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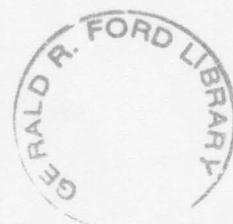
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U. S. NAVY EQUAL OPPORTUNITY BRIEFING

26 JULY 1972

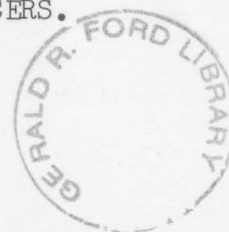
(Slides are indicated in the text by an Asterisk)



*

GOOD AFTERNOON.* THIS AFTERNOON I WILL DISCUSS THE NAVY'S EQUAL OPPORTUNITY PROGRAMS AND GOALS AS THEY RELATE TO PROCUREMENT, TRAINING, DISTRIBUTION, RETENTION AND DISCHARGE.

MORE HAS BEEN DONE TO ESTABLISH DEFINITE PROGRAMS TO ACHIEVE EQUAL OPPORTUNITY IN THE PAST TWO YEARS THAN AT ANY TIME SINCE THE ISSUING OF PRESIDENT TRUMAN'S EXECUTIVE ORDER 9981 IN 1948.* STRONG STATEMENTS OF POLICY, SUCH AS THAT MADE BY ADMIRAL ZUMWALT IN THIS STATEMENT, WERE INSTRUMENTAL IN GIVING COMMAND SUPPORT TO THESE PROGRAMS. THIS AND OTHER STRONG STATEMENTS WERE PROMULGATED FOLLOWING ANALYSIS OF THE FINDINGS OF TWO CHIEF OF NAVAL OPERATIONS RETENTION STUDY GROUPS COMPOSED OF BLACK OFFICERS AND WIVES AND BLACK ENLISTED MEN AND THEIR WIVES. THE IMPACT OF THESE MEETINGS ON THE CHIEF OF NAVAL OPERATIONS WAS SUCH THAT NOT ONLY DID THE NAVY ISSUE STATEMENTS PROMULGATING ITS SUPPORT BUT CONCOMMITANTLY SET UP THE FOLLOWING ORGANIZATION* WITHIN THE NAVY TO PLAN, IMPLEMENT AND MONITOR PROGRAMS TO ACHIEVE E.O. GOALS. THE MEMBERSHIP IN THIS ORGANIZATION CONSISTS OF SENIOR OFFICERS WHO CONTROL COMMANDS THAT DIRECTLY AFFECT EQUAL OPPORTUNITY PLANNING. THIS ORGANIZATION IS ENTITLED "THE CHIEF OF NAVAL OPERATIONS ADHOC ADVISORY COMMITTEE FOR RACE RELATIONS AND MINORITY AFFAIRS". IT WAS ESTABLISHED TO EVALUATE, COORDINATE AND ADVISE THE CHIEF OF NAVAL OPERATIONS ON ALL MATTERS CONCERNING RACE RELATIONS AND MINORITY AFFAIRS POLICIES AND PROGRAMS IN THE NAVY. THIS CNO ADVISORY COMMITTEE IS ASSISTED BY AN EXECUTIVE SECRETARIAT CHAIRED BY CNO'S SPECIAL ASSISTANT FOR MINORITY AFFAIRS (LCDR NORMAN) AND COMPOSED OF ALL MINORITY AFFAIRS AND RACE RELATIONS ACTION OFFICERS.



OUR FIRST AREA CONCERNS PROCUREMENT. THIS IS OUR PUBLISHED GOAL. THE FIRST PROGRAM I WILL DISCUSS IS OUR EFFORT TO IMPROVE RACIAL BALANCE IN OFFICER AND ENLISTED RANKS. THE MAIN THRUST HAS BEEN DIRECTED AT INSTITUTING INNOVATIVE RECRUITING PROGRAMS TO ENSURE THAT THE NAVY ATTRACTS SUFFICIENT MINORITY PERSONNEL TO ATTAIN MINORITY REPRESENTATION IN BALANCE WITH THAT OF THE POPULATION AT LARGE. HERE ARE THE PROGRAMS WHICH HAVE ALREADY BEEN INSTITUTED TO ACHIEVE THIS GOAL. THERE IS NOW A MINORITY OFFICER IN 40 OF THE 47 MAIN RECRUITING STATIONS. HIS PURPOSE IS TO PENETRATE THE MINORITY COMMUNITY AND IN SO DOING PROVIDE MINORITIES INTERESTED IN OFFICER OR ENLISTED PROGRAMS WITH A VIEW OF THE NAVY THAT ONLY A MINORITY CAN PROVIDE: A POINT OF VIEW WHICH FRANKLY BRINGS OUT THE OPPORTUNITIES AVAILABLE THROUGH NAVAL SERVICE, AND THE PROBLEMS A MINORITY MAY ENCOUNTER IN THE NAVY AS WELL AS THE SINCERE EFFORTS BEING MADE TO CORRECT THEM. MOVING TO THE NROTC PROGRAM, OUR GOAL IS TO HAVE AS A MINIMUM 10% OF ALL THE NAVY'S NROTC UNITS LOCATED AT PREDOMINANTLY BLACK COLLEGES AND UNIVERSITIES. SINCE WE ESTABLISHED TWO MORE LAST YEAR, ONE AT SAVANNAH STATE AND ONE AT SOUTHERN UNIVERSITY, WE HAVE ACHIEVED 50% OF OUR GOAL IN THIS AREA AND WE ANTICIPATE COMMISSIONING TWO MORE UNITS IN FY 1973.* THE NAVAL ACADEMY, ONE OF OUR PRIME SOURCES OF CAREER OFFICERS, WAS NEXT. THROUGH CONCERTED EFFORTS WE DOUBLED THE INPUT FOR THE 72 - 73 CLASS AND NOW HAVE 132 BLACK MIDSHIPMEN ON BOARD. THIS CHART DEPICTS OUR SUCCESS IN THIS AREA. OUR GOAL IS TO HAVE 5% BLACK MIDSHIPMEN ABOARD BY 1974 AND 10% BY 1978, A TOTAL OF 200 AND 400 RESPECTIVELY. BRIGADE SIZE IS APPROXIMATELY 4000. TOTAL MINORITIES ABOARD NOW ARE 177.* WE HAVE ALSO TAKEN STEPS TO INFORM PLACEMENT OFFICERS



AT PREDOMINANTLY MINORITY UNIVERSITIES THAT THE NAVY IS VITALLY INTERESTED IN ATTRACTING MORE MINORITIES. THE NEXT PROGRAM, PLACING MINORITY EDUCATORS ON NROTC STATE SELECTION COMMITTEES, GOES HAND IN HAND WITH THIS OBJECTIVE OF INVOLVING BOTH THE PREDOMINANTLY MINORITY INSTITUTIONS OF HIGHER LEARNING AND MINORITY EDUCATORS THOROUGHLY IN THE EFFORT TO IMPROVE RACIAL BALANCE AND REPRESENTATION IN THE NAVY. IN ORDER TO STIMULATE INTEREST AMONG MINORITIES IN THE NAVY AND OFFICER PROGRAMS AT THE HIGH SCHOOL LEVEL, THE NAVY SET A GOAL TO ESTABLISH 20 NROTC UNITS AT PREDOMINANTLY MINORITY HIGH SCHOOLS. AT PRESENT, 17 HAVE BEEN ESTABLISHED; FOURTEEN AT PREDOMINANTLY BLACK SCHOOLS, TWO AT PRIMARILY AMERICAN INDIAN SCHOOLS, AND ONE AT A PRINCIPALLY SPANISH SURNAMED AMERICAN SCHOOL.* THIS SLIDE SHOWS ACTIVE DUTY BLACK OFFICER STRENGTH AT THE PRESENT TIME AND THE GROWTH RATE OVER THE PAST 10 YEARS.

