

ORGANIZATION OF THE NAVY DEPARTMENT

13 September 1946

447-9

CONTENTS	<u>Page</u>
SPEAKER -- Captain M. M. Dupre, USN., Special Assistant for Surplus Property to the Deputy Chief of Naval Operations (Logistics).	1
GENERAL DISCUSSION	13
Captain Worthington	
Captain Dupre	
Students	

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13 SEPTEMBER 1946

CAPTAIN WORHINGTON, U.S.N.:

I am exceedingly sorry that sudden illness has made it impossible for Admiral McCrea to be with us this afternoon. However, we are most fortunate to have Captain Dupre who will give us the lecture scheduled for Admiral McCrea.

Captain Dupre graduated from the Naval Academy in the Class of 1920. He is a line officer of the Navy and has enjoyed a variety of duties, both at sea and on shore. Captain Dupre has done postgraduate work in Economics and Government, and has served as instructor in both subjects at the Naval Academy.

During the war he headed the Pacific Section, War Plans Division of the Staff of the Commander-in-Chief, U. S. Fleet. He later served as Chief of Staff for the Command Naval Bases, South Pacific, and Commander of the Motor Torpedoboat Squadron, South Pacific.

He also served as Executive Officer of the battleship INDIANA and, at the end of the war, commanded the light cruiser COLUMBIA.

Captain Dupre graduated from The Industrial College of the Armed Forces in June 1946 and is now Special Assistant for Surplus Property to the Deputy Chief of Naval Operations (Logistics). The subject of the lecture is "Organization of the Navy Department". It is a pleasure to welcome Captain Dupre this afternoon.

CAPTAIN DUPRE:

Gentlemen, Admiral McCrea regrets that he cannot be here this afternoon, and so do I. The only thing that I can guarantee you is that this is going to be a very dull experience. But you have here some very nice, soft seats--much more comfortable than those we had in the Pentagon--so I hope you will bear with me.

It is my understanding that what is desired, at this point in your course of instruction, is a discussion of the organization of the Navy as a whole, with emphasis on its logistics aspects. It is my understanding also that this is one of a series of presentations on the organizations of the various arms of our government, the series having for its objective your re-orientation in current government organization.

By this time in your careers I suppose you have come to the conclusion that organization as such is not an exact science. As we progress

in our careers I think we become more and more impressed with the fact that organization, no matter how sound, has a way of not providing for a good many of things. In other words, organization at its best can only be an approximation.

As you are aware, the present Navy organization was effected subsequent to V-J Day, and was intended to incorporate the lessons learned during World War II. The framework of the new structure was promulgated in Executive Order 9635, dated 29 September, 1945. Pursuant to this Executive Order, the Secretary of the Navy issued Navy General Order No. 230 which sets forth the policies and principles governing the distribution of authority and responsibility for the administration of the Naval Establishment. I cite these documents for further reference in the event you should have occasion to use the information contained in them.

The Naval Establishment consists of three principal parts:

a. The Operating Forces, which include the sea, air and amphibious forces of the Navy, Marine Corps, and Coast Guard (when assigned to the Navy), shore activities assigned to the command of Fleet and Sea Frontier Commanders, and the personnel who man them.

b. The Navy Department, the executive part of the Naval Establishment located at the seat of the government, which comprises the bureaus, boards, and offices of the Navy Department; the Headquarters of the Marine Corps; and the Headquarters of the Coast Guard (when assigned to the Navy).

c. The Shore Establishment, which comprises all other activities of the Naval Establishment including all shore activities not assigned to the Operating Forces.

It is fundamental naval policy to maintain the entire Naval Establishment in strength and readiness to uphold national policies and interests, and to guard the United States and its continental and overseas possessions. The effectuation of this policy imposes upon the administration of the Naval Establishment four principal tasks:

First, to interpret, apply, and uphold the national policies and interests in the development and use of the Naval Establishment. This task may be described as the "policy control" of the Naval Establishment.

Second, to command the Operating Forces, and to maintain them in a state of readiness to conduct war; and to promulgate to the Naval Establishment directives embracing matters of operations, security, intelligence, discipline, naval communications, and similar matters of naval administration. This task may be described as the "naval command" of the Naval Establishment.

Third, to coordinate and direct the effort of the Navy Department and the Shore Establishment in order to assure the development, procurement, production, and distribution of material, facilities, and personnel

to the Operating Forces. This task may be described as the "logistics administration and control" of the Naval Establishment

Fourth, to develop and maintain efficiency and economy in the operation of the Naval Establishment with particular regard to matters in organization, staffing, administrative procedures, the utilization of personnel, materials and facilities, and the budgeting and expenditure of funds. This task may be described as the "business administration" of the Naval Establishment.

The executive administration of the Naval Establishment is prescribed by law or executive order and consists of:

The Secretary of the Navy, who is responsible directly to the President for the supervision of all naval matters.

The Civilian Executive Assistants to the Secretary (the Under Secretary, the Assistant Secretary, and the Assistant Secretary for Air), who perform such duties as prescribed by the Secretary or as required by law.

