

Edition III

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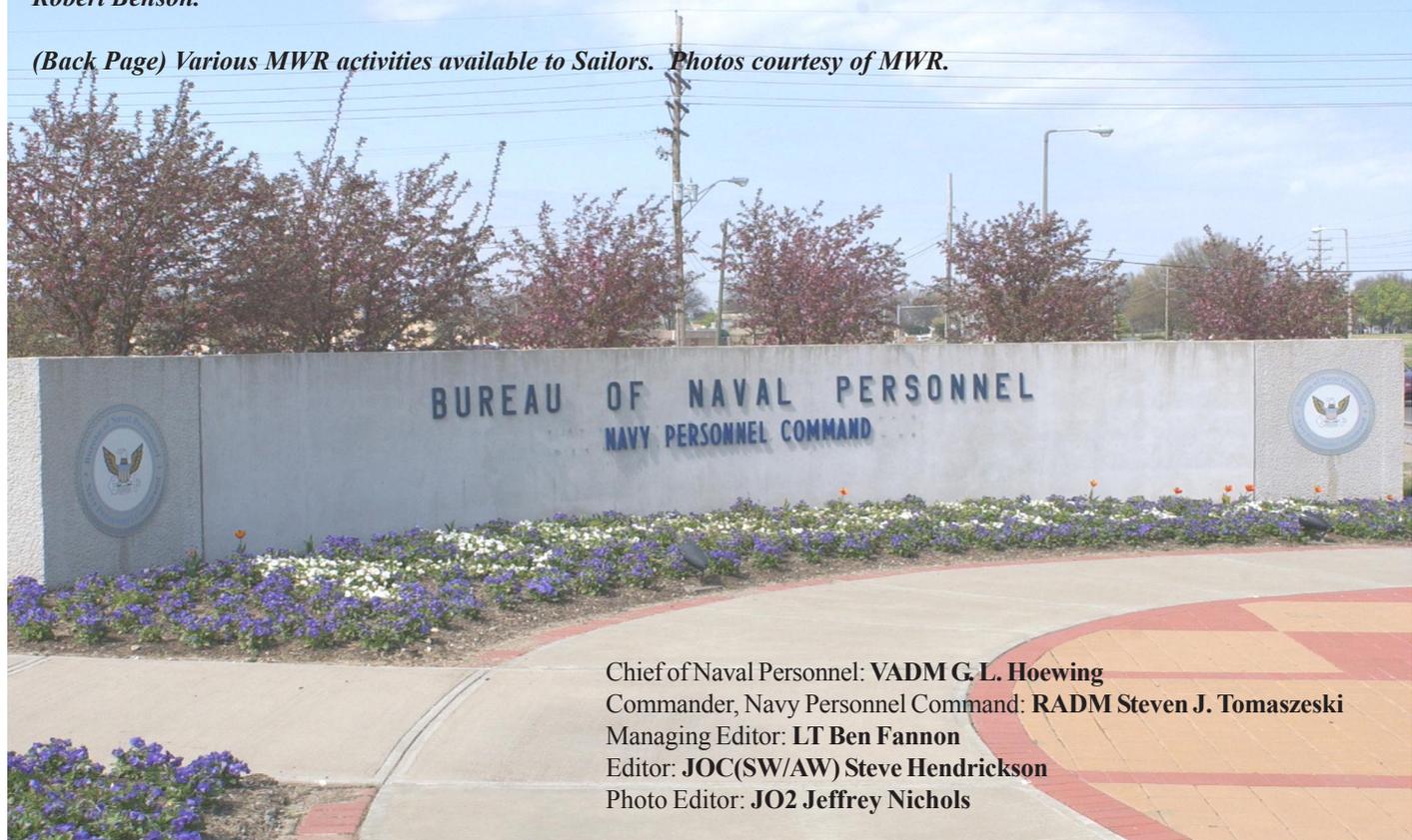
Career Magazine for the Navy Professional



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Art Credit : (Cover) At sea aboard USS Mount Whitney (LCC/JCC 20) Dec. 18, 2002 -- Sailors aboard the amphibious command ship (ETC Frank Bauman, left, and HMC Donna Townsend, right) work overtime to move over 100 pallets of supplies that they received during a vertical replenishment in the Gulf of Aden. The ship is in the Horn of Africa region participating in Operation Enduring Freedom and the continuing war on Terrorism. U.S. Navy photo by Chief Journalist Robert Benson.

(Back Page) Various MWR activities available to Sailors. Photos courtesy of MWR.



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Link/Perspective is the career bulletin of the Navy professional. Its mission is to provide all Navy personnel information regarding key policy changes, reassignment trends, and emerging developments within their areas of expertise to enhance their professional development. *Link/Perspective* is approved for official dissemination of professional information of interest to the Department of Defense and to appropriate professionally related communities. This information does not necessarily reflect the official Navy position and does not supersede information in other official Navy publications. Unless otherwise noted, articles in *Link/Perspective* may be reprinted and disseminated without permission. Please give appropriate credit.

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The First Word...

COMMANDER, NAVY PERSONNEL COMMAND

Shipmates,

From a Naval Personnel standpoint, 2002 was an incredibly successful year. Recruiting extended their record streak of making 17 consecutive monthly goals, and retention rates attained unprecedented heights. Among eligible Sailors with less than six years of service, 58.7 percent reenlisted — up 1.0 percent from 2001. For Sailors with six to 10 years, 74.5 percent reenlisted, up 5.4 points, and 87.4 percent of our 10 to 14 year veterans resigned, up 2.5 percent. The benefits worked and fought for by our leadership, from your commanders to your Commander-in-Chief, along with the undeniably important work you are asked to carry out, continues to make our Navy the place to be.

As I write, our Naval forces continue to impact and influence the global war on terrorism, and prepare for possible action in Iraq. It is, indeed, an exciting time to be in the service of our country.

As the combat veterans at your command can attest, wartime defines dynamic environment. We have already seen battle groups sail early and others reverse course to steam to a position of decisive influence rather than returning home. While the decision to deploy our assets is never made lightly — by our President, the Secretaries of Defense and the Navy, and our Chief of Naval Operations — it is a testament to both your importance and consequence to national security that you sail in harm's way.

Among our many genuine heroes, as those of you “on watch” can attest, are our Naval Reserve personnel who have augmented the Fleet's critical needs. Nearly 10,000 well-trained, dedicated Naval Reservists left their families and civilian jobs behind in the weeks following the 9/11 attacks. More than half of these patriots have been replenished or remain deployed to this day. And many more may be ordered to bring their sea warrior skills to bear in the near future. The complete integration of our Naval Reserve Forces into the Fleet has never been more effective. I experienced this in my Battle Group last year. And this “One Navy Welcome” to the fight has extended to their widely dispersed families. That's impressive ... and appreciated.

While the Fleets provide you with the equipment and weapons to carry out the mission, Navy Personnel Command will focus on your well-being, your career and your family's support. Printed over the next seven pages of this publication is the CNO's Guidance for 2003, which reflects Admiral Clark's blueprint for continued success. Within this is contained *the vision for your career management* in a program called **Sea Warrior**. I also invite you to look for an extensive discussion of **Sea Warrior** in a spring edition of Proceedings magazine (perhaps March).

In short, **Sea Warrior** blends the successful initiatives of Project SAIL and Task Force Excel, as well as other aspects of personnel development and training, into a single focused system for detailing Sailors into the right billets at the beginning of their career. **Sea Warrior** continues to train and promote Sailors — and possibly move them into other ratings or designators — with the ultimate benefit being the enhanced mission readiness that our nation and our Navy require and expect of us. We'll take care of you, so you can take care of business. Or as we say around here, “*Mission First ... Sailors Always.*”



Tomaszewski
S. J. Tomaszewski
Rear Admiral, U.S. Navy



CNO Guidance for 2003

Achieving Sea Power 21!

In the future, we will use the extended reach of naval weapons and sensors to provide unprecedented power, protection, and freedom to joint campaigns. We will do this by exploiting the largest maneuver area on the face of the earth: the sea.

I. Taking a Fix

The past year has been one of tremendous accomplishment for our Navy. Our men and women operating in the air, on and under the sea, and on the ground are at the leading edge of the Global War on Terrorism. Forward deployed, combat ready naval forces – sustained by naval and civilian shipmates around the world – are proving every day the unique value of sovereign, independent forces projecting power from the sea.

In last year's Guidance, I challenged each of you to make our great Navy even better by enhancing mission accomplishment, deepening the growth and development of our people, and developing innovative operational concepts and capabilities...and you delivered! Your dedication to service has provided our nation the persistent, responsive combat power needed to fight and win.

