UNITED STATES DEPARTMENT OF THE NAVY
HEALTH OF THE FORCE
CALENDAR YEAR 2023

MyNAVYHR
Serving Sailors 24/7

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Introduction

In an era of great power competition and growing global unrest, our Navy faces persistent challenges, increasing aggression and conflict around the world, and the possibility of war at sea. During these contentious times, it is imperative that we not only build, maintain, train, and equip combat-ready, lethal Naval forces, but we must maintain the strong foundation of our most critical strength, our highly trained and skilled Sailors. They continue to be our warfighting advantage. Our Navy builds great people, leaders, and teams – to innovate, solve hard problems, prevent harmful behaviors, and most importantly, to dominate in combat. By doing so, our Navy stands ready, on or under the sea, in the air, space and cyber domain, to deter or confront potential adversaries that endanger freedom around the world, disrupt open sea lanes and threaten the world's economy and global commerce.

In addition to the global threats our Navy faces, this year there have been and will continue to be challenges across all military services in recruiting America's top talent into our enlisted and officer ranks. These challenges exacerbate Fleet manning shortages, putting additional stress on our force, which could have negative effects on readiness and potentially impact future retention, in an environment where retention is ever important. As Chief of Naval Operations, Admiral Lisa Franchetti, highlighted, Warfighting, Warfighters, and the Foundation that supports them are our top three priorities for focused effort. MyNavy HR plays a crucial role in combatting challenges to warfighting readiness, to build and shape a combat-ready force of the future. We continue to be diligent, adaptive, and innovative, challenging the status quo, to achieve our mission of attracting, developing, managing, and retaining the talent and expertise of our Sailors, to maintain a whole force, reduce gaps at sea, and preserve our competitive advantage in the global security environment. MyNavy HR has employed and continues to explore expanded policies and waivers, in parallel with new initiatives and pilots to tap into a broader talent pool, improve current processes, expand capabilities, and where necessary, remove barriers for success.

Turning the tide on recruiting challenges requires not only MyNavy HR efforts but also support of the collective Navy team and our country, from the Nation's leaders to supporting industries, communities, families, and veterans, to invest in our Navy today, bolstering the force of the future and fortifying our Nation's security. We are all charged with embodying the truth that *Every Sailor is a Recruiter* by getting out in the community to coach and mentor prospective Sailors, sharing positive experiences and the great benefits of naval service, to attract the best and the brightest for our Navy.

While the MyNavy HR enterprise has made great strides across the Navy this year, strengthening the lines of effort (LOEs) within our strategic design, we still have our work cut out for us in the coming years and areas where we need to improve. To maintain the most combat-effective Navy in the world and achieve optimum warfighting readiness, we must remain adaptable, innovative, and resilient, as we hold ourselves accountable to our Sailors, their families, and our Nation by:

- Forging a society of connected and vested *Sailors for Life*
- Fostering a *Culture of Excellence* that attracts our Nation's talent, and enables them to become the best version of themselves, ready for combat and an inclusive and connected team
- Delivering Sailor-informed, transparent talent management that more effectively balances a Sailor's assignment, location, and advancement opportunities with the Navy's mission and operational needs
- Providing streamlined, convenient, and intuitive HR service delivery enabling mission-focused Sailors and quickly responding to changing HR needs
- Transforming our technology to deliver modern, reliable IT services, gaining data transparency to empower leaders and Sailors
- Providing exceptional *Quality of Service*

Assessing Navy Culture - The Health of the Force (HoF) Survey

To assess the Heath of our Naval force, Navy leverages its annual Health of the Force (HoF) Survey, which began in 2019. Starting in 2024, Navy will be able to blend this approach with the office of the Secretary of Defense On-Site Installation Evaluation process, which leverages additional survey data, to include information from the annual DEOCS survey. Additionally, in December 2023, Navy launched Health of the Community (HoC) briefs, where each of Navy's 17 community leaders update Chief of Naval Operations (CNO), Vice Chief of Naval Operations (VCNO), and Master Chief Petty Officer of the Navy (MCPON) every 18 months. Together, these processes help Navy leadership better understand its people, and take positive action to improve their Quality of Service. To minimize the length of the HoF and maximize the scope of the information that is captured, the survey alternates focus between the work environment (odd years) and Sailors' personal lives (even years). At its core is a series of metrics that provide insight into the overall well-being of Sailors and the culture and climate of the Navy. With sufficient participation, the survey can also be broken out to provide insights into the unique culture and climate of different Navy communities, which is used in HoC briefs.

HoF Metrics (Annually)

- Inclusion*
- Cohesion*
- Connectedness*
- Commitment*
- Trust (Command)*
- Job Satisfaction
- DEI
- Retention

HoF Personal (Even Years)

- Marriage
- Dual-Military
- Family Planning
- Pregnancy
- Childcare
- Family Support Programs/Policies
- Command Support
- Career Implications

HoF Work (Odd Years)

- Burnout
- Stress
- Workplace Incivility
- Trust in Leaders
- Work/Life Balance
- CMD Morale
- Sleep
- Prof Develop
- Job Satisfaction

Key index measures for evaluating Health of the Force

Figure 1: The Health of the Force Survey

The focus of the 2023 Health of the Force Survey was the work environment (HoF-W). In addition to the annual measures, the survey included questions about a range of topics related to the work environment including burnout, stress, morale, readiness, job satisfaction, etc. It also included metrics that assess trust in specific Navy leaders (i.e., command triad, senior enlisted leaders, senior leaders, etc.). The HoF-W was open for data collection in August and September 2023. All Active Duty (AD) service members were invited via email to take the survey. There were 19,380 participants who completed at least a third of the survey and were included in the overall analysis. Participation in 2023 supports a 99% confidence level with a margin of error +/-5%.

Health of the Force Metrics

The Health of the Force Survey annually assesses a range of metrics or protective factors that are associated with positive outcomes like retention, job performance, and engagement. Together they provide insight into the Navy's culture and climate and compliment the information that is collected by the DEOCS at the unit level. Below is a brief description of the core HoF metrics and what they measure.

- Cohesion: sense of belongingness and the overall strength of the bonds between the individual and their unit.
- Connectedness: positive/negative affect of an individual and how they perceive themselves within their larger world view.

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- Inclusion: extent to which the work environment provides equality of opportunity and respect for and valuing of differences.
- Organizational Commitment: attachment to the organization and overall belief in its goals and values.
- Trust: belief in the integrity and dependability of the chain of command.

With the exception of inclusion which was added in 2021 and trust which was added in 2022, Navy has tracked these metrics since 2019. Figure 2 provides the overall results for each of the HoF metrics between 2019 and 2023. The data has been weighted to ensure the results are representative of the target population based on gender, grade, and race.
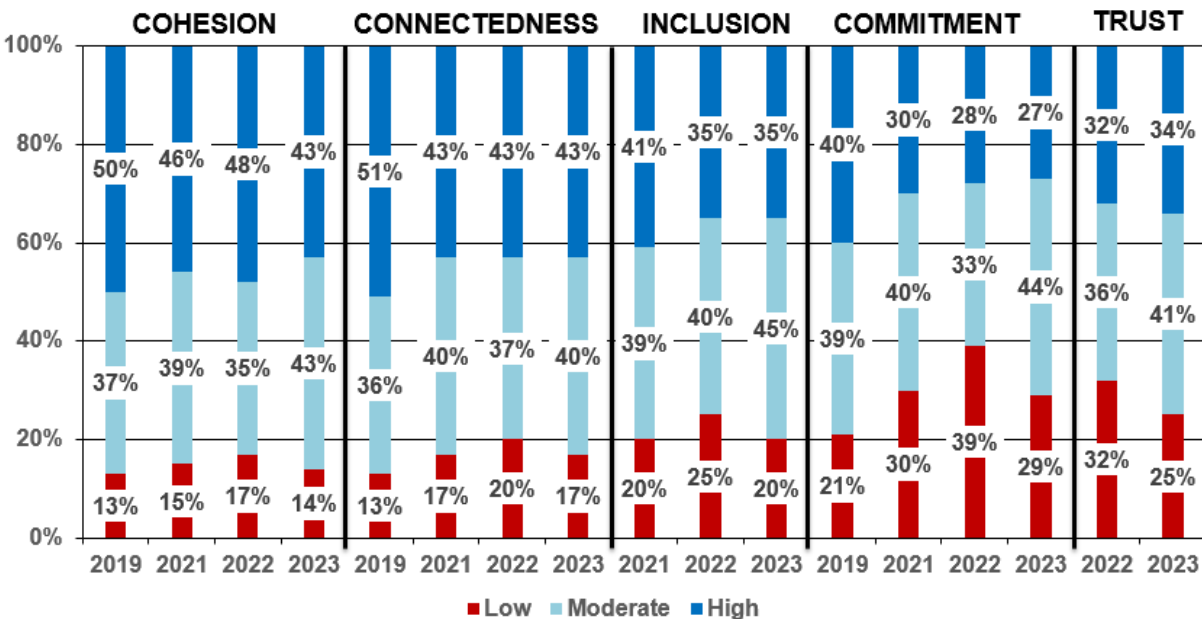
Figure 2: 2019 – 2023 Weighted HoF Metric Results

In comparison to previous results, 2023 indicates that the protective factors have stabilized and rebounded slightly as observed by increases in the percentage of participants with moderate levels of each factor and decreases in the percentage with low levels. The most dramatic change occurred in organizational commitment where, after declining from 79% in 2019 to 61% in 2022, the percentage of personnel with moderate to high levels of organizational commitment increased to 71% in 2023.

Evaluating the Health of the Force

Each of the HoF metrics assesses a different aspect or dimension of the Navy work environment and provides an overall understanding of the Health of the Force. Each metric has a high degree of internal reliability and validity and is based on an extensive literature review, benchmarking with industry, and feedback from Navy senior leaders on what defines a positive work environment in the Navy. Together they reflect the overall priorities established as part of Navy's Culture of Excellence to build and sustain strong warfighters and teams. As depicted in Figure 3, when combined, these five metrics constitute the Navy's Health of the Force score, designed to provide a holistic understanding of the well-being of the Fleet. Each dimension is given equal weight in the overall score.

Figure 3: Health of the Force Measure

Career Insights

Every year the Health of the Force Survey asks participants to indicate their current career plans. Most participants in the 2023 survey plan to stay in the Navy for now or until retirement. As indicated in Figure 4 below, only 18% of the female and 8% of the male participants indicate int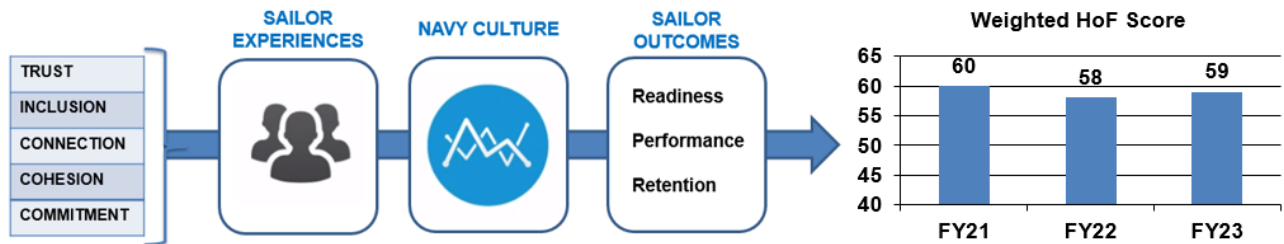entions to leave the Navy. Consistent with previous years, men are more likely to plan to remain in the Navy until retirement, 64% compared to 53% of women. The percentage of junior to mid-grade participants planning to remain in the Navy until retirement rebounded in 2023, returning to levels previously observed in 2021. Compared to 39% in 2022, 46% of male O-1 through O-3 and 43% of E-1 through E-6 reported planning to remain in the Navy until retirement. This year 38% of female E-1 through E-6 and 33% of O-1 through O-3 plan to remain in the Navy until retirement; up from 28% and 29% respectively in 2022.
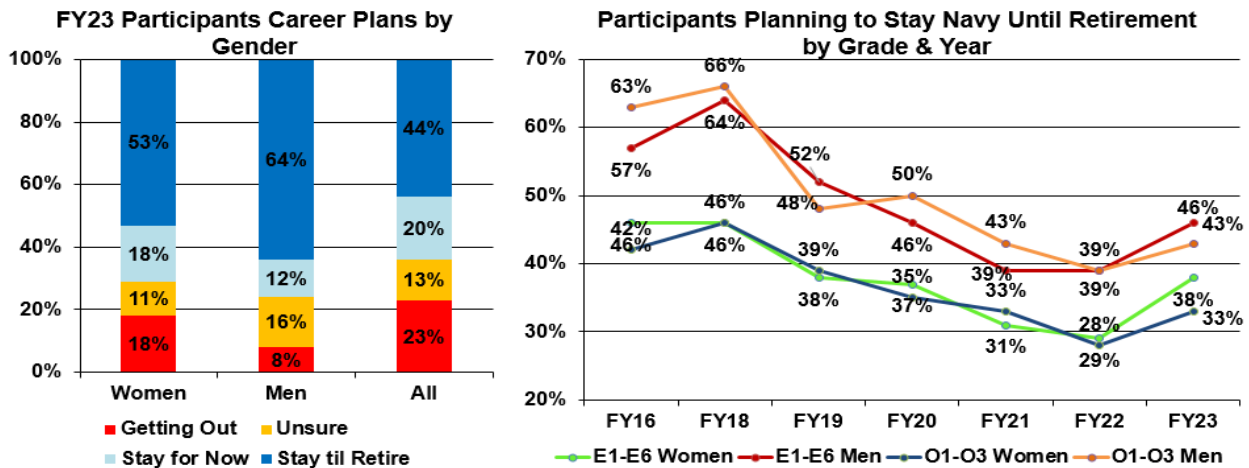
* Results for "All" weighted to accurately reflect the target population by gender, grade & race

Figure 4: Comparison of Survey Participant Career Plans by Gender & Grade

In 2023, 29% of women and 28% of men fell into the "on the fence" category which includes individuals who are either unsure about their career plans or only committed to staying in the Navy for now. For these individuals, the most commonly cited influences to leave include civilian career opportunities, salary, difficulty balancing work and their personal life, a desire to focus on the family, and the climate at their current command. Civilian career opportunities top the list of influences to leave for men in this group and for women it is difficulty with work/life balance. For the "on the fence" group, factors that are most likely to influence them to stay in the Navy include job security, the availability of billets in desirable locations, salary, retirement benefits, and the ability to balance work with personal life. For women, healthcare benefits replace retirement benefits in the top five influences to stay.

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Morale

The HoF-W asks participants to provide an assessment of the overall morale at their current command. A breakout of the weighted overall results for command morale is included in Figure 5 below which also includes a breakout of the percentage of participants reporting high or very high morale between 2019 and 2023 by grade group. While Sailor perceptions of command morale in 2023 have improved compared to 2021, most personnel do not describe their command's morale as high or very high. In 2023, 33% report morale is low or very low, 40% report it is moderate and 27% report high or very high morale. Results by grade indicate a clear delineation in the perceptions of junior and senior personnel with regards to command morale. Senior officers and senior enlisted are much more likely to believe their command has high or very high morale.