The Naval Professional Assistants to the Secretary, who comprise

(1) The Naval Command Assistant (the Chief of Naval Operations) who is responsible under the Secretary of the Navy (a) for the command and administration of the Operating Forces; (b) for the preparation, readiness and logistic support of the Operating Forces; and (c) for the coordination and direction of effort to this end of the bureaus and offices of the Navy Department.

(2) The Naval Technical Assistants (the Chiefs of Bureaus; the Judge Advocate General; the Commandant, Marine Corps; and the Commandant, Coast Guard, when assigned to the Navy), who are directly responsible for the discharge of all the duties assigned to their respective organizations, and are the technical advisers and assistants, in their special fields, to the Secretary, the Civilian Executive Assistants, and the Chief of Naval Operations.

The relationship between and among the component parts of the Navy organization is illustrated by the first chart.

The chart portrays, in the main, the Navy Department, but indicates also the Shore Establishment and Operating Forces. It is emphasized that the Navy Department and the Shore Establishment exist solely to give force and effect to the Operating Forces. The reason for stressing the Navy Department at this time is that such is desirable for our specific purposes here at the Industrial College.

You will note that there are three types of flow lines used in the chart: The open double line denotes policy control; the solid black line, command, both naval and logistics; and the hatched double line,

R E S T R I C T E D

administration, business, and logistics.

POLICY CONTROL is the unqualified responsibility of the Secretary himself, since on this official rests the ultimate responsibility for the actions of, and the results produced by, the entire Naval Establishment. It is here stressed, that in the formulation and administration of the guiding policies of the Navy, the Secretary draws upon the advice and assistance of his principal executive assistants: Civilian, Naval Command and Naval Technical.

CHIEF OF NAVAL OPERATIONS

The second of the four basic tasks - that of NAVAL COMMAND - is completely assigned to the Naval Professional Assistants whose training and experience give them undisputed superiority in this sphere of executive administration.

As the chart illustrates, this task embraces not only operational strategic, and tactical command of the Operating Forces, but also the Naval Administration of the Navy Department and the Shore Establishment. This latter duty includes the promulgation and administration of all matters of naval operations, security, intelligence, communications, personnel discipline, and similar functions.

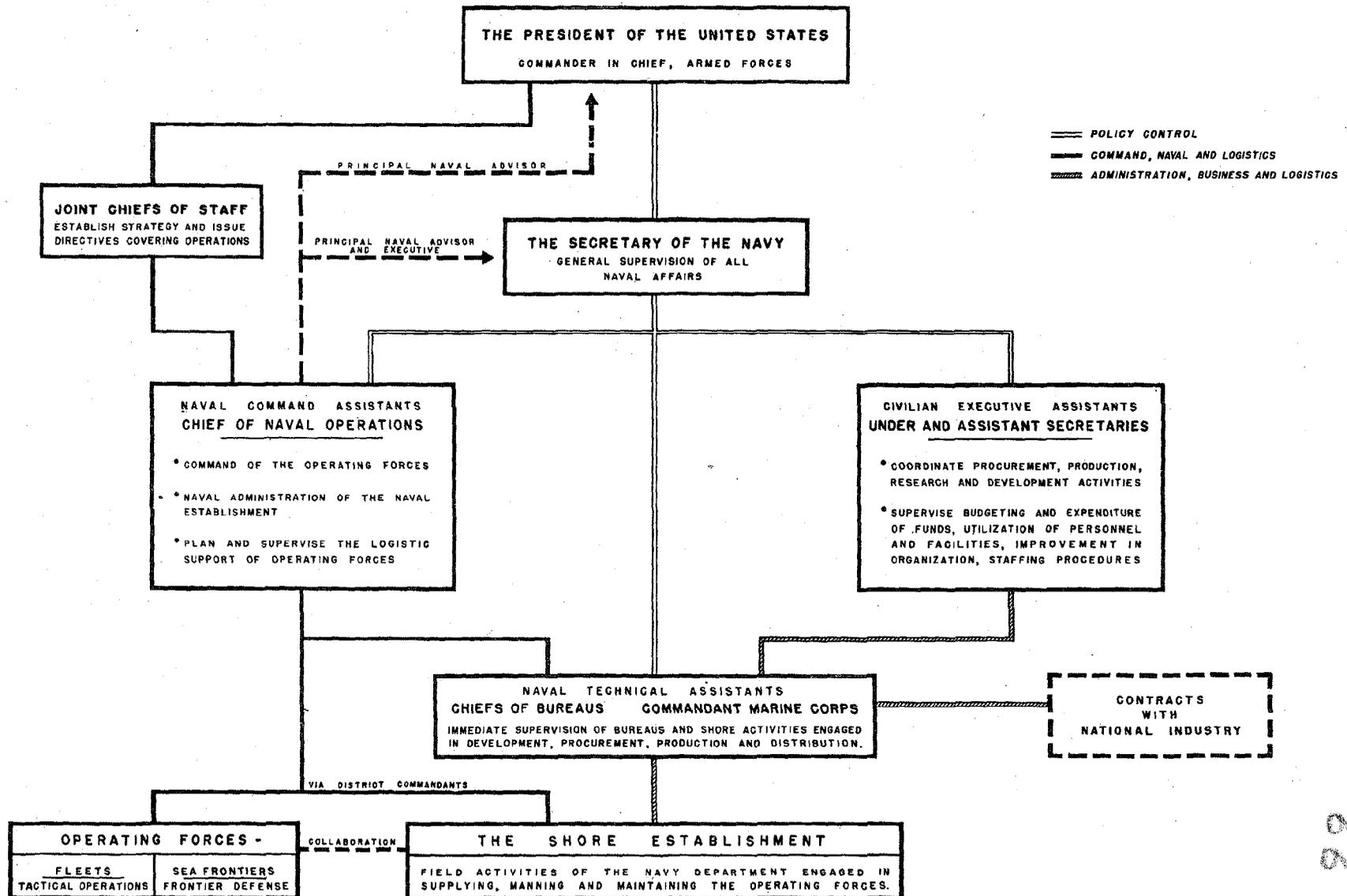
The third task in implementing "Fundamental Naval Policy", LOGISTICS ADMINISTRATION AND CONTROL, is more difficult of definition and assignment since it involves two distinct relationships: - that of planning, forecasting, prescribing, and distributing the requirements of the Operating Forces - the Logistics of Consumption - that of developing, procuring, and producing the materiel and personnel required to meet the needs of the Operating Forces - the Logistics of Production - The line of demarcation between Consumer and Producer logistics cannot be readily fixed and defined due to the fact that the two functions are interrelated and represent a continuous "cause and effect" relationship which cannot be severed. These two functions, however, are divided, from a top-management viewpoint in order to assure the best qualified supervision of each function and to keep the Naval Command Assistant free of the burden of administering the technical work of the Navy Department and the Shore Establishment.