As we look to the future, we must transform to retain the advantage against innovative and determined enemies. Sea Power 21 provides the framework to align, organize, and integrate our Navy to meet the wide array of challenges that lie ahead. This will require accelerating operational concepts and technologies to improve warfighting effectiveness and enhance homeland security; shaping and educating our force to operate tomorrow's fleet; sustaining readiness; and harvesting efficiencies to invest in the Navy of the future.

Working together during 2003, we will build on our accomplishments to enhance our Navy's effectiveness and our nation's security.

2002 Accomplishments

- ***Combat excellence in Global War on Terrorism***
- ***Improved readiness***
- ***Record recruiting and retention***
- ***Better pay and allowances***
- ***Sea Power 21 vision***

Manpower. We are winning the battle for people! Last year we invested billions of dollars in retaining, recruiting, and training our Sailors to create an environment that offers opportunity, promotes personal and professional growth, and provides the kind of workforce needed for the 21st century Navy. Most importantly, we developed a more responsive force — one that surged forward with the right people, to the right place, at the right time to fulfill our national security requirements. We are enjoying now, the best manning I have witnessed in my career. With few exceptions, we achieved C-2 manning status for all deploying battle group

units at least six months prior to deployment. Our investment in personnel readiness was merely the foundation, your efforts were the reason for our operational success. You encouraged our people to excel and focused them on mission accomplishment.

• **Recruiting.** Recruiting has never been better. Recruiters made goal for 16 straight months and the Delayed Entry Program is at the highest level ever. Our recruits are of high quality, as well. Last year, we accessed 92% high school graduates — up from 90% — and nearly 6% of new recruits had some college education.

• **Retention.** Retention is at record levels. We reduced at-sea manning shortfalls by more than 36% in 2002. Superb retention also allowed us to lower recruiting goals by over 7,500, saving millions of dollars that were applied toward fleet readiness and quality of life initiatives.

• **Attrition.** The trend is improving. Zone A attrition was reduced by 23%, just missing our goal of 25% in 2002. Overall drug losses were down 8% and Recruit Training Center drug losses declined more than 37%.

• **Force Shaping.** We are growing a more senior force to lead and manage the increasingly technical 21st century Navy. We increased the overall number of E-4 to E-9s (Top 6) by 1.7% to 71.4% working toward a goal of 75.5% by FY07. This healthy trend in improving the Top 6 allows us to retain more of our experienced leaders and maintains advancement opportunity through FY07.

• **Detailing.** We are revolutionizing the personnel distribution system. Last year we challenged our professionals in Millington to overhaul our detailing process. They produced Project SAIL (Sailor Advocacy through Interactive Leadership) to fundamentally change the relationship between a Sailor and their detailer and put choice in the system. Additionally, we improved Master Chief distribution to balance our most senior leaders at sea and ashore. We also piloted geographic incentive pay to examine other potential improvements in the distribution process. We are postured for big changes in 2003.

• **Optimal Manning and Sea Swap.** We are deploying innovative manning initiatives. *USS Milius* (DDG 69) was the first guided missile destroyer to deploy using the Optimal Manning program. New technologies and great deckplate leadership in *Milius* produced innovative shipboard watchstanding practices, reduced ship's manning requirements, and focused Sailors on their core responsibilities. The *USS Fletcher* (DD 992) crew will be relieved on deployment by the *USS Kinkaid* (DD 965) crew to extend unit on station time and capitalize on transit savings to the Persian Gulf.

Current Readiness. We have the most ready force in our history! Over the past year, our investment in training, spare parts,

ordnance, and fuel accounts enabled our Fleet to be ready earlier, deploy at a higher state of readiness, and build a more responsive surge capability. These investments were vital to sustaining the war on terrorism and assuring friends and allies with our global response.

- *Fleet Investment.* Our readiness is improving. We reduced our major ship depot maintenance backlog by 27% and aircraft depot level repair back orders by 17% in 2002; provided 32 additional ships with depot availabilities; ramped up ordnance and spare parts production; maintained a steady “mission capable” rate in deployed aircraft; and fully funded aviation initial outfitting. COMNAVSURFOR’s SHIPMAIN Process Improvement Team was formed to examine the ship maintenance process and obtain the maximum benefit per maintenance dollar. This kind of innovation, where leaders challenge assumptions, is just what we need to better understand how to provide the readiness to respond to 21st century operational requirements.

- *Forward Operations/Presence.* We are taking the fight to the enemy. Eight carrier battle groups, six amphibious ready groups, and nearly 100,000 Sailors and Marines deployed around the world in support of the Global War on Terrorism. Also, two attack submarines established homeport in Guam with a third on the way.

- *Force Protection and Homeland Security.* We are improving our defenses. We invested over \$1.7B to improve security across our Fleet, improved information sharing between agencies, assigned over 10,000 Sailors to AT/FP duties, and grew the MAA rating from 1,900 to 4,600 Sailors. Additionally, we aligned force protection under CFFC as the fleet integrator for Navy-wide requirements.

Future Readiness. We developed a clear and concise vision — Sea Power 21 — to achieve a more powerful 21st century Navy. Our success in Manpower and Current Readiness sets the stage for focusing additional resources on Future Readiness. Accomplishments last year included drafting a bold new Navy vision, harvesting efficiencies for reinvestment, adding potent new platforms to the Fleet, and launching an integrated Navy-wide experimentation plan.

- *Transformation.* Sea Power 21 prescribes a strategy-to-concepts-to-capabilities continuum that will result in greatly enhanced power, protection, and operational freedom. It provides the framework for how we will organize, align, integrate, and transform our Navy to meet the challenges that lie ahead.

- *Recapitalization.* We are saving for our future. We achieved a projected cost avoidance of \$43B over the future years plan by improving business and infrastructure processes; divesting of legacy force structure and programs; and using multi-year procurement contracts.

- *Warfighting Capabilities.* Impressive new units are joining the Fleet. We commissioned *USS McCampbell* (DDG 85), *USS Shoup* (DDG 86), and *USS Preble* (DDG 88), and laid the keel for *USS Texas* (SSN 775). We are beginning conversion of two *Ohio*-class ballistic missile submarines to launch Tomahawk missiles and deliver Special Operations Forces (SOF). We also invested over \$12B in Research and Development; only Operations and Maintenance and Manpower accounts received more funding. Projects being pursued include developing next-generation platforms, ballistic missile defense, advanced weapons, and enhanced surveillance systems, among many initiatives.

- *Experimentation.* We put the fleet in charge of experimenta-

tion. Joint wargames, experiments, and exercises coordinated by CFFC are developing new operational concepts and technologies, such as the Joint Fires Network and High Speed Vessels. The Undersea Experimentation Working Group was also established to more fully integrate submarines into joint experimentation programs. We intend to raise the bar in experimentation and speed the delivery of new concepts through the Fleet’s Sea Trial process in 2003.

Quality of Service. We invested in our most valuable asset — our people. 2002 witnessed continued improvements in compensation, operating facilities, information technology, spare parts, and educational initiatives leading to an improved environment for mission accomplishment.

- *Compensation.* Pay and benefits continued to improve. Everyone earned at least a 5.0% pay increase in 2002. Targeted pay increases were as high as 6.5% for officers and 10% for enlisted. In 2003, all hands will receive a minimum 4.1% pay increase. Average out-of-pocket housing expenses were reduced to 11.3% in FY02. They will be reduced to 7.5% in FY03. These improvements put more money in the pockets of our Sailors and provided the opportunity for many of them to own their own homes.

- *Investment in our Navy family.* New and expanded programs are helping our Sailors invest in their future. The Thrift Savings Plan was implemented and Navy has the highest enrollment of all Services, with nearly 90,000 members. We also increased the number of customers served by the Spouse Employment Assistance Program by 29% and increased our childcare capacity by over 10% last year.

- *Healthcare.* TRICARE benefits are improving. Coinsurance and deductibles were eliminated for active duty family members. Additionally, TRICARE-for-Life expanded pharmacy benefits for retirees over 65 and eliminated the need for supplemental insurance.

- *Housing.* We are investing in infrastructure. More than \$2.0B was spent over the past two years on family housing. Over 4,900 homes are to be constructed, replaced, or improved in FY03, almost double the number funded in FY02.

- *Training.* We are transforming the way we learn. Task Force EXCEL (Excellence through our Commitment to Education and Learning) initiatives include establishing a more responsive organizational structure, partnering with industry and academia to implement individual training and education, and initiating pilot projects that leverage civilian training programs.

Organizational Alignment. We put the Fleet at the center of all we do, creating a single voice for fleet requirements, streamlining organizations, and eliminating redundancies. Better alignment enhances mission accomplishment and reduces costs through organizational and process efficiencies. To enhance alignment, we expanded the Fleet’s authority to determine requirements, influence resourcing decisions, and direct experimentation. We will continue to strengthen organizations and eliminate redundancies to make our Navy more effective and efficient.

