

# Naval Leader Planning Guide



**2010 Edition**

**Presented by  
The Center for Personal and Professional Development**



## **Sailor's Creed**

I am a United States Sailor.

I will support and defend the Constitution of the United States of America and I will obey the orders of those appointed over me.

I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world.

I proudly serve my country's Navy combat team with Honor, Courage and Commitment.

I am committed to excellence and the fair treatment of all.

## **The Navy Ethos**

We are the United States Navy, our Nation's sea power – ready guardians of peace, victorious in war.

We are professional Sailors and Civilians – a diverse and agile force exemplifying the highest standards of service to our Nation, at home and abroad, at sea and ashore.

Integrity is the foundation of our conduct; respect for others is fundamental to our character; decisive leadership is crucial to our success.

We are a team, disciplined and well-prepared, committed to mission accomplishment. We do not waver in our dedication and accountability to our shipmates and families.

We are patriots, forged by the Navy's core values of Honor, Courage and Commitment. In times of war and peace, our actions reflect our proud heritage and tradition.

We defend our Nation and prevail in the face of adversity with strength, determination, and dignity.

We are the United States Navy.



**DEPARTMENT OF THE NAVY**  
CENTER FOR PERSONAL & PROFESSIONAL DEVELOPMENT  
1905 REGULUS AVENUE STE 113  
VIRGINIA BEACH, VA 23461-1933

01 January 2010

Greetings,

It is my distinct pleasure to provide the 2010 edition of the Naval Leader Planning Guide and the Naval Leader Weekly Planner. Our mission at the Center for Personal and Professional Development is to develop the Navy's workforce by providing education and training opportunities that build personal, professional and leadership competencies in support of mission readiness and this guide is one way we assist Sailors in their development.

In this edition you will find important events in the annual calendar that every Naval Leader should know and a host of other resources that will help you in your job. From course listings that your Sailors can use to further their development to planning worksheets you can use to organize your own growth, I hope you'll find this guide a useful tool.

This product is only as useful as the information it contains so your feedback is important for the continuous improvement of our guide. There are a variety of ways for you to provide feedback. Feedback can be submitted using the form in the back of this guide that you can mail, fax, or email (CPPDFeedback@navy.mil), or you can submit corrections using Navy Knowledge Online (NKO) under either the Leadership or Personal Development pages.

The Naval Leader Planning Guide and the Naval Leader Weekly Planner are not available for purchase this year through the Navy Forms Online webpage. Downloading the product and reproducing locally is the primary delivery method. Commands are also authorized to use these downloaded files to request printing from their local printing agency. I encourage you to use one of these methods to make sure every one of your Leaders has a copy of this product.

On behalf of the staff at CPPD, thank you for using this edition of the Naval Leader Planning Guide or the Naval Leader Weekly Planner. I hope this product will assist you in being successful Naval Leaders.

A handwritten signature in black ink, appearing to read "J. D. Picker", is located in the bottom right area of the page.

**J. D. PICKER**  
CAPT, USN

## User Information

The Naval Leader Planning Guide (NLPG) and the Naval Leader Weekly Planner (NLWP) are published annually by CPPD. They contain calendars, important dates, references, phone numbers, e-mail addresses, and other information that may be useful to all Naval Leaders. The 8.5" x 11" NLPG is in the standard monthly format. The 5.8" x 8.5" NLWP is in a weekly format that is designed to fit into your personal day planner/organizer binder (7-hole or 3-hole punched). The guides and planners are available for download and may be printed by all Naval personnel.

The NLPG/NLWP are also available on the NKO website in .pdf format and in a version for Outlook. URL is: <https://wwwa.nko.navy.mil>. After logging in, click on the Leadership tab. The pubs are in the section for Naval Leader Development Guides and Weekly Planners.

All observed **Federal Holidays** are shaded in yellow.

Dates for **Holy Days and Religious Observances** were taken from the Interfaith Calendar website at [www.interfaithcalendar.org](http://www.interfaithcalendar.org). Legend for abbreviations used is as follows: C - Christian, OC - Orthodox Christian, J - Jewish, I - Islamic, and B - Buddhist.

Historical information was taken from the Naval Historical Center and the USMC History and Museum Division websites.

Feedback is extremely important to ensure the continuous improvement and future existence of this publication. Your comments and suggestions are encouraged and will be taken into consideration when making decisions about NLPG changes in design and/or content. Feedback questionnaires are available in the publication; please fill them out and submit them.

POC for content or to add your command to the distribution list e-mail: [CPPDFeedback@navy.mil](mailto:CPPDFeedback@navy.mil)

**Dates listed in this publication are subject to change without notice.**  
**Please verify through official channels.**

### Cover image:

New York (Nov. 7, 2009) Sailors and Marines man the rails of the amphibious transport dock ship USS New York (LPD 21). The ship has 7.5 tons of steel salvaged from the World Trade Center towers forged into her bow, and will be used to support humanitarian, amphibious assault, special operations and expeditionary warfare missions around the world. The USS NEW YORK is the sixth U.S. Navy ship named for the state and will be homeported in Norfolk, VA. (U.S. Navy photo by Mass Communications Specialist 1st Class David P. Coleman/Released)

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## Personal Information / Chain Of Command

Name: \_\_\_\_\_ Rate/Rank: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Telephone: \_\_\_\_\_ E-mail: \_\_\_\_\_

### Important Local Numbers

Quarterdeck/Duty Phone: \_\_\_\_\_

Supervisor: \_\_\_\_\_

LPO/LCPO: \_\_\_\_\_

Command Master Chief: \_\_\_\_\_

Division Officer: \_\_\_\_\_

Medical: \_\_\_\_\_

Dental: \_\_\_\_\_

Mentor: \_\_\_\_\_

Career Counselor: \_\_\_\_\_

Command Financial Specialist: \_\_\_\_\_

Local Fleet and Family Support Center: \_\_\_\_\_

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**DO NOT DISCUSS CLASSIFIED MATERIAL ON NONSECURE TELEPHONES. OFFICIAL DOD TELEPHONES ARE SUBJECT TO MONITORING FOR COMMUNICATIONS SECURITY PURPOSES AT ALL TIMES. DOD telephones are provided for the transmission of official government information only and are subject to communications security monitoring at all times. Use of official DOD telephones constitutes consent to telephone monitoring in accordance with DOD Directive 4640.6.**



# January 2010

SUNDAY	MONDAY	TUESDAY	WEDNESDAY																																										
<p><b>Principles of Naval Leadership</b>  <b>1. Know yourself and seek self-improvement.</b></p> <ul style="list-style-type: none"> <li>• Make an honest evaluation of yourself to determine your strong and weak personal qualities.</li> <li>• Seek the honest opinions of your friends of superiors to show you how to improve your leadership ability.</li> <li>• Learn by studying the causes of success or failure of other leaders.</li> <li>• Develop a genuine interest in people.</li> <li>• Have specific goals and definite plans to attain them.</li> <li>• Have a systematic personal reading program that emphasizes not only professional subjects but also includes topics to help you understand people, both as individuals and in their functioning groups.</li> </ul>			<p><b>February 2010</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	S	M	T	W	T	F	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28						
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<p><b>31</b> 031/334</p> <p>Tu B'Shvat (J)</p>	<p>"Being ready is not what matters. What matters is winning after you get there."  <i>--LTGEN V. H. Krulak, USMC            To a Marine unit leaving for Vietnam (April 1965)</i></p>																																												



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<p><b>Principles of Naval Leadership</b></p> <p><b>2. Be technically and tactically proficient.</b></p> <ul style="list-style-type: none"> <li>• Know what is expected of you and then expend time and energy on becoming proficient at those things.</li> <li>• Form an attitude early on of seeking to learn more than is necessary.</li> <li>• Observe and study the actions of capable leaders.</li> <li>• Spend time with those people who are recognized as technically and tactically proficient. Learn as much as you can from them.</li> <li>• Seek feedback from technically and tactically competent people concerning your own performance. Be willing to change.</li> <li>• Seek opportunities to apply knowledge through the exercise of command. Good leadership is acquired only through practice.</li> <li>• Prepare yourself for the job of the leader at the next higher rank.</li> </ul>			<p align="center"><b>March 2010</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td>29</td> <td>30</td> <td>31</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	S	M	T	W	T	F	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
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<p><b>7</b> 038/327</p> <p align="center">Super Bowl XLIV</p>	<p><b>8</b> 039/326</p>	<p><b>9</b> 040/325</p>	<p><b>10</b> 041/324</p>																																										
<p><b>14</b> 045/320</p> <p align="center">Valentine's Day Chinese New Year (B)</p>	<p><b>15</b> 046/319</p> <p align="center">Presidents' Day Nirvana Day (B)</p>	<p><b>16</b> 047/318</p>	<p><b>17</b> 048/317</p> <p align="center">Ash Wednesday (C)</p>																																										
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<p><b>28</b> 059/306</p> <p align="center">Purim (J)</p>	<p>NOTES: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>																																												



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<p><b>Principles of Naval Leadership</b>  <b>3. Know your subordinates and look out for their welfare.</b></p> <ul style="list-style-type: none"> <li>Put the welfare of the women and men for whom you are accountable before your own welfare.</li> <li>See the members of your unit and let them see you so that every one of them may know you and feel that you know them. Be approachable.</li> <li>Let them see that you are determined to fully prepare them for the accomplishment of all missions.</li> <li>Concern yourself with the living conditions of the members of your unit.</li> <li>Know your unit's mental attitude; keep in touch with their thoughts.</li> <li>Ensure fair and equal distribution of rewards.</li> <li>Provide sufficient recreational time and insist on participation.</li> <li>Prepare yourself for the job of the leader at the next higher rank.</li> </ul>			<p><b>April 2010</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> </tr> <tr> <td>4</td> <td>5</td> <td>6</td> <td>7</td> <td>8</td> <td>9</td> <td>10</td> </tr> <tr> <td>11</td> <td>12</td> <td>13</td> <td>14</td> <td>15</td> <td>16</td> <td>17</td> </tr> <tr> <td>18</td> <td>19</td> <td>20</td> <td>21</td> <td>22</td> <td>23</td> <td>24</td> </tr> <tr> <td>25</td> <td>26</td> <td>27</td> <td>28</td> <td>29</td> <td>30</td> <td></td> </tr> </tbody> </table>	S	M	T	W	T	F	S					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
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<b>28</b> 087/278  Palm Sunday (C, OC)	<b>29</b> 088/277	<b>30</b> 089/276  Passover (J)	<b>31</b> 090/275																																										



# April 2010

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<p><b>Principles of Naval Leadership</b>  <b>4. Keep your subordinates informed.</b></p> <ul style="list-style-type: none"> <li>• Whenever possible, explain why tasks must be done and any pertinent amplifying instruction.</li> <li>• Arrange to get sufficient feedback to assure yourself that immediate subordinates are passing on necessary information.</li> <li>• Be alert to detect the spread of rumors. Stop rumors by replacing them with the truth.</li> <li>• Build morale and esprit de corps by publicizing information concerning successes of your unit.</li> <li>• Keep your unit informed about current legislation and regulations affecting their pay, promotion, privileges and other benefits.</li> </ul>			<p style="text-align: center;"><b>May 2010</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>1</td> </tr> <tr> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> <td>8</td> </tr> <tr> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> <td>14</td> <td>15</td> </tr> <tr> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> <td>21</td> <td>22</td> </tr> <tr> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> <td>28</td> <td>29</td> </tr> <tr> <td>30</td> <td>31</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	S	M	T	W	T	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
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<b>25</b> 115/250	<b>26</b> 116/249	<b>27</b> 117/248	<b>28</b> 118/247																																																	

“The world cares very little about what a man or woman knows;  
it is what the man or woman is able to do that counts.”

*--Booker T. Washington*



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<p><u>Principles of Naval Leadership</u>  <b>5. Set the example.</b></p> <ul style="list-style-type: none"> <li>• Show your subordinates that you are willing to do the same things you ask them to do.</li> <li>• Be physically fit, well groomed and correctly dressed.</li> <li>• Maintain an optimistic outlook.</li> <li>• Conduct yourself so that your personal habits are not open to criticism.</li> <li>• Exercise initiative and regard the spirit of initiative of your subordinates within your unit.</li> <li>• Avoid showing favoritism to any subordinate.</li> <li>• Delegate authority and avoid over supervision in order to develop leadership among subordinates.</li> </ul>			<p style="text-align: center;"><b>June 2010</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>6</td> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> </tr> <tr> <td>13</td> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> </tr> <tr> <td>20</td> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> </tr> <tr> <td>27</td> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	S	M	T	W	T	F	S			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30			
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# June 2010

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<p><b>Principles of Naval Leadership</b></p> <p><b>6. Ensure the task is understood, supervised and accomplished.</b></p> <ul style="list-style-type: none"> <li>• Issue every order as if it were your own.</li> <li>• Use the established chain of command.</li> <li>• Encourage subordinates to ask questions concerning any point in your orders or directives they do not understand.</li> <li>• Question subordinates to determine if there is any doubt or misunderstanding in regard to the task to be accomplished.</li> <li>• Supervise the execution of your orders.</li> <li>• Exercise care and thought in supervision. Over supervision hurts initiative and creates resentment; under supervision will not get the job done.</li> </ul>			<p style="text-align: center;"><b>July 2010</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> </tr> <tr> <td>4</td> <td>5</td> <td>6</td> <td>7</td> <td>8</td> <td>9</td> <td>10</td> </tr> <tr> <td>11</td> <td>12</td> <td>13</td> <td>14</td> <td>15</td> <td>16</td> <td>17</td> </tr> <tr> <td>18</td> <td>19</td> <td>20</td> <td>21</td> <td>22</td> <td>23</td> <td>24</td> </tr> <tr> <td>25</td> <td>26</td> <td>27</td> <td>28</td> <td>29</td> <td>30</td> <td>31</td> </tr> </tbody> </table>	S	M	T	W	T	F	S					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
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<b>13</b> 164/201  D - Day	<b>14</b> 165/200  Flag Day	<b>15</b> 166/199	<b>16</b> 167/198																																										
<b>20</b> 171/194  Father's Day	<b>21</b> 172/193  First Day of Summer	<b>22</b> 173/192	<b>23</b> 174/191																																										
<b>27</b> 178/187	<b>28</b> 179/186	<b>29</b> 180/185	<b>30</b> 181/184																																										



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<p><b>Principles of Naval Leadership</b>  <b>7. Train your unit as a team.</b></p> <ul style="list-style-type: none"> <li>• Study, prepare and train thoroughly, endlessly.</li> <li>• Encourage unit participation in recreational and military events.</li> <li>• Do not publicly blame an individual for the team's failure or praise just an individual for the team's success.</li> <li>• Ensure that training is meaningful, and that the purpose is clear to all members of the command.</li> <li>• Train your team based on realistic conditions.</li> <li>• Insist that every person understands the functions of the other members of the team and the functions of the team as a part of the unit.</li> </ul>			<p style="text-align: center;"><b>August 2010</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> </tr> <tr> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> <td>14</td> </tr> <tr> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> <td>21</td> </tr> <tr> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> <td>28</td> </tr> <tr> <td>29</td> <td>30</td> <td>31</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	S	M	T	W	T	F	S	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
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<b>4</b> 185/180  Independence Day	<b>5</b> 186/179  Independence Day Observed	<b>6</b> 187/178	<b>7</b> 188/177																																										
<b>11</b> 192/173	<b>12</b> 193/172	<b>13</b> 194/171	<b>14</b> 198/170																																										
<b>18</b> 199/166	<b>19</b> 200/165	<b>20</b> 201/164	<b>21</b> 202/163																																										
<b>25</b> 206/159	<b>26</b> 207/158	<b>27</b> 208/157	<b>28</b> 209/156																																										
<p>“The best protection against the enemy’s fire is a well directed fore from our own guns.”</p> <p style="text-align: right;">--David G. Farragut  <i>General Order for the attack on Port Hudson</i></p>																																													



# August 2010

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<p><b>Principles of Naval Leadership</b>  <b>8. Make sound and timely decisions.</b></p> <ul style="list-style-type: none"> <li>• Develop a logical and orderly thought process by practicing objective estimates of the situation.</li> <li>• When time and situation permit, plan for every possible event that can reasonably be foreseen.</li> <li>• Consider the advice and suggestions of your subordinates before making decisions.</li> <li>• Make sure your people are familiar with your policies and plans.</li> <li>• Consider the effects of your decisions on all members of your unit.</li> </ul>			<p><b>September 2010</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>5</td> <td>6</td> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> </tr> <tr> <td>12</td> <td>13</td> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> </tr> <tr> <td>19</td> <td>20</td> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> </tr> <tr> <td>26</td> <td>27</td> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> </tr> </tbody> </table>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
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<b>8</b> 220/145	<b>9</b> 221/144	<b>10</b> 222/143	<b>11</b> 223/142																																										
<b>15</b> 227/138	<b>16</b> 228/137	<b>17</b> 229/136	<b>18</b> 230/135																																										
<b>22</b> 234/131	<b>23</b> 235/130	<b>24</b> 236/129	<b>25</b> 237/128																																										
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<p><b>Principles of Naval Leadership</b></p> <p><b>9. Develop a sense of responsibility among your subordinates.</b></p> <ul style="list-style-type: none"> <li>• Operate through the chain of command.</li> <li>• Provide clear, well thought out directions.</li> <li>• Give your subordinates frequent opportunities to perform duties normally performed by senior personnel.</li> <li>• Be quick to recognize your subordinates' accomplishments when they demonstrate initiative and resourcefulness.</li> <li>• Correct errors in judgement and initiative in a way which will encourage the individual to try harder.</li> <li>• Give advice and assistance freely when it is requested by your subordinates.</li> <li>• Let your people know that you will accept honest errors without punishment in return.</li> <li>• Resist the urge to micro manage.</li> <li>• Be prompt and fair in backing subordinates.</li> <li>• Accept responsibility willingly and insist that your subordinates live by the same standard.</li> </ul>			<p><b>1</b> 244/121</p>																																																	
<p><b>5</b> 248/117</p>	<p><b>6</b> 249/116</p> <p style="text-align: center;">Labor Day</p>	<p><b>7</b> 250/115</p>	<p><b>8</b> 251/114</p>																																																	
<p><b>12</b> 255/110</p> <p style="text-align: center;">Grandparent's Day</p>	<p><b>13</b> 256/109</p>	<p><b>14</b> 257/108</p>	<p><b>15</b> 258/107</p>																																																	
<p><b>19</b> 262/103</p>	<p><b>20</b> 263/102</p>	<p><b>21</b> 264/101</p> <p style="text-align: center;">First Day of Autumn</p>	<p><b>22</b> 265/100</p>																																																	
<p><b>26</b> 269/096</p>	<p><b>27</b> 270/095</p>	<p><b>28</b> 271/094</p>	<p><b>29</b> 272/093</p>																																																	
<p>"No culture can live if it attempts to be exclusive."  <i>--Mahatma Gandhi</i></p>			<p><b>October 2010</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>1</td> <td>2</td> </tr> <tr> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> <td>8</td> <td>9</td> </tr> <tr> <td>10</td> <td>11</td> <td>12</td> <td>13</td> <td>14</td> <td>15</td> <td>16</td> </tr> <tr> <td>17</td> <td>18</td> <td>19</td> <td>20</td> <td>21</td> <td>22</td> <td>23</td> </tr> <tr> <td>24</td> <td>25</td> <td>26</td> <td>27</td> <td>28</td> <td>29</td> <td>30</td> </tr> <tr> <td>31</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	S	M	T	W	T	F	S						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
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THURSDAY	FRIDAY	SATURDAY	REMINDERS
<p align="center"><b>2</b> 245/120</p>	<p align="center"><b>3</b> 246/119</p>	<p align="center"><b>4</b> 247/118</p>	<p><b>FITREPS/Evals due:</b> USN 15 - E-8 (All) 15 - E-7 (All) 30 - W-2 (All)</p> <p><b>USMC</b> 30 - SgtMaj/MGySgt (Act) 30 - Sgt (Res) 30 - SSgt (Res) 30 - GySgt (Res) 30 - 1stSgt/MSgt (Res) 30 - Capt (Res) 30 - Maj (Res) 30 - Sgt (AR)SSgt (AR) 30 - GySgt (AR) 30 - 1stSgt/MSgt(AR)</p>
<p align="center"><b>9</b> 252/113</p> <p align="center">E-6 Exams Rosh Hashanah (J)</p>	<p align="center"><b>10</b> 253/112</p>	<p align="center"><b>11</b> 254/111</p> <p align="center">Patriot Day</p>	<p><b>Midterm Counseling due:</b> USN W-5/4/3 (All) E-5 (All)</p> <p><b>Boards convening:</b> USN</p>
<p align="center"><b>16</b> 259/106</p> <p align="center">E-5 Exams</p>	<p align="center"><b>17</b> 260/105</p> <p align="center">Constitution Day Citizenship Day</p>	<p align="center"><b>18</b> 261/104</p> <p align="center">Yom Kippur (J)</p>	<p>13 - SWO Dept Hd Scrn (PERS 412) 13 - SWO LT / LCDR Early CMD SCR N Bdr (PERS 412) 13 - Med Dept CO/XO Scrn (PERS 4415A) 20 - Info Prof O6 Sea Screen (PERS 4420) 20 - Info Prof LDO Sea Scrn (PERS 4420) 20 - Info Prof O4/O5 Sea Scrn (PERS 4420) 20 - Acquisition Corps #2 (PERS 447) 22 - MSC Duty Under Instr (PERS 4415A)</p> <p><b>USMC</b> (Schedule not available at time of printing)</p>
<p align="center"><b>23</b> 266/099</p> <p align="center">E-4 Exams First Day of Autumn</p>	<p align="center"><b>24</b> 267/098</p>	<p align="center"><b>25</b> 268/097</p>	
<p align="center"><b>30</b> 273/092</p>	<p>NOTES:</p> <hr/>		<p align="center"><b>MONTHLY GOALS</b></p> <hr/>
<p><b><u>This Month In History</u></b></p> <p>September 2, 1945 - Japan signs surrender documents on board USS MISSOURI (BB-63) at anchor in Tokyo Bay. FADM Chester W. Nimitz, USN, signs for the U.S.</p> <p>September 3, 1885 - First classes at U.S. Naval War College begin.</p> <p>September 10, 1813 - In Battle of Lake Erie, Commodore Oliver Hazard Perry, flying his "Don't give up the ship" flag, defeats British squadron and says, "We have met the enemy and they are ours..."</p>			

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
<p><b>Principles of Naval Leadership</b>  <b>10. Employ your command in accordance with its capabilities.</b>                      • Avoid volunteering your unit for tasks that are beyond their capabilities.                      • Be sure that tasks assigned to subordinates are reasonable.                      • Assign tasks equally among your subordinates.                      • Use the full capabilities of your unit before requesting assistance.</p>		<p>"Mankind must put an end to war, or war will put an end to mankind."                       --John F. Kennedy</p>	
<p><b>3</b> 276/089</p>	<p><b>4</b> 277/088</p>	<p><b>5</b> 278/087</p>	<p><b>6</b> 279/086</p>
<p><b>10</b> 283/082</p>	<p><b>11</b> 284/081  Columbus Day</p>	<p><b>12</b> 285/080</p>	<p><b>13</b> 286/079</p>
<p><b>17</b> 290/075</p>	<p><b>18</b> 291/074</p>	<p><b>19</b> 292/073</p>	<p><b>20</b> 293/072</p>
<p><b>24</b> 297/068  United Nations' Day</p>	<p><b>25</b> 298/067</p>	<p><b>26</b> 299/066</p>	<p><b>27</b> 300/065</p>
<p><b>31</b> 305/061  Halloween</p>	<p>NOTES: _____                      _____                      _____                      _____                      _____                      _____                      _____</p>		