To that end the administration of "CONSUMER LOGISTICS" is assigned to the Naval Command Assistant - and the administration of "PRODUCER LOGISTICS" is assigned to the Naval Technical Assistants under the general supervision of the Civilian Executive Assistants.

The following statement of duties and responsibilities is established by General Order #230 in this connection. I quote:

"Delegate to the Chief of Naval Operations responsibility for that portion of the 'logistics administration and control' of the Naval Establishment CONSUMER LOGISTICS which embraces:

OVERALL OPERATING ORGANIZATION OF THE NAVAL ESTABLISHMENT



"(1) Planning and forecasting the needs of the Operating Forces for finished materiel, trained personnel, and supporting services.

"(2) Issue statements of these requirements - in terms of what is needed, when it is needed, where it is needed, how much is needed, - to the bureaus and offices of the Navy Department and, through them, to the Shore Establishment. This responsibility shall encompass the determination of Naval characteristics for materiel to be procured or developed, and the determination of the training and instruction required to fit naval personnel and commands for service with the Operating Forces.

"(3) Reviewing and evaluating the progress of the bureaus and offices and of the Shore Establishment in fulfilling these requirements, and issuing such orders as required to assure compliance therewith.

"(4) Collaborating with the Civilian Executive Assistants in expediting fulfillment of these requirements; in evaluating and strengthening the policies and procedures governing the determination of stock levels and replenishment requirements, and the administrating of inventory control systems." End of quote.

CIVILIAN EXECUTIVE ASSISTANTS

The Civilian Executive Assistants have responsibility for that portion of the "Logistics Administration and Control" of the Naval Establishment, PRODUCER LOGISTICS, which embraces:

(1) The promulgation of policies and general procedures governing the activities of the Navy Department and the Shore Establishment with respect to: the procurement and production of materiel and facilities; the determination of stock levels and replenishment requirements in collaboration with the Chief of Naval Operations, and the administration of inventory control systems: the correlation and programming of research, experimental, test and developmental activities; the procurement and administration of personnel.

(2) The review and evaluation of the compliance of the bureaus and offices and of the Shore Establishment with such policies and procedures, and the issuance of such orders as required to assure compliance.

(3) Collaboration with the Chief of Naval Operations in reconciling difficulties encountered in meeting the requirements of the Operating Forces due to scarcity of funds, materials, products, facilities, or personnel.

(4) Representation of the Navy's procurement requirements before other governmental agencies controlling the availability of products, materials, and facilities.

The fourth task of executive administration - BUSINESS MANAGEMENT - is assigned to the Civilian Executive Assistants, due to the training and experience of these executives in this field.

nical bureaus do not procure direct; it keeps and audits the property and money accounts of the Navy; pays vendor invoices and Navy payrolls.

THE BUREAU OF NAVAL PERSONNEL - procures, trains, and distributes the officer and enlisted personnel of the Navy; supervises promotion, discipline and welfare of naval personnel; operates field personnel establishments.

THE BUREAU OF MEDICINE AND SURGERY - maintains the health of the Navy and cares for its sick and injured; it operates hospitals, dispensaries, clinics and laboratories and trains the personnel of the Medical Department.

These bureaus of the Navy Department control, direct, and supervise and assign the workload and schedule performance of the Shore Establishments providing the material support for the Operating Forces.