TURNING TO ENLISTED PROCUREMENT, WE INTEND TO HAVE 15% TOTAL MINORITY ON BOARD BY 1976, AND ARE RECRUITING TO ACHIEVE THAT LEVEL AT THE PRESENT TIME. NOW I WOULD LIKE TO TOUCH ANOTHER LARGE MINORITY SEGMENT OF THE NAVY - THE FILIPINO POPULATION.* IN THE PAST, FILIPINOS WERE RECRUITED INTO THE NAVY TO SERVE AS STEWARDS. THAT POLICY WAS COMPLETELY REVOKED IN FEBRUARY 1971 AND FILIPINO NATIONALS WERE MADE ELIGIBLE TO SERVE IN ALL RATINGS SUBJECT ONLY TO RESTRICTIONS PLACED ON ACCESS TO CLASSIFIED MATTER DUE TO THEIR NON-CITIZEN STATUS. SINCE THEN, ONLY TWO FILIPINO RECRUITS HAVE OPTED TO ENTER THE RATING. IN ORDER TO ACCELERATE THE CHANGE IN THE RACIAL AND ETHNIC BALANCE OF THE STEWARD RATING, LATERAL CONVERSION WAS INSTITUTED AND THE RECRUITMENT OF CAUCASIAN STEWARDS WAS ESTABLISHED. TO DATE 4,748 FILIPINOS HAVE



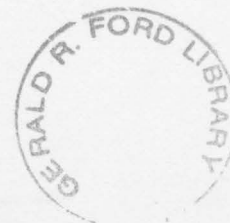
OPTED TO CHANGE THEIR RATING. AS A RESULT, THE RATING HAS BEGUN TO TAKE ON A NEW ASPECT. THIS RATE THAT ONCE WAS PREDOMINANTLY BLACK NOW HAS MORE CAUCASIANS SERVING IN ITS PAY GRADES THAN BLACKS. RATING CONVERSION FOR MINORITY STEWARDS IS STILL THE ORDER OF THE DAY.

* RETURNING TO MINORITY RECRUITING IN GENERAL, SEVERAL STEPS HAVE BEEN TAKEN TO RAISE BOTH THE MINORITY OFFICER AND ENLISTED STRENGTH LEVELS AND TO FURTHER THE GOAL OF IMPROVING THE NAVY'S IMAGE IN THE MINORITY COMMUNITY. A BLACK-OWNED PUBLIC RELATIONS FIRM, VANGUARD ASSOCIATES, HAS BEEN HIRED TO MAKE OUR PROGRAMS MUCH MORE VISIBLE TO THE MINORITY POPULATION. ADVERTISING IN MINORITY ORIENTED PERIODICALS HAS BEEN INCREASED WITH ADS GEARED TO THE MINORITY AUDIENCE.* THIS SLIDE SHOWS THE ALLOCATION OF FUNDS FOR ADVERTISING GEARED TO REACH BOTH MAJORITY AND MINORITY AUDIENCES.* PROGRAMS ARE UNDERWAY TO IMPROVE THE QUALITY OF BOTH THE RECRUITING AIDS AVAILABLE AND THE SENSITIVITY AND AWARENESS OF THE RECRUITERS THEMSELVES. A MINORITY AFFAIRS SECTION OF THE OFFICE OF THE CHIEF OF INFORMATION HAS BEEN ESTABLISHED TO PROVIDE A MINORITY INPUT TO THE NAVY'S PUBLIC AFFAIRS PROGRAM. CONSTANT LIAISON IS MAINTAINED WITH ALL OF THE MAJOR NATIONAL MINORITY ORGANIZATIONS. IN ADDITION, AN ADHOC ADVISORY GROUP OF PROMINENT BLACK CITIZENS HAS BEEN CONVENED TO DIRECTLY ADVISE THE CHIEF OF NAVAL PERSONNEL ON MATTERS PERTAINING BOTH TO MINORITIES IN THE NAVY AND RELATIONS BETWEEN THE NAVY AND THE MINORITY CIVILIAN COMMUNITY. COMMANDS HAVE BEEN DIRECTED TO ENSURE THAT APPROPRIATE RECOGNITION IS GIVEN TO HISTORICAL EVENTS WHICH ARE IMPORTANT TO MINORITY NAVYMEN. FINALLY, SHIPS AND STATIONS ARE BEING NAMED AFTER MINORITY HEROES AND STATESMEN TO PROPERLY ACKNOWLEDGE THE DEBT



WHICH THE NAVY AND ALL AMERICANS OWE THEM AND TO GIVE CREDIT WHERE CREDIT IS DUE. IN SUMMARY, THE NAVY'S EFFORT TO IMPROVE RACIAL BALANCE IS IRREVERSIBLE: IT RETAINS AND WILL RETAIN THE HIGHEST OF PRIORITIES.

- * THE SECOND TOPIC CONCERNS TRAINING. IN THE BROAD AREAS OF TRAINING AND EDUCATION, OUR OBJECTIVE IS AS FOLLOWS. WE ARE MAKING EFFORTS TO PROVIDE EVERY NAVYMAN AND WOMAN WITH THE TRAINING AND EXPERIENCE NECESSARY TO LEARN A TRADE OR VOCATIONAL SKILL. WE ARE ALSO DIRECTING OUR EFFORTS TOWARDS INCREASING MINORITY REPRESENTATION IN THE SO CALLED "HARD" SKILLED RATINGS, THUS EVENING OUT THE PRESENT DISTRIBUTION OF MINORITIES AND CONCOMMITANTLY PROVIDING A PATH OF ADVANCEMENT FOR PROMISING MINORITY SAILORS TO ATTAIN OFFICER STATUS WITHIN THESE SPECIALITIES. THE PRIMARY OBJECTIVE IS TO HAVE MINORITY PARTICIPATION IN ALL SCHOOLS, OFFICER AND ENLISTED, PROPORTIONATE TO THEIR MAJORITY COUNTERPARTS WHERE POSSIBLE.
- * THE KEY TO INCREASING THE NUMBERS OF MINORITIES IN THE HARD RATINGS IS TO MAKE EVERY EFFORT TO ENSURE THAT THE TESTS WHICH DETERMINE TECHNICAL SCHOOL ELIGIBILITY ARE AS FREE FROM CULTURAL AND ETHNIC BIAS AS WE CAN MAKE THEM, AND ARE ALSO VALID INSTRUMENTS TO PREDICT SUCCESS. THESE RESEARCH EFFORTS ARE IN PROCESS AT THE PRESENT TIME, AND ALL SHOULD BE COMPLETED WITHIN A YEAR. THEY ARE THE RESULTS OF A SYMPOSIUM ON TESTING AND VALIDATION OF TESTS CONDUCTED LAST JUNE BY THE NAVY, ASSISTED BY THREE PROMINENT BLACK PSYCHOLOGISTS. THE NAVY PERSONNEL RESEARCH LABORATORY IN SAN DIEGO IS CONDUCTING RESEARCH TO TRY TO DETERMINE IF THE NAVY TESTS ARE CULTURALLY BIASED. THE NAVY EXAMINING CENTER IS VALIDATING THE TEST AND SCORES TO DETERMINE IF THEY ARE A FAIR MEASURE OF PERFORMANCE



FOR MINORITIES AND THEIR RELATIONSHIP TO ADVANCEMENT. THE CENTER FOR NAVAL ANALYSIS IS EVALUATING THE UTILIZATION OF CLASSIFICATION/SELECTION TESTS FOR MINORITY PERSONNEL CONCERNING THE RELEVANCY OF THE TEST TOWARD THE JOB THEY ARE PERFORMING. THE OFFICE OF NAVAL RESEARCH IS CONDUCTING A STUDY INTO THE RELATIONSHIP OF ON THE JOB PERFORMANCE TO TEST SCORES.

*ONE OF OUR PRIMARY PROGRAMS DESIGNED TO PROVIDE A VEHICLE FOR PROMISING MINORITIES TO ADVANCE TO OFFICER STATUS IS KNOWN AS PROJECT BOOST, OR BROADENED OPPORTUNITIES FOR OFFICER SELECTION AND TRAINING. THE INTENT OF THE PROJECT IS TO BRING THE SCHOLASTIC SKILLS OF THE PARTICIPATING STUDENTS UP TO THE LEVEL REQUIRED FOR ENTERING THE NAVAL ACADEMY, NROTC, OR THE NAVAL ENLISTED SCIENTIFIC EDUCATION PROGRAM. THE PROGRAM HAS WORKED QUITE WELL SO FAR, AND A PROPOSAL TO INCREASE THE SIZE TO 200 PARTICIPANTS HAS BEEN APPROVED.

