

The  
**MISAWAN**



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# A note from the Executive Officer...



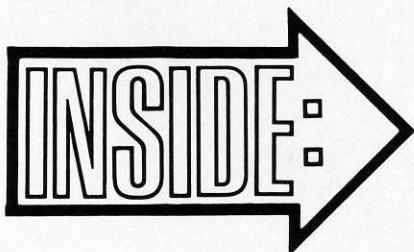
By Commander S.L. Huntington

I have had a number of people ask me why the Navy is now calling people "human resources". Isn't "human beings" or "people" a more complimentary term? More important, shouldn't we look upon people as individuals rather than as collections of things like blast furnaces or ingots of pig iron? Well, all the things the Navy's human goals programs are and are not can be summed up on these questions and their answers.

First of all, "human resources" is not a label for any specific group of people. It is a term which describes people in productive roles in organizations. This language was adopted to focus attention on the fact that management frequently gave more consideration to its plant, equipment, raw materials, finished products and financial resources than to its people. "Human resources accounting" means recognition of the very great investment represented by our people, in terms of acquisition costs (recruitment), development costs (basic skills training) and maintenance (including specialty training). Replacement costs for a skilled person are comparable to the cost of precision machinery—and the organization realizes no salvage value when a person quits, as it does when it trades in a worn out machine.

Other considerations of the human as a resource in the organization are; 1. a human being is more creative than any machine when the conditions are right, but less so when they are not; 2. people are more reliable, efficient and productive resources when the organizations "climate" is right; 3. management can have a great influence on the "climate" of the organization.

In December, most members of the command participated in a Human Resources Survey. The results will help us determine the "climate" at NSGA Misawa for people, functioning as individuals within their work groups, to work efficiently, creatively, cooperatively and productively toward their combined individual and organizational goals. Most important, the survey will help us find areas in our employment of people which need greater attention. We will begin this effort on February 16. The pay-off, in terms of capitalizing on our human resources investment, comes when all members of the command have completed the very demanding task of identifying and implementing specific actions at every organizational level which will lead to individual and organizational goal achievement. There truly is no end to this process; however, we will reap its benefits from the moment we start. So, muster all human resources and let's go!



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## On the Cover

The graceful beauty of the Siberian swan presents a study in motion as it swims on the bay at Noheji. (Photo by CTA2 Guy Fitzgerald)

## MISAWAN

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