



@USNPEOPLE WEEKLY WIRE

1) Talent and National Security / 29 JUL 14 [\[LINK\]](#)

By Vice Adm. Bill Moran, Chief of Naval Personnel

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Now, after thirteen years of war, our sister services face a similar, even more daunting, and very public task.

Yet as we work together to figure out the right number of "defenders" in defense, there's a younger generation urging us to consider something much deeper than mere quantity.

2) Five Things Sailor Need to Know About Bystander Intervention Training / 31 JUL 14 [\[LINK\]](#) / [\[VIDEO\]](#)

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Training will roll-out this summer with the expectation that all hands will be trained by September 2015.

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Seems like yesterday to me, but over the past decade, our Navy shed nearly 90,000 active and reserve sailors as we were forced to balance budget and force structure.

Now, after thirteen years of war, our sister services face a similar, even more daunting, and very public task. Yet as we work together to figure out the right number of "defenders" in defense, there's a younger generation urging us to consider something much deeper than mere quantity.

Those suggestions aren't about investing in new technologies or warfighting platforms. The change our newest members seek now is to better harvest and retain our nation's diverse talents – or risk falling behind our potential competitors in the future.

Just to be clear, these aren't the upstart complaints of some unsure, disaffected group – these are warnings, usually accompanied by carefully drafted solutions, by veterans of the past thirteen years of war. In respectful, if not strident tones, their messages about change contemplate nothing less than the competitive advantages of America in support of national security.

What's going on?

First, they're paying attention to the talent management revolution going on around us. Inspired by the thoroughly American creed of opportunity, equality, and freedom to pursue individual gifts -- they watch their corporate peers rising past others based on merit, not merely when they joined the firm. Or they see opportunities to master a profession without worrying about an "up or out" system which assumes everyone must be groomed for the highest possible rank.

They wonder why they can't do the same, in service to their country.

They read of a talent drought coming to the corporate world, and think of how it may also affect our military. Businesses thus assemble new human capital pipelines to keep multiple talents groomed and close. Periodicals centering upon national security describe how the future return on ideas, and the talents which create them, will command a higher rate of return than that of capital or labor.

We know our recruiting, training, and career management systems have not evolved anywhere near the pace of change in the civilian market, and we're now at the water's edge. So we've experimented with ideas to open what is essentially a closed-loop human capital system in our Navy. Initiatives like the Career Intermission Program allow a partially-paid "sabbatical" in return for additional years of service. But as this newest generation tells us, we need to look harder. Side-ramps to service in our expanding, technology-rich fields, like cyberspace and information dominance, could help better harvest the diversity of America and leverage our natural strengths.

Second, we've learned, or re-learned, a great deal from this generation about the true power of motivation -- internal motivation. Striving hard not for wealth; instead, living to work for what or who one wants to be, not merely the things one would like to achieve. When Lieutenants to Commanders talk about their experiences in service, it's clear they knew what kind of world they faced post-9/11, and they understood exactly when they could have left. They didn't. Many volunteered for more.

Behavioral scientists today write of what this generation knows instinctively: motivation for external reward lags

far behind the internal, and can even be detrimental to performance. We take pride in the increased trust and responsibility naval service provides compared to their civilian peers, especially in the first years after graduation. Yet we see signs of disconnect from the motivational ideals of autonomy, mastery, and purpose: a growing chasm between what combination of those three elements our juniors have, and what those juniors think they have.

We're missing something that goes to the core of victory if they doubt the power of their free will and moral purpose in service to our nation.

Third, and finally, we must examine more fully the confluence between the two dynamics above -- how we differentiate talent and motivate potential with increased responsibility. Sure, we're taking some important -- yet insufficient -- actions now, like CIP as mentioned above, and empowering commanders with a larger say in identifying potential amongst their charges. Other, more game-changing ideas involve adjusting our current system of promotion where officers are locked into competition with those they entered service, moving heel and toe through an unchanging system of wickets.

Much -- but not all -- of this change towards larger talent management requires legislative action, such as altering the Defense Officer Personnel Management Act (DOPMA) of 1980, which maintains the "up or out" direction desired immediately after World War II with the Officer Personnel Act (OPA) of 1947. Any real adjustment will require a Joint solution -- not one of our Services can step out of this straitjacket alone.

We are clearly behind our civilian corporate counterparts in fashioning productive pipelines to develop and differentiate talent, despite our closed-loop system. In 1973, we took a pretty big risk of our own when we created the All-Volunteer Force, betting that market forces combined with love of service would steer us away from a reliance upon conscription for our defense.