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<p><b>Principles of Naval Leadership</b></p> <p><b>11. Seek responsibility and take responsibility for your actions.</b></p> <ul style="list-style-type: none"> <li>• Learn the duties of your immediate senior, and be prepared to accept the responsibilities of these duties.</li> <li>• Seek a variety of leadership positions that will give you experience in accepting responsibility in different fields.</li> <li>• Take every opportunity that offers increased responsibility.</li> <li>• Perform every task, no matter whether it be top secret or seemingly trivial, to the best of your ability.</li> <li>• Stand up for what you think is right. Have courage in your convictions.</li> <li>• Carefully evaluate a subordinate's failure before taking action against that subordinate.</li> <li>• In the absence of orders, take the initiative to perform the actions you believe your senior would direct you to perform if present.</li> </ul>			<p><b>December 2010</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>5</td> <td>6</td> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> </tr> <tr> <td>12</td> <td>13</td> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> </tr> <tr> <td>19</td> <td>20</td> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> </tr> <tr> <td>26</td> <td>27</td> <td>28</td> <td>29</td> <td>30</td> <td>31</td> <td></td> </tr> </tbody> </table>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
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	<p><b>1</b> 304/060</p>	<p><b>2</b> 305/059</p> <p>Election Day</p>	<p><b>3</b> 306/058</p>																																										
<p><b>7</b> 310/054</p> <p>Daylight Savings Ends</p>	<p><b>8</b> 311/053</p>	<p><b>9</b> 312/052</p>	<p><b>10</b> 313/051</p>																																										
<p><b>14</b> 317/047</p>	<p><b>15</b> 318/046</p>	<p><b>16</b> 319/045</p>	<p><b>17</b> 320/044</p>																																										
<p><b>21</b> 324/040</p>	<p><b>22</b> 325/039</p>	<p><b>23</b> 326/038</p>	<p><b>24</b> 327/037</p>																																										
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<p><b>MARINE CORPS LEADERSHIP PRINCIPLES</b></p> <ul style="list-style-type: none"> <li>• Know yourself and seek self-improvement.</li> <li>• Be technically and tactically proficient.</li> <li>• Develop a sense of responsibility among your subordinates.</li> <li>• Make sound and timely decisions.</li> <li>• Set the example.</li> <li>• Know your Marines and look out for their welfare.</li> <li>• Keep your Marines informed.</li> <li>• Seek responsibility and take responsibility for your actions.</li> <li>• Ensure assigned tasks are understood, supervised, and accomplished.</li> <li>• Train your Marines as a team.</li> <li>• Employ your command in accordance with its capabilities.</li> </ul>			<p><b>1</b> 334/030</p> <p>Hanukkah Begins (J)</p>																																																	
<p><b>5</b> 338/026</p>	<p><b>6</b> 339/025</p>	<p><b>7</b> 340/024</p> <p>Pearl Harbor Day</p>	<p><b>8</b> 341/023</p>																																																	
<p><b>12</b> 245/019</p>	<p><b>13</b> 246/018</p>	<p><b>14</b> 247/017</p>	<p><b>15</b> 248/016</p>																																																	
<p><b>19</b> 352/012</p>	<p><b>20</b> 353/011</p>	<p><b>21</b> 354/010</p> <p>First Day of Winter</p>	<p><b>22</b> 355/009</p>																																																	
<p><b>26</b> 359/005</p> <p>Kwanzaa Begins</p>	<p><b>27</b> 360/004</p>	<p><b>28</b> 361/003</p>	<p><b>29</b> 362/002</p>																																																	
<p>“Cease firing, but if any enemy planes appear, shoot them down in a friendly fashion.”</p> <p><i>--Admiral William “Bull” Halsey, Jr.</i></p>			<p><b>January 2011</b></p> <table border="1"> <thead> <tr> <th>S</th> <th>M</th> <th>T</th> <th>W</th> <th>T</th> <th>F</th> <th>S</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>1</td> </tr> <tr> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> <td>8</td> </tr> <tr> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> <td>14</td> <td>15</td> </tr> <tr> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> <td>21</td> <td>22</td> </tr> <tr> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> <td>28</td> <td>29</td> </tr> <tr> <td>30</td> <td>31</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	S	M	T	W	T	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
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# January 2011

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# February 2011

# African-American History Month

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## **Center for Personal and Professional Development Focus Areas**

### **Personal Development**

CPPD provides training tools for the personal growth and development of Sailors. These tools promote personal development and improve personal readiness, which in turn, helps optimize the Navy's readiness. We are responsible for delivering non-rating specific training, tools and information to Sailors and their families in the following course strands:

- Command Equal Opportunity Program
- Navy Drug and Alcohol Training Program
- Bearings
- Personal Financial Management (PFM)
- General Military Training (GMT)
- Risk Management and Safety

By providing the best tools, opportunities, and solutions, in conjunction with the most effective training delivery, we foster an environment where every member of the Navy community can achieve their maximum personal potential.

### **Professional Development**

CPPD is responsible for the delivery of Enlisted and Officer formal leadership development opportunities. We also serve as NETC's executive agent for Instructor Development training including:

- Navy Career Counselor (NCC) Course
- Work Space Trainer and Journeyman Instructor Courses
- Master Training Specialist Program
- Instructor Development Continuum
- Naval Leadership Continuum

### **Voluntary Education (VOLED)**

CPPD executes the Navy's VOLED program. VOLED professionals provide educational services world-wide; anytime, anyplace, to Sailors and their family members supporting their life-long goals and the Navy's mission. CPPD's VOLED department is responsible for administering the Navy Voluntary Education program, including:

- Navy College Offices
- Navy College Program for Afloat College Education (NCPACE)
- Virtual Navy College Center
- United Services Military Apprenticeship Program (USMAP)
- Academic Skills
- Tuition Assistance
- The Navy College Program Distance Learning Partnership (NCPDLP)

## Leadership Continuum

The Navy Leadership Continuum is a career-long leadership development system, from recruitment to retirement, comprised of Leadership Development Programs (LDP) for both officer and enlisted personnel. The programs are sequential and progressive, made up of blended learning solutions consisting of individual development, command-delivered training, on-the-job training, and residential training, and are tailored to the developmental needs of specific requirements for individual paygrades. In 2008, new policy and procedures were released in NAVADMIN 272/08. Responsibility of enlisted leadership training rests with individual commands and affects enlisted Sailors, paygrades E4 to E7, active duty, full-time support and drilling reservists. Officer leadership development courses are not impacted by the changes.

The Petty Officer Selectee Leadership Course (POSLC) supports Sailors selected for Petty Officer Third Class (PO3), and commands will continue to present this course as implemented in 2006. PO3 Selectees will complete the 24-hour POSLC which concentrates on their newly appointed leadership responsibilities.

Personnel selected for Petty Officer Second Class (PO2) will complete the Petty Officer Second Class Selectee Leadership Course (PO2SLC), while those selected for Petty Officer First Class (PO1) will complete the Petty Officer First Class Selectee Leadership Course (PO1SLC). Using curriculum directly aimed at the newly selected PO1 and PO2, the new courses provide more relevant and timely leadership training.

Personnel selected for Chief Petty Officer (CPO) will be required to attend the CPO Selectee Leadership Course (CPOSLC), as implemented in 2007.

PO1/2/3 Selectees will be required to complete Phase I of their training course at their respective command prior to frocking, and to complete Phase II of the training prior to the date of the first paycheck at their new paygrade.

CD-ROMS/DVDs with new curriculum materials were distributed to the Fleet using Standard Distribution Navy's List. Classroom material may be downloaded from NKO by clicking on the Leadership tab. Commands will use Fleet Training Management and Planning System (FLTMPS) to document completion of training. For assistance, contact the FLTMPS Help Desk at (866) 438-2898. For more information about enhancing your command's training skills, the Leadership Continuum or any leadership visit <https://www.nko.navy.mil>.

# Principles of Naval Leadership

## 1. Know yourself and seek self improvement

- Make an honest evaluation of yourself to determine your strong and weak personal qualities.
- Seek the honest opinions of your friends and superiors to show you how to improve your leadership ability.
- Learn by studying the causes of success or failure of other leaders.
- Develop a genuine interest in people.
- Have specific goals and definite plans to attain them.
- Have a systematic personal reading program that emphasizes not only professional subjects but also includes topics to help you understand people, both as individuals and in their functioning groups.

## 2. Be technically and tactically proficient.

- Know what is expected of you and then expend time and energy on becoming proficient at those things.
- Form an attitude early on of seeking to learn more than is necessary.
- Observe and study the actions of capable leaders.
- Spend time with those people who are recognized as technically and tactically proficient. Learn as much as you can from them.
- Seek feedback from technically and tactically competent people concerning your own performance. Be willing to change.
- Seek opportunities to apply knowledge through the exercise of command. Good leadership is acquired only through practice.
- Prepare yourself for the job of the leader at the next higher rank.

## 3. Know your subordinates and look out for their welfare.

- Put the welfare of the women and men for whom you are accountable before your own welfare.
- See the members of your unit and let them see you so that every one of them may know you and feel that you know them. Be approachable.
- Let them see that you are determined to fully prepare them for the accomplishment of all missions.
- Concern yourself with the living conditions of the members of your unit.
- Know your unit's mental attitude; keep in touch with their thoughts.
- Ensure fair and equal distribution of rewards.
- Provide sufficient recreational time and insist on participation.

## 4. Keep your subordinates informed.

- Whenever possible, explain why tasks must be done and any pertinent amplifying instruction.
- Arrange to get sufficient feedback to assure yourself that immediate subordinates are passing on necessary information.
- Be alert to detect the spread of rumors. Stop rumors by replacing them with the truth.
- Build morale and esprit de corps by publicizing information concerning successes of your unit.
- Keep your unit informed about current legislation and regulations affecting their pay, promotion, privileges and other benefits.

## 5. Set the example.

- Show your subordinates that you are willing to do the same things you ask them to do.
- Be physically fit, well groomed and correctly dressed.
- Maintain an optimistic outlook.
- Conduct yourself so that your personal habits are not open to criticism.
- Exercise initiative and regard the spirit of initiative of your subordinates within your unit.
- Avoid showing favoritism to any subordinate.
- Delegate authority and avoid over-supervision, in order to develop leadership among subordinates.

## 6. Ensure the task is understood, supervised and accomplished.

- Issue every order as if it were your own.
- Use the established chain of command.
- Encourage subordinates to ask questions concerning any point in your orders or directives they do not understand.

## Principles of Naval Leadership (continued)

- Question subordinates to determine if there is any doubt or misunderstanding in regard to the task to be accomplished.
- Supervise the execution of your orders.
- Exercise care and thought in supervision. Over supervision hurts initiative and creates resentment; under supervision will not get the job done.

### **7. Train your unit as a team.**

- Study, prepare and train thoroughly, endlessly.
- Encourage unit participation in recreational and military events.
- Do not publicly blame an individual for the team's failure or praise just an individual for the team's success.
- Ensure that training is meaningful, and that the purpose is clear to all members of the command.
- Train your team based on realistic conditions.
- Insist that every person understands the functions of the other members

### **8. Make sound and timely decisions.**

- Develop a logical and orderly thought process by practicing objective estimates of the situation.
- When time and situation permit, plan for every possible event that can reasonably be foreseen.
- Consider the advice and suggestions of your subordinates before making decisions.
- Make sure your people are familiar with your policies and plans.
- Consider the effects of your decisions on all members of your unit.

### **9. Develop a sense of responsibility among your subordinates.**

- Operate through the chain of command.
- Provide clear, well thought out directions.
- Give your subordinates frequent opportunities to perform duties normally performed by senior personnel.
- Be quick to recognize your subordinates' accomplishments when they demonstrate initiative and resourcefulness.
- Correct errors in judgement and initiative in a way which will encourage the individual to try harder.
- Give advice and assistance freely when it is requested by your subordinates.
- Let your people know that you will accept honest errors without punishment in return.
- Resist the urge to micromanage.
- Be prompt and fair in backing subordinates.
- Accept responsibility willingly and insist that your subordinates live by the same standard.

### **10. Employ your command in accordance with its capabilities.**

- Avoid volunteering your unit for tasks that are beyond its capabilities.
- Be sure that tasks assigned to subordinates are reasonable.
- Assign tasks equally among your subordinates.
- Use the full capabilities of your unit before requesting assistance.

### **11. Seek responsibility and take responsibility for your actions.**

- Learn the duties of your immediate senior, and be prepared to accept the responsibilities of these duties.
- Seek a variety of leadership positions that will give you experience in accepting responsibility in different fields.
- Take every opportunity that offers increased responsibility.
- Perform every task, no matter whether it be top secret or seemingly trivial, to the best of your ability.
- Stand up for what you think is right. Have courage in your convictions.
- Carefully evaluate a subordinate's failure before taking action against that subordinate.
- In the absence of orders, take the initiative to perform the actions you believe your senior would direct you to perform if present.

## Center for Personal and Professional Development Courses

### **A-012-0077**      ***Journeyman Instructor Training (JIT)***

This two-week course is designed to train students in the application of principles of learning; instructional methods, strategies, and techniques appropriate to basic instructional and advanced technical classroom and/or other learning environments. SNEC 9502 awarded to Navy personnel upon successful completion.

### **A-050-0001**      ***Command Training Team Indoctrination***

This four-day course trains Command Training Team members, both enlisted and officers, to conduct the Navy Pride and Professionalism (NP&P)/Command Indoc workshop and other EO training as required by the CO. Per OPNAVINST 5354.1F, all commands are required to have a Command Training Team.

### **A-500-1000**      ***Navy Military Training***

This two-day course ensures the continued professional and personal development of junior enlisted Sailors during the initial phase of Naval Service. Generally provided between Recruit Training Command (RTC) graduation and "A" School, it covers such topics as: decision making, equal opportunity, diversity, discrimination, hazing, substance abuse, sexual responsibility, sexual harassment, sexual assault, suicide awareness and prevention, fraternization, planning and time management, stress management and anger management.

### **A-500-4500**      ***Command Master Chief/Chief of the Boat Spouse Leadership Course***

Delivered during the second week of the Command Master Chief/Chief of the Boat Course (CMC/COB) (A-570-4500), this one-week course is designed to provide spouses with background and information en route to their spouse's first CMC/COB tour.

### **A-500-5150**      ***Command Delivered Training - Train the Trainer***

This two-day course provides designated command Navy trainers with the basic skills for lesson planning, instructional strategies and techniques, and use of visual aids. The desired outcome is to ensure leadership material is presented clearly at the deck-plate level. Selected command trainers that attend this two-day course are typically Sailors who have never received training on instructional techniques and strategies.

### **A-501-0011**      ***Command Career Counselor***

This four-week course provides instruction in the techniques and scope of the Career Development Program Management in accordance with the guidelines and policies established in the Navy Retention Programs; active duty and post-retirement incentives, opportunities and benefits; counseling, administrative, and written communications skills.

### **A-570-4500**      ***Command Master Chief/Chief of the Boat***

This two-week course provides capstone learning experience for individuals en route to initial assignment as primary duty Command Master Chief/Chief of the Boat.

### **A-950-0049**      ***Academic Skills Instructor-Led Program (English)***

Academic Skills is intended to help Sailors increase their comprehension in basic English and grammar through instructor led classes. Each class is held for a total of 45 hours. Classes are usually scheduled over a period of three to eight weeks. Instruction in the classes is limited to no more than four hours each day.

### **A-950-0050**      ***Academic Skills Instructor-Led Program (Basic Mathematics)***

Academic Skills is intended to help Sailors increase their comprehension in mathematics through instructor led classes. Each class is held for a total of 45 hours. Classes are usually scheduled over a period of three to eight weeks. Instruction in the classes is limited to no more than four hours each day.

### **A-950-0051**      ***Academic Skills Instructor-Led Program (Reading Comprehension)***

Academic Skills is intended to help Sailors increase their comprehension in reading through instructor led classes. Each class is held for a total of 45 hours. Classes are usually scheduled over a period of three to eight weeks. Instruction in the classes is limited to no more than four hours each day.

### **A-950-0080**      ***Personal Financial Management***

This two-day course trains all new RTC graduates on the principles of sound financial management. Delivered prior to attending A-school, this course provides Sailors with the basic skills, tools and values to keep them financially sound. Topics include understanding pay and allowances, building a budget, selecting a bank, reconciling a checking account, buying a car, and the understanding and proper use of credit.

## Center for Personal and Professional Development Courses (continued)

### **P-1B-0004**      **Command Leadership Course (CLC)**

This two-week course is required for O-4 to O-6 PCOs en route to their first command tour and is designed to reinforce the fundamental tenets of Naval leadership and provide an improved decision making foundation for officers assuming the responsibilities of command.

### **P-1B-0005**      **Executive Officer Leadership Course**

This two-week course is required for PXOs en route to their first Executive Officer tour and is designed to reinforce the fundamental tenets of Naval leadership and provide an improved decision making foundation for officers assuming the responsibilities as second-in-command.

### **P-1B-0060**      **Major Command Course**

This one-week course is recommended for O-6 Officers en route to a major command tour and is designed to reinforce the fundamental tenets of Naval leadership and provide an improved decision making foundation for leading complex organizations and guiding subordinate commands

### **P-500-0024**      **Bearings**

BEARINGS is a two-week, non-residential course designed to improve "Zone A" attrition by enhancing Sailors' decision making skills and increasing their awareness of the assistance available to them. This program builds trust, improves values, increases motivation, strengthens Navy pride, and stresses loyalty to the chain of command. Topics include a Personal Growth Seminar, communication skills, professional development and provides skills for financial well-being, stress/anger management, conflict resolution, information about Navy Benefits, positive alcohol alternatives, and drug abuse prevention. Musters, and personnel inspections are conducted.

### **P-7C-0100**      **Division Officer Leadership Course**

This one-week course provides junior officers (O1-O3) with the requisite leadership skills necessary to function as effective leaders at the Division Officer level. Students will be applying leadership skill sets based on the content derived from the Navy Leadership Competency Model (NLCM), which includes Leading Change, Resource Stewardship, Accomplishing Mission, Leading People and Working with People.

### **P-7C-0101**      **Department Head Leadership Course**

This one-week course provides officers (O3-O4) with the requisite Naval leadership skills necessary to function as effective leaders as Department Heads. Students will be applying leadership skill sets based on the content derived from the Navy Leadership Competency Model (NLCM), which includes Leading Change, Resource Stewardship, Accomplishing Mission, Leading People and Working with People. Reserve personnel have the option of participating in two separate drill weekend sessions to complete the training.

### **P-7C-0102**      **Department Head Leadership Course (PART I) (Reserve Component)**

### **P-7C-0103**      **Department Head Leadership Course (PART II) (Reserve Component)**

This four-day course taught over two drill weekends provides officers (O1-O6) with the requisite Naval leadership skills necessary to function as effective leaders as Department Heads. Students will be applying leadership skill sets based on the content derived from the Navy Leadership Competency Model (NLCM), which includes Leading Change, Resource Stewardship, Accomplishing Mission, Leading People and Working with People. Reserve personnel have the option of participating in two separate drill weekend sessions to complete the training.

### **S-500-0009**      **Command Management Equal Opportunity Program Manager**

This five-day course provides basic knowledge and skills training to senior enlisted and officers in order for them to perform in their duties as a Command Managed Equal Opportunity (CMEO) Manager. Per OPNAVINST 5354.1F, CMEO Managers are required to complete this course prior to assuming the duties of CMEO Manager.

### **S-501-0100**      **Command Drug and Alcohol Program Advisor (DAPA)**

This five-day course prepares participants to serve as a Command DAPA, responsible to their Commanding Officer for the management and administration of the command's alcohol and other drug abuse prevention programs. This course is mandated by OPNAVINST 5350.4 series and should be attended within 90 days of assuming the position of DAPA if not previously completed within the last three years.

## **Center for Personal and Professional Development Courses (continued)**

### **S-501-0110      *Alcohol and Drug Abuse Managers/Supervisors (ADAMS) for Supervisors Facilitator Training***

This three-day course prepares candidates to become certified to facilitate the ADAMS for Supervisors course at their commands per OPNAVINST 5350.4 series. Students who successfully demonstrate an understanding of the ADAMS curriculum during this three-day course will be certified to facilitate ADAMS for Supervisors at the command level. Successful completion of the Facilitator course satisfies completion of ADAMS for Supervisors (S-501-0120).

### **S-501-0120      *Alcohol and Drug Abuse Managers/Supervisors (ADAMS) for Supervisors***

Required per OPNAVINST 5350.4 series for all E5 and above personnel in first-line supervisory positions, this one-day course is also recommended for DON civilians who supervise military personnel. It provides supervisors with the skills and knowledge to be positive role models in the prevention of alcohol and drug abuse, document evidence of substandard performance or misconduct, refer individuals to their command DAPA, and assist in fulfilling aftercare responsibilities. Attendance every five years is recommended to stay abreast of the latest policies.

### **S-501-0130      *Alcohol and Drug Abuse Managers/Supervisors for Leaders***

This four-hour seminar provides senior members in leadership positions the risk management tools to evaluate command climate for abuse, provide prevention education, and establish command policies to reduce alcohol and drug incidents. Designed for COs, OICs, XOs, Lieutenant Commander Department Heads, and CMCs, this seminar is a once a career requirement per OPNAVINST 5350.4 Series. Other senior leaders in policy making positions are encouraged to attend.

### **S-501-0150      *Personal Responsibility and Values Education and Training (PREVENT)***

PREVENT is a facilitated personal development class targeted towards 18-25 year old Sailors. The course is 24 class hours designed to provide the necessary strategies and skills to make this at-risk group mission ready, personally responsible, contributing members of the Navy. It provides pertinent information about DON policy and the consequences of risky behavior, training in decision making, goal setting, and communication skills to assist the participant in creating conformity between his/her value system and current behavior. Navy Core Values and personal responsibility are the cornerstones of the PREVENT curriculum.

### **S-501-0160      *Alcohol Aware***

Mandatory for all hands per OPNAVINST 5350.4 series, this four-hour, command-level alcohol abuse prevention and de-glamorization course makes participants aware of the risks involved in the use and abuse of alcohol. Participants anonymously evaluate their pattern of drinking to determine if it is appropriate and to make adjustments as needed. Attendance is required within two years of accession for officer and enlisted personnel and recommended as part of Command INDOC programs or as refresher education. Training materials are available for download on NKO.

### **V-500-003      *Command Spouse Leadership***

Taught during the second week of the Command Leadership Course (CLC) (P-1B-0004), this one-week course is designed to provide spouses with background and information en route to their spouse's first command tour.

### ***Center For Personal And Professional Development Products***

The Center for Personal and Professional Development (CPPD) produces and distributes the following additional training material designed for Command Delivery. They are available for download on NKO. Replacement copies can also be requested from CPPD.