- In 2023, 41% of the senior enlisted participants believe command morale is high compared to only 22% of the participating E-1 through E-6.
- In 2023, 36% of O-1 through O-3 report morale is high at their command compared to 50% of participating O-4 through O-6.
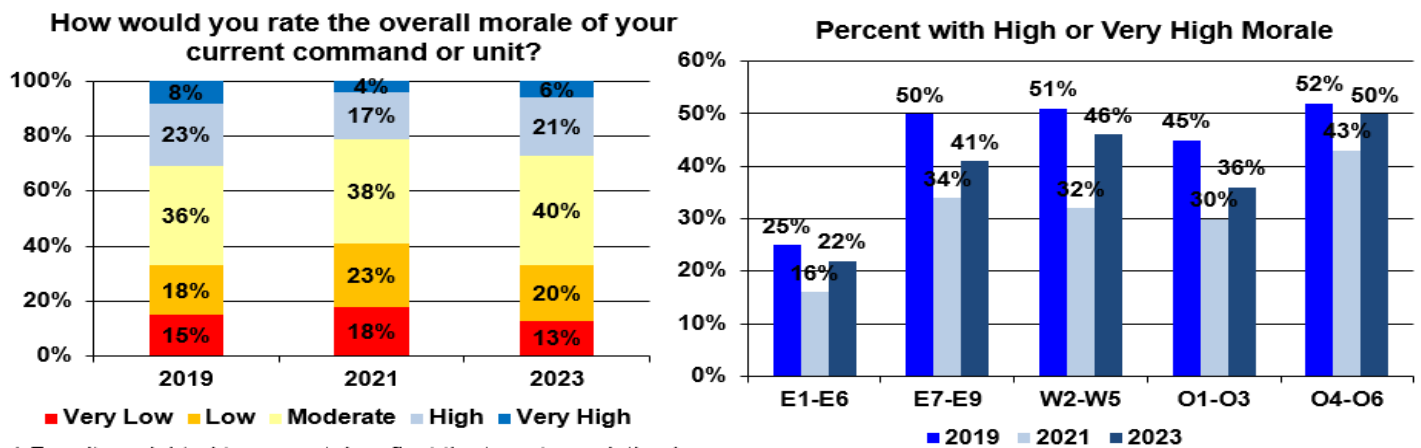
Results weighted to accurately reflect the target population by gender, grade & race

Figure 5: Sailor Perceptions of Command Morale

Workplace Incivility

The Workplace Incivility Scale provides insight into the overall work environment. It assesses the frequency with which participants experience disrespectful, rude, or condescending behaviors. As indicated in Figure 6 below, the experience of incivility in the workplace remained constant between 2021 and 2023 with 76% of participants reporting that they rarely or never experience incivility in their workplace. While this is generally positive, it is noteworthy that 24% experience incivility on at least a monthly basis including 10% who experience incivility in the workplace on a weekly or even daily basis.
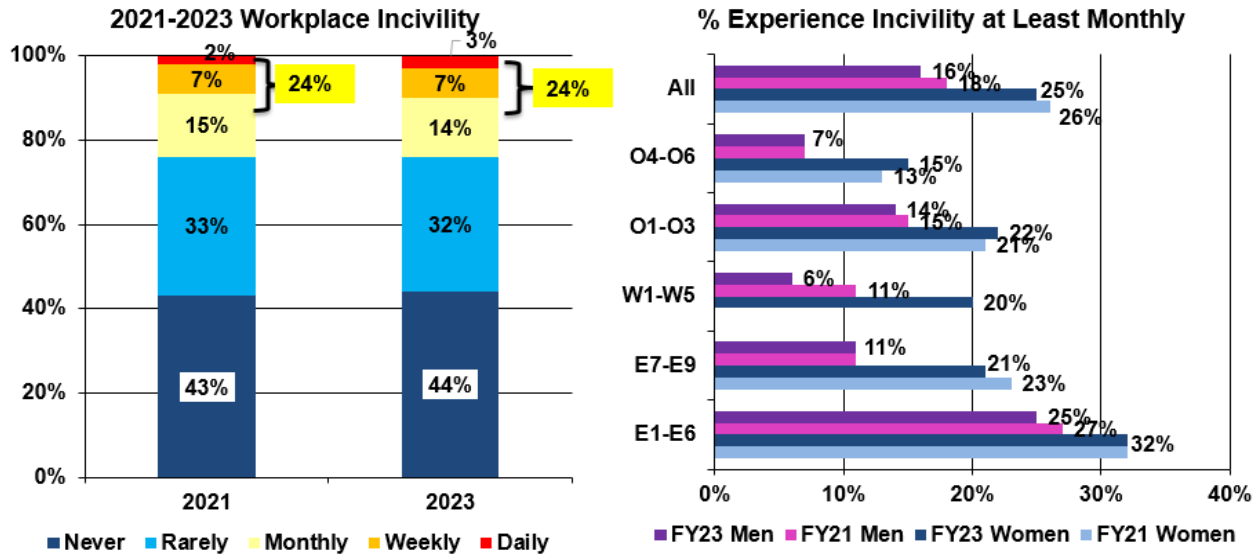
Figure 6: 2021-2023 Workplace Incivility

Consistent with 2021, women are more likely than men to report experiencing incivility on at least a monthly basis. This is true across all grade groups as indicated in Figure 6. Additional evidence for the gender differences in how Sailors experience the work environment is provided from a variety of other HoF-W metrics.

- Compared to 10% of men, 18% of women in 2023 agree they often feel uncomfortable, angry, or upset due to a lack of respect in the workplace.
- 82% of men and 70% of women agreed that hazing and bullying are not tolerated at their command.

Trust in Leadership

Trust in leadership is an important component of a healthy work environment and the 2023 HoF-W results indicate improvements in the extent to which participants trust their leaders. Participants are still most likely to report trusting those leaders they interact with regularly – senior enlisted leaders and their command triad. However, the most substantial changes in trust occurred with regards to views on senior Navy leaders. Compared to only a fourth of the E-1 through E-6 and 41% of O-1 through O-3 in 2021, approximately half of the participants report mostly or completely trusting senior Navy leaders in 2023.
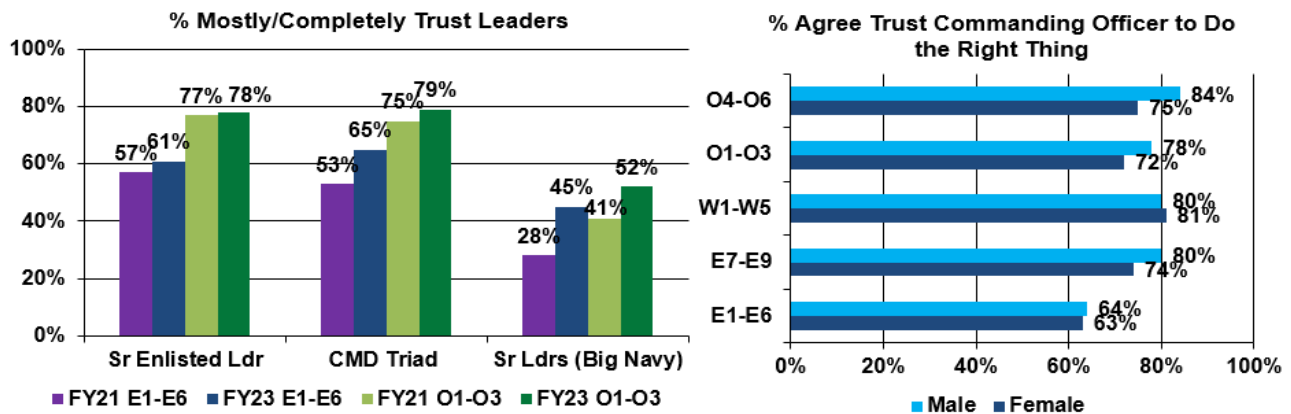
Figure 7: Trust in Leadership

Another measure for trust in leadership was included in the 2023 HoF-W. This measure asked participants to agree or disagree with the statement "I trust my Commanding Officer to do the right thing." A majority of both male and female participants, across all grades, agree that they trust their Commanding Officer (CO) to do the right thing.

Sailor Well-Being (Stress & Burnout)

There are a variety of risk factors related to Sailor well-being that continue to be areas of high concern. As indicated in Figure 8 below, the percentage of Sailors reporting severe or extreme levels of stress has steadily increased. Compared to 74% in 2019, 63% of AD service members report mild or moderate stress levels in 2023. Participants with the grade of E-6 or below are most likely to report severe or extreme stress levels. Since 2019, inadequate manning has topped the list of reasons for heightened stress levels.

Stress Levels Over Past 12 Months

Participants Reporting Severe or Extreme Stress Levels Over the Past 12 Months
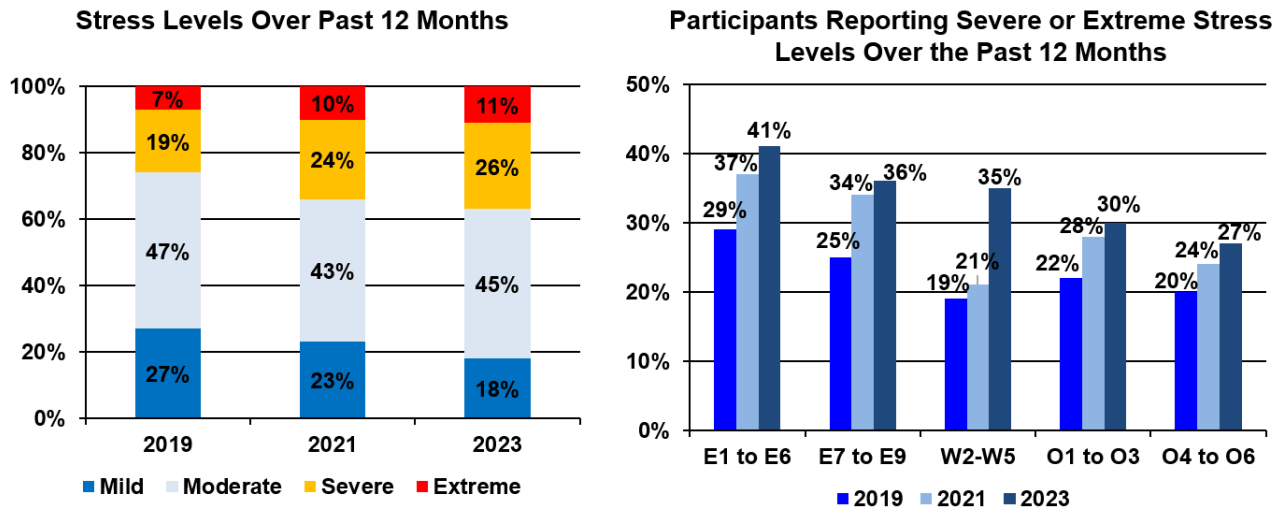
* Overall results weighted to accurately reflect the target population by gender, grade, and race.

Figure 8: 2019 – 2023 Stress Levels

Burnout, while not increasing in 2023, did not substantially improve for Navy personnel. The Burnout Measure assesses two elements – the extent to which participants are disengaged from work and their level of exhaustion with the physical and cognitive demands of their job. High levels of burnout are associated with an increased risk of mental and physical health problems as well as poor job performance. Between 2019 and 2021, the percentage of personnel with high levels of burnout increased from 20% to 28%. In 2023, 27% of participants reported high levels of burnout. Consistent with the results for stress, results indicate that E-1 through E-6 are most likely to have high levels of burnout.

Task Force One Navy Insights

Every year the annual survey includes questions relating to diversity, equity, and inclusion. The 2023 results suggest that Navy's efforts in the wake of Task Force One Navy (TF1N) are beginning to have an effect. As indicated in Figure 9 below, the percentage of Navy personnel who agree racism and sexism are not problems has steadily improved. In 2023, 61% report their command has created an inclusive work environment. The percentage of participants agreeing that the Navy's DEI efforts are creating positive changes in Navy culture increased from 41% in 2022 to 47% in 2023.
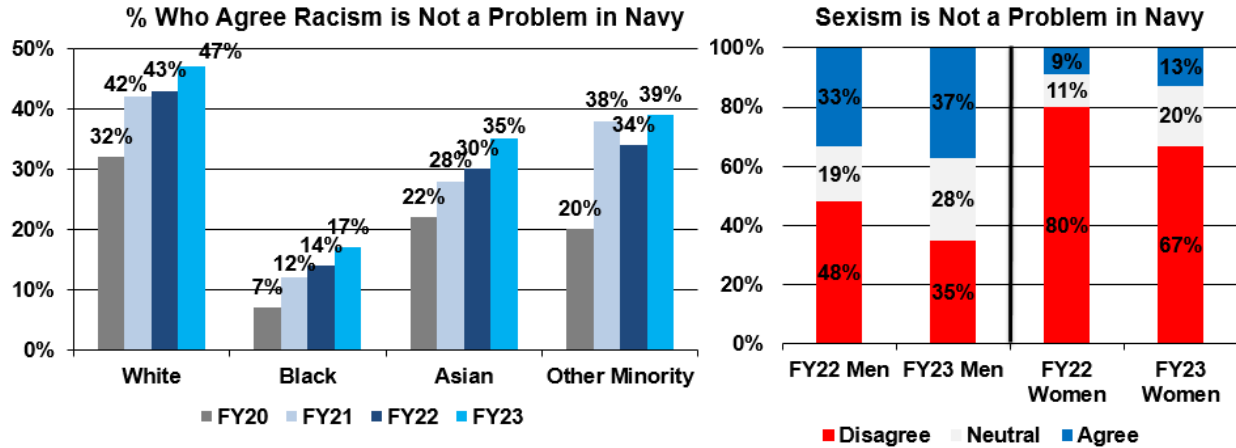
Figure 9: Views on Racism and Sexism in the Navy

Despite the positive trends, there is still substantial room for improvement. A third or less of the minority participants believe racism is not a problem in the Navy. Only a third of men and only 13% of women agree sexism is not a problem in the Navy. Results also indicate that concerns about retaliation for reporting harassment or discrimination persist. In 2023, only 22% of black and 18% of female participants agree retaliation is not a concern when reporting harassment or discrimination. Finally, only half of the participants agree that all personnel are treated equally at their command or that the Navy's commitment to inclusion is authentic.

Accessing and Developing the Navy's Talent

Attracting the Best Talent

The Competition for Talent

The current and future state of the civilian economy is of interest to military personnel policymakers because recruiting and retention are typically more difficult when the civilian economy is strong. If current projections hold, we do not expect changes in the civilian economy to improve military recruiting and retention environments in the near future. Even if a mild recession occurs, economists do not expect significant increases in unemployment. As such, a short, mild recession in 2024, if it does happen, is unlikely to result in increased recruiting and retention in 2024.

Real Gross Domestic Product (GDP) growth is a common measure of overall economic strength and one economic signal for military recruiting and retention. Calendar year (CY) 2022 ended with two quarters of positive growth (seasonally adjusted annual rates), but growth was below the 20-year average. Growth in the first three quarters of 2023 averaged around 2.3%, which was slightly above average GDP growth over the last twenty years. The latest Federal Reserve "Survey of Professional Forecasters" expect real GDP to grow at an annual rate of 2.1% in 2023 and 1.3% in 2024. Economists at The Conference Board are more pessimistic and expect that the U.S. economy will slip into a short and shallow recession in early 2024 with GDP growth around 0.8%.

In the second quarter of CY22, inflation reached 8.6% – the highest level in more than 40 years (measured by the Consumer Price Index for All Urban Consumers: All Items in U.S. City Average, percent change from year ago, seasonally adjusted). The inflation rate has steadily fallen since its high in 2022 and, as of the third quarter of CY23, the annual rate of inflation stood at 3.6%. The Conference Board expects inflation to remain near 3% at the end of 2023 and that the Federal Reserve's target of 2% will not be reached until the end of 2024.

Despite concerns over the Federal Reserve's policies to combat inflation, the unemployment rate has remained near historic lows through 2022 and 2023. The U.S. Bureau of Labor Statistics shows unemployment at 3.8% in September 2023. The Conference Board expects the tightness of the labor market to moderate over the next year but expects a resilient labor market compared to other economic downturns. Persistent labor shortages in some industries and an aging population are likely to continue to contribute to a relatively tight labor market, and therefore we do not anticipate much relief regarding recruiting challenges.

Expanding the Pool of Eligible Future Sailors

To address the continued challenges in the current and future economic environment and tough labor market, resulting in projected recruiting shortfalls in the coming years, Navy Recruiting Command (NRC) has placed an increased emphasis on updating recruitment policies and expanding the eligible population by opening the aperture of *qualified individuals*. By carefully evaluating individual circumstances and granting waivers where appropriate, we have been able to tap into a broader talent pool, including individuals who may have previously been disqualified due to minor infractions or medical conditions. This flexibility has not only helped increase our recruiting attainment, but also allowed us to consider candidates with unique skills and experiences that greatly benefit the Navy. Expanded policies and waivers and new initiatives and pilots have been instrumental in expanding our pool of eligible candidates.

Policy and Waiver Expansion:
- **Category IV:** Up to 20% of total accessions who attain an Armed Forces Qualification Test (AFQT) score of 10-30 but have qualifying line scores can join the Navy Delayed Entry Program (DEP) and then go straight to Recruit Training Command (RTC).
- **Positive Drug and Alcohol Tests (PosDATs):** PosDAT waiver authority was expanded by changing the wait window for retesting from 90 days down to 60 days for marijuana and/or Tetrahydrocannabinol (THC). Applicants were previously allowed to retest on the 91st day after failing the DAT/receiving a PosDAT, however, they can now retest on the 61st day.
- **Tattoos:** Allow applicants to enter and serve in the Navy with tattoos on the body to include the neck and ears, regardless of location or size (on a case-by-case basis), with the exception of head, face, and scalp.
- **Age:** Active Component (AC) and Reserve Component (RC) accessions must report to Recruit Training Command prior to their 42nd birthday (increase from 39).
- **Single Parent Policy:** Waives dependency status for AC and RC enlistment of unmarried individuals with custody of dependents under the age of 18.
- **Tier II:** Authorized the contracting and accessing of Tier II applicants who scored 31 or above on the AFQT. Tier II applicants are non-high school graduates who hold a GED, typically only accessed with a 50 or greater AFQT previously.

Pilot Programs:
- **Future Sailor Preparatory Course Physical Fitness (FSPC-F):** Bring potential Future Sailors who are marginally out of body composition standards into line with Navy and Department of Defense (DOD) requirements.
- **FSPC Academic (FSPC-A):** In support of the population of Future Sailors who score below 31 on the AFQT, Navy is testing a course designed to increase students' proficiency in math and language subjects through structured classroom instruction coupled with independent study.

Recruiting Initiatives:
- **Every Sailor is a Recruiter:** Program for currently serving Sailors to share their experience and provide leads of interested applicants to Navy recruiting.
- **Navy Recruiting Reserve Command:** Established to better focus on the prior service mission.
- **Increased Marketing and Advertising (M&A)** dollars to improve positive public perception of Naval service in the long-term.
- **Increased Recruiter Manning** will enable the Navy to have a greater reach and engagement with the youth population across Recruiting Nation.
- **New Job Opportunity** created to keep competitive edge with adversaries and civilian workforce, established the Cyber Warfare Technician (CWT) rate.
- **Enlistment Bonus** program leveraged to attract high-quality recruits to fill high demand rates. Future Sailors can earn up to $140,000 in bonuses (by successfully completing requirements for critical jobs in the Navy).

