should be constructed through the military construction (MILCON) program and those that should be supported through NAF resources. In general, MILCON funding is authorized for mission sustaining facilities (e.g., Category A facilities such as gymnasiums, fitness centers, athletic complexes, gear issue outlets, courts and fields, recreation centers, training pools, etc.), in addition to child development centers and overseas youth centers. Other general recreation (Category B facilities such as hobby centers, outdoor recreation areas, rental equipment outlets, etc.) and revenue producing facilities (Category C facilities such as bowling centers, marinas, golf courses, cabins/cottages, clubs, etc.) are normally constructed using NAF funds. Requirements resulting from base realignment decisions and replacements required due to “Acts of God” are eligible for APF support.

b. MILCON projects are nominated by local activities to echelon II commands for programming consideration. Requirements are reviewed and prioritized at each assessment level. Highest priority needs are forwarded by Navy for inclusion in the out-year defense budget. Extensive congressional review is associated with MILCON nominations. Under normal circumstances the MILCON process, from nomination through prioritization and congressional appropriation for construction, spans approximately five years. Forward planning is critical to obtaining MILCON project support. Program manager representatives assist resource sponsors in reviewing project nominations going to the Shore Facility Planning Board (SFPB). Following review by the SFPB, Navy requirements (inclusive of MWR) are then reviewed by NAVCOMPT for eventual inclusion in the congressional budget.

### **4. O&M,N Special Projects**

a. The O&M,N Special Projects Program, sponsored by NPC, provides funding for APF eligible MWR projects (i.e., under \$500,000 construction or unlimited repair). Construction funding eligibility for this program is the same as that specified for MILCON projects.

**b.** In addition, installation or claimant O&M,N funds are authorized to maintain the structural integrity (e.g., roof, foundation, framing, etc.), address fire/safety requirements, and meet environmental/code compliance standards (e.g., electrical, handicap, asbestos abatement, etc.). Special projects frequently include both construction and repair requirements. When a special project includes both construction and repair categories, the funding threshold for repair is unlimited while the funding level for construction is \$500K, which governs the overall execution of the undertaking.

**c.** Commands are requested by NPC to nominate eligible MWR O&M,N projects through a bi-annual call coordinated through each echelon II command. Nominations are evaluated and prioritized by each level of the chain-of-command. Funding for requirements with the highest prioritization may be issued by NPC to the local command, Public Works Center or respective NAVFAC Engineering Field Division. These are targeted for completion during the year preceding the programmed construction year.

**This page left blank intentionally.**

---

## SECTION G      NONAPPROPRIATED FUND (NAF) PROCUREMENT POLICY

---

1. MWR NAF Contracting is governed by BUPERSINST 7043.1A, (Procurement Policy for Nonappropriated Fund Activities). The provisions of this instruction apply to all MWR activities for which CHNAVPERS is the Program Manager. PERS-65 POC can be reached at DSN 882-6686 or COMM 901-874-6686.
2. Purchasing staff must successfully complete contracting training before they can be warranted and certified as a NAF contracting officer. All NAF contracting warrants are issued by PERS-65 when requested by the installation commanding officer.
3. **The MWR Director has no APF contracting authority.** All APF contracts must be handled by Supply/Public Works in accordance with the Federal Acquisition Regulations (FAR).
4. Under 10 USC 2783, personnel who violate NAF procurement regulations are subject to the same penalties as those who violate APF regulations. DoD policy is to encourage reporting of all suspected violations. Individuals who report NAF violations are protected from reprisal. Commanding officers are responsible for prompt detection, proper investigation, and appropriate corrective action. In case of serious criminal infractions, commanding officers will refer the matter to the appropriate Defense criminal investigative organization.
5. The following types of contracts are **authorized**:
  - a. Non-personal service contracts, e.g., instructors, officials, pool management, entertainment, maintenance, janitorial, etc., where the contractor does the work required without relying on the Government to tell him how (no direct supervision).
  - b. Concessionaire contracts, e.g., food/drink booths, souvenir sales. A concessionaire contract is basically a license, which grants a contractor the right to enter the property for a specific purpose, but not to alter government property. The right is non-exclusive and revocable at any time by the government.
  - c. Lease agreements for equipment when a lease versus purchase determination has been made to show that leasing is more cost effective than purchasing the equipment.
  - d. Construction/renovation contracts which do not exceed \$2,000.

e. Sole source contracts when the reason is justified and the documentation includes how the MWR Director determines the price to be reasonable. The justification must stand up to critical review.

6. The following types of contracts are **unauthorized**:

a. Personal service contracts that create, or appear to create, an employee-employer relationship, which in effect circumvent government hiring policies and also raises potential tax reporting problems for MWR.

b. Concessionaire contracts which allow the contractor to alter government property or which gives the contractor exclusive right to use the property.

c. Leases of government land because such contracts are illegal without specific congressional authorization. Even if a waiver is granted, the statutes (10 USC 2667 and 40 USC 303b) mandate that rents be deposited in the Treasury, and the statutes do not authorize the acceptance of improvements and services as payment.

d. Construction/renovation/architectural/engineering services contracts over \$2,000 must be handled as prescribed in NAVFAC facility acquisition directive regulation by designated APF contracting officers.

e. Contracts that result in personal gain, e.g., MWR Director's use of equipment purchased with government funds to accomplish a personal task, or contracts where the MWR Director uses his/her position to obtain personal favors, e.g., promise of future business in return for a personal favor.

f. Sole source procurements that are not documented. All sole source procurements must include substantive justification of sole source, and documentation that shows how the price was determined to be reasonable.

7. In conjunction with the Army Community and Family Support (CFS) Training Center, NPC MWR Division PERS-65 has implemented a NAF Contracting Training Program for Navy MWR. The training is being provided on a regional basis and by correspondence.

---

## **SECTION H THE NAVY FLYING CLUB (NFC) PROGRAM**

---

1. The NFC program offers an opportunity to develop skills in aeronautics, including piloting, navigation, mechanics, and other related aero sciences. The NFC program is managed by PERS-65 and is designated as an MWR Category C program.
2. There are currently 20 NFCs in the program; 17 stateside and 3 overseas. Aircraft operated in the NFC program are either club owned, leased from an individual or company, or are excess military aircraft on loan for use in the NFC program.
3. Worldwide commercial aviation liability and aircraft hull coverage for all NFCs is provided by a single insurance policy that is centrally managed by PERS-65. All insurance premiums are funded by individual NFCs. Liability coverage provides protection to a single limit (or aggregate for the policy year) of \$25 million for death, or bodily injury to others, as well as to the property of others. In addition to coverage for the pilot, "others" is defined for coverage to mean those persons on the ground as well as passengers onboard the NFC aircraft. Hull or aircraft physical damage coverage provides protection for the aircraft hulls up to the declared value of each aircraft. The policy names as the "Insured," the United States of America, the United States Navy, Commander, Navy Personnel Command and all Navy Flying Clubs.
4. The viability of this program is dependent on attention to safety, command commitment to support, and intense efforts to minimize insurance costs. The management focus is on comprehensive operational oversight/safety reviews and rigorous requirements in safety education and techniques. NPC has adopted a biannual mandatory safety stand down policy in the spring and fall to aid commands in identifying delinquent areas in their flying club program.
5. Commanding officers should continue to closely monitor the NFC at their command, especially in terms of safety issues. The following is a list of minimal recommended requirements:

  - a. Assist insurance safety review experts in their attempt to correct safety discrepancies.
  - b. Ensure that the command appointed maintenance, operations, and safety advisors fully comply with their duties and responsibilities as outlined in the NFC program operating instruction.

c. Implement an open-door policy so that the NFC management can provide timely (i.e., at least monthly) reports and updates regarding club concerns and problems.

6. For additional information, refer to OPNAVINST 1710.2E. A new NFC instruction (BUPERSINST 1710.22) will be available for distribution soon. PERS-65 POC can be reached at 882-6627 or COMM 901-874-6627.

---

## **SECTION I THE NAVY MWR TRAINING PROGRAM**

---

1. Job related training for MWR personnel is available from the PERS-65 MWR Training Branch.

a. Courses are available in the following topic areas:

- MWR Senior Managers Financial Management
- MWR Manager
- Management Skills Training (MASTR)
- Cost Control for Clubs and Messes
- Recreation and Mess Central Accounting (RAMCAS)
- NAF Fiscal Oversight and Internal Controls Review
- Fleet Recreation Management
- Course Manager Certification
- Customer Service Facilitator/Coordinator
- Achieving Extraordinary Customer Relations
- Controlling Alcohol Risks Effectively (CARE)

b. Workshops, seminars, and conferences currently include:

- World-wide MWR Director Meetings
- MWR Director Seminar
- Support Services Managers Workshop
- MWR Program Manager Workshops
- Child Development Workshops
- Navy Meeting in conjunction with National Parks and Recreation Association
- Navy MWR Meeting in conjunction with the American Logistics Association MWR Expo (biennial)
- Army Culinary Skills Courses (catering, quick service and full service)
- Training Video Lending Library (MWR Training Branch Media Resource Center)

c. The Training Branch serves as the point of contact for workshops conducted by other NPC MWR Division Branches.

2. Courses are offered regionally through a published schedule and are available upon request at each command. Workshops, seminars, and conferences are announced by PERS-65 Training Branch or Echelon II notices. For more information, contact MWR Training Branch at DSN 882-6717 or 901-874-6717.

---

## **SECTION J      NAVY MOTION PICTURE SERVICE (NMPS)**

---

1. The NMPS distributes entertainment motion pictures on 8mm videotape to 575 ships of the Navy, Military Sealift Command, NOAA, and the Coast Guard. Monthly shipments of approximately sixteen tapes are provided to each ship in the fleet and may be kept for the duration of each movie's three year lease period, after which they must be returned to NMPS for disposal. The tapes are not for use in private quarters and may not be taken ashore, except for use on a berthing barge.
2. NMPS provides a synopsis card for each movie that includes title, program number, cast, brief plot summary, rating, running time, lease expiration date, and information about the film regarding language, violence, and sexual content. This information should be used by the movie officer when planning the schedule. While no movie may be edited in any way, the commanding officer has the final word on whether a particular movie shall be shown. Movie scheduling should demonstrate sensitivity to the diverse programming preferences and tastes of all shipboard personnel.
3. Videotapes are shipped by NMPS via Priority Mail, which is traceable and insured for \$100.00 per each box, regardless of the number of tapes inside. Return shipments to NMPS must use a traceable means and each box must be insured for \$100.00.
4. Ships are responsible for maintaining positive security over movie tapes at all times. Loss or unauthorized duplication of tapes may result in JAGMAN investigation. NMPS sends each ship a semi-annual inventory for comparison with the actual on-board inventory; discrepancies must be reported to NMPS. Each ship should maintain a program turnover folder to include program regulations, shipping and insurance records, and other related information for training, reference, and guidance.
5. Service to shore commands is on 8mm videotape or 35mm film and is provided to 150 sites within the Navy, Marine Corps, and Coast Guard in the United States and overseas. This service is also made available to the U.S. State Department foreign Embassies and Consulates.
6. The most important thing new commanding officers should be aware of regarding the movie program is that the Navy does not own the prints and videocassettes it distributes. They are leased from and remain the property of the motion picture companies and distributors with whom NMPS has contracts for distribution and exhibition in our non-theatrical military market. All movie materials are protected under

U.S. Copyright Law and SECNAVINST 5870.4, and may not be duplicated, edited, or loaned out for private use at any time.

7. Complete guidance concerning administrative and operational procedures necessary to participate in the Navy Entertainment Movie Program is contained in BUPERSINST 1710.15. PERS-65 POC can be reached at DSN 882-6537 or COMM 901-874-6537.

---

**SECTION K      NAVY PERSONNEL COMMAND (NPC) MWR FINANCIAL  
MANAGEMENT**

---

**1.** NPC Financial Management Branch provides MWR financial management (budgeting, accounting, payroll, and banking) through automated support systems for NAFs and APFs.

**a.** A few key points of interest for commanding officers are listed below:

**(1)** MWR is dual funded with both APF (O&M,N) and NAF. Different sets of rules and funding processes exist for each type of funds,

**(2)** MWR is similar to a business in that Category C activities are profit generators. Category B are community support operations and should break even. Category A, mission essential programs require full APF support since they don't generate revenue,

**(3)** MWR NAF financial operations are required to be profitable annually with profits used to fund recapitalization. MWR is not like a private sector company trying to maximize profits, but rather needs a modest profit so it can recapitalize while offering attractive prices of products and services to Navy personnel,

**(4)** MWR is a part of the installation BOS budget. Its APF funding stream is affected by the POM process and budget/execution processes. On the NAF side, an annual budget is developed that is endorsed by the commanding officer, reviewed by the region (if appropriate), claimant, and program manager, and approved by the MWR/NEX Board of Directors.

**b.** Key things to watch are:

**(1)** MWR execution versus both APF and NAF budgets.

**(2)** NAF cash balance cannot be negative. Entering negative cash is a violation akin to spending appropriated funds you do not have (10 USC 1517). Conversely, excess MWR cash also should not be accumulated. It should be programmed for the benefit of base military personnel and the replacement, renovation, or construction of MWR Category B and C facilities.

(3) Monthly NAF financial statements are provided to the base via the MWR Director. Commanding officers should be briefed on the fund and budget execution status.

(4) MWR was funded in POM98 to pay 100 percent of authorized APF total expense in Category A and 65 percent in Category B.

2. PERS-65 POC can be reached at DSN 882-6592 or COMM 901-874-6592.

---

**SECTION L      UTILIZATION, SUPPORT, AND ACCOUNTABILITY**

---

1. Utilization, Support, and Accountability (USA) was implemented in November 1997 for use beginning in FY98. The USA procedure is designed to aid in the efficient and cost-effective execution of operation and maintenance APF in support of MWR programs. Funds provided through the USA practice shall not be used to circumvent prohibited uses of either APF or NAF. The initial expenditure of NAFs must relate to the mission of MWR and must be an expenditure specifically authorized for APF support.
  
2. At the beginning of each fiscal year, a Memorandum of Agreement (MOA) must be established and signed by the commanding officer, base comptroller, and MWR Director to outline the expenditures that will be funded with APF using the USA procedure. APF funds must be obligated via a DD Form 1149 before the NAF expense is incurred. The original MOA may be modified at any time during the same fiscal year. Labor costs authorized for APF support are one of the most beneficial uses of the USA procedure.
  
3. For further information, refer to ASN, FM&C letter dated 7 Nov 97 regarding the USA practice or contact PERS-652 at DSN 882-6612/6614 or COMM 901-874-6612/6614.

**This page left blank intentionally.**

---

## **SECTION M     SHIP'S STORE AND AFLOAT MWR**

---

1. The Navy ship's store program serves Sailors at sea by offering personal goods and services, on-board amusement machines, laundry facilities, and barber shops. The ship's store is a part of the Supply Department. The distribution of ship's store profits is to (1) afloat MWR operations (80 percent); (2) to Navy Personnel Command to fund MWR expenses that directly benefit the fleet (16 percent); and (3) provided to the NEXCOM ships store program office (4 percent) to pay ship's store expenses not authorized to be paid with APF. Ships with 500 or fewer active duty members retain all of the ships store profits except those used to pay the NEXCOM assessment.
2. Profits generated by the ships store program have always been the primary source of funding for the afloat recreation program. The afloat recreation program typically consists of a wide range of fitness and general welfare and recreation activities such as sports competitions, ticket/tours programs, picnics, etc.
3. While the ship's commanding officer and the Navy chain-of-command is responsible for the administration, supervision, and operation of the afloat MWR program, the Chief of Naval Personnel (PERS-65) is the program manager for both the ashore and the afloat MWR programs by providing technical direction and program standards. PERS-65 also centrally funds the afloat MWR program while the ship is in a pre-commissioning, commissioning, and shipyard status.
4. Ships without a ship's store are provided with unit allocation funding in the amount of \$50.00 per active duty member, per year, to fund MWR requirements. Unit allocation funding requests are submitted annually to PERS-65 via the ship's type commander. In addition, NPC provides non-interest bearing NAF loans to ships to purchase recreation equipment and vehicles when such requests are favorably endorsed by the chain-of-command.
5. NAVSUP Publication 487 (Ship's Stores Afloat) and BUPERSINST 1710.16 (Administration of Recreation Programs Afloat) provides detailed information concerning this program.

**This page left blank intentionally.**

---

## **SECTION N THE MWR AND NEX PROFIT SHARING SYSTEM**

---

**1.** The Mission of the Navy Exchange (NEX) is twofold. One part is to provide quality retail and customer services to the local Navy community at reasonable prices, and the other part is to provide supplemental funding to MWR. The MWR/NEX Board of Directors determined that 70 percent of NEX dividends would go to MWR with NEX retaining 30 percent. An MOU between the Program Managers (PERS-65) and (NEXCOM) is developed annually to specify the amount of dividends to be distributed. MWR dividends are then further distributed for three purposes as described below:

**a.** Twenty-five percent of the total NEX profit is distributed to the stations where they are earned.

**b.** A portion is set aside with NPC to pay for centrally funded MWR facility projects for the field. Most of these projects (for Category C) are over \$500,000 and are reportable to Congress.

**c.** The balance of NEX profit distribution funds remaining after the two above requirements are met are provided to the Echelon II commands. The major use of Echelon II funds is for recapitalization, with the balance used for funding operational subsidies.

**This page left blank intentionally.**

---

## SECTION O NAVY MWR NAF FINANCIAL STANDARDS

---

1. Red Flag Status. In 1989, the Chairman of the House Armed Service Committee (HASC) MWR Panel emphasized that improved accountability controls should be in place to ensure the chain-of-command is provided with advanced warning of potential base-level NAF financial problems. In response, NPC (PERS-65) implemented the Negative Cash Policy (CNPC ltr 7000 PERS-72 of 14 Mar 90). The policy called for Echelon II's to develop detailed action plans for MWR funds experiencing a deficit (negative central bank account) or negative cash position.

a. The entire local MWR fund will be in Red Flag status if each of the following conditions is true:

(1) The fund's current month acid test ratio is below 1:1. [This shows the fund is unable to pay its current liabilities with its liquid assets (cash or current assets easily convertible to cash).]

(2) The entire MWR fund is operating at a net loss for the rolling year, i.e., the last twelve months. (Reporting net results on a rolling year vice year-to-date basis eliminates the seasonal business cycle distortions on long-term profitability.)

b. Also, any fund with a negative cash position will be considered in Red Flag status.

c. An individual Category C activity will be in Red Flag status if it has a cash-basis rolling year loss greater than or equal to \$50,000. Activities with a cash-basis rolling year loss less than \$50,000 are in a "yellow" status and may receive attention from PERS-65 as well.

2. Each quarter, the echelon II with funds/activities in Red Flag status will be officially notified by NPC (PERS-65) via letter. This correspondence will request the echelon II to require each affected local commanding officer to develop a detailed plan of action to correct their unprofitable MWR business practices within six months. Individual Category C activities that cannot successfully execute a corrective action plan should be considered by the chain-of-command for consolidation, downsizing or closure.

3. While we want to keep fees affordable for the Navy community, financial profitability standards for our major business operations such as golf courses and bowling centers are necessary if the Navy is to keep up with existing and future capital improvements.

a. Golf Courses. NPC has set a minimum five percent bottom line financial standard for Navy golf courses. Golf courses are a Category C activity and are not authorized APF funding (except at bases that are designated as isolated and remote).

b. Bowling Centers. Small centers are centers with 12 lanes or less and are classified as Category B activities. Significant APF support (up to 65 percent of authorized expenses) is authorized for these centers. A minimum three percent bottom line has been established for small bowling centers. Large bowling centers are centers with 13 lanes or more and are classified as Category C activities. APF support is not authorized for large bowling centers (except at overseas and isolated and remote locations). A 15 percent profit standard has been established for large bowling centers.

c. Food and Beverage Operations. PERS-65 has set a minimum five percent bottom line financial standard requirement for Navy Club operations. PERS-65 has also established a minimum 20 percent (before General and Administrative expenses, i.e., overhead expenses) bottom line financial requirement for Snack Bar programs. The standards are mandatory. However, major claimants have the authority to waive the standards under special circumstances. Some examples include overseas sites that have extremely high labor costs (Keflavik) due to the Status of Forces Agreements (SOFAs) pertaining to the hiring of local national labor.

4. Quarterly, echelon II commands are provided a list of bases whose golf courses', bowling programs', and food and beverage operations' financial performance are below the Navy standard and require attention and program adjustment.

5. Listed below are a number of cost control measures initiated by the field activities in recent years:

a. Labor

(1) Installation of timekeeping systems to accurately account for employees' time and reduce direct labor costs.

(2) Cross train staff to reduce the number of positions.

(3) Adjust hours of operations to eliminate periods where labor and other variable costs exceed revenue.

(4) Convert full-time and part-time positions to flexible in order to save on benefit costs (wherever possible).

(5) Reduce unnecessary middle management layers.

(6) Utilize and manage USA practice.

**b. Procurement**

(1) Utilize and manage USA practice.

(2) Continue strong use of the Air Force NAF Purchasing Office (AFNAFPO) contracts for high dollar value items.

(3) Expand use of the U.S. Department of Agriculture (USDA) food program for Child Development Centers.

(4) Improve planning of special event activities to take advantage of commercial vendor sponsorship (refer to sponsorship guidebook or call DSN 882-6538 or COMM 901-874-6538).

**c. Other**

(1) Close/consolidate under-utilized MWR programs wherever feasible.

(2) Lease equipment rather than purchase when it is economical to do so.

(3) Consolidate janitorial support within MWR.

(4) Share common facility maintenance capability with local NEX.

**This page left blank intentionally.**

---

**SECTION P      NAVY MWR FISCAL OVERSIGHT REVIEWS**

---

1. Commanding officers have responsibility for annual fiscal oversight reviews of their local MWR funds. Local commands provide ongoing audit and review coverage for vulnerable areas and functions of their MWR NAFIs by using command evaluation staff, local audit officers, separate audit boards, contracting with certified public accounting (CPA) firms, management control reviews, and/or requesting assist visits from the NPC MWR Division fiscal oversight staff. APF and/or GS personnel should be used to conduct NAFI audits, as such actions are command oversight related.
  
2. Commanding officers operating MWR activities are required by OPNAVINST 1700.7 series and BUPERSINST 7510.1 series to take appropriate action to correct findings and implement the recommendations of fiscal oversight reviews. For additional information, refer to BUPERSINST 7510.1 series. PER-65 POC can be reached at DSN 882-6678 or COMM 901-874-6678.

**This page left blank intentionally.**

---

**SECTION Q    AUXILIARY RESALE OUTLETS (AROs)**

---

1. Commanding officers shall conduct an inventory of all AROs in operation at their activities. Previously authorized AROs should be evaluated and approved or disestablished by the relieving commanding officer. Unauthorized AROs already in operation and new AROs can be established only with the written concurrence of each unit commander's major claimant, who is also responsible for overseeing and monitoring the AROs operation.
  
2. Authorized AROs are established as Category C NAFIs subject to the Navy's policy restrictions and liability insurance requirements specified in DODI 7000.14R and OPNAVINST 4060.4. Each commanding officer is responsible for ensuring that adequate accounting and insurance records are maintained and monthly and yearly financial reporting requirements are met for each ARO.
  
3. Local fiscal oversight and reviews of AROs are required following the guidance in BUPERSINST 7510.1. Major claimants are responsible for scheduling and conducting periodic inspections of AROs as part of their Immediate Superior in Command (ISIC) review. NPC MWR division fiscal oversight staff and the CPA firm under contract to NPC are responsible for reporting on the fiscal condition of each ARO, and compliance with the Navy's applicable financial reporting requirements, to the host commander during their annual fiscal oversight reviews in accordance with OPNAVINST 4060.B. Refer to OPNAVINST 4060.4 for more information. PERS-65 POC can be reached at DSN 882-6624 or COMM 901-874-6624.

**This page left blank intentionally.**

---

## **SECTION R     NAVY CIVILIAN MWR ACTIVITIES**

---

1. DODINST 1015.8-R sets forth specific policies and procedures relating to the establishment, operation, and control of MWR activities and NAFIs (i.e., cafeterias and recreational activity funds for holiday parties) on DoD installations dedicated to the support of DoD civilian employees and others as authorized in DoD directives.
  
2. Commanding officers at local activities have responsibility for oversight and review of civilian MWR NAFIs in accordance with guidance provided in BUPERSINST 7510.1. The provisions of BUPERSINST 12990.I apply to the administration and operation of Navy civilian MWR activities. PERS-65 POC can be reached at DSN 882-6624 or COMM 901-874-6624.