*ANOTHER NAVY MISSION THAT INTERFACES WITH TRAINING IS THAT OF CREATING A NAVY IN WHICH ALL PERSONS CAN RISE TO THE HIGHEST LEVEL OF RESPONSIBILITY THAT THEIR TALENTS AND DILIGENCE WILL TAKE THEM. THIS MISSION CAN BE ACCOMPLISHED IN MANY WAYS, ONE OF WHICH IS BY IMPROVING ATTITUDES AND DIMINISHING RACIAL TENSIONS. THE FOLLOWING PROGRAMS ARE GEARED TO HELP ACCOMPLISH THIS MISSION. THE DYNAMIC RACE RELATIONS TRAINING WILL EVENTUALLY REACH EVERY NAVYMAN, FROM THE NEWEST RECRUIT TO ADMIRAL. THE PROGRAM, WHOSE ACRONYM IS UPWARD, IS ALREADY IN USE IN MANY AREAS IN THE NAVY. A HANDBOOK TO GIVE COMMANDING OFFICERS A GUIDE IS ALSO BEING PREPARED FOR DISTRIBUTION. MANY COMMANDS ARE USING HUMAN RELATIONS COUNCILS AS OPEN FORUMS TO BRING INTO THE OPEN PROBLEM AREAS, MYTHS



AND UNFOUNDED PREJUDICES FOR GROUP DISCUSSION. IN AREAS WHERE THERE IS A BUILD UP OF RACIAL TENSION OR INDICATIONS OF IMPENDING RACIAL PROBLEMS, WE HAVE CONDUCTED VISITS OF SMALL BI-RACIAL RACE RELATIONS TEAMS WITH EMPHASIS ON SOMETHING TO HELP COMMAND BEFORE A RACIAL INCIDENT. THE CHIEF OF NAVAL OPERATIONS IS ALSO PROMULGATING MESSAGES ADDRESSED TO COMMANDING OFFICERS AND THEIR MINORITY AFFAIRS ASSISTANTS DELINEATING PROGRESS, PROGRAMS, IDEAS AND WHERE TO SOLICIT ASSISTANCE AND ANSWERS CONCERNING EQUAL OPPORTUNITY. OUR EQUAL OPPORTUNITY EFFORT ALSO REACHES OUT DIRECTLY TO THOSE WHO HAVE A GREAT IMPACT ON THE LIVES OF OUR MINORITY NAVYMEN AND WOMEN: NAMELY, EACH AND EVERY COMMANDING AND EXECUTIVE OFFICER. THE CHIEF OF NAVAL OPERATIONS HAS DIRECTED THAT ALL PROSPECTIVE COMMANDING AND EXECUTIVE OFFICERS BE APPRISED OF THE NAVY'S PHILOSOPHY CONCERNING RACE RELATIONS AND MINORITY AFFAIRS TO ENSURE SENSITIVITY AND AWARENESS IN THEIR COMMANDS.

*THE THIRD TOPIC CONCERNS DISTRIBUTION. IN THIS AREA WE HAVE SET A GOAL TO IMPROVE THE RACIAL BALANCE IN OFFICER AND ENLISTED RANKS. LOOKING FIRST AT THE OFFICER SIDE, A MINORITY OFFICER HAS BEEN ASSIGNED TO DUTIES WITHIN THE BUREAU OF NAVAL PERSONNEL AS ONE OF THE JUNIOR OFFICER DETAILERS. IN ADDITION, MINORITY OFFICER CAREER PATTERNS ARE BEING ANALYZED, AND PROPOSALS TO COMPENSATE THEM FOR TIME SPENT AWAY FROM THE FLEET IN MINORITY AFFAIRS BILLETS ARE BEING EVALUATED TO ENSURE THAT THEIR PROSPECTS FOR ADVANCEMENT ARE NOT ADVERSELY AFFECTED. THERE ARE ALSO ONGOING PROGRAMS TO ENCOURAGE QUALIFIED MINORITIES TO GET INTO SPECIFIC OFFICER COMMUNITIES IN WHICH MINORITIES ARE UNDER-REPRESENTED.

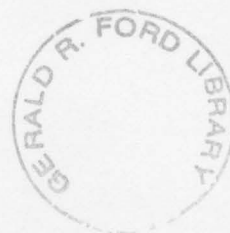


A PRIME EXAMPLE IS THE EFFORT WE ARE MAKING TO ATTRACT MORE MINORITY LAWYERS. IN AN EFFORT TO INCREASE THE MOBILITY FOR MINORITY PERSONNEL UPWARD THROUGH THE RANKS AND RATINGS AND HORIZONTALLY ACROSS ALL SPECIALTIES, THE CNO HAS DIRECTED THAT ALL SELECTION, PROMOTION AND ADVANCEMENT BOARDS THAT IMPACT UPON MINORITY PERSONNEL'S CAREERS HAVE MINORITY REPRESENTATION. AS MENTIONED PREVIOUSLY, THE MAJOR PROBLEM WITH ENLISTED MINORITY DISTRIBUTION IS THE CONCENTRATION OF MINORITIES IN THE LESS SKILLED, ADMINISTRATIVE/CLERICAL/DECK TYPE SPECIALITIES. ONE REMEDY FOR THIS, NAMELY TEST VALIDATION, HAS ALSO BEEN TOUCHED UPON. IN ADDITION, MINORITY RECRUITERS AND CLASSIFIERS ARE DIRECTED TO ENCOURAGE ALL QUALIFIED MINORITY RECRUITS TO REQUEST TECHNICAL SCHOOLS DURING RECRUIT TRAINING CLASSIFICATION INTERVIEWS.* THIS CHART DEPICTS THE PRESENT SPECIALITY DISTRIBUTION OF OUR BLACK ENLISTED SAILORS AT THIS TIME. WE HAVE HAD NOTABLE SUCCESS IN THESE AREAS. HOWEVER, WE ARE ENDEAVORING TO DECREASE MINORITY PARTICIPATION IN THESE AREAS AND SIMULTANEOUSLY INCREASE MINORITY PARTICIPATION IN THESE AREAS.

* THE FOURTH TOPIC CONCERNS RETENTION. IN ORDER TO RETAIN OUR PERSONNEL, WE HAVE TO CREATE AN ENVIRONMENT IN WHICH THE PERSONNEL ARE WILLING AND EAGER TO SERVE. TO ACCOMPLISH THIS WE HAVE SET THIS GOAL, AND ALL OF MY PAST DISCUSSION IMPACTS ON IT. RACE RELATIONS EDUCATION, OPPORTUNITY FOR PERSONAL GROWTH AND A METHOD BY WHICH A MINORITY NAVYMAN CAN FEEL HIS INTERESTS ARE BEING BEST SERVED AND THAT HIS PERSONAL FEELINGS ARE BEING CONSIDERED ARE ALL IMPORTANT FACETS IN RETENTION. IN ORDER TO HELP CREATE AN ATMOSPHERE FOSTERING UNDERSTANDING, CNO HAS DIRECTED THAT



EACH AND EVERY SHIP, AIRCRAFT SQUADRON, NAVY BASE AND THE LIKE APPOINT A PERSON OF MINORITY DESCENT AS MINORITY AFFAIRS ADVISOR. THIS ADVISOR HAS DIRECT ACCESS TO THE COMMANDING OFFICER. HIS ROLE IS TO ASSIST COMMAND IN DAY-TO-DAY DEALING WITH MINORITIES BY ACTING AS A SOUNDING BOARD FOR PROBLEMS UNIQUE TO MINORITY AMERICANS AND ASSISTING IN FINDING SOLUTIONS. HE MUST ENSURE THAT DURING THE TRANSMITTAL OF PROBLEMS BY A MINORITY UP THE CHAIN OF COMMAND THE ISSUE IS NOT OBSCURED BY THE CHAIN, AND THAT IT ARRIVES AT THE COMMAND LEVEL IN THE SAME FORM AS THE ORIGINATOR PERCEIVED IT. ALSO THE ESTABLISHMENT OF THE "OMBUDSMAN" IN THE BUREAU OF NAVAL PERSONNEL IS AN IMPORTANT FACET IN THIS AREA. THIS CONCEPT PROVIDES EACH AND EVERY NAVYMAN AND WOMAN A POINT OF CONTACT WITHIN THE NAVY THAT THEY CAN COMMUNICATE WITH DIRECTLY TO AIR THEIR GRIEVANCES OR REQUEST REDRESS WHEN ALL OTHER METHODS FAIL. ONE OF THE MOST RECENT METHODS INDICATING THE NAVY'S SINCEREITY IN THE AREA OF EQUAL OPPORTUNITY GUARANTEES IS THE REQUIREMENT THAT ALL OFFICERS BE GRADED ON THEIR FITNESS REPORTS AS TO THEIR EQUAL OPPORTUNITY ASPECTS OF LEADERSHIP. THE FITNESS REPORT IS SCREENED AND CARRIES GREAT WEIGHT WHEN CONSIDERING AN OFFICER FOR PROMOTION AND FUTURE ASSIGNMENT, HENCE IT IS CRITICAL TO CAREER DEVELOPMENT. IN A SERIES OF DIRECTIVES GERMANE TO THE AREA OF EQUAL OPPORTUNITY, CNO HAS ORDERED THAT COMMANDING OFFICERS BE DIRECTED TO ENSURE THAT MENIAL TASKS ARE ALLOCATED FAIRLY AMONG ALL NAVYMEN AND NOT DISPROPORTIONATELY TO MINORITIES, THAT RECREATION AND ENTERTAINMENT BE SUITED FOR MINORITIES AS WELL AS MAJORITY NAVYMEN, AND THAT MINORITY-ORIENTED COMMODITIES, PUBLICATIONS, TAPES AND RECORDS BE MADE AVAILABLE IN EXCHANGES.



