

CHAPTER 12

THE DIVISION OFFICER

The bulk of this text presents in some detail the various facets of naval communications. This chapter and the two that follow (on training and maintenance) deal mainly with items of concern to all officers, but particularly those at the shipboard division officer level. The communication aspects of these last chapters are incidental to the topics being discussed.

A division officer is assigned by the commanding officer to head a division of men in the ship's organization. When so assigned, this officer is responsible not only for the organization, administration, and operation of his division but also for the conduct, appearance, efficiency, welfare, and training of all personnel in the division.

Although this text is not intended nor presented as a treatise on leadership, at least one comment is in order: Any distinction made between the duties of the communication officer as such and the communication officer as a division officer is, essentially, artificial. The two functions are mutually interdependent. It may safely be said that the degree of success in one field almost equals the degree of success in the other. The communication officer is in charge of all persons assigned to radio and visual communications. We stated previously that a necessary element in achieving efficient and reliable communications is officer interest and supervision. It follows, then, that if the communicator avoids or neglects the personal aspects of his division responsibilities, the ship's communication efficiency can only be degraded. When this happens, it reflects directly on the communication officer.

This chapter is devoted to the administrative side of the division officer's duties, including an introduction to the various personnel bills that are an integral part of the ship's organization and regulations manual (discussed in chapter 3).

Before he can organize his own division, it is essential that the division officer acquaint himself thoroughly with the organization of the ship as a whole as well as his department.

Knowledge of the overall organization is basic to taking charge of any element within it.

BATTLE BILL

The guides for shipboard organization are NWP 50, Shipboard Procedures, and NWIP 50-1, Battle Control. The latter is concerned specifically with the organization for battle. The ship's battle bill lists the battle stations to be manned during various degrees of battle readiness. The complete list of the degrees of readiness follows.

First: Complete readiness for immediate action.

Second: Temporary relaxation from the first degree of readiness.

Third: A part of the armament ready for immediate action, the remainder on short notice.

Fourth: A part of the armament ready for immediate action, the remainder on prolonged notice.

Fifth: Peacetime cruising, no armament manned.

Sixth: No armament manned, ship in port under peacetime conditions.

Special: Continuing readiness for limited action.

A particular degree of readiness may have variations (antiship, antisubmarine, radiological, etc.) to meet pending threats with maximum effectiveness.

The basis for the organization of the ship is the manning requirement for battle. An individual's capability to perform the duties required in battle is the main consideration of his assignment within the ship. Whenever possible, however, a division of men is assigned as a unit in the battle organization.

Manning requirements of installed equipment, particularly weapons, fix the number of assigned shipboard personnel. The Office of the Chief of Naval Operations determines the total number of men and officers needed to accomplish the wartime objectives of the ship. Based on this determination, the Bureau of

NAVAL COMMUNICATIONS

Naval Personnel prepares both a wartime complement (i. e., the actual number of persons required to man all battle stations) and a peacetime allowance by officer grades and enlisted rates. The allowance, usually expressed as a percentage of the complement, is based on the number of persons needed to operate the ship in peacetime.

The complement and allowance are furnished to the type commander and the ship. The type commander then prepares a standard battle bill for ships of the type, just as he furnishes a standard ship's organization and regulations manual. In the same manner as the latter, the battle bill is modified by individual commanding officers only to the extent necessitated by manpower limitations, variations in installed equipments, and so on.

In the battle bill, each station and duty is assigned to an enlisted man by a billet number, as in figure 12-1. A billet number is composed of a series of numerals or a combination of numerals and letters indicating a man's division, and his seniority within the section. Billet number OC-101 shows a man to be in the

communication division, in the first section, and senior man in the section. The reason for the need to show seniority, or precedence, is because the chain of command must be adhered to rigidly within the battle organization. Except in an emergency, each station normally reports only to the station of the immediate superior. Senior personnel in communication control, for example, report to operations control, which in turn reports to command control. The line of communications and the chain of command are the same.

CONDITION WATCHES

The objectives of the ship's watch organization are (1) security of the ship in all probable conditions, and (2) an optimum degree of efficiency in administration of the ship. The requirements for specified degrees of readiness and for condition watches are established to maintain the needed battle readiness and efficiency. Shipboard condition watches, as they are related to the degrees of readiness, are as shown on page 181.

ENLISTED ASSIGNMENTS TO BATTLE STATIONS								
Station and duty	Complement				Allowance			
	Cond. I	Cond. III			Cond. I	Cond. III		
a. <u>Ship control</u>								
(1) <u>Open bridge</u>								
Talker (JA)	OC-204	-	-	-	OC-204	-	-	-
Talker (JL)	OC-106	-	-	-	OC-106	-	-	-
(2) <u>Pilot house</u>								
Ass't navigator	OC-101	-	-	-	OC-101	-	-	-
Quartermaster	OC-201	OC-104	OC-201	OC-303	OC-201	OC-104	OC-201	OC-303
Steersman	OC-303	1-108	1-209	OC-306	OC-303	1-108	1-209	OC-306
Lee steersman	OC-104	1-109	2-209	2-309	OC-104	1-109	2-209	2-309
Talker (LJV)	OC-105	OC-105	1-210	1-310	OC-105	OC-105	1-210	1-310
Messenger	OC-107	OC-107	2-210	2-307	OC-107	2-110	2-210	2-307
(3) <u>Steering aft</u>								
And so on								

Figure 12-1. —In the battle bill, enlisted men are assigned by billet numbers.