I have described the overall Naval Organization and have dwelled at some length on the organization of the Navy Department. I shall now discuss briefly the Shore Establishment and then the Operating Forces.

SHORE ESTABLISHMENT

The Shore Establishment is that portion of the United States Navy that may properly be described as doing the physical work in support of the Operating Forces. It reached a peak of more than 7200 individual activities during the war. Of this number approximately 6300 were located within the continental limits. During the war, slightly in excess of 50 percent of the personnel used to man and operate the Shore Establishment were civilian.

Direct supervision over the performance within these industrial activities stems primarily from three segments of the Navy Department. The Secretary, through his offices and agencies, provides general administrative supervision and projects the operating policy and procedures which govern civilian personnel therein engaged, matters of procurement, and production and the overall guides to industrial management.

From the Bureaus of the Navy Department, technical supervision, and in specified cases direct management control within the limits of the responsibilities of each bureau, is exercised, and in all cases control of the funds expended for the upkeep and operation of these activities is directed. Bureau Management here reflects and projects administration and business methods, procedures and direction as channeled from the Civilian Executive Assistants charged with these responsibilities.

Military control and command and the coordination of all logistic services to the Operating Forces are exercised by the Chief of Naval Operations through the District Commandants, Commanders and the Chief of Naval Air Training.

Because of the necessity for the Operating Forces to engage concurrently in activities in the two oceans and gulf waters physically bounding the United States, it is essential that the functions of the Shore Establishment be geographically distributed so that the Operating

R E S T R I C T E D

"Producer Logistics" (how), a natural part of business management, decentralized authority and responsibility has resulted in three distinct, well-defined flow lines of control. From the Secretary stems POLICY CONTROL; the Chief of Naval Operations, NAVAL COMMAND; and from the Civilian Executive Assistants (the Under and Assistant Secretaries of the Navy), BUSINESS MANAGEMENT.

NAVY DEPARTMENT

The second chart portrays in more detail the structure and operating responsibilities of the Navy Department. I believe that I have made clear the general functions of the various activities, except for the technical bureaus. I shall discuss the Bureaus briefly and in broad terms.

HEADQUARTERS, U. S. MARINE CORPS - procures, trains, equips, distributes and administers the officer and enlisted personnel of the Marine Corps, and operates its shore establishments. The Fleet Marine Force operates as an integral part of the Fleet to which assigned.

HEADQUARTERS, U. S. COAST GUARD - is a self-contained organization, which functions under the Treasury Department in time of peace, but becomes by law a part of the Navy in time of war. Its functions embrace maritime law enforcement, the saving and protection of life and public property at sea, the administration of the Search Rescue Agency, and the Operation of Coast Guard field activities. The Coast Guard is mentioned here to show its relative stature and place of importance when operating as an integral part of the Navy in time of war.

THE BUREAU OF AERONAUTICS - designs, procures, and maintains aircraft and aviation equipment; outfits and replenishes aeronautical activities afloat and ashore; maintains aeronautic shore establishments. It should be noted that the Office of the Deputy Chief of Naval Operations for Air prepares logistic plans for the support of the Navy and Marine Flying Forces and likewise supervises the training of aeronautical personnel.

THE BUREAU OF ORDNANCE - is responsible for the design, procurement, issuance, and maintenance of all offensive and defensive arms and armament, and of devices for the control of guns, torpedoes, bombs, and rockets. It also operates ordnance field activities, including the various ordnance plants, ordnance depots and proving grounds.

THE BUREAU OF SHIPS - designs, constructs or procures, and maintains ships and small craft; also radio, sound and other equipment. This Bureau operates certain experimental laboratories, and is responsible for the upkeep and operation of the Naval Shipyards.

THE BUREAU OF YARDS AND DOCKS - designs, constructs and maintains public works and public utilities at shore establishments, both continental and outlying; this Bureau also trains, assigns and maintains the Construction Battalions (Sea Bees).

THE BUREAU OF SUPPLIES AND ACCOUNTS - procures, stores, and issues supplies, provisions, clothing, fuel and such other material as the tech-

nical bureaus do not procure direct; it keeps and audits the property and money accounts of the Navy; pays vendor invoices and Navy payrolls.

THE BUREAU OF NAVAL PERSONNEL - procures, trains, and distributes the officer and enlisted personnel of the Navy; supervises promotion, discipline and welfare of naval personnel; operates field personnel establishments.