* THE FINAL TOPIC IS DISCHARGES. OUR GOAL IN THIS AREA IS AS FOLLOWS:

TO ENSURE THAT MINORITY PERSONNEL CAN PARTICIPATE FULLY IN EDUCATIONAL BENEFITS THAT AWAIT THEM UPON DISCHARGE, THE NAVY PARTICIPATES FULLY IN PROJECT TRANSITION AND SKILL CENTER PROGRAMS. IT ALSO MAINTAINS CONSTANT LIAISON WITH THE URBAN LEAGUE AND THE CONSORTIUM FOR GRADUATE STUDIES AND MANAGEMENT FOR MINORITIES IN ST. LOUIS AND WE ARE IN CONTACT WITH THE MARTIN LUTHER KING FOUNDATION FOR AID IN PLACING MINORITY VETERANS IN GRADUATE EDUCATIONAL INSTITUTIONS. A DISCUSSION ON DISCHARGES WOULD BE INCOMPLETE WITHOUT EMPHASIS BEING PLACED ON THE DISPARITY OF OTHER THAN HONORABLE DISCHARGES BEING AWARDED TO MINORITY NAVYMEN AS COMPARED WITH THEIR MAJORITY COUNTERPARTS. THIS AREA IS NOW RECEIVING SCRUTINY BY THE TASK FORCE ON THE ADMINISTRATION OF MILITARY JUSTICE CONVENED BY SECRETARY LAIRD. ITS FINDINGS AND RECOMMENDATIONS SHOULD HELP US TO AMELIORATE THE DISPARITY IN THIS AREA. THIS CONCLUDES MY PRESENTATION OF OUR PROGRAMS PERTAINING TO PROCUREMENT, TRAINING, DISTRIBUTION, RETENTION AND DISCHARGE. AT THIS POINT A VERY VALID QUESTION WOULD BE, WHERE DO WE STAND? THE ONLY TRUE ANSWER IS WE RECOGNIZE WE HAVE PROBLEMS. IN EFFORTS TO RESOLVE THEM, WE HAVE INSTITUTED A GREAT NUMBER OF ON-GOING PROGRAMS. THEY HAVE GIVEN US A FOUNDATION ON WHICH TO STRUCTURE OUR EQUAL OPPORTUNITY EFFORTS. WE NOW NEED TO REINFORCE OUR STRUCTURE. TO DO SO, WE MUST REACH DOWN TO THE NEWEST RECRUIT IN THE FIELD AND INFORM HIM OF THE NAVY'S GOALS AND OBJECTIVES. ALONG WITH THIS WE HAVE TO MAKE PROVISIONS TO ENSURE THAT THESE GOALS AND OBJECTIVES ARE BEING EFFECTIVELY PURSUED. THAT IS OUR ON-GOING EFFORT. THANK YOU. ARE THERE ANY QUESTIONS?



NAVY



EQUAL OPPORTUNITY



- **PROCUREMENT**
- **TRAINING**
- **DISTRIBUTION**
- **RETENTION**
- **DISCHARGE**



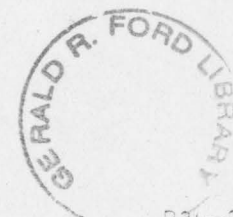
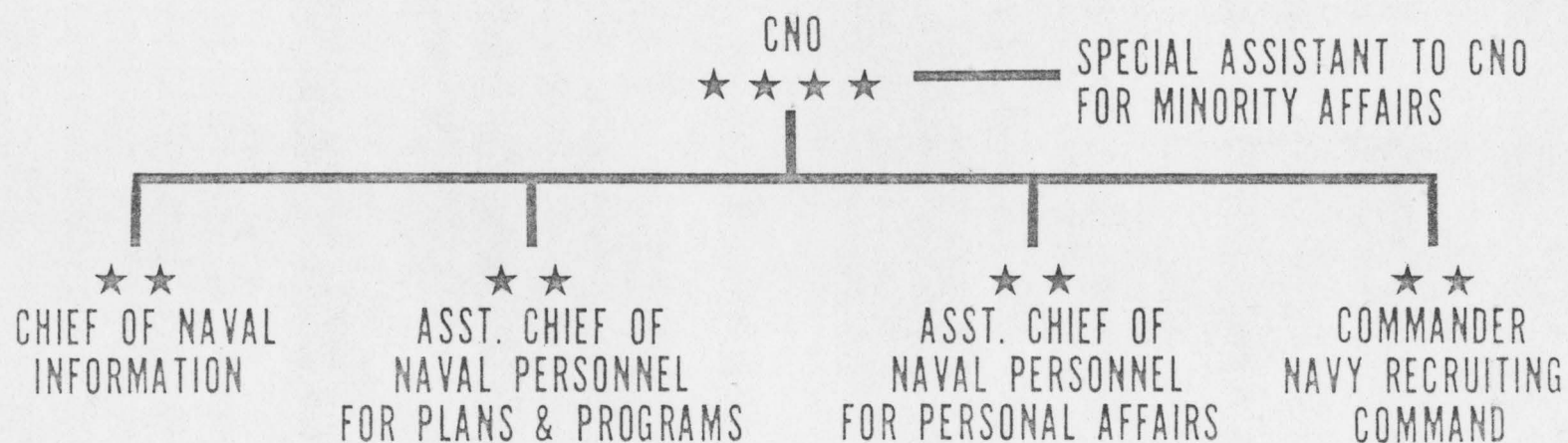
"I WAS CONVINCED THAT, COMPARED WITH THE CIVILIAN COMMUNITY, WE HAD RELATIVELY FEW RACIAL PROBLEMS IN THE NAVY. HOWEVER, AFTER EXPLORING THE MATTER IN SOME DEPTH, I HAVE DISCOVERED THAT I WAS WRONG - WE DO HAVE PROBLEMS, AND IT IS MY INTENTION AND THAT OF SECRETARY CHAFEE TO TAKE PROMPT STEPS TOWARD THEIR SOLUTION."

"OURS MUST BE A NAVY FAMILY THAT RECOGNIZES NO ARTIFICIAL BARRIERS OF RACE, COLOR OR RELIGION. THERE IS NO BLACK NAVY, NO WHITE NAVY - JUST ONE NAVY - THE UNITED STATES NAVY."

E. R. ZUMWALT, JR.
ADMIRAL, U. S. NAVY
CHIEF OF NAVAL OPERATIONS



CNO ADHOC ADVISORY COMMITTEE ON
RACE RELATIONS & MINORITY AFFAIRS



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TO INCREASE & INTENSIFY THE NAVY'S RECRUITING EFFORT TO
ATTAIN & RETAIN THE HIGHEST QUALITY OFFICER & ENLISTED
VOLUNTEERS FROM THE MINORITY COMMUNITY, THUS SEEKING
TO ACHIEVE INCREASED REPRESENTATION OF MINORITY
PERSONNEL IN THE VARIOUS CATEGORIES & GRADES OF THE
SERVICE.

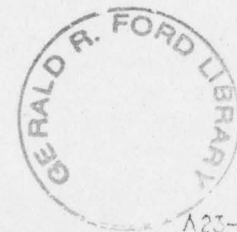


P24-244

IMPROVE RACIAL BALANCE IN OFFICER AND ENLISTED RANKS

PROGRAMS

- PLACE MINORITY RECRUITING OFFICER IN EACH OF 47 MAIN RECRUITING STATIONS
- ESTABLISH 10% OF ALL NJROTC UNITS AT PREDOMINATELY BLACK UNIVERSITIES
- INCREASE MINORITY PARTICIPATION IN USNA
- INFORM PLACEMENT OFFICERS AT PREDOMINATELY BLACK UNIVERSITIES OF EFFORTS TO COMMISSION MORE BLACK OFFICERS
- PLACE MINORITY EDUCATORS ON NJROTC STATE SELECTION COMMITTEES
- ESTABLISH NJROTC UNITS AT PREDOMINANTLY MINORITY HIGH SCHOOLS



