



@USNPEOPLE WEEKLY WIRE

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2.) Leadership from the "Old Goat" / 4 AUG 15 [\[LINK\]](#)

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5.) 21st Century Sailor Office bi-weekly roll-up:

Every other week, we roll up the various stories in the 21st Century Sailor Office domain. Below are the latest products for total Sailor fitness:

- Navy Releases Updated Operational Stress Control Program: [\[LINK\]](#)
- Centering Pregnancy® Pre-Natal Care at NHCP: [\[LINK\]](#)
- Boots to Business training set to expand to all troops: [\[LINK\]](#)

To sign up for the @USNPeople Weekly Wire, email usnpeople@gmail.com,
or find it online at www.navy.mil/cnp

1.) Maternity Leave Guidance Released/ 05 AUG 15 [\[LINK\]](#)

WASHINGTON (NNS) -- As promised in the July 2 [ALNAV](#) release, NAVADMIN 182/15 announces Navy specific maternity leave information for expecting and new mothers since the start of the new year.

Secretary of the Navy Ray Mabus announced on July 2 that effective immediately, women who serve in the Navy and Marine Corps will have 18 weeks of maternity leave available to use during the first year of her child's life.

"We have incredibly talented women who want to serve, and they also want to be mothers and have the time to fulfill that important role the right way." Mabus said. "We can do that for them. Meaningful maternity leave when it matters most is one of the best ways that we can support the women who serve our country. This flexibility is an investment in our people and our Services, and a safeguard against losing skilled service members."

The guidance outlined in the NAVADMIN outlines how Sailors can work with their commands to take advantage of this benefit, while still aligning with operational commitments.

For more information, read the [NAVADMIN](#).

Sailors with questions should consult their chain of command or send an email to usnpeople@gmail.com.

For more news from Chief of Naval Personnel, visit www.navy.mil/local/cnp/.

2.) Leadership from the "Old Goat" / 4 AUG 15 [\[LINK\]](#)

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Chief of Naval Operations Admiral Jonathan W. Greenert '75, USN, currently holds the title of "old goat," the oldest naval academy graduate still on active duty-but not for long. The submariner from Butler, Pennsylvania, completes his term and retires this September. As he approaches the end of his naval career, the most senior officer in the United States Navy has spent time reflecting and remarking on ethics and the nature of leadership: why it matters, how it develops and what role the naval academy has to play in making it stronger.

When did you first begin to understand what it takes to be an effective leader?

Fortunately for me, I was blessed with good leadership examples. My first commanding officer showed me, by example, the importance of accountability and what we call today, "the charge of command." Also, this same commanding officer and my department head showed me that giving people a second chance can make a difference. When I was a department head, my boss taught me the value of preparation, attention to detail and the importance of families that I remember and use to this day. During my command tour of HONOLULU (SSN 718) in the early 1990s, I found that the enormity of being an O-5 in command was substantial. It's the biggest singular change in authority and responsibility I've had in my career. About halfway into the tour I had been thinking how well we were doing overall: missions, inspections and qualifications, development of the wardroom, our navigation skills, etc. Until then, I assumed if we met assigned tasks and did well everything else would take care of itself. We would be viewed as a top-notch unit and we would all feel inherently good about ourselves; other things would just develop within. But, I found that wasn't necessarily the case. I had to ask myself, "Were we communicating with each other? Was I setting an example that would cause those in my command to aspire to the next job?" I realized I became too mission-driven. When you are in this singular frame of mind, how can you make sure that your wardroom and Chiefs Mess are developing, and will meet their potential? On the other hand, when there is a balanced approach to mission and development, the commitment

to excellence starts self-perpetuating. The Chiefs Mess starts assuming more. The wardroom assumes more. There's less dependence on the commanding officer as the focal point for everything. I realized that it wasn't just about accolades and inspections and battle unit awards-it was also about the psyche, morale and the well-being of the wardroom, the Chiefs Mess and ultimately the crew.

What do you think it takes to make an effective leader-in the Navy or elsewhere?

If you think of it as a building, the foundation is integrity. It's fundamental. Every leader has to have integrity. And as I tell midshipmen, my officers and my flag officers, that integrity is yours. No one can take it away from you. It is something that you give up or lose-it's not taken. Your folks need to understand that the person who leads them and takes care of them has integrity. This will inculcate trust up and down the chain of command. Next, you have to clearly understand the basics of your job so your people know that you are competent. And you have to define their reality, their focus and your vision. You have to lay down where this unit is going, how we are going to get there and how we will measure ourselves to ensure we stay on track.