**This page left blank intentionally.**

---

## **SECTION 5 PRIVATE ORGANIZATIONS ON NAVAL INSTALLATIONS**

---

1. Policy guidance concerning the responsibilities for private organizations on DoD installations is contained in DODI 1000.15. Private organizations are generally self-sustaining, non-federal entities, incorporated or not, and constituted or established, and operated on a DoD installation (i.e., Navy Wives' Club, etc.). The installation commander or higher authority must authorize them in writing. The organizations are run by individuals acting exclusively outside the scope of any official capacity as officers, employee, or agents of the federal government.
2. Private organizations are not a NAFI nor is there an official relationship between their activities and those of DoD personnel who are members or participants. Due to the functions they perform, these organizations are not an integral part of military organizations and therefore only require limited government supervision, as opposed to the extensive supervision exercised over NAFIs.
3. Adequate insurance shall be secured by private organizations to protect against public liability, property damage claims, and other legal actions. Proof of insurance must be provided to the commanding officer. PERS-65 POC can be reached at DSN 882-6624 or COMM 901-874-6624.

**This page left blank intentionally.**

---

**SECTION T      THE MAJOR CLAIMANT'S AND REGION'S ROLE IN NAVY MWR**

---

1. The Major Claimant's role in Navy MWR. Claimants have the same command relationship to their bases for MWR programs (including exchanges) as they do for any other command element of each base. Claimant program managers are responsible for oversight (plans, policy, and fiscal), inspections, programs, APF and NAF resources, personnel, facilities, and provide technical assistance and training support. They are the primary field contact with NPC (PERS-65) and OPNAV (N46). CINCLANTFLT and CINCPACFLT have flag representatives who sit on the Navy's Morale, Welfare and Recreation/Navy Exchange Board of Directors, which meets semi-annually.
  
2. All claimants also have an MWR staff representative at the echelon II level. Claimants allocate appropriated dollars to MWR and child care as part of Base Operations Support (BOS), and assist in prioritizing project and equipment needs in competition for funds held by CHNAVPERS.
  
3. The Region's role in Navy MWR. The Regional MWR Program Manager and staff have a similar but subordinate role to that of the major claimant, discussed above, i.e., to provide support to and oversight of the installation MWR programs within the region. Not all bases operate within a region. Those bases that do, have a direct reporting relationship to the Regional Commander.

**This page left blank intentionally.**

---

# Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

## Appendix E

### Subsection 2 Program Management, Definitions, and Classification of Activities

---

The following was taken from NAVSO P-1000 which superceded Volume 7 of the Navy Comptroller's Manual (NAVCOMPT).

---

**075510**

#### **PROGRAM MANAGEMENT**

Within the Department of the Navy (DON), the Assistant Secretary of the Navy (Manpower and Reserve Affairs) provides broad policy guidance on MWR programs while the Assistant Secretary of the Navy (Financial Management) has responsibility for financial policy provisions applicable to MWR activities. The Chief of Naval Operations (CNO) and the Commandant of the Marine Corps (CMC) are responsible for detailed policy and co-ordination of MWR programs within their respective Services. Further, within the Navy, the Chief of Naval Personnel (CHNAVPERS) acts as an agent for the CNO and the Commander, Naval Supply Systems Command has been assigned technical management responsibility for the Navy Exchange System (including temporary lodging facilities). Within the Marine Corps, MWR program responsibility has been assigned to the Morale, Welfare, and Recreation Support Activity (CMCMW).

(Change 57)

---

075511

## DEFINITIONS

1. **NONAPPROPRIATED FUNDS (NAFs).**  
Nonappropriated funds consist of cash and other assets received by NAFIs from sources other than monies appropriated by Congress. They are to be used for the collective benefit of military personnel, their dependents, and authorized civilians who generated them. While they are considered government funds, they are separate and apart from funds which are recorded in the books of the United States Treasury.
2. **CATEGORY A.** Fees are usually not charged for activities in this category and thus limited revenues are generated. Category A activities should be supported primarily with appropriated funds (APF), with the use of nonappropriated funds authorized as supplemental funding for the operation of a facility or program.
3. **CATEGORY B: BASIC COMMUNITY SUPPORT ACTIVITIES.** Category B contains activities closely related, in terms of supporting the military mission, to those grouped in Category A. These activities differ from those in Category A, primarily, because fees are usually charged for participation and thus some revenue is generated. Category B activities include:
  1. Amateur radio
  2. Arts and crafts skill development
  3. Automotive crafts skill development
  4. Bowling centers (12 lanes or less)
  5. Child development centers
  6. Community centers
  7. Entertainment (music and theater)
  8. Marinas without resale or private boat berthing
  9. Outdoor recreation
  10. Recreational information, tickets and tours services

11. Recreational swimming pools
12. Sports programs (above the intramural level)
13. Stars and Stripes
14. Youth activities

These activities are not expected to sustain themselves based purely on the fees charged. These type activities are generally supported by a mixture of APF and NAF.

4. **CATEGORY C: BUSINESS ACTIVITIES.** Category C activities have the highest capability to generate revenue through the sale of goods and services to authorized patrons for use in specific morale programs. Category C activities include:

1. Academic bookstore
2. Aero clubs
3. Amusement machine locations and centers
4. Animal care funds
5. Armed Services exchange and related activities
6. Armed Forces recreation centers  
(accommodation/dining and resale facilities)
7. Audio/photo and other resale activities
8. Bingo
9. Bowling centers (over 12 lanes)
10. Cabins/cottages/cabanas/recreational guest houses
11. Catering
12. Golf courses
13. Joint Service facility (The New Sanno)

---

075521

#### **DIRECT OPERATING COSTS**

1. **OPERATIONS OF CATEGORY A (MISSION SUSTAINING) ACTIVITIES.** Category A activities are generally financed with appropriated funds (APF). Nonappropriated funds (NAF) may be used to supplement appropriated funds and must be used for the following:

1. Costs associated with NAF employees assigned to Category A activities.
  2. Costs incurred related to the sale of goods and services.
  3. Costs related to the internal management of NAFIs.
2. **OPERATIONS OF CATEGORY B (BASIC COMMUNITY SUPPORT ACTIVITIES).**  
Category B Activities are also generally financed with appropriated funds. Nonappropriated funds may be used to supplement appropriated funds and must be used for the following:
1. Costs associated with NAF employees assigned to Category B activities.
  2. Costs incurred related to the sale of goods and services;
  3. Costs relate. to the internal management of NAFIs.
  4. Royalty payments for music and theater.
3. **OPERATIONS OF CATEGORY C (BUSINESS) ACTIVITIES.** Category C activities are generally financed by nonappropriated funds. Appropriated funds may be used only in the following specific instances:
1. Transoceanic and inland transportation of U.S. and foreign goods purchased with APF.
  2. Transoceanic movement of NAF purchased goods to and from CONUS sea and aerial ports of debarkation to first destination overseas, including Alaska and Hawaii, and to the first foreign (including Guam) destination for goods stocked and redistributed or procured from Alaska and Hawaii.
  3. Transportation of NAF purchased goods in foreign areas where commercial transportation is not available, and in combat zones.

4. Movement of NAF purchased U.S. goods between DoD installations because of base closures or to safeguard goods under emergency conditions, e.g., threat of hostile force or natural disaster.
  5. Transportation of NAF purchased goods if authorized for APF purchase.
  6. Utilities, including fuel, for activities located overseas including Alaska and Hawaii.
  7. Electronic communications in support of command management functions, statistical data gathering, communications with other DoD and government agencies, overseas including Alaska and Hawaii.
- 

075522

**COMMON SUPPORT COSTS**

1. **GENERAL.** Common support consists of services and related goods normally supplied throughout the installation as a mission function. Whether or not costs of common support services are identified as MWR program costs, or must be reimbursed by nonappropriated funds (in the case of Category C activities) depends upon the kind of service, the severability of the cost, and the amount of the cost. Costs associated with essential control and command supervision and with the protection of the health and safety of participants, employees, resources and property are treated differently than are costs for other common services. In general, when costs for provisions of common support are additional, identifiable, and can be segregated on a reasonable and meaningful basis, these costs should be identified as MWR costs. Finally, when the sum of common support services provided by a base or installation commander to an MWR program or activity is less than \$500 per year, the cost is generally considered to be uneconomical for billing purposes. Common service support costs less than \$500 per year which are not billed to the MWR activity are not considered to be a cost to the MWR activity or program.

2. **ESSENTIAL CONTROL AND COMMAND SUPERVISION.** Commanding officers have an oversight responsibility for MWR programs. To exercise this responsibility, commanding officers must provide guidance and, direction to MWR activities under their purview in the same manner as for all non-MWR activities under their cognizance. Essential control and command supervision consists of general management functions and includes any assistance in carrying out these functions provided by the Commanding Officer's staff. Specifically excluded from this definition is the direct operation of MWR programs and activities (e.g., functions performed by the MWR program director and staff). The essential control and command supervision function is inherently the responsibility of the commanding officer. Accordingly, appropriated fund support is authorized for essential control and command supervision, regardless of activity category. Furthermore, this function is not included as a cost of MWR.
  
3. **PROTECTION OF HEALTH AND SAFETY.** All MWR activities, regardless of category, are authorized to receive appropriated fund common support associated with protecting the health and safety of participants, employees, resources and property. Such services include, but are not limited to: fire protection (including acquisition and installation of extinguishers and sprinkler and alarm systems); security protection, including physical security of buildings (such as alarm systems and security bars) and protection of funds; pest control; sewage disposal; trash and garbage removal (not authorized for military exchanges in the CONUS); snow removal; safety; medical veterinary and sanitary inspections; authorized veterinary care; rescue operations; and facility maintenance or repair necessary to maintain the structural integrity and external appearance of the building (includes electrical).

075524

**SPECIAL SITUATIONS**

1. **RESALE ACTIVITY LIMITATION.** MWR activities often engage in the purchase and resale of goods and services to provide specific benefits to the MWR audience. Resale activities, except those required by statute to sell at cost, should be self-sustaining in terms of operating expenses for civilian employees, purchase of operating equipment, stock, supplies, transportation, utilities, printing and reproduction, and interior maintenance (other than shipboard) of space occupied and of equipment used. Personnel directly and primarily involved in resale must be NAF employees.
  
  2. **ARMED SERVICES EXCHANGES AND RELATED ACTIVITIES.** Although the exchanges have a high degree of mission essentiality, they have been placed in Category C because of their significant ability to generate revenue. In general, exchanges must be completely self-sustaining. Civil service personnel may not be assigned to exchanges. However, active duty military personnel are authorized in sufficient numbers for military exchanges to provide a trained cadre to meet wartime and deployment requirements, and for provision of security, when not otherwise available overseas. Custodial and janitorial services must be provided using NAF. Costs incurred by military exchanges in managing, distributing, selling and after-sale servicing of military clothing and other appropriated funded items are reimbursable from appropriated funds.
  
  3. **PRIVATE OWNERSHIP.** Privately owned items may not receive financial support from either appropriated or nonappropriated funds. Private ownership support includes that provided to privately owned recreational vehicles, boats, aircraft, or horses that are operated, maintained, moored, or stabled by MWR activities. Such support will be provided on a reimbursable basis only.
-

**This page left blank intentionally.**

---

## Navy Morale, Welfare and Recreation (MWR) Intern Program Manual

### Appendix F



### Follow Protocol

---

#### DO THIS TASK WHEN

- Showing respect for military hierarchy, regulations, traditions and customs.
- You want to recognize Navy and/or Marine Corps rate and rank.
- You want to address military personnel properly in written or spoken communications.
- You want to know how to perform introductions involving military personnel.
- You want to know how to set up seating arrangements for formal events.
- You want to know how to observe appropriate flag etiquette.
- You want to know how to address protocol dilemmas.
- Morning/evening colors take place.

---

#### REFERENCES

- OPNAVINST 1710.7, Social Usage and Protocol Handbook.
- NAVPERS 15560 (Series), Naval Military Personnel Manual.

**REFERENCES  
(cont.)**

- Service Etiquette, Oretha D. Swartz, Naval Institute Press, Annapolis, MD, 1988.
  - Navy Rate and Rank Information, <http://www.militaryinfo.com>, 2000.
  - Bluejacket Manual.
  - USMC Handbook.
  - Marine Corps Rate and Rank, <http://www.grunt.com>, 2000.
- 

**SUPPLIES/  
RESOURCES**

- Rank insignia handout.
  - Protocol/Public Affairs Office/Officer.
- 

**THIS TASK  
IS DONE  
CORRECTLY  
WHEN**

- You are able to identify the rank/rate of military personnel on sight.
  - You properly address military personnel when writing or speaking to them.
  - You properly perform introductions involving military personnel.
  - You properly set up seating arrangements for formal events.
  - You observe appropriate flag etiquette.
  - You properly observe morning and evening colors.
  - You observe military tradition when appropriate.
  - You address protocol dilemmas correctly, ethically, and tactfully.
-

## NOTES

What do you say to the guy with all the gold braid and "scrambled eggs" on his hat when he shows up unannounced at your door? What do you call him when he comes to your winter beach party in swim trunks and a surfer shirt? How do you introduce him to your staff? And, what if he's a she; how do you introduce and/or address her?

Where do you seat the Admiral or General, the Captain or Colonel, and the Ensign at a ceremony? Do you need flags? Where do the flags go? What honors are due a Commander/Lt. Col, and his or her guests?

Where do you turn when you need help on protocol?

That's what this Task is about. It won't make you an expert, but it should help keep you out of trouble.

## WHY BOTHER?

Protocol is a combination of good manners, common sense, and applying accepted ways of dealing with rank. From a definition standpoint, protocol is the observance of social convention, ceremony, and formality.

It isn't something to take lightly. Practicing good manners and protocol should be part of your service standards for all customers/patrons. Following established "rules" saves time figuring out what's proper. It saves embarrassment to you as well as to the customers/patrons and guests involved.

With practice, protocol won't seem difficult. It will become a natural, courteous way for you and your staff to greet and serve military and civilian customers/patrons and their guests.

It is up to you as an MWR/MCCS manager/supervisor to see that proper protocol is observed in your operation.

**NOTES  
(cont.)**

**INSIGNIA RECOGNITION**

Common courtesy to all your uniformed patrons includes being able to address them properly by their rank.

To do this, you need to be able to recognize rank insignia.

Rank insignia can be found in up to three places, depending on the type of uniform being worn.

**These are:**

- Collar.
- Shoulder.
- Sleeve.

In this Task, we'll tell you about the location that's easiest to spot for each rank.

**GREETINGS AND INTRODUCTIONS**

There are many occasions when you might be called on to introduce people using proper protocol.

Some of them are:

- Banquets.
- Inspection visits.
- Award ceremonies.
- Private parties.
- Special events.
- Briefings.

**NOTES  
(cont.)**

**SEATING ARRANGEMENTS**

Managers/supervisors need to be especially good at determining seating arrangements for guests at meetings, ceremonies, banquets, and other special events.

The type of occasion determines which arrangement to use. This Task will give you a few examples, but you should ask for help from the Protocol/Public Affairs Office on base or from someone associated with any kind of official parties.

**FLAG ETIQUETTE**

When you use the flag of the United States, you are expected to do so with the proper etiquette and respect.

You handle the flag with respect when you display it:

- In the proper positions.
- At the proper time.
- With the proper customs.

This Task doesn't teach you everything about flag etiquette. It will, however, provide a few basic examples for flag usage.

**CIVILIAN STATUS AND MILITARY TRADITION**

As a civilian employee, you are exempt from a host of regulations and protocol issues which face your military colleagues. However, there are several situations in which you should observe proper tradition and protocol. This shows respect not only for your employer, the government, and your country, but also for the men and women who serve your country every day. After all, the Sailor and/or Marine is your #1 customer, and they are the people for whom you perform your duties.

This Task will help you identify situations such as those described and determine what action is necessary on your part.

**NOTES**  
(cont.)

**PROTOCOL DILEMMAS**

You have undoubtedly heard the saying, "Rank has its privileges (RHIP)" ...and it does. But the privileges of rank do not include abuse of position. The individual who uses official transportation for personal use is abusing his position. The individual who gets services free that others have to pay for is abusing the position. There are many other examples.

<p><b>NOTE:</b> It is just as wrong to assume that the right thing to do is to offer these type perks as "RHIP."</p>
--

In general, the individual who feels he or she is above regulations which guide others, especially subordinates, is abusing his or her position, and someone will notice sooner or later.

There are legitimate special considerations for rank. And there are considerations that can be abuse of rank. You and your staff need to be able to tell the difference.

Some people believe that ranking individuals don't have to wait in line, observe "first come, first served" for reservations, or pay for tickets. When such privileges are contrary to regulation or policy, you as manager/supervisor will have to handle the situation in a tactful, correct manner.

This Task will help you know what to do in various military situations, as described in these notes.

If you have questions or would like to learn more about general workplace etiquette, see Task 5.3, Manage a Diverse Workforce. That Task contains a job aid, which deals with more general business etiquette situations.

---

**CORRECT FORMS OF ADDRESS (STEPS 15-16)**

**Step 15** Use the correct forms of address for military personnel.

<b>IF:</b>	<b>THEN:</b>
You are writing to (or about) officers and senior enlisted	Use the full title.
You are talking with (or about) officers and senior enlisted	Use an acceptable title. (See table on next page.).

**Navy Morale, Welfare and Recreation (MWR)  
Intern Program Manual**

---

**Step 15  
(cont.)**

IF THE PERSON IS IN THE:	AND THE RANK IS:	AN ACCEPTABLE TITLE/ADDRESS IS:
Navy	Any Admiral	"Admiral"
	Captain	"Captain"
	Commander -OR- Lieutenant Commander	"Commander"
	Lieutenant -OR- Lieutenant Junior Grade	"Lieutenant"
	Ensign	"Ensign"
	Any Chief Warrant Officer	"Chief Warrant"
	Commander and above	The person's rank and last name if last name is known
	Lieutenant Commander and below	Mr./Ms. and last name
	Any male commissioned officer	"Sir" or the above titles
	Any female commissioned officer	"Ma'am" or the above titles
Marine Corps	Any General	"General"
	Colonel -OR- Lieutenant Colonel	"Colonel"
	Major	"Major"
	Captain	"Captain"
	First or Second Lieutenant	"Lieutenant"
	Any Chief Warrant Officer	"Chief Warrant"
	Any E-7 Sergeant	"Gunny Sergeant"
	Any male commissioned officer	"Sir" or the above titles
	Any female commissioned officer	"Ma'am" or the above titles

**Step 16** Use the proper titles when greeting military personnel.

- Greetings should be formal with correct rank and name.

**Examples:**

- "Good morning, Captain Jones."
- "Good evening, General Hardcastle."
- "Good morning, Admiral (if you forget or never knew the name)."
- "Good morning, Ma'am"/"Good morning, Sir" are also appropriate, especially with a senior civilian dignitary.

**NOTE:** Senior officers and enlisted frequently address those junior to them by their last names. But you, as the host in your operation, need to use proper titles.

## INTRODUCING MILITARY AND CIVILIAN PERSONNEL (STEP 17)

**Step 17** Perform proper introductions.

- Ensure your introductions are simple, direct, and dignified. They should be more formal than everyday conversation.
- Use the proper titles for military personnel, as noted in Step 15.
- Use the table on the next page to determine who should be introduced to whom.
- If not in uniform, say (Rate/Rank) (Last name ) of the (branch of service).

**NOTE:** Combinations of rules/guidelines may apply. (e.g., gender, rank, and civilian etc.)

**STEP 17 (cont.)**

IF:	AND:	THEN:
<p>You are introducing <b>one</b> person to <b>one</b> other person.</p>	<p>Both parties are the same rank</p>	<p>Men are brought to and introduced to women.</p> <p><b>For example:</b></p> <p>"Commander Lady, may I introduce Commander Gentleman."</p>
	<p>The parties are of different rate/rank</p>	<p>Junior personnel are brought to and introduced to seniors.</p> <p><b>For example:</b></p> <p>"General Senior, may I present Major Junior."</p>
<p>You are introducing more than one person</p>	<p>One or more are <b>non-military</b></p>	<p>Say the names of non-military females first, followed by non-military males, then military personnel in rank/rate order.</p> <p><b>For example:</b></p> <p>"Master Chief Smith, this is Mrs. Edwards and Senior Chief Edwards."</p>
	<p>All are military</p>	<p>Junior personnel are brought to and introduced to senior personnel, in rank/rate order.</p> <p><b>For example:</b></p> <p>"Commander Feminine, may I present Lieutenant Female, Ensign Lady, and Ensign Male."</p>
<p>You are introducing yourself or your staff</p>	<p>→</p>	<ol style="list-style-type: none"> <li>1. Greet him or her.</li> <li>2. Tell who you are, and what you do.</li> <li>3. Say something polite and be ready to respond as necessary.</li> </ol> <p><b>For example:</b></p> <ul style="list-style-type: none"> <li>• "Good afternoon, Master Chief. I'm Patricia Arnold, manager. It's good to see you."</li> <li>• "Welcome, Mrs. Armstrong, Captain Armstrong. This is Paul Martin, our catering manager. He can help you plan a fine affair."</li> </ul>

## SEATING ARRANGEMENTS (STEP 18)

**Step 18** Use the following guidelines to plan proper seating arrangements for guests at meetings, ceremonies, banquets, and other special events.

- See pages Protocol - 3 and Protocol - 5, located at the end of this Task, for examples of proper seating arrangements.
  - The seat of honor at a head table is always to the RIGHT of the host's seated position.
  - The second seat of honor is then to the LEFT of the host's seated position.
  - If there is another seat of honor, it is the second seat on the right of the host, etc.
  - Arrange seating so the host and the seat of honor are in the center of the head table.
  - The rest of the head table guests are then seated according to rank, seating alternates from one side of the host to the other, outward from where the host is seated. The person with least rank or social prominence is seated farthest away from the host.

<p><b>NOTE:</b> This Task will give you a few examples, but you should ask for help from the Protocol Office on base or from someone associated with any kind of official parties.</p>
--

## FLAG ETIQUETTE (STEP 19)

**Step 19** Observe proper flag etiquette.

Use the following guidelines for displaying the flag.

- When **NOT** flown from a staff or mast, the flag should always be hung flat, indoors or out. (See Page Protocol – 7 through Protocol - 13.)
- Weather permitting, the flag is flown on all days between sunrise (typically 0800) and sunset, or between such hours as may be designated by proper authority; however, there are some days when the display of the flag has special significance.

### **These days are:**

- New Year's Day, January 1
  - Inauguration Day, January 20 (every 4<sup>th</sup> year)
  - Washington's Birthday, February 22
  - Armed Forces Day, 3rd Saturday in May
  - Memorial Day (half-staff until noon), last Monday in May
  - Flag Day, June 14
  - Independence Day, July 4
  - Labor Day, first Monday in September
  - Columbus Day, 2<sup>nd</sup> Monday in October
  - Veterans Day, November 11 (may not be government day off)
  - Thanksgiving Day, 4<sup>th</sup> Thursday in November
  - Christmas Day, December 25
  - Such other days as may be proclaimed national holidays by the President of the United States
  - Birthdays of states and state holidays
- The flag is flown at **half mast** during times of national mourning or as otherwise indicated by the President (e.g., death of high ranking officials, national tragedies, etc.).
  - The flag is flown at **half mast** on Memorial Day from sunrise until noon, then is displayed at full staff from noon until sunset.

**Step 19**  
**(cont.)**

- During morning colors (the raising of the flag) and evening colors (the lowering of the flag), civilian personnel should do the following:

IF:	THEN:
You are walking, standing, or working outdoors.	<ul style="list-style-type: none"> <li>• Stop what you are doing.</li> <li>• Stand and face the direction of the music.</li> <li>• Place right hand over your heart.</li> <li>• Remain standing and silent until the last note of music has been played.</li> </ul>
You are driving or riding in a vehicle.	<ul style="list-style-type: none"> <li>• Stop the vehicle.</li> <li>• Remain silent and turn off the radio/tape player/cd player, etc.</li> <li>• Remain seated in the vehicle until the last note of music has been played.</li> </ul>

<p><b>NOTE:</b> "To the Colors", a bugle call, is played during morning colors. "Retreat" is played during evening colors</p>
---

- Review pages Protocol - 7 through Protocol - 13, located at the end of this Task, for methods of positioning the flag when displaying it.
- Remember the following list of DON'TS when displaying the flag:
  - ☹ DON'T place any objects on or over the flag.
  - ☹ NEVER use the flag as bunting, table decorations, doorway decorations, or draping.
  - ☹ DON'T use the flag to cover a speaker's table or drape the front of a platform.
  - ☹ DON'T allow the flag to be draped over chairs or benches or hung where it can be soiled.
  - ☹ DON'T ever put lettering on the flag.
  - ☹ DON'T use the flag for advertising purposes or as part of a costume.
  - ☹ DON'T allow the flag to touch anything beneath it, such as the floor, a table, or merchandise.

