



## @USNPEOPLE WEEKLY WIRE

### 1) **CNP: Sea Duty to bring more Money and Opportunity for Sailors / 23 APR 14** [[LINK](#)]

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Moran also said upcoming changes to the Final Multiple Score, expected to be announced next month, will increase the focus on performance and the opportunities for Sailors excelling in their job.

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By David Larter, Navy Times

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### 4) **Sexual Assault Prevention: Accelerating change in our culture / 23 APR 14** [[LINK](#)]

By Capt. James Wyatt, Executive Assistant to the Commander, U.S. Pacific Fleet

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This issue has our civilian and military leaders' unified attention with efforts underway on several fronts to improve our performance regarding prevention, victim care and adjudication.

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- Calling the Red Light Ugly - Commands Doing Better Job of Handling Sexual Assault Cases [[LINK](#)]
- Courage and the Anonymous Officer of the Deck: Stepping up to Prevent Sexual Assault [[LINK](#)]
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or find it online at [www.navy.mil/cnp](http://www.navy.mil/cnp)

## **1) CNP: Sea Duty to bring more Money and Opportunity for Sailors / 23 APR 14 [\[LINK\]](#)**

By Mass Communication Specialist 1st Class Elliott Fabrizio, Chief of Naval Personnel Public Affairs

The Chief of Naval Personnel (CNP) and Fleet Master Chief April Beldo, Moran's senior enlisted advisor, addressed Sailors and answered questions at the Association of the United States Navy's 1st Annual Career Development Symposium (AUSN), April 23 in Norfolk, Va.

Vice Adm. Bill Moran, CNP, spoke about the importance of sea duty, upcoming advancement changes and stressed the need for Sailors to look out for one another.

"Post Iraq and Afghanistan, our Navy will continue to be out forward-where we need to be, when it matters," said Moran. "A key part of making sure those ships and units are ready will be their manning."

Moran told the audience that his office remains focused on filling critical gaps at sea and that the Navy has reduced those gaps by approximately 50 percent in the last two years.

"We are working hard to demonstrate how we value service at sea-not just talking about it," said Moran. "Improving at-sea manning, reducing 'cross decks', paying Sailors more for going and staying at sea are all tangible examples of our commitment."

In addition to the Career Sea Pay (CSP) increase, which takes effect on May 1, Moran said that the Chief of Naval Operations (CNO) and he are working to institute an additional allowance for Sailors deployed longer than 190 days.

"Your leadership wants to reward you for the sacrifices you and your families make during the longer and tougher deployments that we expect for the foreseeable future," Moran told the roughly 150 Sailors in the audience.

Responding to questions, CNP and Fleet discussed the latest news on advancements and retention. Moran said upcoming changes to the Final Multiple Score, expected to be announced next month, will increase the focus on performance and the opportunities for Sailors excelling in their job.

"The best chances our Sailors have to advance and succeed are at sea--the changes we have in the works for the Final Multiple Score and for CAP (Command Advancement Program) are intended to recognize performance and further incentivize sea duty."

CNP closed by reminding Sailors about the importance of looking out for each other and using bystander intervention to prevent suicide, sexual assault and destructive decisions.

"If we can't trust each other as 'Shipmates', we are in real trouble," said Moran. "If we are going to continue to be successful as a Navy, we have to be able to rely on each other-up and down the chain of command."

## **2) Cruise pay: CNO wants to reward fleet sailors on long deployments / 21 APR 14 [\[LINK\]](#)**

By David Larter, Navy Times

Now that the era of six-month deployments is in the rearview mirror, Navy leaders are hammering out a plan to pad fleet sailors' wallets.

The Navy wants to start a special pay for sailors on long deployments — where the average sailor could see an additional \$500 to \$1,000 in their pocket for each overseas cruise.

And depending on where you are in the world, that money could be tax-free.

Chief of Naval Personnel Vice Adm. Bill Moran, Chief of Naval Operations Adm. Jon Greenert and Secretary of the Navy Ray Mabus are developing a plan to get this money into sailors' pockets in the next year or two — making the Navy first among the services to pay out this special pay that has long been a priority for veterans' organizations.

