



The  
**MISAWAN**



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**The Skipper**

**Says . . .**



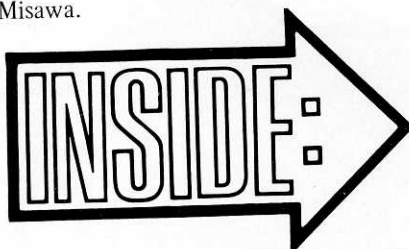
By Captain P. W. Dillingham, Jr.

We are entering a period with unprecedented demands on our human and physical resources and we must recognize that these resources are finite. We must look hard at our operational procedures and the way we do business in order to discover and eliminate waste at every level. In a time of enforced austerity, we must develop sophisticated management skills which can optimally utilize these limited resources if we are to continue to grow and meet our burgeoning responsibilities.

In order to maximize the use of all our human potential, we have committed personnel and energy to initiatives to the development of progressive programs in alcohol education, drug education and control which have been structured wherein the thrust is toward rehabilitation rather than criminal sanctions. In addition, an intensive intercultural relations education program for our men and women and their families has helped overcome the initial adjustment difficulties of being stationed overseas.

While our programs may be imaginative and innovative, they will amount to nothing if they are hindered by unfair obstacles of religion, ethnic, racial, or sexist discrimination. We must advance with a determination marked by successful leadership and management. The benchmarks of successful Navy leadership are accountability and responsibility. More than any other military service, the Navy has traditionally placed its trust in the leadership and technical skills of its petty officers, chief petty officers and officers. The very nature of our cryptologic activities dictate reliance upon the abilities of each of us to independently assess, evaluate and effectively respond to new and often critical situations. It has been a trust that has been kept with honor throughout the history of the United States. Now at this time when leanness is a necessity, the Navy confidently counts on each of you to exercise the highest order of leadership skills in order to effectively use the human resources of the command.

So I leave you with a challenge: It is essential that Navy men and women live and work together harmoniously with good order and discipline and true equal opportunity for all, while maintaining maximum operational readiness with resources available. To accomplish this objective, leadership at all levels must respect the personal worth and dignity of each and every Navy man and woman and be sensitive to their needs. At the same time, leadership must expect a day's work for a day's pay from all hands. Awareness, sensitivity and dedication in the leadership of our petty officers, chief petty officers and officers are to be the watchwords by which we conduct ourselves and our business at NSGA Misawa.



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**On the Cover**

The snow covered Shinto shrine near Towada silently awaits the coming of spring. (Photo by CTA2 Guy Fitzgerald)

**MISAWAN**

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