Number

150 —

125 —

100 —

75 —

50 —

25 —

0

BLACK MIDSHIPMEN

GOAL

200 — 1974

400 — 1978

Number

— 150

— 125

— 100

— 75

— 50

— 25

0

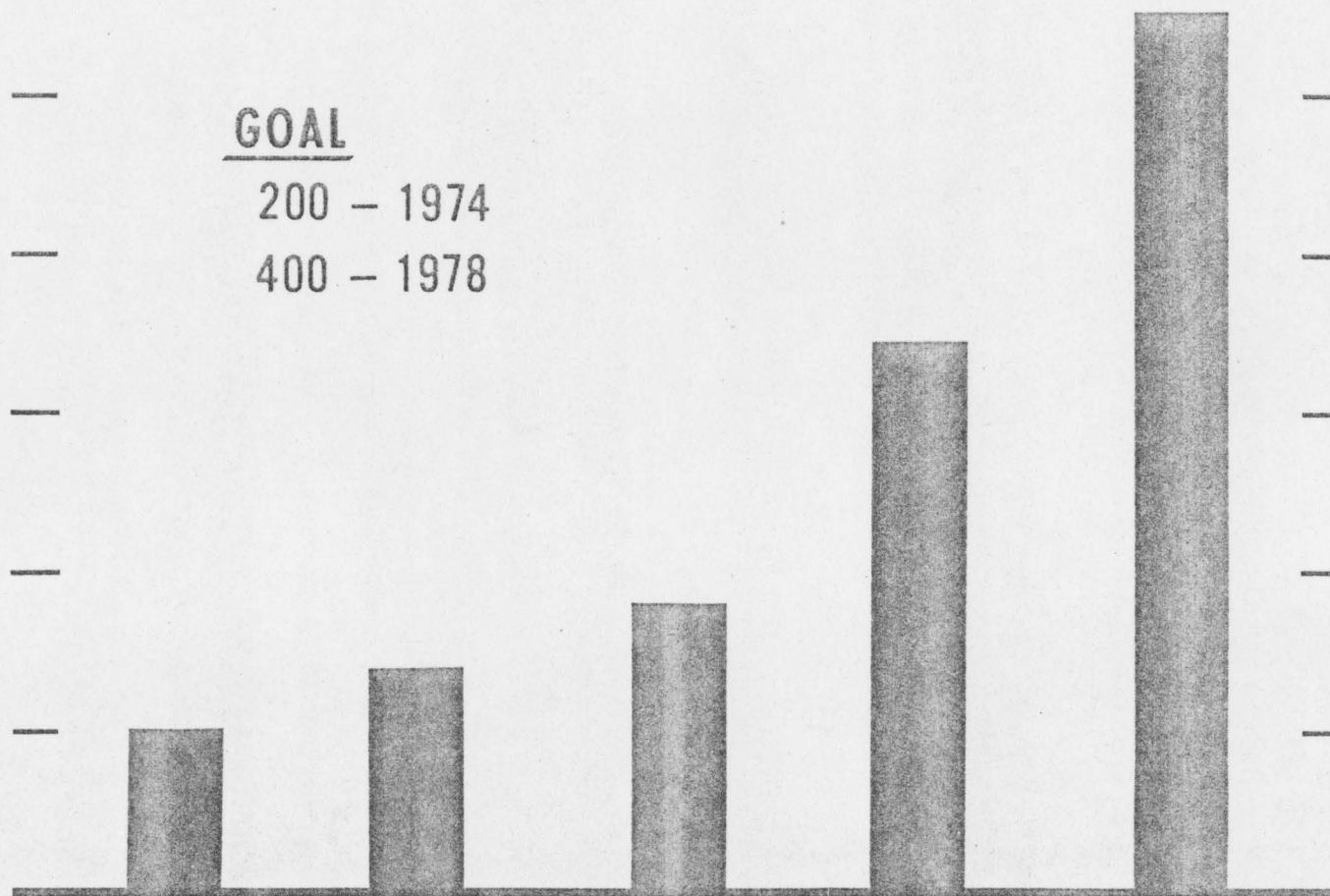
1968

1969

1970

1971

1972

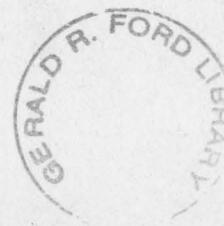


P24-244

IMPROVE RACIAL BALANCE IN OFFICER AND ENLISTED RANKS

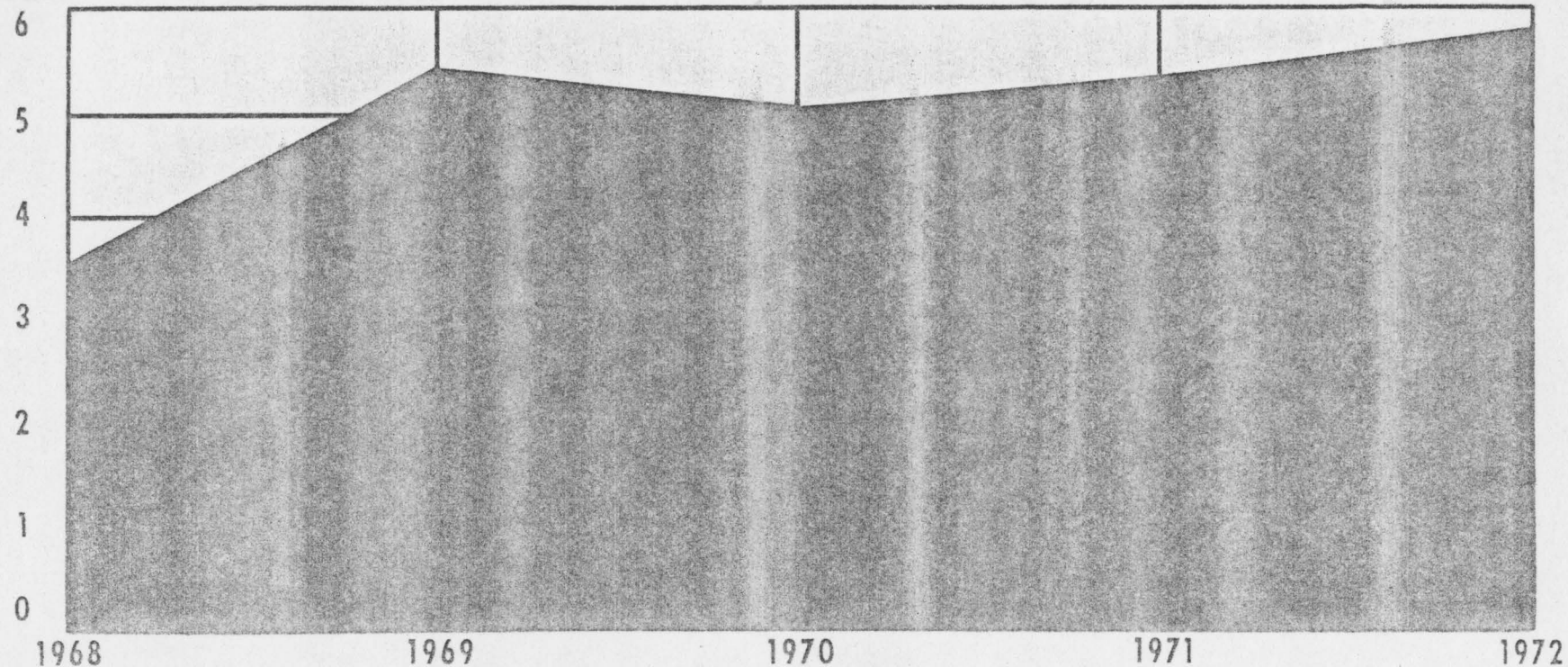
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- ESTABLISH NJROTC UNITS AT PREDOMINANTLY MINORITY HIGH SCHOOLS