What about sailors? Are they looking for anything particular in their leaders?

Sailors want and deserve leadership, not friendship. Show genuine interest in their well-being. And you have to be able to communicate clearly. They're looking for someone they feel they can depend on, that they can trust. We've kicked this around quite a bit in the fleet, the term "trust." Trust means that this is someone who will see to it that they are enabled, safe and that they have the basic skills and will be materially ready. Sometimes expectations or aspirations are interpreted as "promises." Intentions and aspirations should not be the measure of trust. It is not a guarantee of all outcomes. You should not promise: "We're going to have this port visit, we'll stay on this watch rotation, or we'll do this and that," without complete control of the outcome. On the other hand this is not an issue of, "Well, I can't trust you now," if expectations or aspirations are not met.

What folks expect or anticipate should not be confused with trust. I share that because we've bantered around here what our sailors look for in their leadership and what the leadership does or doesn't deliver. What I believe sailors want is to be in a position to do their jobs effectively. Thus, leaders need to provide the organization, training and equipment for this to become a reality

So leaders need to take care not to get distracted, not to try to win friends by over-promising?

That's exactly right. I tell midshipmen, "You're going to go out there, and there will be an urge for you to be accepted." Again-leadership, not friendship. Be friendly and approachable; clear and factual and direct. But make no mistake-friendship is not what they're looking for, or deserve.

So you have to balance developing relationships and engaging people and winning their support while still keeping up a bit of a delicate barrier?

Yes. There is a difference. When you're a leader, you're responsible for those people. You're accountable for the outcome of your division. So if you aren't friendly, approachable, willing to listen, if you aren't sympathetic and you can't communicate well-well, we just talked about that being a key part of being a leader. But I wouldn't want folks to confuse that with being their friend. That won't work. Frequent and clear communication, approachable.

Can young officers learn from people who aren't particularly good leaders?

Yes. All experiences should be learning experiences. There's a lot you can learn from someone who isn't the kind of leader you desire to be. You have to be consistent. Folks want to please you-to do the right thing-so if you're

tough to read and not consistent and tend to be too emotional or chew someone out, people get confused, and they're more hesitant to bring you the truth and uncontaminated facts a leader needs. But, in the end it is tough to judge unless you have walked in those shoes.

Where does personal morality come into play?

Morals and ethics are foundational. I tell folks, "You need to establish your moral compass and keep it calibrated." I tell both senior officers and senior enlisted that the biggest threat to their career is, frankly, themselves, their egos. Honest mistakes will be tolerated, but ethical and character failings are less easily forgiven. You see, acting with integrity is the foundation. Everyone must earn trust and learn to trust one another if we are to carry out our duties as a team. We should calibrate our ethical compass frequently.

What role did your Naval Academy experience play in helping to develop your leadership foundation and prepare you for all that followed?

For leadership, it did everything. It put the core in me. I came to the Naval Academy as a kid from a suburb of Pittsburgh. My parents taught me the basics of the things I talked about-tell the truth, respect people in authority. I feel good about that. But what the Naval Academy embedded in me almost immediately was this commitment to something bigger than myself, a willingness to be loyal to an institution, not myself or a friend. The very first day we raised our hand and said we would support and defend the Constitution of the United States against all enemies, foreign and domestic. Our allegiance would be to the Constitution and the country whose course it directs. And so, that was bred into all of us there-the fact that you were there on behalf of duty, honor and country. The way they wove that into our daily existence from an honor concept through not showing up without your roommate or an explanation of where your roommate was takes you away from "about me" to "about us." It takes a team and you have to be humble.

In the 40 years since, you've no doubt had an opportunity to work for, with and lead many other Naval Academy graduates, including relatively recent ones. How has the commitment to those ideals evolved at the Academy since your time there?