- *Organizational Focus.* Improved alignment is strengthening Navy integration and generating efficiencies. Specifics include:

- Established CFFC as the Lead Agent for Sea Trial to formalize experimentation and fully integrate concept development and technology insertion under the Fleet.
- Aligned the Navy Warfare Development Command and

warfare centers of excellence under CFFC to stimulate concept development and technology insertion for the Fleet.

- Established the Naval Network Warfare Command (NNWC) as the Fleet's coordinator for information technology, information operations, and space activities.
- Merged OPNAV N6 and N7 into N6/N7 to enhance integration of platform and network requirements, and resource planning and programming. Established N6/N7 as the Director of FORCEnet.
- Consolidated Navy Recruiting Command and Naval Reserve Recruiting Command to achieve total force recruiting.
- Established the Civilian Community Management Division (OPNAV N11) to consolidate and manage our Civilian workforce.
- Streamlined NAVSEA, PEO, and ASN (RDA) organizations to improve efficiency.
- **Joint Integration.** Innovative joint concepts and programs are key to improved organizational performance.
 - Issued a Naval Transformation Roadmap and Navy Strategic Planning Guidance, outlining capabilities to enhance joint warfighting effectiveness through Sea Strike, Sea Shield, and Sea Basing.
 - Developed a Global Concept of Operations (CONOPs) to widely distribute naval striking power, achieving a more responsive force disposition.
 - Signed a USN-USMC tactical aviation integration plan to enhance interoperability, more fully integrate our people, and save billions of dollars for both services.
 - Invested in the USCG's Deepwater Integrated Systems Program, new munitions development with the USAF, joint experiments with the USA on high-speed vessels, and warfighter talks with the USMC, USAF, and USA.
 - Assigned CFFC as NAVNORTH, the maritime component for USNORTHCOM.

II. Leadership Guidance for 2003

Our focus in the upcoming year is on winning the war on terrorism; protecting our nation, forces, and people; and shaping the force of the future. This will not be easy. It will require hard choices and determined leadership at all levels. We must challenge every assumption and search for new and better ways to accomplish our tasks. We must refine requirements, conduct innovative operations, and optimally allocate resources to achieve efficiencies and recapitalize the Fleet. *As such, all executive agents listed below are to prepare and track measurable goals in support of this guidance, providing updated information to the Director, Navy Staff by the final day of each quarter.*

Actions for 2003

- ***“Be Ready”***
- ***Protect our nation, bases, ships and Sailors***
- ***Achieve efficiencies to buy more ships and aircraft***
- ***Accelerate Sea Power 21 capabilities***
- ***Streamline and align manpower and skills mix***

Manpower. We must continue the battle for people and talent. Our young men and women make it possible for us to sustain and transform our great Navy. Your unprecedented success last year in retention, attrition and recruiting is providing the most ready force in our history. This year we must streamline and align our manpower and skills mix to balance our end strength and to shape our 21st century force. Our goal is a more highly educated and skilled workforce.

We must complement our improved retention with selective recruiting, training, and assignment policies and a more open and interactive distribution process to maximize our combat effectiveness. We are winning the battle, but we must continue this fight everyday. The key to victory is to ensure the growth and development of every Sailor so they contribute their fullest to mission accomplishment.

Guidance for Leaders:

Sea Warrior. The right skills, in the right place, at the right time. As new platforms, technologies, and rotational crewing concepts revolutionize crew sizing, we will ensure our Sailors have the interactive web-based tools and training for their personal and professional development and career management. Initiatives include Project SAIL and Task Force EXCEL.

- Accelerate implementation of the Sea Warrior plan for developing Navy professionals who are highly skilled, powerfully motivated, and optimally employed for mission success. (CNP)
- Fully implement Project SAIL. Put choice in the process for both Sailors and gaining commands and bring about the revolution in the personnel distribution. (CNP)
- Create and develop a web-based career management system that combines the products of Task Force EXCEL, Project SAIL, and the Improving Navy's Workforce project by June 03. (CNP)
- Adjust the skill mix in the Fleet to improve fleet readiness using the Perform to Serve (Retrain to Retain) and the Selective Reenlistment Bonus (SRB) programs. (CNP)
- Expand the Team Detailer Outreach Program to contact 100% of Sailors within 13 months of their PRDs. (CNP)
- Develop a communications strategy to ensure a consistent and accurate message to the Fleet on personnel development issues; continue Career Decision Fairs in each Fleet concentration area every six months; and expand training for Navy Career Counselors. (CNP)
- Classify all new recruits using the Rating Identification Engine (RIDE) to optimally match their talents to Navy ratings. (CNP)
- Develop a plan (by June 03) to refine the process of Command Master Chief selection and assignment. (N1/MCPON)
- Provide a plan (by August 03) to lower OCS attrition by 40% to include analysis of the “drop on request” rate. (CNETC)
- Establish the DoN baseline civilian workforce requirement. (N1)
- Conduct a full analysis of the geographic incentive system and report findings/recommendations via the CNO Executive Board (CEB) by 31 July 2003. (CNP)

We must continue to mentor our Sailors.

- Issue a standardized, Navy-wide, web-based counseling and professional development tool by July 03. (N1)
 - All commands implement this counseling tool by Sep-

tember 03, to include mapping progress toward a college or advanced degree.

- Create a mentoring culture and assign a mentor for every service member by March 03. (All Echelon II)
- Create a Task Force to study the performance appraisal system and provide recommendations for improvement. (CNP)

We must recruit and retain the right people.

- Shaping the Force. Working with CFFC, leverage gains from higher retention and lower attrition to enhance the skills mix across the force and continue to improve recruit quality in FY03. (N1)
 - Reduce attrition by 25% from FY02 level.
 - Implement initiatives to retain highly skilled and motivated Sailors, to include Perform-to-Serve, OBLISERV-to-Train, and SRB increases.
 - Meet the following reenlistment goals for 2003 to grow our Top 6 to 72.5%: 56% (Zone A), 73% (Zone B), 86% (Zone C).
 - Increase number of high school graduate recruits from 92% to 94%.
 - Review policy on High Year Tenure (by June 03) to optimally shape our force.
 - Conduct a zero based review of the force shaping strategy for the 21st century to include a challenge of the seniority requirements and reenlistment zone alternative strategies.

Diversity. We will value our unique backgrounds, traditions, and experiences.

- Conduct an assessment of diversity trends and opportunities in the Navy by March 03. (N1)
- Increase minority officer program applications 25% by August 03. (CNETC/USNA/CNRC)
- Increase minority Sailor applications for the Seaman to Admiral program by 25%. (All Fleets)

Current Readiness. We are at war and our orders from the President are to be ready—now and in the future. We will maintain our readiness to respond to global crises while remaining vigilant at home and overseas. Our enemies are widely dispersed, persistent, and innovative. Our task is to keep them on the run.

We will continue to make the investments needed to sustain the Navy the taxpayers have provided to us. While we budget for the necessary training, equipment, supplies, and ordnance, we must achieve and maintain readiness more effectively than in the past. A key ingredient to sustaining both our readiness today and our investments for the future, is ensuring we produce current readiness from every dollar. This requires involved and energetic leadership, innovative thinking, calculated risk taking, and a willingness to change to strengthen our combat effectiveness.

Guidance for Leaders:

We must continue to improve fleet readiness.

- Reduce enlisted at-sea gaps from approximately 4,000 in FY02 to 2,000 in FY03 and maintain C-2 manning status for all deploying units at least six months prior to deployment. (CNP)
- Develop capabilities-based USNR/USMC/Fleet Air Support flight hour requirements as well as the Flying Hour Support requirements. (N4)

- Provide an integrated plan for expanded simulation that provides realistic maintenance and operator training across all warfare areas. (CFFC)
 - Install the TYCOM Readiness Management System as the common readiness database in support of the joint Global Command and Control System by October 03. (All Fleets)
 - Reduce Class “A” mishaps by 25% over FY02 numbers. (All Fleets)
 - Develop common databases (by June 03) for operations modeling, analysis, and accomplishments to improve warfighting effectiveness. (DNS)
 - Provide a plan (by September 03) detailing how the reserves will adjust billet structure and mission areas to fulfill Sea Power 21. (CNRF)
 - Analyze lessons-learned from manning pilot projects and develop a recommendation regarding Navy-wide application by October 03. Provide IPR by 1 April 03. (CFFC)
 - Provide a plan (by May 03) that standardizes development of shore manning requirements, reflects efficient alignment of functions and the use of new technologies, and pilots shore manning models in at least two functional areas. (CNP)

We must sustain the war against terrorism.