Enlisted Recruiting
Myriad efforts resulted in 6,000 more contracted Future Sailors than the historically low year of 2022 and helped us close the gap on our forecasted miss by 40%. Navy did not meet AC or RC recruitment goals in FY23; however, despite a challenging and competitive environment and entering the year with a low DEP posture, NRC achieved 80.2% (30,236/37,700) of the enlisted AC mission, 76% (6,342/8,390) of the enlisted RC mission, and 92.2% (2,409/2,614) of the enlisted Nuclear Field accession mission (Of Note: Nuclear

Field accession numbers are included in the enlisted AC accession mission numbers – they are not additive).

For FY24, as recruiting challenges are expected to persist, the enlisted AC goal increased to 40,600. The overall enlisted RC goal decreased to 7,619, including a Training and Administration of the Reserves (TAR) goal of 725, New Accession Training (NAT) goal of 1,800, and prior service goal of 5,094.
NRC will continue with all aforementioned policy expansions and initiatives in FY24 and have further identified numerous levers to improve performance and close gaps in recruiting, getting after any and all barriers to making the current and future missions and improving the DEP posture.

Officer Recruiting
Navy Recruiting had challenges in officer recruiting as well in both AC and RC missions, particularly in the Medical Corps (including Dental and Nurse Corps), Chaplain Corps, and Supply Corps. Overall for the Unrestricted Line (URL) communities, officer recruiting was healthy. We attained 82% of the AC officer mission (2,080/2,532) and 60% (1,167/1,940) of the officer RC mission, both of which were a decrease in production as compared to FY22. For FY24, the AC officer goal increased to 2,807, and the RC officer goal decreased to 1,785.

Recruiting Modernization
Navy continues to employ *Forged by the Sea* digital M&A with success in reaching all demographics. In FY23, NRC communicated this value proposition via its latest advertising campaigns, including "Never," the newest iteration of *Forged by the Sea*. ***With just 2% of eligible prospects indicating their motivation to serve, the remaining 98% say "never" to a Navy career before ever exploring the possibilities.*** This iteration addresses propensity directly by highlighting all the things Sailors never thought they would do or achieve if they had not joined the Navy. It shows the breadth and depth of opportunities in the Navy while speaking directly to common reservations our target audience might have about the Navy. *Forged by the Sea* captures authentic, relevant, and compelling content featuring real Sailors while emphasizing inclusion and diversity.

We use specific targeting and content strategies to appeal to a diversity of demographics, to demonstrate what a career in the Navy can do for them. For example, the "Make Your Name" video series, which highlights empowering stories of female Sailors and a YouTube masthead takeover during Women's History Month, reached nearly half of all women aged 18-24 in the United States.

A focused budget has had an immediate impact on recruiting efforts by generating interest and online activity via digital advertisements. Navy also leveraged additional M&A resources to purchase media that not only speaks to our target audience but talks to the influencers who can provide added value by reinforcing potential candidates' career decisions. Specific examples include:
- Executed 30-second broadcast TV commercial during the Super Bowl in 16 major markets throughout the U.S., when viewers were expected to watch and talk about ads.
- Streaming platforms: Hulu, YouTube TV, and Sling, to include ads during peak viewing times, such as March Madness.

In FY23, Navy continued to increase our mentoring and professional growth programs as well as initiate and cultivate relationships, connections, and allies to strengthen our bond with multicultural professional affinity groups to include:
- The Society of Women Engineers
- Women in Aviation International/Girls in Aviation
- The National Society of Black Engineers
- The Society of Hispanic Professional Engineers
- The Society of Asian Scientists and Engineers

- The American Indian Science and Engineering Society
- Black Engineer of the Year Awards
- Hispanic Engineer National Achievement Awards Conference
- National College Resources Foundation
- Hispanics Inspiring Students Performance and Achievements
- Society for the Advancement of Chicanos/Hispanics and Native Americans in Science
- National Naval Officers Association
- Association of Naval Services Officers
- Sea Services Leadership Association
- Academy Women

Additionally, Navy ensures we are listening to feedback and identifying blind spots in our outreach initiatives and continue to penetrate markets that may have gone untapped in the past. The Navy also strives to serve multicultural students and communities through programs like Promotional Days, Junior Officer Diversity Outreach, and "Divine Nine" Ambassador Program, leveraging the Navy's built-in community of AD fraternity and sorority members.

Accessions Supply Chain
Enlisted Accessions
In FY23, Navy enlisted communities faced significant recruiting challenges. Some enlisted communities had better attainment than others and met at least 90% of their respective goals, including:
- Seabee – 100%
- Surface – 93.2%
- Submarine – 92.7%
- Nuclear – 92.2%
- Aviation – 91.7%

Communities that had more significant challenges and impacts from the recruiting shortfall, accomplishing less than 90% of their goal include:
- Information Warfare – 70.2%
- Warrior Challenge (Navy Diver (ND)/Explosive Ordnance Disposal Technician (EOD)/Special Warfare Boat Operator (SB)/Special Warfare Operator (SO)) – 65%
- Professional Apprenticeship Career Track (PACT) – 61.3%
- All Others collectively (Admin, Medical, Security, and Supply) – 69.5%

Information Warfare, Professional Career Apprenticeship Track (PACT), Admin, Medical, Security, and Supply communities incurred the greatest deficits comprising the majority of the overall recruiting shortfall. By implementing new initiatives, like the FSPC-F program, we were able to mitigate some of the most critically impacted communities by graduating 15 MAs, 19 HMs, 3 AN-PACT, and 4 SN-PACT who otherwise would not have met service eligibility requirements. In the future, we expect some heavily impacted communities to benefit from the FSPC-A once fully implemented.

Persistent recruiting challenges, affecting our enlisted community health, make it increasingly more important to explore creative solutions to reduce attrition in Navy accession training. In response, the Naval Service Training Command (NSTC) domain created initiatives to give recruits more opportunities to train while broadening the Navy's talent pool. The use of alternate cardio during physical fitness tests, receptive acclimation at RTC, and the newly created Future Sailor Preparatory Course (Physical and Academic), have demonstrated positive results in production of enlisted accessions to the Fleet.

Alternate Cardio

The use of alternate cardio at RTC aligned RTC's training policy to match the Fleet standard and has virtually eliminated all Physical Readiness Test (PRT) failures at RTC, yielding more Sailors to the Fleet. Historically, recruits were required to complete the 1.5 mile run modality for the cardio portion of their Physical Fitness Assessment (PFA). Recruits who failed the PRT entered a remedial fitness program and would retake the PRT, including the 1.5 mile run. In FY22, 302 recruits attrited due to PRT failures. Under the new policy, recruits who fail their initial attempt of the run portion of the PRT are now able to utilize the bike for their second attempt and receive three additional opportunities to meet PRT standards prior to graduation. In FY23, only one recruit attrited due to PRT failure. An additional benefit of the bike modality is that it mitigates orthopedic leg injuries, which have seen an increase in recent years.

Receptive Acclimation at RTC

Attrition due to psychological reasons continues to be the leading cause of attrition in FY23. RTC is looking at methods to further reduce this type of attrition during early stages of training. A redesign of training during Processing Days (P-Days) aims to increase teamwork and cultural acclimation. Instead of the shock and awe approach, recruits experience a ramp up of training intensity throughout their 10-week training. In this process, the stress level is tailored to the specific training phase, establishing a setting in which recruits can thrive. RTC emphasizes physical safety and opportunities and skills to excel, associating setbacks with long-term growth. Early analysis has demonstrated the approach has a positive impact on early attrition.

Future Sailor Preparatory Course (FSPC)

One of the most notable new programs is the FSPC. FSPC was created to broaden the recruitment talent pool of future Sailors through physical fitness and academic remediation. Modeled after the Army's Future Soldier Preparatory Course, FSPC provides opportunities for more recruits to serve and to become eligible for an expanded number of ratings.

Recruits in the Physical Fitness Track go through an initial 3-week fitness and nutrition curriculum to meet Navy body fat standards. After the initial three weeks, recruits in FSPC-F have up to 90 days on a 3-week rolling basis to meet these standards. So far, 370 recruits have been enrolled in FSPC-F, and 280 graduated on to RTC.

The academic track began its pilot in January 2024. Recruits taking part in the FSPC-A pilot go through a 3-week Armed Services Vocational Aptitude Battery (ASVAB) tutoring curriculum. The early stages of the pilot have shown very promising results with recruits increasing their ASVAB score by an average of 10 points, which allows for expanded job opportunities in critically needed rates to reduce gaps at sea.

Officer Accessions

In FY23, OCS commissioned 1,013 officers, Officer Development School (ODS) graduated 1,211 students, the Limited Duty Officer (LDO)/Chief Warrant Officer (CWO) Academy graduated 484 officers, and 80 Seaman to Admiral-21 (STA-21) students completed the Naval Science Institute (NSI) curriculum.

To better support the Selected Reserve (SELRES) component, ODS implemented a Split Option for SELRES Officers to participate in the entire 5-week ODS curriculum while avoiding a prolonged absence from critical civilian professions.

During FY23, NROTC commissioned 756 Navy officers, 39 of which were STA-21, and 259 Marine Corps officers. NROTC also resumed the successful execution of Fleet summer cruises with 2,679 midshipmen participating. In addition, NSTC participated in the Foreign Exchange Training of Midshipmen with the Japanese Maritime Self Defense Forces, the German Navy, and the Republic of Korea Navy. With the continued success of the Broadened Opportunity for Officer Selection and Training (BOOST) 2.0 program, a

total of 10 BOOST Candidates will attend Naval Academy Preparatory School (NAPS) for the 2023-2024 academic year.

Developing Our Talent

A crucial element that underpins the effectiveness of our Navy is our commitment to Force Development (FD) through comprehensive training and education programs. To continuously strengthen and enhance the education and training of our warfighters, Navy programs are rapidly updating and integrating across the force. Programs aimed at developing the force are not only implemented to modernize the way we train our Sailors throughout their careers, but also endeavor to provide opportunities for personal and professional growth in the classroom. Investing in programs available on the job, on deployment, or during off-duty hours allows Sailors to work towards self-improvement with minimal impact to their personal and professional lives.

Ready Relevant Learning (RRL)
The RRL program continues to mature in its efforts to modernize Navy training, with emphasis on improving the quality of training. This provides the most effective and modernized means available to train our Navy's newest Sailors into skilled combat-ready warfighters. Additionally, training is aligned more closely with point-of-need and time-of-need to improve Sailor performance and maximize Navy mission readiness to compete and win across the spectrum of conflict.

Naval Education and Training Command (NETC) works closely with U.S. Fleet Forces Command (USFFC), Program Executive Office for Manpower, Logistics and Business Solutions RRL Portfolio Manager, Resource Sponsors, Type Commanders (TYCOM), and other key stakeholders to execute the vision for RRL within the governance structure established by the RRL Integration Board and Executive Steering Committee Charter.

Navy is delivering RRL along three LOEs, whose accomplishments in FY23 include:

LOE 1: Career Long Learning Continuum
Career Domain Analysis was completed for 19 additional ratings in FY23 (AD, AE, AM, AO, AT, GSM, GSE, EM, EN, RP, MA, AG, CS, CSS, MU, BU, CE, CM, and DC), bringing the total number completed to 33 of 82 (40%) in-scope ratings.

LOE 2: Modern Delivery at the Point of Need
In a continued effort to operationalize RRL in the Fleet, the Multipurpose Reconfigurable Training System (MRTS) was installed for testing onboard a second platform – USS Eisenhower (CVN 69). MRTS provides an immersive training experience through a multi-touch screen by placing Sailors in an interactive, 3D environment specific to their job requirements. It also supports other less interactive types of courseware developed for point-of-need training to support job performance and professional development.

Available training content includes Flight Deck Familiarization Training Expansion Package, Mobile Electric Power Plant, Operations Specialist virtual simulation interactive courseware, Aviation Boatswain's Mate (Fuels) Conflagration Station and Pump room, and Electromagnetic Aircraft Launch System.
In completing the initial RRL Information System and Transport Architecture plan, this "to-be" architecture utilizes modern network delivery methods to access consolidated enterprise services hosted via cloud technologies and establishes the capability to locally host content in a disconnected state, allowing Sailors to take training where they need it, when they need it.

LOE 3: Integrated Content Development
Training Installation and Transfer Agreements, which define how the Navy coordinates the design, acquisition, and incorporation of training/training systems, followed by the transfer to a schoolhouse, were

developed for the first modernized ratings (AZ, PS, RS, YN, and YNS). They are an integral part of the acquisition process as they support the introduction of new training/training systems and equipment, incorporation of training system changes, and identification of training sustainment requirements.

The RRL Training Effectiveness and Assessment Manual, which provides guidance and standardization across all learning assessments and training evaluation processes, was published. This will provide the TYCOMs and NETC Learning Centers with the flexibility to adjust measurement criteria based on the subject, system, course, and/or rating being evaluated to gain a true picture of the correlation between RRL training modernization, task analysis, and overall improvement to Sailor performance.

Education
Voluntary Education (VOLED)
VOLED is currently celebrating 49 years of Sailors' educational successes through diverse programs. These programs include Tuition Assistance (TA) and the Navy College Program for Afloat College Education (NCPACE), where Sailors can complete courses while deployed at sea. VOLED empowers Sailors to advance their personal development through formal education leading to a high school diploma, certificate, or an associate, bachelor, or master's degree. VOLED continues to represent an instrumental program for the advancement and retention of required skillsets needed to keep our Naval force strong.

VOLED 2023 Initiatives:
- On August 24, 2023, a TA Program Pilot for SELRES Sailors was launched. This 2-phased process allowed 50 SELRES Sailors in a drilling status to access TA beginning in FY23 and will be extended to 250 additional reserve personnel in FY24.
- Increased Fleet face-to-face engagements by 50% from the previous FY (12,916 contacts). This included more command briefings, education fairs, and other special events such as air shows.
- Launched its inaugural Quarterly Newsletter in January 2023. With each new release, readership, and thus program knowledge, has increased to over 10,000 personnel.
- Created and launched a new 30-second marketing video. The video is currently located on the new Navy College Program (NCP) website, Defense Visual Information Distribution Service, and pending YouTube for the public.
- Increased social media presence by over 150% in one year.
- Increased the Navy College Virtual Education Center (NCVEC) counseling staff by 76% by hiring 12 new Counselors and adding three new Education Technician positions. In addition, VOLED added three new Program Manager positions to the Navy College Future's Division.
- Incorporated Interactive Voice Response (IVR) routing of incoming calls. When customers call 833-330-6622 to reach the NCVEC, an IVR has been added to the call system for ease of access and smooth routing of calls to counselors and staff.
- Implemented a Naval Education and Training Professional Development Center Commanding Officer personalized Graduation Letter that is sent to Sailors acknowledging and congratulating their accomplishments.
- Set up a mobile agent capability that allows NCVEC Counselors to take inbound calls from a telework location. In FY23, the NCVEC handled over 140,950 contacts.

United States Naval Community College (USNCC)
During FY23, the USNCC validated its operating concept in the second phase of its pilot, working closely with the naval services to design and deliver rigorous academic programs to a globally deployed force, via a consortium of leading private and public higher education institutions. All academic programs are focused on improving operational readiness and creating an intellectual overmatch against potential adversaries.

Further, USNCC offers a unique naval studies certificate that provides a common body of knowledge of naval history, force design, and geopolitics. To date, USNCC has delivered courses to 3,500 Sailors, Marines, and Coast Guardsmen.

In FY24, USNCC will become an official, accredited member of the Naval University System and will continue to expand its capacity towards the ultimate goal of educating 25,000 Sailors, Marines, and Coast Guardsmen each year. Additionally, USNCC will continue to grow its offerings of naval-relevant degrees, certificates, and micro-credential programs. USNCC will become a vital part of the Naval University System and enlisted talent management strategy, as the Navy continues to develop enlisted leaders who are tactically and technically proficient and are operationally ready for all aspects of naval warfare.

Tuition Assistance (TA)
TA is the Navy's financial assistance program for education. It provides all AD 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. For FY23, TA had 84,005 enrollments for 27,064 unique participants at a cost of $62M.
- NAVADMIN 112/23 updated the TA policy: AD and TAR enlisted Sailors with less than 16 years of AD service must have at least 6 months remaining from the course start date until their end of active obligated service or as extended.
- Enlisted reservists must be on AD orders and must have at least 6 months remaining from the course start date until the end date of their orders.
- All TA or NCPACE funded courses must be completed while the member is on AD.
- Sailors may be enrolled in up to a maximum of two concurrent courses. Required laboratory courses with unique course identification numbers are exempt from this limit. The two-course limit in line with fiscal quarter is rescinded.
- Officers with a minimum of eight years of prior enlisted AD service (Army, Navy, Marine, Air Force, Coast Guard) including LDOs and CWOs are eligible to use TA or NCPACE at all Officer ranks. All other officers become eligible upon promotion to O-3.
- Sailors may submit applications in the MyNavy Education portal between 7 and 120 days prior to the term start date.