- General Military Training (GMT)
- Petty Officer Selectee Leadership Course (POS LC)
- Petty Officer Second Class Selectee Leadership Course (PO2SLC)
- Petty Officer First Class Selectee Leadership Course (PO1SLC)
- Chief Selectee Training (CST)

## Center for Personal & Professional Development Learning Site, Region, and Quota Control Information

SITE	ADDRESS	COMMERCIAL NO.	QUOTA CONTROL NO.	DSN
Headquarters	Commanding Officer Center for Personal & Professional Development 1905 Regulus Ave., Bldg. 199 Virginia Beach, VA 23461	757-492-5600 FAX: 757-492-5622		492
<b>LEARNING SITES</b>				
Bangor	CPPD Learning Site Bangor Trident Training Facility 2000 Thresher Ave. Silverdale, WA 98315	360-315-2642/2545 FAX : 360-315-2694	360-315-2596	322
Dam Neck	CPPD Learning Site Dam Neck 1905 Regulus Ave., Bldg. 199 Virginia Beach, VA 23451	757-492-5700	757-445-7353 565 E-mail: tschrquotas@navy.mil	565
Great Lakes	CPPD Learning Site Great Lakes 320A Dewey Ave. Bldg. 2B, Rm 176 Great Lakes, IL 60088	847-688-4732 FAX: 847-688-2085	847-688-2495	792
Groton	CPPD Learning Site Groton Naval Submarine School Tautog Ave, Darby Hall, Bldg 519 Groton, CT 06349	860-694-4970 FAX : 860-694-4802	860-694-5771	694
Kings Bay	CPPD Learning Site Kings Bay 1040 USS GEORGIA Ave Bldg 1065 Kings Bay, GA 31547	912-573-3401 FAX: 912-573-4813	912-573-1758	573
LeMoore	CPPD Learning Site LeMoore 828 Hancock Circle NAS LeMoore, CA 93245	559-998-2568 FAX: 559-998-2440	559-998-3641	949
Mayport	CPPD Learning Site Mayport 351 Baltimore St. Mayport, FL 32228	904-270-6026 FAX: 904-270-6797	904-270-5240	270
Newport-CLS and CMC/COB	Command Leadership School 440 Meyerkord Avenue Newport, RI 02841-1617	401-841-6382/7425 FAX: 401-841-6386	401-481-6382	948
Pearl Harbor	CPPD Learning Site Pearl Harbor NAVSUBTRACENPAC 1130 Bole Loop (Code 01B) Pearl Harbor, HI 96860-4437	808-472-8895 FAX: 808-473-7390	808-473-0777	694
Pensacola	CPPD Learning Site Pensacola NTTC Corry Station 640 Roberts Ave. Bldg. 511 Pensacola, FL 32511	850-452-6413 FAX: 850-452-6838	850-452-6413	922
Ventura County	CPPD Learning Site Ventura County 363 White House Way Port Hueneme, CA 93043	805-982-4138 FAX: 805-982-1710	805-982-5741	551

**Center for Personal & Professional Development Learning Site, Region,  
and Quota Control Information (Continued)**

<b>SITE</b>	<b>ADDRESS</b>	<b>COMMERCIAL NO.</b>	<b>QUOTA CONTROL NO.</b>	<b>DSN</b>
Rota	CPPD Learning Site Rota PSC 819 Box 65 FPO AE 09645-6500	011-34-956-82-2235 FAX: 011-34-956-82-2753	011-34-956-82-2496	314-727-2235
San Diego	CPPD Learning Site San Diego 3975 Norman Scott Rd. Ste 3 San Diego, CA 92136	619-556-8689 FAX: 619-556-7831	619-556-0594 Email: tscsd.quotas@navy.mil	526
Sigonella	CPPD Learning Site Sigonella PSC 812 Box 3550 FPO AE 09627-3550	011-39-095-86-4189 FAX: 314-624-4188	011-39-095-86-9203	314-624
Whidbey Island	CPPD Learning Site Whidbey Island 1080 Lexington Ave. Bldg. 100, Room 212 Oak Harbor, WA 98278	360-257-5140 FAX: 360-257-5140 (Fax is fourth ring)	360-257-1333	820
Yokosuka	CPPD Learning Site Yokosuka ATGWP/NLTU PSC 473, Box 16 FPO AP 96349-0016	011-81-468-16-6081 DSN FAX: 315-243-6945	401-841-4221	315-243-6081

**CPPD Reserve Units by Region**

<b>SITE</b>	<b>QUOTA CONTROL NO.</b>
CPPD RC Region Northeast	quotacontrolnortheast@gmail.com
CPPD RC Region Southeast	quota.control.SE@gmail.com
CPPD RC Region West	quotacontrolwest@gmail.com

## Center for Personal and Professional Development Voluntary Education Programs



Academic Skills assists in your preparation for college courses. Sailors may work on their English, Mathematics, and Reading skills ashore at either the Navy College Learning Centers (NCLCs) computer labs or in the Navy College Learning Program (NCLP) instructor taught classes. In either program, Sailors will be given diagnostic tests and will begin instruction at a level appropriate to the individuals needs. Instruction in academic skills is available at no cost to Sailors or their commands.



Tuition Assistance (TA) is the Navy's educational financial assistance program. It provides active duty personnel funding for tuition costs for courses taken in an off-duty status at a college, university or vocational/technical institution, whose regional or national accreditation is recognized by the Department of Education.



Navy College Program for Afloat College Education (NCPACE) gives Sailors the opportunity to experience challenging education and continue their personal and professional growth while on sea duty assignments. NCPACE provides both academic skills and college (undergraduate and graduate) courses. All courses are offered by colleges and universities accredited by an accrediting agency recognized by the Department of Education. NCPACE courses, including academic skills courses, are provided to Sailors tuition-free.



Your local Navy College Office supports the Defense Activity for Non-Traditional Education Support (DANTES) Examination Program offering a wide range of exams and other educational information.



The Navy College Program Distance Learning Partnership (NCPDLP) was developed to foster partnerships with colleges and universities that offer rating relevant degrees via distance learning to Sailors everywhere. These education partnerships provide associate and bachelor degree programs relevant to each rating and make maximum use of military professional training and experience to fulfill degree requirements.



The Navy College Center (NCC) serves as a hub for the requesting Sailor/Marine American Council on Education Registry Transcript (SMART). NCC is a virtual center, open seven days a week, 15 hours a day, staffed by academic advisors, ready to answer questions about all components of the Navy College Program.



SOCNAV consists of 85 accredited colleges offering specific associate and bachelor degrees to Navy members worldwide through resident courses or distance learning. Colleges taking part in each curriculum area guarantee to accept each other's credits for transfer. The "home" college issues an official evaluation of all prior learning on a SOCNAV Agreement. This agreement serves as the student's long-range degree plan.



United Services Military Apprenticeship Program (USMAP) is a formal military training program that provides Sailors the opportunity to improve their job skills and to complete their civilian apprenticeship requirements while they are on active duty.

**Center for Personal and Professional Development  
Navy College Offices**

**Northeast U.S. Regional Area**

**NCO, Bahrain at Manama**

NAVY COLLEGE OFFICE  
Naval Support Activity  
PSC 451 Box 380  
FPO AE 09834-0380  
DSN 318  
011-973-17-85-3194

**NCO, Naples, Italy**

NAVY COLLEGE OFFICE  
Naval Support Activity  
Bldg 442A Rm G-0306.1  
PSC 817 Box 102  
FPO AE 09622-0102  
DSN 314-626  
(011) 39-081-568-6678

**NCO, Rota, Spain**

NAVY COLLEGE OFFICE  
Naval Station Rota  
Bldg 268 Level O  
PSC 819 Box 54  
FPO AE 09645-0054  
DSN 727  
(011) 34-956-82-2798

**NCO, Sigonella, Sicily**

NAVY COLLEGE OFFICE  
Naval Air Station Sigonella  
Bldg 318 Room 1107, NAS1  
PSC 812 Box 2140  
FPO AE 09627-2140  
DSN 624  
(011) 39-09556-4517

**NCO, Souda Bay, Greece**

NAVY COLLEGE OFFICE  
Naval Support Activity  
Souda Bay  
PSC 814 Box 9  
FPO AE 09865-0009  
DSN 266  
(011) 30-28210-21384

**NCO, Brunswick**

NAVY COLLEGE OFFICE  
Naval Air Station  
2 Seahawk Ave  
Bldg 200  
Brunswick, ME 04011-5000  
DSN 476  
(207) 921-2122

**NCO, New London**

NAVY COLLEGE OFFICE  
Naval Sub Base London  
Bldg 83 Box 74  
Groton, CT 06349-5074  
DSN 694  
(860) 694-3335

**NCO, Newport**

NAVY COLLEGE OFFICE  
Naval Station  
690 Peary Street Rm 123  
Newport, RI 02841-1522  
DSN 948  
(401) 841-3030

**NCO, Patuxent River**

NAVY COLLEGE OFFICE  
Naval Air Station  
Human Resource Dept.  
Nawcad Unit 2189  
21866 Cedar Point Road  
Patuxent River, MD 20670  
DSN 757  
(301) 757-4111

**Southeast U.S. Regional Area**

**NCO, Bethesda**

NAVY COLLEGE OFFICE  
National Naval Med. Center  
Bldg 3 Room 454  
8901 Wisconsin Ave  
Bethesda, MD 20889-5600  
DSN 295  
(301) 295-5423/2014

**NCO, Dam Neck**

NAVY COLLEGE OFFICE  
Dam Neck  
1905 Regulus Ave, Ste 142  
Virginia Beach, VA 23461  
DSN 492  
(757) 492-6183

**NCO, Goose Creek**

NAVY COLLEGE OFFICE  
Naval Weapons Station  
1661 Redbank Rd Ste 140  
Bldg 302  
Goose Creek, SC 29445  
DSN 794  
(843) 764-7009

**NCO, Little Creek**

NAVY COLLEGE OFFICE  
Naval Amphibious Base LC  
1481 D Street  
Bldg 3016 Ste 204  
Norfolk, VA 23521-2434  
DSN 253  
(757) 462-8279

**NCO, Millington**

NAVY COLLEGE OFFICE  
Naval Support Activity  
5722 Integrity Drive  
Bldg S241  
Millington, TN 38054-5002  
DSN 882  
(901) 874-5290

**NCO, Norfolk**

NAVY COLLEGE OFFICE  
Naval Station  
Bldg IE Ste 201  
1680 Gilbert Street  
Norfolk, VA 23511-2906  
DSN (564)  
(757) 444-7453 or 7454

**NCO, Oceana**

NAVY COLLEGE OFFICE  
Naval Air Station Oceana  
902 E Ave. Bldg 531 Ste 101  
Virginia Beach, VA 23460  
DSN 433  
(757) 433-3129

**NCO, Portsmouth**

NAVY COLLEGE OFFICE  
Naval Medical Center  
1099 Holcomb Rd  
Ste 105 Bldg 272  
Portsmouth, VA 23708-5100  
DSN 377  
(757) 953-7853

**NCO, Anacostia**

NAVY COLLEGE OFFICE  
Naval District Washington  
321 Watson Rd Sw  
Ste 149 Bldg 72  
Anacostia Annex  
DC 20373-5821  
DSN 288/325  
(202) 685-1199 DSN 325

## Center for Personal and Professional Development Navy College Offices

### Southwest U.S. Regional Area

#### **NCO, Balboa**

NAVY COLLEGE OFFICE  
Naval Med. Center Balboa  
34425 Farenholt Ave  
Bldg 26 3B-5S  
San Diego, CA 92134-7103  
DSN 522  
(619) 532-9095

#### **NCO, China Lake**

NAVY COLLEGE OFFICE  
Naval Air Weapons Station  
Navy College  
1 Administrative Circle  
Bldg 02308 Stop 1323  
China Lake, CA 93555  
DSN 437  
(760) 939-0321

#### **NCO, Coronado**

NAVY COLLEGE OFFICE  
Naval Base Coronado  
South "R" Ave Bldg 650  
PO Box 357024  
San Diego, CA 92135-7024  
DSN 735  
(619) 545-6259

#### **NCO, Corpus Christi**

NAVY COLLEGE OFFICE  
Naval Air Station  
10461 D Street Ste 201  
Corpus Christi, TX 78419  
DSN 861  
(361) 961-3236

#### **NCO, Fort Worth**

NAVY COLLEGE OFFICE  
Naval Air Station JRB  
Headquarters Ave  
Bldg 1564 Rm 109  
DSN 739  
(817) 782-3370

#### **NCO, Ingleside**

NAVY COLLEGE OFFICE  
Naval Station  
350 Wisconsin Ave  
Bldg 101  
Ingleside, TX 78362-0000  
DSN 776  
(361) 776-1287

### **NCO, Kingsville**

NAVY COLLEGE OFFICE  
Naval Air Station  
614 McCain St.  
Bldg 2741 Room 117  
Kingsville, TX 78363-0000  
DSN 876  
(361) 516-6295

### **NCO, Point Loma**

NAVY COLLEGE OFFICE  
Naval Base Point Loma  
140 Sylvester Rd Bldg 140  
San Diego, CA 92106-3521  
DSN 553  
(619) 553-7194

### **NCO, NB San Diego**

NAVY COLLEGE OFFICE  
Naval Base San Diego  
3335 Buchanan Street  
Bldg 151 Box 368 222  
San Diego, CA 92136-5098  
DSN 526  
(619) 556-4922

### **NCO, Naval Base Ventura County**

NAVY COLLEGE OFFICE  
Naval Base Ventura County  
7th Street Bldg 160  
Point Mugu, CA 93042-5000  
DSN 351  
(805) 989-8362

### Far/Middle Eastern Regional Area

#### **NCO, Atsugi**

NAVY COLLEGE OFFICE  
Naval Air Facility Atsugi  
Bldg 153  
PSC 477 Box 5  
FPO AP 96306-1205  
DSN 264  
(011) 81-6160-264-3280

### **NCO, Guam at Marianas**

NAVY COLLEGE OFFICE  
COMNAVMARIANAS GUAM  
Barrack 1, 2nd Deck  
PSC 455 Box 154  
FPO AP 96540-1000  
DSN 339  
1-671-339-8291

### **NCO, Misawa**

NAVY COLLEGE OFFICE  
Naval Air Facility Misawa  
Bldg 980 Room 232  
PSC 76 Box 5000  
Unit 5048  
APO AP 96319-5048  
DSN 226  
DSN 226-2458

### **NCO, Okinawa at Kadena**

NAVY COLLEGE OFFICE  
CMDR Fleet Act. Okinawa  
Bldg 3554, PSC 480  
FPO AP 96370-1750  
DSN 634  
(011) 81-611-734-6383

### **NCO, Pearl Harbor**

NAVY COLLEGE OFFICE  
Naval Station  
1260 Pierce Street  
Bldg 679 2nd Deck Ste 100  
Pearl Harbor, HI 96860-4673  
DSN 473  
DSN 473-5754

### **NCO, Sasebo**

NAVY COLLEGE OFFICE  
CMDR Fleet Act. Sasebo  
Bldg 155  
PSC 476 Box 53  
FPO AP 96322-0053  
DSN 315-252-3511

### **NCO, Yokosuka**

NAVY COLLEGE OFFICE  
CMDR Fleet Yokosuka  
Bldg 3008 Rm 147  
PSC 473 Box 99  
FPO AP 96349-0099  
DSN 315-473-5754

## **Center for Personal and Professional Development Navy College Offices**

### **Gulf Coast Regional Area**

#### **NCO, Gulfport**

NAVY COLLEGE OFFICE  
Naval Construction Battalion  
1800 Dong XOAI Ave  
Bldg 60 Room 239  
Gulfport, MS 39501-5010  
DSN 868  
(228) 871-3284

#### **NCO, Guantanamo Bay, Cuba**

NAVY COLLEGE OFFICE  
PSC 1005 Box 424  
FPO AE 09593-0028  
DSN 660-2227  
COMM 011-5399-2227

#### **NCO, Jacksonville**

NAVY COLLEGE OFFICE  
Naval Air Station  
Bldg 110 Yorktown Ave  
PO Box 137  
Jacksonville, FL 32212  
DSN 942  
(904) 542-2545

#### **NCO, Key West**

NAVY COLLEGE OFFICE  
Naval Air Station  
PO Box 9033  
Bldg A 718 Essex Circle  
Key West, FL 33040-9033  
DSN 483  
(305) 293-2408

#### **NCO, Kings Bay**

NAVAL COLLEGE OFFICE  
Naval Submarine Base  
918 USS James Madison  
Bldg 1030  
Kings Bay, GA 31547-2532  
DSN 573  
(912) 573-4574

#### **NCO, Mayport**

NAVY COLLEGE OFFICE  
Naval Station  
Bldg 460 Massey Ave  
PO BOX 280015  
Mayport, FL 32228-0015  
DSN 960  
(904) 270-6341

### **NCO, Meridian**

NAVY COLLEGE OFFICE  
Naval Air Station  
255 Rosenbaum Ave  
Bldg 255 Ste 234  
Meridian, MS 39309-5024  
(601) 679-2671

### **NCO, New Orleans**

NAVY COLLEGE OFFICE  
Naval Air Station  
Joint Res Base  
400 Russell Ave  
Bldg 123 Rm 118  
New Orleans, LA 70143  
DSN 678  
(504) 678-3794

### **Northwest Regional Area**

#### **NCO, Bangor**

NAVY COLLEGE OFFICE  
TTF Bangor  
2000 Thresher Ave  
Bldg 2000  
Silverdale, WA 98315-2000  
DSN 322  
(360) 315-2539

#### **NCO, Bremerton**

NAVY COLLEGE OFFICE  
Naval Base Kitsap-Bremerton  
2255 Cole Ave.  
Bldg. 853  
Bremerton, WA 98314-5020  
DSN 439  
(360) 476-9193

#### **NCO, Everett**

NAVY COLLEGE OFFICE  
Naval Station  
2000 West Marine View Dr.  
Bldg 2000 Room 214  
Everett, WA 98207-2000  
DSN 727  
(425) 304-3161

### **NCO, Fallon**

NAVY COLLEGE OFFICE  
Naval Air Station  
4755 Pasture Road  
Bldg 305  
Fallon, NV 89496-5000  
DSN 890  
(775) 426-4108

### **NCO, Great Lakes**

NAVY COLLEGE OFFICE  
Naval Station  
2221 Mac Donough Street  
Bldg 617  
Great Lakes, IL 60088-3012  
DSN 792  
(847) 688-4681 x219

### **NCO, LeMoore**

NAVY COLLEGE OFFICE  
Naval Air Station  
Bldg 828  
828 Hancock Circle  
LeMoore, CA 93246-5009  
DSN 949  
(559) 998-3857

### **NCO, Tinker AFB**

NAVY COLLEGE OFFICE  
Strategic Comm Wing One  
7641 Mercury Road Bldg 830  
Tinker AFB, OK 73145-8701  
DSN 339  
(405) 739-7861

### **NCO, Whidbey Island**

NAVY COLLEGE OFFICE  
Naval Station Whidbey Island  
Bldg 126 Room 120  
3615 N Langley Blvd  
Oak Harbor, WA 98278-1000  
DSN 820  
(360) 257-3760

## FY11 Board Schedule

**As of: 11/16/2009**

<b>Board Title</b>	<b>Sponsor</b>	<b>Convene</b>
Reserve O-8 Staff (SHCE, CEC, JAG, SC)	PERS 8	2-Dec-09
Reserve O-8 Line (URL)	PERS 8	3-Dec-09
FTS O-8 Line (URL)	PERS 8	3-Dec-09
Reserve O-7 Line (URL, ED, IW, PAO)	PERS 8	7-Dec-09
Reserve O-7 Line FTS	PERS 8	7-Dec-09
Surface Commander Command	PERS 410A	7-Dec-09
FTS Aviation Officer in Charge	PERS 4417C	7-Dec-09
EOD CO/XO (formerly SPECOPS)	PERS 464	16-Dec-09
Reserve E-7 Enlisted Special Board	PERS 811	4-Jan-10
Active E-7 Enlisted Special Board	PERS 811	4-Jan-10
Active E-8 Enlisted Special Board	PERS 811	4-Jan-10
Active CWO to LDO/LTJG In-Service	PERS 8	11-Jan-10
Active Enlisted to LDO/CWO In-Service	PERS 8	11-Jan-10
Active O-6 Line	PERS 8	12-Jan-10
Active O-5 Continuation	PERS 8	12-Jan-10
Reserve O-6 Line	PERS 8	12-Jan-10
FTS O-6 Line	PERS 8	12-Jan-10
Command Master Chief Screen	PERS 40FF	25-Jan-10
Command Senior Chief	PERS 40FF	25-Jan-10
2nd Quarter Spot	PERS 8	28-Jan-10
2nd Quarter Special	PERS 8	28-Jan-10
Active O-6 Staff	PERS 8	2-Feb-10
Active O-5 Staff Continuation	PERS 8	2-Feb-10
Law Education Program (LEP)	PERS 4416	2-Feb-10
Naval Special Warfare CO/XO Screen	PERS 415	8-Feb-10
Active O-5 Line	PERS 8	9-Feb-10
Active O4 Continuation	PERS 8	9-Feb-10
Reserve Limited Duty Officer/CWOIP	PERS 921	9-Feb-10
Acquisition Corps (AC) #1	PERS 447	16-Feb-10
Test Pilot #1	PERS 434	17-Feb-10
CNRCCRF	CNRC	18-Feb-10
Reserve O-6 Staff	PERS 8	23-Feb-10
Reserve O-5 Staff	PERS 8	23-Feb-10
FTS O6 Staff	PERS 8	23-Feb-10
FTS O5 Staff	PERS 8	23-Feb-10
Reserve E-8/9	PERS 8	1-Mar-10
FTS E-8/9	PERS 8	1-Mar-10
Aviation Commander Command	PERS 43	1-Mar-10
Reserve Aviation Commander Command	PERS 4417C	1-Mar-10
SELRESHR Screen Board	PERS 4421	3-Mar-10
Reserve O-5 Line	PERS 8	9-Mar-10
FTS O-5 Line	PERS 8	9-Mar-10
Active AJAG	PERS 8	11-Mar-10
Naval Junior Reserve Officer Training Corps	NSTC	17-Mar-10
Naval Junior Reserve Officer Training Corps	NSTC	17-Mar-10
Advanced Education Voucher (AEV)	MCPON/NETC	16-Mar-10
FTS Transfer/Redesignation #2	PERS 921	16-Mar-10
Active O-5 Staff	PERS 801B	23-Mar-10
Active O-4 Staff Continuation	PERS 801B	23-Mar-10
Active Staff Senior Service College	PERS 801B	23-Mar-10
Active E-9	PERS 8	29-Mar-10
SELRES Squadron Augmentation	CNATRA	31-Mar-10
3rd Quarter Spot Promotion	PERS 8	1-Apr-10
3rd Quarter Special	PERS 8	1-Apr-10
Surface XO/CO Fleet-up	PERS 411A	12-Apr-10
SWO LT and LCDR Early Cmd Screening Board	PERS 411A	12-Apr-10
Active O-4 Line	PERS 8	6-Apr-10