- Develop requirements and plans (by June 03) to achieve mean-time-between-repairs goals for aircraft engines and reduce aviation depot level repair cost growth by improving aircraft reliability. (N4)
 - Standardize Fleet-wide deferred maintenance reporting procedures, validate actual costs of deferred maintenance, and reduce the deferred maintenance backlog by 25% by October 03. (All Fleets)
 - Re-engineer ship maintenance planning and execution through the SHIPMAIN process to increase efficiency. (All Fleets)
 - Include SOF interoperability, inter-agency coordination, Carrier Strike Group/Expeditionary Strike Group (CSG/ESG) tactical requirements, and global MIO/LIO training within the IDTC. (CFFC)
 - Execute the Integrated Readiness Capability Assessment Concept (by March 03) to maintain forward presence and surge, sustain, and reconstitute additional combat power as needed to meet regional combatant commander requirements. (N4)

We must provide for homeland security and force protection.

- Establish standard use of force protection personnel (active and reserve) to ensure uniform practices in CONUS and overseas. (CFFC)
 - Increase the number of MAAs to approximately 6,700 by the end of FY03, working toward a goal of 9,000 by FY05. (N1)
 - Finalize instructions for the “Use of Force and Deployment Orders” to support homeland security and force protection missions. (OJAG)
 - Formalize procedures with USCG and Federal Agencies to strengthen maritime domain awareness, ensure timely dissemination of actionable intelligence, and provide recommended courses of action to reduce vulnerabilities by June 03. (N2)
 - Evaluate emergent Force Protection technologies and accelerate the most mature and promising systems to the Fleet. Provide analysis results by June 03. Technologies that save manpower should receive priority. (CFFC)
 - Evolve medical capabilities as a “Defensive Weapon

System” to deliver enhanced medical surveillance, detection, and protection. (SG)

Future Readiness. Sea Power 21 is the vision to deliver enhanced warfighting capabilities through new concepts, technologies, organizational initiatives, and improved acquisition processes. It is dedicated to a process of continual innovation and committed to total jointness. Among the critical challenges we face is finding and allocating resources to recapitalize our Navy. The significant progress made over the past two years in Manpower and Current Readiness makes it possible to place more emphasis on Future Readiness to transform our Navy for the challenges ahead. It will take the combined energy and teamwork of our entire Navy and Marine Corps team to achieve our vision, capture efficiencies, and strengthen how we organize, train, equip, and integrate to fight.

Guidance for Leaders:

Sea Power 21. Develop a Naval Capabilities Package (NCP) Campaign Plan for Sea Strike, Sea Shield, Sea Basing, and FORCENet to accelerate transformation. (N6/N7)

- Standardize Mission Capabilities Packages (MCPs) that support Sea Strike, Sea Shield, Sea Basing and FORCENet. (N6/N7)
- Develop MCP CONOPs for near-, mid-, and long-term by June 03. (N6/N7)
- Develop metrics to track progress in the development of MCPs; identify, prioritize, and recommend investment in programs that contribute to MCPs; and recommend divestment of programs that provide less support to MCPs. (N6/N7)
- Prepare to execute the Global CONOPs by defining force structure options and programming resources to meet the Defense Planning Guidance. (N8)
- Partner with the USMC to develop a Naval Operating Concept that is integral to the Joint Capstone Concept by June 03, to achieve fuller integration of service capabilities. (N3/N5)
- Align Navy planning documents, (e.g. the Naval Strategic Planning Guidance and NOC) with Sea Power 21. (N3/N5)

Sea Strike. Projecting precise and persistent offensive power.

- Define Intelligence, Surveillance, and Reconnaissance (ISR) requirements to include improving platform and sensor capabilities, investing in sea-based long-dwell manned and unmanned sensors, and integrating with joint intelligence efforts. (N6/N7)
- Develop Information Operations (IO) as a major warfare area; define IO requirements and coordinate Navy IO efforts with other Services and Department of Defense. (All Fleets)
- Enhance time sensitive targeting capability by developing, acquiring, and integrating systems with increased connectivity, reach, speed, persistence, and lethality. (N6/N7)
- Deploy an Expeditionary Strike Group from each coast in 2003. (CFFC/CPF)
- Partner with USMC to develop force structure recommendations and key metrics required to achieve Ship to Objective Maneuver (STOM) goals. (N6/N7)
- Improve conventional force interoperability with SOF. (CFFC)

Sea Shield. Projecting global defensive assurance.

- Accelerate work with the Missile Defense Agency to deploy

initial sea-based ballistic missile defense systems by 2004. Report to the CEB quarterly beginning in March 03. (N6/N7)

- Develop CONOPs (by June 03) to enhance sea and littoral control capabilities. (CFFC)
- Develop an integrated strategy (by June 03) to improve ASW readiness and capability in the near and mid-term. (All Fleets)
- Provide resource recommendations to support Northern Command; enhance Maritime Intercept Operations (MIO); and increase maritime domain awareness. (CFFC)

Sea Basing. Projecting joint operational independence.

- Provide employment concept and procurement plans (by June 03) to integrate the Surface Combatant Force and enhance joint support from a fully netted, dispersed naval force. (N6/N7)
- Develop reconfigurable modules and packages tailored to Littoral Combat Ship missions. (N6/N7)
- Create a Task Force to develop a plan that leverages the payload modularity offered by the SSGN and includes clandestine expeditionary force employment. (CFFC)
- Determine a strategy to maximize aircraft carrier capabilities for command and control, information distribution, and logistics support for Navy, joint, and SOF. (CFFC)
- Partner with other Services and the Defense Logistics Agency to develop integrated joint logistics capabilities. Experiment with at-sea heavy lift transfer capabilities, intra-theater high-speed sealift, pre-positioning forces, and at-sea assembly technologies to determine a joint logistics CONOPs. (All Fleets)
- Work with other Service staffs to determine C2 requirements to support a sea-based Joint Force Commander and to improve interoperability with coalition forces. (N6/N7)
- Develop a plan to integrate USN-USMC logistics, command and control, and intelligence organizations. (N3/N5)

FORCENet. Integrating the power of warriors, sensors, weapons, networks, and platforms.

- Draft a FORCENet Campaign Plan (by May 03) that defines the architecture and performance standards for implementing FORCENet. (N6/N7)
- Bring forth near-term proposals that capitalize on Coalition-Wide Area Network (COWAN) and NATO-like systems to maximize interoperability with allies. (CFFC)
- Develop and execute a plan (by June 03) to web-base NMCI. (N6/N7)
- Provide a plan to establish a common operational picture (air, surface, and subsurface) to achieve advances in tactical engagement speed, accuracy, and range. (N6/N7)

Sea Trial. Accelerating enhanced capabilities to the fleet through innovation and experimentation. Coordinate the efforts of concept and technology development centers and integrate them into wargaming, experimentation, and exercises.

- Draft and implement a comprehensive roadmap (by May 03) that integrates studies, wargames, experimentation, and exercises with evaluation metrics and an execution timeline. This roadmap should include those promising concepts and technologies, information gathering and knowledge processing systems, high-speed weapons, and force protection improvements that speed Sea Power 21 capabilities to the Fleet. (CFFC)
- Maintain at least \$10B in RDT&E investments. Employ the Future Naval Capabilities Program to coordinate and integrate the development of next generation warfighting capabilities.

(N7/N8)

Sea Enterprise. Resourcing tomorrow's fleet. Improve organizational alignment, reduce overhead, streamline processes, and reinvest savings to recapitalize our Navy and deliver increased combat capability.

- Establish a Sea Enterprise organization and process that coordinates efforts between the Navy Secretariat, USMC, and other Services, to generate corporate efficiencies for reinvestment. (N09/N4)

- Propose and implement innovative ways to reduce the acquisition and program life-cycle costs of weapon systems. Report findings via quarterly CEBs. (SYSCOMs)

- Create a web-based tool that shares best practices leading to cost savings and reductions in overhead. (N09)

- Develop and implement a revised Planning, Programming, and Budgeting System (PPBS) pilot program. (DNS)

- Develop a proposal to modify the program and budget database so it provides more detail on personnel resource costs for all manpower categories (military, civilian, contractor). (N8)

- Develop a plan to implement the virtual SYSCOM concept to streamline activities, achieve efficiencies, and improve interoperability between the material commands. Provide quarterly updates to CNO beginning in March 03. (Senior SYSCOM commander lead)

- Develop equipment and system replacement schedules to achieve manpower, operations, and support infrastructure savings. (N7)

- Develop an integrated Navy Enterprise Resource Planning campaign plan that maps legacy infrastructure and retires selected systems to capture savings. (N4)

- Undertake "skunk works" initiatives in each Echelon II command to achieve efficiencies via organizational streamlining, technology insertion, and divestment of non-core functions. (All Echelon II)

- Fully sustain facility inventory, achieve a 67-year shore infrastructure recapitalization rate by FY07, and achieve C2 condition by 2010 to meet DoD guidance. (N4)

Quality of Service. Quality of Life and Quality of Work remain a priority focus area for our Navy. Providing our Sailors high quality operating facilities, the spare parts, the information technology, and the environment to achieve their goals is fundamental to mission accomplishment. We must continue to exercise covenant leadership. We remain committed to ensuring our Sailors and civilian shipmates are compensated with proper pay, attractive housing, generous benefits, and quality workspaces and equipment. We must also implement innovative learning techniques and empower our Sailors to excel professionally and personally.