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<u>General degree of readiness</u>	<u>Condition watch</u>
First	I
Second	IE
Special	II
Third or fourth	III
Fifth	IV
Sixth	V

During condition I, all ship's personnel are at individual battle stations. Condition IE permits temporary relaxation during the first degree of readiness for brief periods of rest and the distribution of food at battle stations. Condition II seldom is encountered; usually it is confined to cruisers during special situations such as shore bombardment. Condition watch III is the normal wartime cruising watch when combat is not imminent. Condition IV is the normal peacetime cruising watch, providing for the safe and efficient operation of the ship while permitting the best economy of personnel in assignment to watches. During condition V, it may be necessary to post additional watches for reasons of security or antisabotage, or to man weapons systems. Variations in a degree of readiness to meet a particular type of threat may be indicated as Condition I ASW (enemy submarine), Condition I AAW (enemy aircraft), and so on.

The main organizational unit of the ship for watch standing (as well as for liberty, messing, and berthing) is the section. Each division officer separates his division into three approximately equal sections, based on the number of available personnel and their relative seniority. All enlisted men attached to the ship then fall within one of the three sections. Each overall section of the ship must be adequate to maneuver and fight the ship within the limitations of the personnel in the section. Each section should be able to man all required stations in such emergencies as fire, getting underway unexpectedly, or in the event of surprise hostile activity.

In the ship's battle bill (fig. 12-1), the billet of quartermaster during general quarters is assigned billet number OC-201. Under other conditions of readiness, the duties of the quartermaster rotate among watch standers according to section. Although billet numbers

are assigned mainly for battle station identification, they also are utilized invariable for watch standing purposes. The division officer is responsible for assigning personnel to watches and duties within the division, and for developing rotation programs for battle stations, watches, and general duties. Thus the division officer decides who in his division will be in which section and, within each section, who will occupy what billet. When possible, personnel should be assigned during condition III to the stations they man during condition I.

The three-section principle provides a common basis of reference that ensures a smooth transition from one condition to another. Furthermore, the principle has three distinct advantages:

1. If each section is trained properly, the ship routinely may be brought into port or taken to sea without special adjustments in watches and without the need for key personnel to remain on watch for abnormally long periods.

2. It permits flexibility in meeting the usual requirement that at least one-third of the ship's company must remain on board at all times.

3. It affords sufficient periods of rest between watches.

Underway watches normally are stood on a watch-in-three basis; that is, personnel rotate their duties in successive 4-hour periods. The division officer must pay particular attention to the administration of watches during conditions III, IV, and V. This is especially true when two or more divisions furnish personnel to a single watch or when two departments are jointly responsible for adequate manning. When condition watch V is permissible, watches and duties are assumed by each section in succession for 24 hours. In this event, the duty section may be divided into three watch units for rotation purposes.

SHIP'S BILLS

The ultimate objective of every ship is to serve as a superior weapon against the enemy in time of war. In time of peace, the main objective is to be ready for action at any time prescribed by national authorities. These goals require that active ships be maintained in the highest practicable state of operational readiness.

Operational readiness is mainly a matter of internal development and effective shipboard

administration. Effective administration requires planning, organizing, commanding, and controlling.

To coordinate the elements of administration, the type commander (or higher authority) establishes standard requirements to aid commanding officers and executive officers in administering their ships in the best possible manner. Standardization is required to offset the high turnover of personnel and to counter the tendency of individuals to make administrative changes to conform to their own preconceived ideas.

Organization is the machinery of administration. Although administration is concerned with overall policies, organization provides the channels through which the policies are made effective.

The ship's bills are the organization arms of the ship's overall administrative policies. They assign personnel to duties or stations for the purpose of executing specific evolutions or accomplishing certain functions. The type commander furnishes the ship with information necessary to permit the detailed assignment of personnel. In turn, supporting ship's bills guide the division officer in his assignment of personnel by name to the duties specified in the bills.

By a ship's bill is meant one that is included in the ship's organization and regulations manual. It should not be confused with the battle bill, the watch, quarter, and station bill (discussed later), or a ship's regulation. The last is a legal-type administrative directive promulgated by the commanding officer as an aid in the direction and control of his command.

A ship's bill is classified as an administrative, operational, or emergency bill.

ADMINISTRATIVE BILLS

Administrative bills facilitate the assignment of personnel, individually or by groups, to stations and duties that pertain to routine, overall ship administration. Included in this category are the personnel assignment, berthing and locker, and cleaning and maintenance bills.

Personnel Assignment

The personnel assignment bill consists mainly of the distribution of officers and men in such a way that enlisted personnel are

divided, so far as possible, in equal proportions of rates among the three sections. Assignments are based on the ship's peacetime allowance. (Complement assignments are included in the battle bill.)

In accomplishing the initial assignments, the division officer--

1. Divides his men into three sections according to rates, numbers, and seniority, as in figure 12-2. This is the basic division organization, upon which are based watch, liberty, and duty assignments.

2. Lists all division responsibilities as contained in the battle bill and the ship's bills, noting and assigning the number of men he must furnish for each station or duty.

3. Fills out the watch, quarter, and station bill to inform his personnel of their stations and duties.

4. Assigns men to watches and special duties not contained in the ship's bills.

Berthing and Locker

The ship's berthing officer allocates berthing spaces to departments and divisions according to a standard method outlined in NWP 50, and he maintains a master numbering plan of all bunks and lockers. Division officers supervise all matters concerning berthing within their division spaces.

The main considerations in berthing assignments during peacetime are the efficient administration of the division and the moral of the men. During time of war, the emphasis necessarily shifts to the dispersal of key personnel and their proximity to battle stations.

No bedding is removed from berths for the purpose of sleeping on deck unless authorized by the executive officer. Topside sleeping on cots is never permitted while the ship is at sea.