Navy Times has learned new details about the special pay, according to interviews with Navy leaders and defense officials familiar with the Navy's proposal. If approved, here's how high deployment allowance pay will work:

- The pay kicks in after you've been deployed for 190 straight days.
- Sailors will get about \$250 — an exact amount hasn't been determined — for every month they're deployed beyond that point.
- As the plan stands, the pay will not be prorated: Sailors will get their first full month's worth of cash on Day 191, another payout on Day 221, and so on.

With carrier cruises now averaging about 260 days, or 8½ months, this special pay would mean a big boost to fleet sailors' wallets.

The added dollars are part of a series of measures that leaders hope will keep sailors motivated and retention strong as the economy improves and the pace of operations remains high.

"With the longer deployments on top of all the changes to compensation, we really want this win for our sailors," said a Navy official familiar with the matter, who asked for anonymity to discuss ongoing deliberations. He estimated that 10,000 sailors would receive this pay every year.

One influential sailor advocacy organization said the Navy's latest plan was especially needed now, with sailors and their families grappling with longer time apart.

Tom Snee, head of the Fleet Reserve Association and a former master chief career counselor, said the benefit is needed because of the uncertainty in today's fleet.

"It's not like the old days where you knew exactly when you were going to deploy and when you were going to get back," he said in an April 17 phone interview. "At least with monetary compensation, it shows that the effort and hardship of long days at sea is appreciated and valued."

*'A real hardship'*

For Navy brass, it's about fairness and retention.

It's not lost on Pentagon officials or lawmakers that the Navy is sending sailors on longer and longer deployments.

In a recent hearing, Sen. Jim Inhofe, R-Okla., raised this concern to Greenert and Mabus.

"It's my experience in going around and talking to people, the kids that are out there, that the deployments are just killing the families," Inhofe said. "It's a real hardship."

To leadership, those hardships could cause sailors to start voting with their feet. The fleet has already seen a down-tick in retention among pilots, special operators and nukes as the tempo of operations has spiked. Combined with budget cuts and uncertainties about the fleet's size, Navy leaders are worried that these downward trends in some communities could be a canary in a coal mine.

As a way of bringing back balance to the force, Adm. Bill Gortney, the head of Fleet Forces Command, has unveiled a new fleet deployment plan. The Optimized Fleet Response Plan calls for eight-month deployments to be the standard over a 36-month cycle, four months longer than the old cycle.

Their calculation is that the longer deployment time, yielding more overseas presence, will allow fleet leaders to better follow predictable schedules as long as a crisis doesn't erupt.

This will yield more time at home per cycle than the six-month deployments offered before, fleet bosses say, as long as the service doesn't deploy a ship for a second time during the 14-month sustainment period laid out in the OFRP.

Many stand to gain under the Navy's plan. Sailors aboard the carrier Harry S. Truman, which returned April 18 from a nine-month deployment, would come back with an additional \$750 or so in their pockets.

The rationale for the pay is that it might keep some sailors in who are near their stay-or-leave decision.

"These actions further incentivize and place value upon sea duty, aid in retaining needed skills, and act as levers to counter known retention behaviors in an improving national economy," the Navy official said.

#### *Never been done*

There is one big hitch in this plan: It has never been paid out before.

The CNO and the CNP are calling for instituting the high deployment allowance, which was signed into law 14 years ago. It allows the service secretaries, like Mabus, to pay service members up to \$1,000 for long deployments. The law defines a long deployment as one lasting more than 190 days.

HDA was intended to act as a kind of tax for over-deploying units — the law also requires that service members deployed more than 400 days in two years receive the pay.

But then came the Sept. 11, 2001, attacks. Just as deployments were about to get longer, Defense Department officials suspended the allowance.

No service member has ever seen one dime of high deployment allowance in the 14 years since it became the law of the land.