What I've seen is an evolution to modernize, to take those very basics and apply them to the modern day. I've seen that done pretty well at the Academy and in the fleet. Our current Chairman of the Joint Chiefs, a West Point graduate, talks about the profession of arms. What does it mean to have a profession? You are a professional soldier, sailor, airman, Marine, Coast Guardsman. What does that mean? It means to be brilliant in the very basics of what you do as a sailor, a Marine, a soldier or an airman, but it also means the very basics in morality and the way you approach that moral compass that I spoke to. But I like how it's been modernized to apply to society today. I think there's an acknowledgment that the folks that come into our academies today are not the same. Is there a clear understanding of what lying, cheating and stealing are in this population? Some might say there's been a loosening of that. I don't know if that's in fact true, but you have to make sure you address it, because it takes a little longer for some to grasp than others, and they have to grasp it before we put them in the fleet, where you need total integrity. Everyone needs to believe in each other because their lives depend on it. I have to have unconditional trust in you because you might be packing my parachute. You may be the one on a submarine who does what we call the rig for dive: makes sure all the valves that need to be closed are closed, and all the hatches are sealed properly. If you watch an aircraft being launched from a carrier, you watch the shooter. That's the person who puts his fingers on the deck, and then the plane is launched. Before he does that, he has one hand in the air and goes around in a circle: people actually signal or say "Pilot is ready, the wind is right, I have the correct weight of the aircraft, the tension on the catapult is correct, the aircraft control surfaces are working correctly and the deck is ready for launch." All of those things are life and death. He doesn't say, "Are you sure?"

Do you think midshipmen and cadets today are aware of and embrace the fact that more may be expected of them, that the American people are looking at them to do a better job than their peers when it comes to living a life of integrity?

I believe they embrace it. I know they're aware of it. Some may have a more difficult time than others-if you will, grasping it-but I believe that it is important that all of the academies and all commissioning sources make it a priority. It gets back to our lives depending on it in the fleet. And as the spectrum of missions range from humanitarian assistance to complicated levels of open warfare, we are tasked to move quickly to do different jobs. That adaptation requires more and more trust. If you know someone is going to do their job and you don't have to keep backing things up and following up on it, you can start moving ahead.

3.) Stellar submarine boss OK'd for CNO post/ 06 AUG 15 [\[LINK\]](#)

NAVY TIMES, David Larter

The Navy's top nuke is now confirmed to be the service's top officer.

Senators on Wednesday night OK'd Adm. John Richardson, the head of Naval Reactors, to be the 31st Chief of Naval Operations. He was approved along with nominees for the Army chief and Marine Corps commandant, clearing the way for a turnover and then beginning a four-year term navigating the service through what are likely to be choppy waters ahead.

"I am honored and humbled to have been nominated and confirmed to succeed Adm. [Jon] Greenert as our Navy's next Chief of Naval Operations," Richardson said in a statement. "Adm. Greenert and his wife, Darleen, have been tireless and superb advocates for our Sailors and their families. I am deeply grateful for their service to our Navy and nation. I am excited to lead the extraordinary men and women in the world's greatest Navy."

Richardson brings a sterling reputation as an innovative leader and submarine boss to the job. Like Greenert, he is a recipient of the prestigious Stockdale Leadership Award. Richardson is also recognized for his integrity and has acted as the consolidated disposition authority for all ethics cases in connection to the so-called "Fat Leonard" scandal.

Five admirals have been censured or cautioned so far this year for noncriminal ethical violations. Still more are caught up in investigations that have gummed up the works, as investigators probe the Navy's ties to a notorious port services contractor who allegedly bribed officers to steer warships to lucrative ports.

Richardson, a 1982 Naval Academy graduate, is seen as someone who can help the service steer clear of the "Fat Leonard" fallout, while delivering on key priorities, the foremost of which is the next-generation of ballistic missile submarines. These boomers, designed to replace the Ohio-class, are estimated to cost upward of \$5 billion per boat — a price tag that would break the Navy's shipbuilding coffers.

"The big challenge isn't Ohio replacement," said Bryan Clark, a retired commander and defense analyst at the Center for Strategic and Budgetary Assessments. "The Navy has already said it's going to fund it. The challenge is, what do you do with the rest of the shipbuilding budget?"

The lead boat will cost about \$13 billion, according to the non-partisan Congressional Budget Office, and follow-on boats will cost between \$5.5 and \$7.8 billion. The Navy will buy 12 of them between 2021 (the fiscal year after Richardson's four-year tenure ends) and 2035, and the added burden pushes projected costs far over the roughly \$14 billion per year typically allocated to the shipbuilding account, according to the CBO.

Some in the surface world are concerned that next-generation boomers will strain the budget for replacing the aging fleet, including its cruisers, and aviators are just as concerned about the impact on replacing F/A-18 Hornets, some of which have been pushed beyond their planned usage.