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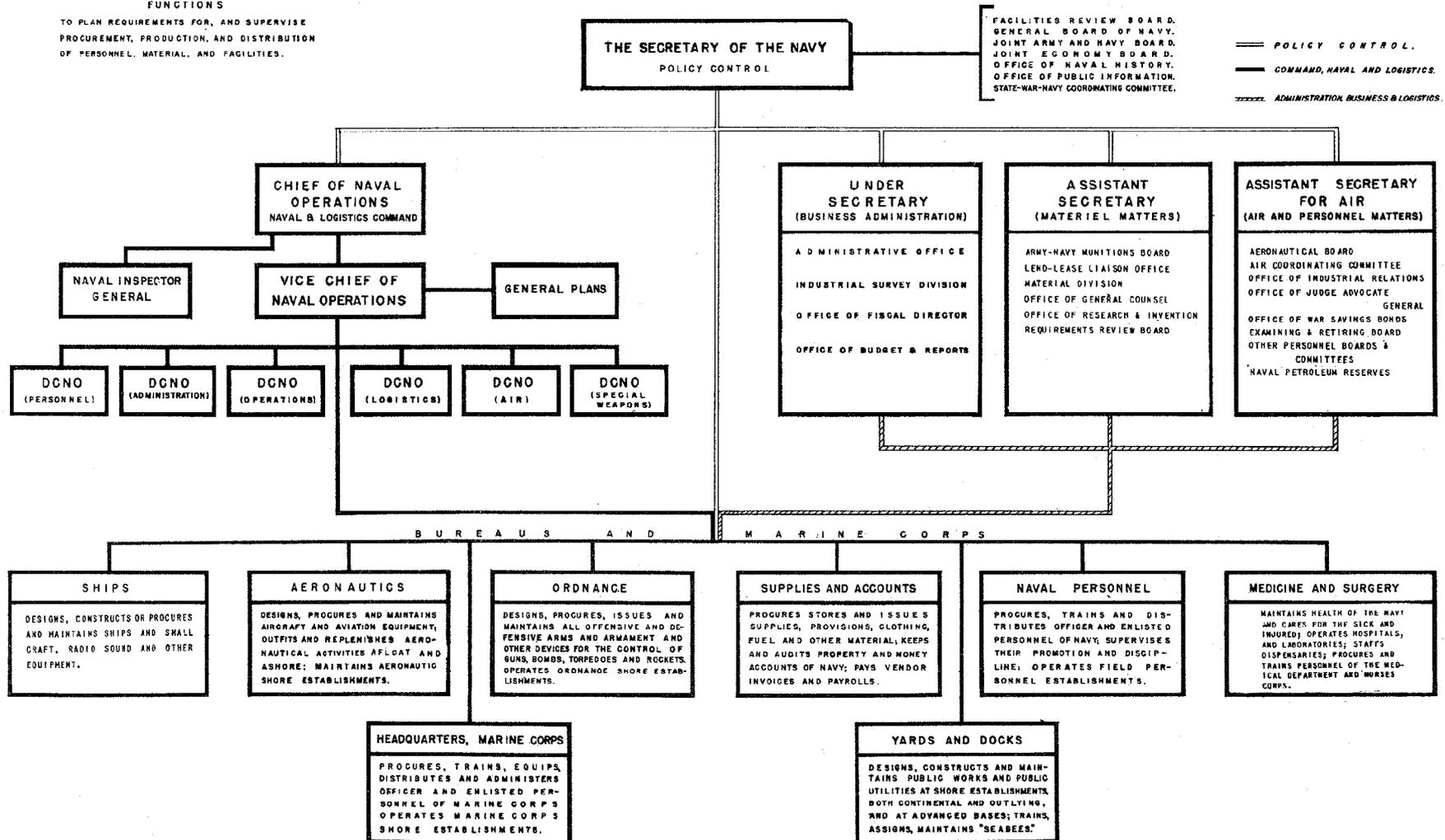
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THE NAVY DEPARTMENT

WASHINGTON, D. C.

FUNCTIONS

TO PLAN REQUIREMENTS FOR, AND SUPERVISE PROCUREMENT, PRODUCTION, AND DISTRIBUTION OF PERSONNEL, MATERIAL, AND FACILITIES.



Forces can obtain maintenance, repair, and logistics support from activities located closest to the scene of their operations.

THE SHORE ESTABLISHMENT is comprised mainly of the following types of activities:

SHIPBUILDING AND REPAIR activities for the construction and repair of ships.

NAVAL AIR ACTIVITIES whose functions are varied. Some are responsible for equipping, supplying, repairing, and maintaining aircraft; others are engaged in the specialized training of flight and ground personnel.

ORDNANCE INDUSTRIAL PLANTS manufacture guns, powder, and other ordnance material. NAVAL ORDNANCE activities include depots for the storage and issue of ordnance material and equipment.

General PROCUREMENT AND SUPPLY activities cover the whole field of purchasing, expediting, and inspection. Major supply depots store and issue supplies such as clothing, provisions, fuel, and similar general material.

NAVAL PERSONNEL activities are devoted largely to recruiting, training, and distribution of Naval personnel.

MEDICAL ACTIVITIES include Naval hospitals, dispensaries, and medical centers.

The MARINE CORPS activities within the United States are divided among two principal types. Those field organizations operated directly by the Marine Corps have as their primary objective the training, supplying, and maintaining of Marine Corps personnel and equipment, and those activities located in Naval Shore Establishments performing largely guard duty, security, and policing functions.

From the foregoing tabulation, it is clear that the Shore Establishment provides the media for delivering the goods and services required to maintain the forces afloat in an operating, ready, and combat status.

THE OPERATING FORCES

We have described the over-all part of the Naval Establishment which has as its sole end responsibility, the servicing, and maintaining of the Operating Forces in a state of readiness to meet any emergency. The organization which I shall outline is, of course, that of the present post-war Navy.