There have been several attempts to resurrect the pay, but it has never been popular in Pentagon corridors. In 2008, when the Army was attempting to secure what it called "Warrior Pay" for soldiers deployed more than 12 months, DoD asked to repeal HDA to give the services more flexibility in defining what constituted a long deployment and how much to pay.

But the Navy has come around. For starters, the 190-day mark has for more than three decades been about the average length of a standard deployment. But as budget cuts triggered by sequestration took hold over the past three years, the Navy's planning mechanisms were thrown into disarray. The ships that were most ready for deployments headed out over and over again.

That was the case with the carrier John C. Stennis, which in 2012 returned from a seven-month cruise, only to turn around and leave for an eight-month cruise half a year later. Retention took a hit on the Stennis, particularly in the reactor spaces, Moran said, adding that it has recovered since.

But with Navy leaders resigned to longer deployments becoming the new normal, the idea of bringing back HDA gained currency.

*'A brake'*

When the Navy studied the costs of paying the extra deployment money, they concluded it was reasonable and offered long-term retention benefits, said Bryan Clark, a former staffer for the CNO.

"It wasn't all that expensive because it doesn't affect that many people," said Clark, a retired Navy commander who is now a defense expert with the Center for Strategic and Budgetary Assessments in Washington. "And it pales in comparison to the cost of operating the ships."

The higher costs are one selling point for turning on HDA, said the Navy official with direct knowledge of the negotiations.

"HDA is paid from operational and maintenance appropriations, and in the future could act as a brake on overutilization of the fleet," he said.

For example, the roughly 5,000 sailors and airmen onboard the Stennis who made the double-pump deployments would have each walked away with about \$750. That would add up to an added cost of about \$4 million, had HDA been flowing at that time.

Clark said that when the discussion of paying HDA had surfaced in the past, it was met with opposition. DoD leaders were concerned about defining 190 days as a long deployment across each of the services. And the Army, which typically sends soldiers on nine-month or longer overseas rotations, would incur heavy payouts.

The Navy is working on another way to get the sailors money, which might be more palatable for other services.

That option would be to institute Hazardous Duty Pay-Tempo, or HDP-T. This option would be more attractive to other services, such as the Army, because it gives the service secretary greater leeway to define a long deployment.

Either way, the official said, the Navy is committed to the \$250-range per month rate.

Cmdr. Scott McInay, a Joint Chiefs spokesman, said that a draft of the plan has not been forwarded to DoD or the Joint Chiefs, but that one is forthcoming.

"The Navy is working on a proposal that they intend to forward to [the Department of Defense and the Joint Chiefs]," McInay said in an email. "It's not appropriate for me to comment on a Navy proposal, and nothing formal has been sent."

### **3) FY14 General Military Training Schedule Update Announced / 21 APR 14 [\[LINK\]](#)**

From Chief of Naval Personnel Public Affairs

General Military Training (GMT) for Fiscal Year (FY) 14 now includes the Privacy and Personally Identifiable Information Awareness topic as required training.

NAVADMIN 264/13 announced the FY14 GMT schedule and mistakenly omitted the Privacy and Personally Identifiable Information Awareness training. This training was not intended to be overlooked and is required as a Category Two topic.

There are two categories of GMT topics that must be completed in FY 14. Category One topics must be conducted via face-to-face, instructor-led training sessions provided at the command level and Category Two topics can be completed via Navy e-Learning or through face-to-face, command delivered training at the discretion of the unit commander. Completion of individually completed web-based training is automatically tracked via Fleet Training Management Planning System (FLTMPS). Commands are required to enter face-to-face completions in FLTMPS via an event completion form.

Standardized training material for Category One and Category Two training are available for download from the Personal Development GMT page on the Navy Knowledge Online (NKO) webpage at [www.nko.navy.mil](http://www.nko.navy.mil). Additionally, a GMT calendar for FY 14 is also available on the NKO GMT page, including recommended training delivery months to coincide with Navy-wide training themes.

The NKO GMT webpage has been updated to reflect the addition of the Privacy and Personally Identifiable Information Awareness training topic.