Guidance for Leaders:

We will speed the revolution in training. Task Force EXCEL will introduce our people to a lifelong continuum of learning and improve their personal and professional development.

- Accelerate implementation of Task Force EXCEL. (CNETC)
- Establish the organizational structure to bring about the Revolution in Training. (CNETC)
 - Establish the Naval Personnel Development Command, Human Performance Center, and Training Support Centers by Jun 03.

- Improve Navy Education and Training effectiveness, to include: (CNETC)

- Apply information-age methods to accelerate learning and improve proficiency. Increase eLearning opportunities by 20%

- Expand use of advanced trainers and simulators to reduce Technical Training Equipment costs by 15%

- Establish instructor to student ratios that capitalize on distributed learning methods and technologies and harvest manpower efficiencies

- Accelerate Time-to-Train by 15%

- Eliminate course redundancies to achieve a 15% reduction in the number of courses

- Expand Task Force EXCEL to include officer and senior enlisted community professional development continuums and address the role of undergraduate and graduate education requirements and opportunities. (CNETC)

- Develop and implement a standardized set of initial training objectives and guidelines for newly-selected chief petty officers. (MCPON/CNETC)

We will continue to invest in our Sailors. They remain our number one resource and are vital to our success. We will continue to provide the technologies and programs that enhance their personal and professional growth and development.

- Develop systems that enhance mission accomplishment by maximizing Sailor performance in new platforms and weapon systems. (SYSCOMs)

- Complete Homeport Ashore to move all single sea duty Sailors to Bachelor Quarters by FY08. (N4)

- Eliminate inadequate bachelor housing via MILCON, PPV, and private sector initiatives. (N4)

- Eliminate community heads ashore by FY07

- Achieve 1+1 Bachelor Housing Standard by 2013

- Improve drug abuse prevention training and awareness. Reduce the number of positive drug tests while sustaining or increasing FY02 testing levels. (All Fleets)

- Conduct an assessment of Navy uniform regulations and provide recommendations by October 03. (MCPON)

Our Navy Family.

- Reduce average BAH out of pocket expenses to zero by FY05. (N1)

- Institute revised worldwide accreditation standards for Fleet and Family Support Centers. (N1)

- Establish partnerships with private industry to provide mobile career opportunities and enhance the Spouse Employment Assistance Program. (N1)

- Improve alcohol abuse prevention training and awareness. Reduce the number of alcohol-related fatalities by 50% in FY03 compared to FY02. (All Fleets)

Alignment. We have pursued organizational and operational alignment to streamline our efforts and maximize warfighting effectiveness. Aligning our organization is an ongoing effort that involves continual assessment of processes and systems. The goal is to rapidly and efficiently deliver warfighting capability, while maximizing the growth and development of our people. When an organization is aligned, everyone from junior to senior shares an understanding of the goals and purposes of that organization, allowing them to contribute to their fullest.

Guidance for Leaders:

We will better align for joint warfare.

- Conduct warfighter talks with USMC, USAF, USA, and USSOCOM to discuss key inter-service issues. Specific areas include:
 - Command and Control: Identify methods to improve structures, systems, and interoperability. (N3/N5)
 - Operations: Review and integrate Operation ENDURING FREEDOM and Global War on Terrorism lessons learned, Global CONOPs, CSG/ESG deployment plans, C4ISR initiatives, joint and SOF operations. (N3/N5)
 - Platforms/Weapons Systems: Develop plans to co-develop and optimally employ joint emergent and future systems. (N3/N5)
- Fully implement the Training Resource Strategy by March 03. Include an annex detailing simulation use as part of this effort. (CFFC)

We will continue Fleet and organizational alignment.

- Establish Commander, Navy Installations Command (CNIC) with responsibilities for the operation, administration, and support of U.S. Navy installations worldwide. Establish a single claimant for all base operating support resources. Formalize supported/supporting relationships with all Echelon II commanders. (N4)
 - Establish DoN civilian workforce communities. Assess each community's health and develop strategies to enhance retention and career/leadership development. (CNP)
 - Improve knowledge sharing and training opportunities for Command Master Chiefs through the use of the Direct Line web site and appropriate forums. (MCPON)
 - Provide a recommendation (by Jun 03) to realign resources and billets to support CFFC's expanded mission. (CFFC)
 - Provide recommendation on the optimum command arrangement for Expeditionary Strike Group deployments, and future steps to develop this concept. (CFFC)
 - Develop a strategy to employ the Amphibious Ready Group in Japan as an Expeditionary Strike Group. (CPF)
 - Develop a plan (by July 03) that establishes a Missile Defense Strike Group in FY04. (CFFC)
 - Emphasize the enhanced distributed striking power attained through implementation of the Global CONOPs by standardizing the terminology for Carrier Battle Groups and Amphibious Readiness Groups as Carrier Strike Groups and Expeditionary Strike Groups, respectively, by March 03. (All Fleets)
 - Integrate C4ISR and network initiatives, and coordinate information technology, information operations, and space activities. (N6/N7)

We will improve our communications alignment.

- Develop an information master plan to tell the Navy's story both internally and externally. (CHINFO)

III. Sailing Directions for the 21st Century

Winning the Global War on Terrorism is our number one priority. This will not be quick or easy, but victory is our goal and it will be achieved. Our Navy will play a leading role in this

historic struggle by contributing precise, persistent, and responsive striking power to the joint force, strengthening deterrence with advanced defensive technologies, and increasing operational independence through sea basing. This is the Sea Power 21 vision.

We will innovate operationally by distributing striking power to the furthest corners of the earth and sustaining fleet readiness to surge additional warfighting power on short notice. The Global Concept of Operations, in concert with the United States Marine Corps, packages our forces to meet 21st century challenges. This CONOPs requires a fleet of approximately 375 ships and procurement of 11 ships per year. This is an ambitious goal we cannot achieve unless we are a smarter and more efficient consumer of resources.

Last year I told you I wanted every leader to be evaluated on two things, their commitment to the growth and development of their people and above all to mission accomplishment. This year I want to elaborate on that guidance. I want each of you to understand that mission accomplishment means both warfighting effectiveness and resourcefulness. It has been said that great leaders do the right thing, and great managers do things right—we need to do both.

We have a big budget. We must ensure we are spending the taxpayers' dollars on the right things. Sea Enterprise will coordinate a Navy-wide effort to align and optimize use of these funds. It will allow us to harvest efficiencies throughout our organization to be reinvested in warfighting capabilities. We must generate resources to recapitalize our Navy. I am convinced we must make Sea Enterprise a success or we will not have the Navy our Nation needs in the future. I ask for your support of this critical initiative.

People remain at the heart of all we do; they are capital assets in our Navy. We have invested heavily to do what is right for our people. As we look to the future, we will build on the impressive progress we have made in recruiting, assigning, and retaining our military and civilian professionals. "Growth and development" is our byline and I expect every leader to be deeply involved in developing their shipmates. Active leadership is making it happen today and will do so in 2003. We will reward leaders who understand the challenges and through innovative and creative leadership develop their people and accomplish the mission efficiently and effectively.

Our Navy is the finest it has ever been and getting better every day. I am counting on you to continue our superb record of accomplishment and shape the Navy of tomorrow. Working together, we will achieve the vision!

Strategic Objectives

- *Win the Global War on Terrorism*
- *Improve readiness for global response*
- *Integrate Sea Strike, Sea Shield, and Sea Basing into the Joint Force*
- *Capture the funds through Sea Enterprise to build a 375 ship Navy*
- *Develop the 21st century workforce*

Personnel News

Navy MWR Launches Forward-Moving Programs

In his "CNO Guidance for 2002," Admiral Vern Clark wrote, "We are the greatest Navy in the world because of our people. Our future is bright because we are a service that sets goals and strives to become better."

For the Navy's Morale, Welfare and Recreation (MWR) professionals, one of those goals is to continue to develop forward-moving programs and services to meet the needs of our Sailors and their families, today and tomorrow. Here are updates on three of those programs and recent initiatives: Delayed Entry Program Family Day, Extended Hour Childcare pilot program, and Career Decision air support.