All bunks are arranged for head-to-foot sleeping to reduce the danger of spreading respiratory diseases. Berths are made up and lockers stowed according to a standard arrangement, similar to that shown in figure 12-3.

Cleaning and Maintenance

The cleaning and maintenance bill sets forth policies and assigns responsibilities (by department and division) for maintenance, preservation, and cleanliness of shipboard spaces,

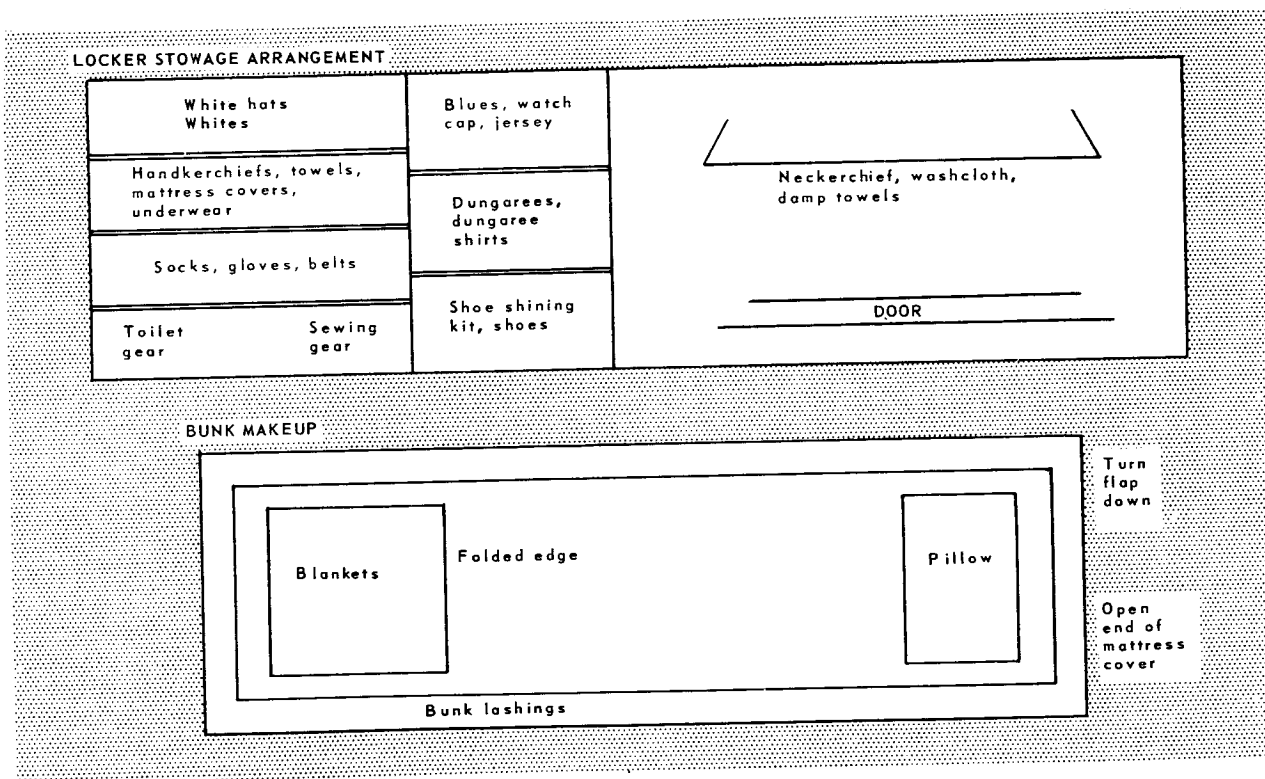
OPERATIONS DEPARTMENT
OC DIVISION

Allowance 21

<u>First Section</u>		<u>Second Section</u>		<u>Third Section</u>	
Billet	Allowance	Billet	Allowance	Billet	Allowance
OC-101	SMC	OC-201	QM1	OC-301	RMC
OC-102	SM2	OC-202	RM1	OC-302	YN1
OC-103	RM2	OC-203	SM2	OC-303	QM2
OC-104	QM3	OC-204	YN2	OC-304	RM2
OC-105	RM3	OC-205	SM3	OC-305	RM3
OC-106	YN3	OC-206	PN3	OC-306	QMSN
OC-107	RMSN	OC-207	RMSN	OC-307	SMSN

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Figure 12-2. —The division officer divides his men into three approximately equal sections.



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Figure 12-3. —Locker stowage and bunk makeup.

machinery, and equipment. The division officer ensures, by personal inspection, that painting and cleaning instructions, as outlined in the bill and in the type commander's instructions, are carried out by his men.

The first lieutenant has overall responsibility for the cleaning and maintenance of the ship's exterior. The division officer is immediately responsible for the upkeep of spaces assigned by the department head.

The following fixtures, openings, and equipment located within a space are cleaned and preserved by the division responsible for the space:

1. Doors, hatches, air ports, and battle ports that swing into the space, including dogs, knife edges, and coamings.
2. Ladders resting on the deck of the space.
3. Outside casing, cover, knife edges, and screens of ventilation systems opening within the space.
4. Escape or access trunks leading to the space.
5. Mechanical devices and equipment (including damage control equipment), blades and exterior casings of electric fans, darken ship switches, and the external surfaces of scuttle-butts.
6. Exteriors of first aid boxes and all other lockers except the personal lockers of men not assigned to the division having responsibility for the space.
7. Interior of all lockers in which the division gear is stowed.
8. All light traps.

OPERATIONAL BILLS

Operational bills facilitate the assignment of personnel for routine operations or ship evolutions. Operational bills are at least five in number.