## MILITARY TRADITIONS (STEP 20)

**Step 20** Observe military protocol/tradition as part of your civilian duties.

- Attend official functions for your command, Program/office/business, etc. (e.g., change of command, all hands meetings) as a sign of respect and a show of team cohesiveness.
- Before attending official functions, etc., find out what the protocol for that function is and follow it. Ask your supervisor, colleagues, or your local Protocol Office.
- Always stand when your Commanding Officer, or an Admiral or General enters the room, whether at an official function or a less formal situation, such as a meeting. Remain standing until directed to take your seat. Don't depart until dismissed.
- Do the little things, such as placing your hand over your heart during the National Anthem or pledge of allegiance, calling military personnel "sir" or "ma'am", etc. Just remember, although you may have never JOINED the Armed Forces, your job is to make life better for those who did--treat them with the respect and dignity they deserve.

## PROTOCOL DILEMMAS (STEPS 21-22)

**Step 21** Properly address protocol dilemmas.

- Periodically review policies, procedures, rules and regulations that apply to you and your Program/office/business.
- Do NOT assume you can grant a request, especially if you don't KNOW if you are allowed to do so.
- Keep a library of relevant policies/procedures/rules/regulations within close proximity of your work area.
- Look up the policy/procedure/rule/regulation when unsure whether a request may violate a regulation and/or you are unsure whether someone else's actions are in violation of a regulation.
- Ask your supervisor to clarify when a policy/procedure/rule/regulation does not answer your question.
- See Task 9.4 of the MWR/MCCS Manager Desk References: Locate, Maintain, Interpret and Apply Official Policies and Instructions.

**Step 22** Always do what is right, ethical, and proper.

IF THE RELEVANT REGULATION:	AND:	THEN:
Makes it <b>clear</b> that a request may be granted.	—————▶	Grant the request.
Makes it <b>clear</b> that a request should <b>NOT</b> be granted.	—————▶	<ol style="list-style-type: none"> <li>1. Do NOT grant the request.</li> <li>2. Continue with the remainder of this Step.</li> </ol>
Makes it clear that someone else is violating a regulation by his or her actions.	<p>You are in the position to address the person's behavior.</p> <p><b>For example:</b></p> <p>You are the food court manager and a patron of the food court is violating a regulation.</p>	<ol style="list-style-type: none"> <li>1. Address the situation tactfully.</li> <li>2. Continue with the remainder of this Step below.</li> </ol>
	<p>You are not in the position to address the situation.</p> <p><b>For example:</b></p> <p>You witnessed a commissioned officer, who does not report to you, violating a regulation.</p>	Follow the proper chain of command.

- Be tactful.
- Explain why you cannot grant a request. Show the person the regulation when appropriate.
- If possible, offer an alternative that does NOT violate regulation but helps the customer/patron with his need.
- Use common sense.

*See the example on the next page.*

**Step 22  
(cont.)**

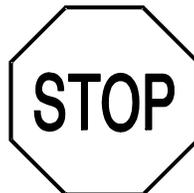
**Example:**

One of your MWR/MCCS civilian cooks prepare truly outstanding canapes and hors d'oeuvres. The Commanding Officer (CO) asked you to get directions from the cook for four or five of them so his wife could make them for a small but important party at their quarters. They belong to a bridge club out in town, and the other members will be the guests. You provided the recipes, but the CO has called back. His wife says she doesn't think she can do as good a job as the cook. The CO wants you to send the cook over the day of the party to make up the recipes.

First, **know the regulation**. The CO's wife's party for a bridge club out in town isn't official business, so an MWR/MCCS cook cannot be assigned the duty. Doing **what's right, ethical, and proper** means you can't comply with the CO's request.

**Being tactful** means NOT confronting the CO by saying, "You shouldn't ask!" Rather, it means telling the truth by saying "I'm sorry Colonel, I can't do that--it is against regulations."

**Using common sense** means thinking up some okay way to help the CO out. Why not suggest that his wife come over during a slow period when the cook is scheduled for duty, and have him show her his tricks? Or suggest they pay the cook directly to prepare the recipes.



***Congratulations! You've completed this task.***

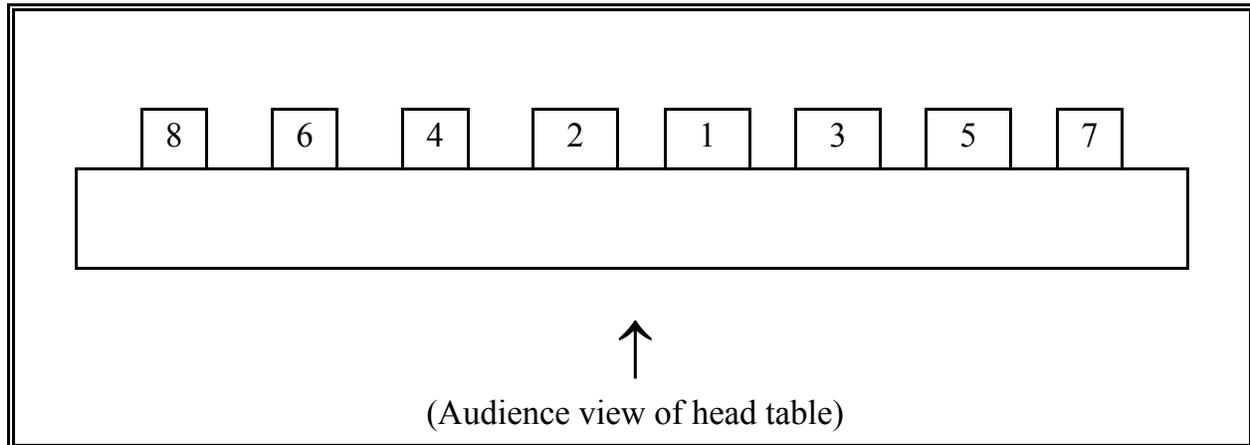
---

***Follow  
Protocol***



**This page left blank intentionally.**

## Seating Arrangements for Special Events



### Head Table on a Raised Base

Seat 1 - Host of function

Seat 5 - Next in rank

Seat 2 - Guest of honor

Seat 6 - Next in rank

Seat 3 - Next Guest of honor or next  
highest ranking person

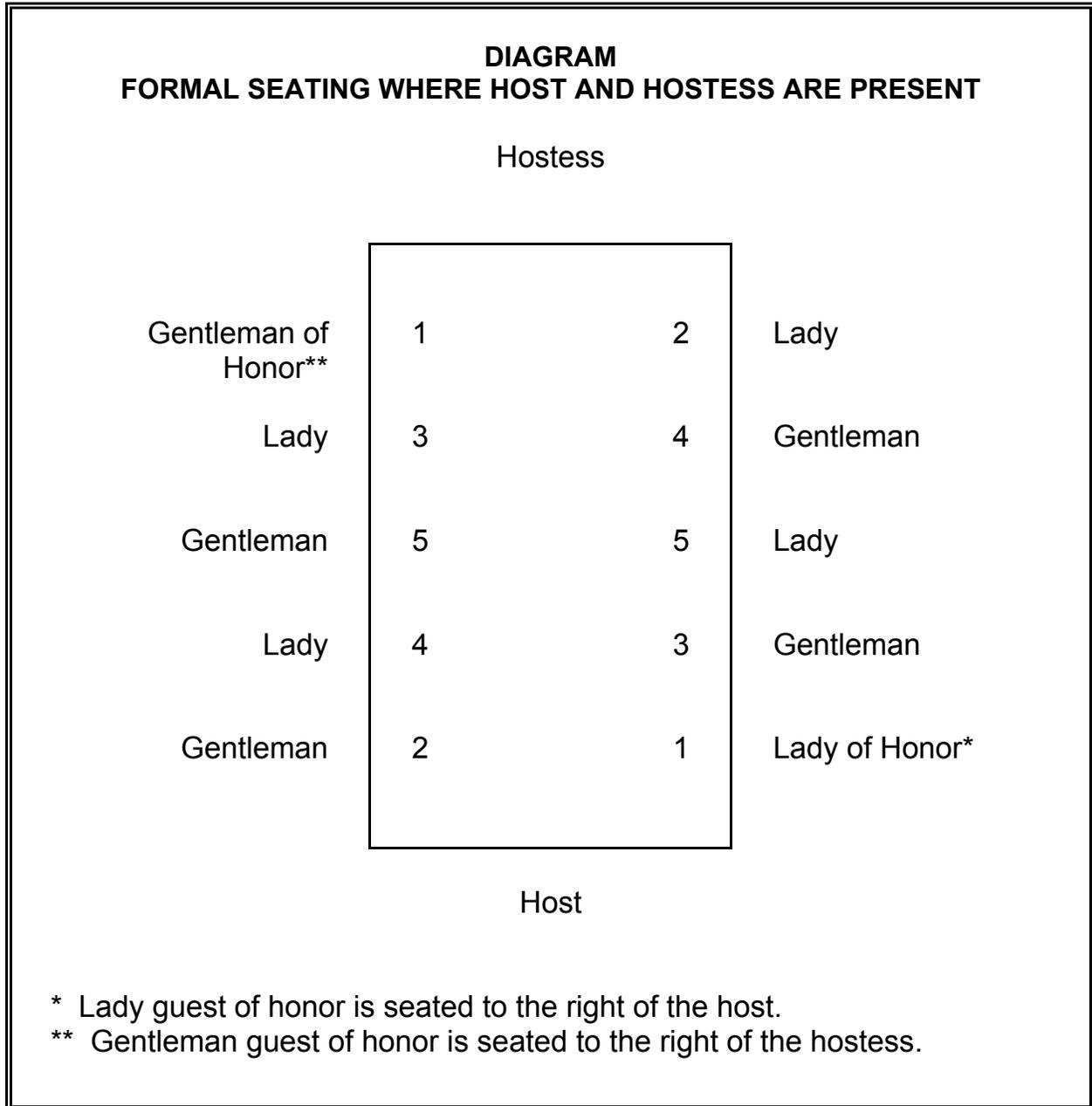
Seat 7 - Next in rank

Seat 4 - Next highest ranking person

Seat 8 - Least ranking person

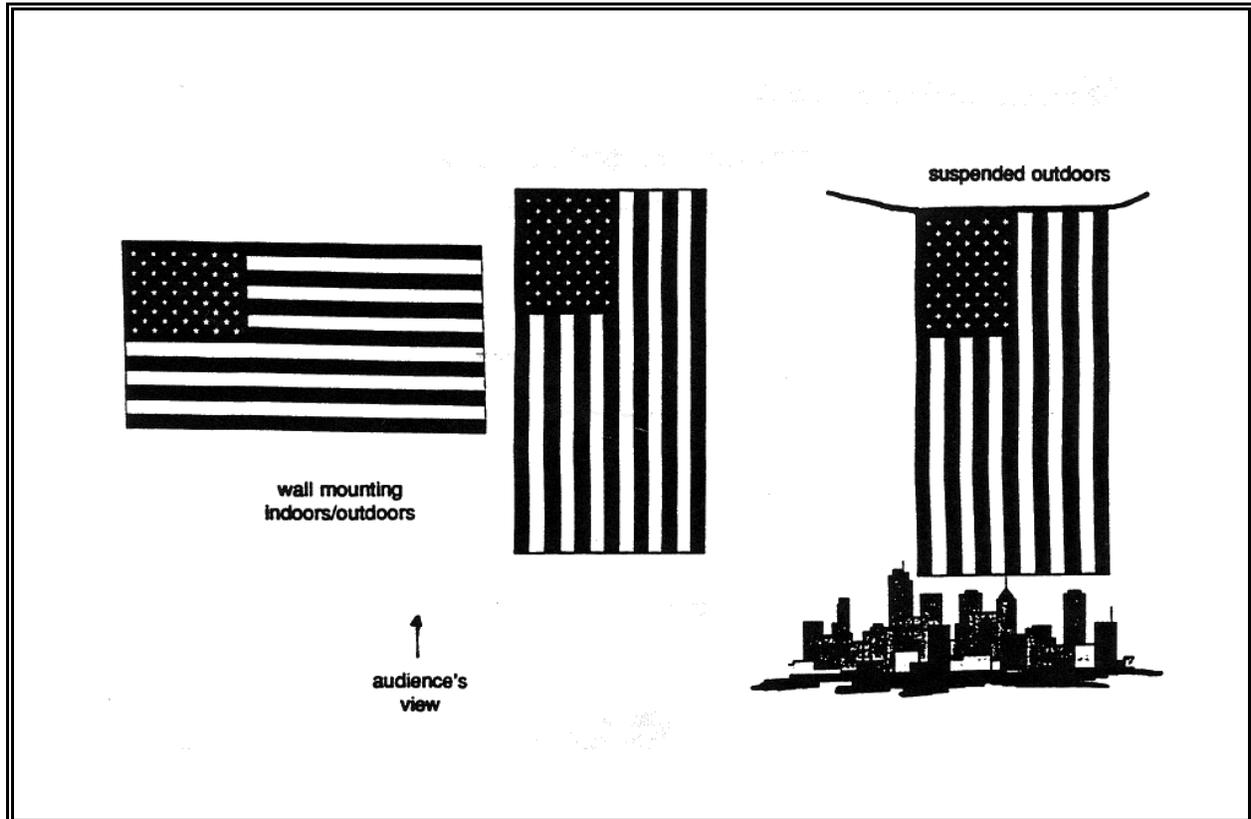
**This page left blank intentionally.**

**Seating Arrangements for Special Events**



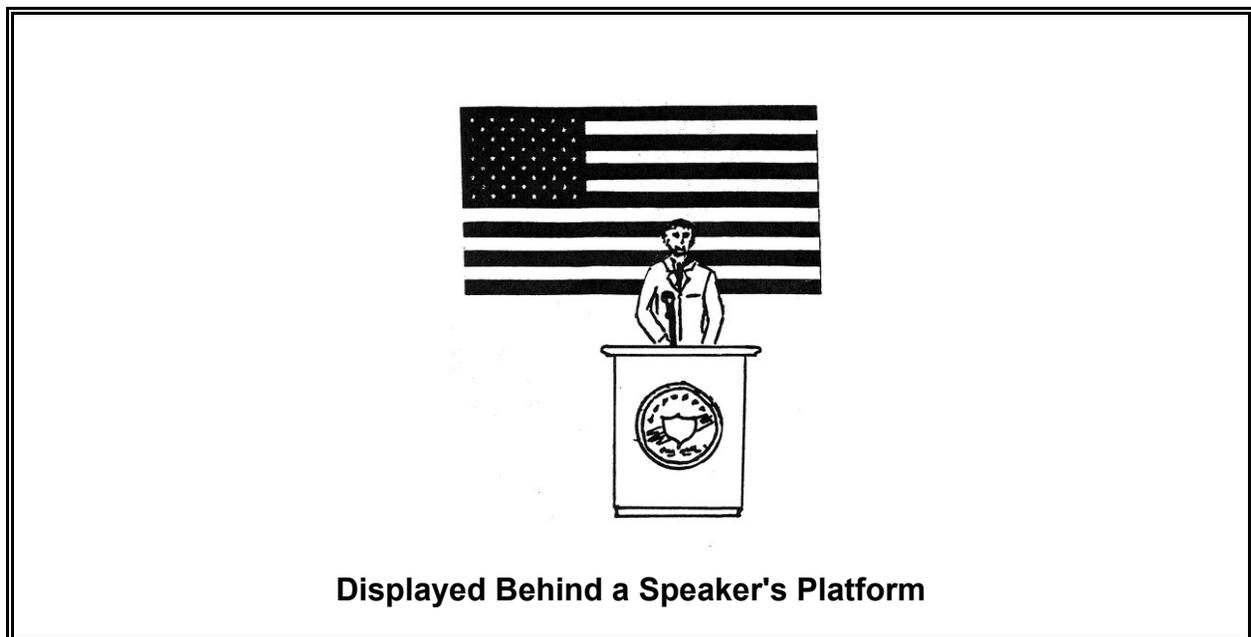
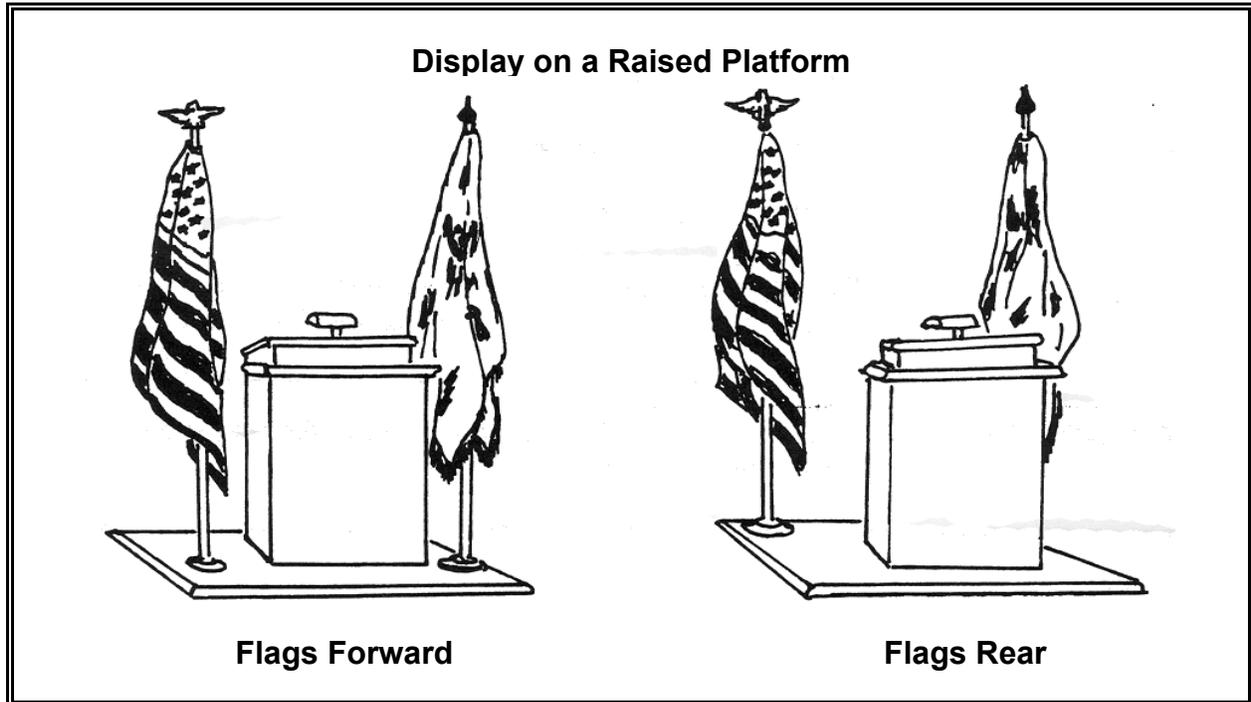
**This page left blank intentionally.**

Proper Positioning of the U.S. Flag when on Display



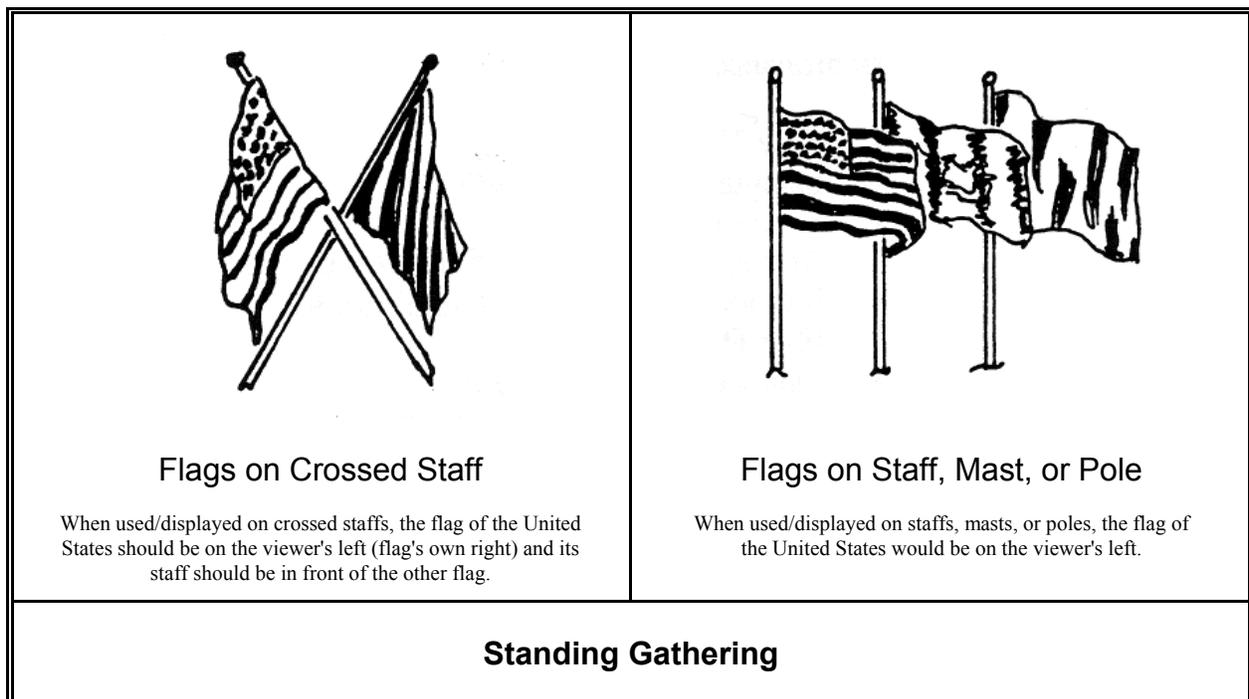
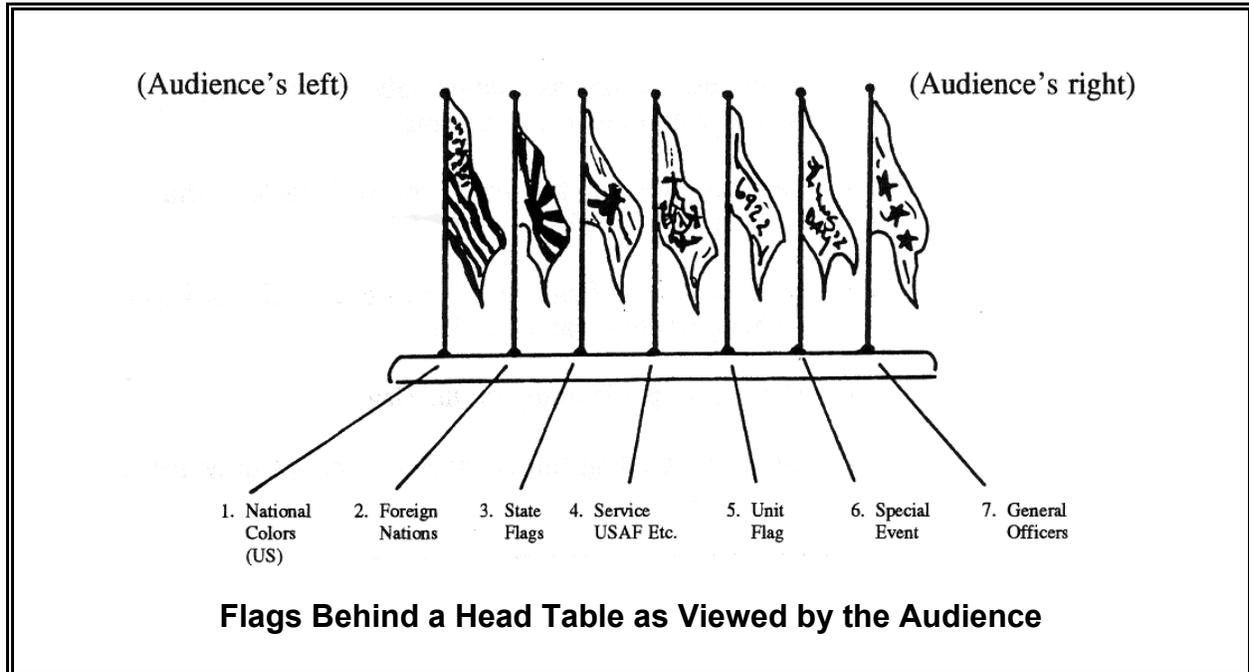
**This page left blank intentionally.**

**Proper Positioning of the U.S. Flag when on Display**



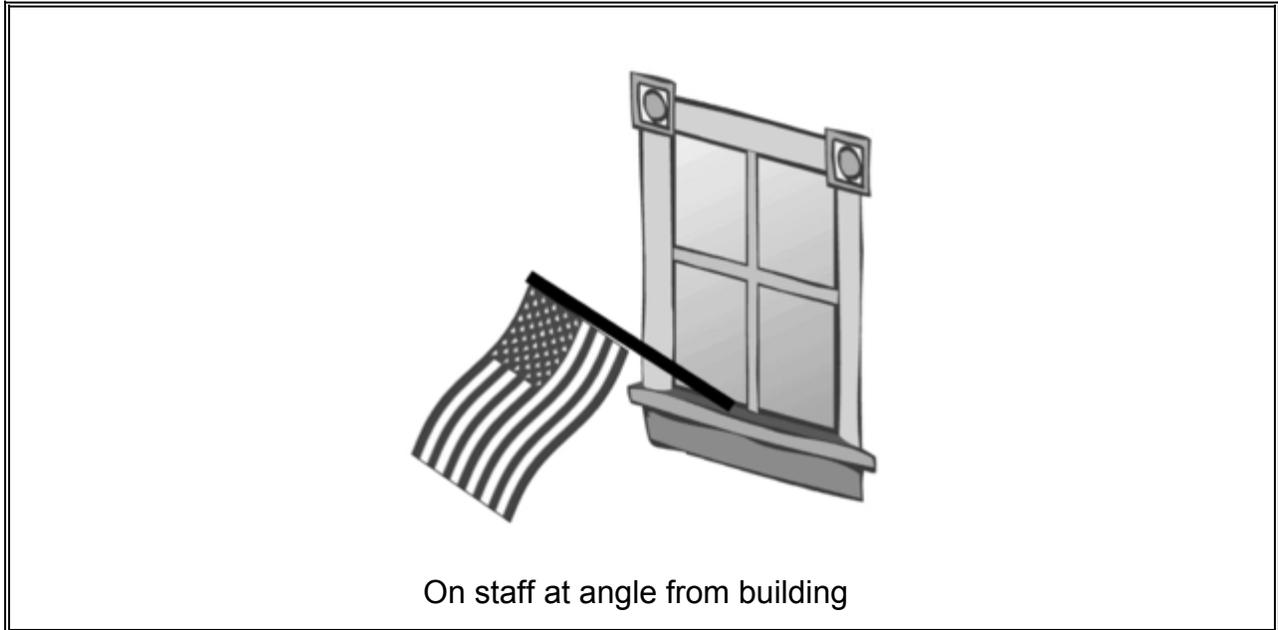
**This page left blank intentionally.**

### Proper Positioning of the U.S. Flag when on Display



**This page left blank intentionally.**

**Proper Positioning of the U.S. Flag when on Display**

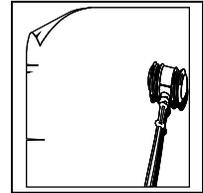


**This page left blank intentionally.**

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Appendix G



### Department of the Navy (DON) Standards of Conduct and Government Ethics

---

#### **INTRODUCTION**

This appendix was prepared to alert you to the importance of behaving and performing professionally and ethically as prescribed by the Department of the Navy regulations.