## FY11 Board Schedule (continued)

Board Title	Sponsor	Convene
Active O-3 Line Continuation	PERS 8	6-Apr-10
Active E-8	PERS 8	19-Apr-10
Reserve O-4 Line	PERS 8	27-Apr-10
FTS O-4 Line	PERS 8	27-Apr-10
EDO RASB	PERS 42D1	28-Apr-10
Active O-4 Staff	PERS 8	11-May-10
Active O-3 Staff Continuation	PERS 8	11-May-10
ActiveStaff Junior Service College	PERS 8	11-May-10
Supply Corps Post Graduate Education Screen	PERS 4412	11-May-10
Reserve E-7	PERS 8	17-May-10
FTS E-7	PERS 8	17-May-10
Submarine CO/XO Screen	PERS 421B	17-May-10
CNRC Career Recruiter Force	CNRC	20-May-10
CVN Principal Asst	PERS 42D1	27-May-10
CVN Asst Reactor Officer	PERS 42D1	27-May-10
Aviation Dept Head Screen	PERS 43	1-Jun-10
NFO to Pilot	PERS 432	1-Jun-10
CNRC Major Command	CNRC	2-Jun-10
Reserve O-4 Staff	PERS 8	9-Jun-10
FTS O-4 Staff	PERS 8	9-Jun-10
Transfer/Redesignation #2	PERS 8	14-Jun-10
Active Chief Warrant Officer 5	PERS 8	15-Jun-10
Active Chief Warrant Officer 4	PERS 8	15-Jun-10
Active Chief Warrant Officer 3	PERS 8	15-Jun-10
Active E-7	PERS 8	21-Jun-10
Surface Specialty Career Path (SCP)	PERS 411A	30-Jun-10
Reserve Chief Warrant Officer 3	PERS 8	24-Jun-10
Reserve Chief Warrant Officer 4	PERS 8	24-Jun-10
Active Duty Flying Chief Warrant Officer	PERS 43	12-Jul-10
Supply Corps Commander Sea Screen	PERS 4412	19-Jul-10
Test Pilot #2	PERS 434	20-Jul-10
Permanent Military Professor (PMP)	PERS 44	22-Jul-10
Reserve Engineering Duty Officer (EDO) Apply	NAVSEA	5-Aug-10
Information Warfare Command Screen	BUPERS 31	4-Aug-10
VADM Stockdale Leadership Award	N131L1	5-Aug-10
CNRC Career Recruiter Force	CNRC	5-Aug-10
Selres AVCMD Slate	NAVRESFOR	11-Aug-10
Command-Non Command (Reserve) "Apply" Board	NAVRESFOR	12-Aug-10
4th Quarter Spot Promotion	PERS 8	12-Aug-10
4th Quarter Special	PERS 8	12-Aug-10
Oceanographer CDR CMD	PERS 449	19-Aug-10
CNRC Recruiter Command Advancement (RCAP)	CNRC	19-Aug-10
Intell Officer Commander Sea	PERS 473	30-Aug-10
FTS/Reserve Major Command	PERS 4417	30-Aug-10
Full Time Support (FTS) Selective Retention	PERS 921	30-Aug-10
FTS Selective Release From Active Duty (SERAD)	PERS 921	30-Aug-10
Surface Department Head Screen	PERS 412	13-Sep-10
Surface LT and LCDR Early Command Screen	PERS 412	13-Sep-10
Medical Dept CO/XO Screen	PERS 4415A	13-Sep-10
Information Professional O4/O5 SEA Screen	PERS 4420	20-Sep-10
Information Professional O6 SEA Screen	PERS 4420	20-Sep-10
Information Professional LDO SEA Screen	PERS 4420	20-Sep-10
MSC DUINS	PERS 4415A	22-Sep-10
Acquisition Corps (AC) #2	PERS 447	20-Sep-10

## CY10/FY11 Selection Board Schedule USMC

\*\*Information is subject to change without notice. Please verify.\*\*

The FY11 U.S. Marine Corps Officer promotion selection boards to recommend both active and reserve component officers for promotion will convene as follows:

<b>Selection To</b>	<b>Component</b>	<b>Convening Date</b>
Major General	Active	15 Oct 09
Major General	Reserve	16 Oct 09
Brigadier General	Active	6 Oct 09
Brigadier General	Reserve	7 Oct 09
Colonel	Active	29 Sep 09
Colonel	Reserve	9 Sep 09
Lieutenant Colonel	Active	25 Aug 09
Lieutenant Colonel	Reserve	20 Jan 10
Major	Active	26 Aug 09
Major	Reserve	26 Jan 10
Colonel, LTCOL, Major	Active Reserve	9 Sep 09
LTCOL, Major, LDO	LDO Active	23 Oct 09
Captain	Active	2 Feb 10
Captain	Reserve/Active Reserve	17 Feb 10
Chief Warrant Officer	Reserve/Active Reserve	17 Feb 10
Chief Warrant Officer	Active	10 Aug 10

As promulgated by MARADMIN 0267/09 dtd 2200929Z Apr 2009

<b>Selection Board</b>	<b>Convening Date</b>
Major General	13 Oct 09/11 Dec 09
Major General	13 Jan 10/13 Mar 10
Brigadier General	13 Apr 10/11 Jun 10
Brigadier General	13 Jul 10/17 Sep 10

As promulgated by MARADMIN 0161/09 dtd 100929Z Mar 2009

## Information for Advancement

\*Per NAVADMIN 272/08, Sailors selected for advancement are required to complete the command delivered training prior to frocking. Commands requiring training materials can download them from NKO or request replacement copies of their training materials from CPPD.

REQUIREMENTS	E1 - E2	E2 - E3	E3 - E4	E4 - E5	E5 - E6	E6 - E7	E7 - E8	E8 - E9
Time-in Rate	9 mos	9 mos as E2	6 mos as E3	12 mos as E4	36 mos as E5	36 mos as E6	36 mos as E7	36 mos as E8
School	RTC	None	Refer to current NAVADMIN REGA for Active; ECMO for SELRES, IRT rating entry requirements	NJS for LN2	None	Navy school for AGC, MUC, and RPC	None	None
BUPERS Approval to Participate	None	None	Req'd for controlled ratings	None	None	None	None	None
Suggested Readings	The applicable rate bibliography can be found by logging into Navy Knowledge Online (NKO), clicking the "Career Management" tab, and then clicking "Advancement" under Career Management in the left column. The link for the Navy Advancement Center is found on the top side of the page.							
Performance Test	None	None	Specified ratings must complete applicable performance tests before taking Navy-wide advancement exams.				None	None
Required Leadership Training	None	None	Petty Officer Selectee Leadership Course	Petty Officer Second Class Selectee Leader. Course	Petty Officer First Class Selectee Leader. Course	Chief Selectee Training (CST)	None	None
Enlisted Performance Evaluation	Used by CO when giving approval for advancements.		Used by CO when giving approval for advancements. Counts toward performance factor credit in Advancement Final Multiple for all E4 through E7 candidates.				None	None
Obligated Service Requirements	There is no single set of obligated amount of service required to take Navy-wide advancement exams or to accept advancement to paygrades E1 to E6.					Must remain on active duty a minimum of two years from advancement date to retire at the higher CPO grade.		
Examinations	None	None	Navy-wide advancement examinations are required for advancement to all petty officer paygrades.			E6 must take Navy-wide advancement examinations and be chosen by Navy-wide CPO Selection Board, SCPO/MCPO chosen through Selection Board only.		
Non-Resident Career Course and RTM	Course need only be completed once. To view non-resident career courses, go to <a href="https://www.advancement.cnet.navy.mil">https://www.advancement.cnet.navy.mil</a>							

## FITREP/EVAL/Counseling Planning Calendar

FITREP/EVAL ending dates are the last day of the month for officers and the 15th day of the month for enlisted.

	PERIODIC FITREP/EVAL		MIDTERM COUNSELING	
	Officers (all)	Enlisted (all)	Officers (all)	Enlisted (all)
January	O3		O6	E3, E2, E1
February	O2			
March	W5, W4, W3	E5	W2	E8, E7
April	O5	E9	O4	
May	O1			E6
June		E4		
July	O6	E3, E2, E1	O3	
August			O2	
September	W2	E8, E7	W5, W4, W3	E5
October	O4		O5	E9
November		E6	O1	
December				E4

Notes:

A periodic report may be omitted if the member has received a graded regular report within the past three months. The omitted period is then included in the next regular report. Otherwise, the periodic report must be submitted on the due date, but may then be extended by letter for up to three months in place of a detachment report.

**Ref. MARINE CORPS ORDER 1610.7F w/ CH1 DTD  
May 11, 2006**

<b>Grade of Reserve</b>	<b>Reporting Period Ends Last Day of</b>		<b>Active</b>
	<b>Active Component</b>	<b>Reserve Component</b>	
Sgt	Mar	Sep	Sep
SSgt	Dec	Sep	Sep
GySgt	Jun	Sep	Sep
MSgt/1stSg	Jun	Sep	Sep
MGySgt/SgtMaj	Sep	May	Jun
WO/CWO	Apr	Oct	Oct
2ndLt	Jan/Jul	Apr	N/A
1stLt	Oct/Apr	Oct	Oct
Capt	May	Sep	Jun
Maj	May	Sep	Jun
LtCol	May	Jun	Jun
Col	May	Jul	Jul
BGen	Jun	Jun	N/A

1. All reports for Marines should arrive at HQMC no later than 30 days after the reporting period to ensure proper processing into official records to facilitate selection board and personnel management decisions.
  
2. Reservists who are considered for promotion by an Active Component selection board will receive AN reports while those who are considered by a Reserve Component selection board (to include Active Reserve Marines) will receive AR reports.
  
3. Reports on Active Component 2nd and 1st Lieutenants are semiannual vice annual.

## Community Managers/Technical Advisors Office Codes/Telephone List

\*\*\*Listing current at time of printing, however, information is subject to change without notice\*\*\*

\*\*\*Names were omitted due to high turnover rate\*\*\*

For commercial phone numbers use: (901) 882-XXXX (DSN 882-XXXX)

### Enlisted Distribution Division (PERS 40)

CODE/TITLE	DSN
<b>FAX</b>	<b>882-2647</b>
<b>40 DIR, ENLISTED DISTRIBUTION DIV</b>	<b>882-3548</b>
40B DEPUTY DIR, ENL DISTRIBUTION DIV	882-3543
40B1 ADMIN ASST	882-2347
40BB SPEC ASST TO DIR, ENL DISTRIBUTION	882-3510
40G SR ENL ADVISOR ENL DISTRIBUTION	882-3539
40G1 LCPO, E8-E9 PLACEMENT	882-4906
40GS GWOT ASSIGNMENTS	882-4368
40AO ADMIN OFFICER, ENL DISTRIBUTION	882-2373
40A OFFICE SUPPORT ASST ENL DISTR	882-3546
40FF CMC DETAILER	882-4560
40FF1 HR ASST (MIL)	882-XXXX
40T1 TRNG OFFICER	882-3555
40CC ENTITLEMENTS, ENL DISTRIBUTION	882-3550
40CA PCS ENTITLEMENT/OTEIP ASSISTANT	882-3502
40DD PROGRAM ANALYST	882-3545
40HH HUMS REASSIGN/EARLY RETURNS COORD	882-3542
40HH2 HUMS REASSIGNMENTS PROG ASST	882-3551
40MM MANAGEMENT/PROGRAM ANALYST/OPS SCR	882-3523
40MM1 OPS SCREENING PROGRAM ASST	882-3299
40T2 BUDGET ANALYST, ENL DISTRIBUTION	882-3549
40A1 DEFENSE TVL ADMIN ENL DISTRIBUTION	882-4866
40ADA EXPEDITIONARY GUARD BN CUBA	882-3865
40ADA1 EXPEDITIONARY GUARD BN CUBA	882-XXXX
40ADA2 EXPEDITIONARY GUARD BN CUBA	882-XXXX

### Seabees/Seals/EOD/Diver/SWCC (PERS 401)

<b>FAX</b>	<b>882-2716</b>
<b>401 HEAD, SEABEE/SEAL/SWCC/EOD DIVER</b>	<b>882-3569</b>
401CC BR MCPO/RAO ALL E8-E9	882-3571
401CC1 ALL E7 SEABEE ASSIGN	882-3559
401CC2 RC SEABEE E6 & BELOW DETAILER	882-3610
401CA SEABEE RESERVE DETAILER	882-3557
401CD RAPO CE/UT E1/E6	882-3570
401CE BU/SW/EA E1-E6 DETAILER	882-3556
401CE1 BU/SW/EA E1-E6 DETAILER	882-3653
401CF EO/CM E1-E6 DETAILER	882-3567
401CF1 EO/CM E1-E6 DETAILER	882-3568
401DC FLEET DIVER DETAILER	882-3561
401DE SPECIAL WARFARE DETAILER	882-XXXX
401DE1 E1-E6 WEST COAST DETAILER	882-3574
401DE2 SEAL EAST COAST E1-E6/SOCM/SPEC	882-3572
401DF EOD DETAILER	882-XXXX
401DH ND/EOD/SO SCHOOLS COORD	882-4261
401DI SWCC DETAILER	882-3573
401S HR ASST (MIL) SEABEE/SPECWAR ASST	882-3622

### Surface Assignment and Distribution (PERS 402)

<b>402A FAX</b>	<b>882-2734</b>
<b>402 HEAD, SURFACE ASSIGN BR</b>	<b>882-3852</b>
402SA SR ENL ADVISOR/EM E7-E9 DETAILER	882-3591
402A HEAD, ENGINEERING ASSIGNMENTS	882-3602
402A5 DETAILER ASST, ENGINEERING ASSIGN	882-2327
402AA ENGINEERING ALL RATINGS	882-3297

CODE/TITLE	DSN
402AS ADMIN SUPPORT	882-XXXX
402CD EM E7-E9 DETAILER	882-3591
402CD1 EM E5-E6 DETAILER	882-3577
402CD3 EM E1-E4/ 'A' SCHOOLS DETAILER	882-3592
402CF MM E7/E9 DETAILER	882-3607
402CF1 MM E4 PAC/'A' SCHOOLS	882-3579
402CF3 MM E5/E6 DETAILER	882-3603
402CF4 MM E4 LANT DETAILER	882-3578
402CG GS E8-E9 DETAILER	882-3614
402CG1 GSE E5 DETAILER	882-XXXX
402CG2 GSE/GSM E1-E4/'A' SCHOOL DETAILER	882-3599
402CG3 GSE/GSM E6-E7 DETAILER	882-3612
402D10 LEAD DC DETAILER	882-3601
402D11 DC E6-E9 DETAILER	882-XXXX
402D12 DC E1-E5/'A' SCHOOL DETAILER	882-3615
402DC IC E6-E8 DETAILER	882-3594
402DC2 IC E1-E4/'A' SCHOOL DETAILER	882-2847
402DE MR/3M E6-E9 DETAILER	882-3595
402DE1 MR E1-E5/'A' SCHOOL DETAILER	882-3582
402DF1 HT E6-E9 DETAILER	882-3597
402DF2 HT E1-E5/'A' SCHOOL DETAILER	882-3584
402DG EN E7-E9/DEI DETAILER	882-XXXX
402DG1 EN E5-E6 DETAILER	882-3613
402DG2 EN E1-E4/'A' SCHOOL DETAILER	882-3585
402C HEAD, COMBAT SYS RAO	882-3791
402C2 RAO ALL RATES	882-3769
402CA1 HR ASST (MIL/OA) TECHNICAL	882-XXXX
402CA2 HR ASST (MIL/OA) TECHNICAL	882-3767
402CA3 HR ASST (MIL/OA) IT	882-2824
402D HEAD, SEA SPECIAL PROGRAMS	882-2337
402D1 DECOMMISSIONINGS/HOMEPORT CHANGES	882-2305
402D2 DECOMMISSIONINGS/HOMEPORT CHANGES	882-3479
402D3 LCPO, LCAC DETAILER	882-3845
402D4 WOMEN IN SHIPS COORD	882-3850
402D5 EXPEDITIONARY COMBAT SKILLS	882-2306
402D6 LCS/NEW CONSTRUCTION DETAILER	882-3580
402D7 LITTORAL COMBAT SHIP (LCS) DETAILER	882-3853
402D8 LITTORAL COMBAT SHIP (LCS) DETAILER	882-XXXX
402D9 NEW CONSTRUCTION DETAILER	882-2308
402D10 NEW CONSTRUCTION DETAILER	882-4161
402D11 NEW CONSTRUCTION DETAILER	882-3856
402D12 NEW CONSTRUCTION DETAILER	882-3846
402D13 NEW CONSTRUCTION DETAILER	882-3544
402D14 HR ASST	882-3847
402D15 NEW CONSTRUCTION DETAILER	882-4988
402ET ET E-7/E-9 RATING LEAD	882-3786
402ET1 ET E6 DETAILER	882-3859
402ET7 ET E7-E9 DETAILER	882-3796
402ET3 ET E1-E5 DETAILER	882-XXXX
402ET5 ET E1-E6/ 'A' SCHOOL	882-3768
402ET2 ET E1-E5 DETAILER	882-3770
402ET6 ET E1-E5 DETAILER	882-3771
402FC FC RATING LEAD E7-E9 DETAILER	882-3762
402FC1 FC E1-E5 DETAILER (PAC)	882-3848
402FC2 FC E1-E5 DETAILER (LANT)	882-3764
402FC3 FC SCHOOLS COORD	882-3848
402FC4 FC E6 DETAILER (PAC/LANT)	882-3764
402GM1 GM DETAILER LANT	882-3790
402GM GM RATING LEAD E7/E9 DETAILER	882-3782
402GM2 GM DETAILER PAC	882-3774
402MN MN RATING LEAD E1-E-9 DETAILER	882-3760
402OS OS RATING LEAD E-7/E-9 DETAILER	882-3788
402OS1 OS E6 DETAILER (PAC/(LANT))	882-3789

<b>CODE/TITLE</b>	<b>DSN</b>
402OS2 OS E5 PAC DETAILER	882-3211
402OS3 OS E5 LANT DETAILER	882-3759
402OS5 OS SCHOOLS DETAILER E1-E4	882-3759
402ST STG E7-E9	882-3772
402ST1 STG E1-E6 DETAILER	882-3773
402ST2 STG SCHOOLS COORD/E1-E6 (LANT)	882-3757
<b><u>Submarine/Nuclear Assignments (PERS 403)</u></b>	
<b>FAX</b>	<b>882-2638</b>
<b>403 HEAD, NUC POWER/SUBMARINE ASSIGN</b>	<b>882-3636</b>
403B ASST HEAD, NUC POWER/SUB ASSIGN	882-3626
403C ADMIN ASSISTANT	882-4967
403AT HR ASST	882-4617
403CA RAO SUB/ENG NUC POWER	882-4696
403CB METRICS LCPO	882-3644
403CC RAO SUB/ENG NUC POWER	360-476-9433
403CD SUB NUC CPO DETAILER	882-3627
403CE ET 3353/63 (E4/E6) DETAILER	882-3645
403CF EM 3354/64 (E4/E6) DETAILER	882-3624
403CG MM 3355/65/WELDER (E4/E6) DETLR	882-3628
403CH ELT/RADCON 3356/66 (E4/E6) DETLR	882-3630
403CI SURF ET 3383/93(E4/E6) DETLR/AVAILS	882-3651
403CJ SURF NUC CPO DETAILER	882-3648
403CK SURF EM 3384/94 (E4/E6) DETAILER	882-3631
403CL NUCLEAR INSTRUCTOR DETAILER	882-3647
403CM MM(AUX) E6-E9/EN(SS)E1-E9/3M/	882-3629
403CN MM (AUX) E1-E5 DETAILER	882-3625
403CR SURF MM E4-E6 DETAILER	882-3632
403CT SURF ELT E4-E6 DETAILER/AVAILS	882-2357
403DE MT DETAILER	882-3649
403DF MM (WEPS) DETAILER	882-3642
403DG FT DETAILER/RAO	882-3621
403DH STS DETAILER	882-3646
403DI SUBMARINE LAN DETAILER	882-4367
403E AFT RAO, NUC PWR/SUB ASSIGN	882-4939
403EA E1 - E9 NAV ET DETAILER	882-3641
403EC SUB RADIO ET DETAILER 882-3619	882-XXXX
403EF YN(SS)DETAILER	882-3620
403EG SUB CS DETAILER	882-3638
403EH COB/SUB CMC DETAILER/RAO	882-3639
403EJ SK DETAILER, NUC PWR/SUB ASSIGN	882-3640
403EK 14XM/SM&COM NEW ACCESS/SCOLS DTLR	882-3652
403F SUB NUCLEAR QUALIFICATIONS COORD	882-3617
403FC NUC PWR TRNG/MED WVR/SUB DISQUAL	882-3618
<b><u>Aviation (PERS 404)</u></b>	
<b>FAX</b>	<b>882-2642</b>
<b>404 HEAD, AVIATION ASSIGN</b>	<b>882-3691</b>
404A1 HR ASST, AVIATION ASSIGN	882-2246
404A2 ADMIN ASST, AVIATION DETAILER	882-3692
404C AVIONICS RAO	882-3691
404CE AE E7-E8 DETAILER	882-3662
404CE1 AE E5-E6 DETAILER	882-3688
404CE2 AE E1-E4 DETAILER	882-4697
404CF AF/AV/8300/BR MCPO	882-3658
404CR AO E7-E9 DETAILER	882-3663
404CR1 AO E5-E6 DETAILER	882-3665
404CR2 AO E1-E4/ 'A' SCHOOL	882-4957
404CR3 AO E1-E4 DETAILER	882-3704
404CT AT E7-E8 DETAILER	882-3660
404CT1 AT E6 DETAILER	882-3683
404CT2 AT E5 DETAILER	882-3526
404CT3 AT 'A' SCHOOL/STAR 21	882-3659
404CT4 AT 'A' AND 'C' SCHOOL DETAILER	882-3701
404DE AB E7-E9 DETAILER	882-3686

<b>CODE/TITLE</b>	<b>DSN</b>
404DE1 ABH E5-E7 DETAILER	882-3708
404DE2 ABF E1-E7 DETAILER	882-3702
404DE3 ABE E1-E6 DETAILER	882-3687
404DE4 ABH E1-E4 DETAILER	882-3390
404DF AC E1-E9 DETAILER	882-3666
404DG AD E7-E8 DETAILER/LEAD	882-3669
404DG2 AD E5-E6 DETAILER	882-3706
404DG4 AD E1-E4/'A' SCHOOL DETAILER	882-3693
404DH AG E1-E9 DETAILER	882-3656
404DJ AS E1-E9 DETAILER	882-3700
404DK AZ E6-E9 DETAILER	882-3671
404DK1 AZ E1-E5 DETAILER	882-3672
404DM PR E1-E9 DETAILER	882-3690
404E RAO AW/AM/AMH/AIRCREW	882-3707
404EC LEAD AIRCREW DETAILER	882-3673
404EC1 UTILITY/HELOS A/C DESIGN DETAILER	882-3675
404EC2X AW 'A'SCOL/FRS DETAILER/ENL FLT PAY	882-3679
404EH FIXED WING AIRCREW DETAILER	882-3676
404EJ AM E7-E8 DETAILER	882-3696
404EJ1 AM E6 DETAILER	882-3680
404EJ2 AM E5 DETAILER	882-3697
404EJ3 AM 'A' SCHOOL DET/E1-E4 DETAILER	882-3699
404EJ4 AM 'A' SCHOOL DETAILER	882-3677
404EK AME E1-E7 DETAILER	882-3678
404EL AVIATION NEW CONSTRUCTION DETAILER	882-2325