1. Special sea detail;
2. Replenishment at sea;
3. Rescue and assistance;
4. Landing party; and
5. Visit and search, boarding, and prize crew.

Special Sea Detail

The special sea detail bill establishes policies for the assignment of personnel to stations and duties during periods when the ship is being maneuvered in restricted waters, and when preparations are being made for getting underway and returning to port. Men on the special sea detail either supplement or relieve the regular steaming watch.

Preparations for entering or leaving port start more than 1 hour beforehand on most ships. For example, the gyros used in navigating the ship are started at least 6 hours before getting underway. One hour before getting underway, radars are energized and the main

deck steam lines are cut in; 15 minutes later, all hands shift into the uniform of the day, and the crew is mustered on station; 30 minutes prior to sailing, the special sea detail is stationed and the steering system, depth indicator, engine order telegraphs, communication systems, anchor windlass, and main engines are tested. Before entering port, tubes are blown, trash and garbage should be dumped overboard, anchors are prepared for letting go or mooring lines are laid out, the special sea detail is stationed, preparations may be made to receive tugs, and the like.

The OC division has relatively few stations to man in the special sea detail. (See fig. 12-4.) The quartermasters stationed in the pilot-house and on the navigation bridge are assigned by the navigator. On a small ship, the communication officer's station is either in radio central or on the signal bridge, depending on where he is most needed. In ships that have both a radio and a signal officer, each mans his appropriate station. All hands not on watch or assigned to the special sea detail fall in at quarters.

Each division officer must ensure that only qualified men are assigned to the stations he is required to man. Furthermore, he should attempt always to have another man in training for each special sea detail station in anticipation of the loss of any of his key personnel. These stations are not to be manned by inadequately trained persons.

Replenishment at Sea

The replenishment at sea bill sets up the procedures and assigns personnel to duties required for replenishing at sea and for transferring personnel and light freight.

The doctrinal source for these evolutions is NWP 38, Replenishment at Sea. In it are found the answers to most of the questions likely to arise concerning these common but often hazardous operations. Fueling and the transfer of light cargo and personnel frequently occur at the same time. Heavy cargo and ammunition transfer are more apt to be separate evolutions. Although the rigging and stations differ with the type of replenishment operation, the personnel and the communications used are practically the same.

The assignment of special personnel, if any, from the OC division during replenishment operations usually is confined to bridge talkers.

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SPECIAL SEA DETAIL BILL
ENLISTED PERSONNEL STATIONS

OC Division				
<u>Station</u>	<u>Division</u>	<u>Rating</u>	<u>Duties</u>	
<u>Bridge</u>				
QMOW	OC	QM	Perform duties of quarter-master of the watch.	
Navigator's assistant	OC	QM (senior)	Assist navigator as directed.	
Steersman	OC	QM	Man the wheel.	
Port alidade	OC	QM	Man the port alidade.	
Starboard alidade	OC	QM	Man the starboard alidade.	
<u>Signal Bridge</u>				
Signal supervisor	OC	SM (senior)	Supervise visual communications.	
Signalman	OC	SM	Visual communications.	
Anchor ball	OC	SM	Tend ball.	
<u>Colors</u>				
Colors (gaff)	OC	SM	Tend ensign.	

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Figure 12-4. —Special sea detail bill for the OC division.

On a ship in which the communicator also is the signal officer, he may be stationed on the signal bridge to supervise visual communications.

Rescue and Assistance

The rescue and assistance bill provides a nucleus of men within each section qualified to render rapid assistance to persons or activities outside the ship who are the victims of a tragedy. Emergencies anticipated by the bill are survivors in the water, other ships in distress, and distress situations ashore, such as fire or catastrophes caused by nature.

In its broad aspects, the rescue and assistance bill is quite uniform within ships of the same type. The rescue and assistance group must be mobile and capable of fairly sustained operations away from the ship. The security of the ship itself, however, remains the principal consideration. Loss of a group of men

for a period of time on a rescue or assistance mission must not detract from the operational capability of the vessel. When making assignments to this bill, the division officer should bear in mind that the rescue team might be called away during general quarters.

Normally, the OC division provides only one signalman or quartermaster for the rescue and assistance detail. Equipment furnished by the division includes semaphore flags, a portable signal searchlight, a Very pistol, megaphones, and perhaps a radio transceiver. The man assigned to the bill must be familiar with all his equipment.

Landing Party

The landing party bill organizes a nominal force of men to perform such functions as limited field operations, policing ashore during emergencies, and less dramatically but

certainly more regularly, participating in ceremonies and parades.

The basic type commander's bill requires only essential personnel; but they are not assigned by specific ratings as they are in other bills. The weapons officer, who maintains the shipboard bill, enlarges on the basic requirements to meet the needs of the vessel or the occasion. The OC division may provide a signalman or quartermaster, and usually furnishes a radioman.

A sample landing party bill is described in NWP 50, Shipboard Procedures. The Landing Party Manual, OPNAV P 34-03, provides detailed instructions for landing party operations.

Visit and Search, Boarding,
and Prize Crew

The visit and search bill is combined with the boarding and prize crew bills because of the interrelationships of required actions. Although these bills are used infrequently, their advance preparation is essential because of the delicate nature of the situations in which they may be ordered.

Normally, investigating or taking possession of a ship is accomplished in three progressive phases. These are (1) visiting and searching; (2) boarding and, if necessary, salvaging; and (3) placing a prize crew aboard. In performing these duties, the officers and men assigned are governed by U.S. Navy Regulations and NWIP 10-2, Law of Naval Warfare. The communication officer assigns personnel from his division as illustrated in figure 12-5.