CHIEF OF NAVAL OPERATIONS

Over-all command of the Naval Operating Forces devolves on the Chief of Naval Operations subject to the supreme authority vested in the

President of the United States by the Constitution, and the Secretary of the Navy by law.

In this connection, it is to be noted that in the discharge of his duties as the principal Naval Executive, CNO is responsible for executing the directives of the Joint Chiefs of Staff.

VICE CHIEF OF NAVAL OPERATIONS

There is set up within the Navy Department an Office of Chief of Naval Operations which includes the Vice Chief of Naval Operations, the principal Assistant and Adviser to the CNO, six Deputy CNOs and the Naval Inspector General.

Under the VICE CHIEF of Naval Operations is an important staff organization, THE GENERAL PLANNING GROUP, whose basic function is to coordinate the planning and programming functions of the DCNO's thus integrating the staff thinking on over-all problems. Their further duty is to advise, to recommend, and aid in drawing up broad strategic plans, developing the logistics requirements in support of them, based on the directives CNO receives from the Joint Chiefs of Staff. VCNO in his capacity as principal assistant, acts as the medium through which directives and policies are funnelled to the DCNO's. It is to be noted here, however, that the Deputy Chiefs of Naval Operations may and are required to report direct to CNO as well as through VCNO.

The final component of the CNO's headquarters organization is the NAVAL INSPECTOR GENERAL, who reports directly to CNO on all matters within his jurisdiction and on such specific assignments as may be referred to him by CNO.

DEPUTY CHIEFS OF NAVAL OPERATIONS

In order that the duties and responsibilities of these staff members of the Office of CNO may be understood, I shall describe briefly and in outline form their assigned tasks.

DCNO PERSONNEL coordinates the basic training activities of the Naval personnel and is assigned the specific responsibility of developing the personnel logistic plans and policies, in conforming with the general plan, as decided on by CNO in his furtherance of Joint Chiefs of Staff directive. It is noted that this general qualification applies to each of the other DCNOs.

The DCNO ADMINISTRATION exercises supervision over the Communications service and is responsible for all general administrative matters in the Office of CNO. He is also charged with the responsibility for directing Pan American Affairs and U. S. Naval Missions, has supervision over Island Governments and Naval District Administrative Affairs, the Hydrographic Office and the Naval Observatory.

The DCNO OPERATIONS has as his basic duty the formulation of strategic plans and policies. He collects, evaluates, and disseminates operational information covering the operating forces and has direct cognizance of the organization, readiness, administration, and operations of the seagoing forces, the sea frontiers, and the overseas Naval Command areas.

The supervision and preparation of plans and policies for the logistic support of the Operating Forces is the direct responsibility of the DCNO LOGISTICS. He coordinates and directs the efforts of the bureaus in the execution of these plans broadly covering the entire problem of logistics, with the exception of those duties as specifically assigned to the DCNO for Air who has parallel responsibilities within that specific field.

Included in the responsibilities of the DCNO AIR are the over-all planning for the air arm, establishing of policies and determination of logistic requirements for support, and the integration of Marine Corps Aviation within the over-all Naval Aviation program.

The broad field of special weapons is the responsibility of a DCNO SPECIAL WEAPONS who coordinates within the Navy Department all matters relating to the research, test and development of weapons incorporating the use of atomic energy, guided missiles and related devices.

The NAVAL INSPECTOR GENERAL is charged with making such investigations and inspections as may be directly ordered by CNO and in general on all matters affecting the efficiency and economy of the operations, duties, and responsibilities of the various components of the Naval service.

FORCES AFLOAT

We now come to that part of the Operating Forces having to do directly with the forces afloat, which are divided into four specific command segments. That part of the fleets operating directly under the Chief of Naval Operations includes four SEA FRONTIERS: the WESTERN, EASTERN, GULF, and PANAMA. Likewise subject to his immediate command are the INACTIVE FLEETS, exercised in the case of the 16th Fleet berthed along the Atlantic Coast, under the Commander, Eastern Sea Frontier. The 19th Fleet (the inactive fleet) berthed along the West Coast is under the Command of the Commander, Western Sea Frontier. OTHER FLEET UNITS under the direct jurisdiction of CNO are those administered by the Naval Transportation Service, the Naval Air Transport Service, those subject to the District and River Commands and a number on independent duty not otherwise assigned.

It should be pointed out that the western Sea Frontier while under the administrative command of CNO comes also under the Commander in Chief of the Pacific Fleet in matters pertaining to the logistic support of the Pacific Fleet.

R E S T R I C T E D

The 12th Fleet is made up of all U. S. Naval Forces in Europe under a flag officer designated as the COMMANDER, TWELFTH FLEET. Twelfth Fleet Forces are those now operating in the waters of GERMANY, the MEDITERRANEAN, and the AZORES. This Fleet includes certain specifically assigned components from the SECOND FLEET as directed by CMC. The Logistic requirements of the Commander 12th Fleet are supplied by the C-in-C Atlantic Fleet.