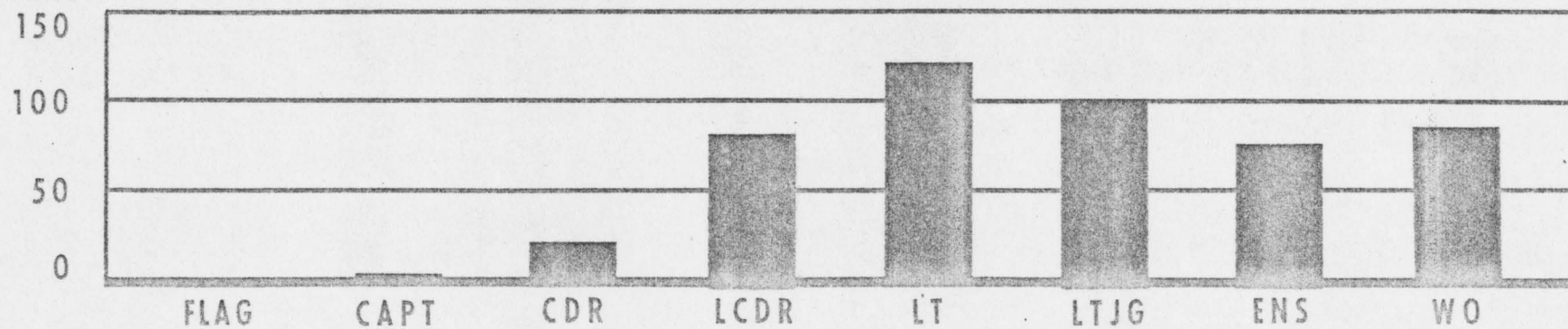
ACTIVE DUTY BLACK OFFICER STRENGTH

HUNDRED



BLACK OFFICER DISTRIBUTION BY GRADE

Number

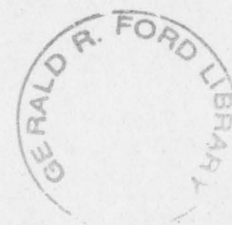


P24-244

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CHANGES TO POLICY CONCERNING
PHILIPPINE NATIONALS

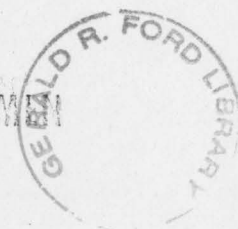
- FEBRUARY 1971: COMMENCED RECRUITMENT AS SEAMAN RECRUIT
- ELIGIBLE TO SERVE IN ALL RATINGS SUBJECT ONLY TO SECURITY REQUIREMENTS
- ONLY TWO FILIPINO RECRUITS OF 671 HAVE OPTED TO ENTER STEWARD RATING SINCE FEBRUARY 1971
- LATERAL RATING CONVERSION EXPANDED: 4748 STEWARDS HAVE CHANGED RATING AS OF DECEMBER 1971



IMPROVE NAVY IMAGE IN MINORITY COMMUNITY

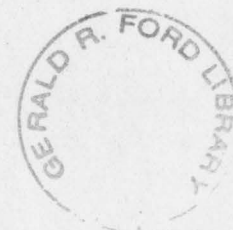
PROGRAMS

- HIRE BLACK OWNED PUBLIC RELATIONS FIRM
- ADVERTISE IN MINORITY ORIENTED MAGAZINES AND PERIODICALS
- DEVELOP AND DISTRIBUTE MINORITY ORIENTED RECRUITING AIDS
- PROVIDE FOR A TRAINING PROGRAM TO TRAIN RECRUITERS TO RECRUIT IN MINORITY COMMUNITY
- ENSURE PUBLIC AFFAIRS FUNCTIONS AND PROGRAMS ADDRESS ALL ELEMENTS OF COMMUNITY INCLUDING MINORITY GROUPS (AUDIO/VISUAL, SPEAKERS PROGRAM)
- MAINTAIN CONTACT WITH MINORITY ORIENTED ORGANIZATIONS AT THE NATIONAL LEVEL
- ENSURE ALL COMMANDS PROVIDE APPROPRIATE RECOGNITION AND PARTICIPATION IN SIGNIFICANT HISTORICAL EVENTS
- NAME SHIPS AND STATIONS AFTER MINORITY HEROES AND STATESMEN



MINORITY ADVERTISING

TOTAL RECRUITING ADVERTISING BUDGET:	\$11,000,000
- FOR MAJORITY ADS IN 26 PERIODICALS:	\$10,700,000
- FOR MINORITY ADS IN 12 PERIODICALS: (APPROX. 3% OF TOTAL BUDGET)	\$300,000



IMPROVE NAVY IMAGE IN MINORITY COMMUNITY

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TO IDENTIFY & ELIMINATE ALL BIAS, i.e., ENSURE EQUAL OPPORTUNITY FOR SELECTION, CLASSIFICATION TO OCCUPATIONAL FIELDS, TECHNICAL/PROFESSIONAL SCHOOLING & DEVELOPMENTAL EXPERIENCES, PROGRESSION IN DUTY ASSIGNMENT, PERFORMANCE EVALUATIONS, PRO-PAY, ADVANCEMENT, PROMOTION, RETENTION/REENLISTMENT, AND CAREER STATUS.

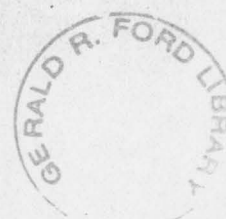


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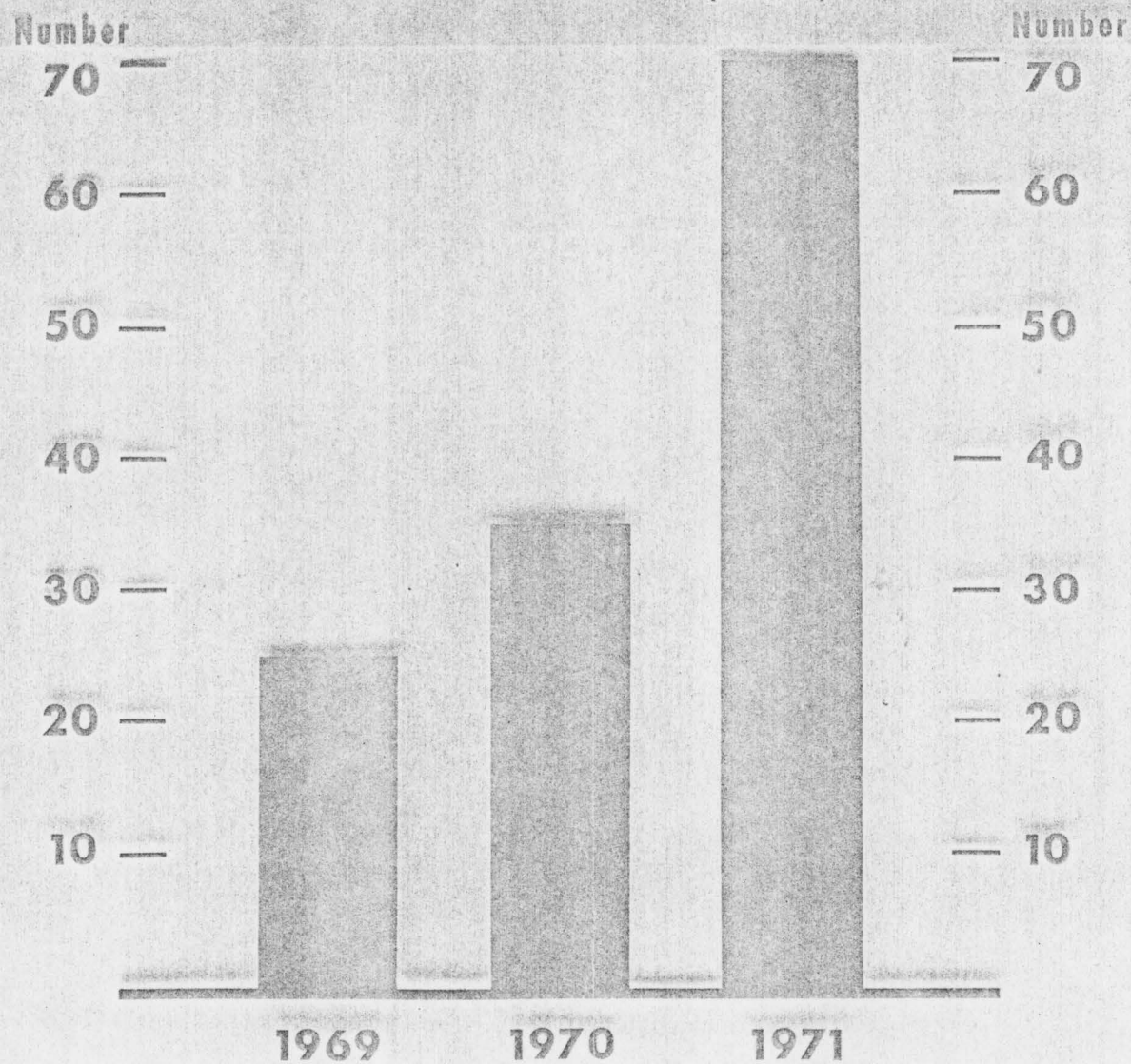
IDENTIFY/ELIMINATE CULTURAL BIAS IN TESTING

PROGRAM

- CONDUCT RESEARCH STUDY AT NAVY PERSONNEL RESEARCH LABORATORY
- NAVY EXAMINING CENTER VALIDATE TEST SCORES
- CENTER FOR NAVAL ANALYSES EVALUATE UTILIZATION OF CLASSIFICATION/SELECTION TEST FOR MINORITY PERSONNEL
- OFFICE OF NAVAL RESEARCH CONDUCT STUDY INTO RELATION OF ON-THE-JOB PERFORMANCE TO TEST SCORES



BROADENED OPPORTUNITIES FOR OFFICER SELECTION & TRAINING (BOOST)