When visit and search are undertaken, several considerations govern. They are as follows:

1. The belligerent right of visit and search, subject to certain qualifying exemptions, must

be exercised with tact and in strict conformity with existing treaty provisions. It may be effected outside of neutral jurisdiction after the beginning of hostilities. Under these circumstances, the purpose of visit and search is to ascertain the nationality of the ships, the character of the cargo, the nature of employment, and other facts that may have a relation to hostilities.

2. The examining officer wears a sidearm and normally is accompanied on board by unarmed men (arms are carried in the boat). The examining officer inspects the ship's papers to ascertain nationality, cargo, ports of departure and destination, and other pertinent data. He then makes recommendations to his commanding officer for one of the following courses of action:

a. That the ship be released (when papers or detailed search and inspection prove the innocent character of ship, cargo, and voyage); or

b. That the ship be captured and taken to port for adjudication (if papers, questioning of personnel, and searches do not result in satisfactory proof of the ship's innocence).

If the result of the inspection of the examining officer, or other circumstances, warrants further detention or seizure of the vessel, the boarding and salvage party is dispatched to go aboard and take command of the ship, restrain the crew, and conduct salvage operations as necessary. These actions on the part of the boarding and salvage party are likely to meet with hostility on the part of the crew of the vessel being seized, and the boarding and salvage crew must be alert to counteract attempts at sabotage.

The prize crew, of which the communication officer frequently is a member, operates the

VISIT AND SEARCH, BOARDING,
AND PRIZE CREW BILL

Rating	Phase I Visit Search		Phase II Boarding and Salvage		Phase III Prize Crew	
	No.	Div.	No.	Div.	No.	Div.
SM	1	OC	1	OC	1	OC
QM	-	-	-	-	1	OC
RM	-	-	-	-	1	OC
RMSN	-	-	-	-	1	OC

Figure 12-5. --Visit and search, boarding, and prize crew bill.

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seized ship, and makes every effort to bring her safely into port for delivery to the authorities for examination and adjudication.

EMERGENCY BILLS

The last type of ship's bills to be considered are the emergency bills—general emergency and man overboard. As prepared by the type commander, these bills serve as checkoff lists and guides in assigning men to stations and in training personnel to cope with emergencies.

General Emergency

The general emergency bill prescribes procedures for counteracting the effects of any major emergency that arises aboard ship, and for the orderly abandonment of ship when required. The bill includes provisions for collisions, grounding, explosions, extensive fire, battle damage, and probable or actual nuclear, biological, or chemical (NBC) contamination.

Although the ship's bill is based on the structure of the existing battle organization, provisions are made for requisite actions to be carried out in port with only a partial crew on board. Because of the unpredictable nature of many emergency situations, the bill must necessarily serve only as a guide for action by key personnel rather than furnish a detailed list of set procedures. For example, precise abandon-ship stations are not assigned to individuals because a number of the stations may become untenable, thus leading to more confusion than may already exist.

Under the general emergency bill, each division officer is responsible for—

1. Assigning personnel to duties and stations according to the provisions of the bill.
2. Ensuring that all personnel in the division are familiar with their assignments, and that they are trained properly in the necessary techniques, including survival.
3. Effecting the secure stowage of equipment, supplies, and tools so as to reduce the danger of missile hazards.
4. Constantly stressing the importance of watertight integrity, removal of fire hazards, and the operating efficiency of all firefighting equipment.

An important adjunct of the general emergency bill is the ship's emergency destruction plan, described in chapter 10. Under the coordination of the operations officer, the

communication officer has direct responsibility for the destruction of classified material and equipment located in the communication spaces, if such destruction is considered necessary to avoid capture.

Man Overboard

The man overboard bill organizes the members of ship's company to accomplish the rescue of either a man overboard or the survivor(s) of an aircraft down in the vicinity of the ship. In the latter instance, procedures are similar to those contained in the rescue and assistance bill. The man overboard bill, however, is put into effect when only one person or a small number of persons need help. The rescue and assistance bill is established to aid a large number of survivors.

Whenever possible, standard procedure on destroyers is to accomplish recovery without putting a boat in the water. Often it is possible to maneuver the ship near the man and effect the rescue by using an embarkation ladder or net, assisted by an assigned swimmer. Shipboard recovery is not always possible, of course, for which reason the bill must provide for boat rescue operations.

As in the rescue and assistance bill, required personnel are assigned from each section to duties in the man overboard bill. Usually a signalman or quartermaster is on call for lifeboat communications, if needed. The OC division strikers may be utilized in the bill as lookouts to keep the man in the water in sight.

When necessary to verify that the man overboard is from own ship, a muster is taken of all personnel not directly involved in rescue operations. The identity of the missing man is passed to the OOD as soon as possible.

On the bridge, signalmen and quartermasters are responsible for—

1. Throwing over a smoke pot or signal flare.
2. Keeping the man in sight.
3. Breaking the OSCAR flag, or operating the man overboard lights.
4. Manning signal searchlights.
5. Maintaining communications with the boat.

When the ship is assigned to the rescue destroyer station while plane guarding for a carrier, the proper guard circuit must be instantly available on the bridge for communication with the rescue helicopter.

WATCH, QUARTER, AND STATION BILL

Having assigned the personnel in his division to all the duties and stations specified in the battle bill and the ship's bills, the division officer notifies his men by posting a detailed summary of those assignments in the watch, quarter, and station (WQS) bill. Because the main purpose of this bill is to inform, it must be displayed prominently in division spaces. A second important purpose of the bill is to provide supervisory personnel with an authoritative and readily available source of information needed for making or revising assignments. Although preparation of the bill is the responsibility of the division officer, his senior petty officers help in maintaining it.