We're ready now for the next step.

Quantity is what we tend to focus upon in an era of budgetary tough choices, such as this one; but it is precisely the differentiated talents of our people, applied to our national security objectives, which have a quality all their own.

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From Chief of Naval Personnel Public Affairs

At various All Hands Calls across the Navy, Sailors continue to criticize the boredom and ineffectiveness of large-group, computer-based training. Instead, they ask for small group, peer-led, interactive training. Navy leaders have heard those requests and are moving forward with a new, assertive effort to prevent destructive behaviors and decisions.

Most Sailors are aware of what bystander intervention is, but how to execute it is a little more difficult in certain situations. The upcoming training will provide Sailors with the skills to act to help a shipmate.

Here are five things you need to know about Bystander Intervention Training:

1 – Sailor participation is crucial to making this effective. You wouldn't hesitate to intervene if you saw a shipmate about to fall overboard or walk into a propeller arc – why wouldn't you do the same when a shipmate is about to drive after a night of drinking? This training seeks to build on the same idea of being a shipmate.

2 – Bystander intervention training is often associated with sexual assault prevention training. However, this new training goes beyond just stopping a potential sexual assault. It covers the entire range of destructive behaviors, from alcohol abuse to hazing, harassment and suicide.

3 – The new bystander intervention training is a direct result of Sailor feedback – you asked for more interactive and hands-on training. It will be led by your peers in groups of no more than 30 Sailors. No more boring power points.

4 – The training is being introduced this summer and Sailors can expect to begin receiving it at their commands this fall. All Sailors must complete this training by September 2015.

5 – The skills you'll learn will enable you to help and protect your shipmates and prevent them from making a destructive decision that could end their career, or worse, their life.

Fleet problems demand fleet solutions – you, the Sailor, are going to be the solution to helping a shipmate in need. It's imperative to have the skills to do so.

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According to a DOD memorandum dated July 7, troops will have to reimburse TA if they fail to get a "C" grade or higher in an undergraduate course or a "B" grade or higher in a graduate-level course, or if they fail pass/fail courses.

There are also minimums for cumulative grade point averages: 2.0 after 15 semester hours (or the equivalent) in undergraduate studies, and 3.0 after six semester hours (or the equivalent) in graduate studies.

In an emailed statement to Stars and Stripes, DOD spokesman Lt. Cmdr. Nate Christensen said the stricter minimum grade requirements for troops using TA funds is "part of an overarching strategy to improve military student success.

"Tuition dollars and military student time is both limited and valuable, so we want them to maintain focus, and understanding expectation is critical," he said.

Under the new rules, the TA program will now cover only tuition as submitted by the educational institution. Participating troops are responsible for out-of-pocket payment for "any charge not directly related to course instruction," including:

- Room and board
- Equipment and supplies
- Textbooks, reference or instructional materials, e-books, CDs and DVDs
- Parking and transportation
- Admissions and registration fees

-Fines

“The removal of fees (from TA program coverage) directly supports the President’s Executive Order requirement to provide meaningful information to students about the financial cost ... at an institution so military students can make informed decisions on where to attend school,” Christensen said.

The reductions in fee coverage come at a time when DOD is facing budget constraints. It is unclear exactly how much money DOD will save by instituting the new rules, which apply to courses that begin Sept. 5 or later.

Some service members could be exempted from the new grade requirements, depending on their circumstances.

“Military students are not traditional nor are they full-time students given their military duties and responsibilities. Therefore, on a case-by-case basis, waivers to the Department’s policy may be authorized for service members ... with extenuating circumstances, such as deployments, changed duty schedules and other circumstances outside their control,” Christensen said.

The TA program is a voluntary benefit program that service members can use to continue their education after they join the military. It pays up to 100 percent of tuition costs for eligible troops who enroll at approved institutions.

Each service manages its own TA program, but the programs generally provide up to \$250 per semester credit hour for troops pursuing associate’s, bachelor’s or master’s degrees. They also pay tuition for classes that service members take in pursuit of a high school diploma or GED.

In fiscal 2013, about 278,000 service members were enrolled in post-secondary courses, earning nearly 54,000 college degrees and more than 1,900 certifications and licenses, according to DOD.

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The selection board is not required to fill all quotas; only the best and most fully qualified candidates will be selected for advancement.

Because the Navy advances to vacancies, opportunities vary by rating. Advancement planners work to smooth overall opportunity across cycles.

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