In the Atlantic the COMMANDER CHIEF (ATLANTIC) is responsible for all matters concerning the operation of the FOURTH FLEET designated for reserve training purposes. He has direct command of the EIGHTH FLEET whose operational area is in the waters of the NORTHERN ATLANTIC and certain portions of the CARIBBEAN. The Caribbean Sea Frontier is assigned to the Commander in Chief Atlantic Fleet.

Under CinClant comes those ships and vessels by TYPE ORGANIZATION broadly classified as the SECOND FLEET. These type organizations are self-explanatory by title and are indicated as the AMPHIBIOUS FORCES, FLEET MARINE FORCE, AIRFORCE, BATTLESHIP and CRUISER, DESTROYER and DESTROYER ESCORT, MINE, SUBMARINE and SERVICES FORCES and the TRAINING COMMANDS.

Operating Forces in the Pacific are organized in a manner similar to those in the Atlantic.

CinCPac is responsible for the First Fleet, which is a Type Command, the THIRD FLEET designated for reserve training purposes, the FIFTH FLEET operating in the CENTRAL and EASTERN PACIFIC and the SEVENTH FLEET operating in the WESTERN PACIFIC.

Also, directly the responsibility of CinCPac are certain support elements which include the HAWAIIAN and ALASKAN SEA FRONTIERS and, as referred to previously, cognizance within the WESTERN SEA FRONTIER on matters of logistics in support of the Pacific Fleet.

The NAVAL BASES and NAVAL AREAS scattered throughout the Pacific come immediately under his jurisdiction and include the JAPANESE MAIN ISLANDS, the MARIANNA-CAROLINE Group, the MARSHALLS and the GILBERTS and the U. S. Naval ESTABLISHMENTS ashore and afloat in CHINA and the PHILIPPINES.

SUMMATION

In summation I desire to tie in briefly all of the component parts of the Naval Establishment.

We have indicated that the SECRETARY OF THE NAVY has retained as his essential function the formation of NAVAL POLICY in carrying out the legal responsibilities as outlined by law. We have indicated that all members of his staff organization, which include not only the Civilian Executive Assistants but also his Naval Professional and Technical

Advisers, namely, the CNO, Bureau Chiefs, Commandant of the Marine Corps and Coast Guard (when attached to the Navy) receive directly from him the projection of his policy control and in turn advise and recommend in the formulation of such policy where necessary, having for that purpose direct access.

We have indicated how the lines of authority on BUSINESS and ADMINISTRATIVE matters are similarly projected from the CIVILIAN EXECUTIVE ASSISTANTS through the Bureau Chiefs directly to the Shore Establishment. It has been pointed out that on the question of logistics, the Under and Assistant Secretaries, in carrying out their responsibilities, are required to collaborate closely with the Chief of Naval Operations who is basically responsible for determining the logistic requirements of the Operating Forces. It has also been indicated that it is a collateral responsibility of the Civilian Executive Assistants to promote good business administrative procedures within the Operating Forces themselves.

The third progressive step in delineating the responsibilities of the Secretary, shows the line of direct NAVAL COMMAND and the responsibilities of NAVAL ADMINISTRATION and LOGISTICS as projected by and under the direct control and supervision of the CHIEF OF NAVAL OPERATIONS. Through his staff organization, including the Vice and Deputy Chiefs, the CNO projects his authority into the Bureau components of the Navy Department, into the Shore Establishments and activities and finally into the Operating Forces.

In conclusion we have pointed out that the NAVY DEPARTMENT is the home office of the Naval Establishment controlling, directing, planning, and supervising the activities of the Shore Establishment and the Operating Forces. The SHORE ESTABLISHMENT, the industrial and service, the material part of the Navy, directly supplies the services necessary for support of the OPERATING FORCES. Finally, we have described the physical makeup, disposition, command relationships and command responsibilities which promote and assure flexible organization of the UNITED STATES NAVY.

CAPTAIN WORTHINGTON:

Captain Dupre will be glad to answer your questions.

A STUDENT:

Where does the Army and Navy Munitions Board link in with the Navy Department?

CAPTAIN DUPRE:

The Army and Navy Munitions Board is comprised of the Assistant Secretary of the Navy, the Under Secretary of War, and a civilian who is chairman of the Board. Now I have not put that on the chart, but there is a direct chain from the Assistant Secretary of the Navy to the Under Secretary of War. It would be in between the two, subject to the

control of neither of them but of both of them. It is a combination, really, of the two Secretaries.

When we receive a directive from the Army and Navy Munitions Board, we considered it binding upon us. I am sure the War Department does the same thing. It is under neither the Army nor the Navy. It is a joint affair.

A STUDENT:

Captain, what is the present status of joint procurement, that is, joint with the Army?

CAPTAIN DUPRE:

I can't answer that question fully. Great strides have been made in accomplishing uniform specifications, uniform plans and policies. Our people in the Office of the Assistant Secretary, the Material Division, Requirements Review Board (of course, along with the Army and Navy Munitions Board) have made uniform a great many of their policies in that respect. But you mean a complete consolidation of the two, don't you?