Advanced Education Voucher/Graduate Education Voucher (AEV/GEV) Programs
The AEV program offers advanced education opportunities and provides financial assistance to senior enlisted personnel (paygrades E-7 through E-9) to complete post-secondary, Navy-relevant degrees in designated areas of study through off-duty education. Current enrollment total is 31. Since AEV program's inception, completions total 216 degrees. In FY23, two bachelor's degrees and eight master's degrees were awarded. Three service members of the graduating FY23 bachelor's degree program have been accepted into a Naval Officer commissioning program for continued service.

The GEV Program allows certain URL officers assigned to shore duty to pursue graduate education in Navy-relevant disciplines of study during off-duty hours. The program enables URL officers, whose career paths may not provide sufficient opportunities for resident education, to participate in traditional and distance learning (DL) education programs leading to an approved subspecialty code while also satisfying other Navy requirements. The GEV program is 24 months long. Twenty-one GEV participants are currently enrolled for FY23. Since FY21, 17 master's degrees have been earned by GEV participants. For FY24, 30 GEV quotas are proposed for select URL officers, contingent upon the availability of funds.

Navy College Program for Afloat College Education (NCPACE)
NCPACE provides Sailors assigned to Type 2 and Type 4 sea duty commands the opportunity to take college courses. The NCPACE DL program is thriving with over 200 self-contained courses. Eligible Sailors can take NCPACE Distance Learning courses at any time and the program works similarly to the TA program. Individual courses are available in the following subjects: general education, business, criminal justice, and homeland security. Additionally, courses are available leading to degrees in general studies, liberal arts, interdisciplinary studies, emergency management, front line leadership, social science, organizational leadership, engineering management, and strategic leadership.

American Council on Education (ACE)
ACE offers college credit recommendations for individual courses, ratings, and Navy Enlisted Classification Codes (NEC). ACE helps Sailors, Marines, and veterans gain access to higher education through reviews of military training courses, experiences (occupations), and NECs with the goal of recommending equivalent college credits for those experiences. Many ACE-recommended credits will directly support college degrees offered by the USNCC and most accredited civilian educational institutions. ACE continues to work with the Navy to determine new ways to assess college-level equivalency as training moves from traditional classroom instruction to more responsive training delivery methods used in the Navy's RRL initiative.

Through a DOD contract for the U.S. Armed Services, ACE is the sole source of information for courses and occupations evaluated for the military. The Department of the Navy (DON) has leveraged this specific contract to help Sailors, Marines, and veterans gain access to higher education.

Certifications, Licenses, and Apprenticeships
Navy Credentialing Opportunities On-Line (COOL)
Navy COOL is a one-stop credentialing resource hub for Navy personnel. Navy COOL provides information on certifications, licenses, and growth opportunities that correspond with each Navy enlisted rating and officer designator. Navy COOL is designed to support Sailors throughout their career continuum—from recruitment, advancement/promotion, personal and professional development and to their ultimate transition back to civilian life. Each Navy rating and designator is associated with at least one professional credential, and Sailors are encouraged to make the most of this program.

Navy COOL 2023 Initiatives:
- Processed and funded over 6,000 credentialing opportunities for Navy enlisted and officer personnel, including AD, reserve, and DON civilian Cyberspace IT/Cybersecurity Workforce.
- Conducted over 100 Credentialing Program product briefings (COOL, USMAP, and MilGears), reaching more than 4,000 naval personnel through virtual and in-person venues.
- Launched NAVEDTRA 43699 PQS for the MyNavy HR Credentialing, Apprenticeship, and Voluntary Education Programs NEC (868A). Navy Credentialing and VOLED teams worked closely with over 125 Navy Counselors and 25 earned the 868A NEC.
- The Navy COOL mobile app underwent a major upgrade to ensure compliance with security and app store regulations, as well as new features and streamlined navigation. With 150,000+ total downloads, the app has become the 3rd most downloaded app in the Navy App Locker portfolio.
- Started presenting the Navy's credentialing programs to Transition Assistance Program (TAP) workshops (virtually and in-person). This effort is ongoing ensuring that transitioning Navy personnel are well-informed for success in their post-military lives.

United Services Military Apprenticeship Program (USMAP)
USMAP is the Department of Labor (DoL) sponsor for all military registered apprenticeships. USMAP is a formal military training program that provides service members the opportunity to improve their job skills and to complete their civilian apprenticeship requirements while they are on AD. USMAP offers two different paths for completion of an apprenticeship: the traditional time-based method and a competency-based method. Upon completion, the DoL provides a nationally recognized certificate of completion. By offering apprenticeship opportunities, USMAP not only enhances career advancement prospects but also motivates top-performing Sailors to continue their service.

USMAP 2023 Achievements:
- Processed 48,364 Sailor enrollments and provided 17,876 Sailors with DoL Journeyworker Certificates. The average monthly number of participating Sailors for FY23 was 101,235.
- Continued the first cybersecurity apprenticeship program that began in 2022 with a partnership between DOD and DoL added the remaining 9 of 15 approved Cybersecurity Apprenticeships and made available for enrollment.

MilGears
MilGears leverages the Navy COOL platform to provide service members with a personalized assessment of their military training and experience and off-duty education and credentialing, including recommendations and next steps to pursue and achieve industry credentialing, in-service advancement, and post-service employment. Enlisted and officer personnel from any service can utilize MilGears to get customized career and educational pathways based on their service and experience.

MilGears 2023 Achievements:
- OUSD DOD TAP curriculum developer incorporated MilGears into the March 2023 DOD TAP curriculum update and is scheduled for MilGears to have a complete lesson topic and plan in the curriculum for the CY24 TAP program rewrite.
- Coordinated with the Workforce Innovation Directorate under DOD Chief Information Officer to incorporate the new DoDM-8140 Cybersecurity Workforce requirements into MilGears.

Leader Development Continuum
The Naval Leadership and Ethics Center (NLEC), located in Newport, RI, and its subordinate commands in Dam Neck, VA and San Diego, CA, offer naval personnel the opportunity for exceptional self-awareness, coaching and leader development through classroom interactions, case studies and senior leadership discussions. NLEC recognizes and communicates that world-class leader development is the Navy's strategic advantage.

Over 10,000 personnel from grades E-4 to O-6 graduated from an NLEC course in FY23. Key topics covered in every NLEC course include, but are not limited to self-awareness, ethical foundations, ethical decision-making, decision science, emotional survival, and Warrior Toughness. Recent course developments include the updated curriculum across course lines to include Get Real Get Better (GRGB) leadership traits and the addition of senior keynote speakers into the Command Leadership courses.

The Enlisted Leader Development (ELD) program grew rapidly in 2023. Enlisted personnel attend an ELD course that is relative to their paygrade and explore topics in self-awareness, ethical decision-making, naval heritage, coaching, and moral courage. Students report a greater sense of self-awareness and ethical decision-making. ELD courses are facilitated at NLEC San Diego and Dam Neck locations as well as Fleet locations world-wide with over 7,000 qualified facilitators. The NLEC team yielded 37,327 ELD graduates across all course lines for FY23.

Beginning in CY25, the Intermediate Leader Development Course for E-5s and the Advanced Leader Development Course for E-6s will be a prerequisite to take the Navy-wide Advancement Exam for E-6 and E-7. The Chief Petty Officer Leader Development Course will be a prerequisite for advancement/selection to E-8 beginning with the FY26 Selection Board (See NAVADMIN 237/23).

In July 2023, NLEC piloted a New Advanced Command Master Chief (CMC) Course, and, for FY24, there are 14 annual course offerings that will run in parallel with the Major Commander's Course. This course is designed for senior CMCs that are supporting major command units and delivers curriculum to support strategic decision-making and developing subordinate commands.

MyNavy Coaching

MyNavy Coaching (MNC) is a Chief of Naval Personnel-led initiative to build and sustain a coaching culture within the Navy. Coaching is a communication skill rooted in the core coach-like skills of active listening, empathy, and asking open-ended, powerful questions. Through MNC, we are increasing the performance and maximizing the potential of our Sailors to build a stronger warfighting force based upon personal connections, increased engagement, empathy, heightened personal awareness, and promotion of a deeper level of learning. This empowers Sailors to be accountable for their development and performance. MNC is being implemented through a peer-to-peer coaching approach and a renewed focus on mid-term counseling.

LOE 1: Training, Education and Curriculum

Piloted the five-day Master Coaching Course which will provide participants the opportunity to receive an NEC or Additional Qualification Designator upon successful completion. It will be offered at NLEC to E-6 through O-5 with a target to train over 100 Navy coaches per year. The Navy Career Counselor handbook was updated to include peer-to-peer coaching verbiage. MNC content has been integrated into several officer and enlisted leadership schools and accession pipelines.

LOE 2: Research, Testing and Analysis

Partnering with Navy Leadership Assessment Program (NLAP), and utilizing prototype funding, to offer a professional coaching app to all NLAP participants.

Collaborating with the GRGB office, Office of Civilian Human Resources, DOD coaching, Defense Acquisition University coaching, as well as partnering with Performance Evaluation Transformation (PET) team to assist with systematic updates to the evaluation program. This will utilize the coaching Goal, Reality, Obstacles, and Way Forward (GROW) model and the Independent Development Plan in the forthcoming replacement online tool.

LOE 3: Mid-Term Counseling Refocus

Implemented a 15-minute mid-term counseling overview into all leadership schools and accession pipelines. Mid-term counseling content was added to the mid-term counseling curriculum to promote bi-directional feedback.

Advancing Navy Culture

As part of his call to action for the Navy to Get Real Get Better, then-CNO Admiral Gilday tasked the Chief of Naval Personnel (CNP) to "Advance Navy Culture."

To do so, Navy methodically applied GRGB problem-solving principles to:
- Assess the Health of the Force Survey results;
- Pursue additional Fleet feedback;
- Understand external-to-Navy standards for building and sustaining culture;
- Conduct a Five-Whys analysis to determine root causes limiting the effectiveness of current people and culture programs.

The result of this year-long process was the realization that the Navy neither has clear standards and measures for how we build our people, leaders, and teams, nor is there an approach for integrating the myriad people programs towards a desired outcome. Based on Fleet feedback, this space is too complex and overwhelming, leading to ineffectiveness.

In response, the Navy drafted an improved version of Navy's Culture of Excellence (COE) campaign: Forged by the Sea, COE 2.0. Once released, COE 2.0 will build on prior internal and external requirements and programs—giving leaders a simple, more accessible set of standards and measures for building our people, leaders, and teams.

Forged by the Sea is an approach to building great culture in every Navy command. It closes the gap between our best and our worst commands and makes our best commands even better.

Building Great People, Leaders, and Teams

COE 2.0 will focus on building Great People, Great Leaders, and Great Teams, believing this is the best way to prepare for victory in combat; to innovate and solve hard problems; and to prevent harmful behaviors. It is built upon the following:
- Everyone is a Sailor... *both Officer and Enlisted*
- Civilians are a critical part of the Team... *providing continuity and expertise*
- Our Values drive our Mindset... *and our Mindset drives our Behaviors*
- Great People need Great Leaders... *to become Great Teams*
- Our People must be tough and resilient... *strong in Mind, Body, and Spirit*
- Our Leaders must demonstrate great Character and Competence... *and build great Culture*
- Our Teams must be Connected and Inclusive... *creating a sense of belonging for their People*

Culture of Excellence 2.0 Implementation Goals

From CY24 to CY25, COE 2.0 will:
- Consist of four entry points: placemat (front + back), playbook, and MyNavy HR website.
- Deploy across the force, with community standards to follow.
- Be accompanied by a Warrior Toughness placemat, in preparation for the merger of Warrior Toughness and Expanded Operational Stress Control (E-OSC).
- Include a Navy Leader Development Framework (NLDF) revision.
- Update the process by which commands debrief their Command Climate Assessment (CCA) to their Immediate Superior in Command.

- Deploy a Commander's Risk Mitigation Dashboard (CRMD) to display aggregate harmful behavior risk for unit COs and a Virtual CO's Suggestion Box.
- Revise its postvention procedures for death by suicide, suicide attempt, and suicide related behaviors.
- Revise OPNAV N1 instructions by simplifying, streamlining, and aligning existing and new concepts, programs, and policies.

Existing and Traditional Programs and Measurements

Sexual Assault Prevention and Response

The Navy's Sexual Assault Prevention and Response (SAPR) Program focuses on preventing sexual assault, providing effective education and training and, when an assault occurs, ensuring world-wide reporting capability, comprehensive victim care and support services, and appropriate accountability.

From FY22 to FY23, Navy experienced a slight decrease in sexual assault reports. Reporting data will be available upon release of the FY23 Annual Report in April 2024.

In addition to creating a culture intolerant of sexual assault through COE 2.0, Navy is actively implementing the 82 Independent Review Commission (IRC) requirements along the accountability, prevention, climate and culture, and victim care and support lines of effort. This includes developing and implementing strengthened primary prevention by creating a skilled prevention workforce, and further professionalizing our SAPR workforce to increase victim reporting, support, recovery, and resilience.

Navy has also implemented two new policies aimed at encouraging service members to report and to improve victim response services:
1) The "Safe to Report" Policy prohibits discipline for minor collateral misconduct of a service member victim who has filed an unrestricted report of sexual assault. Ensuring that victims will not be disciplined for minor collateral misconduct associated with a sexual assault encourages service members to step forward and report, connecting them to support services and helping hold offenders accountable for these crimes.
2) The "No Wrong Door" Policy aims at improving victim response and enhancing access to important resources by reinforcing that there is "no wrong door" for victims to receive appropriate care and support. Under this policy, a victim who contacts a helping professional from any victim care and support office must either receive services from that office or, with the victims' permission, get a "warm hand-off" to the appropriate service provider which includes a direct connection.

Sexual Assault Response personnel remain fully available to Sailors world-wide to assist with providing resources and support for victims' physical, mental, and emotional well-being, strengthen resilience, encourage reporting, and support victim recovery.

Suicide Prevention

The Navy Suicide Prevention Program empowers behavior change by providing Sailors and their families with suicide prevention and stress management resources, messaging, and guidance. The program promotes ongoing and active engagement to enable early recognition of suicide risk, encourages proactive intervention, and champions seeking help for psychological health-related challenges.

Our Sailors are not immune to nation-wide factors contributing to death by suicide. Tragically, suicide remains a leading cause of death in the Navy, with death by firearm as the most prevalent method. The Navy losses of AC and RC are in Figure 10.

Total / Rate	2018	2019	2020	2021	2022	2023
Total Navy	79	81	78	69	78	76
RC Total	11	7	13	10	7	8
AC Total	68	74	65	59	71	68
AC Rate / 100K	20.7	22.1	19.0	17.0	20.6	N/A
Civilian Rate / 100K (Adjusted: Males 17-60)	28.5	28.1	27.5	N/A	N/A	N/A

Figure 10: Suicide Counts and Rates

The rate for the past three years is lower than the most recent (CY20) demographically comparable U.S. civilian suicide rate of 27.5 suicides per 100,000 people.

In addition to the draft COE 2.0, the Navy is working to decrease the incidence of suicide by:
- Expanding embedded mental health (MH) programs. From 2020 to 2022, the percentage of MH provider and Behavioral Health Technician (BHT) billets embedded with the Fleet and Fleet Marine Forces increased from 29% to 36.5% and from 21% to 31%, respectively. There will be another increase in FY24. Enhancing Sailor Assistance and Intercept for Life (SAIL) program access through virtual platforms and an increased SAIL acceptance rate from 62% (CY22) to 72% (CY23). The program provides rapid assistance, ongoing risk management, care coordination, and reintegration assistance for service members identified with a suicide ideation or a suicide attempt.
- Providing Reserve support through the Psychological Health Outreach Program (PHOP). PHOP provides caring contacts for Reservists following a suicide related behavior as well as connecting them to appropriate psychological health care services. Services are provided via phone, email, and in-person and leads to increased resiliency and improved recovery, which is essential to maintaining a ready military force.
- Offering resources to support lethal means safety initiatives and providing over 413,000 gun locks to Sailors Navy-wide since 2020. Gun locks are available at all Fleet and Family Service Centers (FFSC) and Navy Reserve Centers, free of charge.
- Providing a plethora of resources online at Suicide.Navy.Mil. Resources include Suicide Prevention Tool Kit, Suicide Prevention Handbook, Fact Sheets and more.