Delayed Entry Program Family Day

More than 400 members of the Navy's Delayed Entry Program (DEP) and their families were treated to a first-hand look at the many quality of life programs and services the Navy offers during DEP Family Day, held on board Naval Support Activity (NSA) Mid-South, Millington, Tenn., Oct. 26. The program was designed to help enhance readiness by providing our future shipmates and their loved ones with essential information about the Navy to ease their transition to the military, while also providing the Fleet with better informed Sailors.

"This (event) let me see first-hand the types of facilities and services that are going to be made available to my son. I can see all of the opportunities he has within his reach. If I was younger, I believe I would try to enlist," said Mary Harris, of Memphis, Tenn. Her son Willie Jr. reported to recruit training Dec. 18.

Navy Personnel Command's MWR Division teamed up with Navy Recruiting Command and NSA Mid-South to sponsor the pilot program. The day included walk-through tours of the Single Sailor Center, Fitness Center, Bachelor Enlisted Quarters and the Navy Exchange, as well as a tradeshow featuring quality of life display booths, virtual displays, MWR informational material, promotional items, and food

and beverages.

Thanks to the tremendous success of the DEP Family Day "kickoff," additional events are being planned for six sites throughout the country, tentatively scheduled for San Diego, Los Angeles, Jacksonville, New York, Houston, and Miami.

Extended Hour Childcare Pilot Program

Within days of concluding the inaugural Navy Family Team Summit, the first pilot program was being designed to address affordable, accessible, and timely childcare. The pilot being developed is extended hour childcare, which will benefit two-career couples, single parents, shift workers and

(CDGH), in which two or more CDH providers care for between seven and 12 children.

As part of the pilot program, Navy Region Mid-Atlantic is planning to build an Extended Hour Childcare Home adjacent to the CDC at Naval Support Activity Norfolk to address the need for greater accessibility. This addition will provide a small, home-like setting with access to the current CDC playgrounds. However, unlike a CDC, the home will have bedrooms, bathtubs, a living room and playroom, and an eat-in kitchen for family style meals. Navy Region Hawaii's Naval Station Pearl Harbor will provide the same overnight care using two renovated housing units to form one Extended Hour Childcare Group Home.

More than 200 Navy service members and family members gathered at the first Navy Family Team Summit last August to share their ideas and experiences, and to discuss areas of possible improvement in the lives of Sailors. Participants represented a cross-section of the Navy from all active-duty ranks and family members.

Career Decision Fair Support

Since families are the foundation of a Sailor's success, Navy MWR is assisting the Center for Career Development (CCD) in increasing the participation of military spouses in Career Decision Fairs (CDFs). The CDFs enhance readiness by providing Sailors and their families with the resources and information they need to make informed career decisions. During FY-03, CCD is scheduled to conduct more than 30 CDFs Navy-wide. To assist CCD, Navy MWR Headquarters will reimburse participating MWR activities up to \$2,500 for each enlisted spouse brief, and up to \$1,000 for each officer spouse brief. Navy MWR will also provide each participating MWR activity with \$1,000 in MWR Bucks, which can be used for door prizes for each military spouse brief. MWR activities can award the MWR bucks in any number of prizes or denominations they deem appropriate.

see 'Navy MWR,' page 12



others by providing access to round-the-clock childcare in a home-like atmosphere. The first extended hour childcare pilot programs will open in Navy Region Mid-Atlantic and Navy Region Hawaii in 2003.

Navy MWR Child Development Program offers three options. In Child Development Centers (CDC), childcare is offered for ages 6 weeks to 5 years at more than 126 CDCs on board 81 installations worldwide. As part of the Child Development Home (CDH) program, one adult provider offers care in on-base government housing or off-base civilian housing. It is a cost-effective means of expanding a command's childcare capacity and is a viable way of meeting the needs of parents with infants, toddlers, school age children, and children with special needs, as well as those who are mildly ill. The third element of MWR's Child Development Program is the Child Development Group Home

TSP Changes Begin in 2003

by *CNP Public Affairs*

The third Thrift Savings Plan (TSP) open season for the uniformed services will end Dec. 31. As 2002 draws to a close, the Navy continues to lead the other services in new enrollments, with more than 96,161 active-duty and Reserve Navy personnel taking advantage of the program.

During the current open season, and in the next two open seasons which are currently scheduled to run from April 15 to June 30, and Oct. 15 to Dec. 31 in 2003, Sailors can increase their basic pay contribution from 7 percent to 8 percent, and continue to contribute up to 100 percent of their special, incentive or bonus pays.

Also in 2003, the IRS elective deferral limit will increase from \$11,000 to \$12,000. The IRS elective deferral limit for 2004 is \$13,000; for 2005, \$14,000; and \$15,000 for 2006. For those serving in a combat zone, the ceiling for contributions is \$40,000.

"Time is of the essence," said Chief of Naval Personnel, Vice Adm. Gerry Hoewing. "I hope every Sailor who hasn't already enrolled in TSP takes a hard look at the program and their current financial situation in the days ahead to see if TSP is a viable option for them."

TSP investments may be directed to any of five different funds, which vary in risk and investment mixture. The five funds are government securities investment (G fund); fixed income investment (F fund); common stock index investment (C fund); small capitalization stock index investment (S fund); and international stock index investment (I fund). Contributions are initially directed to the G fund, and service members may then redirect their investment once the account is active.

TSP enrollment can be done online through the "MYPAY" Web site (formerly called Employee Member Self Service (E/MSS)) at <https://emss.dfas.mil/mypay.asp>, or by completing a TSP enrollment form (TSP-U-1) and turning it in to the servicing pay or personnel office.

TSP enrollment forms are available at local Fleet and Family Support Centers, Personnel Support Detachments or online at the TSP Web Site, www.tsp.gov. Sailors who sign up or make changes to their TSP accounts via the "MYPAY" Web site should now have the option to print out a receipt of your transaction.

For more information on TSP visit the Web Site at www.tsp.gov.

For related news, visit the Chief of Naval Personnel Navy NewsStand page at www.news.navy.mil/local/cnp.

Navy E-Learning Adds New Courses

by *Dean Persons, CNET Public Affairs*

The largest E-Learning system in the world just keeps getting better and better. The Naval Education and Training Command's (NETC) Navy E-Learning program has added more courses that active duty Sailors, Marines, Navy Department civilians, reservists, retirees, and family members can access for on-line learning.

The following courses were recently added to the Navy

- E-Learning program Learning Management System (LMS):
- Prevention Of Sexual Harassment

- (POSH) for Supervisors
- Prevention Of Sexual Harassment (POSH) for Employees
- Command Assessment Team Indoctrination Course (CATIC)
- Basic Corrosion Control
- Aviation Corrosion Control
- Naval School of Health Sciences Chemical, Biological and Radiological (CBR) Course – Differentiation Among CBR Casualties
- Navy Judge Advocate General Professional Responsibility Course
- NAVEDTRA 149-7 Tracks-Training Managers/Department Heads; Division/

- Training Officers; Course Managers, etc.
- Personnel Financial Management
- Lookout Watch Station Qualification Program

Navy E-Learning launches, tracks, and manages more than 1,400 E-Learning courses, at no cost to the user, for approximately 1.2 million active duty Sailors, Marines, Navy Department civilians, reservists, retirees, and family members enrolled in the Defense Enrollment Eligibility Reporting System. To find out more about E-Learning log on to their Web-Site at www.navylearning.navy.mil.

Navy MWR...

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During FY-02, Navy MWR professionals provided support for 34 CDFs worldwide, including briefing spouses on MWR programs, activities, and services — from the base swimming pool and fitness facilities, childcare and school aged care programs — to the availability of discounted tickets and tours.

In FY-02, Navy MWR, through a commercial sponsorship agreement with AT&T, also provided CDF attendees with an opportunity to win significant door prizes, such as a fully-loaded, Jeep Liberty 4WD SUV; round-trip commercial air travel and luxury box seats for four to attend the Army-Navy college football game on Dec. 6, 2002; or \$1,000 in MWR bucks, redeemable for MWR services or merchandise (except for alcohol and tobacco products).

MWR field activities also made local door prizes available, such as rounds of golf, use of cottages, and family dinners at MWR facilities. Navy MWR Headquarters provided financial support to each of the hosting MWR facilities to offset the cost of local door prizes, food and beverages, and childcare services, which were provided free to military spouses and service members attending the MWR spouse sessions.

MWR's efforts and direct support of this Navy Personnel Command retention effort helped spouse attendance at career briefs reach an all-time high last fiscal year. More than 2,700 spouses attended CDFs in FY-02, vice 80 in FY-01. Navy MWR will be there again this year, assisting field activities and helping the Navy meet the readiness challenge by providing support for 36 CDFs.