We already have described the usual steps in accomplishing personnel assignments. In so doing, the division officer should maintain a division notebook to assist him in transferring data from the battle bill and ship's bills to the WQS bill. The notebook should be divided into sections, one section being allotted to each condition of readiness and each ship's bill. In the appropriate section are entered the stations and duties for which the division is responsible, and the names of the men to whom the division officer assigns each function. Actually, then, this portion of the division notebook is a working copy of the watch, quarter, and station bill, modified to suit the needs of the division officer.

The standard WQS bill (fig. 12-6) is arranged in tabular form. Columns are provided for entering data from each of the other bills, as well as for providing other information that is both necessary and useful; the use of billet numbers is optional. Duty and station assignments are in the same general order as contained in the ship's organization and regulations manual. Each person's duties during conditions I, II, and III and under each bill are noted in the appropriate column.

Certain assignments to watches and duties do not lend themselves to posting in the watch, quarter, and station bill. One example is the normal peacetime cruising watch, condition IV; another is the in-port watch under condition V. Such assignments normally are published in separate watch lists.

ASSIGNMENTS BY PRIORITIES

Assigning personnel under the various bills cannot be a haphazard operation in which any

person can be placed at any station. The division officer must give some thought to the duties, and he must have at least a working knowledge of the strong and weak points of his men.

As an obvious example, if the man who normally would be a bridge talker has a speech defect, clearly his division officer must make a substitution. The situation is further complicated by personnel turnover. It is not a unique incident for the gain or loss of one man to result in the shakeup of an entire section.

It is important, therefore, that the division officer make every effort to place the right man in the right spot at the beginning. As a practical matter, this is nearly impossible unless the responsible officer interviews each man before assigning that man to his duties and stations under the battle bill and the ship's bills. Normally, looking through the man's service record is no help in this matter.

Within each bill to be considered, some duties have priority on the available talent because they require a degree of personal knowledge or experience not demanded by certain other duties. The division officer must ensure that only his most capable personnel are assigned to the top priority billets. Only when those are filled satisfactorily should he complete the remaining assignments.

The theory of assignment by seniority is a tried and tested method of command and control in all the services. In the rare situation where the division officer is fortunate enough to have exactly three (or a multiple of three) petty officers in each available pay grade, the chore of sectional assignments is no problem. He simply places a chief petty officer in the top priority billet, a first class in the second billet in importance, and so on.

When initially preparing a WQS bill, the division officer should first verify his assigned billet numbers, the allowance figures, and the actual on-board personnel situation. Figure 12-6 shows how the OC division officer assigned his men in the first section, based on his sectional assignments contained in figure 12-2. Personnel should be entered on the watch, quarter, and station bill by order of seniority, regardless of their assigned duties and stations. Then, there is no doubt in anyone's mind regarding who is senior in the section, or who becomes senior in the event of the loss of a top man.

WATCH, QUARTER, & STATION BILL

SECTION 1 DIVISION OC

NAME	BUNK LK. NO.	RATE		CLEAN STATION	BATTLE STATIONS		SPECIAL SEA DETAIL	UNDWAY REPL.	RESCUE ASSIST.		LANDING PARTY	VISIT AND SEARCH			FIRE	EMERG. GETTING UNDERWAY	WATCH DETAIL		SPECIAL DETAIL
		COMP.	ALL. ACTL.		COND. I (CG)	COND. II (ENRG)			COND. III (COND)	PHASE I		PHASE II	PHASE III	STATION			PROVIDE	AT SEA	
101 COLLINS	4	SM	MC	CHG.	5/G BR	WOOD	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	WOOD
102 HALEY	11	SM	SM2	BR	IN CHG PART	SCUR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	5/G BR	BR
103 POPE	14	PM	RM2	RADI	BR	BR	BR	BR	BR	BR	BR	BR	BR	BR	BR	BR	BR	BR	BR
104 BRINKLEY	12	QM	QM3	HOUSE	PILOT	LEE	ALDABE	ALDABE	ALDABE	ALDABE	ALDABE	ALDABE	ALDABE	ALDABE	ALDABE	ALDABE	ALDABE	ALDABE	ALDABE
105 JOHNSON	17	RM	RM3	RADI	TALKER	TALKER	TALKER	TALKER	TALKER	TALKER	TALKER	TALKER	TALKER	TALKER	TALKER	TALKER	TALKER	TALKER	TALKER
106 BUCKNER	20	BM	BM3	COMPT	5/L	5/L	5/L	5/L	5/L	5/L	5/L	5/L	5/L	5/L	5/L	5/L	5/L	5/L	5/L
107 SMALL	22	PM	PM3	COMPT	MSGR	MSGR	MSGR	MSGR	MSGR	MSGR	MSGR	MSGR	MSGR	MSGR	MSGR	MSGR	MSGR	MSGR	MSGR

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Figure 12-6. — The watch, quarter, and station bill summarizes the division officer's assignments of personnel as required by the battle bill and ship's bills.

ADMINISTRATION

In addition to his responsibilities in connection with assignments of personnel under the various bills, the division officer has many administrative demands certain to be encountered on any ship.

TRAINING

The subject of training is discussed thoroughly in the next chapter. We touch on it here only as it applies to the duties performed and the stations manned during the several conditions of battle readiness and under the ship's bills.

The Navy is an instrument of national security. Because we must always be ready to carry out our assigned functions either in time of peace or war, our active components must be maintained in a condition of maximum operational readiness. It should be obvious that, without training in depth, maximum readiness will never be attained.