While explicit, absolute, and continual adherence to all applicable regulations should be your goal, performing within the INTENT of the regulations is the desired achievement.

---

#### **NPC MWR SYSTEM PROBLEMS**

MWR employees continue to lose their jobs, permanently damage their careers and reputations, suffer personal embarrassment, and sometimes--judicial penalty and/or punishment because they did not know and/or adhere to applicable regulations.

PERS-65 believes MWR employee performance will improve and the number of problems will decrease proportional to each MWR employee's understanding of, commitment to, and performance in accordance with the Department of the Navy (DON) regulations regarding standards of conduct, government ethics, and fraud, waste, and abuse prevention and reporting.

---

**WHEN IN  
DOUBT**

This handout is only a reminder--It is imperative that you confirm your questions and resolve your doubts/suspensions using the most recent revision of the applicable statutes, regulations, policies, and/or local authorized (SOP)--hereafter called regulations.

Whenever you are UNABLE to confirm your questions or resolve your doubts/suspensions through research of applicable regulations, use your chain of command, the Command ethics counselor, or other designated Command legal representative to obtain your answer, affirmation, direction, or necessary interpretation.

***Resolve all problems at the lowest possible level in the chain of command.***

For additional assistance, remember to contact your NPC MWR Division branch representatives. They can provide accurate guidance on a wide variety of subjects. (e.g., questionable procurement, disposition of NAF property, services contracts, sponsorship, single-source procurement/contracts, same-family hires, dealing with terminated employees as contractors, and much more.)

---

**CONTENTS**

This handout provides definitions, fundamental philosophies, and a copy of the Bedrock Standards of Conduct.

---

**REFERENCES**

The following references were the basis for this handout.

- DoD Directive 5500.7 (series), Joint Ethics Regulation.
- SECNAVINST 5370.2 (series), Standards of Conduct and Government Ethics.
- SECNAVINST 5370.7 (series), DoD/NAVY Hotline Program.

**REFERENCES  
(cont.)**

- SECNAVINST 5430.92 (series), Assignment of Responsibilities to Counteract Fraud, Waste, and Abuse Related Improprieties Within the Department of the Navy.

These are references that contain the rules, regulations, policy, guidance and information regarding standards of conduct, government ethics, and fraud, waste, and abuse prevention and reporting that apply to all Navy employees.

The following book was used as a reference for business and personal ethic theory and application.

- The Power of Ethical Management, Blanchard and Peale, William Morrow and Company, New York, NY, 1988.
- 

**SECNAVINST  
5370.2 (series)**

SECNAVINST 5370.2 (series), Standards of Conduct and Government Ethics, prescribes the ethical standards and rules of conduct required of all Department of Navy (DON) personnel, regardless of assignment.

SECNAVINST 5370.2 (series) also establishes procedures for the reporting and enforcing of post government service employment restrictions.

---

**RESPONSIBILITY**

Responsibility and accountability for ensuring compliance rests upon supervisors, Commanding Officers, and their superiors.

However, it is the responsibility of every employee covered by SECNAVINST 5370.2 (series) to ensure he/she is completely aware of the rules of standard conduct and ethical behavior specified by the instruction and at all times, behave accordingly.

---

**APPLICABILITY**

SECNAVINST 5370.2 (series) applies to all DON civilian officers and employees, active duty military personnel (both regular and reserve), special government employees, personnel of Nonappropriated Fund (NAF) instrumentalities, midshipmen of the Naval Academy, and others as explained in the instruction.

---

**ENFORCEABILITY**

Penalties for violations of the ethics standards and rules of conduct prescribed by SECNAVINST 5370.2 (series) include the full range of statutory and regulatory sanctions for civilian and military personnel. A violation of the instruction's provisions is punishable in accordance with the Uniform Code of Military Justice for military personnel and is the basis for disciplinary action with respect to civilian employees.

Under current DON regulations, employees are encouraged to seek the advice of agency ethics officials--official disciplinary action for violation of regulatory standards will NOT be taken against an employee who relies on such advice.

---

**WHAT'S THE  
VALUE?...  
WHY CARE?**

Dr. Kenneth Blanchard and Dr. Norman Vincent Peale write in their book, The Power of Ethical Management, "Ethics in business is the single, most urgent problem facing America today."

---

**DEFINITIONS**

So that we are reading from the same page, let's use the following definitions:

**ACTION** --noun

1. A thing done; a deed.
2. The act, process, or fact of doing something.

**DEFINITIONS  
(cont.)****BEHAVIOR** --noun

1. Deportment; demeanor.
2. Action, reaction, or function under specified circumstances.

**CHOICE** --noun

1. The act of choosing; selection.
2. The power or right to choose.
3. A number or variety from which to choose.

**ETHICS** --noun

1. A principle of right or good conduct or a body of such principles.
2. A system of moral principles or values.
3. The rules or standards governing the conduct of the members of a profession.

**FAIR** --adjective: -er, -est

1. Just; equitable.
2. Consistent with rules; permissible.
3. Unblemished; clean.
4. Favorable; propitious.

**HONEST** --adjective

1. Marked by truthfulness and integrity; upright.
2. Not deceptive or fraudulent; genuine.
3. True; not false: honest reporting.
4. Frank and straightforward; sincere.

**INTEGRITY** --noun

1. Strict personal honesty and independence.
2. Completeness; unity.
3. Soundness.

**DEFINITIONS**  
(cont.)

**JUDGEMENT** --noun

1. The capacity to perceive, discern, or make reasonable decisions.
2. A decision, opinion, or conclusion reached after due consideration, esp. a formal decision of an arbiter

**MORALS** --adjective

1. Of or concerned with the discernment or instruction of what is good and evil.
2. Being or acting in accordance with established standards of good behavior.
3. Arising from conscience.
4. Having psychological rather than tangible effects.
5. Based on likelihood rather than evidence.

--noun

1. The principle taught by a story or event.
2. Rules or habits of conduct, esp. sexual conduct.

**PROBLEM** --noun

1. A question or situation that presents uncertainty, perplexity, or difficulty.
2. A source of trouble or annoyance.
3. A question put forward for consideration or solution.

**STANDARDS** --noun

1. An acknowledged basis for comparing or measuring; criterion.
  2. A degree or level of requirement, excellence, or attainment.
-

**CONFUSION**

Over the past several years, the Navy MWR business operating environment has been very tumultuous.

Emphasis on "acting more business-like", BRAC closures, system-wide down-sizing of the Navy, regionalization, competitive sourcing, intense bottom line focus, admonishment and regulation regarding fiduciary responsibility, changes in the accounting and personnel systems, and many other issues have created an "action" environment.

This action environment has caused some MWR employees to choose, behave, and/or act in a "Ready-FIRE-Aim" manner at the expense of ethics and conduct standards.

But, it is in this sometimes confusing and paradoxical work environment that you are expected to accomplish your duties ethically and within the standards of conduct.

---

**WHAT'S THE PROBLEM?**

As you've been reading you may have been wondering, "Yeah, so what's the problem?... I behave okay!"

The fact of the matter is, Navy MWR continues to experience too many serious employee problems resulting from unethical performance and behavior, from incorrect interpretation of the regulations, and from non-adherence to the Standards of Conduct.

Two of our definitions provide some insight into these recurring problems. These are: PROBLEMS and CHOICES.

- Problems, questions, and situations that present uncertainty, perplexity, or difficulty arise constantly throughout the day,
- And because of the pressure (real or perceived) to act on these problems, choices (right and wrong) are made by employees every MWR day to solve problems, answer questions, and/or rectify or deal with situations.

**WHAT'S THE  
PROBLEM?  
(cont.)**

So you see, we sometimes make wrong choices that get the job done, but in so doing, we unfortunately cross the ethics boundaries, unnecessarily placing ourselves and our Commands at risk.

---

**WHAT TO DO**

So, how do you work in this environment? How do you maintain a bias for action and a passion to deliver successful, low-cost/high value, competitive, products and services that exceed customer expectations while remaining ethically sound? What can you do?

Well for starters:

- Study the listed references--know where the rules can be found!
- Learn the *essence* and the *intent* of the regulations that apply to your behavior and to your decisions. You have to KNOW the rules that apply to you and your job to be able to COMPLY with the rules and to APPLY the intent of the rules. That sounds pretty obvious, and it is... but while obvious, **it isn't easy**. If it were, you wouldn't be reading this handout.
- Practice a ready--**aim**--fire decision process where aim means you know what you're shooting at, and know, in advance, what will be the results of the shot.
  - Ensure your knowledge of AIMING tells you when NOT to fire!
- When in doubt about your AIM, don't fire! Whenever in doubt about the application or interpretation of a rule or regulation, look it up, or ask!
  - know who to ask

**WHAT TO DO  
(cont.)**

- use the chain of command
- trust your conscience and your values
- Take sufficient time to make decisions; don't rush to action. Check the regulations, ask questions, and examine alternatives... this protects you and the Command.
- Ignore temptation... if it's wrong, it's WRONG!--And rationalizing wrong to right doesn't work either!
- Be brave--call attention to infractions... tell the offender what he/she did and why their behavior and/or their action is unauthorized, unacceptable, or illegal! (Is there a difference? Yes, you can behave with the utmost decorum and professionalism and still do some pretty goofy things or make some very bad decisions!)
- Prepare a Code of Ethics and Standard of Conduct for your work unit... One that states something like this:

"Each of our employees is responsible for both the integrity and the consequences of his or her actions."

"The highest standards of honesty, integrity, and fairness must be followed by every employee when engaging in any activity concerning the operation, particularly in relationships with customers, competitors, suppliers, the public, and all other MWR staff members and installation colleagues."

- Remain true to yourself. We believe that people who feel good about themselves have what it takes to withstand outside pressure and to do what is right, rather than what is wrong, although expedient, popular, or lucrative. A strong, personal moral and ethical code in any enterprise, is a major step to success.

**WHAT TO DO  
(cont.)**

- Practice loyalty and honesty every day. Remember, if you have to cheat to win, you need to rethink what you are doing and what you're about.
  - Demonstrate the behaviors you expect from your superiors, subordinates, and colleagues--SET THE EXAMPLE!
  - Remain alert to the politics of the situation--a little tact goes a long way. Always proving you're dead right isn't in your best interest.
  - Discover/invent and then use a sound decision making process... and we just happen to have one to recommend!
- 

**CHOICES;  
HOW TO  
MAKE THEM**

To make the best ethical choice/judgement as a decision maker, you need the following:

- A complete understanding of the situation/problem and the environment.
- A thorough conceptualization of the DoD, DON, MWR and local rules and regulations that bear on the situation/problem.
- A commitment to ethical behavior and adherence to the standards of conduct by which to examine the pending decision and/or action... an ethics check as it were.

Ask yourself the following about your pending decision or proposed action:

- (1) *Is it legal and is it authorized?* Will I be violating civil law or current DoD, DON, MWR, and/or local rules and regulations?

**CHOICES;  
HOW TO  
MAKE THEM  
(cont.)**

- (2) *Is it balanced?* Is it fair to all concerned in the short term as well as the long term? Does it promote win-win relationships?
- (3) *How will it make me feel about myself?* Will it make me proud? Would I feel good if my decision and/or action was published in the newspaper? Would I feel good if my family knew about it?
- (4) *Am I being sensible, political, and tactful?* How can I/we accomplish the outcome of this choice/decision and maintain positive working relationships... (NOT proving I'm right and/or they're wrong.)
- 

**BEDROCK  
STANDARDS  
OF CONDUCT**

On pages 13 and 14 you will find the Bedrock Standards Standards of Conduct from SECNAVINST 5370.2 (series).

Do not base your actions and choices on this copy--always locate and refer to the most current instruction.

As the title implies, these are the fundamental tenets of SECNAVINST 5370.2 (series). The instruction must be studied and applied to daily operations--when in doubt, check it out!

As a reminder, all KEY personnel are required to sign a statement for their Official Personnel File (OPF) that they have read and understand the current Bedrock Standards of Conduct from SECNAVINST 5370.2 (series).

---

**WHAT'S  
COVERED**

The following is a brief alphabetical listing of the types of subject matter covered in the Standards of Conduct and Government Ethics instructions.

Conflicts of Interest	Purpose and Applicability
Definitions	References
Enforcement	Responsibility and Accountability
Financial and Employment Disclosure	Seeking Other Employment
Fiscal Constraints and Fund Raising	Standards of Ethical Conduct
General Policies/Information	Teaching, Speaking, Writing
Gifts and Gratuities	Training
Hot Lines	Travel and Transportation
Indebtedness	Use of Gov Position
Outside Employment	Use of Gov Information
Outside Interest/Activities	Use of Gov Manpower
Political Activities	Use of Gov Property
Procurement Integrity	Use of Gov Facilities
Post-Gov Service Employment	Waivers

---

**FINAL  
SERMON**

If you've read to this point and are thinking to yourself, "This is all well and good, but nice (honest/ethical) guys finish last, and it's a dog-eat-dog world out there, and you don't know what we're faced with, and etc., etc.," then reflect on these clichés:

- Nice (honest/ethical) guys may APPEAR to finish last, but usually they are running in a different and far more important and valuable race!
  - Sometimes when the numbers look right, the decision is still WRONG!
  - Managing ONLY for profit is like playing tennis with your eyes on the scoreboard, and not on the ball! The score is important, but playing fairly, honestly, ethically, effectively, and efficiently is far more important.
-

**ETHICS**

A final thought about ethics... Remember, a great working definition of ethics is the moral judgements (choices) you make when you are certain no one will ever know of your actions.

---

**...AND A  
FINAL WORD  
ON YOUR  
DECISIONS**

The following poem by Dale Wimbrow may help you when your decisions are tough and sticking to your real purpose in life is challenged by the confusion of a typical MWR day.

The Man In The Glass...

When you get what you want in your struggle for self  
And the world makes you king for a day.  
Just go to a mirror and look at yourself  
And see what THAT man has to say.

For it isn't your father or mother or wife  
Whose judgement upon you must pass;  
The fellow who's verdict counts most in your life  
Is the one staring back from the glass.

Some people may think you a straight-shootin' chum  
And call you a wonderful guy,  
But the man in the glass says you're only a bum  
If you can't look him straight in the eye.

He's the fellow to please, never mind the rest,  
For he's with you clear up to the end.  
And you've passed your most dangerous, difficult test  
If the man in the glass is your friend.

You may fool the whole world down the pathway of life  
And get pats on your back as you pass,  
But your final reward will be heartaches and tears  
If you've cheated the man in the glass.

---

**This page left blank intentionally.**

**BEDROCK STANDARDS OF CONDUCT****From SECNAVINST 5370.2 (series), 15 MAR 1989, Appendix E**

---

To maintain the public's confidence in our institutional and individual integrity, All Department of the Navy (DON) personnel SHALL--

1. Avoid any action, whether or not specifically prohibited by the rules of conduct, which might result in, or reasonably be expected to create an appearance of:
  - using public office for private gain,
  - giving preferential treatment to any person or entity,
  - impeding government efficiency or economy,
  - losing complete independence or individual impartiality,
  - making a government decision outside official channels, or
  - adversely affecting the confidence of the public in the integrity of the government;
2. Not engage in any activity or acquire or retain any financial or associational interest that conflicts or appears to conflict with the public interest of the United States related to their duties;
3. Not accept gratuities from department of Defense contractors unless specifically authorized by law or regulation;
4. Not use their official positions to improperly influence any person to provide any private benefit;
5. Not use inside information to further a private gain;
6. Not wrongfully use rank, title, or position for commercial purposes;
7. Avoid outside employment or activities incompatible with their duties or which may discredit the Navy;
8. Never take or use government property or services for other than officially approved purposes;

9. Not give gifts to your superiors or accept them from your subordinates when it is not appropriate to do so;
10. Not conduct official business with persons whose participation in the transaction would violate law or regulations;
11. Seek ways to promote efficiency and economy in government operations;
12. Preserve the public's confidence in the Navy and its personnel by exercising public office as a public trust;
13. Put loyalty to the highest moral principles and to country above loyalty to persons, party, or government department;
14. Uphold the Constitution, laws, and regulations of the United States and never be a party to their evasion;
15. Give a full day's labor for a full day's pay, providing earnest effort to the performance of duties;
16. Never discriminate unfairly by the dispensing of special favors or privileges to anyone, whether for remuneration or not, and never accept for himself or herself or for family members, favors or benefits under circumstances which might be construed by reasonable persons as influencing the performance of government duties;
17. Make no private promises of any kind binding upon the duties of office;
18. Not engage in business with the government, whether directly or indirectly, inconsistent with the conscientious performance of governmental duties; and
19. Expose corruption wherever discovered.

---

**For further guidance consult/use your chain of  
command resources and/or Navy Personnel  
Command, MWR Division.**

---

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Appendix H



### Service Member's Personal Protection Guide: A Self-Help Handbook to Combating TERRORISM July 1996

---

#### FOREWORD

Terrorism is an indiscriminate crime that comes in varying forms of threats and violence and is used primarily to attain political goals of one form or another. Terrorists generate fear through acts of violence, intimidation, and coercion. Acts of terrorism such as hijacking, bombings, etc., occur routinely in certain parts of the world making almost anyone a potential victim. Terrorism is frightening and the results are horrifying. As recent events have shown, terrorists have reached new levels of organization, sophistication, and violence. Terrorist tactics and techniques are changing and challenging the effectiveness of our current antiterrorist measures. Accordingly, we must change our very mindset about terrorism.

You and your families are an important part of our military. This booklet will not ensure immunity against terrorism, but by practicing these techniques and proven security habits, the possibility of becoming a terrorist target will be lessened. Security against terrorism is the responsibility of every individual assigned to the Armed Forces. As members of the military community, you are a most valuable yet most vulnerable resource.

This pamphlet will assist in making you and your family less vulnerable to terrorists. Please incorporate those protective measures that are applicable to your particular situation. Through constant awareness you can protect yourself and your family from acts of terrorism.

John M. Shalikashvili, Chairman of the Joint Chiefs of Staff

---

**STEPS TO  
COMBAT  
TERRORISM**

**Keep A Low Profile**

Your dress, conduct, and mannerisms should not attract attention. Make an effort to blend into the local environment. Avoid publicity and don't go out in large groups. Stay away from civil disturbances and demonstrations.

**Be Unpredictable**

Vary your route to and from work and the time you leave and return home. Vary the way you dress. Don't exercise at the same time and place each day, never alone, on deserted streets, or country roads. Let people close to you know where you are going, what you'll be doing, and when you should be back.

**Be Alert**

Watch for anything suspicious or out of place. Don't give personal information over the telephone. If you think you are being followed, go to a preselected secure area. Immediately report the incident to the military/security police or law enforcement agencies. In overseas areas without such above agencies, report the incident to the Security Officer or the Military Attaché at the US Embassy.

---

## Joint Staff Guide 5260

## Table of Contents

## Section I

General Security Checklist .....	B - 5
House, Home, And Family Security .....	B - 6
Tips For The Family At Home .....	B - 6
Be Suspicious .....	B - 6
Telephone Security .....	B - 7
When Going Out Overseas .....	B - 7
Special Precautions for Children .....	B - 8
Security Precautions When You're Away .....	B - 9
Suspicious Packages Or Mail .....	B - 9
Domestic Employees .....	B - 10
Residential Security .....	B - 11
Ground Transportation Security .....	B - 11
Vehicles Overseas.....	B - 12
Parking.....	B - 12
On The Road.....	B - 12
Commercial Buses, Trains, and Taxis .....	B - 14
Traveling Defensively by Air .....	B - 14
Making Travel Arrangements.....	B - 15
Personal Identification.....	B - 15
Luggage .....	B - 16
Clothing.....	B - 16
Precautions At The Airport .....	B - 17
Actions If Attacked.....	B - 18
Actions If Hijacked.....	B - 18
Taken Hostage - You can survive! .....	B - 19
Preparing The Family .....	B - 19
Stay In Control.....	B - 20
Dealing With Your Captors.....	B - 20
Keep Occupied .....	B - 21
Being Interrogated .....	B - 21
During Rescue .....	B - 21

**Section II**

DoD Code of Conduct for Personnel Subject to Terrorist Activity ..... B - 23  
Policy ..... B - 23  
Scope ..... B - 23  
Rationale..... B - 23  
General..... B - 24  
Responsibility ..... B - 24  
Goal ..... B - 24  
Military Bearing And Courtesy ..... B - 25  
Classified Information ..... B - 25  
Chain Of Command..... B - 25  
Guidance For Detention By Governments ..... B - 26  
Guidance For Captivity By Terrorists ..... B - 28  
Personal Data..... B - 31  
Telephone Numbers..... B - 34

---

---

**SECTION 1**

---

---

**GENERAL  
SECURITY  
CHECKLIST**

- Instruct your family and associates not to provide strangers with information about you or your family.
  - Avoid giving unnecessary personal details to information collectors.
  - Be alert to strangers who are on government property for no apparent reason. Report all suspicious persons loitering near your residence or office; attempt to provide a complete description of the person and/or vehicle to police or security.
  - Vary daily routines to avoid habitual patterns. If possible, fluctuate travel times and routes to and from work.
  - Refuse to meet with strangers outside your work place.
  - Always advise associates or family members of your destination when leaving the office or home and the anticipated time of arrival.
  - Don't open doors to strangers.
  - Memorize key phone numbers -- office, home, police, security, etc.
  - Be cautious about giving out information regarding family travel plans or security measures and procedures.
  - If you are overseas, learn and practice a few key phrases in the native language, such as "I need a policeman, doctor," etc.
-

**HOUSE, HOME,  
AND FAMILY  
SECURITY**

Although spouses and children are seldom targeted by terrorists, they should practice basic precautions for their personal security. Familiarize your family with the local terrorist threat and regularly review the protective measures and techniques listed in this handbook. Ensure everyone in the family knows what to do in an emergency.

---

**TIPS FOR  
THE FAMILY  
AT HOME**

Restrict the possession of house keys. Change locks if keys are lost or stolen and when moving into a previously occupied residence.

Lock all entrances at night, including the garage. Keep the house locked, even if you are at home.

Destroy all envelopes or other items that indicate your name and rank.

Develop friendly relations with your neighbors.

Do not draw attention to yourself; be considerate of neighbors.

Avoid frequent exposure on balconies and near windows.

---

**BE SUSPICIOUS**

Be alert to public works crews and, if overseas, other foreign nationals requesting access to residence; check their identities through a peep-hole before allowing entry.