Officials extend F/A-18 Hornet service lives

Richardson will need to find a way to pay for the Ohio-class replacement without stripping other communities of much-needed modernization, said retired Adm. James Stavridis, former NATO Supreme Allied Commander Europe and dean of The Fletcher School of Law and Diplomacy at Tufts University.

"The elephant in the room is the SSBN price tag," Stavridis said. "Ultimately, this has to be a national bill and not a Navy bill. I think as a submariner, John Richardson has great credibility to work with Congress and within the administration to talk about the nuclear force and what it means — to really help people understand that it is a different kind of bill than a cruiser or high-performance aircraft."

Stavridis praised Richardson's nomination to CNO, citing his creativity, strong commitment to the Navy and his family, and his ability to understand the needs of others.

In testimony given to the Senate Armed Services Committee July 30, Richardson told lawmakers he was committed to furthering initiatives begun under Greenert, including opening all Navy jobs to women by the beginning of 2016 and continuing to crack down on sexual assault and reprisals in the ranks.

In written testimony, he addressed a number of sailor concerns, including unpredictable deployments and compensation reform.

CNO nominee questioned on CENTCOM carrier gap

Long deployments: Richardson said he would continue Greenert's push to drive down deployment lengths and make them more predictable for families.

"In my experience, the dominant factor that is negatively affecting our Sailors' professional experience in the Navy, and the stress that their families experience, is the frustration associated with things like delays to getting underway, deployment extensions, training delays and gaps, delays in maintenance periods, and last-minute parts availability," Richardson wrote. "These avoidable unpredictabilities are the single biggest detractor to quality of service."

Reigning in deployments, Richardson added, is essential to keeping sailors in the Navy.

"Central to recruiting and retaining high quality personnel ... is our ability to provide Sailors deployment predictability and the resources necessary to carry out their mission," he wrote.

Accomplishing that means contending with the headache hydra of budget cuts, unforeseen maintenance delays and unceasing demand for warships overseas.

Rising costs: For the past two budget cycles, leaders have struggled to find savings by slowing the growth of health care costs and cost of living subsidies. Richardson said he supported slowing the growth of compensation and health care costs, providing the reforms still met sailors' expectations to be fairly paid.

"If communicated properly and put in the appropriate context by leadership, slowing growth, while still meeting expectations regarding those matters that Sailors and their families value most, should allow the Navy to make appropriate adjustments in a controlled and sustainable manner," he wrote.

Tuition assistance: Richardson said he doesn't see any need to change current tuition assistance, but said he would support some changes in the future, including making reimbursements more targeted.

"As long as we do not become too restrictive regarding our definition of what 'contributes to a Sailor's professional growth,' I believe that Navy-funded education should both enhance the professional growth of our people and the effectiveness of our Navy," he wrote. "As with other personnel programs this will have to be closely studied and thoroughly communicated in order to achieve the desired positive effect."

Military pay and retirement: Richardson came out in support of retirement reform and reforming the commissary and exchange systems to save money.

"I support proposals to modernize our retirement system so long as our Sailors are given supporting education to make choices to best support their families," he wrote. "My inclination is that the [Military Compensation and Retirement Modernization Commission] recommendation to combine some commissary and exchange functions make sense; I would like to study this more closely."

Richardson is set to turn over with Greenert by mid-September.

Adm. John Richardson

Age: 55

Hometown: Petersburg, Va.

Commissioning date: May 26, 1982

Education: Bachelor's Degree from the Naval Academy. Master's Degrees from the Massachusetts Institute of Technology, the Woods Hole Oceanographic Institution and the National War College.

Commands: Attack submarine Honolulu; Submarine Development Squadron 12; Submarine Group 8; Submarine Allied Naval Forces South; Naval Submarine Forces in Norfolk, Virginia; and Naval Nuclear Propulsion Program.

Awards: Defense Superior Service Medal (2); Legion of Merit (3); Meritorious Service Medal (3); Navy and Marine Corps Commendation Medal (4); Navy and Marine Corps Achievement Medal; Presidential Unit Citation; Joint Meritorious Unit Award; Navy Unit Citation; Navy 'E' Ribbon; National Defense Service Medal; Global War on Terrorism Service Medal; Sea Service Deployment Ribbon.

Family: Married 33 years to wife, Dana; together they have raised five children: Lt. Nathan Richardson, Rachel, Daniel, Matthew and Veronica.