* 1 OR 2 YRS SPECIAL
SCHOOLING

* MINORITY MEMBERS

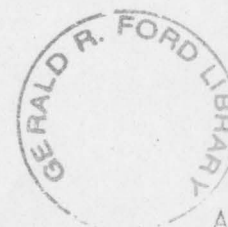
* PREP FOR OFFICER
PROGRAMS/COLLEGE



INCREASE KNOWLEDGE & SENSITIVITY OF MAJORITY PERSONNEL

PROGRAMS

- ESTABLISH AND IMPLEMENT A DYNAMIC RACE RELATIONS EDUCATION PROGRAM
- DEVELOP AND DISTRIBUTE HANDBOOK ON HUMAN RELATIONS
- REVITALIZE HUMAN RELATIONS COUNCIL/FORUMS THAT WERE DIRECTED IN CNO PERSONAL LETTER
- ESTABLISH AND DIRECT VISITS OF SMALL RACE RELATIONS TEAMS TO NAVAL INSTALLATIONS
- DEVELOP CNO MESSAGES CONCERNING RACE RELATIONS (NAVMIN)
- ENSURE ALL PROSPECTIVE CO/XO CLASSES ARE BRIEFED ON CURRENT EFFORTS IN RACE RELATIONS



● **IMPROVE RACIAL BALANCE IN
OFFICER & ENLISTED RANKS**



A23-198

SPECIALTY DISTRIBUTION, BLACK ENLISTED STRENGTH

<u>SPECIALTY</u>	<u>1968 PERCENTAGE</u>	<u>1972 PERCENTAGE</u>
DECK	7.5	8.4
ELECTRONIC EQUIPMENT REPAIR	2.0	2.2
COMMUNICATIONS & INTELLIGENCE	3.2	3.7
MEDICAL DENTAL	4.2	5.5
OTHER TECHNICAL	2.9	3.4
ADMIN CLERICAL	3.2	4.9
ELECTRICAL MECHANICAL REPAIR	4.2	4.0
CRAFTSMEN	6.4	3.8
SERVICE & SUPPLY	10.5	9.7
PERCENT OF TOTAL STRENGTH	4.9	5.9



TO MAKE SERVICE IN THE DEPARTMENT OF THE NAVY A MODEL OF EQUAL OPPORTUNITY FOR ALL REGARDLESS OF RACE, CREED, RELIGION OR NATIONAL ORIGIN. THE NAVY MUST STRIVE TO ELEVATE THE DIGNITY OF EACH INDIVIDUAL & ELIMINATE ALL VESTIGES OF RACIAL DISCRIMINATION SO THAT ALL MEMBERS OF THE NAVAL SERVICE CAN BE PROUD TO SERVE TO THEIR FULLEST



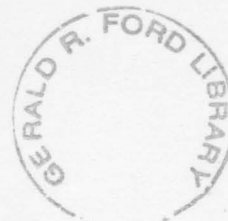
TO PROVIDE PRIORITY OPPORTUNITY FOR MEMBERS OF RACIAL
MINORITIES AS WELL AS MEMBERS OF OTHER UNDERPRIVILEGED
GROUPS WHO HAVE COMPLETED THEIR MILITARY OBLIGATIONS
TO ENSURE THEY LEAVE THE NAVAL SERVICE PREPARED TO
EXERCISE THEIR RIGHTS TO FULL & FAIR PARTICIPATION IN THE
CIVILIAN SOCIETY.



Navy Equal Opportunity Program

Goals

The Navy Equal Opportunity Program is operative in five areas of activity within the Navy.



In the area of procurement, increased emphasis is being given to recruitment of minority group members. The objective is to have minority group membership in the Navy equal to their representation in civilian society. Toward this end, the Navy now has minority officers on duty at 40 of the 47 main recruiting stations. The Navy now has 5 percent of its NROTC units at predominantly black colleges. The goal is to have 10 percent of our NROTC units at minority colleges. The Navy is now striving to increase participation by minority group people at the Naval Academy, Annapolis. There are 132 blacks at the Academy. The goal is to have 5 percent minority membership at Annapolis by 1974 and 10 percent by 1978. To achieve additional participation by minority group members in NROTC, black educators have been added to state selection committees. The Navy now has 17 NJROTC units at predominantly minority group high schools. The goal is 20 units. This comes at a time when the goal is to have 15 percent of the Navy community in 1976 made up of minority group members.

Every effort is being made to encourage Filipinos to change to other ratings than steward. Since 1971 Filipinos have been recruited into other ratings, while those presently serving as stewards have been offered liberal benefits to change their rate. Since recruitment of Caucasian stewards started, over 4,700 stewards have changed their rate. Rate conversion for minority stewards remains the order of the day.

(more)

Navy Equal Opportunity Program

Additional measures in the procurement area include the hiring of ^ablack public relations and advertising firm. A minority affairs section has been added to the Chief of Information's office in the Pentagon, to gain a minority input to the Navy's information programs.

Training is the second area of Navy life to receive attention. The goal is to give every Navyman and woman the training and experience necessary to learn a trade or vocational skill. At the same time we are trying to increase minority entry into technical ratings. The Navy is striving to detect and remove any ethnic or cultural bias in technical and advancement tests. Project BOOST (Broadened Opportunities for Officer Selection and Training) seeks to bring the scholastic skills of the participating students up to the level required at the Naval Academy, NROTC, or other college programs such as NESEP.

A continuing Navywide effort is being made to eliminate the race factor in advancement. The goal is to put it on an ability only basis. Present activity will insure that everyone in the Navy eventually receives race relations training. Human relations councils have been established at many commands to solve problems.

Distribution is the third area. The Navy has sought to improve racial balance within both enlisted and officer communities. A minority officer has been added to the junior officer detailee staff at BUPERS. Other efforts encourage minority officer entry into those officer communities in which minorities are underrepresented. The Chief of Naval



Operations has directed that all selection, promotion and advancement boards have minority representation. Minority enlisted personnel have been encouraged to enter the several technical ratings.

In the fourth area, retention, efforts are directed to creating an atmosphere in which people will want to serve. All of the above mentioned programs will help that objective by eliminating barriers that minority group members face. The minority affairs assistant to the commander will help to improve the communication of minority views and problems along the chain of command on his ship or base. Last, but not least, officers are now graded in their fitness reports on their equal opportunity leadership ability.

The last area being examined is discharges. The goal is to ensure that minority group members can fully partake in the educational benefits that will be theirs when they leave the service. The Military Justice Task Force, is convened by Secretary Laird, is examining the Military Justice system and discharges is an area of their concern. The Navy is also maintaining an active liaison with the National Organization to aid in placing minority members who so desire in educational institutions when they leave the service.



publicity as Baruch Korff, a 59-year-old rabbi from Taunton, Mass.—and Korff's indignant prose has filled newspaper ads across the country in recent weeks. Korff has long chafed at what he considers the hostile tone of Richard Nixon's press, but when the Ervin committee got into the act, he boiled over. Convinced that there was a plot between the media and the Senate to undo the Administration—and certain that a lot of folks agreed with him—Korff began a campaign to enlist support for his beleaguered President.

First he sent a fiery letter to The New York Times—which the paper politely acknowledged, but failed to print. "I've got to do something or I'll explode," Korff fumed to his wife. So he withdrew \$1,000 that he had been saving for a vacation on Martha's Vineyard, raised more

Washington area—have also bought newspaper or billboard space for such messages as "Dear Mr. President..." and "Shame on you, Congress..." But none has been as persistent as Korff, whose one-man media blitz has drawn an outpouring of sympathetic support. He told NEWSWEEK's Sunde Smith that in just eight weeks, his Fairness Committee, now headquartered in a cluttered little office in Providence, R.I., has spawned nineteen money-raising chapters across the country. Members are planning a nationwide media-monitoring effort and threatening formal complaints to the Federal Communications Commission to retaliate against radio and TV stations that don't treat Mr. Nixon right.

This isn't Korff's first cause—his fervent Zionism won him a brief moment of notoriety in 1947 when he was arrested in Paris for masterminding a plot to blitz London with independence-for-Israel pamphlets. But it is surely his most successful. As Korff tells it, his committee has received 50,000 friendly letters, at

In two converted barracks tucked into a corner of the base, Zumwalt's experiment in racial rapprochement is hustling along in an air of cheery 1963-vintage liberalism and casual disarray. Walls and cubicles are cluttered with posters of black heroes, cartoons and bulletin boards advertising drug raps and lessons in transcendental meditation. A cacophony of sounds—tape recordings of Dick Gregory, a film narration by Bill Cosby and earnest confrontation—drifts into the hallways. It is too early to gauge the lasting effect on the Navy of exposing its men to twice-weekly sessions totaling twenty hours in race relations, and it's hard to say just what the Navy expects its course to accomplish. But at Memphis, the Human Resources Development Department is turning out upwards of 80 graduates a week and putting qualified volunteers through a three-week instructors' course to staff similar programs at bases across the country.