Be alert to peddlers and strangers.

Write down license numbers of suspicious vehicles; note descriptions of occupants.

Treat with suspicion any inquiries about the whereabouts or activities of other family members.

Report all suspicious activity to Military/Security Police or local law enforcement.

---

**TELEPHONE  
SECURITY**

Post emergency numbers on the telephone.

Military/Security Police: Local Police: Fire Department:  
Hospital:

- Military/Security Police: \_\_\_\_\_
- Local Police: \_\_\_\_\_
- Fire Department: \_\_\_\_\_
- Hospital: \_\_\_\_\_

Do not answer your telephone with your name and rank.

Report all threatening phone calls to security officials.

---

**WHEN GOING  
OUT OVERSEAS**

Travel in groups as much as possible. Avoid high risk areas and demonstrations, and vary movements so as not to be predictable.

Try to be inconspicuous when using public transportation and facilities. Dress, conduct, and mannerisms should not attract attention.

Avoid public demonstrations; do not be curious.

Stay away from controversial meeting places; visit only reputable establishments, but don't frequent the same off-base locations (in particular, known, US-associated locales).

---

**SPECIAL  
PRECAUTIONS  
FOR CHILDREN**

Never leave young children alone or unattended. Be certain they are in the care of a trustworthy person.

If it is necessary to leave children at home, keep the house well lighted and notify the neighbors.

Instruct children to keep doors and windows locked, and never to admit strangers.

Teach children how to contact the police or a neighbor in an emergency.

Know where your children are all the time.

Advise your children to:

- Never leave home without telling you where they will be and who will accompany them.
- Travel in pairs or groups.
- Avoid isolated areas.
- Use locally approved play areas where recreational activities are supervised by responsible adults and where police protection is readily available.
- Refuse automobile rides from strangers and refuse to accompany strangers anywhere on foot even if the strangers say mom or dad sent them, or said it was "okay."

Report immediately to the nearest person of authority (parent, teacher, police) anyone who attempts to molest or annoy them.

---

**SECURITY  
PRECAUTIONS  
WHEN YOU'RE  
AWAY**

- Leave the house with a lived-in look.
  - Stop deliveries or forward mail to a neighbor's home.
  - Don't leave notes on doors.
  - Don't hide keys outside house.
  - Use a timer (appropriate to local electricity) to turn lights on and off at varying times and locations.
  - Leave radio on. (Best with a timer)
  - Hide valuables.
  - Notify the police or a trusted neighbor of your absence.
- 

**SUSPICIOUS  
PACKAGES  
OR MAIL**

Suspicious characteristics to look for include:

- An unusual or unknown place of origin.
- No return address.
- An excessive amount of postage.
- Abnormal or unusual size.
- Oily stains on the package.
- Wires or strings protruding from or attached to an item.
- Incorrect spelling on the package label.
- Differing return address and postmark.
- Appearance of foreign style handwriting.
- Peculiar odor. (Many explosives used by terrorists smell like shoe polish or almonds.)

**SUSPICIOUS  
PACKAGES  
OR MAIL  
(cont.)**

- Unusual heaviness or lightness.
- Uneven balance or shape.
- Springiness in the top, bottom or sides.

Never cut tape, strings, or other wrappings on a suspect package or immerse a suspected letter or package in water. Either action could cause an explosive device to detonate.

Never touch or move a suspicious package or letter.

Report any suspicious packages or mail to security officials immediately.

---

**DOMESTIC  
EMPLOYEES**

Conduct a security background check with local police, neighbors, and friends.

Inform employees about security responsibilities.

Instruct them which phone or other means of communication to use in an emergency.

Do not discuss travel plans or sensitive topics within employees hearing.

Discuss duties in friendly, firm manner.

Give presents or gratuities according to local customs.

---

**RESIDENTIAL  
SECURITY**

Exterior grounds:

- Do not put your name on the outside of your residence or mailbox.
- Have good lighting.
- Control vegetation to eliminate hiding places.

Entrances and exits should have:

- Solid doors with deadbolt locks.
- One-way peep-holes in door.
- Bars and locks on skylights.
- Metal grating on glass doors and ground floor windows, with interior release mechanisms that are not reachable from outside.

Interior features:

- A clear view of approaches.
- Fire extinguishers.
- Medical and first aid equipment.

Other desirable features:

- A clear view of approaches.
- More than one access road.
- Off-street parking.
- High (6-8 feet) perimeter wall or fence.

---

**GROUND  
TRANSPORTATION  
SECURITY**

Criminal and terrorist acts against individuals usually occur outside the home and after the victim's habits have been established. Your most predictable habit is the route of travel from home to duty station or to commonly frequented local facilities.

---

## **VEHICLES OVERSEAS**

Select a plain car; avoid the "rich American" look.

Consider not using a government car that announces ownership.

Auto maintenance:

- Keep vehicle in good repair.
  - Always keep gas tank at least half full.
  - Ensure tires have sufficient tread.
- 

## **PARKING**

Always lock your car.

Don't leave it on the street overnight, if possible.

Never get out without checking for suspicious persons. If in doubt, drive away.

Leave only the ignition key with parking attendant.

Don't allow entry to the trunk unless you're there to watch.

Never leave garage doors open or unlocked.

Use a remote garage door opener if available. Enter and exit your car in the security of the closed garage.

---

## **ON THE ROAD**

Before leaving buildings to get into your vehicle, check the surrounding area to determine if anything of a suspicious nature exists. Display the same wariness before exiting your vehicle.

Prior to getting into a vehicle, check beneath it. Look for wires, tape or anything unusual.

If possible vary routes to work and home. Avoid late night travel.

**ON THE ROAD  
(cont.)**

Travel with companions.

Avoid isolated roads or dark alleys when possible.

Habitually ride with seatbelts buckled, door locked, and windows closed.

Do not allow your vehicle to be boxed in; maintain a minimum 8-foot interval between you and the vehicle in front; avoid the inner lanes. Be alert while driving or riding.

Know how to react if you are being followed:

- Circle the block for confirmation of surveillance.
- Do not stop or take other actions which could lead to confrontation.
- Do not drive home.
- Get description of car and its occupants.
- Go to the nearest safe haven.
- Report incident to military/security police.

Recognize events that can signal the start of an attack, such as:

- Cyclist falling in front of your car.
- Flagman or workman stopping your car.
- Fake police or government checkpoint.
- Disabled vehicle/accident victims on the road.
- Unusual detours.
- An accident in which your car is struck.
- Cars or pedestrian traffic that box you in.
- Sudden activity or gunfire.

Know what to do if under attack in a vehicle:

- Without subjecting yourself, passengers, or pedestrians to harm, try to draw attention to your car by sounding the horn.

**ON THE ROAD  
(cont.)**

- Put another vehicle between you and your pursuer.
  - Execute immediate turn and escape; jump the curb at 30-45 degree angle, 35 mph maximum.
  - Ram blocking vehicle if necessary.
  - Go to closest safe haven.
  - Report incident to military/security police.
- 

**COMMERCIAL  
BUSES, TRAINS,  
AND TAXIS**

Vary mode of commercial transportation.

Select busy stops.

Don't always use the same taxi company.

Don't let someone you don't know direct you to a specific cab.

Ensure taxi is licensed, and has safety equipment (seatbelts at a minimum).

Ensure face of driver and picture on license are the same.

Try to travel with a companion.

If possible, specify the route you want the taxi to follow.

---

**TRAVELING  
DEFENSIVELY  
BY AIR**

Air travel, particularly through high risk airports or countries, poses security problems different from those of ground transportation. Here too, simple precautions can reduce the hazards of a terrorist assault.

---

**MAKING  
TRAVEL  
ARRANGEMENTS**

Get a threat briefing from your security officer prior to traveling in a high risk area.

Use military air or US flag carriers.

Avoid scheduling through high risk areas; if necessary, use foreign flag airlines and/or indirect routings to avoid high risk airports.

Don't use rank or military address on tickets, travel documents, or hotel reservations.

Select window seat; they offer more protection since aisle seats are closer to the hijackers' movements up and down the aisle.

Rear seats also offer more protection since they are farther from the center of hostile action which is often near the cockpit.

Seats at an emergency exit may provide an opportunity to escape.

Avoid off-base hotels, use government quarters or "safe" hotels.

---

**PERSONAL  
IDENTIFICATION**

Don't discuss your military affiliation with anyone.

You must have proper identification to show airline and immigration officials.

Consider use of a tourist passport, if you have one, with necessary visas, providing it's allowed by the country you are visiting.

If you use a tourist passport, consider placing your official passport, military ID, travel orders, and related documents in your checked luggage, not in your wallet or briefcase.

**PERSONAL  
IDENTIFICATION  
(cont.)**

If you must carry these documents on your person, select a hiding place onboard the aircraft to "ditch" them in case of a hijacking.

Don't carry classified documents unless they are absolutely mission-essential.

---

**LUGGAGE**

Use plain, civilian luggage; avoid military-looking bags such as B-4 bags and duffel bags.

Remove all military patches, logos, or decals from your luggage and briefcase.

Ensure luggage tags don't show your rank or military address.

Don't carry official papers in your briefcase.

---

**CLOTHING**

Travel in conservative civilian clothing when using commercial transportation or when traveling military airlift if you are to connect with a flight at a commercial terminal in a high risk area.

Don't wear distinct military items such as organizational shirts, caps, or military issue shoes or glasses.

Don't wear US identified items such as cowboy hats or boots, baseball caps, American logo T-shirts, jackets, or sweatshirts.

Wear a long-sleeved shirt if you have a visible US affiliated tattoo.

---

**PRECAUTIONS  
AT THE AIRPORT**

Arrive early; watch for suspicious activity.

Look for nervous passengers who maintain eye contact with others from a distance. Observe what people are carrying. Note behavior not consistent with that of others in the area.

No matter where you are in the terminal, identify objects suitable for cover in the event of attack; pillars, trash cans, luggage, large planters, counters, and furniture can provide protection.

Don't linger near open public areas. Quickly transit waiting rooms, commercial shops, and restaurants.

Proceed through security checkpoints as soon as possible.

Avoid secluded areas that provide concealment for attackers.

Be aware of unattended baggage anywhere in the terminal.

Be extremely observant of personal carry-on luggage. Thefts of briefcases designed for laptop computers are increasing at airports worldwide; likewise, luggage not properly guarded provides an opportunity for a terrorist to place an unwanted object or device in your carry-on bag. As much as possible, do not pack anything you cannot afford to lose, if the documents are important, make a copy and carry the copy.

Observe the baggage claim area from a distance. Do not retrieve your bags until the crowd clears. Proceed to the customs lines at the edge of the crowd.

Report suspicious activity to the airport security personnel.

---

**ACTIONS IF  
ATTACKED**

Dive for cover. Do not run. Running increases the probability of shrapnel hitting vital organs, or the head.

If you must move, belly crawl or roll. Stay low to the ground, using available cover.

If you see grenades, lay flat on the floor, feet and knees tightly together with soles toward the grenade. In this position, your shoes, feet and legs protect the rest of your body. Shrapnel will rise in a cone from the point of detonation, passing over your body.

Place arms and elbows next to your ribcage to protect your lungs, heart, and chest. Cover your ears and head with your hands to protect neck, arteries, ears, and skull.

Responding security personnel will not be able to distinguish you from attackers. Do not attempt to assist them in any way. Lay still until told to get up.

---

**ACTIONS IF  
HIJACKED**

Remain calm, be polite and cooperate with your captors.

Be aware that all hijackers may not reveal themselves at the same time. A lone hijacker may be used to draw out security personnel for neutralization by other hijackers.

Surrender your tourist passport in response to a general demand for identification.

Don't offer any information; confirm your military status if directly confronted with the fact. Be prepared to explain that you always travel on your personal passport and that no deceit was intended.

Discreetly dispose of any military or US affiliated documents.

Don't draw attention to yourself with sudden body movements, verbal remarks, or hostile looks.

**ACTIONS IF  
HIJACKED  
(cont.)**

Prepare yourself for possible verbal and physical abuse, lack of food, drink, and sanitary conditions.

If permitted, read, sleep, or write to occupy your time.

Discretely observe your captors and memorize their physical descriptions. Include voice patterns and language distinctions, as well as clothing and unique physical characteristics.

Cooperate with any rescue attempt. Lie on the floor until told to rise.

---

**TAKEN HOSTAGE  
YOU CAN SURVIVE**

The chances of you being taken hostage are truly remote. Even better news is that survival rates are high. But should it happen, remember, your personal conduct can influence treatment in captivity. The Department of State has responsibility for all US government personnel and their dependents in overseas areas. Should a hostage situation develop, the Department of State will immediately begin to take action according to preconceived plans to attempt to release the hostages. If kidnapped and taken hostage, the hostage has three very important rules to follow:

- Analyze the problem so as not to aggravate the situation.
  - Make decisions to keep the situation from worsening.
  - Maintain discipline to remain on the best terms with the captors.
- 

**PREPARING  
THE FAMILY**

Have your family affairs in order, including an up-to-date will, appropriate powers of attorney, and measures taken to ensure family financial security.

Issues such as continuing the children's education, family relocation, and disposition of property should be discussed with family members.

**PREPARING  
THE FAMILY  
(cont.)**

Your family should know that talking about your military affiliation to non DoD people may place you, or them, in great danger.

They must be convinced the US government will work to obtain your safe release.

Don't be depressed if negotiation efforts appear to be taking a long time. Remember, your chances of survival actually increase with time.

---

**STAY IN CONTROL**

Regain your composure as soon as possible and recognize your fear. Your captors are probably as apprehensive as you, so your actions are important.

Take mental notes of directions, times of transit, noises, and other factors to identify your location.

Note the number, physical description, accents, habits, and rank structure of your captors.

Anticipate isolation and efforts to disorient and confuse you.

To the extent possible, try to mentally prepare yourself for the situation ahead. Stay mentally active.

---

**DEALING WITH  
YOUR CAPTORS**

Do not aggravate them.

Do not get into political or ideological discussions.

Comply with instructions, but always maintain your dignity.

Attempt to develop a positive relationship with them.

Be proud of your heritage, government, and military association, but use discretion.

---

**KEEP OCCUPIED**

Exercise daily.

Read anything and everything.

Eat what is offered to you. You must maintain your strength.

Establish a slow, methodical routine for every task.

---

**BEING  
INTERROGATED**

Take a simple, tenable position and stick to it.

Be polite and keep your temper.

Give short answers. Talk freely about nonessential matters, but be guarded when conversations turn to matters of substance.

Don't be lulled by a friendly approach. Remember, one terrorist may play "Good Guy" and one "Bad Guy." This is the most common interrogation technique.

Briefly affirm your belief in basic democratic principles.

If forced to present terrorist demands to authorities, in writing or on tape, state clearly that the demands are from your captors. Avoid making a plea on your behalf.

---

**DURING RESCUE**

Drop to the floor and be still. Avoid sudden moves. Wait for instruction.

Once released, avoid derogatory comments about your captors, such remarks will only make things harder for those still held captive.

---

**This page left blank intentionally.**

---

---

**SECTION II**

---

---

**DoD Code of Conduct for Personnel Subject to Terrorist Activity**

**DEPARTMENT OF DEFENSE DIRECTIVE 1300.7 OF 19 DEC 1964**

**POLICY**

This policy concerning the conduct of US military personnel isolated from US control applies at all times. US military personnel finding themselves isolated from US control are required to do everything in their power to follow DoD policy. The DoD policy in this situation is to survive with honor.

---

**SCOPE**

The Code of Conduct is a normal guide designed to assist military personnel in combat or being held prisoners of war to live up to the ideals contained in the DoD policy. This guidance shall assist US military personnel who find themselves isolated from US control in peacetime, or in a situation not related specifically in the Code of Conduct.

---

**RATIONALE**

US military personnel, because of their wide range of activities, are subject to peacetime detention by unfriendly governments or captivity by terrorist groups. This guidance seeks to help US military personnel survive these situations with honor and does not constitute a means for judgment or replace the UCMJ as a vehicle for enforcement of proper conduct. This guidance, although not exactly the same as the Code of Conduct, in some areas, applies only during peacetime. The term peacetime means that armed conflict does not exist or armed conflict does exist, but the United States is not involved directly.

---

## **GENERAL**

US military personnel captured or detained by hostile foreign governments or terrorists are often held for purposes of exploitation of the detainees or captives, or the US Government, or all of them. This exploitation can take many forms, but each form of exploitation is designed to assist the foreign government or the terrorist captors. In the past, detainees have been exploited for information and propaganda efforts, confessions to crimes never committed, all of which assisted or lent credibility to the detainers. Governments also have been exploited in such situations to make damaging statements about themselves or to force them to appear weak in relation to other governments. Ransoms for captives of terrorists have been paid by government and such payments have improved terrorist finances, supplies, status and operations, often prolonging the terror carried on by such groups.

---

## **RESPONSIBILITY**

US Military personnel, whether detainees or captives, can be assured that the US Government will make every good faith effort to obtain their earliest release. Faith in one's country and its way of life, faith in fellow detainees or captives, and faith in one's self are critical to surviving with honor and resisting exploitation. Resisting exploitation and having faith in these areas are the responsibility of all Americans. On the other hand, the destruction of such faith must be the assumed goal of all captors determined to maximize their gains from a detention or captive situation.

---

## **GOAL**

Every reasonable step must be taken by US military personnel to prevent exploitation of themselves and the US Government. If exploitation cannot be prevented completely, every step must be taken to limit exploitation as much as possible. In a sense, detained US military personnel often are catalysts for their own release, based upon their ability to become unattractive sources of exploitation. That is, one that resists successfully may expect detainers to lose interest in further exploitation attempts. Detainees or captives very often must make their own judgments as to which actions will

**GOALS  
(cont.)**

increase their chances of returning home with honor and dignity. Without exception, the military member who can say honestly that he/she has done his/her utmost in a detention or captive situation to resist exploitation upholds DoD policy, the founding principles of the US, and the highest traditions of military service.

---

**MILITARY  
BEARING AND  
COURTESY**

Regardless of the type of detention or captivity, or harshness of treatment, US military personnel will maintain their military bearing. They should make every effort to remain calm and courteous, and project personal dignity. This is particularly important during the process of capture and the early stages of internment when the captor may be uncertain of his control over the captives.

---

**CLASSIFIED  
INFORMATION**

There are no circumstances in which a detainee or captive should voluntarily give classified information or materials to those unauthorized to receive them. To the utmost of their ability, US military personnel held as detainees, captives, or hostages will protect all classified information. An unauthorized disclosure of classified information, for whatever reason, does not justify further disclosures. Detainees, captives and hostages must resist, to the utmost of their ability, each and every attempt by their captor to obtain such information.

---

**CHAIN OF  
COMMAND**

In group detention, captivity, or hostage situations military detainees, captives or hostages will organize, to the fullest extent possible, in a military manner under the senior military member present and eligible to command. The importance of such organization cannot be over emphasized. Historically, in both peacetime and wartime, establishment of a military chain of command has been a tremendous source of strength for all captives. Every effort will be made to establish and sustain communications with other detainees, captives, or hostages. Military detainees, captives, or hostages will encourage civilians being held with them to participate in the

**CHAIN OF  
COMMAND  
(cont.)**

military organization and accept the authority of the senior military member. In some circumstances, such as embassy duty, military members may be under the direction of a senior US civilian official. Notwithstanding such circumstances, the senior military member still is obligated to establish, as an entity, a military organization and to ensure that the guidelines in support of the DoD policy to survive with honor are not compromised.

---

**GUIDANCE FOR  
DETENTION BY  
GOVERNMENTS**

Once in the custody of a hostile government, regardless of the circumstances that preceded the detention situation, detainees are subject to the laws of that government. In light of this, detainees will maintain military bearing and should avoid any aggressive, combative, or illegal behavior. The latter could complicate their situation, their legal status, and any efforts to negotiate a rapid release.

1. As American citizens, detainees should be allowed to be placed in contact with US or friendly embassy personnel. Thus, detainees should ask immediately and continually to see US embassy personnel or a representative of an allied or neutral government.
2. US military personnel who become lost or isolated in a hostile foreign country during peacetime will not act as combatants during evasion attempts. Since a state of armed conflict does not exist, there is no protection afforded under the Geneva Convention. The civil laws of that country apply. However, delays in contacting local authorities can be caused by injuries affecting the military member's mobility, disorientation, fear of captivity, or desire to see if a rescue attempt could be made.
3. Since the detainer's goals may be maximum political exploitation, US military personnel who are detained must be extremely cautious of their captors in everything they say and do. In addition to asking for a US representative, detainees should provide name, rank,

**GUIDANCE FOR  
DETENTION BY  
GOVERNMENTS  
(cont.)**

social security number, date of birth, and the innocent circumstances leading to their detention. Further discussions should be limited to and revolve around health and welfare matters, conditions of their fellow detainees, and going home.

- a. Historically, the detainers have attempted to engage military captives in what may be called a "battle of wits" about seemingly innocent and useless topics as well as provocative issues. To engage any detainer in such useless, if not dangerous, dialogue only enables a captor to spend more time with the detainee. The detainee should consider dealings with his/her captors as a "battle of wits" - the will to restrict discussion to those items that relate to the detainee's treatment and return home against the detainer's will to discuss irrelevant, if not dangerous topics.
- b. As there is no reason to sign any form or document in peacetime detention, detainees will avoid signing any document or making any statement, oral or otherwise. If a detainee is forced to make a statement or sign documents, he/she must provide as little information as possible and then continue to resist to the utmost of his/her ability. If a detainee writes or signs anything, such action should be measured against how it reflects upon the US and the individual as a member of the military or how it could be misused by the detainer to further the detainer's ends.
- c. Detainees cannot earn their release by cooperation. Release will be gained by the military member doing his/her best to resist exploitation, thereby reducing his/her value to a detainer, and thus prompting a hostile government to negotiate seriously with the US Government.

**GUIDANCE FOR  
DETENTION BY  
GOVERNMENTS  
(cont.)**

4. US military detainees should not refuse to accept release unless doing so requires them to compromise their honor or cause damage to the US Government or its allies. Persons in charge of detained US military personnel will authorize release of any personnel under almost all circumstances.
  
5. Escape attempts will be made only after careful consideration of the risk of violence, chance of success, and detrimental effects on detainees remaining behind. Jailbreak in most countries is a crime; thus, escape attempts would provide the detainer with further justification to prolong detention by charging additional violations of its criminal or civil law and result in bodily harm or even death to the detainee.

---

**GUIDANCE  
FOR CAPTIVITY  
BY TERRORISTS**

Capture by terrorists is generally the least predictable and structured form of peacetime captivity. The captor qualifies as an international criminal. The possible forms of captivity vary from spontaneous hijacking to a carefully planned kidnapping. In such captivities, hostages play a greater role in determining their own fate since the terrorists in many instances expect or receive no rewards for providing good treatment or releasing victims unharmed. If US military personnel are uncertain whether captors are genuine terrorists or surrogates of government, they should assume that they are terrorists.

1. If assigned in or traveling through areas of known terrorist activity, US military personnel should exercise prudent antiterrorist measures to reduce their vulnerability to capture. During the process of capture and initial internment, they should remain calm and courteous, since most casualties among hostages occur during this phase.

**GUIDANCE  
FOR CAPTIVITY  
BY TERRORISTS  
(cont.)**

2. Surviving in some terrorist detentions may depend on hostages conveying a personal dignity and apparent sincerity to the captors. Hostages therefore may discuss nonsubstantive topics such as sports, family, and clothing to convey to the terrorist the captive's personal dignity and human qualities. They will make every effort to avoid embarrassing the United States and the host government. The purpose of this dialogue is for the hostage to become a "person" in the captor's eyes, rather than a mere symbol of their ideological hatred. Such a dialogue should strengthen the hostage's determination to survive and resist. A hostage also may listen actively to the terrorist's beliefs about his/her cause; however, they should never pander, praise, participate, or debate the terrorist's cause with him/her.
  
  3. US military personnel held hostage by terrorists should accept release using guidance in subsection 4 on page B - 28. US military personnel must keep faith with their fellow hostages and conduct themselves accordingly. Hostages and kidnap victims who consider escape to be their only hope are authorized to make such attempts. Each situation will be different and the hostage must carefully weigh every aspect of a decision to attempt to escape.
-

**This page left blank intentionally.**

**Personal Data**

Law enforcement agencies need timely and accurate information to effectively work for the release of hostages. Keep this data on hand, ready to give to military security police.