Each man in the division should be trained, and eventually qualified, to handle not only the requirements of his billet but also the billet of the man above him. As soon as an individual demonstrates the required skill level in all the duties for which he is responsible, he should be trained to discharge greater responsibilities. A desirable and practical goal is that each man be trained for the next two higher billets. As personnel changes occur and leading men are transferred, the division officer may compensate for the loss by moving men up to the positions for which they have been trained. Supervisory petty officers should be capable of taking over any of the positions on the stations for which they are responsible. It often happens that a ship is deprived of many men in a particular rating, with no immediate relief available. The presence of a striker who can take over immediately will lessen considerably the difficulties inherent in such a situation.

From a point of view of the detail necessary to keep the watch, quarter, and station bill current, such a replacement system will lessen the division officer's work. At first, considerable time may have to be spent in getting it started properly. Once established, however, it is relatively simple to maintain.

Many ships operate below allowance. Being understrength, billets of lesser importance may have to remain vacant; or, if this is

impossible, they may have to be combined with others. When a new man reports aboard, he should be moved into the highest appropriate vacant billet. If the man is experienced and qualified, he should be assigned to a billet currently filled by a less-experienced individual. When personnel are transferred, the senior qualified man holding a lower billet is moved up, and the WQS bill is adjusted accordingly. If in-depth training has been worthwhile, these changes occur with little or no reduction in efficiency.

PERFORMANCE EVALUATION

Periodically, a commanding officer must evaluate the performance of duty of every person in his command. For officers, he completes fitness reports, which become the primary means for determining their promotions, eligibility for special programs, and perhaps for future assignments.

Reports on enlisted personnel utilize two forms. A routine report of enlisted performance evaluation (fig. 12-7) is prepared at least semiannually and at other times for significant reasons, such as a man's reduction in grade or transfer between normal reporting dates. The second form, enlisted evaluation report (fig. 12-8), is completed and submitted for a senior petty officer to provide factual information, perhaps in connection with his request for assignment to a special program or for appointment to a commission. The evaluation report is of importance to the division officer in that he might initiate the comment shown in block 18. It is with the continuing performance of his men, however, that the division officer is mainly concerned. Hence he has a direct and personal interest in the periodic performance evaluation.

Except in very small commands, it is a physical impossibility for the commanding officer to have sufficient knowledge of all his men to personally assign the enlisted performance marks. The process of evaluation usually is delegated to the officers and senior petty officers of the command. Each man's immediate and responsible supervisor should mark the appropriate block for each trait observed (fig. 12-7). Seniors in the chain of command adjust the assigned observations as they believe necessary. An initiating petty officer refers his recommendations to his division officer, who forwards them to the department head, and so

Chapter 12—THE DIVISION OFFICER

REPORT OF ENLISTED PERFORMANCE EVALUATION NAVPERS 792 (Rev. 6-59)				PERIOD OF REPORT 16 MAY 196__ To 15 NOV. 196__	
NAME (Last, First, Middle) DOE, John James		SERVICE NO. 000 00 00	RATE ABB. SA	PRESENT SHIP OR STATION USS Rowe DD 564	
INSTRUCTIONS					
1. For each trait, evaluate the man on his actual observed performance. during this reporting period, evaluate him on what he did. Describe what he did in the "Comments" section. If performance was not observed, check the "Not Observed" box.					
2. Compare him with others of the same rate. 4. Pick the phrase which best fits the man in each trait and check left or right box under it. (Left box is more favorable.)					
3. If the major portion of his work has been outside his rate or pay grade					
1. PROFESSIONAL PERFORMANCE: His skill and efficiency in performing assigned duties (except SUPERVISORY)					
NOT OBSERVED <input type="checkbox"/>	Extremely effective and reliable. Works well on his own.	Highly effective and reliable. Needs only limited supervision.	Effective and reliable. Needs occasional supervision.	Adequate, but needs routine supervision.	Inadequate. Needs constant supervision.
	*		✓		* *
2. MILITARY BEHAVIOR: How well he accepts authority and conforms to standards of military behavior.					
NOT OBSERVED <input type="checkbox"/>	Always acts in the highest traditions of the Navy.	Willingly follows commands and regulations.	Conforms to Navy standards.	Usually obeys commands and regulations. Occasionally lax.	Dislikes and flouts authority. Unseamanlike.
	*	✓			* *
3. LEADERSHIP AND SUPERVISORY ABILITY: His ability to plan and assign work to others and effectively direct their activities.					
NOT OBSERVED <input checked="" type="checkbox"/>	Gets the most out of his men.	Handles men very effectively.	Gets good results from his men.	Usually gets adequate results.	Poor supervisor.
	*				* *
4. MILITARY APPEARANCE: His military appearance and neatness in person and dress.					
NOT OBSERVED <input type="checkbox"/>	Impressive. Wears Naval uniform with great pride.	Smart. Neat and correct in appearance.	Conforms to Navy standards of appearance.	Passable. Sometimes careless in appearance.	No credit to the Naval Service.
	*	✓			* *
5. ADAPTABILITY: How well he gets along and works with others.					
NOT OBSERVED <input type="checkbox"/>	Gets along exceptionally well. Promotes good morale.	Gets along very well with others. Contributes to good morale.	A good shipmate. Helps morale.	Gets along adequately with others.	A misfit.
	*	✓			* *
6. DESCRIPTION OF ASSIGNED TASKS					
Performed duties as a Messman for three months.					
7. EVALUATION OF PERFORMANCE					
* 8. THESE ITEMS MUST BE JUSTIFIED BY COMMENTS IN ADDITION TO THOSE IN ITEM 7 ABOVE					
9. REASON FOR REPORTING			10. DATE	11. SIGNATURE OF REPORTING SUPERIOR	
<input checked="" type="checkbox"/> SEMI-ANNUAL <input type="checkbox"/> TRANSFER <input type="checkbox"/> OTHER			11/20/6	C.C. Cabell RMC	

Figure 12-7. — Report of enlisted performance evaluation.