**Admin. Deck, Security and Supply (PERS 405)**

**FAX**

<b>405 HEAD, ADMIN/DECK/SUPPLY</b>	<b>882-2367</b>
<b>405A3 HR ASST (MIL/OA)/SUPPLY</b>	<b>882-3703</b>
405A4 HR ASST (MIL/OA)/SUPPLY	882-2228
4051 RAO ADMIN/DECK/SECURITY	882-2345
405A2 HR ASST, ADMIN/DECK	882-4870
405BM BM E7-E9 AND HARBOR PILOTS	882-2346
405BM1 BM E6 DETAILER	882-3713
405BM2 BM E5 DETAILER	882-3739
405BM3 BM E1-E4/'A' SCHOOLS DETAILER	882-3740
405LN NC/LN DETAILER	882-3738
405MA MA E7/E9 DETAILER	882-3737
405MA1 MA E5-E6 DETAILER	882-3730
405MA2 MA E1-E4/PACIFIC DETAILER	882-3750
405MA3 MA E1-E4/ATLANTIC	882-3709
405MA4 MA E5 NEC 2006-2006	882-2431
405MA5 SCHOOL	882-3711
405PS PS E7/E9 DETAILER	882-4637
405PS1 E5-E6 AND 2612 DETAILER	882-3749
405PS2 PS E1-E4/'A' SCHOOL DETAILER	882-3753
405QM QM E6-E9/SM E7-E9 DETAILER	882-3725
405QM1 QM E1/E5/'A' SCOL DETAILER	882-3728
405RP RP DETAILER	882-3727
405YN YN E7/E9 DETAILER	882-4677
405YN1 YN E7 DETAILER	882-3751
405YN2 YN E6 DETAILER	882-XXXX
405YN3 YN E5 DETAILER	882-4917
405YN4 YN E1-E4/'A' SCOL DETAILER	882-4847
4052 SUPPLY RAO	882-4847
405CS CS E7-E9 DETAILER	882-3733
405CS1 CS E6/'C' SCHOOL DETAILER	882-3731
405CS3 CS E5 DETAILER	882-3741
405CS4 CS E1-E4 SHORE	882-3714
405CS5 CS E1-E4 SEA/'A' SCHOOL DETAILER	882-3716
405MC MC E6-E9 DETAILER	882-3717
405MC1 MC E1-E5 DETAILER	882-3715
405PC PC DETAILER	882-3752
	882-3689
	882-3720

<b>CODE/TITLE</b>	<b>DSN</b>
405SH SH E6-E9 DETAILER	882-3743
405SH1 SH E1-E5/'A' & 'C' SCHOOL DETAILER	882-3744
405SK SK E8-E9 DETAILER	882-3724
405SK3 SK E5 SHORE DETAILER	882-3723
405SK4 SK E7 SEA/SHORE DETAILER	882-3746
405SK5 SK E5 SEA DETAILER	882-3721
405SK6 SK E6 SEA/SHORE DETAILER	882-3745
405SK7 SK E4/'A' SCHOOL DETAILER	882-3722

**Medical/Dental (PERS 407)**

<b>FAX</b>	<b>882-2645</b>
<b>407 HEAD, MEDICAL DENTAL ASSIGN</b>	<b>882-4965</b>
407A ADMIN SUPP, MEDICAL/DENTAL ASSIGN	882-XXXX
407A2 HR ASSISTANT (MIL/OA)	882-2397
407C ASST BR HEAD, RAO HM	882-3816
407CD LEAD DETAILER E8-E9	882-4573
407CD2 HM 8701/02/08/52/53/65	882-2408
407CG HM 8410/52/82/85 DETAILER	882-3807
407CH HM 8425/32 DETAILER	882-3800
407CJ HM 8403/27/93/94/'C' SCHOOL DETAILER	882-3813
407CKR HM 'C' SCHOOL DETAILER	882-3322
407CM HM E1-E4 0000/8404 SEA DETAILER	882-2343
407CM1 HM E1-E4 0000/8404 SEA DETAILER	882-3799
407CM2 HM E1-E4 0000/8404 SEA DETAILER	882-2462
407CM3 HM DETAILER	882-3819
407CN HM E1-E4 0000/8404 SHORE DETAILER	882-3812
407CP HM E5 0000/8404 DETAILER	882-3798
407CQ HM 8401/06/08/09/66/72/82	882-3802
407CR HM8454/83/86/89/96 ADMIN SEC LEAD	882-3814
407CT HM 8403/16/27/66/67/93/94/8541	882-3820
407CS HM E-4 DETAILER 8506/05/03 8404 000	882-3797

**CT/IS/EW (PERS 408)**

<b>FAX</b>	<b>882-2650</b>
<b>408 HEAD, CT/IS ASSIGN</b>	<b>882-3821</b>
408A2 ADMIN ASST CT/IS/EW	882-3842
408A3 ADMIN ASST CT/IS/EW	882-4903
408C RATING ASSIGN OFFICER	882-3841
408CD IS E6-E9 DETAILER RATING LEAD	882-6490
408CD1 IS E1-E5 DETAILER	882-4462
408CE CTI E6-E9 DETAILER	882-3835
408CE1 CTI E1-E5 DETAILER	882-3830
408CF CTM E1-E9 DETAILER RATING LEAD	882-3826
408CH CTR E7-E9 DETAILER RATING LEAD	882-3843
408CH1 CTR E1-E6 DETAILER	882-3823
408CJ CTN E1-E9 DETAILER	882-3882
408CL CTT E7-E9 DETAILER	882-3825
408CL1 CTT E1-E5/'A' SCHOOL DETAILER)	882-3834
408CM IT E-7/E-9 DETAILER	882-3792
408CM1 IT E6 LANT/'C' SCHOOL DETAILER	882-3793
408CM3 IT E6-E9 (PAC) DETAILER	882-3736
408CM4 IT E6 DETAILER	882-2365
408CM5 IT E1-E5 (PAC) DETAILER	882-3785
408CM7 IT E1-E6 (LANT) DETAILER	882-2365

**Shore Special Programs (PERS 4010)**

<b>FAX</b>	<b>882-2646</b>
<b>4010 HEAD, SHORE SPECIAL PROGRAMS ASSIGN</b>	<b>882-3451</b>
4010B ASST BR HEAD/RAO SHORE SPEC PROG	882-3864
4010A1 HR ASST	882-3860
4010D2 HR ASST	882-3882
4010C CAREER RECRUITER FORCE DETAILER	882-3868
4010C1 RECRUITING LEAD DETAILER (E7/E8)	882-2352
4010C2 E6 RECRUITING DETAILER	882-3861
4010C3 E4-E5 RECRUITING DETAILER	882-3879

<b>CODE/TITLE</b>	<b>DSN</b>
4010CA RECRUITING ADMIN ASST	882-2335
4010D RDC/MEPS/USS CONSTITUTION	882-3855
4010D1 EOA/NAVLEAD/CAAC DETAILER	882-3862
4010D2 RDC/MEPS/USS CONSTITUTION	882-3878
4010F MAJOR WASH/MEMPHIS STAFF DTLR	882-3880
4010F1 HEADQUARTERS ACTIVITY DETAILER	882-3886
4010E3 BRIG, NACU, SERE, 9999	882-3869
4010G PEP/MAAGS/MISSION/NATO/JOINT AREA	882-2513
4010K SHORE DISTAB/ENL TO OFFICER ACCESS	882-3873
4010K1 SHORE DISTAB/STA 21	882-3872 882-XXXX
4010S2 LEAD "A" SCOL ASSIGN/GENDET	882-2380
4010S3 "A" SCHOOL ASSIGNMENT (LPO)	882-2287
4010S4 "A" SCHOOL ASSIGNMENT	882-3866
4010S9 "A" SCHOOL ASSIGNMENT	882-3883
E471 GENDET DETAILER (LPO)	882-4449
E472 GENDET DETAILER	882-4583

**Full Time Support (PERS 4012)**

<b>FAX</b>	<b>882-2595</b>
<b>4012 DIRECTOR, FTS ENL DISTRIBUTION</b>	<b>882-2473</b>
4012S FTS ADMIN SUPV	882-3112
4012B RATING ASSIGNMENT OFFICER	882-3100
4012C FTS CMC/MCPO/SCPO DETAILER	882-3257
4012C1 FTS ENL AD/AO/AZ DETAILER	882-4027
4012C2 FTS ENL AM/AME/AS/PS DETAILER	882-3276
4012C3 FTS ENL AE/AT DETAILER	882-3197
4012C4 FTS ENL NC/PS	882-3273
4012C5 FTS ENL YN DETAILER	882-3271
4012C6 FTS ENL LS/CS DETAILER	882-3269
4012C7 FTS ENL HM DETAILER	882-3274
4012C8 FTS ENL AIRCREW/CEFIP MGR DET./GSA	882-2257
4012C9 FTS ENL EN/HT/MR/DC/EM/SPEC PROG	882-2767
4012CC FTS ENL BM/IC/ET/SN DETAILER	882-3237
4012CE FTS CAREER RECRUITING	882-2380
4012D1 FTS NAT-NCS LPO	882-3326
4012D2 FTS NAT-NCS ORDER WRITER	882-XXXX
4012D3 FTS NAT-NCS ORDER WRITER	882-3674
4012D4 FTS NAT-NCS ORDER WRITER/DETAILER	882-3499
4012D6 NAT/NCS ORDER WRITER	882-3685

**Enlisted Personnel Readiness and Support (PERS 4013)**

<b>FAX</b>	<b>882-2066</b>
<b>4013 HEAD, ENL PERS READINESS &amp; SUPPORT</b>	<b>882-4126</b>
4013A ASST HEAD, ENL PERS READINESS	882-4184
4013A2 RATING SPEC NECE/SEC FORCES/BRIG	882-4401
4013A3 ADMIN ASST/CCC	882-4519
4013A4 HR ASSISTANT (MIL)	882-4461

**Submarine/Nuclear Readiness (PERS 4013)**

<b>FAX</b>	<b>882-2006</b>
<b>4013B SUB PLACEMENT OFCR/FDNF &amp; SUB SHORE</b>	<b>882-XXXX</b>
4013BB PLACEMENT COORDINATOR	882-4143
4013BC SUB ET(NAV)/(COMM), MT, 3MC RATING	882-XXXX
4013BD RATING SPEC FT/STS/MT/ET(2781)/3M	882-4194
4013BE SUB LANTFLT PLACEMENT COORD	882-4348
4013BF PACFLT PLACEMENT COORD	882-4242
4013BG RATING SPEC MM(AW)/SK/CS/YN	882-4407
4013BH SUB/NUC READINESS ADMIN ASST	882-XXXX
4013BI RATING SPEC NUC POWER	882-4409

**CODE/TITLE****DSN****Strike Group Readiness (PERS 4013)****FAX****882-2066****4013B1 SURFACE/SHORE PLACEMENT OFFICER****882-4548**

4013B1AA AVIATION PLACEMENT COORD

882-4195

4013B1BB AVIATION PLACEMENT COORD

882-4350

4013B1C RATING SPEC YN/LN/NC

882-4534

4013B1CC AVIATION PLACEMENT COORD

882-4584

4013B1F PLACEMENT COORD SHORE

882-4163

4013B1FF AVIATION SHORE PLACEMENT COORD

882-XXXX

4013B1G SURFACE PLACEMENT COORD

882-XXXX

4013B1GG PLACEMENT COORD SHORE

882-4179

4013B1H RATING SPEC FC/GM/MN LANT CG/FFG

882-4548

4013B1HH RATING SPEC ET

882-XXXX

4013B1II RATING SPEC/PLCMNT COORD

882-XXXX

4013B1I RATING SPEC IT

882-4349

4013B1B RATING SPEC BM/QM

882-4539

4013B1II RATING SPEC PS/RP/MC/PC

882-4542

4013B1J RATING SPEC OS/STG

882-XXXX

4013B1JJ RATING SPECIALIST CS/MU/SK/SH

882-4570

4013B1K PACFLT SURFACE PLACEMENT COORD

882-4586

4013B1K FDNF/USNS SURFACCT PLACEMENT COORD

882-XXXX

4013B1KK RATING SPEC GS/GSE/GSM/MM/EN/IC

882-4284

4013B1L PACFLT SURFACE PLACEMENT COORD

882-4545

4013B1LL PLACEMENT COORD GULFCOAST

882-XXXX

4013B1M PACFLT SURFACE PLACEMENT COORD

882-4578

4013B1MM GS ASSIGNMENTS

882-4565

4013B1O AVIATION/CARRIER PLACEMENT OFFICER

882-XXXX

4013B11 HR SPEC SHORE PLACMNT OFFICER

882-4566

4013B1OO PERSONNEL READINESS ANALYST

882-4428

4013B1P LCPO, AVIATION PLACEMENT COORD

882-XXXX

4013B1PP HAWAII SURFACE PLACEMENT COORD

882-4572

4013B1Q AVIATION RATING SPEC AO/AZ/AG

882-XXXX

4013B1R AVIATION PLACEMENT

882-4599

4013B1S AVIATION RATING SPEC/AIRCREW/AB

882-XXXX

4013B1T RATING SPEC AD/AM/AME/PR/AW

882-3675

4013B1U RATING SPEC AT/AE/AC/AS

882-XXXX

4013B1V CARRIER PLACEMENT COORD

882-4582

4013B1W CARRIER PLACEMENT COORD

882-4528

4013B1X CARRIER PLACEMENT COORD

882-4576

4013B1Y CARRIER PLACEMENT COORD

882-4381

**SEABEE/SPECWAR/SPECOPS/MED/ATFP Readiness Unit (PERS 4013)****FAX****882-2066****4013B2 HEAD FOR PERSONNEL READINESS****882-4360**

4013B2C PLACEMENT COORD SEABEES

882-4183

4013B2D PLACEMENT COORD/RATNG SPEC SEABEES

882-4345

4013B2E DIVER/SPECWAR/EOD PLACEMENT COORD

882-4252

4013B2F FORCE PROTECTION/CORRECTION PLCMNT

882-XXXX

4013B2G RATING SPEC HM

882-4580

4013B2H RATING SPEC PC

882-4288

4013B2I MEDICAL PLACEMENT OVERSEAS

882-4354

4013B2K MEDICAL PLACEMENT LANTFLT

882-4389

882-4505

4013B2L MEDICAL PLACEMENT PACFLT

882-4504

4013B2M HR SPEC (O/A) READINESS

882-4471

4013B2N SPECIALIZED PLACEMENT COORD

882-4143

4013B2O SPECIALIZED PLACEMENT COORD

882-4234

4013B2P SPECIALIZED PLACEMENT COORD

882-4455

**Personnel Support Section (PERS 4013)****FAX****882-2595****4013C SUPV, HR SPEC/TPPH PRGM MGMT****882-4386**

<b>CODE/TITLE</b>	<b>DSN</b>
<b><u>TPPH Unit/TMU (PERS 4013)</u></b>	
<b>FAX</b>	<b>882-2595</b>
<b>4013C1C LIMDU/PREGNANCY PLACEMENT LCPO</b>	<b>882-4358</b>
4013C1D TRANSIENT ANALYST (EXPIRED GAINS)	882-4134
4013C2D SUPV HR SPECIALIST (MIL)	882-4403
4013C2D1 HR ASSISTANT MIL/OA	882-4496
4013C1F LIMDU/PREGNANCY PLACEMENT	882-4392
4013C1G LIMDU/PREGNANCY PLACEMENT	882-4138
4013C1H LIMDU/PREGNANCY PLACEMENT	882-4181
4013C1L HR ASSISTANT MIL/OA	882-4518
4013C1N TPPH PROGRAM MANAGEMENT ASST	882-4527
4013C1O TPPH PROGRAM MANAGEMENT ASST	882-4568
4013C1P LIMDU PREGNANCY PLACEMENT	882-XXXX
4013C1Q HR ASSISTANT MIL/OA	882-4111
4013C1R PROGRAM MANAGEMENT ANALYST	882-4574
<b><u>NMP &amp; REQUISITIONS (PERS 4013)</u></b>	
<b>FAX</b>	<b>882-2027</b>
<b>4013C3C CRITICAL ANALYST LCPO</b>	<b>882-4408</b>
4013C3D REQUISITION SUPERVISOR	882-4497
4013C3E KNOWLEDGE MANAGEMENT	882-4585
4013C3F KNOWLEDGE MANAGEMENT	882-4425
4013C3G KNOWLEDGE MANAGEMENT	882-4275
4013C3H ACTIVITY STATUS LPO	882-4366
4013C3I KNOWLEDGE MANAGEMENT/LPO	882-4479
4013C3J NMP CLERK	882-4169
4013C3L PC/EDVR ANALYST	882-4450
4013C3K REQUISITION ANALYST	882-4393
4013C3M REQUISITION ANALYST	882-XXXX
4013C3N NMP ANALYST	882-4579
4013C3O PROGRAM SUPPORT ASST	882-4594
4013C3P SUPV HR SPEC (MIL)/NMP	882-4405
4013C3Q DMRS ANALYST	882-4423
4013C3R PROGRAM ANALYST	882-4563
4013C3S MANAGEMENT ASST (OA)	882-XXXX
<b><u>NEC MANAGEMENT (PERS 4013)</u></b>	
<b>FAX</b>	<b>882-2027</b>
<b>4013D2 HR ASST (MIL/OA)</b>	<b>882-4353</b>
4013D3 SUPV HR SPECIALIST, NEC MANAGEMENT	882-4571
4013D3A IT SPEC/SYS ANALYST/DATA MANAGEMENT	882-2340
4013D4 NEC ANALYST	882-4465
4013D5 NEC ANALYST	882-4569
4013D6 NEC ANALYST	882-4406
<b><u>Navy Music Program Management Division (PERS 4014)</u></b>	
<b>FAX</b>	<b>882-2614</b>
<b>4014 HEAD, NAVY MUSIC PROG</b>	<b>882-4312</b>
4014B RAO, DEPUTY DIR, NAVY MUSIC PROG	882-XXXX
4014C ASST FINANCIAL MGR, NAVY MUSIC	882-4313
4014D MU DETAILER	882-4314
4014E MATERIAL MGR, NAVY MUSIC	882-4315
4014F AUDITIONS COORD, NAVY MUSIC	882-4316
<b><u>Surface Warfare Officer Assign Division (PERS 41)</u></b>	
<b>FAX</b>	<b>882-2757</b>
<b>41 DIR, SURFACE WARFARE OFFICER ASSIGN</b>	<b>882-3927</b>
41B DEPUTY, SURFACE WARFARE OFFICER	882-XXXX
41B1 ASST SWO OCM	882-3705
41A CAPT DETAILER	882-3325
41A2 ADMIN ASST, SURF WAR OFCE ASSIGN	882-2843
41N HEAD,SURFACE NUC POWER	882-3940
41S ADMIN SUPPORT/DTS, NUC ASSIGN	882-3902
4811E7/BCNR CASE WORKER	882-3147

CODE/TITLE	DSN
<b><u>LCDR/CDR Detaining (PERS 411)</u></b>	
<b>411A A-E LCDR/CDR DETAILER</b>	<b>882-2208</b>
<b>411A1 ADMIN SUPPORT</b>	<b>882-3900</b>
411B F-K LCDR/CDR DETAILER	882-3888
411C L-Q LCDR/CDR DETAILER	882-3900
411D R-Z LCDR/CDR DETAILER	882-3900
411E BOARD SUPP/SURFACE MAJ COMM BOARD	882-XXXX
411F SWO DETAILER	882-3891
411M ADMIN SUPPORT, LCDR/CDR DETAINING	882-3888
<b><u>Junior Officer Detailing (PERS 412)</u></b>	
<b>FAX</b>	<b>882-2614</b>
<b>412 HEAD, JR. OFFICER ASSIGN</b>	<b>882-3912</b>
412A SHORE DUTY COORD	882-3899
412B JO SPECIAL PROGRAMS	882-3705
412F DIV OFFICER DETAILER T-B	882-3909
412H DIV OFFICER DETAILER C-H	882-2358
412J DIV OFFICER DETAILER O-S	882-3898
412K DIV OFFICER DETAILER I-N	882-3916
412M FIRST TOUR DEPT HEAD	882-3899
412N SWO (N) DETAILER	882-3896
412S SECOND TOUR DEPT HEAD DETAILER	882-3485
412T HR SPECIALIST	882-3913
412Y HR ASST (MIL/OA) JO OFCR DETAILING	882-3914
<b><u>Surface Placement (PERS 413)</u></b>	
<b>FAX</b>	<b>882-2757</b>
<b>413 HEAD, SURFACE PLACEMENT</b>	<b>882-3897</b>
413A LANTFLT CRU/DES PLACEMENT OFFICER	882-3917
413A1 HR ASST (MIL/OA) PLCMNT SCHEDULER	882-4699
413B AMPH/MIW/PC/MSC/ATG PLCMNT OFFICER	882-3901
413C PHIBRON/LHA/LHD PLCMNT OFFICER	882-39237
413E SURFACE SHIP PLACEMENT OFFICER	882-3921
412F SURFACE SHIP AMPH PLACEMENT	882-3923
413G SURFACE SHIP PLACEMENT OFFICER	882-3923
<b><u>LDO/CWO Detailing (PERS 414)</u></b>	
<b>FAX</b>	<b>882-2757</b>
<b>414 HEAD, LDO/CWO DETAILING</b>	<b>882-3885</b>
414A SECURITY/ADMIN DETAILER	882-2329
414B OPS/DECK LDO/CWO DETAILER	882-3906
414C ENGINEER/REPAIR LDO/CWO DETAILER	882-3887
414D ELECTRONICS/WEAPONS LDO/CWO DTLR	882-3907
414S HR MIL (MIL/OA) LDO/CWO STAFF	882-3905
<b><u>Special Warfare Detailing (PERS 415)</u></b>	
<b>FAX</b>	<b>882-2658</b>
<b>415 HEAD, SPECIAL WARFARE</b>	<b>882-2259</b>
<b><u>Explosive Ordnance Disposal (PERS 416)</u></b>	
<b>FAX</b>	<b>882-2759</b>
<b>416 HEAD, EXPLOSIVE ORDNANCE DISPOSAL</b>	<b>882-3094</b>
416A HR ASST (MIL/OA), EOD	882-3911
<b><u>Submarine Officer Career Management (PERS 42)</u></b>	
<b>FAX</b>	<b>882-2684</b>
<b>42 DIR, SUB OFFICER DISTRIBUTION</b>	<b>882-3941</b>
42B DEPUTY DIR, SUB CO-CAPT DETAILER	882-3929
42C/423 ASST CAPT DET/SUB/NUC PLCMNT OFCR	882-3937
42D1 ASST SURFACE NUC COMMUNITY MANAGER	882-3145
42P HR ASSIST (MIL/OA)	882-3942
42N SUPV MGMNT ANALST/SUB NUC OFFCR LIA	882-2379
42S HR ASSIST (MIL/OA)	882-3930