	<b>MILITARY MEMBER OR DoD EMPLOYEE</b>	<b>SPOUSE</b>
Full Name:	_____	_____
Passport Number:	_____	_____
SSN:	_____	_____
Rank:	_____	_____
Position:	_____	_____
Home Address:	_____	_____
	_____	_____
Phone:	_____	_____
Place of Birth:	_____	_____
Date of Birth:	_____	_____
Citizenship:	_____	_____
Race:	_____	_____
Height:	_____	_____
Weight:	_____	_____
Build:	_____	_____
Hair Color:	_____	_____
Color of Eyes:	_____	_____
Languages Spoken:	_____	_____
	_____	_____
Medical Requirements or Problems:	_____	_____
	_____	_____
Medication Required and Time Intervals:	_____	_____
	_____	_____
Provide Three Signature Samples		
1.	_____	_____
2.	_____	_____
3.	_____	_____

Attach two photographs, one full length front view and one full length side view. Attach one complete finger print card.

**Family Data (cont.)**

	<b>CHILD 1</b>	<b>CHILD 2</b>
Full Name:	_____	_____
Passport Number:	_____	_____
SSN:	_____	_____
Rank:	_____	_____
Position:	_____	_____
Home Address:	_____	_____
	_____	_____
Phone:	_____	_____
Place of Birth:	_____	_____
Date of Birth:	_____	_____
Citizenship:	_____	_____
Race:	_____	_____
Height:	_____	_____
Weight:	_____	_____
Build:	_____	_____
Hair Color:	_____	_____
Color of Eyes:	_____	_____
Languages Spoken:	_____	_____
	_____	_____
Medical Requirements or Problems:	_____	_____
	_____	_____
Medication Required and Time Intervals:	_____	_____
	_____	_____
Provide Three Signature Samples		
1.	_____	_____
2.	_____	_____
3.	_____	_____

Attach two photographs, one full length front view and one full length side view. Attach one complete finger print card.

**AUTOMOBILES OR RECREATIONAL VEHICLES**

Make and Year: \_\_\_\_\_  
Color: \_\_\_\_\_  
Model: \_\_\_\_\_  
Doors: \_\_\_\_\_  
Style: \_\_\_\_\_  
License/State: \_\_\_\_\_  
Vehicle ID: \_\_\_\_\_  
Distinctive Markings: \_\_\_\_\_

Make and Year: \_\_\_\_\_  
Color: \_\_\_\_\_  
Model: \_\_\_\_\_  
Doors: \_\_\_\_\_  
Style: \_\_\_\_\_  
License/State: \_\_\_\_\_  
Vehicle ID: \_\_\_\_\_  
Distinctive Markings: \_\_\_\_\_

Make and Year: \_\_\_\_\_  
Color: \_\_\_\_\_  
Model: \_\_\_\_\_  
Doors: \_\_\_\_\_  
Style: \_\_\_\_\_  
License/State: \_\_\_\_\_  
Vehicle ID: \_\_\_\_\_  
Distinctive Markings: \_\_\_\_\_

**For additional information contact your Antiterrorism Office:**

**Assistant Secretary of Defense:**  
(Special Operations and Low-Intensity  
Conflict)  
The Pentagon  
Washington DC 20301-2500  
(703) 693-2898  
DSN: 223-2898

**The Joint Staff:**  
Attn: J38/SOD  
Room 2C840, The Pentagon  
Washington DC 20318  
(703) 697-2231  
DSN: 227-2231

**Army:**  
Headquarters Department of the Army  
(DAMO-ODL-CBT)  
400 Army, The Pentagon  
Washington DC 20310  
(703) 695-8491  
DSN: 225-8491

**Navy:**  
Chief of Naval Operations (N09N3)  
Washington Navy Yard  
Washington DC 20388-5384  
(202) 433-9119  
DSN: 288-9119

**Air Force:**  
Headquarters US Air Force  
Security Police Operations  
1340 Air Force Pentagon  
Washington DC 20330-1340  
(703) 588-0019  
DSN: 425-0019

**Marine Corps:**  
Headquarters USMC  
POS-17  
2 Navy Annex  
Washington DC 20380-1775  
(703) 614-2180  
DSN: 224-2180

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Appendix I



**Joint Staff Pamphlet 5260  
Personal Protection  
July 1996**

---

### **PERSONAL PROTECTION PAMPHLET**

This purpose of this pamphlet is to inform you and your family about terrorism and measures you can take to reduce your personal vulnerability. Historically, Americans normally worried about terrorism when traveling abroad. However, with the recent examples of terrorist violence in the United States such as the World Trade Center bombing in 1993 and the bombing of the Oklahoma City Federal Building in 1995, we now know that terrorism can strike here at home as well. Hopefully, the information in this pamphlet will help you avoid becoming a victim of a terrorist incident.

---

**This page left blank intentionally.**

**Table of Contents**

Introduction ..... C - 5

Terrorism ..... C - 5

Placing the Threat in Perspective ..... C - 6

Crime Prevention and Terrorism ..... C - 7

Protective Measures..... C - 8

Protecting Yourself and Your Family ..... C - 9

Traveling Abroad..... C - 10

Away From Home ..... C - 13

Hostage Survival..... C - 19

Living With the Threat ..... C - 20

**This page left blank intentionally.**

## INTRODUCTION

Traveling to and living in foreign lands can be a rich and rewarding experience. Whether Service members, family members, DOD civilians or contractors, we are afforded opportunities many Americans could never even imagine. The odds are your experiences will be incident free, and your chances of losing valuables or having to cope with an unexpected illness or injury is far greater than becoming a victim of violence.

Americans, especially those in uniform, must be careful when traveling abroad--but no more so than if we were passing through a high crime area in any large city in the United States. Just as you would take steps to protect yourself and your family from the ordinary criminal here, you should take similar steps to defend against the criminal, and the terrorist, overseas. You can narrow the chances of becoming a victim even further through increased awareness of Potential problems and careful planning.

---

## TERRORISM

**The Terrorists** - Generally speaking, terrorists are dedicated people who believe they are participants in a dynamic social or political process. However, these people cannot achieve the changes they desire through the normal political process and inevitably resort to violence.

You will find that terrorism is the stock in trade of all extremist ideologies, whether on the far left or the far right.

**Terrorist Objectives** - The common strategy of all terrorists is to commit acts of violence that draw the attention of the people, the government, and the world to their cause. The terrorists plan their attack to obtain the greatest publicity, choosing targets that symbolize what it is against they are fighting.

**TERRORISM  
(cont.)**

**Terrorist Tactics** - Terrorist operations are planned and carried out with considerable expertise. Terrorists seek to exploit the target's vulnerabilities and minimize their own risk.

For the most part, terrorist acts are limited to six basic forms: bombings, assassinations, armed assaults, kidnapping, barricade and hostage situations, and hijackings. Bombings are the most common.

The operations themselves are normally meticulously planned, allowing for the greatest chance of success and the safe escape of the terrorists.

---

**PLACING THE  
THREAT IN  
PERSPECTIVE**

Acts of terrorism are usually performed to provoke overreaction, produce widespread fear, and attract the attention of the media. These acts are, in effect, "theaters of violence."

Sensationalized by media coverage, terrorism has caused many of us to become fearful of overseas travel. But, is this fear truly justified?

No one is immune to terrorism, anymore than we are immune to ordinary criminal violence. However, the vast majority of foreign countries have a very good record of maintaining public order and protecting residents and visitors from terrorism and crime. The simple fact is, you are more likely to be involved in a serious traffic accident than an act of terrorism.

We are not defenseless against terrorism anymore than we are against ordinary criminals. The United States has devoted considerable resources to protect its citizens, in and out of uniform. Moreover, you personally can take positive steps to deter the terrorist.

**PLACING THE  
THREAT IN  
PERSPECTIVE**

(cont.)

Alert, aware people who are prepared for the threat and have minimized the likelihood they will fall prey to terrorists and other criminals are often too difficult a target. In the long run, if you adopt some of the pointers in this pamphlet, you can truly enjoy your travels wherever they may take you.

A positive mental attitude is the key.

---

**CRIME  
PREVENTION  
AND TERRORISM**

Although the threat of terrorism may seem overwhelming, the truth is, the steps you would take in a simple personal crime prevention program apply to the terrorist as well. The best advice in an area of the world subject to terrorist activity is to view your situation as if you were passing through or living in a high crime urban environment and act accordingly.

Learn about your destination - the culture, language, local customs, history of criminal activity and local laws. This can be done by consulting your library, a travel agent, airline or tourist offices, or talking to people who have been there.

Once you arrive, become familiar with your environment. Know what is normal in order to detect the unusual. Remember, terrorists as well as ordinary criminals need information to plan and execute a successful operation. Through surveillance, they hope to learn your habits and assess where you are vulnerable. By taking some basic security precautions, you not only disrupt their intelligence gathering efforts, but in so doing demonstrate vigilance and a genuine concern for security.

Consult your local law enforcement office on how to protect your home, your car, and your family in general from crime. Local crime prevention programs, neighborhood watch, and other activities are excellent ways to ward off potential problems.

**CRIME  
PREVENTION  
AND TERRORISM  
(cont.)**

Don't leave your crime prevention attitude at home. When you are traveling, officially or on leave, just out shopping, and even at the office, remaining cautious and alert can often be a lifesaver. Don't limit crime prevention to just yourself, involve the family. Most important of all--practice crime prevention. Just knowing what to do is not enough. As with anything you want to do well, you must continually reinforce what you have learned.

---

**PROTECTIVE  
MEASURES**

Normal common sense should prevail when traveling abroad, just as it would at home. We cannot hope to list every possible circumstance or every possible precaution in this publication. But, the pointers provided in this pamphlet may help you avoid becoming an "American target of opportunity." They are a collection of ideas gathered from considerable research and experience. Use them as a foundation and apply the same principles to situations not specifically addressed here.

**Remember three basic rules:**

*Be Alert*  
*Keep a Low Profile*  
*Be Unpredictable*

Be alert to your surroundings; know and respect local customs and laws. Be inconspicuous; do not call undue attention to yourself. When possible, try to be unpredictable; vary days and times of activities and routes you regularly travel.

Being informed is also important. Be aware of any potential problems in areas where you might be traveling or assigned. Your own personal security consciousness and precautions should increase as the situation warrants.

---

**PROTECTING  
YOURSELF AND  
YOUR FAMILY**

Consider the criminal or terrorist potential in otherwise ordinary activities.

- Never admit strangers without proper identification into your residence.
- Refuse all unordered packages.
- Don't give out unnecessary information over the phone.
- Keep a low profile and don't advertise your military affiliation.
- Dress and behave conservatively. Avoid styles that don't fit in the local area, military accessories or military styled clothing.
- Similarly, when traveling, avoid military-styled luggage such as B-4 bags--use nondescript civilian luggage.
- Remove military decals, name tags, or other military ID from your luggage and briefcase.
- Don't wear flashy, trendy, or faddish apparel that attracts unwanted attention.
- Avoid typically American items such as cowboy boots or baseball caps--try to blend in.
- Be polite and low key. Avoid loud conversations and arguments.

It is important to put your personal affairs in order. An up-to-date will, power of attorney, and other measures will ensure your family's financial security. Above all else, **remain alert**. Look for and report any suspicious persons or activities to police officials.

---

## **TRAVELING ABROAD**

### **Before You Go:**

Know exactly where you are going and what stops you'll make along the way.

- Try to book a non-stop direct flight to your destination. The fewer stops and plane changes, the better.
- Buy your tickets and pick them up in advance--not at the airport. Ask for a window seat near the center of the plane.
- Avoid known "hot spots." If possible, use military air, military charter, or US flag carriers.
- Purchase some local currency for use immediately after you arrive for taxis, tips, meals, etc.

Travel light. Pack only what you need and nothing more. Carry only essential items on your person such as passport, military ID, driver's license, etc. If you or other family members must take regular medication, take an ample supply, a copy of your prescription, or a statement from your physician explaining the need for such medication (especially if it is a controlled substance like barbiturates).

- Know the generic name so you can reorder abroad if your specific brand is unavailable (or carry generic medication).
- If you wear eye glasses or contact lenses, carry a copy of the prescription and lens care materials.

**TRAVELING  
ABROAD  
(cont.)**

*At The Airport*

Arrive early. Don't loiter around the ticket counter, baggage check-in, or the security screening area. Pass through security as quickly as possible and go to the boarding area. If you want to use shops, restaurants, and lounges, do so in the security area, not the main terminal.

Stay alert. Don't casually discuss your military affiliation with anyone. Report any suspicious activity to airport security officials and beware of unattended luggage.

Be extremely observant of personal carry-on luggage. Thefts of briefcases designed for laptop computers are increasing at airports worldwide; likewise, luggage not properly guarded provides an opportunity for a terrorist to place an unwanted object or device in your carry-on bag. As much as possible, do not pack anything you cannot afford to lose; if the documents are important, make a copy and carry the copy.

Once in the air, continue to be alert and immediately report anything suspicious to one of the crew members.

If the plane is hijacked:

- Above all else, **remain calm.**
- Be polite and cooperate.
- Be aware that not all of the hijackers may reveal themselves initially, hoping to draw out security personnel or overhear conversations that reveal useful passengers.
- A tourist passport is a nonmilitary travel document. Surrender it on demand and do not attempt to hide your identity with an elaborate story.

**TRAVELING  
ABROAD  
(cont.)**

- Discreetly dispose of incriminating materials such as your military ID. If confronted, admit your military connection, explaining that you always travel on your personal passport and no deceit was intended.
- Don't draw attention to yourself, but be observant of activities around you and your captors.
- If a rescue attempt is made, drop to the floor immediately and do not rise up until told to do. Fully cooperate with your rescuers.

***At The Hotel***

Upon arrival in-country, select a room between the second and eighth floors--too high for easy access by criminals and low enough for fire equipment.

Early on, identify emergency exits and stairwells and know where to find and how to use fire extinguishers.

Consider ways to make your room more secure, and not advertise you are there.

When you leave your room, try to give it the appearance someone is still there. Hang the "Do Not Disturb" sign on your door at all times.

Don't be a noisy American guest. Avoid frequent exposure on balconies and in windows and in using the lobby to conduct business or for lounging.

Be careful answering the door. Don't do so automatically. Check to see who it is first through the peep-hole or a side window. Answer the phone with a simple hello, not your name. Only allow people into your room whom you know or expect and refuse items or packages unless you are certain of the source.

Protect your valuables. Use the hotel safe. And when practical, keep your room key in your possession.

---

## **AWAY FROM HOME**

**Host Country** - Before leaving home, try to learn as much about the country you'll be visiting as possible. Try to understand the culture and customs. An informed visitor is a safe visitor. Recognize other nations may not have lifestyle and habits similar to your own and resist the temptation to make value judgments.

- Develop friendly relations with local nationals. If you do so, they can forewarn you about suspicious activities and sometimes even ward off impending attacks.

They can also prevent you from making grave social errors that might offend other local nationals.

- Try to learn as much of the local language as possible, but especially know key phrases such as “I need a policeman,” “Help,” or “I need a doctor.”
- Avoid becoming involved in local politics and steer clear of civil disturbances.
- Know how to use local telephones and keep sufficient pocket change on hand to use them.
- Try to blend in with your environment as much as possible. Rather than going to popular, American frequented restaurants and bars, try the local pubs and eateries suggested by your local national friends.
- See the sights. Most major tourist sights are fine to visit. They have adequate security during normal hours, but again, don't loiter.
- Leave maps/guidebooks at home. Plan your route ahead of time and write down the directions.

**AWAY FROM  
HOME  
(cont.)**

**Where to Live** - If you live off-base, consider the criminal and terrorist threat.

- Remember, well designed and managed apartment complexes or clusters of like homes offer natural security advantages.
- Avoid dead-end streets or cul-de-sacs.
- Consider the route to work. Is there ample opportunity to vary your route? Are the roads reasonably well maintained and well traveled?
- If physically and financially possible, select a residence with clear approaches, more than one access road, and off-street parking.

**Protecting Your Residence** - It is to your advantage to view your residence from a hostile perspective. Ask yourself, “how would I get in if I locked myself out without the keys?” Would it be easy? If so, it will be easy for the intruder as well.

Personally conduct an overall security survey considering the following:

- Improvements to lighting, doors, and door hardware (install deadbolt locks), windows and other sources of entry.
- Install wide-angle peep-holes in all entrances at a height each member of the family can use.
- Use timers on lights, radios, and other appliances while you're away.
- Prepare for possible power failure; have working flashlights, battery radios, candles, etc.

**AWAY FROM  
HOME  
(cont.)**

- If allowed, a dog is a good investment for intrusion detection and alarm.
- Develop friendly relations with your neighbors. They can be allies in a neighborhood security program. Get to know other Americans living nearby and make arrangements to assist one another should the need arise. Keep an eye on the neighborhood. Report anything out of the ordinary.
- Restrict who has the keys and maintain an inventory. Make sure to lock all entrances at night or when you are away.

When you are away, leave the house with a lived-in appearance. Stop deliveries or direct them to a neighbor's home. Also notify the police or a trusted neighbor of your absence.

If you will have household help, check them out. Check their references. Insist they follow your rules.

Know and prominently display key emergency numbers such as local police, base security police, fire department, hospital, school, and reliable neighbors.

Consider establishing a "safe room" to retreat to in the event an intruder gets in your home. At a minimum it should be a walk-in closet or bath you can lock. Consider installing a phone and other items such as a fire extinguisher.

Know the firearm laws. In home defense, firearms can be as much a liability as an asset.

Keep an eye on the neighborhood. Report anything out of the ordinary.

**AWAY FROM  
HOME  
(cont.)**

*Special Tips for the Children*

As best as you can, know where your children are, day and night.

Never leave young children alone or unattended. Teach your children to protect themselves by being alert and aware.

- Age permitting, insist they know basic emergency telephone numbers. Try not to alarm them, but make sure they know basic “do's and don'ts.”
- Avoid isolated streets or playgrounds.
- Play with groups of children.
- Avoid strangers. Refuse rides or accompanying them on foot
- Report anything out of the ordinary and any attempt to molest or annoy them.
- Know how to contact the police or a neighbor in an emergency.

Children can be very reliable sources of information about the neighborhood and its inhabitants. Talk to them about neighborhood goings-on and try to interpret their stories to detect anything suspicious.

Regularly coach your children on general safety precautions.

*Local Travel*

When traveling or living overseas, consider how your automobile fits into your plans.

**AWAY FROM  
HOME  
(cont.)**

- Think seriously about the wisdom of taking an American-made automobile to a country where they are rare.
- As a rule, your car should be common to the locale, and well maintained and equipped. Don't display decals or stickers that say "An American drives this car," or if only briefly visiting the area and you rent or lease, do so only from a reputable company. Check the car thoroughly and refuse it if common safety features are neglected.

Before entering your vehicle, take the time to inspect it for tampering (scarring, wire, dents, etc.), or for any unexplained objects. If anything looks "fishy," do not investigate further and do not get in - **Call the Police!**

While driving, keep the windows shut, lock the doors, use your seat belts, and pay attention to what's going on around you. Understandably, in some countries rolling up the windows is undesirable because of the climate and most local autos do not have air conditioning. However, if in a high threat area, a little discomfort may be worth the price.

Keep your gas tank at least half full at all times. Select well-traveled routes and vary them, but avoid constricted thoroughfares or other potentially dangerous areas.

Know where "safe havens" are along your route, such as police stations, hospitals, government buildings, or other places where you can take refuge and get help.

If you feel you are being followed, go to one of the safe havens. Do not drive home under surveillance.

When not in use, your car should be locked, garaged if possible, or parked in a well-lighted area.

**AWAY FROM  
HOME  
(cont.)**

*When using Commercial Transportation*

- Vary your mode of travel, for example, between buses, taxis, and other forms of public transportation.
- Select busy stops and choose your own cab, not one picked out for you by a stranger.

Check the cab and driver. Is the cab licensed and does it have minimum safety equipment such as seat belts? Do the driver and the photo on the license match?

*When out Shopping*

- Avoid going out alone, travel in groups and in civilian attire.
- Avoid poorly lit streets and narrow alleys. Minimize your night travel as much as possible.
- Stay away from known “trouble spots.”
- Don't discuss personal matters such as travel plans, your job, or your spouse's with people you don't know.
- And as always, keep a low profile and stay alert.

*Additional Useful Tips*

When traveling, avoid carrying possible controversial material such as gun magazines, religious books, pornography, or magazines that can offend or antagonize.

Examine your luggage when your bags arrive at the pick-up point. Use locks and make sure they haven't been tampered with. If so, contact the airport police.

**AWAY FROM  
HOME  
(cont.)**

Always look for the suspicious and make mental notes of the dress, appearance, and behavior of persons acting strangely.

Report anything suspicious. It is better to be embarrassed by a false alarm than not report a potentially dangerous situation.

On board your plane, mentally note the other passengers and check the area immediately surrounding your seat.

Know where help can be found, namely US military installations, the American embassy or consulate, or even American businesses that can offer assistance.

---

**HOSTAGE  
SURVIVAL**

It is unlikely you'll ever be taken captive; but if the unlikely does occur, remember the following:

- Stay in control. Regain your composure as soon as possible and face your fears. Your captors are as nervous as you are, so what you do is important.
- Do not irritate your abductors. Develop a positive relationship and portray yourself as a human being deserving respect.
  - This will ease your own burden and can result in better treatment.
  - If your captors come to regard you in this light, it will be more difficult to mistreat you. Share photos or mementos that will reinforce your human qualities.
- Stay active. Exercise daily, read anything and everything, write if permitted, and establish some form of routine lending normalcy to your daily living. Eat what is offered. Maintain your strength and health.

**HOSTAGE  
SURVIVAL  
(cont.)**

- If interrogated, adopt a simple, tenable position and stick to it.
- Be polite, give short answers, talk freely about unimportant matters, but guarded when subjects become sensitive.
- If your captors wish to photograph you, let them. This will confirm you are alive and give some idea of your condition.

Should a rescue attempt be made, drop to the floor and remain there. Do whatever your rescuers tell you to do. If released, and others remain behind, bear in mind derogatory remarks may make things harder for those still held hostage. Any escape attempt should be made only after careful consideration of the risks, chances of success, and detrimental effects on detainees left behind.

---

**LIVING WITH  
THE THREAT**

We live with many dangers in our daily lives, ranging from everyday household accidents to natural disasters. We do so without relentless fear. Just as we face the possibility of having our homes burglarized in the United States, we might also face similar crimes abroad. We know this and prepare for it.

Terrorism is a fact of contemporary life, but we do not have to live in constant fear of terrorism anymore than other dangers. It is important to be aware of the threat and take steps to protect ourselves, but it is also important to keep the threat in perspective.

Enjoy your travels overseas. They are experiences to be savored for a lifetime.

---

**For additional information contact your ANTITERRORISM OFFICE:**

**Assistant Secretary of Defense:**  
(Special Operations and Low-Intensity  
Conflict)  
The Pentagon  
Washington DC 20301-2500  
(703) 693-2898  
DSN: 223-2898

**The Joint Staff:**  
Attn: J38/SOD  
Room 2C840, The Pentagon  
Washington DC 20318  
(703) 697-2231  
DSN: 227-2231

**Army:**  
Headquarters Department of the Army  
(DAMO-ODL-CBT)  
400 Army, The Pentagon  
Washington DC 20310  
(703) 695-8491  
DSN: 225-8491

**Navy:**  
Chief of Naval Operations (NO9N3)  
Washington Navy Yard  
Washington DC 20388-5384  
(202) 433-9119  
DSN: 288-9119

**Air Force:**  
Headquarters US Air Force  
Security Police Operations  
1340 Air Force Pentagon  
Washington DC 20330-1340  
(703) 588-0019  
DSN: 425-0019

**Marine Corps:**  
Headquarters USMC  
POS-17  
2 Navy Annex  
Washington DC 20380-1775  
(703) 614-2180  
DSN: 224-2180

**This page left blank intentionally.**

# Workplace Etiquette



**A Reference Guide for  
Typical Workplace  
Situations**

**This page left blank intentionally.**

## Contents

<b>Social Etiquette / Workplace Etiquette / Military Etiquette.....</b>	<b>5</b>
<b>Apologizing for Mistakes .....</b>	<b>5</b>
<b>Gender Equality .....</b>	<b>6</b>
<b>Common Courtesy.....</b>	<b>7</b>
<b>Non-military Introductions .....</b>	<b>10</b>
<b>Handshakes &amp; Nametags .....</b>	<b>12</b>
<b>Invitations/RSVP's .....</b>	<b>13</b>
<b>Business Meals .....</b>	<b>14</b>
<b>Telephone Guidelines.....</b>	<b>18</b>
<b>Voicemail Guidelines.....</b>	<b>20</b>
Cell Phone and Pager Guidelines 22	
<b>E-mail Guidelines (Netiquette).....</b>	<b>23</b>
<b>FAX Guidelines .....</b>	<b>25</b>

**NOTE:** The guidelines contained herein apply only to business etiquette as applied in the U.S. Other countries and cultures often have quite different rules of business etiquette.

If you live in another country or plan to visit one, research the etiquette for that country well ahead of time and plan to accommodate those standards.