SOURCE: NAVY PERSONNEL COMMAND

4.) 7 Things to Know about Navy's PFA Changes/ 3 AUG 15 [\[LINK\]](#)

[NAVADMIN 178/15](#) announcing the update to Navy Physical Fitness Program was released Aug. 3 and posted at www.npc.navy.mil.

Here are seven things to know about the Navy's Physical Fitness Assessment (PFA) changes.

1.) *THE GOAL OF THESE CHANGES IS TO ACHIEVE A HEALTHIER, FITTER FORCE OVER THE SHORT AND LONG TERM WITH MORE SAILORS TAKING THE PRT RESULTING IN FEWER FAILURES AND BETTER MISSION READINESS.*

"This new policy meets the goals set forth by CNO and SECNAV—a system that gets at better health and speaks to the wellness of our Sailors. We are providing COs the tools and guidance they need to encourage a culture of fitness and improve overall mission readiness. Underneath of that, we have adjusted the BCA standards to allow more Sailors to take the PRT and prevent the unnecessary separation of quality Sailors due to outdated measurements."

Vice Adm. Bill Moran, Chief of Naval Personnel

Video: [\[LINK\]](#)

2.) *KEY CHANGES BEGINNING JAN. 1, 2016*

- An updated Physical Activity Risk Factor Questionnaire (PARFQ) to better assess Sailor health.
- New Navy Body Fat Percentage Standards based on a graduated scale that increases with a Sailor's age.
- Body Composition Assessment (BCA) Methodology: The new method for measuring BCA will consist of a three-step process. A Sailor who is medically cleared to participate in the PRT shall do so regardless of his or her BCA results.
- Reduced the number of failures leading to separation from the current "three in four years" to "two in three years."

3.) *BCA CHANGES THAT ACCOUNT FOR TODAY'S BODY TYPES GRADUATED BY AGE*

A Sailor has three opportunities to pass the BCA:

- Apply the current height/weight tables to a Sailor.
- Apply a single-site abdominal circumference measurement. A Sailor will pass the BCA if the abdominal circumference is less than or equal to 39.0 inches for males and less than or equal to 35.5 inches for females.
- A Sailor will pass the BCA by meeting the DoD maximum allowable body fat limit of less than or equal to 26% for males or DoD maximum body fat limit of less than or equal to 36% for females.

Stricter Navy standards will be used to help identify Sailors well before they get to the DoD standards and risk failing the BCA, or even worse, developing health problems:

- Males:
 - 18-21 = 22 percent
 - 22-29 = 23 percent
 - 30-39 = 24 percent
 - 40+ = 26 percent

- Females:
 - 18-21 = 33 percent
 - 22-29 = 34 percent
 - 30-39 = 35 percent
 - 40+ = 36 percent

4.) *TRANSITION PERIOD TO ALLOW SAILORS TO GET HEALTHY AND STAY NAVY*

Effective immediately, a Sailor subject to an approved or pending administrative separation due to multiple PFA failures, who has not yet been separated, shall be offered the opportunity to be retained, providing they have CO support and pass a PRT (mock or official) by Dec. 1, 2015.

5.) *GETTING AND KEEPING SAILORS HEALTHY AND FIT*

A number of resources will be available to commanding officers to help ensure Sailors stay or get in shape. They include CO spot checks, command FEP, and diet/nutritional counseling.

According to the NAVADMIN, Sailors enrolled in FEP due to BCA failure shall also be enrolled in nutritional counseling. All Sailors enrolled in FEP will be required to participate in a mock PFA every 30 days. A Sailor will be disenrolled from FEP when he or she can pass the PRT and is within the new Navy BCA standards.

6.) *RECOGNITION FOR THOSE SAILORS WHO EXCEL*

A fitness award will be issued for Sailors who score Outstanding (any subcategory) for three consecutive PFA Cycles. Look for details this fall.

7.) *HEALTH AND FITNESS INITIATIVES IN THE NEAR FUTURE*

- Developing a Navy-wide Registered Dietician utilization plan;
- Enhancing SHIPSHAPE and encouraging approved civilian diet programs;
- Establishing “Go for Green” healthy-eating pilot studies ashore and at sea;
- Providing more support for post-partum Sailors to re-attain or exceed previous fitness goals;
- Wearable-fitness device pilot studies to monitor caloric-intake trends, physical output, and rest;
- Re-instating refined Physical Readiness Test scoring categories.
- Information on each of these programs will be published between now and January 2016.

Video: [\[LINK\]](#)

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