In the modern style of the Navy, the courses are acronymically named: UP-



Dan Bernstein

money from friends and took out a \$5,772 ad on behalf of the Citizens Committee for Fairness to the Presidency in the July 29 issue of the Times. Its text assailed the press and the Senate committee for making a "bonanza" of Watergate, which Korff calls the answer to "the collective prayers of all of Mr. Nixon's detractors."

That was only the beginning. Since Korff's first "Appeal for Fairness" appeared in July along with a tear-off coupon for sending in contributions, a series of four more have been published in 64 newspapers, including one last week. The message is always the same: "The Press plants the allegation... a Committee member quotes it during the hearings the next morning," and before long, the rabbi writes, "a groundless rumor—deliberately SEEDED by the press and fostered by the committee—becomes instant 'fact'."

Perhaps inspired by Korff's example, other Nixonians—many of them in the

An Appeal For Fairness

(fourth in a series)

A Letter To Julie

covered that some of his own personal letters were intercepted and read. Having learned of this, he wrote to Hamilton: "About the middle of last week I wrote to you: and that it might escape the eye of the Inquisitive (for some of my letters have lately been pried into) I took the liberty of putting

To close my letter to you without citing some of the epithets hurled upon Lincoln would be unthinkable. Few Presidents, your father included, have been more maligned than Abraham Lincoln. A journalist, Henry Villard, accused Lincoln of "a fondness for low stories. He seemed bent upon

There is no denying that today the self-adulating news media, radio and television included, have it within their domain to wage war on the President and cripple the whole system of government as never before. There is no parallel in history that would assuage our

"Jane the m the t try news cause Carol news noia!"

Korff and his ad: "I've got to do something or I'll explode..."

least 16,000 of them containing contributions—including a \$5 check from former Presidential aide Charles W. Colson. And two weeks ago he got the letter that made it all worthwhile: "So many friends have called my attention to your... campaign that I wanted to thank you personally," wrote Richard Nixon.

RACE RELATIONS:

The Greening of the Navy

It was less than a year ago that the U.S. Navy realized the depth of its racial problems. But after riots aboard ships on Vietnamese duty, a near mutiny in San Diego and a stream of lesser incidents, a good many alarmed admirals thought the only solution lay in an old-fashioned disciplinary crackdown. The Navy's reform-minded chief, Adm. Elmo R. Zumwalt Jr., disagreed, and last fall he decreed a massive human-relations program for everyone in the service. To see how the program is doing, NEWSWEEK's Atlanta bureau chief, Joseph B. Cumming Jr., visited the instructor-training course at the Naval Air Technical Training Center near Memphis, Tenn. His report:

WARD (Understanding Personal and Racial Dignity) for the basic course and RAFT (Racial Awareness Facilitator Training) for the advanced study. But the key to making the program work is the human resources director, Comdr. Neil M. Nokes, a former pilot who immersed himself in West African tribal cultures while serving as a naval attaché in Liberia. In picking the staff, he says, "We looked for kids who are agitators—who were restless in their positions and felt they weren't getting anywhere. They make great facilitators."

Using black-history sessions, films on discrimination and "trust exercises" (leading each other around blindfolded, for example), pairs of black and white facilitators lead rap groups of twenty or so through an exploration of attitudinal and "institutional" bias. Young sailors from Midwest farm villages are repeating the discoveries of white college kids a decade ago; "There was one guy who had never seen a black before!" said one amazed teen-ager. And individuals are also encouraged to talk freely about what bugs them most. "Harry," one white exploded at this black "facilitator" after a trying session, "you just sit there

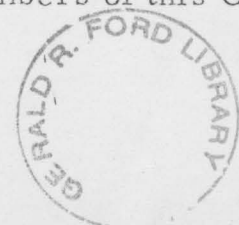
6. OBJECTIVE: To work in close coordination with the Department of Defense in development of equal opportunity programs within the military and to seek means of resolving the problem of racial conflict in the Armed Services.

STATUS: Frequent meetings have been held by this office with top representatives of DOD and the Services to review these programs. I have personally visited military installations in the U.S. and in the European and Pacific areas. This office created and implemented "Operation Awareness," through which minority leaders have visited U.S. Army bases in Europe to counsel servicemen on race relations, advise the military commanders, and improve relations with the local civilian population. We have worked closely with the National Guard Bureau on their successful program to increase minority participation.

Recent events clearly indicate DOD's need for advice and counsel in the general field of race relations. Despite this obvious need, the DOD has shown a reluctance to allow "outside", including White House, influence to enter into their affairs.

RECOMMENDATION: As the racial problems in the military are so complexly interwoven with the general domestic problems in this area, the realistic possibility of solving these problems on a massive scale is not especially good. However, we cannot adopt a passive or reactive posture, but must take a positive stance. We can expect an increase in overt racial conflict within the military and that the news media will continue to give it their very close attention. Already, a Congressional Committee has begun an investigation into this situation, and whatever blame or praise that is meted out from that or any other source will eventually be laid at the door of the Commander in Chief. Therefore, I recommend the following:

(a) Establish by executive order a Department of Defense Race Relations Advisory Council. An initial group of seven members would be handpicked by the President with the cooperation of the Secretary of Defense. This council would supersede all existing Pentagon based, civilian race relations advisory councils which have been established by the individual services (local councils, established at individual bases would not be effected). The President could send individual members of this Council

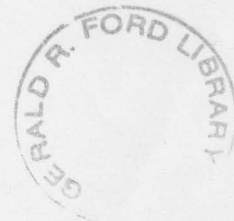


to military bases to investigate racial problems. They would report their findings and recommendations directly to the White House and the Secretary of Defense. More importantly, they would be mandated to recommend preventative measures and provide continuous counsel to the Department of Defense.

(b) This office, in cooperation with the Secretary of Defense and the Assistant Secretary of Defense for Manpower and Reserve Affairs, should assist with overseeing all efforts at developing and implementing programs aimed at ameliorating racial conflict in the military.

(c) "Operation Awareness" should be expanded to all branches of the Service.

(d) Elevate the office of Deputy Assistant Secretary of Defense for Equal Opportunity to the level of Assistant Secretary of Defense.



DEFENSE AND NON-DEFENSE EXECUTIVE EMPLOYMENT, BY TOTAL, MINORITIES AND WOMEN

		NON-DOD Gov. (a)	DOD (b)	OSD (b)
GS-12	Total Employees	70,141	59,087	94
	Minority	4,992	3,075	11
	% Minority	7.1%	5.2%	11.7%
GS-13	Total Employees	60,942	39,197	110
	Minority	3,414	1,637	10
	% Minority	5.6%	4.2%	9.1%
GS-14	Total Employees	33,312	15,352	156
	Minority	1,988	408	2
	% Minority	6.0%	2.7%	1.3%
GS-15	Total Employees	22,060	6,493	396
	Minority	1,228	128	8
	% Minority	5.6%	2.0%	2.0%
GS-16	Total Employees	3,320	735	97
	Minority	143	8	1
	% Minority	4.3%	1.1%	1.0%
GS-17	Total Employees	1,036	147	44
	Minority	46	2	2
	% Minority	4.4%	1.4%	4.5%
GS-18	Total Employees	419	55	31
	Minority	14	0	0
	% Minority	3.3%	0%	0%

		NON-DOD Gov. (a)	DOD (a)	OSD (a)
* GS-12	Total Employees	72,175	60,632	83
	Female	6,715	3,711	27
	% Female	9.3%	6.1%	32.5%
GS-13	Total Employees	62,666	40,302	103
	Female	3,574	1,223	17
	% Female	5.7%	3.0%	16.5%
GS-14	Total Employees	34,607	15,630	165
	Female	1,717	207	6
	% Female	5.0%	1.3%	3.6%
GS-15	Total Employees	20,756	6,617	394
	Female	836	47	4
	% Female	4.0%	0.7%	1.0%
GS-16	Total Employees	4,490	866	100
	Female	94	4	0
	% Female	2.1%	0.5%	0%
GS-17	Total Employees	1,638	231	43
	Female	29	1	0
	% Female	1.8%	0.4%	0%
GS-18	Total Employees	960	374	30
	Female	13	1	0
	% Female	1.4%	0.4%	0%

(a) - December, 1972 (Latest Available)

(b) - May, 1973

* - For women's statistics, employment figures include not only "GS" employees, but also, all other Federal white collar pay systems. Salaries for other pay systems were classified by equivalent GS level.