These guidelines are basic--extensive etiquette rules, explanations and examples are available in the references listed at the beginning of EMC Task 5.3, Manage a Diverse Workforce. Refer to these if you have questions/situations beyond these basic guidelines.

Subjects like use of fax, e-mail, cell phones, business cards, voice mail, telephones, business expenses, etc., are covered by official and local instructions. Ensure you comply with these.

**This page left blank intentionally.**

## **Social Etiquette / Workplace Etiquette / Military Etiquette**

**Social Etiquette** is the code of conduct you follow when not in a business setting. Social etiquette is based on the old rules of nobility and chivalry, in which the woman is often given special consideration or is “taken care of” by the man. Social etiquette applies when dating, entertaining family or friends, dining out in social situations, etc. Basically, if you are in a social situation that is in no way business or work related, you should follow the rules of social etiquette.

**Workplace Etiquette** is the code of conduct you follow in any business or work related situation. Workplace etiquette is based for the most part on military standards of power and hierarchy. Workplace etiquette should be followed when on the job, entertaining customers/patrons, clients, or colleagues/peers, etc.

**Military Etiquette** is covered in the EMC Task 4.3, Follow Protocol.

Social and workplace etiquette often involve very different standards. We are concerned here only with workplace etiquette. However, it is easy to get the two confused, especially for those who grew up in generations in which there was no difference between the two. If people make mistakes, do not scold them for it. After all, they probably think they are doing the right thing, and it is rude to attack them.

If you feel the need to address an etiquette mistake:

- 1) Be absolutely sure you are correct.
- 2) Use the D.E.A.R. method outlined in Step 19 of this Task.

---

## **Apologizing for Mistakes**

Perhaps the biggest etiquette blunder is over-apologizing for an etiquette mistake. When you make a mistake, simply apologize, then move on. Getting flustered, blushing from embarrassment, and making a big deal out of it only makes everyone more uncomfortable. Simply say, “I’m sorry, I don’t know where my manners are, please forgive me.” Use any short, simple phrase to imply that you have had some instruction in etiquette and merely slipped a little.

---

## Gender Equality

In today's workplace, gender is no longer a consideration when it comes to rules of etiquette. Men and women are treated as peers. A woman can be perceived as incompetent and unprofessional if she is treated according to social etiquette standards. Men who rely on social standards rather than workplace standards can be perceived as condescending or sexist.

It is not considered proper or necessary for men to open doors for women, to allow women to proceed first through doors, into and out of elevators, etc., based solely on gender. Conversely, women should not "expect" these behaviors from men.

Here are several quick tips for dealing with gender-related issues. Many of these topics are addressed in much more detail in the remainder of the guide.

- Shake hands with men and women the same way. Do not kiss a female's hand (or a male's, for that matter).
- Both men and women should stand when being introduced, whether in a one-to-one or group situation. Women no longer remain seated when being introduced. (See Non-Military Introductions.)
- Address women as "Ms." in spoken and written communication. If a woman indicates she prefers a different form of address, such as "Mrs.," "Miss," "Dr.," "Professor", etc., then use that address.
- Introduce people according to rank, not gender. (See Non-Military Introductions.)
- Men and women may open doors for anyone, regardless of gender. However, you should hold the door open for those who are above you in the organizational hierarchy, or if someone is loaded down with bundles or packages. For example, you may hold the door open for your manager/supervisor, but need not hold it open for your peer. Just do not let the door slam anyone in the face.
- The host of a business meal (whoever extended the invitation), pays for the meal, regardless of gender. (See Business Meals.)
- Avoid using so-called terms of endearment, such as "honey", "sweetie", "babe", "hon", "dude", etc.

---

*Source, Brody Communications Ltd., newsletter*

## Common Courtesy

**Be Polite** -- Say good morning, good night, please and thank you--regardless of rank. Greet people as soon as you enter the workplace. Say hello to people you encounter throughout the day. Smile.

**Be Consistent** -- Treat everyone with respect, regardless of status in the organizational hierarchy. The most junior employee should be treated with as much courtesy as the most senior members of your organization.

**Watch Your Mouth** -- use a professional tone of voice and proper grammar. Do not use profanity or rough language. Do not tell “dirty” or off-color jokes.

**Watch Your Body Language** -- Keep a pleasant facial expression. Do not roll your eyes, yawn, or sigh when someone else is speaking. When attending meetings or classes, do not look at your watch constantly, tap your pen on the table, etc. Sit up and at least pretend to be interested. Do not read the newspaper, magazines, or literature unrelated to the topic at hand.

**Dress Professionally** -- All business environments differ slightly in what is/is not appropriate. Open-toed or open-heeled shoes, for example, may be acceptable in one environment, but not another. Ask your supervisor about the dress code for your work environment.

Even in business casual environments, you should still dress better than you do at home. Avoid showing too much skin. Be sure clothes fit you well and are free from stains, rips and holes. Avoid shorts and skirts more than two inches above the knee. Do not wear logos other than those of your Program/office/business if the logo is large enough to be seen from 5-6 feet away. Be sure you follow all guidelines outlined by your command. If you are unsure whether something you are wearing is inappropriate, ask your supervisor.

If you dress in a casual way for your job, be sure to change clothes before attending more formal events when warranted. You don't want to show up for a meeting with a high ranking officer if you are grungy and sweaty from working on the golf course! Clean up first.

**Practice good grooming/hygiene** -- Whether or not you are from the United States, and whether or not you are working in the United States, you will be serving Sailors and Marines who are from the United States. Therefore, you should practice grooming and hygiene habits that make your customers comfortable. Shower or bathe daily. Wear deodorant. Brush your teeth. Keep mints or other breath freshener handy and USE THEM. Be sure your fingernails are neat and clean. Do NOT use too much cologne or perfume. Your scent should be noticeable only to someone within 1 foot of you. No one should be able to smell your scent 30 minutes after you've left. (See Task 1.3, Improve Non-Verbal Communication for more tips about appearance, grooming and hygiene.)

**Control Your Temper** -- Do not raise your voice, insult, or berate anyone in front of others. Try to remain calm. Take a few deep breaths before speaking. Count to ten, or twenty, or whatever it takes to calm down before you speak or act.

**Honor People's Time** -- Arrive on time for all appointments and meetings. If you call a meeting, begin and end it on time. (See Task 1.4, Manage Meetings, Briefings and Presentations.) It is acceptable to stop by someone's office or cubicle to say hello, but don't linger. When people look busy, leave them alone to do their work. If they engage you in a chat, keep it as brief as possible.

**Avoid Interrupting** -- Do not interrupt others who are talking or try to talk over them. Be sure the person speaking is finished before you even open your mouth to begin to speak. Ask for permission to enter someone's office or cubicle. If you must interrupt someone in his/her workspace or in a meeting, make sure it is for a good reason.

**Avoid Sexual Innuendo** -- Do not stare or leer at others - ever. Even if you do not intend it in a sexual way, it can be perceived that way. Avoid jokes, comments, or gestures that are sexual in nature. Do not discuss sexual matters, even with close friends, within earshot of customers/patrons and co-workers.

**Honor Other People's Privacy** -- Accept that others do not want you to know everything about their personal lives. Ask only the most general, courteous questions of those who are not your close personal friends. "How are you?" is an acceptable question. "Why did you go to the doctor this morning?" is not. "How is your family doing?" is acceptable. "Why was your son arrested last week?" is not. People will tell you what they want you to know. Do not dump all of your own personal information on others. Tell only information that you do not mind being repeated to everyone you work with, because it most likely will be. Save discussions of your personal problems for your friends, family, counselor, clergy or other resource.

**Honor Commitments** -- Your job is a commitment. Arrive at work on time and work the number of hours you're supposed to work. If you promise to do something, do it. If you belong to a committee, go to the meetings. If you cannot attend the majority of the meetings, it is better to resign or ask someone to take your place on the committee, rather than sending a proxy more than once or twice. If you sign up for a class, go to the class. If you cannot honor your commitment for some reason, always notify someone ahead of time. It is unacceptable to become a consistent no-show.

**Attend Functions** -- Attend picnics, baby showers, birthday parties, etc., for your coworkers. Go to command parties and celebrations. You don't have to go to every event--choose a few and show up at least for a little while at each one. It is rude to be one of those people who "never goes to those things". Whether you like it or not, you'll get a reputation for being selfish and a snob.

**Be a Good Guest** --You will often be a guest in someone else's office, cubicle or workspace. Whether you have an appointment or are just stopping by for a chat, be sure to follow the same guidelines. Upon arrival, wait for the host to invite you to sit down. If you are not invited to sit down, the host is probably indicating that he or she does not have time for a long conversation. When invited to sit down, make yourself only as comfortable as the host is by watching his/her body language. Place any bags or briefcases on the floor next to your feet, rather than on the host's desk or table. Do NOT place your feet on the host's furniture. If you have scheduled your time with the host, leave at the end of the scheduled time. Do not assume the host has time to continue talking with you. If you need more time, schedule it with the host for a later date.

**Be a Good Host** -- It is the host's responsibility to make the guest feel comfortable. If someone is stopping by for a chat and you are too busy, tell the guest that you are busy and would be happy to schedule a time for him/her to come back. If you have an appointment, greet the person when he or she enters your workspace. Stand up and shake hands with the person if it is not someone with whom you work on a regular basis. Show the guest where you would like him/her to sit. Offer to take jacket, coat, bag, etc. When the scheduled time has expired, offer to reschedule if more time is needed, or continue the meeting if you have time. When the guest is ready to leave, retrieve jacket, coat, bags, etc., and hand the items to the guest. Escort the guest to the elevator or exit.

---

## Non-military Introductions

**NOTE:** Introductions involving military personnel are covered in Task 4.3, Follow Protocol.

### Business Introductions

- Business introductions are based on hierarchy and authority. Gender does not affect the introduction in any way. People with less authority are brought to and introduced to people of higher authority. If a customer/patron is involved, the customer/patron ranks higher than anyone else involved.

**For example:**

“Mr. Bigwig, I would like to introduce Mr. Littlewig.”

“Ms. Customer, I would like to introduce my supervisor, Mr. Bigwig.”

- All parties involved should stand when being introduced. If someone is introducing you, you should also stand. Women no longer stay seated when being introduced.
- Use first and last names if you know them. If you do not know everyone’s first name, be consistent and use last names only. Offer as much information as necessary to define each person’s role or relationship within the hierarchy.

**For example:**

“Ms. Lotsof Authority, I would like to introduce Ms. Less Authority. Ms. Less Authority is our new cashier. Ms. Lotsof Authority is our Business Office Manager.”

“Mr. Joe Customer, I would like to introduce Mr. New Food & Beverage Manager. Mr. Customer has been eating lunch here every week for years.”

- When introducing people with the same rank, or those who are peers, introduce them in any order.

## Introducing Yourself

- If someone fails to introduce you, step in and introduce yourself. Extend your hand, give your first and last name, then a brief piece of information to establish your relationship to the other people you are with, or to the function you are attending. Keep it brief and avoid telling your life story or bragging about yourself.

### **For example:**

“Hello, I’m Willy Nilly. I’m one of the outdoor recreation specialists here.”

- When you arrive at your table at a business meal, introduce yourself to those seated next to you to avoid looking uninterested.

## Introducing Guest Speakers

- Before the event, ask the speaker to provide some background information. Ask the speaker how he prefers to be introduced. Give the speaker’s name, credentials on the subject at hand, and the title of the presentation. Ask the audience to join you in welcoming the speaker, and begin the applause.
- Keep the introduction brief. Do not try to impress the audience with your knowledge of the subject matter; that’s what the guest speaker is for.

## The Finer Points of Introductions

- You will often encounter someone you’ve met before, but maybe only once or a long time ago. If you forget a person’s name, don’t make him feel embarrassed by saying as much. Don’t act overly flustered or embarrassed yourself. Simply say something like, “I’m sorry, my mind just went blank. Please remind me of your name again.”
- When someone forgets your name, jump in and offer it, with a handshake. Don’t make the person feel embarrassed for forgetting.
- When you are introduced to someone, repeat the person’s name and follow it with a greeting. Avoid phrases such as “pleased to meet you” or “I’ve heard so much about you” unless they are true. A simple “hello” will suffice. Repeat the person’s name in your head a few times in order to imprint it on your brain and avoid forgetting it in the future. Don’t use first names unless the other person indicates he is comfortable with that by using your first name. Otherwise, stick with “Mr.,” “Ms.,” or an appropriate title.

## Handshakes & Nametags

### Handshakes

- The only acceptable form of greeting in a work-related situation is a handshake. A hug or kiss, even between friends, may send mixed signals. A hug and/or kiss on the cheek between friends who have not seen each other for a long time should be saved for when the two are not in the company of others.

<p><b>NOTE:</b> In reality, you may be more comfortable with someone you consider a friend, and you may touch or hug them sometimes. Just be sure you are both comfortable with this, and you are not invading their space. Also be careful about doing this in front of others. They may misconstrue your intentions.</p>
--

- It is no longer true that the woman has to extend her hand first when greeting a man. Anyone can offer a handshake first in a business situation. However, if a woman notices that the man does not offer his hand, she should go ahead and offer hers.
- Always use your right hand, even if you are left-handed. Grip the other person's hand in a moderately firm, but not too firm, manner. One or two pumps of the arm are sufficient, don't overdo it.

---

### Nametags

- Conference/meeting temporary nametags are worn *incorrectly* most of the time. Usually, people place nametags on the left side of the chest. However, it's harder to read when placed there. The nametag should be placed on the right side of the chest. Nametags are easier to read when placed on the right due to the angle created by the bodies while shaking hands.
-

## Invitations/RSVP's

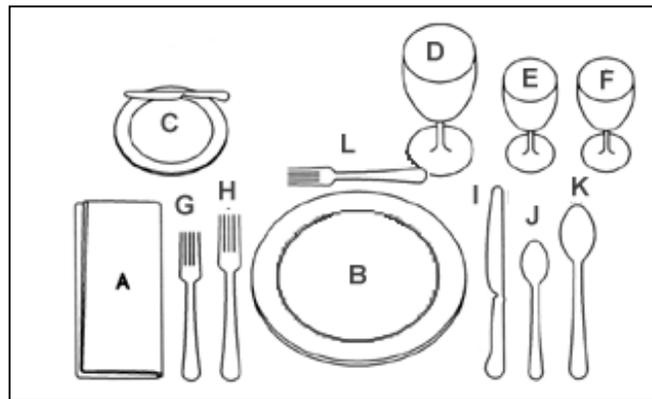
- When asked to RSVP for any event, do so. It is rude to ignore an RSVP.
- RSVP by the date requested. A late RSVP is useless to the host of the event.
- If a written RSVP is requested, a return card will usually be included with the invitation. If you will not be attending the event, simply mark the card appropriately. No written explanation is necessary.
- If a telephone RSVP is requested, explain to the person that you are unable to attend the event due to a prior engagement. You do not have to explain what the engagement is, nor do you need to apologize profusely. If you are badgered into an explanation, say something like, "I'm sorry, but it's rather personal, and I would rather not discuss it right now".
- RSVP only for the number of guests listed on the invitation. If the invitation is addressed to "Ms. Deb Utante and Guest", then Deb should reply that either 1 or 2 persons will attend. Do not add extra people, children, relatives, etc., to the RSVP. If children are not listed on the invitation, assume that children are NOT desired at the event.
- Do not call the host to ask if you can bring extra people. The host will feel pressured to allow it, although he or she may not have room, money, etc., for extra people.

<p><b>NOTE:</b> Invitations and RSVP's can be very complicated. For very formal situations, refer to a complete etiquette guide. See the references listed at the beginning of EMC Tasks 4.3, <u>Follow Protocol</u>, and 5.3, <u>Manage a Diverse Workforce</u>, for useful resources.</p>
---

## Business Meals

### Claiming the Correct Items

- As you sit in a chair at the table, items will be placed as follows:
  - The dinner plate is usually in the center. Sometimes there will be no plate, as the plate will be brought to you already filled.
  - Forks are on the left; knives and spoons are on the right. The dessert spoon or fork is placed horizontally across the top of the plate.
  - Solids are to the left, so your bread plate will be to the left of the dinner plate.
  - Liquids are on the right, so your coffee cup and glasses will be on the right.
  - When being served, liquids will be filled from the right and food served from left, if done properly.
  - Everything is cleared from right.
  - The napkin will either be to the left of the forks, to the left of the plate and under the forks, or resting on the dinner plate.



- |                  |                |                 |
|------------------|----------------|-----------------|
| A. Napkin        | E. Wine Glass  | I. Knife        |
| B. Service Plate | F. Wine Glass  | J. Tea Spoon    |
| C. Bread Plate   | G. Salad Fork  | K. Soup Spoon   |
| D. Water Glass   | H. Dinner Fork | L. Dessert Fork |

### What to Do First

- Immediately upon sitting down, place your napkin on your lap.
- Men should not tuck the napkin into their shirt collars or flip their neckties over their shoulders.
- In a banquet setting, begin eating when two people to your left and two to your right are served.

### **What To Do First (cont.)**

- In smaller settings, do not begin until your host is served if you are the guest, or until your guest is served if you are the host. The host should urge you to begin without him/her.
- If you are the host and your guest has been served, but it looks like you may have to wait a few minutes to be served, urge your guest to begin without you.
- You do not have to wait for others to be served in order to drink your beverage.

### **Which Utensils to Use**

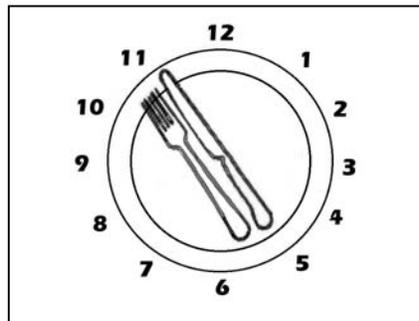
- If you have an array of utensils on either side of the plate, the general rule is to use them from the outside in. For example, if you have two forks on the left, you would use the one on the outside for the appetizer or salad, then the one next to the plate for the main course. If you are unsure, watch what others do.
- If the utensils are wrapped in a napkin, place the knife and spoons to the right of your plate and the forks to the left of your plate. If the forks are all the same size, it makes no difference which one you use for each course, as long as you use only one (i.e., don't use the same fork for the salad and the main course). Then place the napkin on your lap.

### **Passing Items**

- Always pass the salt and pepper together, even if someone only asks for one of them. Just remember, "Don't divorce the salt and pepper".
- If passing items around for the first time so that everyone may serve themselves, pass to the right. If the flow gets going to the left for some reason, just go with it.
- If someone asks for an item after everyone has been served, pass it to the person next to you on the side closest to the requester. Do not reach across the table to pass anything.
- When a person requests that a dish be passed to him/her, do not serve yourself from it first. Pass the dish, wait until that person is finished, and then ask that it be passed back to you.

## Finishing Gracefully

- When you are finished with a utensil, always place it on the plate--never on the table. The top of the utensils should point to the left of the plate, as if pointing to 11:00 on the face of a clock. The utensil should be cleared with the plate in preparation for the next course.



**NOTE:** Some schools of etiquette teach that utensils should be placed in an X across the plate when you are finished eating. However, this method is losing popularity, and is thought to be inappropriate by some. You can make the call about which one to use.

- If you have been provided with only one fork, or have misplaced a fork and have only one left for the next course, place it on the plate until a server comes to clear the used dishes. At that time, pick up the fork and allow the server to take away the used items. Do not put it back on the table! Hold the utensil, with your wrist resting on the table and the utensil touching nothing else, until the next course arrives.

**- OR -**

Ask the server for another utensil.

- When finished with the meal, place all used utensils in the 11:00 position on your plate.
- Do not remove the napkin from your lap until everyone has finished eating. When everyone is finished and the bill has been paid, place the napkin loosely to the left of your plate. Do not crumple or twist the napkin, and do not place it on your chair (the chair could get dirty).

## Paying the Bill

- If the meal is between people who work for the same organization, then whoever did the inviting pays, regardless of gender. Of course, when friends/co-workers agree to go to lunch or dinner together, assume that each person will pay for his/her own meal, unless otherwise specified ahead of time.
- If there is a customer/service provider relationship involved, then the service provider pays, even if the customer did the inviting. The rule is this: whoever benefits monetarily from the relationship pays the tab. For example, a potential client invites a vendor to lunch to discuss the new line of golf shoes for spring. The vendor should pay the tab, because he will benefit monetarily from the relationship.

<p><b>NOTE:</b> Be certain to follow all DoD/DON regulations and limits concerning gifts from outside sources as listed in SECNAVINST 5370.2J (series), Standards of Conduct and Government Ethics.</p>
---

- Whenever you are an invited guest, offer to pay for your portion of the meal and gratuity. You can't assume the person inviting you knows the rules of etiquette, or that he or she intended to pay for your meal.
-

## **Telephone Guidelines**

- Try to answer before the third ring.
- Always answer with your name and the name of your activity or Program. For example, “Bowling Center, this is Pinny Lane. May I help you?”
- If you are answering someone else’s phone, say so. For example, “Bowling Center, Neda Spare’s desk. This is Pinny Lane. May I help you?”
- Speak distinctly, without rushing.
- Transfer people only when you are sure the person you are transferring them to can help them. Tell the caller you are going to transfer him, then tell the caller the number you are transferring the caller to just in case the transfer fails and you lose the call. Wait for the other person to answer the phone, and let him know that you are transferring a call and what the nature of the call is. Never just transfer a caller without doing this. You could accidentally lose the caller in “phone-transfer outer space”, which is poor customer service as well as poor etiquette.
- Before putting a caller on hold, ask him if it is all right. If the caller says “No”, offer to take his number and call back. If you do put the caller on hold, check back every minute or so to let the caller know what you are doing. If the hold time extends beyond five minutes, offer to take the caller’s number and call back so he does not have to wait.
- When a caller asks for someone other than you, never ask, “Who’s calling, please?” The caller may think it is none of your business. Instead, ask, “May I tell him who’s calling?” This gives the caller the option of giving his name.
- When you are calling someone else, announce yourself at the beginning of the call to avoid the annoying “who’s calling” routine. Strangely enough, it makes you seem more important to the person answering the call, increasing the likelihood that you’ll actually be put through to the person you’re really calling.

For example, “Hi, this is Cliff Hanger from Outdoor Recreation. May I please speak to Mr. Director?”

## Telephone Guidelines (cont.)

- Small talk is no longer considered proper etiquette when you are calling someone else. People are very busy, and you are interrupting their workday. When placing a call, do not go beyond “How are you?” with the small talk. Get to the point quickly, and finish the call as quickly as possible.
  - Speakerphones are very annoying to most people. They are an invasion of the caller’s privacy, and are often difficult to work with. With many speakerphones, the caller cannot hear you if you stop talking momentarily, and may think you have hung up. Others have static, echo, or muffled sound. Do not put someone on speaker phone without permission, and then do it only as briefly as necessary while doing something related to that call only. When you are done, take the person back off speakerphone. If you find yourself needing to use the speakerphone routinely, it is better to use a headset. This protects the caller’s privacy, and avoids the annoyance that accompanies the speakerphone. Also let the caller know who can overhear what they say. (e.g., “Hi, this is Robin and Dave is here with me.”)
  - If you need to or are required to record the call, ensure you tell the caller he is being recorded and why. Comply with applicable policy and regulations.
-

## Voice Mail Guidelines

### When Leaving a Message on Someone Else's Voicemail:

- Before you place a call, plan out what you will say if you get voice mail instead of the actual person. By doing this, you will not be caught off guard or panic, not knowing what to say when you hear the beep.
- Speak s-l-o-w-l-y. Be sure to speak loudly and clearly enough for the other person to hear and understand everything you say.
- Give your name, organization, date and time that you are calling, and your phone number--do not assume they have your phone number. If the other person is someone who does not know you very well, s-l-o-w-l-y spell your name.
- Get to the point of the message quickly, but be sure to leave enough details so the other person knows exactly what you want or need.
- At the end of the message, repeat your phone number in case the other person didn't get it the first time. This will eliminate the need to replay the message.

### Recording a message for incoming calls:

- Ensure your outgoing message (the one callers hear when they get your voicemail) is clear and concise. Keep the message to less than one minute.

Ensure all the following are recorded:

- 1-2 second pause before your greeting is played to callers.
  - Your name.
  - The name of your organization/department.
  - A brief statement that you are unavailable to answer the call.
  - When callers can expect a return call.
  - What number or keys callers can press on their telephone for immediate assistance.
  - The name and extension of a colleague who can provide assistance, if applicable. (This may only be necessary during extended absences.)
- After recording your outgoing message, listen to it to ensure it sounds pleasant and professional.

## Voice Mail Guidelines (cont.)

- If your system supports multiple outgoing greetings, record and use different messages for ongoing, daily calls and other times you will be away from the office for an extended time (such as when on travel or on leave). Use yet a different one for after hours, weekends, or other times you do not normally work to let the caller know you are not in the office.