21. 45

NAVAL COMMUNICATIONS

ENLISTED EVALUATION REPORT
NAVPERS 1339 (Rev 3-56)

TO: Chief of Naval Personnel

DATE: 6 September 196_

INDIVIDUAL DATA

1. NAME (last, first, middle) GLASS, George Gerald	2. SERVICE NO. 279 63 42	3. RATE AND PRIMARY NJC BT1	4. BRANCH AND CLASS OF SERVICE USN	5. DATE OF BIRTH 9 NOV 32
5. Completed 14 years active naval service.		7. Active obligated service expires on 17 August 1963		

REQUEST OR RECOMMENDATION

8. Request or recommendation for appointment to:
 WARRANT OFFICER LIMITED DUTY OFFICER OTHER (specify) _____

9. Request or recommendation for:
 INSTRUCTOR DUTY RECRUITING DUTY INDEPENDENT DUTY OTHER (specify) Nuclear Power Surface Ship Program

INDIVIDUAL'S COMMENTS

10. DO DO NOT desire to be recommended for appointment or assignment as indicated above. (Enter pertinent comments, if any, in this section)
 Upon receipt of orders to the Nuclear Power Training Program, I will agree to extend or reenlist, as necessary, in order to have the required obligated service prior to actual transfer to this program.

George Gerald Glass

(Signature of individual)

PERFORMANCE DATA

INSTRUCTIONS

- (1) Enter SIX Performance Periods in this section; the first five should be the most recent periodic marks obtained from page 9; the sixth shall be special marks assigned upon submission of this report.
- (2) Compute the average of the marks in each trait column and enter in item 14.
- (3) Compute the average of the values recorded in item 14 and enter in item 15.

11. DATE	12. TRAITS					13. NATURE OF DUTIES PERFORMED (When required)
	PROFESSIONAL PERFORMANCE	MILITARY BEHAVIOR	LEADERSHIP AND SUPERVISORY ABILITY	MILITARY APPEARANCE	ADAPTABILITY	
8 JUL 6_	N.O.	3.4	3.0	3.2	3.4	
16 NOV 6_	3.2	3.8	3.2	3.6	3.8	
16 MAY 6_	3.6	3.6	3.6	3.8	3.6	
16 NOV 6_	N.O.	3.2	3.0	3.4	3.4	
16 MAY 6_	3.6	3.6	3.6	3.6	3.6	
5 AUG 6_	3.6	3.8	3.6	3.8	3.8	
14. INDIVIDUAL TRAIT MARKS AVERAGES	3.50	3.57	3.33	3.57	3.60	15. OVERALL TRAIT AVERAGE 3.51

COMMANDING OFFICER'S COMMENTS AND RECOMMENDATIONS

16. THE ABOVE-NAMED INDIVIDUAL IS IS NOT RECOMMENDED FOR ASSIGNMENT TO DUTY AS INDICATED ABOVE.

17. THE ABOVE-NAMED INDIVIDUAL IS IS NOT RECOMMENDED FOR APPOINTMENT TO THE TYPE OFFICER CATEGORY INDICATED.

Nuclear Power Program

HIS QUALIFICATIONS FOR OFFICER STATUS ARE: FAIR GOOD EXCELLENT OUTSTANDING

18. COMMENTS PERTINENT TO THE ABOVE REQUEST OR RECOMMENDATION. (Do not leave blank)

Glass displays a high degree of leadership ability. He handles his men effectively, supervises their training, exercises initiative, and equipment in his charge is continuously in good operating condition.

19. NAME OF REPORTING ACTIVITY
USS Forrestal CVA 59

20. SIGNATURE, RANK, AND FILE NUMBER OF COMMANDING OFFICER
J. J. JOHNSON, CAPT, USN, 24331

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Figure 12-8. —Enlisted evaluation report.

on. When the evaluations reach the commanding officer, either he or a designated authenticating officer may make final adjustments. Established equivalent numerical grades then are assigned and inserted in individual service records.

It is important that the division officer be completely objective in evaluating his men. The performance marks assigned to an individual can be as important to him as the grades assigned to an officer on the latter's fitness report. An enlisted man's marks have a direct bearing, for example, on his advancement in rating, his selection for a commission or a course of instruction, the character of his separation, and his acceptance for reenlistment; and, going in the other direction, reduction in rate or rating for incompetency or early separation by administrative discharge.

The basic principle of the Navy's grading system is that men in each pay grade are evaluated on the basis of their personal merit in comparison with the performance of other men

in the same pay grade. An extreme violation of this rule is to compare the leadership ability of a third class petty officer with a chief petty officer. In most examples, this would be grossly unfair to the junior PO.

A second important tenet is the avoidance of "blanketing." By this we mean automatically grading one man high and another man low in all respects. The latter situation sometimes crops up because of a personality deficiency; yet a man may lack in adaptability but rate higher in his performance on the job than many other men in the division.

The point to be made, of course, is that most of us are average, being somewhat better in some aspects and somewhat deficient in others, in comparison with our contemporaries. Although division section leaders or other senior POs may initiate certain performance evaluations, the responsibility rests with the division officer for the fairness, objectivity, and accuracy of the marks assigned.

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