<b>CODE/TITLE</b>	<b>DSN</b>
<b><u>Nuclear Submarine Assignment (PERS 421/2)</u></b>	
<b>FAX</b>	<b>882-2648</b>
<b>421 HEAD NUC SUB/XO CDR DETAILER</b>	<b>882-3944</b>
421A POST DEPT HEAD SHORE DETAILER	882-3931
421B DEPT HEAD DETAILER	882-3932
421C JR OFFICER/SEA/NOIP COORD	882-3934
421D JR OFFICER SHORE DETAILER	882-3943
421E ACCESSIONS/RESIGNATIONS	882-3748
422 HEAD, NUC SUB LDO/CWO ASSIGN	882-3935
422A LDO/CWO DETAILER, NUC SUB	882-3945
422S HR ASST (MIL/OA) LDO/CWO	882-3936
<b><u>Aviation Officer Career Management (PERS 43)</u></b>	
<b>FAX</b>	<b>882-2756</b>
<b>43 DIR, AVIATION OFFICER ASSIGN</b>	<b>882-3974</b>
43A ASST CAPT DETAILER ASSIGNMENTS	882-3955
43A1 ASST CAPT ASSIGNMENTS	882-3976
43B DEPUTY DIR	882-2288
43B1 HR ASST (MIL/OA)	882-3978
43C HR ASST (MIL/OA)	882-3958
<b><u>Aviation Commander Assignment (PERS 431)</u></b>	
<b>FAX</b>	<b>882-2721</b>
<b>431 HEAD, AVIATION CDR DETAILER</b>	<b>882-3957</b>
431A AVIATION CDR DETAILER	882-3963
431B AVIATION CDR DETAILER	882-3972
431C HR ASST (MIL/OA) ORDER WRITER	882-3975
<b><u>Aviation LCDR/Junior Officer Assignment (PERS 432)</u></b>	
<b>FAX</b>	<b>882-2721</b>
<b>432 HEAD, LCDR/JO ASSIGNMENTS</b>	<b>882-3973</b>
432C SHORE COORD ASSIGNMENTS	882-3967
432D INIT HSL SHORE/NAEB	882-3969
432E VAW ASSIGNMENTS	882-3965
432F VFA JO (O3 & BELOW) ASSIGNMENTS	882-3966
432G VFA DH (O4 & ABOVE) ASSIGNMENTS	882-3986
432H HELICOPTER SEA ASSIGNMENTS	882-3950
432I VP SHORE ASSIGNMENTS	882-3951
432J RESIGNATION/SCHOOL/SUBSPECIALTIES	882-3484
432K VAQ ASSIGNMENTS	882-3967
432O HR SPECIALIST (MIL)	882-3947
432P VP SEA ASSIGNMENT	882-3951
432Q HELICOPTER SHORE ASSIGNMENT	882-3970
432R SEA COORDINATOR	882-3967
432S VS/FORCE SUPPORT JETS ASSIGNMENTS	882-3967
432T GENERAL AVIATION/ACCP/ACIP MGR	882-3954
432U VQ ASSIGNMENTS	882-3985
432V HR ASST (MIL/OA) LDO/CWO ASSIGN	882-3964
<b><u>Air Combat Units Placement (PERS 433)</u></b>	
<b>FAX</b>	<b>882-2721</b>
<b>433 HEAD, AIR COMBAT/CCSG STAFF PLCMT</b>	<b>882-3973</b>
433A AIR COMBAT/CCSG STAFF PLCMT	882-4944
433A1 VFA/VX-9/LSO SCOL PLCMT	882-3959
433B VS/CVW WEST PLCMT	882-3979
433C VAW/VRC/CVW EAST/VT PILOT PLCMT	882-3960
433D VP/VX-1/VC-6/TSC PLCMT	882-3989
433E FLT STUDENTS/VP/VQ PLCMNT/LAT TRF	882-3984
433F VAQ/NSAWC PLCMT	882-3961
433G CV/CVN PLCMT	882-3981
433H VS/TRACOM/SCOL COMD/SWATSPC PLCMNT	882-3967
433I HS/CNAF PLCMT	882-3982
433J HC/HM/TYCOM/FASO/TACRON PLCMT	882-3962
433Q HR ASST (MIL/OA) CV/CVN/CCSG/SERE	882-3988
433R HR ASST (MIL/OA) FLT STUDENT PLCMT	882-3983
433U VQ/VT MARITIME PLCMT	882-3949

<b>CODE/TITLE</b>	<b>DSN</b>
<b><u>AEDO/AMDO Assignments/Placement (PERS 434)</u></b>	
<b>FAX</b>	<b>882-2721</b>
<b>434 HEAD, AEDO/AMDO (PAX RIVER)</b>	<b>757-8483</b>
434B AEDO ASSIGNMENT	882-4106
434B1 AED/AMD ASSIGNMENTS	882-2437
434C AMDO ASSIGNMENT	882-4107
434D AVIATION LDO/CWO ASSIGNMENTS	882-3968
434E AVIATION LDO/CWO ASSIGNMENTS	882-3948
<b><u>Staff/RL Officer Career Management (PERS 44)</u></b>	
<b>FAX</b>	<b>882-2676</b>
<b>44 DIR, RL/STAFF OFCR DIST &amp; SPEC PLCMT</b>	<b>882-4070</b>
44A ADMINISTRATIVE OFFICER	882-4071
44B DEP, RL/STF CORPS OFCR DISTR/PLCMT	882-XXXX
44D SPE ASST RL/STF CORPS OFCR DISTR	882-XXXX
44S1 ADMIN ASST RL/STF OFCR DIST	882-4055
<b><u>Executive Services (PERS 44)</u></b>	
<b>FAX</b>	<b>882-2865</b>
<b>44ES BR HEAD, EXECUTIVE SERVICES</b>	<b>882-2135</b>
44ESB ASST BR HEAD FOR EXECUTIVE SERVICES	882-4190
44ES1 ENL FLAG WRITER PLCMNT/DETAILER	882-3732
44ES2 ENL FLAG MESS/AIDE DISTRIBUTION	882-3871
44ES3 HR SPEC EXEC SVCS	882-3458
<b><u>Special Placement (PERS 440)</u></b>	
<b>FAX</b>	<b>882-2676</b>
<b>440 HEAD, SPECIAL PLACEMENT</b>	<b>882-4100</b>
440B GRAD EDUCATION PLCMT	882-4056
440C SERVICE COLLEGE & FELLOWSHIP PLCMT	882-XXXX
440F SHORE STATION PLCMT	882-XXXX
440A EDUC & TRNG/DISA/TELCOM PLCMT	882-4040
<b><u>Washington Placement (PERS 441)</u></b>	
<b>FAX</b>	<b>882-2767</b>
<b>441 HEAD, WASHINGTON PLACEMENT BR</b>	<b>882-4105</b>
441A ASST WASH PLACEMENT (JCS/NPC)	882-4074
441B ASST WASH PLACEMENT (OSD/BUPERS)	882-4104
441S HR ASSISTANT (MIL/OA)	882-4075
<b><u>Major Staff Placement (PERS 442)</u></b>	
<b>FAX</b>	<b>882-2676</b>
<b>442 HEAD, MAJOR STAFF PLACEMENT</b>	<b>882-2676</b>
442B ASST HEAD, NATO/ENE/#FLTS/AACRIM	882-2676
442C ASST HEAD, PEP/MAAG/MILGRP/FAO	882-2676
<b><u>Shore Placement (PERS 444)</u></b>	
<b>FAX</b>	<b>882-2676</b>
<b>444C SURFACE MATERIAL PLACEMENT OFFICER</b>	<b>882-4101</b>
444D HR RESOURCE ASST (MIL/OA)	882-4060
444E SURF MATERIAL/AVIATION ACQ PLCMT	882-4061
<b><u>Engineering Duty Officer (PERS 445)</u></b>	
<b>FAX</b>	<b>882-2676</b>
<b>445 HEAD, ENGINEERING DUTY OFFICER</b>	<b>882-4090</b>
445B EDO ASSIGNMENTS	882-3994
445D NEW ACCESSIONS EDO DETAILER	882-3085
<b><u>Acquisition Workforce Management (PERS 447)</u></b>	
<b>FAX</b>	<b>882-2676</b>
<b>447 HEAD, ACQUISITION WORKFORCE MGMT</b>	<b>882-3837</b>
<b><u>Public Affairs Officer (PERS 448)</u></b>	
<b>FAX</b>	<b>882-2681</b>
<b>448 HEAD, PAO ASSIGN/PLCMT</b>	<b>882-4091</b>
448B PUBLIC AFFAIRS DETAILER	882-4025
448D PHOTO LDO OFFICERS DETAILER	882-3397
448E HR MGMT SPEC	882-4023

CODE/TITLE	DSN
<b><u>Oceanography (PERS 449)</u></b>	
<b>FAX</b>	<b>882-2711</b>
<b>HEAD, OCEANOGRAPHY</b>	<b>882-XXXX</b>
449 DETAILER/PLACEMENT	882-4109
449B OCEANOGRAPHY DETAILER/PLACEMENT	882-4110
<b><u>Supply Assignments/Placement (PERS 4412)</u></b>	
<b>FAX</b>	<b>882-2684</b>
<b>4412 HEAD, SUPPLY CORPS PERSONNEL</b>	<b>882-4600</b>
4412A SPECIAL ASST, SUPPLY ASSIGN/PLCMT	882-XXXX
4412B HEAD, SHORE/LCDR DETAILER	882-XXXX
4412C ENLISTED AIDE SUPPLY CORP	882-3008
4412F LTJG/LT SEA/OVERSEAS DETAILER	882-4616
4412I LT/OVERSEAS DETAILER	882-2936
4412J LT OP/ENS/LDO/CWO DETAILER	882-4613
4412O DIR, DETAILING DIV, SUPPLY	882-4607
4412O1 IA COORD, SUPPLY ASSIGN/PLCMT	882-XXXX
4412R SPECIAL ASSISTANT/OFFICE MANAGER	882-4609
4412R1 MGMT ANALYST, SUPPLY ASSIGN/PLCMT	882-4602
4412S1 ADMIN ASST PLACEMENT ASST	882-4611
4412S2 ADMIN ASST SUPPLY ASSGN/PLCMT	882-3583
4412XC MGMT ANALYST, SUPPLY ASSIGN/PLCMT	882-4610
4412XA INFO SYSTEMS PROGRAM MGR/WEBMASTER	882-4612
<b><u>Officer Plans (PERS 4412)</u></b>	
<b>FAX</b>	<b>882-2684</b>
<b>4412OP32 DIRECTOR, OFFICER PLANS</b>	<b>882-4623</b>
4412OP32 VAHD/MANPOWER PLAN/PROJ OFF	882-4623
4412OP32 MANPOWER REQMNTS/PROJ OFF	882-2914
<b><u>Supply Reserve Management (PERS 4412)</u></b>	
<b>FAX</b>	<b>882-2684</b>
<b>4412E DIRECTOR, RESERVE DIV</b>	<b>882-XXXX</b>
4412ES SUPPLY RESERVE MGMT ANAYLST	882-4622
4412W HEAD, SELRES COMMUNITY MGNT	882-4621
4412Y HEAD, FTS COMMUNITY MGMT	882-4620
<b><u>Supply Officer Planning (PERS 4412)</u></b>	
<b>FAX</b>	<b>882-2684</b>
<b>4412Q HD, CAREER DEV &amp; TRNG, SC OFFICERS</b>	<b>882-4624</b>
4412QA SUPPLY OFCR PLANNING ANALYST	882-4629
4412QB SUPPLY OFCR PLNING PROGRAM ANALYST	882-2193
4412X ACCESSIONS OFFICER	882-XXXX
<b><u>Civil Engineering Corps (PERS 4413).</u></b>	
<b>FAX</b>	<b>882-2681</b>
<b>4413 HEAD, CEC ASSIGN/PLCMT</b>	<b>882-4032</b>
4413C ASST HEAD, SST/CEC LCDR DETAILER	882-4030
4413E CEC LT/LDO/CWO DETAILER	882-4035
4413F CEC LTJG/ENS DETAILER	882-4033
4413G HR ASST (MIL/OA), CEC	882-4383
4413J HR SPEC (MIL), CEC	882-3998
4413K COMMUNITY ANALYST, CEC	882-4131
<b><u>Chaplain Assignment/Placement (PERS 4414).</u></b>	
<b>FAX</b>	<b>882-2755</b>
<b>4414 HEAD, CHC DETAILER</b>	<b>882-4092</b>
4414B ASST HEAD, CHAPLAIN ASSIGN/PLCMNT	882-3995
4414S CHAPLAIN ORDER WRITER	882-3996
<b><u>Medical Assignment/Placement (PERS 4415)</u></b>	
<b>FAX</b>	<b>882-2680</b>
<b>4415 HEAD, MEDICAL ASSIGN/PLCMT</b>	<b>882-4096</b>
4415A ASST HEAD, MEDICAL ASSIGN/PLCMT	882-4053
4415A2 MED ASSIGN LCPO/ADMINISTRATION	882-4893
4415A1 LPO/ORDER WRITER	882-4043
4415A3 OA ASST	882-4097

<b>CODE/TITLE</b>	<b>DSN</b>
<b><u>Medical Placement Section (PERS 4415)</u></b>	
<b>FAX</b>	<b>882-2680</b>
<b>4415B HEAD, MEDICAL PLCMNT OVERSEAS/NCA</b>	<b>882-4464</b>
4415C MEDICAL PLACEMENT EAST COAST	882-2241
4415T MEDICAL PLCMNT WEST COAST/ADAK/USMC	882-4112
<b><u>Dental Assignment/Placement</u></b>	
<b>FAX</b>	<b>882-2680</b>
<b>4415D HEAD, DENTAL CORPS ASSIGN</b>	<b>882-4044</b>
4415D1 ORDER WRITER/ADMIN ASST	882-XXXX
4415H DENTAL CORPS ASSIGN	882-4093
<b><u>Medical Service Corps Assignment/Placement</u></b>	
<b>FAX</b>	<b>882-2680</b>
<b>4415I HEAD, MSC/HCA ASSIGN</b>	<b>882-4120</b>
4415IA HCA LT AND BELOW ASSIGN	882-4050
4415J HEAD, MSC/SCIENCES	882-3756
4415J1 L/HCS ASSIGN	882-4115
4415G1 HCS/MSC ORDERWRITER/ADMIN ASST	882-4119
4415G2 HCS/MSC ORDERWRITER/ADMIN ASST	882-4051
4415H2 HCS/MSC ORDERWRITER/ADMIN ASST	882-4052
<b><u>Nurse Corps Assignment (PERS 4415)</u></b>	
<b>FAX</b>	<b>882-2680</b>
<b>4415K HEAD, NC ASSIGN</b>	<b>882-4038</b>
4415KB NC ORDERWRITER/ADMIN ASST	882-XXXX
4415L LT AND BELOW/WEST COAST ASSIGN	882-4042
4415M HEAD, MC SURG SPEC ASSIGN	882-4094
4415R NC OPS MEDICINE	882-4046
4415S LT AND BELOW/EAST COAST ASSIGN	882-4041
4415T MEDICAL PLCMNT SOUTHEAST	882-4045
4415U GMO/FAMILY PRACTICE ASSIGN	882-4037
4415UA1 ORDERWRITER/ADMIN ASST, NC ASSIGN	882-4121
4415V LCDR/GENERALIST/PERI OPERATIVE	882-4039
<b><u>JAG Corps Assignment/Placement (PERS 4416)</u></b>	
<b>FAX</b>	<b>882-2679</b>
<b>4416 HEAD, JAG CORPS ASSIGN/PLCMNT</b>	<b>882-4081</b>
4416B JAG LCDR ASSIGN/PLCMNT	882-4083
4416C JAG LT/LTJG/LDO ASSIGN	882-4082
4416E JAG ASSESSIONS/RECRUITING	882-4084
4416I JAG ASSESSIONS/RECRUITING ASST	882-4087
<b><u>Full-Time Support Assignment/Placement (PERS 4417)</u></b>	
<b>FAX</b>	<b>882-2775</b>
<b>4417 HEAD, OFFICER DETAIL</b>	<b>882-4102</b>
4417B ASST HEAD, FTS OFFICER DETAIL	882-4103
4417C AVIATION LCDR & BELOW DETAILER	882-4146
4417D SURFACE LCDR & BELOW DETAILER	882-4158
4417E FTS PLACEMENT OFFICER	882-4117
4417F FTS ADMIN SUPERVISOR/ORDER WRITER	882-4063
4417J FTS ADMIN ASST/ORDER WRITER	882-4064
4417G AMDO/OCM DETAILER	882-4076
4417I FSO FTS OFCR RCRT/DETAILER	882-3026
<b><u>HR Community Management/Assignment (PERS 4421)</u></b>	
<b>FAX</b>	<b>882-2676</b>
<b>4421 HEAD, HR COMM MGR/ASSIGN</b>	<b>882-4054</b>
4421A HR DETAILER	882-4054
4421B HR ASSIST DETAILER	882-3026
4421C HR ASSIST (MIL)	882-4057
4421D HR COMM MGMT RC HR DETAILER	882-3434

<b>CODE/TITLE</b>	<b>DSN</b>
<b><u>Distribution Management (PERS 45)</u></b>	
<b>FAX</b>	<b>882-2693</b>
<b>45 DIRECTOR, DISTRIBUTION MGMT DIV</b>	<b>882-4124</b>
45B DEP DIR, DISTRIBUTION MGMT DIV	882-4191
45S ADMIN ASST, DISTRIBUTION MGMT DIV	882-4730
<b><u>Special Assistant for Subspecialty Management (PERS 45)</u></b>	
<b>FAX</b>	<b>882-2696</b>
<b>45E HEAD, SUBSPECIALTY MANAGEMENT</b>	<b>882-4058</b>
45E1 ASST BR HEAD, SUBSPECIALTY MGMT	882-XXXX
45E2 SUBSPECIALTY MANAGEMENT	882-4992
45E3 OPERATIONS ANALYSIS OFFICER	882-2466
45E4 PERS DIST/SUBSPEC MANAGEMENT	882-3256
<b><u>Special Assistant for Joint Officer Management (PERS 45)</u></b>	
<b>FAX</b>	<b>882-2696</b>
<b>45J HEAD, SPEC ASST FOR JOINT MATTERS</b>	<b>882-4217</b>
45J1 MANPOWER ANALYST	882-4209
45J2 PERS PLAN/JOINT DUTY ALLOCATION	882-3459
45J3 MGMT ANALYST, JOINT OFCR MATTERS	882-2925
45J5 JQS ACTION OFFICER	882-4682
<b><u>Distribution Management and Procedures (PERS 451)</u></b>	
<b>FAX</b>	<b>882-2693</b>
<b>451 HEAD, DIST MGMT &amp; PROCEDURES</b>	<b>882-2117</b>
451A ADMIN SUPPORT ASSISTANT	882-3015
451B ASST HEAD, DIST MGMT & PROCEDURES	882-3141
451E HR ASST	882-3025
451F HR SPECIALIST (INFO SYSTEM)	882-4730
451G PROGRAM ANALYST, DIST MGMT	882-4142
451H SUPV, HR SPECIALIST (MIL)	882-4198
451H1 HR SPEC (MIL) DISTRIBUTION MGMT	882-4200
451H2 HR SPEC (MIL) POLICY ANAL	882-4186
451O HR SPEC(MIL) OFCR DIST PROCEDURES	882-3516
451O1 HR ASST	882-4187
451X EFM PROGRAM MANAGER	882-2435
451X1 EFM SENIOR PROGRAM ANALYST	882-4390
451X2 EFM PROGRAM ANALYST	882-XXXX
451X3 EFM DATABASE MGE/PROGRAM ANALYST	882-XXXX
451X4 HR ASST (MIL)	882-4391
<b><u>Allocation and Statistics (PERS 452)</u></b>	
<b>FAX</b>	<b>882-2696</b>
<b>452 HEAD, ALLOCATION &amp; STATISTICS</b>	<b>882-XXXX</b>
452D ALLOC & STAT OFFICER	882-XXXX
452F ALLOC & STAT SR MANPOWER ANALYST	882-4130
452F1 ALLOC & STAT HR ASST (MIL)	882-4956
452F2 ALLOC & STAT, OFCR MANPOWER ANALYST	882-4137
452F3 ALLOC & STAT MPWR ANALYST	882-4730
452F4 ALLOC & STAT HR ASST MPWR ANAL	882-4125
452F5 ALLOC & STAT MPWR ANALYST	882-4946
<b><u>Manning Control Authority BUPERS (PERS 453)</u></b>	
<b>FAX</b>	<b>882-2696</b>
<b>453 HEAD, MANNING CONTROL AUTH BUPERS</b>	<b>882-4219</b>
453A ASST MANNING CONTROL AUTH BUPERS	882-4132
453B HR SPECIALIST (MIL)	882-3664
453C HR SPECIALIST (MIL)	882-2341
453D MCA SHORE MANNING ANALYST	882-4171
<b><u>Distribution Operations Management (PERS 455)</u></b>	
<b>FAX</b>	<b>882-2697</b>
<b>455 HEAD, DISTRIBUTION OPS MGMT BR</b>	<b>882-4869</b>
455A DEPUTY, DISTRIBUTION OPS MGMT BR	882-4210
455A1 LEAD, OP ANALYST/TFMMS/SCR	882-4140
455A2 OP ANALYST/TFMMS/SCR/CMS-ID	882-2503

<b>CODE/TITLE</b>	<b>DSN</b>
455A11 OP ANALYST/TFMMS	882-3101
455A12 OP ANALYST/CMS-ID	882-4157
455A13 OP ANALYST/CMS-ID	882-4140
455B HEAD, OP SUPP SECT/INFO ASSUR MNGR	882-3928
455B1 LEAD, HR SPECIALIST INFO ASSUR	882-3481
455B2 OP SUPP ANALYST/SECURITY/IAM	882-3114
455B11 OP SUPP ANALYST/OAIS ERRORS RSRCH	882-3310
455B12 OP SUPP ANALYST/EAIS ERRORS RSRCH	882-3248
455C HEAD, PCS ORDER WRITING SUPP SEC	882-4148
455C1 PCS ORDER SUPPORT	882-4151
455C2 PCS ORDER SUPPORT	882-4149
4734 FOREIGN AREA OFFICER DETAILER	882-3993
4741 PEP/SAO	882-4086

**Information and Intelligence Operations (PERS 47)**

<b>FAX</b>	<b>882-2744</b>
<b>47 DIRECTOR, INFORMATION &amp; INTEL OPS</b>	<b>882-2846</b>

**Information Professionals (IP) (PERS 471)**

<b>FAX</b>	<b>882-2744</b>
<b>471 HEAD, SR DETAILER</b>	<b>882-2846</b>
471B IP ASST HEAD, INFO PROFESSIONALS	882-3020
471A IP JUNIOR OFFICER IP DETAILER	882-2494
471D IP LDO/CWO DETAILER/C4I PLACEMENT	882-4208
471S IP PROGRAM SUPPORT ASST	882-XXXX
471C HR ASST (MIL)	882-XXXX

**Information Warfare (IW) (PERS 472)**

<b>FAX</b>	<b>882-2739</b>
<b>472 HEAD, SR DETAILER INFO WARFARE</b>	<b>882-4078</b>
472B IW JUNIOR OFFICER DETAILER	882-3993
472C IW LDO/CSO/NEW ACCESSIONS DTLR	882-4113
472S IW ADMIN SUPPORT	882-4080
472S1 IW ADMIN SUPPORT	882-4079

**Intelligence (PERS 473)**

<b>FAX</b>	<b>882-2744</b>
<b>473 HEAD, INTELLIGENCE ASSIGN/PLCMT</b>	<b>882-4088</b>
473C INTEL JO DETAILER	882-3991
473D INTEL PLCMT OFCR AND ACCESSIONS	882-3993
473D INTEL ATTACHEPLCMNT/RESERVE ACCESS	882-4089
473S1 INTEL ADMIN SUPPORT	882-4460
473S2 INTEL ADMIN SUPPORT	882-3980

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The Navy Personnel Command Customer Service Center is the one-stop place to get all your questions answered if you are unsure who to contact or where to go. Call 1-866-U-ASK-NPC (1-866-827-5672) and let the Navy Personnel Command Customer Service Center help you get the answers!