### Examples:

#### **Daily**

Hi, this is Robin Robinson in the MCCS Training Department. I'm sorry I'm not in my office to take your call. At the tone, please leave your name, telephone number and details of what I can do for you. I will call you back as soon as possible today. Thank you.

#### **After Hours/Weekend**

Hi, this is Robin Robinson in the MCCS Training Department. You have reached my office either after business hours or on the weekend. At the tone, please leave your name, telephone number and details of what I can do for you. I will call you back as soon as possible Monday morning. Thank you.

#### **Extended Absence**

H, this is Robin Robinson of the MCCS Training Department. I will be on travel the week of August 10. Please leave your name, number and a brief message, and I'll return your call on August 17. If you require assistance before then, please contact the front desk at 888-8888. Thank you.

- Avoid leaving humorous, “cute”, or musical outgoing messages. These take too long and can be very annoying to your callers, especially if they are calling with a complaint or problem.
- Return calls promptly--within two hours whenever possible. If returning from an extended absence, return calls on the first day back at work.

Important--Don't forget to select/switch back to the applicable message at the appropriate times.

## **Cell Phone and Pager Guidelines**

- Cell phones and pagers are no longer considered status symbols, and are viewed by many as rude interruptions. Avoid using them during work-related situations unless absolutely necessary. Overuse of cell phones and pagers gives the impression you are not able to give full attention to the task at hand.
- Turn off your phone and pager before entering a meeting, class, or public place. If you must keep them on, turn them to the vibrate mode or turn the volume down as much as possible. It is better to turn on the voice mail feature and return calls during breaks. Ringing phones and beeping pagers can be very distracting to others.
- Never take a call in a meeting, class or public place, such as the movie theater, library, church, etc., where you are usually expected to be quiet. If you must take the call, excuse yourself quietly and take the call in another location where you will not disturb others.
- In more social situations, such as restaurants, sporting events, etc., excuse yourself to take a call so that others do not have to wait for you to finish your phone call in order to carry on the conversation.
- Do not rush out of a room to answer every call or page you receive. Use your break periods or wait until you are free from a meeting to return all but emergency calls.
- Do not place calls on your cell phone when in the company of others, unless absolutely necessary. It gives the impression that your phone call is more important than the people who are with you.
- Watch your speaking volume--people tend to speak more loudly into cell phones than they do with regular telephones.

## E-mail Guidelines (netiquette)

- All e-mail sent and received at work should be viewed as professional correspondence. Be as professional and as respectful toward others when sending e-mail as you are in person.
- Address e-mail only to those recipients who need to read the message--don't use global or group addresses unless the message is specific to **all** members of that group.
- Ensure you know who is listed in an e-mail group so you neither miss nor include someone by mistake. (Keep your "group" listings up-to-date.)
- Acknowledge and return all e-mail messages in a timely manner. Choose "Reply" or "Reply to All" as appropriate to the situation. Ensure the message gets to the appropriate readers, but to no one else.
- Use the subject line to convey the significance and/or essence of your message. Keep the subject line short, but ensure it clearly suggests the purpose of your e-mail.
- Cover only one topic per e-mail. This helps ensure your e-mail gets the attention it deserves and permits the receiver to take action on each message and then delete it.
- Use the same level of formality when e-mailing someone that you would use in person with that individual. For instance, if you call your director Mr. So-and-So, then call him Mr. So-and-So in e-mail, rather than by his first name.
- When replying to e-mails, address the individual according to how he closed his original e-mail to you. For example, if the closing reads, "Respectfully, Tom", then address him as Tom in your reply. If the closing reads, "Respectfully, Tom Jones", then address him as Mr. Jones in your reply.
- Use good business writing techniques, including short sentence lengths and short paragraphs. Use traditional letter writing formats, avoiding trendy e-mail short hand and abbreviations. Write in the vocabulary of your receiver, avoiding buzzwords, slang, technical terms, abbreviations and acronyms the reader may not know. Ensure your grammar, spelling and punctuation is correct. Proofread your e-mail before you send it!

- Write the most important information at the beginning of the e-mail. If the information is longer than one screen, the receiver may not read it all. If you need to send lengthy documents, consider using the attachment feature. However, ensure your attachment is compatible with the software used by your intended receiver(s).
- It is most likely illegal to use your work computer to send the political messages or messages in which you are trying to sell something. Sending these type messages from your personal computer to your colleagues' work addresses may also be illegal or prohibited by your organization. If in doubt--don't!
- Do not send or forward junk e-mail or chain letters. Besides against regulations, they waste the recipient's time and constitute non-business use of organization assets. Jokes, religious/spiritual messages, poems, stories, and pictures can be potentially offensive. It's best not to send or forward them, and depending on the content (e.g., pornography), it may be unlawful. When in doubt--don't!
- Do not send e-mail greetings or postcards that are related to holidays, religion, romance, or any other potentially offensive topic. Postcards for a job well done or for congratulations to an individual are acceptable, as long as you do not violate local guidelines about sending electronic postcards.
- Never send confidential or sensitive information via e-mail. Always respect the sender's confidentiality. Never forward confidential information unless authorized to do so. If you receive a "Blind Copy", recognize that the primary receiver does NOT know you also received the information. Therefore do not mention the message to the primary receiver or to anyone else.
- Never send e-mail in anger or vent frustrations via e-mail. You will likely regret it later. Give yourself a couple of hours to cool off before composing and sending an angry e-mail. When you are angry, you are likely to write things that you would never dream of saying out loud and that could be seen as threatening. Remember, e-mail may be misinterpreted by the receiver, and can be forwarded to your superiors and/or used against you. A good technique is to write the body of the e-mail (without filling in the address field) and hold it for a day. The next day, read the e-mail, then throw it away and either go talk to the person face-to-face or call the person.
- Never reprimand or give bad news via e-mail. Always do this in person.

- Never say anything via e-mail that you would not say in person. Before you send any e-mail, consider the following:
  - *Would I want my boss to see it?*
  - *Would I want my spouse or family to see it?*
  - *Would I want my co-workers to see it?*
  - *Would I want my friends to see it?*
  - *Would I want the network administrators to see it? (The people who monitor your e-mail.)*
  - *Would I want a jury to see it?*

If the answer to any of these is “No”, then don’t send it.

- Know when to use e-mail. Since written correspondence lacks the cues supplied by body language, voice tones, and the shared environment it lacks the richness of face-to-face or even telephone communication. Choose your communication methods wisely based on the timeliness and sensitivity needs of your message.
  - Don’t write e-mails in all capital letters--it is the equivalent of yelling.
  - Don’t use emoticons (those little smiley, frowny or winky faces) unless writing to a close friend. If what you say needs a smiley face or clarification, such as “just kidding”, then find another way to write it more clearly.
  - Use the advanced features of your e-mail program (if available) to:
    - Send a message after a specified date and/or time.
    - Delete a message you send to someone after a specified date and time (when the e-mail is no longer valid or important).
    - Notify your correspondents when you are away and won’t be able to respond. (Do this from work only, as using this feature from home is a home security risk.)
-

## **FAX Guidelines**

- Do not send an unsolicited fax unless it is urgent.
  - Include a cover page indicating how many pages are included, to whom the fax is addressed, and your name, location and phone number.
  - Never send sensitive or confidential information via fax machine.
  - Do not send personal, political, religious, or otherwise potentially offensive material via fax machine.
  - Follow e-mail guidelines (netiquette) when using the Fax.
-

---

## Navy Morale, Welfare, and Recreation (MWR) Intern Program Manual

### Appendix K

#### Resolving Conflict NAVPERS 15620



---

### INTRODUCTION

It happened again today. One of your co-workers made a comment that just wasn't right. Maybe the co-worker didn't mean anything by it but the impact of those types of comments is beginning to disrupt your work. You've been thinking about it and wonder what you could do to resolve the situation without making a big incident of it. Or, maybe you are a co-worker or supervisor and someone has come to you for assistance in resolving a conflict in the workplace. Or, perhaps, someone has approached you regarding your behavior.

Conflict can be defined as a disagreement between two or more people that raises serious concerns and needs to be resolved. Many things can cause conflict such as opposing or differing views, perspectives from different backgrounds, differences in personality, lack of understanding, or miscommunication. When any of these happen, they may result in discrimination or harassment. Prejudice, stereotypes, bias, and other inappropriate behavior may also result in conflict. When conflict is not resolved, it can escalate rapidly into serious problems. Each of us has a responsibility to resolve conflicts. One of the simplest and most effective methods is to use the **Informal Resolution System** outlined in this booklet.

The **Informal Resolution System** enables you to resolve conflicts in the workplace at the lowest possible level. This booklet will introduce you to the Informal Resolution System

**INTRODUCTION  
(cont.)**

and provide you with the skills you'll need to use it. You will learn to determine if behavior falls in a red, yellow, or green zone. The booklet also emphasizes your individual responsibilities, identifies your role in the Informal Resolution System and provides you with options for reaching resolution.

Read this entire Appendices (I) and put the **Informal Resolution System** to work for you.

---

**STANDARD  
QUESTIONS**

When you become involved in a conflict it is helpful to ask yourself a set of standard questions. The answers to these questions should lead you to classify the behavior as RED (unacceptable), YELLOW (may be considered inappropriate) or GREEN (acceptable), and help you decide the course of action you can follow.

**Ask Yourself:**

- What exactly happened?
- What was the impact of the behavior?
- Did it disrupt the work environment?
- Would it have offended a reasonable person of a similar background?
- Was the behavior RED, YELLOW or GREEN?
- What are my responsibilities and options?

**Where You Can Get Advice**

- Shipmate/fellow Marine or co-worker.
  - Chaplain.
  - Supervisor.
  - Legal Officer.
  - Human Resource Director.
  - Equal Opportunity Officer.
  - Equal Employment Opportunity Office.
  - DON Counseling and Advice Line.
  - 1-800-253-0931.
  - From overseas call collect 703-614-2735.
-

**BEHAVIOR  
ZONES**

To help you determine whether behavior is unacceptable, think of a traffic light. Behavior can fall into three different zones, just like the red, yellow, and green of the traffic light. Determining whether a specific behavior is red, yellow, or green will help you decide what action, if any, you should take to reach resolution.

**Red means "Stop, don't do it!"** Red zone behavior is **ALWAYS UNACCEPTABLE** and includes asking for sexual favors in return for a good performance evaluation; making supervisory decisions because of a person's race or gender; and sending "hate" mail. The most severe forms of red zone behavior are clearly criminal, like rape and sexual assault.

**Yellow means "Use caution, prepare for red!"** Yellow zone behavior is **REGARDED AS INAPPROPRIATE BY MOST PEOPLE** and includes making racial, ethnic, or sexual comments or jokes, violating personal "space", and touching someone in a sexually suggestive way. How yellow behavior is perceived depends on the situation and the individuals involved, as well as others who can see or hear them. Just as a traffic light changes from yellow to red, if this behavior is repeated, especially after being told it is not appropriate, it becomes red zone behavior and is definitely unacceptable.

**Green means "Go, it's all right!"** Green zone behavior is **ACCEPTABLE** and includes counseling on performance or military appearance, normal social interaction, polite compliment, touching which could not reasonably be perceived in a sexual or threatening way, and friendly conversation.

---

## **RESOLUTION OPTIONS**

When a conflict occurs, there are three options in the Informal Resolution System that you can use to reach satisfactory resolution. Use as many options as you feel necessary.

### **Direct Approach**

**In person**, by approaching the individual(s) involved. First, give yourself time to collect your thoughts or cool down. Stay focused on the behavior and its impact. Use common courtesy and ensure your approach is not disrespectful. You may consider writing down your thoughts before approaching the individual(s) involved. (The comments do not have to be given to the offending person but can be used as documentation if you have to resort to formal action.)

**In writing**, by sending a letter to the offending person stating the facts, your feelings about the behavior, and expected resolution.

Writing:

- Will help collect thoughts and evidence.
- Will help emotionally.
- Will help choose and prepare for any option.
- May be used to make the offending person stop the harassment.
- May be used as documentation to prove the behavior was unwelcome.

### **Informal Third Party**

**Request assistance from another person.** Ask another person to talk with the individuals involved, accompany you or intervene on your behalf to help resolve the conflict. This will normally be a friend or co-worker.

**RESOLUTION  
OPTIONS  
(cont.)**

**Training Information Resources (TIR)**

*Request training or resource materials* for presentation to the workplace in the areas of discrimination, harassment or inappropriate behavior. Using these materials is a good method of communicating to the offending person and other individuals in the workplace, in a non-threatening way, that the behavior is inappropriate.

**Training Information Resources** include videos, books, lesson plans, posters and other materials. Request a TIR from your unit TIR Coordinator (usually the EO/DEEOO) in writing or in person. You need not identify yourself. The CO or the unit commander decides if using the TIR is appropriate.

<p><i>Training Information Resource (TIR) Sample Request</i></p>
<p><i>Date.</i> _____</p> <p><i>Nature of Problem (e.g., racial jokes, offensive sexual comments, pressure for dates):</i> _____</p> <p>_____</p> <p><i>TIR Requested (circle choices): Poster, Video, Lesson Plan, Book,</i> <i>Other:</i> _____</p> <p><i>Organizational Unit:</i> _____</p> <p><i>Submit to your TIR Coordinator.</i></p>

**ROLES AND  
RESPONSIBILITIES**

The Informal Resolution System identifies four roles. You may find yourself identifying with a different role depending on the circumstances.

**A** I am the **RECIPIENT** who feels offended or harassed by someone's behavior.  
(See pages I-7 and I-8.)

**B** I am the **OFFENDING PERSON** who may have offended or harassed another.  
(See pages I-9 and I-10.)

**C** I am the **OTHER PERSON** who has been approached by the recipient, the offending person, or who has observed discrimination, harassment or other inappropriate behavior.  
(See pages I-11 through I-14.)

**D** I am the **SUPERVISOR** who has been approached by the recipient, offending person, other person or who has personally observed discrimination, harassment or other inappropriate behavior.  
(See pages I-15 through I-18.)

*Regardless of your role in a conflict, keep in mind the following individual responsibilities:*

- *I do not ignore conflict.*
- *I review resolution options.*
- *I take action to reach resolution.*



**IF I HAVE  
BEEN  
HARASSED  
OR OFFENDED**

**When I feel I am the recipient of harassing or offending behavior:**

*Evaluate*

- What exactly happened?
- What was the impact of the behavior?
- Did it disrupt the work environment?
- Would it have offended a reasonable person?
- Was behavior RED, YELLOW or GREEN?
- What are my responsibilities and options?

*Take Action*

**If behavior is RED:**

Inform chain of command of actions taken or needed.

Determine whether taking formal action is appropriate or whether the Informal Resolution System can resolve the problem.

**If behavior is YELLOW:**

Approach the offending person directly to discuss the situation. (Approach in a non-accusatory manner, in case behavior may have been misunderstood.)

Send a letter to the offending person stating the facts and my feelings about the matter. (See sample on next page.)

Ask another person or supervisor to advise me, accompany me to the offending person, or intervene on my behalf.

Ask for a Training Information Resource (TIR) for the workplace.



**If behavior is GREEN:**

No action is required.

**IF I HAVE  
BEEN HARASSED  
OR OFFENDED  
(cont.)**

**Sample Format for Letter**

Date:

From: (Name of recipient)

To: (Name of offending person)

1. State the facts. Be specific.  
Example: On (date), at (place)  
When you  
You did  
You said  
Your actions (specify behaviors)
2. State your feelings about the behavior. Be specific  
Example: Your behavior affected my....  
I was offended/embarrassed..  
I felt....  
I am angry because....
3. List what you want or expect the offending person to do.  
Example: I want you to stop (list behavior)...  
I expect you to...

Remember: If informal options are not successful, you may take formal action through the chain of command.

**I do not ignore it.  
I review my resolution options.  
I take action to reach a resolution.**

**B**

**IF I LEARN  
I HAVE  
HARASSED  
OR OFFENDED**

**When I feel I may have harassed or offended:**

*Evaluate*

- What exactly happened?
- What was the impact of the behavior?
- Did it disrupt the work environment?
- Would it have offended a reasonable person?
- Was behavior RED, YELLOW or GREEN?
- What are my responsibilities and options?

*Take Action*

**If behavior is RED:**

Stop behavior immediately.

Seek legal counsel or assistance to know and understand my rights.

**If behavior is YELLOW:**

Change behavior.

Apologize.

Ask another person or supervisor to advise me, accompany me to the recipient, or intervene on my behalf.

Ask for a Training Information Resource (TIR) for the workplace.

**If behavior is GREEN:**

Clarify with another person or a supervisor that behavior is acceptable.

**B**

**IF I LEARN  
I HAVE  
HARASSED  
OR OFFENDED  
(cont.)**

Ask another person or supervisor to advise me, accompany me or intervene on my behalf.

Talk with the recipient to discuss how the two of us can communicate more effectively.

**I do not ignore it.  
I listen to understand.  
I review my resolution options.  
I take action to reach a resolution.**

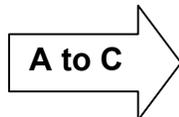
**C**

**IF I OBSERVE  
OR AM  
APPROACHED  
ABOUT  
HARASSMENT**

**When I observe or am approached about harassment:**

*Evaluate*

- What exactly happened?
- What was the impact of the behavior?
- Did it disrupt the work environment?
- Would it have offended a reasonable person?
- Was behavior RED, YELLOW or GREEN?
- What are my responsibilities and options?



**When approached by a person who feels harassed  
or offended...**

*Take Action*

**If behavior is RED:**

Encourage recipient to use the formal complaint process or determine whether the Informal Resolution System can resolve the problem.

Inform chain of command, if appropriate.

Refer all parties to support services.

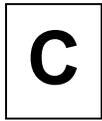
**If behavior is YELLOW:**

Encourage directly approaching the offending person.

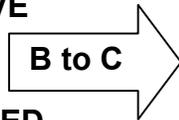
Suggest the recipient send a letter to the offending person.

Offer to intervene or accompany recipient to the offending person or supervisor.

Ask for a Training Information Resource (TIR) for the workplace.



**IF I OBSERVE  
OR AM  
APPROACHED  
ABOUT  
HARASSMENT  
(cont.)**



**If behavior is GREEN:**

Advise recipient behavior is not inappropriate and explain why.

**When approached by a person who feels he or she may have harassed or offended ...**

**Take Action**

**If behavior is RED:**

Advise offending person to stop behavior and to seek legal counsel or assistance.

Inform chain of command, if appropriate.

Refer all parties to support services.

**If behavior is YELLOW:**

Encourage offending person to stop behavior and apologize.

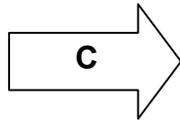
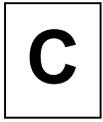
Offer to intervene or accompany the offending person to the recipient or supervisor.

Ask for a Training Information Resource (TIR) for the workplace.

**If behavior is GREEN:**

Advise the offending person the behavior is acceptable and explain why.

Encourage offending person to talk with the recipient and discuss the situation.



**When I observe harassing or offending behavior...**

**IF I OBSERVE  
OR AM  
APPROACHED  
ABOUT  
HARASSMENT  
(cont.)**

*Take Action:*

**If behavior is RED:**

Stop behavior if possible.

Inform chain of command, if appropriate.

Encourage recipient to use the formal complaint process if the Informal Resolution System cannot resolve the problem.

Refer all parties to appropriate support services.

**If behavior is YELLOW:**

Stop offending behavior if possible..

Encourage the recipient to approach offending person directly or in writing.

Offer to intervene or accompany the recipient to the offending person or supervisor.

Approach the offending person, indicate what I observed, recommend that the person apologize and correct behavior.

Ask for a Training Information Resource (TIR) for the workplace.

**C**

**If behavior is GREEN:**

No action required.

**IF I OBSERVE  
OR AM  
APPROACHED  
ABOUT  
HARASSMENT  
(cont.)**

**I do not ignore it.  
I listen to understand.  
I offer to intervene and support if appropriate.  
I maintain confidentiality when possible.  
I take action to reach a resolution.**

---

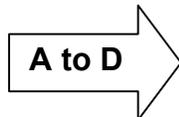
**D**

**IF I AM A  
SUPERVISOR  
WHO OBSERVED  
OR IS APPROACHED  
ABOUT  
HARASSMENT**

**If I am a supervisor who observes or is approached about harassment.**

*Evaluate*

- What exactly happened?
- What was the impact of the behavior?
- Did it disrupt the work environment?
- Would it have offended a reasonable person?
- Was behavior RED, YELLOW or GREEN?
- What are my responsibilities and options?



**When approached by a person who feels harassed or offended...**

*Take Action*

**If behavior is RED:**

Take corrective action.

Inform chain of command, if appropriate.

Encourage recipient to use the formal complaint process or determine whether the Informal Resolution System can resolve the problem.

Refer all parties to support services.

**If behavior is YELLOW:**

Take corrective action.

Refer all parties to support services.

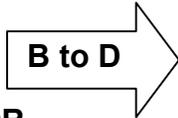
Offer to intervene or accompany the recipient to the offending person.

Ask for a Training Information Resource (TIR) for the workplace.

Follow-up to ensure resolution.

**D**

IF I AM A  
SUPERVISOR  
WHO OBSERVED  
OR IS APPROACHED  
ABOUT  
HARASSMENT  
(cont.)



**If behavior is GREEN:**

Advise recipient behavior is acceptable and explain why.

**When approached by a person who feels he or she may have harassed or offended...**

*Take Action*

**If behavior is RED:**

Advise offending person to stop the behavior.

Advise that corrective action may result and to seek legal counsel or assistance.

Inform the chain of command, if appropriate.

Determine whether the Informal Resolution System can resolve the problem.

Refer all parties to support services.

**If behavior is YELLOW:**

Advise offending person to stop behavior and encourage to apologize.

Take corrective action.

Refer both parties to support services.

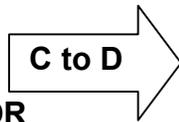
Offer to intervene or accompany the offending person to the recipient.

Ask for a Training Information Resource (TIR) for the workplace.

**D**

IF I AM A

**SUPERVISOR  
WHO OBSERVED  
OR IS APPROACHED  
ABOUT  
HARASSMENT  
(cont.)**



**If behavior is GREEN:**

Advise offending person behavior was acceptable and explain why.

When approached by a person who feels he or she may have observed harassing or offending behavior... instruct the observer on the need for confidentiality and discretion.

***Take Action***

**If behavior is RED:**

Take corrective action.

Notify chain of command, if appropriate.

Discuss Informal Resolution System and formal complaint process to determine the best course of action for the recipient.

**If behavior is YELLOW:**

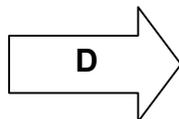
Take corrective action.

Provide remedial training using TIR material

Follow-up to ensure resolution.

**If behavior is GREEN:**

No action required.



When I observe offensive or harassing or behavior...

**If behavior is RED:**

Stop behavior.

**D**

**IF I AM A  
SUPERVISOR  
WHO OBSERVED  
OR IS APPROACHED  
ABOUT  
HARASSMENT  
(cont.)**

Take corrective action.

Notify the chain of command, if appropriate.

Advise the recipient of Informal Resolution System and formal complaint options.

**If behavior is YELLOW:**

Stop behavior.

Take corrective action.

Provide remedial training using TIR material.

Follow-up to ensure resolution.

**If behavior is GREEN:**

No action required

**I set the example.  
I do not ignore it.  
I listen, and do not filer complaints.  
I intervene, when necessary.  
I take or support action to reach resolution.  
I take appropriate action.**

## **IN CONCLUSION**

The Informal Resolution System depends on you and your commitment to resolve conflict early and at the lowest possible level. You can resolve conflict without making a big incident out of it by using the Informal Resolution System in your workplace.

Make the system work for you. Treat others with dignity and respect, ask questions that get to the heart of concerns, listen to what is really being said, and try to understand the other person's point of view.

If you have been offended by someone, remember - how you communicate can be as important as what you communicate. Focus on describing the behavior that caused the offense rather than characterizing the individual's personality. Be clear about the impact of the behavior on you.

If you have offended another, make a sincere apology. It may not be easy to apologize. Remember, an apology is not an admission of guilt or wrong doing, you simply accept that the recipient was offended and take action to resolve that conflict. If you are the recipient, accept the apology in the spirit in which it was intended.

If you are a third party, the nature and severity of the conflict will influence your decision of the best approach to help resolve conflict. If you decide to intervene on another's behalf, listen to both parties and keep an open mind. Your role is very important to informal resolution at the lowest level.

This appendices provides you with the skills and information you'll need to resolve conflict. But only you, regardless of your role, can make it work. Do not ignore conflict, review your resolution options, and take action to reach resolution.

# INFORMAL RESOLUTION SYSTEM (IRS)