Harassment Prevention and Military Equal Opportunity

Navy's Harassment Prevention and Military Equal Opportunity program promotes an environment free from personal, social, and institutional barriers that encumber or prevent Sailor excellence. Between FY22 and FY23, measured statistics have trended rather evenly except for bullying, where reports have increased as shown in in Figure 11.
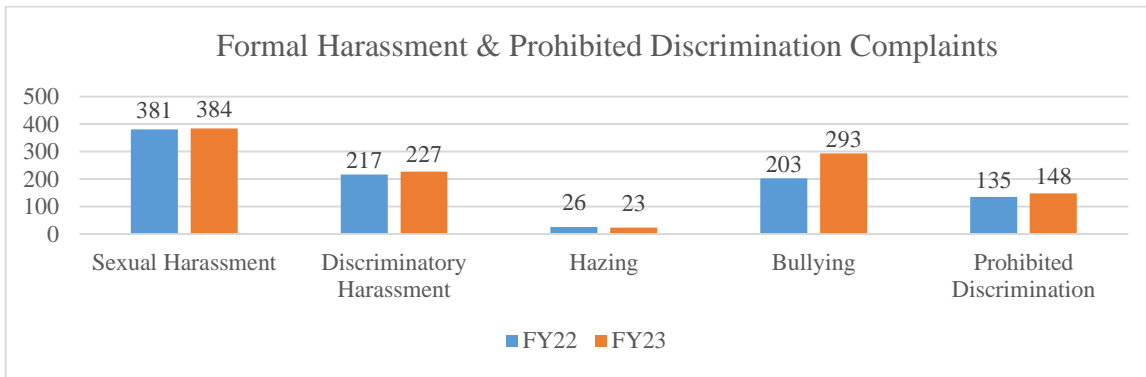
Formal Harassment & Prohibited Discrimination Complaints

Category	FY22	FY23
Sexual Harassment	381	384
Discriminatory Harassment	217	227
Hazing	26	23
Bullying	203	293
Prohibited Discrimination	135	148

Figure 11: Formal Harassment & Prohibited Discrimination Complaints

Navy Sexual Harassment investigations are now conducted by an independent third party assigned from outside the immediate chain of command, thereby removing any actual or perceived bias. In the future, formal complaints of sexual harassment will be investigated by the Naval Criminal Investigative Services and referred to the Office of Special Trial Counsel.

In coordination with the DON, Navy is rolling out the Misconduct Report Incident Tracker (MRIT), a new case management system that standardizes data collection of harassment incidents across the Enterprise. It was designed to enable the Navy and Marine Corps to collect, interpret, respond to, and prevent harassment, and will be the authoritative data repository for reporting, managing, and tracking all incidents of unlawful discrimination and harassment including bullying, hazing, reprisal, retaliation, and sexual harassment.

Drug and Alcohol Deterrence

The Navy Drug and Alcohol Deterrence programs support a safe, healthy, and resilient Navy community through education, detection, and deterrence of drug and alcohol-related health, social, cultural, and economic harm among Sailors, their families, and communities.

The number of distinct members positive for drugs increased 68.5% between FY17 and FY23 (2,096 to 3,532). The increase was driven by a 32.9% increase in delta-9 THC positives during the same period and the addition of delta-8 THC to the standard testing panel in 2021. Prescription drug positives also increased 63.0% in FY22 and 43.0% in FY23. A significant portion of prescription drug positives, however, are usually the result of authorized prescription use and are removed when the command provides supporting documentation, causing these numbers to decrease over time as the adjudication process occurs.

A closer review indicates THC positives increased 42.3% between FY21 and FY22, while all other illicit positives increased only slightly or decreased. Delta-8 THC, added to the standard testing panel in July 2021, made up 34.1% of all THC positives since FY21. Both the increased availability of delta-8 THC and an erroneous belief that it is neither tested for nor illegal to use may be contributing factors to the growth in detected use.
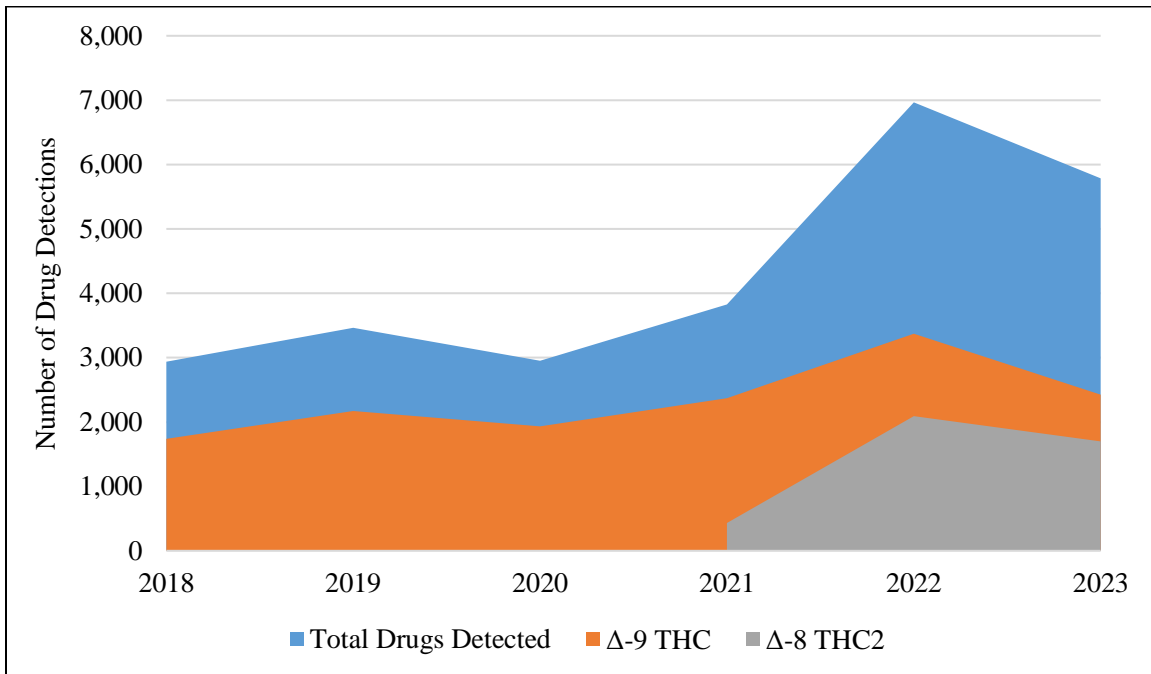
Figure 12: Number of drugs detected compared to Δ-9 and Δ-8 THC

Driving under the influence (DUI) events, alcohol incidents (AI), and general alcohol misuse continue to be a challenge for the Navy. DUIs decreased 15.2% between FY18 and FY23, while AIs decreased 37.6% during that same period (see Figure 13). E-4s through E-6s consistently represented the most DUI offenders across all FYs. In FY23, 55.8% of DUIs were from this paygrade band.

	FY18	FY19	FY20	FY21	FY22	FY23
DUIs	1,116	1,121	880	858	949	946
% Change	15.4%	0.4%	-21.5%	-2.5%	10.6%	-0.3%
AIs	1,556	1,455	1,389	1,102	1,093	971
% Change	15.6%	-6.5%	-4.5%	-20.7%	-0.8%	-11.2%

Figure 13: Alcohol Data

Prevention strategies:
- Continue to provide the Fleet (local commands, Alcohol and Drug Control Officers (ADCO), Drug and Alcohol Program Advisors (DAPA), and Urinalysis Program Coordinators (UPC) with information and prevention resources (including webinars, newsletters, fact sheets, and prevention campaign materials) to enable data-driven prevention decision-making to reduce substance use incidents.
- Continue to promote urinalysis testing best practices within the Fleet to reinforce a lack of predictability and improve compliance with mandated testing of all members within each fiscal year.
- Continue to monitor testing results to identify growing drug threats, to include engagement with resources that report on novel and emerging drugs. Incorporate health promotions as protective factors to reduce substance misuse.
- Identify commands that statistically underperform in drug testing metrics in support of providing focused prevention resources and other assistance to improve outcomes and performance.

Family Advocacy Program

The primary goals of the Family Advocacy Program (FAP) are prevention of domestic violence and child abuse, victim safety and support, rehabilitative interventions, command and offender accountability, and providing a consistent and appropriate response. FAP leverages a community coordinated response to child and domestic abuse. It provides clinical assessment, treatment, and services for service members and their families involved in incidents of child and domestic abuse.

The number of domestic violence incidents has fluctuated over time.
* Reports of abuse for FY21 and FY22 were calculated such that a single report contains only one type of alleged abuse. As such, the FY21 and FY22 numbers and rates of reports may differ from what appears in the FY13-FY22 Service Matrix.

Child	Population	Reported	Rate/1,000	Met Criteria Incidents	Rate/1,000	Unique Victims	Rate/1,000
FY13	226,892	2,048	9.0	1,056	4.7	859	3.8
FY14	225,235	2,153	9.6	1,122	5.0	865	3.8
FY15	223,657	2,160	9.7	1,143	5.1	879	3.9
FY16	222,025	2,281	10.3	1,197	5.4	911	4.1
FY17	218,691	2,235	10.2	1,078	4.9	820	3.7
FY18	217,733	2,459	11.3	1,176	5.4	879	4.0
FY19	218,745	2,565	11.7	1,233	5.6	939	4.3
FY20	216,019	2,236	10.4	1,074	5.0	808	3.7
FY21*	212,751	2,308	10.8	1,116	5.2	834	3.9
FY22*	206,989	2,750	13.3	1,250	6.0	941	4.5

Figure 14: Child Abuse and Neglect

Spouse	Population	Reported	Rate/1000	Met Criteria Incidents	Rate/1000	Unique Victims	Rate/1000
FY13	157,167	2,579	16.4	1,367	8.7	1,207	7.7
FY14	157,903	2,608	16.5	1,349	8.5	1,176	7.4
FY15	157,484	2,856	18.1	1,477	9.4	1,214	7.7
FY16	156,438	3,077	19.7	1,525	9.7	1,258	8.0
FY17	155,814	2,966	19.0	1,458	9.4	1,192	7.7
FY18	155,465	2,968	19.1	1,452	9.3	1,184	7.6
FY19	155,925	2,910	18.7	1,443	9.3	1,144	7.3
FY20	155,087	2,609	16.8	1,336	8.6	1,089	7.0
FY21*	154,263	2,413	15.6	1,363	8.8	1,067	6.9
FY22*	151,665	2,657	17.5	1,349	8.9	1,042	6.9

Figure 15: Spouse Abuse

Intimate Partner	Reported	Met Criteria Incidents	Unique Victims
FY18	547	327	260
FY19	498	286	233
FY20	483	290	232
FY21*	568	295	233
FY22*	690	379	284

Figure 16: Intimate Partner Abuse

The Navy is working to prevent incidents of domestic violence and child abuse and to improve our response capability by:

- Providing services through domestic abuse victim advocates who provide confidential information, safety planning, and other assistance to victims.
- Training military personnel in recognizing and reporting domestic abuse and providing specialized training to commanders regarding their responsibilities in intervention.
- Conducting prevention activities, including training through the New Parent Support Program in parenting skills, anger and stress management; and counseling to couples and parents.
- Updated the Domestic Violence Prevention mobile app and training products.
- Added Domestic Violence Prevention training as a mandatory General Military Training (GMT) requirement in FY23. Training can be completed on the Domestic Violence Prevention mobile app, or through Navy e-Learning.

Financial Readiness
The results of the 2022 DOD Status of Forces Survey (SOFS) serve as an indicator of overall financial well-being within the Navy and help identify financial behaviors and challenges experienced by AD and RC members. While the 2020 SOFS Navy results signaled continued improvements over time, the 2022 SOFS indicated a lower percentage of AD (57%) and RC members (68%) reporting a comfortable financial condition compared to recent years. For those Navy members indicating their financial situation was worse in 2022 (17% AD; 10% RC), the primary reason continues to be increased debt (62% AD; 56% RC).

The Navy's personal financial management program ensures our Sailors have the knowledge and tools to manage their financial resources in a challenging time of inflation, while still being able to plan for the future.

- Financial literacy training is provided at personal and professional touchpoints across the military lifecycle, beginning with enlisted and officer accessions training and continuing throughout a service member's career.
- To support Sailors and their families, the Navy employs approximately 65 Personal Financial Managers (PFMs) assigned to the 70 Fleet and Family Support Centers (FFSCs) world-wide.
- At the command level, qualified Command Financial Specialists provide financial counseling, information and referral, and assist Sailors in developing personal financial spending plans.
- FFSCs also provide the Million Dollar Sailor (MDS) course. MDS is a two-day course designed to assist Sailors and their families to successfully navigate the transitions of Navy life and the financial challenges that accompany them.
- In January 2022, our Fleet and Family Support program added food insecurity, housing insecurity and financial well-being concerns as reasons for counseling in the Fleet and Family Support Management Information System. Any staff member, including PFMs, working with a Sailor or family member will be able to annotate "food insecurity" and refer them to appropriate services. These services may be specific to an area, like a local food bank, or to address a particular need like an emergency loan from the Navy Marine Corps Relief Society.
- The Naval Postgraduate School (NPS) completed a food security study using data from the Current Population Survey to identify factors associated with food insecurity in the civilian setting, and then use a machine-learning model to predict rates of food insecurity using the same characteristics based on administrative pay and personnel records from the DOD. The study predicts that the most common family size for food insecurity is service members without dependents and the model predicts 6.9% of service members are food insecure. The results indicate that food insecurity is a multi-faceted issue that money alone will not solve.

- To address the sustained trend of increased debt of our Sailors and to support food insecurity efforts, the Navy introduced Debt Destroyer® Workshops in January 2022. The workshop is designed to empower Sailors to get out – and stay out – of debt.

Mobile Applications
The MyNavy Financial Literacy app provides service members and their families with information to help them achieve their personal financial goals and meet the Navy's financial readiness GMT requirements. This application allows service members and their families to access financial readiness resources and training anywhere, anytime via their mobile devices. The app hosts financial readiness touchpoint courses and offers links to the Military Leader's Economic Security Toolkit and Navy's Debt Destroyer® Workshop.

The MyNavy Family application provides a single authoritative source of support information to assist families navigating the challenges of a military lifestyle and added a link to the Military Leader's Economic Security Toolkit.

The Domestic Violence Prevention application has been updated to provide information resources for the prevention of and response to domestic violence. It also has been updated with new training material that allows Sailors to complete their required annual Domestic Violence GMT and update their electronic training jacket.

Family Readiness/Spouse Employment
Navy families are an integral part of our Navy team and a vital contributor to mission success. Our focus is on connecting families to the many resources available, both in-person and virtual. The Navy provides robust support to our families through our FFSCs Ombudsman Program, spouse employment, and spouse licensure reimbursement programs. This past year, the Navy announced new policy to reimburse spouses for small business expenses incident to a relocation.

Our FFSCs provide support to equip spouses so they can successfully navigate the military lifestyle. Additional programs include:
- Employment assistance
- FAP and New Parent Support
- Non-medical individual and family counseling
- Personal financial counseling
- Information and referral
- Relocation assistance workshops
- Exceptional Family Member Program
- Virtual Training

The DOD and Navy provide spouse employment support through a variety of initiatives and programs:

- Portable Careers for Military Families on the Move
- Starting Your Own Business
- Job search strategies
- Networking
- Resume writing
- Providing "warm hand-offs" to resources during relocation and change of station moves

Effects-based Diversity, Equity, and Inclusion

Since its inception, our Nation has been one built on diversity, the idea that all of us are created equal and share the same unalienable rights. As a result, our Nation, and our Navy, have long been great melting pots, where our differences meld together into a community stronger than the sum of our individual parts. Our Navy is continuing its commitment to enabling a workforce demographic similar to that of the Nation it serves. Through our policies and initiatives, we are striving to create a culture where every person, regardless of their background, has the opportunity to succeed.

- Among the enlisted ranks, between CY07 and CY23, racial minorities have increased from 34.85% of our population to 36.5%. During the same period, the enlisted female population has grown from 14.97% to 21.6% and the Hispanic population has increased from 14.93% to 20.08%.
- Among officers, between CY07 and CY23, racial minorities have increased from 13.3% of our population to 21.34%. During the same period, the officer female population has grown from 14.96% to 21.07% and the Hispanic population has increased from 5.53% to 9.66%.

Navy defines the principles of DEI in the following ways:

- For Diversity, Navy measures how individual communities compare to the DoL comparable-civilian equivalent jobs, officer and enlisted demographics along race, gender, and ethnic lines. This ensures there are no unintended barriers to entry and helps focus Navy recruiting efforts to bring in the right available talent.
- For Equity, Navy looks at key billets, along with detailing, advancement/promotion statistics to ensure every Sailor has the same opportunity for professional growth and development. This enhances organizational loyalty, encouraging Sailors towards a Navy career because they can see themselves as senior Navy leaders.
- For Inclusion, Navy uses a variety of surveys to assess whether its workforce feels included and connected to the mission and leaders at all levels. This reflects human psychology as it relates to teambuilding, where personnel who feel excluded and disconnected are more likely to both underperform and engage in harmful behaviors.

In 2023, Navy accomplished its mission while continuing to use the DEI principles as the foundation for creating teams where Sailors of all backgrounds are given the opportunity to grow and thrive professionally in an inclusive work environment. The following programs and initiatives were key components to not only maintaining but also improving our culture from a DEI perspective, ensuring routine checks on our progress.