A STUDENT:

Yes. For instance, in the Bureau of Medicine and Surgery you are now putting many items right with the Army--the same item.

CAPTAIN DUPRE:

Yes; that's true.

A STUDENT:

And you consolidated the catalogues of the two Services. I wondered if this had extended into what we would call the other technical services?

CAPTAIN DUPRE:

I doubt very much if it goes that far, into the technical services. I cannot answer your question completely. I do not know just how far it has gone, but it has gone a considerable distance in that respect.

Now I will tell you one thing that has happened right along that line. It is ironic. During the war the Navy bought a great many things for the Army, and vice versa: medical equipment, for example and radar equipment. We bought a great deal for the Army and, of course, the Army bought many things for us. The law provided that we could exchange freely from one to the other, things the other needed. But here, immediately after the war, in connection with the Surplus Property Act

the Congress provided that no government department could transfer goods to another government department without reimbursement. For example, we had out in Hawaii some 14-inch ammunition which the Navy had bought for the Army to use in their 14-inch naval guns. But the Army couldn't receive the ammunition at the time it was ready for delivery. They asked the Navy to store it for them, which of course we did. We put all of it back in the magazine, and there we were. The Army said, "Hell, let it stay there for a while. We'll send for it when we want it." In the meantime, the Manasco amendment was passed, the one I just referred to, which provided that one department of government could not transfer goods to another department of government without reimbursement. So, the army could not get the ammunition because they didn't have money to pay for it. All in all, it was an odd situation.

I am sorry I cannot answer your question more fully, but I am not sufficiently well acquainted with the latest developments to undertake it.

A STUDENT:

As I understood your remarks, you have a supply organization that is responsible for the procurement of supplies for general, overall use. You covered in your talk the responsibility of the Commandant of the Marine Corps. You said he had supply responsibilities. I presume that goes also for the Commandant of the Coast Guard.

Now, these subordinate Services, the Coast Guard and Marine Corps, do their supply requirements join in to this one naval supply agency, or do they go out individually?

CAPTAIN DUPRE:

They do both. As a rule, they go on a commodity basis. The Bureau of Supplies and Accounts, for example, does most of their purchasing in items which correspond to those purchased by the Army Quartermaster.

Now we are getting into some terms concerning which there is a different definition in the Army from that in use by the Navy. The Bureau of Supplies and Accounts does a good deal of procurement for the Marine Corps, but it would be absurd for the Marine Corps to go out and buy, let us say, a lot of bath towels and for the Bureau of Yards and Docks to buy bath towels and the Bureau of Supplies and Accounts to buy them. They consolidated those within the Navy Department and this general planning group, as a rule, regulates those things and coordinates them.

During the war we had, over in the Navy Department, a Requirements Review Committee which tried to coordinate all these things, so that one bureau did not necessarily buy everything that it needed. One bureau was designated to do all the buying in certain items and the others drew from it on the transfer system.

A STUDENT:

My question may not be very significant, but I wonder whether or not the Naval Reserve is included on your chart; and if so, where?

CAPTAIN DUPRE:

We now have in the Office of the Deputy Chief Naval Operations (Personnel) a Director of Naval Reserves. The head of the Bureau of Naval Personnel and the DCNO (Personnel) are one and the same. He has two hats. The Director of Naval Reserves is getting his Reserves fairly well organized. It has cost us a lot of money but I think all of us realize it is going to be jolly well worth it before the next big show comes.

A STUDENT:

May I add comment there?

CAPTAIN DUPRE:

Certainly.

A STUDENT:

In the Bureau of Personnel there is an Assistant Chief of Personnel for Reserves, who is one of the four Assistant Chiefs of Personnel, as well as the Director of Reserves, who is under Deputy CNO.

CAPTAIN DUPRE:

Thank you.

A STUDENT:

Captain Meadows is the Assistant Chief of Personnel for Reserves.

CAPTAIN DUPRE:

That's right. Thank you very much.

A STUDENT:

How far down your chain of command does your Naval Inspector General go?

CAPTAIN DUPRE:

Well, he doesn't go very far. He undertakes as a rule only those things which are referred to him by the CNO. But now and then goes off on his own on something which is patently of general interest to the Navy. But he does not go very far down in the chain of command.

To illustrate what I mean, we have been very much interested in the past six or eight months in the movement of surplus property--that is my own pet racket at the moment; in getting it out of our warehouses because we are responsible for it. It has cost us a lot of money. We want to get it moving. So the Inspector General made a tour of about four Naval Districts recently and visited about thirty of our storehouses and warehouses. He gave us a report on the whole tour, as to how matters stood at each one of these places. It was a very constructive report.

As a rule, he doesn't go very far down in the chain of naval command. He stays pretty well on top.

A STUDENT:

The Inspector of Naval Material, is it at present still under the Materiel Division, in the Office of the Assistant Secretary, or has that gone back to the Bureau?

CAPTAIN DUPRE:

It is in the same place, in the same organization, it was before.

CAPTAIN WORTHINGTON:

I want to thank Captain Dupre for his splendid lecture. It will prove of great value to us. Thank you.