**Center for Career Development (CCD)**

COMMERCIAL PHONE NUMBERS USE:	(901) 882-XXXX
DIRECTOR, CCD	882-2410
CAREER DEVELOPMENT EXECUTIVE DIRECTOR, CPPD	882-2312
COMMAND MASTER CHIEF, CAREER DEVELOPMENT DIR.	882-2376
OPS TEAM LEADER	882-2403
OPS ENLISTED TEAM LEADER (SURFACE)/CMC LIAISON	882-2457
OPS ENLISTED TEAM LEADER (SUB)/CMC LIAISON	882-4225
OPS ENLISTED TEAM LEADER (AVIATION)/CMC LIAISON	882-2398

**Center for Personal and Professional Development (CPPD)**

COMMERCIAL PHONE NUMBERS USE:	(757) 492-XXXX
COMMANDING OFFICER, CPPD	492-5600
EXECUTIVE DIRECTOR	492-5600
DEPUTY COMMANDER	492-5600
COMMAND MASTER CHIEF	492-5604
VOLUNTARY EDUCATION EXECUTIVE DIRECTOR	492-0802
DIRECTOR OF TRAINING	492-5661

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(FOR COMMERCIAL CALLS USE AREA CODE 619)**

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EXECUTIVE DIRECTOR	577-5999

**CENTER FOR NAVAL INTELLIGENCE (CENNAVINTEL), VIRGINIA BEACH, VA  
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EXECUTIVE DIRECTOR	492-0115

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COMMANDING OFFICER	922-6516
EXECUTIVE DIRECTOR	922-6518

**CENTER FOR NAVAL ENGINEERING (CNE), NORFOLK, VA  
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EXECUTIVE DIRECTOR	564-5332 X3101

**CENTER FOR SURFACE COMBAT SYSTEMS (CSCS), DAHLGREEN, VA  
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COMMANDING OFFICER	249-1023
EXECUTIVE DIRECTOR	249-XXXX

**CENTER FOR SEABEES AND FACILITIES ENGINEERING (CSFE), PORT HUENEME, CA  
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**CENTER FOR SERVICE SUPPORT (CSS), NEWPORT, RI  
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COMMANDING OFFICER	841-1268
EXECUTIVE DIRECTOR	841-1268

**SUBMARINE LEARNING CENTER (SLC), GROTON, CT  
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EXECUTIVE DIRECTOR	322-2676

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EXECUTIVE DIRECTOR 792-4870

**TSC: HAMPTON ROADS (TSCHR)**

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COMMANDING OFFICER 948-3596

# Leadership Tutor

## Personal and Subordinate Development

The goal of personal and subordinate development is multifaceted. Outcomes of developing subordinates include:

- Increasing an individual's knowledge and skill.
- Increasing the organization's total knowledge and skills.
- Creating synergy within and between departments for a positive impact on mission effectiveness.
- Increasing the availability of redundant personnel for enhanced mission effectiveness.

One way superior commands promote training and development is by having all levels participate in training and development. In addition, commands realize that the more proficient each person is, the better the overall performance of the command will be. The common denominator of success is a strong, empowering, guiding, inspiring, uplifting purpose. Consider career development from recruit to retirement. There is more you can do to improve both personally and professionally.

Continuing your personal development as well as your professional development is important because, as a leader, your guidance to your subordinates is vital to their career success. An important part of guidance is the example you set, or "walking the talk."

Education and training are vital aspects of personal and professional development. They provide knowledge and skills, which, in turn, help build confidence, and self-esteem. Both general and Fleet training have a single purpose -- to "Provide the Fleet trained personnel capable of maintaining, operating, and employing effectively the ships, aircraft, and weapons systems with which the Fleet has been equipped, and also to provide trained personnel for logistic and other essential support."

## Plan Development

The key to effective planning involves following a systematic process that will increase your chances of success.

**Establish Goals and Objectives** – Focus on the same targets as the mission or vision, but in more detail.

Goals: "What to do" level of detail. Objectives: "How to do it" level of detail including an "as measured by" component so that you will have a sense of when the objective has been met, and to what level or standard of quality. Most importantly, goals and objectives should be realistic, attainable, challenging, and measurable.

**Assess Factors Influencing Goals and Objectives** – Plans are usually constructed based on less than perfect data. The more data and variables considered, the better the plan.

**Examine/Evaluate Alternative Courses of Action** – Examining the operations requires that criteria for selection be defined.

**Select a Course of Action** – Involves a determination of what is to be done, who will do it, when must it be done, and what are the criteria for effectiveness.

**Implement and Monitor the Plan** – Planning, like process improvement, is a continuous activity.

## Leadership Tutor (continued)

### Characteristics of Effective Planning

**Planning is a Regularly Scheduled Activity** – “Plan for Planning” to ensure that it actually happens. Planning may be scheduled weekly for tracking progress toward long term goals.

**Planning Occurs at all Levels** – A work center supervisor typically develops a Maintenance Schedule. A leading petty officer and the enlisted subordinate typically develop a Qualification Plan. A division training petty officer develops a Training Plan.

**Planning is Long Range** – A department should have monthly long-range planning meetings in addition to weekly short-range operational planning sessions.

**Plans are Publicized** – Plans may be publicized as a Plan of the Day (POD) and posted in various places. The idea is to get them out to the troops as soon as possible so that everyone will know the daily priorities and how those relate to the priorities of the week or month. This timeliness also promotes usable feedback.

**Implementation Systems are put into Place** – Each command will develop an implementation strategy that works best for that command and its unique situation. Capture whatever seems to work. Supervisors give a list of their work goals for the next week to their superior, moving through the chain of command. Department heads turn in summaries of their weekly goals to the XO. All of these goals support the CO’s mission and vision.

**Plans are Adhered to** – There is little point in developing a plan if you have no intention of sticking to it. Make every effort to carry out your plan as stated.

**Plans are Flexible** – Except for routine tasks and operations, plans must address the likelihood of change. One approach is to identify which elements of any given plan are most likely to change before or during implementation and which are least likely to change. Ensure new or revised data is distributed to all relevant parties.

### Assessing Subordinate’s Capabilities

**Direct Observation** takes place both in the work environment and in off duty situations. It involves, among other things, monitoring individuals during the performance of their duties, observing their interactions with seniors and peers, and discussing the individual’s goals and objectives in both formal (counseling) and informal (conversational) settings. The downside of direct observation is that it is limited to the present situation and reflects only the opinion of the observer.

**Indirect Observation** can include a review of service records, evaluations, inspection results, third party opinions and any other data that has been compiled about a subordinate. While indirect observation has greater scope than direct observation, its limitations are that the data may be out of date or flawed in some other way and that it does not involve active discussion with the subordinate. It is sensible to use a combination of the two methods for identifying individual capabilities.

### Selecting the Right Person

As a leader, your natural tendency probably is to try to complete a task rapidly and accurately. You want results, and to get results you may choose your star performer. However, the star performer is not always the right choice. Remember that subordinate development is future oriented; it takes time and thoughtful consideration to build subordinates. Before selecting an individual for delegation, consider three possible goals or outcomes from the delegation process:

1. To get direct results, the job gets done.
2. To enhance professional development in a subordinate.
3. To provide an opportunity to evaluate a subordinate’s development or commitment.

## **Leadership Tutor (continued)**

### **Monitoring**

Simply assigning tasks is not delegation. Leaders must determine how well personnel are meeting agreed upon standards and communicate this to the subordinates. As junior officers develop, leadership style and monitoring will change when situational leadership is applied. As appropriate, you must let go and give your subordinates breathing room when you delegate; it demonstrates your confidence in them. Confidence, however, is developed over time and as a result of careful monitoring. Effective delegation entails follow-up to make certain that the delegated task stays on track. The following guidelines will help you successfully implement the delegation process:

- State the desired results.
- Commit the goals to paper.
- Establish a time line.
- Grant the necessary authority.
- Assign responsibility and authority.
- Get acceptance of the project from subordinates.

### **Developing Relationships with Seniors and Juniors**

One of the most important elements of Navy organization is the chain of command. In simple terms the chain is the pyramid structure of communications, authority, and responsibilities which allows every individual in an organization to know what is going on with those below and what is expected by those above. It is the conduit for orderly direction of command activities and provides a two-way communication flow. It is only as good as the people in it, all of whom are key links.

### **Relationships with Seniors**

A fundamental assumption every leader must make, regardless of his station in the chain of command, is that every leader above him is morally motivated to carry out the mission and, whenever and wherever possible, to carry it out in a manner that serves the best interests of the officers and enlisted who make up the Naval Service. No matter how good you are at building relationships with your peers and subordinates, your overall effectiveness will be greatly reduced if you cannot build a strong relationship with your superiors. It is critical that you adhere to military protocol and the chain of command at all times.

### **Relationships with Juniors**

Effectiveness as a Navy leader relies heavily on the relationships you establish with subordinate personnel.

Situations vary from seeking information from an experienced subordinate, to encouraging and rewarding a solid performing subordinate, to handling the difficult subordinate. To be successful, a leader must have the support of and be able to use the knowledge of his experienced subordinates.

Faith in subordinates is often found lacking in those who miss the mark of being a highly successful leader. Subordinates want to succeed, they want to be “winners” and they need leadership and sufficient resources to do so. Only an unsuccessful leader treats subordinates with disdain and a lack of trust, or fails to create a climate in which they feel free to express their feelings and ideas to him.

Setting standards is an integral part of the Naval leader’s job. Standards of readiness, standards of appearance, standards of training, standards of safety — standards, standards, standards — that means effectively passing critical corrections to subordinates.

## Introduction to Personal Planning

The Individual Development Plan (IDP) employs a concept that emphasizes discussion and joint decisions by the Sailor and the supervisor, with input from mentor(s), on the specific developmental experiences necessary to fulfill the mutual goals of individual career development and organizational enhancement.

An IDP is uniquely tailored to the needs of the individual and the organization. An IDP is a personal action plan, jointly agreed to by you and your supervisor, that identifies your short and long-term career goals.

An IDP also identifies the training and other developmental experiences needed to achieve those goals for the benefit of the individual and organization within a specified time frame.

### Your Individual Development Plan (IDP)

To the extent that any of your career goals involve acquiring some new skills or expertise, an IDP is very helpful. Create your own IDP to begin drafting your current and future goals with the help of a supervisor or mentor.

Throughout this publication are tables and small worksheets. You can incorporate the goals you will formulate on these worksheets to keep you focused while also measuring your progress.

When selecting developmental activities, try to achieve a balance between formal training activities (e.g., courses, classes, e-learning) and other kinds of learning experiences (e.g., work assignments, reading books, research). Also, include realistic time frames for completing your actions. Spending time with your supervisor or mentor will help you to achieve your goals.

### Your Supervisor's Role

Your supervisor is in an excellent position to support your personal and professional development by:

- Providing feedback on your performance in your current job and identifying your strengths and areas for improvement.
- Acting as a mentor and coach.
- Representing the organization's needs, goals and opportunities.
- Communicating what is happening around your command and the Navy.
- Helping assess your advancement potential and your qualifications for other positions.
- Acting as a resource and referral for exploring your career development options.
- Supporting your training and development, and providing training opportunities and personal educational goals.

## Introduction to Personal Planning

### The Individual Development Plan

**Step 1.** This guide includes worksheets that can be used as tools to assist you in gathering information to achieve a solid understanding of your current and future developmental goals.

**Step 2.** Once you have completed the worksheets, you are ready to gather all your information and prepare a draft IDP that states your developmental goals. Your IDP will state how your developmental goals align with organizational goals.

**Step 3.** Schedule an appointment to meet with your supervisor or mentor and review your proposed IDP. After receiving supervisory input, finalize your plan.

**Step 4.** Remember that your IDP is a living document. This guide is designed to help you review your progress monthly.

More worksheets are available online at: <https://wwwa.nko.navy.mil>.

## Individual Development Planning / Short Range

### Short Term Goals (next 1 - 4 months)

Goal 1: \_\_\_\_\_  
\_\_\_\_\_

Goal 2: \_\_\_\_\_  
\_\_\_\_\_

Goal 3: \_\_\_\_\_  
\_\_\_\_\_

Goal 4: \_\_\_\_\_  
\_\_\_\_\_

Goal 5: \_\_\_\_\_  
\_\_\_\_\_

1. My goals involve developing the following knowledge and skills: \_\_\_\_\_  
\_\_\_\_\_

2. Activities and learning I will pursue to achieve my goals: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Target dates / Milestone dates: \_\_\_\_\_  
\_\_\_\_\_

4. How will I measure my progress: \_\_\_\_\_  
\_\_\_\_\_

5. I will meet with my supervisor/mentor: \_\_\_\_\_  
\_\_\_\_\_

*Complete forms available at <https://www.nko.navy.mil>*

## Individual Development Planning / Short Range

### Short Term Goals (next 1 - 4 months)

Goal 1: \_\_\_\_\_  
\_\_\_\_\_

Goal 2: \_\_\_\_\_  
\_\_\_\_\_

Goal 3: \_\_\_\_\_  
\_\_\_\_\_

Goal 4: \_\_\_\_\_  
\_\_\_\_\_

Goal 5: \_\_\_\_\_  
\_\_\_\_\_

1. My goals involve developing the following knowledge and skills: \_\_\_\_\_  
\_\_\_\_\_

2. Activities and learning I will pursue to achieve my goals: \_\_\_\_\_  
\_\_\_\_\_

3. Target dates / Milestone dates: \_\_\_\_\_  
\_\_\_\_\_

4. How will I measure my progress: \_\_\_\_\_

5. I will meet with my supervisor/mentor: \_\_\_\_\_

*Complete forms available at <https://wwwa.nko.navy.mil>*

## Individual Development Planning / Long Range

Name: \_\_\_\_\_

Supervisor/Mentor: \_\_\_\_\_

### Long Term Goals (next 12 months)

Goal 1: \_\_\_\_\_

\_\_\_\_\_

Goal 2: \_\_\_\_\_

\_\_\_\_\_

1. My goals have personal and organizational relevance because:

\_\_\_\_\_

\_\_\_\_\_

2. My goals involve developing the following competencies: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. Activities and learning I will pursue to achieve my goals: \_\_\_\_\_

\_\_\_\_\_

4. Target dates / Milestone dates: \_\_\_\_\_

\_\_\_\_\_

5. How will I measure my progress: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6. I will meet with my supervisor/mentor: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Goal Development Worksheet

A development goal is a statement of a desired outcome or accomplishment that is specific, observable and realistic.

Based on the goals you have generated about yourself on the previous worksheets and your specific career issues, write some career goals for the next one and two years and answer the following questions.

1. What I want to accomplish and the knowledge/skills I want to acquire or improve by this time next year are:

---

---

2. What I want to accomplish and the knowledge/skills I want to acquire or improve by the end of the second year are: \_\_\_\_\_

---

3. What barriers or obstacles might prevent me from accomplishing my goals on time (e.g., time, money, and other commitments)? \_\_\_\_\_

---

4. What can I do to overcome these barriers or obstacles? What resources are available to help me? \_\_\_\_\_

---

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# Mentoring Compass

## Sample Mentoring Agreement

Entering into a mentoring agreement will help mutually clarify expectations. This is a sample agreement that your command can use to get started.

Mentor: \_\_\_\_\_

Phone / E-Mail: \_\_\_\_\_

### Frequency of Meetings

How often will we meet? \_\_\_\_\_

Day(s) of the week: \_\_\_\_\_

Where will we meet? \_\_\_\_\_

What should I bring to each meeting? \_\_\_\_\_

### Specific Role of the Mentor

(Model, guide, observe and give feedback, recommend developmental activities, facilitate learning, suggest/ provide resources, etc.)

\_\_\_\_\_  
\_\_\_\_\_

As a participant in the mentoring program, I commit to working with my mentor throughout the program, attending all scheduled meetings, and communicating with my mentor weekly. I will develop personal goals and be open to coaching and feedback from my mentor.

\_\_\_\_\_

Student / Protege

\_\_\_\_\_

Mentor

## **Mentoring Compass (continued)**

### **Mentoring: Getting Started**

The first meeting, whether it's face to face, on the phone, instant messenger, or e-mail, should be a time of getting to know each other, building rapport, sharing your career histories, and setting up guidelines.

- Talk about any expectations you may have.
- Talk about confidentiality.
- Discuss how often and for how long you will meet.
- Decide how you will communicate. If you will be meeting in person, decide on location – preferably a neutral spot away from work spaces.
- Decide how long you expect your formal partnership to last.
- Set up a checkpoint six months down the road when you will determine if goals are being reached.
- Create a path for new short term goals and discuss achievement.
- Prepare an Individual Development Plan. Your mentor can help to ensure that your goals are realistic and attainable.
- Plan for “Wins along the Way”. Many goals require several small steps to achieve them. Plan activities to celebrate completion of the small steps.

### **Mentoring Partnerships**

#### **Supervisory Mentoring**

All supervisors mentor their subordinates to a degree, but usually in regard only to their current job. Due to time constraints, it is increasingly difficult for supervisors to devote the time needed to mentor all their subordinates, and if they can't spend equal time and dedication with each subordinate, perceptions of favoritism can occur and morale can deteriorate. It can also be difficult or awkward for people to talk openly and honestly with their boss if the issue is difficulty on the job or the desire to explore other career opportunities. The most important thing to remember is that all good supervisors do mentor their subordinates – to a degree. We recommend that as leaders, supervisors encourage outside mentoring partnerships and allow Sailors the time to cultivate those relationships.

#### **Situational Mentoring**

Situational mentoring is the right help at the right time provided by someone when a mentee needs guidance and advice. It is usually short term, addressing an immediate situation, but can transition to a more long term connection.

#### **Formal Mentoring**

Formal mentoring has four characteristics:

- 1) It has a beginning and an end.
- 2) It has a method for no-fault termination.
- 3) It has some type of formal matching process.
- 4) It has one or more checkpoints, such as meeting at mid-point in a one year period, at which the partners can discuss goals and progress toward goal achievement.

## Mentoring Compass (continued)

### Informal Mentoring

Informal mentoring usually occurs when one person (the mentee) seeks another for career advice. It can also occur when a person (the mentor) reaches out to someone he or she knows can benefit from his or her experience. These relationships tend to grow over time and are extremely effective and rewarding.

1. What I would like to accomplish in the next year: \_\_\_\_\_

\_\_\_\_\_

2. My educational interests are: \_\_\_\_\_

\_\_\_\_\_

3. My Navy career intentions include: \_\_\_\_\_

\_\_\_\_\_

4. My personal interests are: \_\_\_\_\_

\_\_\_\_\_

## The Navy Professional Reading Program

Complete information on the Navy Professional Reading Program can be found at:

[www.navyreading.navy.mil](http://www.navyreading.navy.mil)

The following list of 60 books recommended for the Navy Professional Reading Program was chosen by a cross section of Naval and civilian leaders and scholars to help Sailors garner a better understanding of war, culture, history, leadership, critical thinking and management. The books have been loosely grouped by experience level, however, these levels are simply a guide. You should read any book on the list that interests you and also feel free to read books that are not on the list. The purpose of this program is to help you develop a lifelong habit of reading. These books are proven selections that, with a broad consensus, the Advisory Group agrees will benefit today's Naval professional. Give them a try, but by all means, branch out from here when you find a topic you want to learn more about. Again, the goal of this program is to foster a culture of reading within the Navy. Remember, this program is designed to enhance your professional knowledge through reading, but it should be fun. The way to participate is simply to read. As you browse through the selections you will surely find something that sparks your interest, then just visit your unit library, log onto [www.navyreading.navy.mil](http://www.navyreading.navy.mil), or just look for the Navy Reading logo in your local Navy Exchange and give a book a try. It's time to *Accelerate Your Mind!*

### Junior Enlisted Collection

*D-Day, June 6, 1944: The Climactic Battle of World War II*, by Stephen E. Ambrose

*The Declaration of Independence and Other Great Documents of American History, 1775-1865*

*Ender's Game*, by Orson Scott Card

*Flags of Our Fathers*, by James Bradley

*The Kite Runner*, by Khaled Hosseini

*Life in Mr. Lincoln's Navy*, by Dennis J. Ringle

*Lincoln on Leadership*, by Donald T. Phillips

*A Passage to India*, by E.M. Forster

*A Sailor's History of the U.S. Navy*, by Thomas J. Cutler

*The 7 Habits of Highly Effective People*, by Stephen R. Covey

*Starship Troopers*, by Robert A. Heinlein

*Time Management From the Inside Out: The Foolproof Plan for Taking Control of Your Schedule and Your Life*, by Julie Morgenstern

## The Navy Professional Reading Program (continued)

### Leading Petty Officers Collection

*American Government*, by Robert A. Heineman, Steven A. Peterson, and Thomas H. Rasmussen  
*Billy Budd and Other Stories*, by Herman Melville  
*The Caine Mutiny*, by Herman Wouk  
*The Crisis of Islam: Holy War and Unholy Terror*, by Bernard Lewis  
*The Last Stand of the Tin Can Sailors: The Extraordinary World War II Story of the U.S. Navy's Finest Hour*, by James D. Hornfischer  
*Not a Good Day to Die: The Untold Story of Operation Anaconda*, by Sean Naylor  
*The Sand Pebbles*, by Richard McKenna  
*Shackleton's Way: Leadership Lessons From the Great Antarctic Explorer*, by Margot Morrell and Stephanie Capparell  
*The Sheriff: America's Defense of the New World Order*, by Colin S. Gray  
*The Tipping Point: How Little Things Can Make a Big Difference*, by Malcolm Gladwell  
*To the Shores of Tripoli: The Birth of the U.S. Navy and Marines*, by A.B.C. Whipple  
*Victory at Yorktown: The Campaign That Won the American Revolution*, by Richard M. Ketchum

### Division Leaders Collection

*Freakonomics: A Rogue Economist Explores the Hidden Side of Everything*, by Steven D. Levitt and Stephen J. Dubner  
*The Golden Thirteen: Recollections of the First Black Naval Officers*, edited by Paul Stillwell; foreword by Colin L. Powell  
*The Good Shepherd*, by C.S. Forester  
*The Innovator's Dilemma: The Revolutionary Book That Will Change the Way You Do Business*, by Clayton M. Christensen  
*Longitude: The True Story of a Lone Genius Who Solved the Greatest Scientific Problem of His Time*, by Dava Sobel  
*On the Origins of War: And the Preservation of Peace*, by Donald Kagan  
*Recognizing Islam: Religion and Society in the Modern Middle East*, by Michael Gilsenan  
*The Savage Wars of Peace: Small Wars and the Rise of American Power*, by Max Boot  
*Shield and Sword: The United States Navy in the Persian Gulf War*, by Edward J. Marolda and Robert J. Schneller Jr.  
*Two Souls Indivisible: The Friendship That Saved Two POWs in Vietnam*, by James S. Hirsch  
*White-Jacket: or, The World in a Man-of-War*, by Herman Melville  
*The World is Flat: A Brief History of the Twenty-first Century*, by Thomas L. Friedman

## **The Navy Professional Reading Program (continued)**

### **Department/Command Leaders Collection**

*The Cruel Sea*, by Nicholas Monsarrat  
*Eagle Against the Sun: The American War With Japan*, by Ronald Spector  
*Execution: The Discipline of Getting Things Done*, by Larry Bossidy and Ram Charan  
*The Fate of Africa: From the Hopes of Freedom to the Heart of Despair*, by Martin Meredith  
*From Beirut to Jerusalem*, by Thomas L. Friedman  
*Imperial Grunts: The American Military on the Ground*, by Robert D. Kaplan  
*Implementing Diversity: Best Practices for Making Diversity Work in Your Organization*, by Marilyn Loden  
*Jefferson's War: America's First War on Terror, 1801-1805*, by Joseph Wheelan  
*Leadership: The Warrior's Art*, edited by Christopher Kolenda; foreword by General Barry R. McCaffrey, USA (Ret.)  
*Master and Commander*, by Patrick O'Brian  
*One Hundred Years of Sea Power: The U.S. Navy, 1890-1990*, by George W. Baer  
*Thinking in Time: The Uses of History for Decision Makers*, by Richard E. Neustadt and Ernest R. May

### **Senior Leaders Collection**

*The Art of the Long View: Planning for the Future in an Uncertain World*, by Peter Schwartz  
*Dying to Win: The Strategic Logic of Suicide Terrorism*, by Robert Pape  
*Goodbye, Darkness: A Memoir of the Pacific War*, by William Manchester  
*The Great Wall at Sea: China's Navy Enters the Twenty-first Century*, by Bernard D. Cole  
*Leadership*, by Rudolph W. Giuliani  
*Moneyball: The Art of Winning an Unfair Game*, by Michael Lewis  
*The Pursuit of Victory: The Life and Achievement of Horatio Nelson*, by Roger Knight  
*Rethinking the Principles of War*, edited by Anthony D. Mclvor  
*The Rise and Fall of Strategic Planning*, by Henry Mintzberg  
*Scenarios: The Art of Strategic Conversation*, by Kees van der Heijden  
*The Second World War, Volume 1: The Gathering Storm*, by Winston S. Churchill 1776, by David McCullough

# United States Marine Corps Professional Reading Program

## Reading List

The Marine Corps Professional Reading Program began as the Commandant's Reading List in 1988, although recommended reading lists have been generated for Marines since the 19th century. Each Commandant since 1988 has placed his personal stamp on the program, but many of the books have remained constant. Great books will always remain a staple of informal, self-paced professional development, but technology promises greater convenience and flexibility for today's Marine. MCU is exploring books on tape, CD, and downloadable audio files for portable devices.