- The CNO's Navigation Plan Implementation Framework (NIF S1) team conducts quarterly NIF operating reviews, and DEI is measured and assessed. A DEI Dashboard is currently in development to assist leaders in their assessments.
- Health of the Community (HoC) briefs are conducted in which each of Navy's 17 community leaders brief the CNO, VCNO, and MCPON on their climate, leader development, and DEI over time.
- By maintaining a network of Fleet DEI Practitioners, quarterly webinars cover best practices and guide contemporary discussions on DEI topics related to Navy needs.
- Since re-establishing the Navy's Office of Women's Policy (OWP), OWP has been instrumental in advocating for servicewomen throughout the enterprise concerning recruitment and retention issues.
  - Because of feedback from The Bureau of Medicine and Surgery Office of Women's Health, postpartum Sailors, and policies from other services, the Wellness PFA for postpartum Sailors was removed in NAVADMIN 258/23. The Wellness PFA required postpartum Sailors to participate in an unofficial PFA between 6-9 months following a qualifying birthing event (QBE), to help women pass their first official PFA after a QBE. However, the feedback indicated the Navy lacked resources to assist postpartum Sailors and its removal would add additional privacy protections for postpartum Sailors by avoiding instances where they are

potentially shamed or humiliated for failing a Wellness PFA, despite medical guidance to not overexert themselves, and evidence that postpartum Sailors are not expected to be fully successful at the PFA by the 6–9-month mark.

o The Navy worked with the Office of Secretary of Defense and the other services to establish uniform policies to protect the privacy of reproductive health information. In February 2023, ALNAV 017/23 updated the command notification of pregnancy policy to allow Sailors appropriate privacy protections in the early months of pregnancy and delay notifications of pregnancy status to the Sailor's command to 20 weeks gestation unless there are special circumstances requiring earlier notification.

o With guidance from the Secretary of Defense to ensure that Sailors and their families can access reproductive health care, the Navy policies, ALNAV 018/23 and NAVADMIN 058/23, were generated. These policies grant a Sailor either an administrative absence to obtain non-covered reproductive health care or travel and transportation allowances to facilitate official travel to access non-covered reproductive health care that is unavailable within the local area of a Sailor's permanent duty station. The same travel and transportation allowances would also be available to a Sailor's dependents.

o To provide Sailors and their family members with the appropriate support for their physical and mental recovery following perinatal loss (miscarriage or stillbirth), NAVADMIN 006/24 authorizes convalescent leave to Sailors who experience perinatal loss based on a medical provider's recommendation.

Quality of Service

The Navy recognizes and values the service and sacrifice of our Sailors around the world. In a concerted effort to support Sailors and their families throughout their careers, the VCNO established the Quality of Service (QoS) Cross-functional Team to identify and address those issues that result in an inadequate experience for our Sailors.

LOE 1: Advancing Navy Culture

To achieve the LOE 1 objective that every Sailor at Newport News Shipbuilding (NNS) is part of a command that fosters a climate built on trust, respect, and inclusion, Navy will soon launch Culture of Excellence 2.0. COE 2.0 will create standards and measures for how Navy builds its People, Leaders, and Teams. Prior to broader Navy-wide scaling, two elements of COE 2.0 will first pilot at NNS, Navy's Virtual CO's Suggestion Box, and the Commander's Risk Mitigation Dashboard. In addition, a first look at 2023 CCA Data will begin with NNS-assigned commands.

LOE 5: Sailors Going to Sea

QoS LOE 5 specifically addresses a Sailor's opportunity to go to sea during their initial sea tour. To support professional development for Sailors currently stationed on an aircraft carrier in a Refueling and Complex Overhaul for their first tour, OPNAV N13 (Military Personnel, Plans, and Policies Division) worked with TYCOMs, Navy Personnel Command (NPC), and command leadership identifying off ship opportunities for career growth and experience.

Additionally, a Fleet Manpower Requirements Determination (FMRD) will be completed to ensure we have the right workforce mix of Sailors onboard at the right time. As we look forward, we will continually assess and implement more proactive manning summits and discussions to minimize tour lengths for Sailors assigned to an operational asset in an industrial environment.

LOE 7: Supporting Sailors not Performing Normal Duty

Taking care of our Sailors is a top priority, while also striving to reduce the number of Sailors in non-deployable status to minimize impacts to warfighting readiness. QoS LOE 7 merges multiple, parallel efforts that have been ongoing in 2023 focused on improvements needed for the Navy's Limited Duty (LIMDU) and Disability Evaluation System (DES) Sailor populations. These efforts include USFFC LIMDU/DES Sprint, MyNavy HR Perform to Plan, and related Bureau of Medicine and Surgery (BUMED) led efforts.

LIMDU and DES Sailors are a valuable and permanent part of the Navy. The primary mission for Sailors in a LIMDU status is returning to full duty or departing the service with dignity and full support of their leadership. At any given time, we have ~10,000 Sailors not performing normal duties due to LIMDU/DES assignment.

The QoS CFT took a hard look at LIMDU/DES populations to assess:
- Are we appropriately caring for and supporting these Sailors?
- Are they able to perform meaningful work?
- Are the commands they are assigned to able to support them fully?
- Are they processed back to the Fleet or out of the Navy effectively and efficiently?

This analysis determined that the Navy must be able to assign these Sailors to meaningful employment in support of accomplishment of mission objectives while ensuring that these Sailors have connectedness, team integration, and a continued sense of purpose throughout their medical care plans.

We further identified a number of areas hindering our collective abilities to appropriately care for and support LIMDU/DES Sailors, to include legacy distribution policies having the unintended consequence of assigning too many Sailors to a relatively small subset of commands coupled with too many commands exempted from hosting these Sailors. We found we lacked robust, "warm hand-off" procedures between the waterfront, medical and NPC in tracking and caring for these Sailors. Additionally, we did not have a standardized means to assess relative degrees of LIMDU severity and risks to commands, resulting from these assignments.

To provide enhanced quality of service to the Fleet, the dynamic nature of LIMDU distribution warranted transformation. Primarily, the changes focus on the targeted distribution of Sailors based upon their medical limitations and the gaining command's capacity to support, as well as effectively leading Sailors while providing meaningful employment. "Meaningful employment" is an intentional shift from "work in rate," which proved to be a limiting factor in the enlisted LIMDU distribution process. To support this shift, BUMED developed a methodology to identify limitations of LIMDU Sailors, which helps inform the detailing process to achieve a better coupling of the inbound LIMDU Sailor and the gaining command. The USFFC Sprint developed tailored threshold percentages for maximum LIMDU populations at those commands.

Finally, Regional Deployability Coordinators were established and provide a network of advocates who work with commands and military treatment facilities to ensure LIMDU Sailors are assigned in the right numbers, to the right commands, with meaningful employment. They also coordinate "warm hand-off" procedures to ensure LIMDU Sailors receive continuity of support throughout their recovery plan.

Sailor Informed, Data-Driven Talent Management

To build, train, and retain combat-ready warfighters, the Navy must develop vested Sailors who are met with rewarding career paths and incentives, advancement opportunities, and professional and leadership development enabled by effective performance management. The Navy is modifying our talent marketplace to be a modern, flexible, and transparent assignment process that more effectively balances a Sailor's assignment, location, and advancement opportunities with the Navy's mission and operational needs. This system will shift from vacancy-driven advancements towards billet-based advancements that will improve both Sailor choice in the marketplace and mission results across the force.

Enlisted Talent Management

Building on billet-based advancements and billet-based distribution, we continue to develop a more robust talent marketplace focused on flexible, streamlined, and responsive community and career management. MyNavy HR is moving towards a talent management approach that better values individual strengths, skill portfolios (to include proficiency and experience), and career development that remains aligned with the Navy's operational needs.

In light of recruiting challenges, taking a holistic approach to force management, we undertook a series of force management actions to ensure we retain our top talent, reduce the pressure on accessions, and optimize Fleet readiness. The following force management actions have been taken or are underway:

- Cancelled all early out programs and time-in-grade waivers.
- Maximized reenlistment opportunities for retention-eligible Sailors.
- Expanded conversion opportunities for Sailors to move from overmanned to undermanned ratings to balance community health.
- High Year Tenure (HYT) Plus pilot program has been extended indefinitely. HYT Plus allows Sailors to negotiate new orders to valid, vacant billets, or to extend their current assignment to the normal tour length to stay in the Navy past HYT gates. HYT Plus will continue to eliminate the need to request HYT waivers and allow Sailors to have selectivity in assignment options that are open if they stay in the Navy beyond HYT gates.
- Broadened advancement opportunities for Sailors to fill priority billets via Advancement-to-Position (A2P) while keeping top talent in the Navy through our Meritorious Advancement Program (MAP).
- Expanded A2P opportunities in the new Senior Enlisted Marketplace for most Master Chief Petty Officer (MCPO) assignments in the Navy.
- Expanded opportunity for RC Sailors to return to AD or supplement the AC workforce, filling gapped sea duty manning requirements with experienced and technically proficient Sailors. Navy authorized 400 additional definite recalls in FY23 for recruiter assignments, on top of the 150+ Reserve Sailors recalled in FY22.
- Expanded opportunities for Sailors to receive special and incentive pays, such as Selective Reenlistment Bonuses (SRB) and Sea Duty Incentive Pay, to help with sea duty manning.

Distribution

In late 2020, MyNavy HR, with the support of Fleet and TYCOM stakeholders, established the Detailing Marketplace Campaign Plan (DMCP) to fundamentally transform talent management across the Navy. This multi-year plan provides the structure to support work addressing systemic issues that drive gaps at sea and billet mismatches, which limit Sailor career planning and flexibility.

The DMCP established specific goals to improve Fleet manning, enhance incentive systems, improve career management via skill and expertise-based promotion, add A2P policy to improve at-sea command flexibility, improve Sailor experience, and integrate personnel policies across MyNavy HR. The DMCP ultimately

drives the Navy to a vision of billet-based advancement, linking the billets that have long served as the demand signal for personnel actions more directly to the personnel actions we actually take.

Attainment of the plan's goals will be achieved by working across five lines of operation:
- **Incentives:** Guide Sailor choice through personalized incentives, sea-shore flow alternatives, skill retentions and application, and revised decision guidelines.
- **Advancement:** Assess and select Sailors for the next level of responsibility by evaluating expertise, the demands of job positions, the needs of the Navy, and advancing in grade those qualified Sailors who fill the job's demands.
- **Career and Community Management:** Continuously develop and retain talent relevant to the Navy through flexible retention and conversion, and by providing clear career development expectations and potential paths for career success.
- **Assignment Matching:** Select/slate the right Sailor with the right attributes for future roles by continuously identifying Sailors eligible to rotate to a new assignment ("roller streams") vice rotating in batches throughout the year ("roller pools"), flexible market entry based on skill portfolio, and linkage between assignment, offer and obligation.
- **IT System Development and Process Integration:** Develop the platform by supporting changes to how we manage the marketplace through continued development of MNA capabilities supporting rating conversion and reenlistment, Sailor proficiency indicators, integration with Authoritative Data Environment (ADE), integration with Navy Personnel and Pay (NP2), and improved analytics.

Detailing Marketplace Assignment Policy (DMAP)
The Detailing Marketplace Assignment Policy represents a significant unifying line of effort within the DMCP, bringing together rotation timing and elements of incentives and advancements. At its core, DMAP replaces long established policy to limit sea duty tours to 60 months. The 60-month limitation is a significant contributor to systemic gaps at sea for sea-intensive ratings since the limitation is not aligned with the realities of the billet base and Navy needs. These policy-induced gaps amplify the already arduous nature of sea duty due to undermanning in operational units.

For sea-centric ratings that fall into DMAP, we eliminated the 60-month limitation, which helps to ensure the health and welfare of our Sailors by improving operational unit manning levels. DMAP integrates incentives and increased advancement opportunity as part of the Sailor's decision to seek longer operational tours. DMAP implementation began with four ratings in March 2022 (Phase I), four more ratings in December 2022 (Phase II), and expanded to 14 ratings in June 2023 (Phase III). While the program is in the early stages, it has shown to improve operational manning (fit and fill) without negatively influencing retention.

DMAP Advancement-to-Position (DMAP A2P)
This program incentivizes top-performing Sailors in DMAP ratings to remain at critical sea-going skillsets through the Detailing Marketplace. As Sailors enter the detailing window, A2P quotas for which they are eligible will allow them to advance to the next higher paygrade and will reward their decision to remain at sea by providing them with continuous sea duty credits and Detailing Marketplace incentive pay.

Billet-Based Advancement (BBA)
Billet-based advancement is the process of advancing to the next rank based on:
- Meeting advancement eligibility requirements.
- Being matched in a competitive marketplace to a billet of the next rank.
- Obligating for service for the next tour.
- Arriving for duty in that billet (including completion of training en route).

The goal of BBA is to align the Navy's advancement and distribution systems to provide commands stability in personnel assignment with Sailors who have the experience and obligated service to complete their tour. This process will match Sailors to the Navy's job requirements and skillsets, and advance them once they accept, obligate, and report to the new paygrade requirement.

Additionally, BBA helps Sailors make more informed career decisions as they advance and helps the Navy by ensuring valuable advancement quotas are used for Sailors who will go on to meet Navy's critical manning needs. We intend to make this the primary advancement path across most of the total force (AC and TAR and certain elements of SELRES) while ensuring the critical at-sea billets are filled by qualified Sailors.

Command Advancement-to-Position (CA2P)
For ratings participating in DMAP, CA2P replaced MAP opportunities, and allows COs and officers-in-charge to reward top performers with both an advancement and the geographic stability allowed by a guaranteed follow-on 3-year assignment at the same unit. This feature will allow Sailors to leave for any journeyman-level schools required ("C" schools) and return to the same command at the next higher paygrade. Like A2P, it requires a Sailor to obligate for an additional tour, fill a valid vacant billet, and meet advancement eligibility requirements to receive the advancement.

Like DMAP A2P, the Sailor will receive Detailing Marketplace incentive pay for agreeing to remain at sea for an additional three years. This program gives both commands and Sailors the flexibility needed to continue to fill critical sea manning.

Senior Enlisted Marketplace (SEM)
The Senior Enlisted Marketplace extended billet-based advancement to E-9 advancement-eligible AD Senior Chief Petty Officers (SCPOs) during the FY24 advancement selection board. 530 SCPOs became eligible to compete in the Marketplace for a valid MCPO billet and the opportunity to promote to E-9. The first two MNA cycles executed offered 232 and 135 MCPOs billets, respectively. The opportunity for Sailors is high and has been a successful initiative to fill MCPO gaps at sea. In future FY selection boards, we expect to extend the Marketplace to Sailors eligible for advancement to Senior Chief and Chief Petty Officer.

Advancement Exams
Furthering adjustments we have made to Navy-wide advancement exams (NWAE) at the E-4 paygrade since COVID-19, this year, Navy announced a shift in E-4 advancements. Rather than using the NWAE based on advancement quotas, advancement to E-4 will instead be based on time in service, like how advancements to E-2 and E-3 work.

With this change, starting on 1 July 2024, advancements to paygrades E-2 through E-4 will occur based on time in service requirements, with advancement to E-2 at 9 months, E-3 at 18 months, and E-4 at 30 months. Sailors who join the Navy under an accelerated paygrade program will continue to join at the higher paygrade. Sailors in accelerated advancement programs to E-4 are not affected by this change.

Retention
The Navy met FY23 retention benchmark forecasts in Retention Zones A (0-6 years) and C (10-14 years), however, we ended the year slightly below forecast in Retention Zone B (6-10 years). We continue to apply a combination of force management levers to help maximize our retention effort, including:
- Programs that exchange investment in a Sailor's personal (or family) development for additional obligated service in the Navy. Examples include TA, graduate education programs, and provisions to transfer education benefits earned by a Sailor to their family members.

- Offering direct monetary compensation for retention decisions in critical ratings, skillsets, and career milestones. Examples include SRB and community specific programs like Critical Skills Retention Bonus and Enlisted Supervisor Retention Pay.
- Programs that allow geo-stability (directly or indirectly) have proven successful, including co-location with a military spouse, and assignment policies that allow Sailors to extend at sea or take tougher jobs in exchange for guaranteed assignment at a location.

Robotics

The Navy continues to expand and develop a range of robotic aerial vehicles (RAV), robotic undersea vehicles (RUV), and robotic surface vessels (RSV). As platforms evolve to enable Human-Supervised and Human-Machine Team operations, the Navy will have a dedicated workforce with the requisite skills to integrate, operate and maintain these systems. In FY22, we began work on establishing the Robotics Warfare Specialist (RW) rating. After extensive engagement with the Fleet, MyNavy HR enterprise, and other key organizations, we have defined the new rating structure, knowledge, skills, and abilities, occupational standards, and the training and education required to support the future RW enlisted community. Pending approval of the RW rating, we will begin to build a dedicated community of specialists to operate existing platforms while posturing Navy to rapidly evolve as technologies and capabilities increase.

Officer Talent Management

The Navy faces challenges in recruiting America's top talent into our officer corps, training them with cutting-edge technology and techniques, and retaining their expertise to preserve our competitive advantage in the global security environment. We continue to employ the expanded Defense Officer Personnel Management Act authorities enacted in the FY19 National Defense Authorization Act (NDAA) and requested additional authorities in FY25 to further improve the quality and length of service of career minded officers.