For more information on Navy MWR programs and services, please visit www.mwr.navy.mil.

MyPay To Offer Service Members W-2s in January

From the Navy News Service

Military service members, military retirees and annuitants will soon be able to check account statements and tax information online due to the new capabilities of the Defense Finance and Accounting Service's myPay system.

MyPay is the secure, online system that helps military service members, Department of Defense civilians, and military retirees and annuitants take control of their pay.

With the new features, active-duty and Reserve service members can view and print their current year W-2, plus up to four years' prior W-2s.

The system will also allow retirees to view and print their Retiree Account Statement. Annuitants will be able to view and print their Annuitant Account Statement,

view and print their 1099R tax statement, view and print their 1042S tax statement, print and submit a copy of the report of existence, and print and submit a copy of the certificate of eligibility form.

Additionally, myPay users are able to:

- View, print and save leave and earnings statements
- View and print tax statements
- Change federal and state tax withholdings
- Update bank account and electronic funds transfer information
- Manage allotments
- Edit address information
- Purchase U.S. Savings Bonds
- Control Thrift Savings Plan enrollment (military only)
- View and print travel vouchers (features *see 'MyPay,' page 14*)

Mobile Security Unit Guam Holds Challenging Assignments

If you are looking for a unique and challenging opportunity then Mobile Security Unit Guam could be the right choice for you. In response to the attacks on the USS COLE and World Trade Center, the United States Navy has established a new security organization. Mobile Security Unit Guam is a part of that new organization.

Mobile Security Unit Guam will be homeported in Agana, Guam. Its mission will be to protect USN ships and aircraft, MSC ships and other DOD high value assets (HVA) against terrorist attacks. Mobile Security Unit Guam will consist of a headquarters element and three, 76 man Mobile Security Detachments, each lead by a 04 1050 officer.

Mobile Security Unit Guam needs highly motivated and capable sailors who will operate on the front lines in the war against terrorism. Mobile Security Unit personnel will often be the only United States forces in a given country. There will be no backup. Operations will occur from the Korean peninsula to Africa and all points in between. Mobile Security Unit personnel will be in top physical condition and highly trained in the operation of small boats, crew served weapons, small arms and security tactics.

Looking for challenging leadership op-

portunities? Mobile Security Unit missions will require strong combat leaders. From the 0-4 officer in charge of the 76 man Mobile Security Detachment to the CPO and E-6's who will lead smaller units on special missions there is ample opportunity to exercise your leadership skills. The message here is that there are plenty of hard core combat leadership opportunities for those who can meet the challenge.

Guam is an excellent location for overseas duty. Often called the "poor man's Hawaii" it offers everything you would expect of a tropical paradise; diving, hiking, pristine beaches, superb restaurants, nightlife and more. Guam is also close to other vacation destinations like Japan, the Philippines, Hong Kong, Singapore and Australia to name a few. Anderson Air Force Base, located on the island, offers the opportunity to travel via military air to many of these locations. Got a family? Bring them along. There are excellent medical, housing, MWR and education facilities that will make your family's tour on Guam all the more enjoyable.

Interested? Openings exist for officers (01, 03 and 04 1050, 1110, 1630, 3100 and 6490) and enlisted sailors in the MA, BM, EN, GM, SK, YN, and IT rates.

The Other Side of the FFSC

by LT Brian Campbell, PERS 660p

"You learn something new everyday." We have all heard some variation of this quote. I recently discovered that just because the day is over doesn't mean you can't still learn a lesson from it. Not so many years ago, I was a wide-eyed Ensign reporting to my first ship ready to make the Navy a better place. I quickly learned that I was ill prepared for one important responsibility of a Division Officer, taking care of my people, and, by extension, their families. For example, one Sailor's spouse was looking for a job, another member was considering separating from the Navy, and another who was a newlywed was having a difficult time adjusting to married life and the added financial responsibilities.

Eventually everything worked out in these instances, but not always in best way. I utilized nearly all the resources I could find to solve the problems, but one resource that could have answered all of these questions I avoided, the Fleet and Family Support Center. My perception was that a visit there would be either a waste of time or lead to a permanent black mark on your record.

My transition from the high OPTEMPO world of the surface Navy to driving a desk in the Fleet and Family Support Branch of Navy Personnel Command in Millington, TN has radically changed my perspective. All of the hours, innovative ideas and creative energy I poured into trying to solve my Sailor's problems could have been replaced with a simple phone call to the FFSC. The services offered there can, and do, help every rank from E1 to O9 at every stage of their careers.

I am not writing this article to convince you that the FFSC can always solve all your problems, but I hope others can learn from my mistakes and give the Fleet and Family Support Center a try. They can help you by assisting your Sailors and family members with the information, life skills training, individual or marital counseling they need. Their mission is to provide knowledge and access to resources so that you can focus on performing your mission.

Blue Angels release 2003 Show Schedule



The Navy Flight Demonstration Squadron, the Blue Angels, has announced its show schedule for the 2003 show season. Following winter training, the team begins the season at Naval Air Facility El Centro, Calif., March 15 and will conclude the season Nov. 8 at Naval Air Station Pensacola, Fla. The Blue Angels will perform 70 shows at 34 locations throughout the United States and Canada during the 2003 season.

Demonstration sites are selected in support of the objectives of the Department of Defense and in the interest of the armed services with safety as the primary consideration. Performances greatly assist the recruiting and retention goals of the military

services, enhance esprit de corps among uniformed men and women, as well as demonstrate the professional skills and capabilities of the armed forces to the American public and U.S. Allies. The schedule is:

March

- 15 NAF El Centro, Calif.
- 22-23 Punta Gorda, Fla.
- 29-30 Huntsville, Ala.

April

- 5-6 NAS Corpus Christi, Texas
- 12-13 Vidalia, Ga.
- 19-20 **EASTER**
- 26-27 Knoxville, Tenn.

May

- 3-4 MCAS Cherry Point, N.C.
- 10-11 Topeka, Kan.
- 17-18 Millville, N.J.
- 21 U.S. Naval Academy Annapolis, Md.
- 23 U.S. Naval Academy Graduation Flyover Annapolis
- 24-25 NAS Patuxent River, Md.
- 31 Millington, Tenn.

June

- 1 Millington, Tenn.
- 7-8 Davenport, Iowa
- 14-15 New Windsor, N.Y.
- 21-22 La Crosse, Wis.

- 28-29 North Kingstown, R.I.

July

- 5-6 Muskegon, Mich.
- 11-12 Pensacola Beach, Fla.
- 17-20 Dayton, Ohio
- 26-27 Arco, Idaho

August

- 2-3 Seattle, Wash.
- 8-10 Abbotsford, Canada
- 16-17 Westfield, Mass.
- 23-24 **WEEKEND OFF**
- 30-31 Cleveland, Ohio

September

- 1 Cleveland, Ohio
- 6-7 NAS Oceana, Va.
- 13-14 Indianapolis, Ind.
- 20-21 Duluth, Minn.
- 27-28 Fort Worth-Alliance, Texas

October

- 4-5 Long Beach, Calif.
- 11-12 San Francisco
- 18-19 MCAS Miramar, Calif.
- 25-26 Jacksonville Beach, Fla.

November

- 1-2 Randolph AFB, Texas
- 7-8 NAS Pensacola, Fla. (Homecoming Show)

For more information, contact the Blue Angels public affairs office at (850) 452-3955 or bapao@blueangels.navy.mil.

MyPay...

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vary by individual's service and status)

The myPay system provides information to customers around the clock. It is secure, using Social Security numbers and personal identification numbers (PIN) to safeguard information. By only receiving leave and earnings statements online, DoD civilians could help the agency save more than \$6 million annually.

Members of the Armed Forces, DoD civilian employees, military retirees and annuitants should use their Social Security numbers and PINs to log on the system at <https://mypay.dfas.mil> (the old E/MSS PIN also works).

Customers needing new PINs can click on "How Do I Get A New PIN?" in the Frequently Asked Questions section of the web site.

For more news from around the fleet, go to the Navy NewsStand Web site at www.news.navy.mil.

Navy Stands Up Space Cadre

October 2001, SECDEF directed all services to identify and actively manage its space experts. In July 2002, CNO approved Navy's standup of the space cadre. The Naval Space Cadre denotes Navy's highly experienced and educated group of space-qualified military and civilian personnel. It is not a community, but rather a distinct body of expertise residing within existing officer, enlisted, and DoN civilian communities called out for focused management due to its value to the DoN.