GMT questions should be via e-mail to the Center for Personal and Professional Development at [gmt.distribution@navy.mil](mailto:gmt.distribution@navy.mil).

Additional information about current GMT training requirements is detailed in [NAVADMIN 264/13](#).

### **4) Sexual Assault Prevention: Accelerating change in our culture / 23 APR 14 [\[LINK\]](#)**

By Capt. James Wyatt, Executive Assistant to the Commander, U.S. Pacific Fleet

With the abundance of episodic national media coverage surrounding sexual assault events within the U.S. military and the focus from the President and congressional leaders, even the most casual observer of our national defense affairs understands that sexual assault is one of our Armed Services' greatest challenges. This issue has our civilian and military leaders' unified attention with efforts underway on several fronts to improve our performance regarding prevention, victim care and adjudication.

In May 2013, the Secretary of Defense provided a memorandum to senior Department of Defense leaders outlining his 2013 DoD Sexual Assault Prevention and Response (SAPR) Strategic Plan. In his memorandum, SECDEF made enhancing commander accountability a top priority by directing service chiefs, through their secretaries, to develop methods to assess and hold commanders accountable for their ability to establish command climates of dignity and respect and incorporate SAPR principles.

Within the U.S. Navy, Chief of Naval Operations (CNO) has established the Director of the 21st Century Office as CNO SAPR Officer with the charge of implementing navy-wide SAPR initiatives including pushing the “Great Lakes” pilot program to other fleet concentration areas, requiring more persistent and engaging senior unit leadership involvement in off-duty locations.

In another demonstration of senior leader prioritization of this issue, CNO recently wrote Chairman of the Senate Armed Services Committee (SASC) Sen. Carl Levin, in November 2013 to describe actions the Navy has taken for SAPR. CNO outlined five specific lines of effort: prevention; investigation; accountability; advocacy; and victim support and building trust in the system.

There should be no question in anyone’s mind; Navy’s senior leaders are focused on the issue and leading change in our culture. What may not be as well-known, is senior Navy leaders have been working this issue consistently for some time. In 1997, during his testimony to the SASC, then SECNAV, John H. Dalton stated, “We promulgated our first sexual harassment prevention policy in November 1982, and since that time, the Navy and Marine Corps have worked hard to get the word out about our policies and programs regarding sexual harassment and other unacceptable behaviors.”

Since 1982, Navy has reinforced its commitment to SAPR throughout the subsequent years by introducing innovative programs to address conditions that lead to sexual assault, response and victim care. Last year, we focused on improving our performance in each area of the chain of actions of SAPR – prevention and intervention to response and victim care to adjudication. Improvement in each area will help change our culture, but the area that matters the most is the left side of the chain of actions – prevention and intervention. The right type of focus in this area has the greatest potential to change our culture.

#### *Succeeding at Prevention?*

Last year, one of the cornerstones of Navy-wide prevention initiatives was awareness and prevention training for the fleet. This was executed through focused leadership sessions with flag officers, all khaki, the triad, and also included training during command leadership courses and training in the Senior Enlisted Academy. We trained our senior leaders to a standard then directed our senior leaders to provide training to the rest of the fleet, typically via triad facilitated sessions within their respective units until 100 percent of our Sailors were trained.

This approach enforced SECDEF’s direction regarding commanders’ accountability to their respective command climates and highlighted leadership commitment to changing our culture. We further solidified senior leadership commitment through other SAPR initiatives including quarterly 4-star SAPR discussions with CNO; establishment of first flag reporting to assess command climate factors; formal bi-weekly senior OPNAV leadership review of incident reporting, trends and status of SAPR programs; establishment of SAPR officers billets on senior staffs; monthly regional flag officer meetings focused on sharing of best practices.

Emphasis at the senior officer level is important; consistent standards of behavior articulated and reinforced by leadership is a necessary ingredient for setting the proper conditions for sexual assault prevention and intervention.

The Merriam-Webster dictionary describes organizational culture as “the way the group works” and include the “customs” and “values” shared by the group.