These critical officer personnel management modernization authorities reinforce our ability to attract and retain a talented officer corps and include:
- Promotion Merit Reorder allows for placement of up to 15% of those selected for promotion (O-4, O-5, O-6 URL/Restricted Line/Staff Boards) at the top of the list, demonstrating the value and primacy of merit over simple time in service.
- Expanded continuation authority ("Up & Stay") permits certain control grade officers serving in targeted skills to remain on AD beyond the traditional statutory 30-year AD limit. Most recently, four Captains were selected to fill shortages in the Acquisition Corps communities for FY23. In the past, expanded continuation was used to fill shortages in the Judge Advocate General Corps competitive category and Defense/Naval Attaché skillset.
- Modified career paths provide needed expertise to the Fleet. The Navy has conducted eight Professional Flight Instructor (PFI) boards, yielding 76 PFIs out of 335 applicants. This program is a career path initiative that allows highly qualified pilots and Naval Flight Officers to serve continuously as flight instructors beyond their Department Head (DH) milestones.
- Provision of an "Opt-out" option for officers in zone for promotion enables retention of top talent by allowing an officer to submit a request to opt-out of promotion consideration to complete a career broadening assignment, advanced education, or a career progression requirement delayed by one of these assignments (e.g.: White House Fellows, Marshall, Rhodes, or Olmsted Scholars). Navy approved 11 officers to opt-out of the FY24 promotion cycle and 21 for the FY23 promotion cycle. We seek to expand this authority in the future.

- Expanded officer spot promotion authority facilitates filling at-sea and operational O-4, O-5 and O-6 billets with officers possessing critical skills (post-operational or operational command executive leadership). Four boards were convened in FY23 to fill 122 O-4, 36 O-5 and 41 O-6 spot promote billets.
- Expanded constructive service credit for initial accessions to yield opportunities to quickly capitalize on knowledge and expertise levels not previously available to Navy recruiting. Officer candidates with specific education and skillsets can now be accessed at senior paygrades for AD Cyber Warfare Engineer and Engineering Duty Officer (EDO) competitive categories as well as Reserve Cryptologic Warfare and Information Professional competitive categories.
- Relaxed requirements for original officer appointments for individuals with critical skills. This allows individuals who are unable to complete 20 years of commissioned service before age 62 the opportunity to serve.

Navy Leadership Assessment Program *(NLAP)*

This program is an effort to create a more effective and robust process to select and develop the best and brightest future Navy leaders. The goal is to supplement the existing command qualification process and/or the Administrative Command Screen Board with human factor, data-driven information about leaders' strengths, vulnerabilities, and potential. NLAP incentivizes GRGB behaviors by fostering an environment for Sailors to self-assess and self-correct as they move forward in their leadership development. In addition to candidates receiving tailored, actionable developmental feedback at the end of NLAP, beginning in FY24 Q2, all candidates will have the option to utilize follow-on coaching services provided by an executive coaching commercial app.

NPC has been in the testing and development phase since September 2020. The primary focus of the pilot programs was to establish a data-driven, reliable, and valid proof of concept and demonstrate its utility and effectiveness to Navy leaders. NPC continues to collaborate with the Office of Naval Research (ONR) and several other research partners to concurrently conduct additional scientific analyses to further develop and validate community-specific leadership competencies, develop reliable and valid assessment tools, and collect outcome data to determine the effectiveness of the program over time. The NLAP policy has been drafted and once codified, will ensure fair, consistent, and standardized NLAP programming across the enterprise which will occur in FY24 through a phased implementation plan.

TYCOM/Community Pilot Updates
To date, NLAP has completed 18 pilots in eight TYCOMs/Communities. Lessons learned from the pilots have paved the way for a comprehensive roll out plan that will tailor the program to the unique needs of each TYCOM and community while maintaining the gold standard of personnel selection science. Naval Special Warfare (NSW), Naval Surface Forces (NAVSURFOR), Naval Submarine Forces (NAVSUBFOR), Explosive Ordinance Disposal (EOD) and Engineering Duty Officer (EDO) communities have since moved toward maturing NLAP into a fully integrated leadership program.

NLAP Policy and Implementation Plan
Upon CNO's decision to implement NLAP enterprise-wide, NPC is planning to release an instruction that will provide guidelines and requirements on the core components of a mature NLAP. The guidelines will outline the qualifications of the psychologists conducting assessments, and the scientific integrity and foundational elements that must be upheld in accordance with gold standard assessment and selection practices to ensure consistency and standardization throughout the enterprise.

The vision for enterprise implementation and sustainment is to embed operational psychology teams within major commands to develop, manage, and execute NLAP tailored to the needs and goals of that specific community based on robust scientific rigor, with centralized oversight at NPC to ensure consistency and

effectiveness of the program. In addition to current implementation planning in NSW, NAVSUBFOR, EOD, and EDO communities, Naval Surface Forces and Public Affairs communities plan to implement NLAP in FY24. Additional communities will be integrated as resources are scaled accordingly.

Officer Retention

All URL communities face pressure to ensure talented officers choose continued service in a challenging officer retention environment. At the end of FY23, the Navy had a shortage of 1,057 control grade (O-4 to O-6) officers across the URL community and 2,366 officers across the AC. To fully meet requirements, improvements to retention are needed. Detailed information on communities of interest is provided below.

Naval Aviation

Naval Aviation experienced a decrease in overall retention in FY23, with persistent challenges remaining in certain Type/Model/Series (T/M/S) communities. While 11 of 15 communities met selectivity goals for DH on the FY24 Aviation DH Screen Board, opt-out rates remained above the historical average, resulting in 11 of 15 T/M/S communities experiencing gapped DH billets. The Strike Fighter (VFA) community remains the chief concern with officer manning deficits and insufficient LCDR pilot inventory for DH, resulting in gapping 25% of VFA pilot DH billets.

The Aviation Bonus program remains an essential tool for addressing lower retention. However, in FY23, the DH bonus program finished with a decrease in take rates going from 41.4% in FY22 to 37.0% in FY23, continuing a downward trend. The FY23 DH bonus program offered 3, 5, and 7-year options at a maximum rate of $35,000 per year with seven pilot T/M/S communities at the maximum approved tier. Naval Aviation continues to advocate for authorization to increase DH bonus tiers up to $50,000 per year to match the statutory limit that was approved in the FY23 NDAA, allowing for more targeted incentives for those T/M/S with the greatest retention challenges. Additionally, the FY23 Command bonus program experienced a 7.8% decrease in take rates when compared to FY22. Of note, there were minor modifications approved for the FY23 Command bonus program which included increasing the value from $100k to $105k as well as providing increased options for length of contract.

The combination of high DH opt-out rates, lower bonus take rates, and increasing post-Commander Command retirements raises concerns as the economy strengthens and airline hiring increases. Naval Aviation continues to meet operational requirements; however, sustained support and frequent evaluation of monetary incentives are critical in our effort to retain highly trained and experienced mid- and senior-level aviators.

Surface Warfare

The Surface Warfare Officer (SWO) community continues to face challenges in accessing and retaining the necessary talent to meet control grade requirements. In FY23, SWO fell 76 officers short of the 825 FY23 officer accession goal due to higher-than-expected attrition from OCS and unexpected shortfalls at USNA and NROTC accession sources. SWO retention to DH declined slightly in FY23. Also, the three-year DH Retention Bonus take rate at three Years of Commissioned Service (YCS) is 34.7% which is near the 10-year average of 35.6%.

Future force structure increases outside the future year defense plan (FYDP) require DH billet increases, necessitating increased retention. This compares unfavorably with a declining billet base across the FYDP as the Navy divests legacy platforms. Year groups (YG) 16-19 require an average retention rate of at least 37.3%, exceeding the 10-year average. If fleet size projections remain accurate, Surface Warfare requires a retention rate of 44% in YGs 19-22 to meet future afloat DH requirements.

Improving retention requires a multi-pronged approach:
- First, the community is allowing more individuals to lateral transfer and re-designate. This will divest end strength in YGs with smaller DH requirements, freeing inventory for future accessions.
- Second, several monetary and non-monetary efforts are underway to improve Surface Warfare retention. SWOs now have a career-long continuum of monetary incentives with the introduction of the SWO Senior Officer Retention Bonus in FY22.
- Third, the community offers improved education opportunities including: post-graduate education opportunities, tours with industry, and fleet-up options for increased geographic stability. In addition to the recently modified flexible career path, Surface Warfare has also implemented Single-Longer division officer tours and qualification-based timing to accelerate the completion of the first division officer tour.
- Lastly, Surface Warfare, in collaboration with EDO, Foreign Area Officer (FAO), and Maritime Space Officer (MSO) communities, launched the Tailored Community Transition initiative. This initiative creates additional opportunities for AC officers, after having successfully completed two SWO DH tours, to transition to Restricted Line communities (EDO, FAO, MSO).

Nuclear
The Submarine Community missed its accession goal for the last three years resulting in the extension of average Division Officer (DO) tour lengths by two months. The miss in accessions for FY23 alone will result in one fewer DO on each crew of a submarine. Further, failure to meet accessions goals continue to impact retention to DH. Since YG 07, DH retention has declined reaching a low over the past three years. As a result, DH tour lengths now average 35 months, which is three months longer than desired.

Monetary incentives continue to be a key component of accessions and retention. In addition to an increase to the accession bonus in FY24 and to the initial career bonus rate in FY23, non-monetary incentives are also a key component of our retention strategy. The submarine force increased enlisted to officer commissioning program quotas in FY22 for STA-21(N). STA-21(N) accessions historically retain at higher percentages through the DH milestone. To increase career flexibility, the force enhanced the support course career path, affording officers the ability to serve in valued community billets and enhance their career progression. Shore assignment opportunity was enhanced for DOs by lowering manning requirements at training commands. Further, to increase job satisfaction, submarine DOs are allowed to leave shipyard assignments early and finish their tour on an operational submarine. Finally, changes to accession requirements allow recruiters to access potential candidates earlier in their college careers.

Explosive Ordnance Disposal
In FY23, the EOD community continued to face health challenges with high attrition in Junior Officer (JO) inventory and a growing demand for future DHs and control grade officers. While accession numbers remain stable, EOD separation numbers for LCDR increased by 100% over the five-year average, further deteriorating already below average health. The take rate for the four-year EOD Officer Retention Bonus (ORB), targeting LTs at 7-10 YCS, increased from 36% in FY22 to 52% in FY23. While the take rate is still below historic averages, the community believes this increase is due to the recent restructuring of the EOD ORB.

In FY22 and FY23, Navy Expeditionary Combat Command (NECC) created and hosted a Junior EOD Officer Council, establishing a conduit to Commander NECC for unfiltered junior officer feedback. This council led to Navy EOD's establishment of an official charter in October 2023 with the Naval Junior Officer Counsel (NJOC), sponsored by the Chief of Naval Personnel and Chief of Naval Research. Additionally, the community has piloted a JO-led mentoring program, which has initially received positive feedback. In FY23, EOD officially updated and restructured their ORB, increasing flexibility, timing, and payments throughout a career. They are currently drafting a senior ORB to help retain critical control grade officers.

Lastly, the EOD community started a force redesign initiative to better align the Force to meet the emerging and dynamic requirements of the Fleet. This initiative also plans to alter officer career progression, by creating more tactical and operational leadership opportunities while increasing quality of service.

Naval Special Warfare
The Sea Air and Land (SEAL) officer community sustained overall manning of 102% in FY23, a slight decrease from FY22. Despite overall positive community health, NSW still experiences LCDR shortfalls due to above-average LCDR losses. The DH bonus take-rate missed goal for the sixth year in a row, with NSW meeting only 83% of goal. Total FY23 SEAL officer losses were 114% of the three-year average—the most on record. At LCDR, FY23 losses were equal to FY22 losses, the two highest years on record, and 165% of the previous three-year average. At LT, FY23 losses were 167% of FY22 losses and 109% of the three-year average.

NSW is submitting for renewal of its officer bonus programs in FY24. Due to above-average losses at the LT and LCDR paygrades and the current bonus structure missing the take rate goal, NSW has requested increased payments in the first phase of Officer Continuation Pay. Additionally, NSW continues to use spot promotion authorities to mitigate LCDR shortfalls and incentivize filling challenging operational billets. NSW is expanding DH opportunity by increasing the number of platoons at each SEAL Team and intends to shift DH selection earlier in officers' careers. These efforts will bolster DH retention by improving the career path and increasing job satisfaction.

Maritime Space Officer
The Maritime Space Officer (MSO) community began accessing officers in FY22, ending FY23 with 61 of 66 officers (92.4%) manned and another 13 personnel selected at the August Lateral Transfer and Re-designation Board. The community experienced no FY23 losses due to a 36-month obligation requirement. MSO enjoys broad interest and receives applications from service members who desire service and experience in space operations. The community anticipates continued billet growth over the next four years and will commence NPS opportunities for MSOs beginning in FY24.

Cryptologic Warfare Officer
The Cryptologic Warfare (CW) community ended FY23 at 98% manned. In FY23, the community experienced higher than historical average O-5 losses (18 total for 129%; historical average is 14) and is also forecasting higher than historical average O-4 losses (33 total for 157%; historical average is 21). The CW community is utilizing promotion boards in FY24 and FY25 to promote to vacancies in the control grades.

CW continues an aggressive accession posture, maximizing accessions from all available sources, which has helped to maintain community manning across the FY. Additionally, CW accessed their first Baccalaureate Degree Completion Program (BDCP) candidate in FY23. The community offers significant postgraduate education opportunities, with 28 master's degree and one PhD opportunity at NPS annually. In addition, CW officers take part in the Navy Federal Executive Fellowship, SECNAV Tours with Industry, and the Political-Military Affairs Master's Programs.

Of note, for FY24 through FY26, CW will be supporting the establishment of the Maritime Cyber Warfare Officer (MCWO)/1880 designator.

Cyber Warfare Engineer
The Cyber Warfare Engineer (CWE) community continued to expand in FY23. In FY19, CWE expanded from a five-year off-ramp community (at LT) into a community with control grade (O-4 to O-6) billets/authorizations. CWE executed its first CDR promotion cycle in FY22 and the first CAPT promotion cycle in FY23. Overall, the community is healthy (89 of 86 authorized inventory) and will promote to fill control grade vacancies during the FY25 promotion plan.

The CWE community also benefits from increased accessions, with higher USNA, NROTC, and ODS selections in FY23. Qualified new accessions can receive Constructive Service Credit to commission as a LTJG, the first such example in a line community. CWE continues to offer postgraduate (Master's and Doctorate) education and participation in SECNAV Tours with Industry (Massachusetts Institute of Technology Lincoln Laboratory) as incentives for retention.

Maritime Cyber Warfare Officer
The MCWO community began accessing officers in FY24 through USNA, NROTC and OCS, with the first lateral transfer selection panel scheduled for the first quarter of FY24. MCWOs are experts in cyberspace operations, focused on both Offensive Cyberspace operations and Defensive Cyberspace operations. The community enjoys broad interest and receives applications from both service members and civilians who desire service and experience in space operations. NPS opportunities for MCWOs will commence in FY24.

Maintaining Operational Readiness

MyNavy HR continues to take a myriad of steps to ensure the Fleet is fully and properly manned, with the right Sailor, in the right place, at the right time, with the right training. All our efforts to improve recruiting attainment, reduce attrition, increase retention, optimize talent management, provide exceptional quality of service to our Sailors and their families, and transform the MyNavy HR enterprise are to ensure we build a Navy with an asymmetric warfighting advantage. A commitment to continued investment is necessary to properly man the Fleet and maintain our advantage at sea. In addition to funding increases in Fleet manpower and training, appropriately resourcing special and incentive pays remains critical to recruiting and retaining the very best people our Nation has to offer. Through targeted monetary and non-monetary incentives, we can maximize priority influencers (e.g., special and incentive pays, location, stability, advancement, etc.) while allowing for a more effective and efficient use of our resources. Navy end strength and budget growth remain essential to increasing Fleet lethality and sustained workforce growth.

End Strength
FY23 presented many challenges with our accession supply chain, and, like other services in DOD, Navy experienced difficulties in recruiting young talent with a propensity to serve. The FY24 President's Budget end strength request of 347,000 decreases from FY23 (354,000) to fund Navy's AC authorized strength while supporting Navy's operational requirements. Navy met its AC retention goals in FY23, utilizing initiatives like increased Selective Reenlistment Bonuses, suspending HYT length of service gates, and curtailing early separation programs. Despite strong efforts in recruiting and retention, Navy ended FY23 at 93.91% of congressional controls, or 332,431 Sailors. We will need to expand efforts to further retain the right Sailors in the required skillsets and recruit the right number of accessions to meet Fleet manning requirements in the future.

Navy Reserve finished FY23 at 55,072 or 96.6% of congressional control due to 1.5% higher than expected attrition. In FY23, we established the initial staff at Navy Recruiting Reserve Command Headquarters. We implemented numerous accession and retention strength levers including the SELRES TA pilot, Enlisted Sustainability Initiative, Weekend Drill Childcare pilot, TAR In Service Procurement Program, the establishment of the TAR Permanent Professional Recruiter designator, and continued bonus opportunities. Through the pursuit of strength levers and attainment of FY24 accession goals, we project Navy Reserve end strength finishing FY24 at a growth of 2,128 from the end of FY23. These efforts position the Navy Reserve to support ongoing mission requirements while maintaining a ready mobilization (MOB)-to-billet posture for enhanced warfighter readiness and strategic depth.