The list is heavily weighted towards "classics," and has been streamlined to five titles and one capstone doctrinal publication per grade, and is only one part of a larger professional reading program for Marines. There are hundreds of books published annually that are important to Marines. The Marine Corps Professional Reading Program website offers an opportunity to recommend numerous readings across a variety of subjects. Lists have been or will be created by function (combat arms, intelligence, logistics), world region/culture (Middle East, Asia, Africa), and topic (irregular warfare, leadership, biography). The Commandant of the Marine Corps Reading List should be limited to those titles that reflect his planning guidance. A smaller list is more manageable and has a realistic expectation of actually being attempted by busy Marines.

### All Marines

*First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak

#### Private to Lance Corporal

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *MCDP 1 Warfighting*
- *A Message to Garcia* by E. Hubbard
- *Rifleman Dodd* by C.S. Forster
- *The Soldier's Load* by S.L.A. Marshall
- *The Ugly American* by W. Burdick
- *Enders Game* by O.S. Card
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere

#### Corporal

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *MCWP 6-11 Leading Marines*
- *Battle Leadership* by A. Von Schell
- *Flags of Our Fathers* by J. Bradley
- *Gates of Fire* by S. Pressfield
- *Imperial Grunts* by R.D. Kaplan
- *Small Unit Leaders Guide to Counterinsurgency*
- *Baghdad at Sunrise: A Brigade Commander's War in Iraq* by P. Mansoor
- *Battle Exhortation: The Rhetoric of Combat Leadership* by K. Yellin
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam

## United States Marine Corps Professional Reading Program (continued)

### Sergeant

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *MCDP 1-3 Tactics*
- *The Art of War* by Sun Tzu
- *Tip of the Spear* by G.J. Michaels
- *Attacks!* by Erwin Rommel
- *With the Old Breed* by E.B. Sledge
- *The Village* by Francis West
- *Baghdad at Sunrise: A Brigade Commander's War in Iraq* by P. Mansoor
- *Battle Exhortation: The Rhetoric of Combat Leadership* by K. Yellin
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam

### Staff Sergeant

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *MCDP 1-2 Campaigning*
- *This Kind of War* by T.R. Fehrenbach
- *Band of Brothers* by S.E. Ambrose
- *The Face of Battle* by John Keegan
- *A Bell for Adano* by J. Hersey
- *Utmost Savagery* by J. Alexander
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam

### Gunnery Sergeant

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *MCDP 5 Planning*
- *The Savage Wars of Peace* by M. Boot
- *We Were Soldiers* by H. Moore
- *On Combat* by D. Grossman
- *Breakout* by M. Russ
- *Victory at High Tide* by R.D. Heinl
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam

### Master Gunnery Sergeant / Sergeant Major

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *The General* by C.S. Forester
- *No Bended Knee* by M. Twining
- *Achilles in Vietnam* by J. Shay

## United States Marine Corps Professional Reading Program (continued)

- *The Mask of Command* by J. Keegan
- *The Arab Mind* by R. Patai
- *Battle Cry of Freedom* by J.M. McPherson
- *Decoding Clausewitz: A New Approach To On War* by J. Sumida
- *Fields of Battle* by J. Keegan
- *MCDP 1-1 Strategy*
- *On Killing* by D. Grossman
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *Seven Pillars of Wisdom* by T.E. Lawrence
- *The Coldest Winter: America and the Korean War* by D. Halberstam

### Officer Candidate / Midshipman

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *MCDP 1 Warfighting*
- *The Armed Forces Officer*, DoD 2006
- *A Message to Garcia* by E. Hubbard
- *Rifleman Dodd* by C.S. Forester
- *The Soldier's Load* by S.L.A. Marshall
- *Enders Game* by O.S. Card
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam

### 2nd Lieutenant / Warrant Officer

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *MCWP 6-11 Leading Marines*
- *Fields of Fire* by J. Webb
- *The Art of War* by Sun Tzu
- *The Anatomy of Courage* by L. Moran
- *On Infantry* by J.A. English
- *Small Unit Leaders Guide to Counterinsurgency*
- *The Soldier's Load* by S.L.A. Marshall
- *Baghdad at Sunrise: A Brigade Commander's War in Iraq* by P. Mansoor
- *Battle Exhortation: The Rhetoric of Combat Leadership* by K. Yellin
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam

## United States Marine Corps Professional Reading Program (continued)

### 1st Lieutenant / Chief Warrant Officer 2

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *The Bridge at Dong Ha* by J.G. Miller
- *The Face of Battle* by J. Keegan
- *Reminiscences of a Marine* by John a Lejeune
- *Counterinsurgency Warfare* by D. Galula
- *Battle Cry of Freedom* by J.M. McPherson
- *Baghdad at Sunrise: A Brigade Commander's War in Iraq* by P. Mansoor
- *Battle Exhortation: The Rhetoric of Combat Leadership* by K. Yellin
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam

### Captain / Chief Warrant Officer 3

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *For the Common Defense* by A.R. Millet
- *The Mask of Command* by J. Keegan
- *Savage Wars of Peace* by M. Boot
- *On Combat* by D. Grossman
- *The Arab Mind* by R. Patai
- *Baghdad at Sunrise: A Brigade Commander's War in Iraq* by P. Mansoor
- *Battle Exhortation: The Rhetoric of Combat Leadership* by K. Yellin
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam

### Major / Chief Warrant Officer 4

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *Once an Eagle* by A. Myrer
- *The Guns of August* by B. Tuchman
- *The History of the Peloponnesian War* by Thucydides
- *The Lexus and the Olive Tree* by T. L. Friedman
- *Decoding Clausewitz: A New Approach To On War* by J. Sumida
- *Grant Takes Command* by B. Catton
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam
- *The World is Flat 3.0* by T.L. Friedman

## United States Marine Corps Professional Reading Program (continued)

### Lieutenant Colonel / Chief Warrant Officer 5

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *Masters of War* by M. Handel
- *Supplying War* by M. Van Creveld
- *Carnage and Culture* by V. Hanson
- *Defeat into Victory* by W. Slim
- *Triumph Forsaken* by M. Moyar
- *Decoding Clausewitz: A New Approach To On War* by J. Sumida
- *Descent into Chaos* by A. Rashid
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam

### Colonel to General

- *First to Fight: An Inside View of the U.S. Marine Corps* by LtGen Krulak
- *Dereliction of Duty* by H. R. McMaster
- *Supreme Command* by E. Cohen
- *Diplomacy* by H. Kissinger
- *Feeding Mars* by J.A. Lynn
- *The Crisis of Islam* by B. Lewis
- *Once A Marine: An Iraq War Tank Commander's Inspirational Memoir of Combat, Courage, and Recovery* by N. Popaditch and M. Steere
- *The Coldest Winter: America and the Korean War* by D. Halberstam

\*Current, topical titles provided by Marine Corps University at each Executive Off-Site.

## Miscellaneous Navy Directory

### **BUPERS HOMEPAGE**

[www.npc.navy.mil/channels](http://www.npc.navy.mil/channels)

### **BUPERS ACCESS**

<https://www.bupersaccess.navy.mil/login.asp>

### **DEFENSE ENROLLMENT ELIGIBILITY REPORTING SYSTEM (DEERS)**

<http://www.tricare.mil/mybenefit/home/overview/Eligibility/DEERS>

(800) 538-9552

### **DEFENSE FINANCE AND ACCOUNTING SERVICE**

<http://www.dfas.mil/>

Ask Military Pay

<https://corpweb1.dfas.mil/askDFAS/askMilPay.jsp>

Active Duty Pay, Reserve Pay, Garnishment

(888) 332-7411

Out-of-Service Debt

(800) 962-0648

### **DIVERSITY/EQUAL OPPORTUNITY ADVICE LINE**

[www.npc.navy.mil/commandsupport/equalopportunity](http://www.npc.navy.mil/commandsupport/equalopportunity)

(800) 253-0931

Comm: (901) 874-2507 DSN 882

(Overseas call collect )

E-Mail: [mill\\_navyeoadvice@navy.mil](mailto:mill_navyeoadvice@navy.mil)

### **FLEET RESERVE ASSOCIATION (FRA)**

[www.fra.org](http://www.fra.org)

(703) 683-1400

### **LOCATOR SERVICE (Navy World Wide Locator)**

(866) 827-5672

Go to Navy Personnel Command website

(901) 874-2000

(<https://www.npc.navy.mil/channels>) click on

DSN 882-2000

“Support & Services” then on “Navy World-Wide Locator”

### **MARINE CORPS HISTORICAL DIVISION**

[hqinet001.hqmc.usmc.mil/HD](http://hqinet001.hqmc.usmc.mil/HD)

Archives Section: (703) 432-4877

### **MARINE CORPS RESERVE ASSOCIATION FOUNDATION**

(757) 301-2032

(757) 301-6884 FAX

### **MILITARY ONESOURCE**

[www.militaryonesource.com](http://www.militaryonesource.com)

Stateside: CONUS: 1-800-342-9647

Overseas: \*OCONUS Universal Free Phone: 800-342-9467

Collect from Overseas: OCONUS Collect: 484-530-5908

En espanol llame al: 1-877-888-0727

TTY/TDD: 1-800-346-9188

Korea DSN: 550-ARMY (2769)

*\*Use applicable access code before dialing toll free number.*

### **NATIONAL DOMESTIC VIOLENCE HOTLINE**

[www.ndvh.org](http://www.ndvh.org)

(800) 799-SAFE (7233)

(800) 787-3224 (TTY)

## Miscellaneous Navy Directory (continued)

### **NATIONAL MILITARY FAMILY ASSOCIATION, INC.**

[www.nmfa.org](http://www.nmfa.org)

(800) 260-0218

(703) 931-NMFA (6632)

(703) 931-4600 FAX

E-mail: [families@nmfa.org](mailto:families@nmfa.org)

### **NAVAL ENLISTED RESERVE ASSOCIATION (NERA)**

[www.nera.org](http://www.nera.org)

1-800-776-9020 or (703) 534-1329

Fax: 703-534-3617

E-mail: [members@nera.org](mailto:members@nera.org)

### **NAVAL HISTORICAL CENTER**

[www.history.navy.mil](http://www.history.navy.mil)

Navy Museum

(202) 433-4882 DSN 288

Navy Department Library

(202) 433-4132 DSN 288

Other Information

(202) 433-2210 DSN 288

### **NAVAL INSPECTOR GENERAL HOTLINE**

[www.ig.navy.mil](http://www.ig.navy.mil)

1-800-522-3451 Mon. - Fri, 0800 - 1600 EST

FAX (202) 433-2613, DSN 288

E-mail: [NAVIGHotlines@navy.mil](mailto:NAVIGHotlines@navy.mil)

### **NAVAL RESERVE ASSOCIATION**

[www.navy-reserve.org](http://www.navy-reserve.org)

Toll-free Numbers:

(866) 672-4968

E-mail: [admin@navy-reserve.org](mailto:admin@navy-reserve.org)

(866) 683-3647 (Fax)

### **NAVAL WAR COLLEGE**

[www.nwc.navy.mil](http://www.nwc.navy.mil)

(Quarterdeck) Command Duty Office

(401) 841-3089/1310

### **NAVY ADVANCEMENT CENTER**

<https://www.advancement.cnet.navy.mil/welcome.asp>

*To e-mail questions, suggestions, or problems to Navy Advancement Center:*

Advancement Exam Development and Content

[SFLY\\_NAVY\\_ADVANCEMENT@navy.mil](mailto:SFLY_NAVY_ADVANCEMENT@navy.mil)

Advancement Exam Discrepancies, Administration, or Shipping

[SFLY\\_EXAM\\_QUESTIONS@navy.mil](mailto:SFLY_EXAM_QUESTIONS@navy.mil)

NETPDTC Training Course

Administration (Central Enrollment)

[SFLY\\_FleetServices@navy.mil](mailto:SFLY_FleetServices@navy.mil)

### **NAVY LODGE (24 hours a day, 7 days a week)**

[www.navy-lodge.com](http://www.navy-lodge.com)

1-800-NAVY INN (628-9466)

DSN 942-5173

### **NAVY-MARINE CORPS RELIEF SOCIETY**

[www.nmcrs.org](http://www.nmcrs.org)

(703) 696-4904 DSN 426

(703) 696-0144 (Fax)

## Miscellaneous Navy Directory (continued)

### NAVY PROFESSIONAL READING PROGRAM

[www.navyreading.navy.mil](http://www.navyreading.navy.mil)

### STANDARD AUTOMATED LOGISTICS TOOL SET - (SALTS)

US NAVY SALTS PROJECT

<https://www.navsup.navy.mil/>

SALTS Help Desk

Click on "Tools and Applications"; scroll down to SALTS link

(215) 697-1112, DSN 442

E-mail: [help@salts.navy.mil](mailto:help@salts.navy.mil)

### TRICARE

<http://www.tricare.mil/mybenefit/home>

Contact information

<http://www.tricare.mil/contactus>

Beneficiary Counseling and Assistance Coordinators

Debt Collection Assistance Officer Directory

<http://www.tricare.mil/bcaccdao>

### UNIFORM SUPPORT CENTER

(CONUS/Guam/HI/V.I./Puerto Rico)

[https://www.nexnet.nexweb.org/pls/nexauth/wg\\_select\\_speed](https://www.nexnet.nexweb.org/pls/nexauth/wg_select_speed)

(Customer Service)

E-mail: [customerservice@nexweb.org](mailto:customerservice@nexweb.org)

(800) 368-4088

### USMC HOMEPAGE

<http://www.marines.mil/marinelink/mcn2000.nsf/homepage?readform>

### U.S. NAVAL INSTITUTE

[www.usni.org](http://www.usni.org)

General Information - (410) 268-6110

Orders - (800) 233-8764

FAX - (410) 269-7940 FAX

### USO WORLD HEADQUARTERS

[www.uso.org](http://www.uso.org)

To make donations

(800) USO-SHOW (876-7469)

To contact USO

(703) 908-6400

### VOLUNTARY EDUCATION (NAVY COLLEGE CENTER)

<https://www.navycollege.navy.mil>

(877) 253-7122

0600 - 2100 CST / 7 days a week

(except Christmas, New Years, Thanksgiving, and July 4th)

(850) 452-1828 DSN 922

### VOTING ASSISTANCE INFORMATION

[www.fvap.gov/services/vic.html](http://www.fvap.gov/services/vic.html)

DOD Voting Information Center (VIC)

24 hour recorded service information

E-mail: [vote@fvap.ncr.gov](mailto:vote@fvap.ncr.gov)

(703) 588-4584, DSN 425

\* Message can be left 24 hours a day, 7 days a week

**Center for Personal and Professional Development  
Naval Leader Planning Guide (NLPG)**

**Feedback Questionnaire**

*Privacy Act Statement*

Authority to request this information is granted under Title 5, U.S. Code 301 and Department of the Navy Regulations Executive Order 9397.

Purpose: The purpose of this questionnaire is to collect and compile data to evaluate the effectiveness of the Naval Leader Planning Guide.

Routine Uses: The information provided will be used by the Center for Personal and Professional Development to evaluate the NLPG and make improvements. Personal data is requested to perform demographic analysis. Information you provide will be considered only when statistically combined with the responses of others and will not be identified with any individual.

Disclosure: The information you provide will NOT become part of your permanent record and will NOT be used to make decisions about you, which will affect your career in any way. Failure to respond to any questions will NOT result in any penalties except possible lack of representation of your views in the final results and outcomes.

**Your Opinion Matters:**

Please fill out and send  
Feedback Questionnaire  
located on next page

## Demographics

Name : \_\_\_\_\_

(Optional)

Telephone: \_\_\_\_\_

(Optional)

E-Mail: \_\_\_\_\_

(Optional)

### 1. What is your rank?

- E-1/2/3
- E-4
- E-5
- E-6
- E-7/8/9
- O-1
- O-2
- O-3
- O-4
- O-5>

### 2. What is your job title?

- Work Center Supervisor
- LPO
- CPO
- Dept. LCPO
- Division Officer
- Department Head
- Executive Officer
- Commanding Officer
- Other

### 3. Other job title only.

\_\_\_\_\_

### 4. What is your service status?

- USN
- USNR-FTS
- USNR-SELRES
- USMC
- USMC-RESERVE
- USMC-ACTIVE RESERVE

### 5. How many years of military service?

- < 1
- 1-4
- 5-8
- 9-12
- 13-16
- 17-20
- 20 +

### 6. What is your primary community?

- Aviation
- Surface
- Submarine
- Medical/Dental
- Seabee
- SEAL/SWCC
- EOD/Diver
- CT/IS
- Other

### 7. Other community personnel only. Please specify community.

\_\_\_\_\_

### 8. How often do you use the NLPG?

- Several times a day
- About once a day
- About 3 times a week
- About once a month
- Less than once a month
- Never use

### 9. If you selected "never use" in the previous question please explain why.

\_\_\_\_\_

### 10. If the NLPG was accessible only on NKO, would you use it on a regular basis?

- Definitely would
- Very likely
- Possibly
- Very unlikely
- Definitely would not
- Not sure

### 11. If you selected "definitely would not" please explain why.

\_\_\_\_\_

### 12. How useful is the NLPG to you in your leadership role?

- Very useful
- Useful
- Neutral
- Not useful
- Not at all useful

### 13. Which of the following are most useful you? (check all that apply)

- Monthly Calendar Pages
- FITREP/EVAL/COUNSELING Cal
- Information for Advancement Chart
- Community Mgrs/Tech Adv List
- Miscellaneous Websites
- Personnel Admin Reference Index
- Individual Devel Planning Pages
- Notes Pages
- Leadership Tutors
- Mentoring Section
- Reading Lists

### 14. Which of the following are least useful to you?

- Things To Do Pages
- Monthly Calendar Pages
- FITREP/EVAL/COUNSELING Cal
- Information for Advancement Chart
- Community Mgrs/Tech Adv List
- Miscellaneous Websites
- Personnel Admin Reference Index
- Individual Devel Planning Pages
- Notes Pages
- Leadership Tutors
- Mentoring Section
- Reading Lists

### 15. If the NLPG were revised to include only the leadership reference material, without the calendar feature, how likely is it that you would use it?

- Definitely would
- Very likely
- Possibly
- Very unlikely
- Definitely would not

(Fold and tape to seal)

**DEPARTMENT OF THE NAVY**

CENTER FOR PERSONAL AND PROFESSIONAL DEVELOPMENT  
ATTN CODE N6 EDITOR NLPG 2010  
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VIRGINIA BEACH VA 23461-1933

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.....  
FOLD ALONG DOTTED LINE

.....  
FOLD ALONG DOTTED LINE



## Department of the Navy CORE VALUES CHARTER



As in our past, we are dedicated to the Core Values of Honor, Courage and Commitment to build the foundation of trust and leadership upon which our strength is based and victory is achieved. These principles on which the U.S. Navy and the U.S. Marine Corps were founded continue to guide us today. Every member of the Naval Service - active, reserve and civilian, must understand and live by our Core Values. For more than two hundred years, members of the Naval Service have stood ready to protect our nation and our freedom. We are ready today to carry out any mission; deter any conflict around the globe, and if called upon to fight, be victorious. We will be faithful to our Core Values of Honor, Courage and Commitment as our abiding duty and privilege.

### **“HONOR”**

I am accountable for my professional and personal behavior. I will be mindful of the privilege I have to serve my fellow Americans.

I will:

- Abide by an uncompromising code of integrity, taking full responsibility for my actions and keeping my word.
- Conduct myself in the highest ethical manner in relationships with seniors, peers and subordinates. Be honest and truthful in my dealings within and outside the Department of the Navy.
- Make honest recommendations to my seniors and peers and seek honest recommendations from junior personnel.
- Encourage new ideas and deliver bad news forthrightly.
- Fulfill my legal and ethical responsibilities in my public and personal life.

### **“COURAGE”**

Courage is the value that gives me the moral and mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity.

I will:

- Have the courage to meet the demands of my profession.
- Make decisions and act in the best interest of the Department of the Navy and the nation, without regard to personal consequences.
- Overcome all challenges while adhering to the highest standards of personal conduct and decency.
- Be loyal to my nation by ensuring the resources entrusted to me are used in an honest, careful and efficient way.

### **“COMMITMENT”**

The day-to-day duty of every man and woman in the Department of the Navy is to join together as a team to improve the quality of our work, our people and ourselves.

I will:

- Foster respect up and down the chain of command.
- Care for the personal and spiritual well-being of my people.
- Show respect toward all people without regard to race, religion or gender.
- Always strive for positive change and personal improvement.
- Exhibit the highest degree of moral character, professional excellence, quality, and competence in all that I do.

## **Center for Personal and Professional Development**

“Our mission is to develop the Navy’s workforce by providing education and training opportunities that build personal, professional and leadership competencies in support of mission readiness.”

### **2010 Naval Leader Planning Guide**



**Please Recycle**

**IF FOUND, PLEASE RETURN TO:**

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