In the military and Navy, we value each member (Sailor) in our organization’s “right to be treated with dignity and respect”.

Sexual assault is incompatible with our values and that is the message senior leaders have consistently conveyed up and down our ranks. Yet, data indicates, the rate of sexual assault incidents continue to rise – approximately 26,000 people in the armed forces were sexually assaulted last year, up from 19,000 the previous year.

This reported increase in assaults is partly a result of successful awareness training efforts where victims have gained more trust in the system, can make confidential reports and are more likely to report incidents.

Nonetheless, our goal is elimination of sexual assault in the workplace and off-duty. So, absent a more accurate metric for recording sexual assaults, we must use reduction in reporting of incidents as the standard for progress.

Senior leaders have set conditions in place to accomplish this, but we can't seem to get there fast enough, even with engaged senior leaders providing close oversight. There is another way to speed up progress through innovative leadership.

Unquestionably, senior leadership is a necessary ingredient for success, but it is not the only ingredient, nor the most critical ingredient; the most critical ingredient is leadership within the group who are most impacted by sexual assaults, 26-year-old Sailors and younger. While senior leadership is key to establishing standards and setting the conditions for our culture, the 26 and under group has significant influence on how standards of conduct are interpreted and executed. Their influence on our culture is constant, ubiquitous and, therefore, the dominant factor for "the way the group works" and how quickly we execute change to our culture.

To understand how critical their influence is, you just have to follow the track of a new accession into the fleet: this group's influence begins with sponsorship correspondence to the new accession who has recently received orders to a unit; it continues with the type of peer welcome the newly assigned Sailor receives upon arrival to his duty station; it continues with how his shipmates interact with each other in the work place and berthing compartment; and it is reinforced with how his shipmates plan for, behave and take care of each other on liberty.

Indeed, getting the commitment, right focus and energy within this group will have the most impact towards changing "the way the group works" – tipping our Navy's culture regarding sexual assault prevention. So, the million dollar question is how do we leverage this most critical ingredient?

### *Leveraging the Few*

In his #1 National Bestseller book "The Tipping Point," renowned author, Malcolm Gladwell, provides a unique way of looking at trends in social behavior. He focuses on areas where we have seen the course of human behavior altered to dramatically different paths, "....mysterious changes that mark everyday life," calling these course changes "epidemics."

Epidemics are where "ideas and products and messages and behaviors spread just like viruses do."

Gladwell asserts there are three characteristics of epidemics "one, contagiousness; two, the fact that little causes can have big effects; and three, that change happens not gradually but at one dramatic moment..."

Gladwell describes the change that occurs at that one dramatic moment as the "Tipping Point" and deemed that trait as the most important of the three characteristics. Gladwell asserts the Tipping Point can be accelerated by the involvement of a small number of key individuals – "Law of the Few." An innovative leadership approach to

accelerating our culture change regarding sexual assault can be found in our employment of Gladwell's principle of Law of the Few.

Senior leadership and existing SAPR programs have set the conditions for change, though measured progress is not occurring fast enough. We can now make the small investment by leveraging the "few" to accelerate that change to the Tipping Point. We can get to the Tipping Point by using key individuals to spread the way we think, act, and guard against sexual assault through the ranks all the way to the deck-plates. Gladwell talked about the select few in three categories – people with large social networks, people who know a lot of information about certain topics, and people who are good at persuading others.

Where do we find people like that in our Navy population? The answer is, they are our junior Sailors and officers; the select few are our Sailors that are most impacted by sexual assaults (26 years old and younger).

They comprise the critical social network, they have been trained on preventative and intervention measures, and the most credible salespersons are amongst their peers. In some places, we are already leveraging members of this group through unit leadership connection with Coalition of Sailors Against Destructive Decisions organizations, a peer to peer mentorship organization administered by and for Sailors 25 years old and younger.

This organization is comprised of motivated junior Sailors who want to be part of solutions to problems within their peer group. We not only need to take advantage of their motivation, we need to creatively employ other members within this age category towards sexual assault prevention, including those who may be less motivated towards work related problem solving.