Officers in the space cadre are currently being identified based on holding a space subspecialty code (from postgraduate education or an experience tour) and will be receiving an email from the Space Cadre Advisor, N131SC, Captain Cheryl Spohnholtz, asking them if they want to participate. Eventually there will be a formal application and selection process (similar to the Acquisition Professional community) to identify new space cadre members.

Membership in the space cadre enables the officer to keep up to date on space issues, provides continuing education and training in space topics, and provides contact with other space professionals. The functions of the Naval Space Cadre focus on an end-to-end integration of space into all aspects of the Naval combat system and include: Plans, Policy, Requirements, and Resources; Science and Technology/Research and Development (S&T/R&D); Acquisition; Operations; and Education, Training, and Management.

Ultimately, the Cadre member's expertise, when applied to their parent community, integrates space capabilities into successful execution of the Naval mission. For more information, contact CAPT Spohnholtz, (703) 601-1292/ (703) 693-1456 or e-mail n131sc@bupers.navy.mil or spohnholtz.cheryl@hq.navy.mil.

COMPASS - A Spouse's Guide to Navy Life

by COMPASS Public Affairs

Merriam-Webster's Collegiate Dictionary – Tenth Edition defines a compass as a device for determining directions by means of a magnetic needle or group of needles; any nonmagnetic devices that indicate direction.

So what does a compass mean to the Navy spouse?

"Whether you're a new Navy spouse or a "seasoned" one, COMPASS is where you need to be if you are trying to find your direction through the maze of Navy life," said Carman Goben, publicity chairman and COMPASS mentor.

Sailors typically learn all they need about Navy life and traditions beginning in boot camp and Officer Candidate School, according to Goben. And until now, there was nothing that helped prepare the Navy spouse for his/her role. Spouses will learn those trivial details about naval traditions that come to mean more each day of a Sailor's life in the Navy.

Goben should know. She's served as a command ombudsman and is a Navy wife for more than 15 years.

"This class still had lots of information to offer to me," she said. "No matter how much we think we know, there's still more to learn, and rules change daily with the Navy way of life."

COMPASS was developed by Rosemary Ellis and a committee from Naval Services Family Line. It's modeled after the Marine Corps spouse program L.I.N.K.S. (Lifestyle, Insights, Networking, Knowledge and Skills) used by Marine Corps families.

"This is a new and evolving program designed for educating new Navy spouses so that they better understand the Navy system," said Goben. "The session will guide you through the basics of rate/rank structure; benefits and services; pay and entitlements; moving – better known as PCSing (permanent change of station) and resources."

"As a new Navy spouse, you will find this class one of the most important items to put on your "to do" list," Goben continued. "Struggling with a new marriage is difficult to begin with, but add in an unfamiliar vocabulary of Navy terms, six month deployments, moving to a new area, enrolling kids in new schools and looking for a job. COMPASS will certainly guide you in the right direction."

The all volunteer team has many years of experience as Navy spouses, as well as a working knowledge of many of the programs discussed. You'll meet new faces, make new friends and walk away knowing more than you knew coming in.

For more information on COMPASS, visit their Web site at www.lifelines2000.org/familyline/compass/compass.asp.

lifelines Services Network [Go to LIFELines2000.org](http://www.lifelines2000.org)

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Extra Drill Time Now Available for Naval Reservists

by Lt. John Filostrat, CNRF Public Affairs

Time is a premium, especially on drill weekends. There's often not enough time to get everything done. So Naval Reserve leaders have come up with an innovative way to allow for extra drill time each month this fiscal year.

Additional Training Period (ATP) and Reserve Management Period (RMP) guidance is available in COMNAVRESFORCOM messages (R 071902Z OCT 02 and R 010001Z OCT 02).

The additional training falls under Inactive Duty Training (IDT) funding. The force-wide RMP pilot program will help Naval Reserve unit leaders manage their units more effectively. The unit commanding officer can issue the RMP to whomever is doing administrative work, such as fitness reports and evaluations, orders or awards.

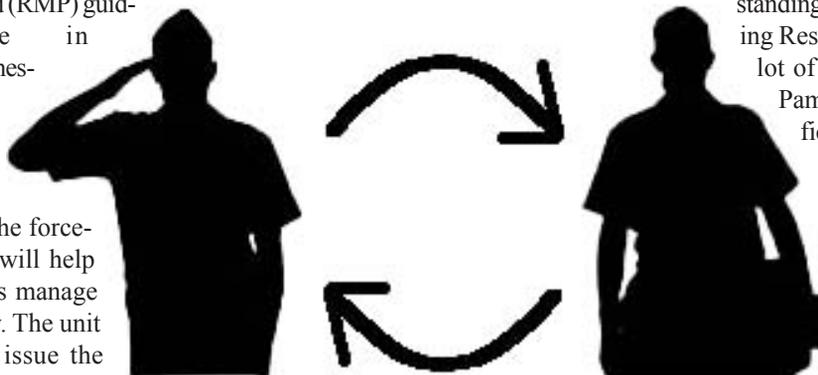
"RMPs can be used for day-to-day operation of the unit, accomplishing unit administration, training preparation, support activities and maintenance functions. The new program for this year

provides two officer RMPs and one enlisted RMP drill monthly to the majority of the force," said Lt. Cmdr. David Herschel, Director of Financial Management for Naval Reserve Forces Command.

Herschel said RMPs can be used incrementally with two restrictions: there can be no more than one per day, and they cannot be combined with any other drills, including regular IDT.

"It's very positive. It's an outstanding program that allows our drilling Reservists to get paid for doing a lot of extra work," said Lt. Cmdr. Pamela Kramer, commanding officer (CO) of the Naval Reserve Center in Ft. Richardson, Alaska.

Kramer added that her unit COs are very happy because they asked for the program last summer, and it's now in place. "They feel like they've been heard," said



Kramer.

Volunteer Training Units and units already authorized ATPs are not eligible for the new RMP program. Eligible units are responsible for overseeing the program and ensuring that the correct type of drill period is documented on muster sheets.

Navy Launches DOD Suicide Prevention Campaign

by Darlene Goodwin, CNET Public Affairs

The Chief of Naval Education and Training (CNET) is joining other Navy commands in announcing a new Department of Defense (DOD) Suicide Prevention Campaign. Themes for the campaign are "Everyone Counts," and "Taking Action Saves Lives."

According to Capt. Jerry McNabb, CNET claimant chaplain and suicide prevention program manager, this issue requires continuous command emphasis. "We must become aware of who works for us and with us, and know what to do if they begin to exhibit suicide warning signs," he said. "Throughout the Naval Education and Training Command (NAVEDTRACOM), we are taking proactive efforts to reduce suicides."

One NAVEDTRACOM initiative in the suicide prevention process is the partnership that was recently formed between the Suicide Prevention Council at Naval Air Station Whiting Field in Milton, Fla., and the psychiatry clinic at Pensacola Naval Hospital. They worked together to refine the referral process for suicide risk cases, and the psychiatrist has provided additional suicide prevention training for council members. All

CNET commands have similar councils that meet regularly to assess suicide prevention and strategize on improvements.

"There is no margin of error in dealing with suicide prevention," said Lt. Cmdr. Kevin Kennedy, head of the Behavioral Health section at the Navy Personnel Command in Millington, Tenn., who holds a Ph.D. in clinical psychology. "It requires vigilance on the part of every Sailor, every day," he said. "A single needless loss of life is one too many."

Kennedy said indications of suicide risk may not always be clear. Key risk factors for suicide are the presence of mental health problems such as anxiety, depression, or a previous suicide attempt. "When these factors are present they may act in concert with situational difficulties such as relationship or job performance issues, social isolation, and financial problems," said Kennedy. "Risk increases during times of personal crisis, adverse administrative or legal action, and abusive alcohol use."

Campaign officials have developed the acronym "AID LIFE" as a tool to help in responding appropriately to the suicide warning signs mentioned above. The responses are:

- A- Ask the person if they're thinking about suicide
- I- Intervene immediately
- D- Don't keep it a secret
- L- Locate help
- I- Inform your chain of command
- F- Find someone, don't leave the person alone
- E- Expedite, get help right away

The campaign stresses the importance of getting help immediately, and notifying command leaders as soon as a problem arises. Individual responsibility is emphasized. "It is important that all Sailors know how to use the many resources available to them," said McNabb. Those include emergency care centers, Fleet and Family Support Centers, chaplains, and mental health clinics, among others.

Kennedy admits that asking someone if they are contemplating suicide is a difficult thing to do, but says that neglecting warning signs can lead to tragic consequences.

For further information, contact Kennedy at (901) 874-4256 (DSN prefix 882-), or e-mail 601b@persnet.navy.mil. Additional information is available at the Navy Behavioral Health Web site at www.persnet.navy.mil/pers601/index.html.