The value of Gladwell's theory for "law of the few" is that a small investment can yield big dividends. The price and potential for success should compel us to consider how to apply his theory. I offer two supplemental leadership approaches to our existing SA prevention programs.

One, senior leaders must formally charge and integrate select high performing 26 years old and younger Sailors into existing SAPR support structures; two, senior leaders must use informal and less visible methods to deputize unofficial 26 years old and younger Sailors as SA climate assessors.

The key differences between the two approaches are formal versus informal employment and work performance versus social environment familiarity for members in each category. For members of the group that would be formally integrated into the SAPR tribe, careful consideration to record of performance, maturity and credibility with shipmates are key criteria for selection.

Their understanding of programs and reliability are important characteristics for their role and integration. Like maintenance and flight instructors and NATOPS evaluators in naval aviation, who enforce standardization and provide peer assessment within aviation squadrons, this select group can assess sexual assault prevention environmental conditions through peer interaction, then provide immediate feedback to the commander, including change recommendations to existing programs.

Members of this group must have proven records of stellar performance, be known for compliance with organizational standards and be recognized for their integrity amongst peers. They should be formally integrated into all meetings involving SAPR stakeholders and have direct access to each member of the triad.

As with QDIs, QAs, aircrew instructors and NATOPS evaluators in the squadrons, their charge should be standardization and compliance. This select group would have its most impact within the work-spaces.

Members of the second category of informal sexual assault assessors should have slightly different selection criteria. Members of this group should be selected because they are the real information brokers and master salespersons. They do not necessarily need to have the best performance records or be known for strict adherence to organizational standards. This group should be selected for their exceptional social skills.

Common traits might include: they know where all of the “hot” spots are in town or the next liberty port; they attend the biggest parties and are amongst the last to leave; they have several friends within the Navy and out in town; they tend to be charismatic within their peer groups; and often boast of their social interactions.

This select group, if properly convicted and rewarded, will have their biggest impact in the off-duty environment frequented by Sailors, because they place great value on their knowledge of this environment. The leadership challenge will be how to gain their conviction to leverage their knowledge of that environment.

Formal integration into SAPR meetings and traditional forms of rewards likely will not motivate this “few”; but routine access to unit leadership and public recognition might.

Their access with leadership does not have to be formal, but it should be often and in a forum where members of this group feel at ease to speak freely. Leveraging this select “few” can be our most powerful catalyst for “tipping” our sexual assault prevention culture.

Employment of Gladwell’s principle of “Law of the Few” is not an alternative approach but a catalyst for accelerating change. Whether using this principle or some other approach, we have to figure out how to get the 26 year old and younger group to “care” about changing our culture as much as, if not more than, our senior leaders do if we want to see measured progress soon.

#### *Last Word on Caring about the Problem*

Gladwell talks about the importance of getting bystanders to “care” and intervene when witnessing distressing acts. Gladwell makes this point by citing studies performed by psychologists Bibb Latane of Columbia University and John Darley of New York University to understand the “bystander problem” – Where individuals observe another individual in distress, but fail to intervene, even when their intervention will bring no harm to themselves.

Through a series of person-in-distress experiments, Latane and Darley detected a pattern for predicting when bystanders will intervene. It turns out, the smaller the number of individuals witnessing the distressing situation, the more likely a bystander will intervene. When individuals know that many others have observed the same distressing situation, “responsibility for acting is diffused.”

If individuals know they are the only witness, then they are more likely to “care” about the individual in distress and intervene.

Leadership is caring about issues that matter for combat readiness, taking care of shipmates and mission accomplishment.

Members of the 26 year old and younger group understand those principles; they execute them through leadership at their level every day, at sea and ashore. When executing their assignments, junior Sailors routinely act and lead without hesitation in distressing situations, whether in large or small groups; because they know what is at stake when we are working collectively towards mission accomplishment.

Until we get that same level of understanding and caring for sexual assault prevention mission, our culture will only change in small increments. We have to find a way to get this group to care more about sexual assault prevention.

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

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