Fleet Manning
FY24 is likely to be another challenging year as MyNavy HR works to attract and retain our most talented Sailors in this tight labor market. MyNavy HR continues to challenge the status quo to identify and correct the key drivers of operational gaps at sea to ensure our Sailors contribute to the Navy's Advantage at Sea.

Fleet manning will experience some headwinds as we navigate this challenging time, but we are mitigating risk as outlined below.

To provide a more robust view of Fleet manning, this year's report will display all Billets Authorized (BA) on all Sea Duty units. The Navy has increased the total number of BA on our Sea units by 13,187 since October 2013. This growth reached its highest level in October 2023 with a BA of 161,029. Over that same period the total number of Sailors on our Sea units increased by 4,655. The peak period for Currently Onboard (COB) was in October 2020 when we had 146,373 Sailors at sea. As of 16 October 2023, 2023 BA was 161,029 with 139,548 Sailors aligned or 86.7% Fill.

All Gaps at Sea – Historical Detail					
Month	Current On Board	Billets Authorized	Fill Gaps	Fill percent	Gap percent
Oct-23	139,548	161,029	21,481	86.7	13.3
Oct-22	144,503	158,858	14,355	91.0	9.0
Oct-21	144,450	159,115	14,665	90.8	9.2
Oct-20	146,373	159,112	12,739	92.0	8.0
Oct-19	140,906	158,905	17,999	88.7	11.3
Oct-18	139,684	154,628	14,944	90.3	9.7
Oct-17	136,416	147,414	10,998	92.5	7.5
Oct-16	137,377	143,173	5,796	96.0	4.0
Oct-15	138,525	144,942	6,417	95.6	4.4
Oct-14	139,975	148,323	8,347	94.4	5.6
Oct-13	134,893	147,842	12,949	91.2	8.8

Figure 17: Operational Gaps at Sea - Historical Detail

The precipitous drop in Fleet manning, while accompanied by an increase in BA, can be attributed almost entirely to the recruiting challenges discussed above. We have mitigated manning risks by prioritizing assignments to units entering the Optimized Fleet Response Plan (OFRP) cycle and leveraging the authority to extend Sailors on sea duty or curtail shore tours. However, these efforts sustain current personnel readiness at the expense of future readiness and impact our ability to man non-OFRP units and shore activities.

Given the existential threat the current recruiting environment poses to the Navy, we have made recruiting the top priority for MyNavy HR. To that end, in addition to the recruiting initiatives and policy solutions addressed previously, we have made filling recruiting billets a strategic imperative, even at the temporary expense of current Fleet manning.

Looking beyond the current recruiting challenges, we will achieve sustainable Fleet manning solutions through both funding (programmatic) and policy solutions. The Multi-FYDP/Commit to the Curve (MF/CC) strategy proposes a fundamental shift in how Navy programs manpower and therefore drives Fleet manning. With the goal of fully funding and fully manning sea duty and operational shore duty, MF/CC provides a 15-year time horizon to fund unfunded billet requirements while accounting for the fully burdened Total Ownership Costs (TOC) to maximize Fleet manning. While programmatic solutions take longer to implement and have costs that are easier to calculate, they are more enduring. Reactive policy levers, like those being used to sustain current readiness, can produce results more quickly, but may be less enduring, have hidden costs, and can cause secondary effects such as gaps ashore and negatively affect career progression and retention. In the long run, to keep a sustainable manning level that is ready to fight

tomorrow's conflict, we'll need to backup policy decisions in the near term with enduring programmatic decisions.

In addition to fully funding all billet requirements on sea duty and operational shore duty as part of MF/CC, increasing manpower programming to eliminate program-to-execution mismatch most immediately addresses gaps at sea. The Individuals Account (IA) has been habitually underfunded, leading to one for one billet gaps for every Sailor in a Student or Transient, Prisoner, Patient, Holdee (TPPH) status in excess of Student and TPPH authorizations. Eliminating the IA deficit and adhering to TOC programming policies will drive optimal resource allocation decisions now and into the future.

These programming solutions, coupled with strategic personnel policy transformation initiatives tied to the Detailing Marketplace will ensure maximum sustainable personnel readiness for the years to come. Specifically, Navy is using policy, discussed in the Talent Management section, to maximize our talent, preserve flexibility, and increase Sailor choice by transforming the Navy enlisted advancement and distribution systems into a market-driven, billet-based talent management system.

Reserve Integration
The Navy Reserve encompasses over 93,000 personnel; to include 47,000 SELRES; 38,000 Individual Ready Reserve (IRR); 10,000 TAR personnel; and 400 civilians. Chief of Navy Reserve's singular priority is generating warfighting readiness, which is achieved along four principal lines of effort: Design the Force, Train the Force, Mobilize the Force, and Develop the Force. Since 2020, the Navy Reserve has made quantifiable progress in transformation and modernization, assuring Combatant Commanders and Fleet Commanders that their Navy Reserve Force is prepared and ready today, to mobilize within 30 days and provide strategic depth.

Design the Force
The Navy Reserve is meeting warfighter demand by streamlining and reconfiguring reserve structures to become more efficient, relative, and lethal while actively analyzing and aligning Program Objective Memorandum (POM) investments. Initial investments have been programmed to design and develop the Navy Reserve Maritime Operations Center (MOC) Training Centers of Excellence. These state-of-the-art facilities are strategically located at Joint Reserve Base Fort Worth, TX and Naval Station San Diego, CA. As part of a larger Operational Level of War Force Design initiative, the Navy Reserve completed the second full year exercise life cycle of MAKO Series training exercises (MAKO SENTRY, MAKO CHALLENGE, MAKO STORM) that provided basic Fleet MOC training events for nearly 1250 Navy Reserve Sailors assigned to our Echelon II/III Fleet MOCs. Development of a construct for "Major Navy Reserve Centers" through a hub and spoke construct has continued to enable decentralized mass mobilization processes. The creation of Base Operations Support-Integrator RC units of action will relieve individual augmentee lines by providing units that will strategically deploy to fulfill security, facilities and air fleet logistics missions starting in FY25. These design efforts continue to facilitate the centralization and identification of capabilities that will enable global assignments of Navy Reserve Readiness Units and their Sailors. Leveraging the critical and valuable skills of our Naval Reserve team members is fundamental to meeting the demands of today and fighting the threats of tomorrow.

Train the Force
The Navy Reserve established metrics to measure warfighter readiness and identified certification and qualification data sources to feed into these metrics. The Navy Reserve has designed and implemented a scalable online, real-time operation readiness assessment and reporting tool, T-Ready. The Commander, Navy Reserve Force (CNRF) team is leveraging Flank Speed Teams for training collaboration and knowledge management, to increase warfighter readiness and throughput capacity. The CNRF team completed a review of all 58,000 Navy Reserve billets and their training requirements, completing the analysis of incumbents' fit and fill for more than 20,000 billets. Commander, Naval Information Forces Reserve developed the Reserve Employment Readiness tool, which integrates disparate inputs to create and display unit readiness metrics. Navy Reserve Force operational units implemented use of the Navy Readiness Reporting Enterprise tool, which feeds unit readiness data into the Defense Readiness Reporting System, enabling Navy and Joint Force higher headquarters commands to view consistent metrics across all active and reserve operational units. These initial steps to measure and report readiness increased the Navy Reserve Force's ability to support Navy missions, in line with CNO's guidance on warfighting readiness.

Mobilize the Force
The Navy Reserve built activation/mobilization processing capacity under CNRF (Navy's supported commander for reserve mobilizations) at all six Regional Readiness and Mobilization Commands and operational units within Navy Expeditionary Combat Command, Naval Air Force Reserve, and Naval Special Warfare Command. The Navy Reserve utilizes an Adaptive Mobilization construct for mobilization that supports steady-state and mass activation requirements and encompasses all processes of distributed activation, distributed mobilization, distributed de-mobilization, and distributed de-activation. In 2023, CNRF directed three mobilization exercises to develop, test, and evaluate these processes, to include two Mass Activation exercises and Large-Scale Exercise-23. The Annual Readiness Questionnaire, a computer-based application, is used to track and manage mobilization readiness and provide real-time status to Force leadership. Lessons learned from recent support mobilizations continue to be incorporated into current processes and training to ensure readiness for future activations. Total FY23 mobilization support included 1,568 mobilizations filled by Reserve Sailors to meet validated Joint and Navy contingency operations requirements. These included support to the Horn of Africa, Navy Expeditionary Combat Command, Maritime Expeditionary Security Forces, and Joint Special Operations Command.

Develop the Force
The Navy Reserve established the Develop the Force line of effort to focus on inclusion and equity, enabling the Navy Reserve to harness our entire diverse team of Sailors and civilians to maximize warfighting capability and readiness. The Navy Reserve promotes a positive culture of dignity and respect by living Navy's core values of honor, courage, and commitment. Through the Develop the Force line of effort, the Navy Reserve will enable and empower Sailors, embrace ownership and ingenuity, and reinforce the simple, unifying concept that Sailors and commands will take care of themselves and their people, all the while removing barriers constraining warfighting advantage. Some recent initiatives include the Weekend Drill Childcare Pilot Program, Reserve Force-wide resiliency videos, Virtual Family Connect, and Chaplains Religious Enrichment Development Operation programs.

Providing Exceptional Service to Sailors & Their Families

MyNavy HR Service Delivery

CNP's strategic design includes a pillar for delivering modern human resources (HR) services and modern information technology (IT) solutions. MyNavy Career Center is a critical component of this vision and ability to deliver modern HR services to the Fleet and Sailor families.

MyNavy Career Center (MNCC)

In FY23, MNCC focused on providing convenient, intuitive, and transparent HR services, empowering Sailors, commands, and HR professionals to actively participate in a streamlined HR resolution process, using technology to guide users to their desired outcome. Throughout 2023 MNCC emphasized improving Sailor HR experience and delivering HR and pay processes to meet the expectations of an evolving Navy and HR workforce.

MNCC FY23 accomplishments include:
- Expanded HR Service Center (HRSC) workflow to include 21 pay transactional processes.
- Increased command triad visibility of Sailor pay and HR professional performance by adding critical information, like delinquent Government Travel Charge Card balances and Sailor debt, to the Enhanced Unit Commander's Financial Report (eUCFR).
  - The initial eUCFR release provided a Defense Finance Accounting Services (DFAS)-level view of Sailor pay and provides COs a simple tool to monitor Sailor pay and entitlements.
- MNCC improved the Enterprise Customer Relations Management (eCRM) dashboard.
  - The eCRM Refactor effort streamlined and standardized case routing from Command Pay & Personnel Administrators (CPPA) to the PERS/PAY eCRM application and combined all customer-initiated cases from either the HRSC or PERS/PAY applications.
- Established CPPA Supervisor qualification card and continuous training plan.
  - Ongoing partnership with USFFC and U.S. Pacific Fleet (CPF) has increased CPPA proficiency in HR processes and systems. CPPA training provides proficiency and advanced transactional instruction so that Fleet CPPA capability increases to correctly submit personnel and pay transactions.
- Staffed Regional Support Centers (RSCs) and HQ Customer Experience (CX) Office.
  - MNCC engaged the CX Office in Fleet concentration areas to proactively reach out to Sailors, CPPAs, and command triads, improving their understanding of MNCC and its services. Together, the CX team and the RSCs gather Sailor feedback on personnel and pay related challenges and improvements, providing unique training opportunities to address real-time customer issues.
- Implemented TrustID™ as a central framework to measure Sailor Trust regarding personnel and pay operations in the HRSC.
  - MNCC's CX Office is the first DOD agency to implement the TrustID™ framework, an industry-leading measurement tool used to capture and portray customers' overall trust in an organization. MNCC leveraged TrustID™ to measure customer trust in our ability to provide timely and accurate pay and personnel services. The CX Office can quantify normally unquantifiable items like sentiments and emotion, showing MyNavy HR leaders what is important to our customers and why. Because of this ability, we can adjust organizational behaviors and customer perceptions. This work is critical in identifying HR service delivery trends, deficiencies, accomplishments, and expectations from Sailors and their families.

- Executed Permanent Change of Station (PCS) for partial payment for long PCS training tracks for 34 prospective commanding officers and executive officers (PCO/PXO).
- Matured and standardized the Travel Processing Center, for PCS travel claim liquidation workflow.

In FY23, MNCC prioritized improving and expanding Tier 0 and Tier 1 services, building an integrated organization and improving outreach, to position the organization for ongoing transformation. MNCC Commander (CMNCC) along with his leadership and assessment teams evaluated six Transaction Service Centers (TSC) around the globe, to standardize and realign business processes for personnel and pay, following the shift from the legacy Personnel Support Detachment model.

To move MNCC toward its future-state goals, we must continue improving Sailors' HR experience, and delivering accurate and timely HR services. Next year we will focus on streamlining, innovating, and expanding HR service delivery. In FY24, MyNavy HR will shift more HR functions into MNCC, start integrating pay and personnel services across AC and RC, continue expanding Tier 0 self-service capabilities, and improve HR processes.

Delivering Modern IT Solutions

Since being designated as OPNAV N16 in late 2022, the division has taken several steps in progressing each of our transformation LOEs. Each LOE is being pursued to make Sailor access to IT data faster and easier, modernizing the way the Navy handles digital information. With the increased reliance on smart devices, OPNAV N16 strives to provide many solutions in the palm of Sailors' hands as well as to streamline the myriad of digital administrative resources provided to the Fleet. While OPNAV N16 has many accomplishments in 2023, transformation is still a work in progress with forthcoming pilot programs to ensure the MyNavy HR vision is aligned with Sailor needs.

MyNavy Portal (MNP)

MNP integrates the Navy's HR IT systems, knowledge, and applications to provide the Sailor a single point of entry to manage all aspects of their career within the tiered service delivery model. This single point of entry supports intuitive and seamless navigation across all future-state Navy IT systems, including, but not limited to, the Navy's intended Pay and Personnel solution, MNCC Helpdesk support through eCRM, and training via Learning Stack (LS) with data and other functions provided by the ADE.

MNP had a critical year with crucial steps in development of the vision achieved. Significant accomplishments include:
- Sailor Landing Page - Conducted extensive development towards the future state personalized Sailor Landing Page with a targeted fall CY24 release to the Fleet and a deployment of its predecessor, the Sailor Data Page, to a control group of AD Sailors for initial testing and feedback. The Sailor Landing Page will allow Sailors to gain secure and quick access to their personnel information to initiate a correction or update to any of their data by means of MNCC Case Tickets. Information displayed on the Sailor Landing Page will be tailored to the user, as applicable.
- MyNavy Portal Public Presence (MN3P) - Continued to build upon a technical foundation in preparation for launch in CY24. MN3P is a visual and content upgrade to the MyNavy Portal public site, connecting Sailors and Navy families to current, authoritative MyNavy HR information by leveraging enhanced navigation and search capabilities to guide users through a curated collection of complementary self-services, public facing MyNavy HR sites (MyNavy Reserve Homeport, MyNavy HR, Navy App Locker, Navy.com, etc.), as well as provide secure user access to MNP private site.

- Tier 0 Support - Steps taken to expand Tier 0 support for Sailors with maintenance of the MNCC chat function with a live agent, on both Public and Private websites, and coordination with the Sailor Landing Page and MN3P efforts.

The key efforts for CY24 include continuing to work with our partners at Sea Warrior Program Office (PMW-240) and Fleet stakeholders in an exciting era of radical transparency and agility to deliver new IT capabilities to the Sailor.

Mobile Applications
Navy mobile apps provide anytime, anywhere resources for Sailors and Navy families. While continuing to update and maintain all the mobile apps currently enjoyed by Sailors today, the Chief of Naval Air Training sponsored "HABIT" app commenced production, designed to provide pre-habilitation exercises for Naval Aviators, winged and student alike, to help prevent common injuries suffered in their line of duty.

Navy Pay and Personnel (NP2)
NP2 will benefit Sailors by connecting personnel actions directly to pay outcomes and integrating AC/RC into one pay system. This unified system of systems will constitute many end-state solutions to enhance the Sailor experience. The new integrated system will automatically factor the member's personnel and job changes into payroll, ending in payments, from hire to retirement for AC and RC Sailors.

MyPersonal Relationships (MyPR) Early Capability Drop (ECD) release is in testing and on target for release prior to NP2 Initial Operating Capability (IOC). When MyPR deploys for Sailors, the ECD will eventually replace the Record of Emergency Data/Dependency Application (RED/DA) in Navy Standard Integrated Personnel System (NSIPS). MyPR is a self-service capability, allowing Sailors to update and submit records and status for their personal relationships via NP2 or a proxy (i.e.: CPPA).

System testing of the NP2 technical release began in May 2023, as well as Core Pay Data Validation comparisons. The NP2 team is continuing testing, system integration design, organizational change management analysis, and refinement of the Integrated Master Schedule (IMS) to work toward an IOC objective date of January 1, 2027.

Learning Stack (LS)
LS serves as the single source of Navy training and curriculum management. In FY23, LS selected the software platform for the upcoming Learning Management System (LMS) release in FY24. The LMS will provide Sailors with the ability to access and take modernized online training. To date, the legacy LMS (Navy eLearning) is hosting and delivering 7,557 ashore training courses targeting both civilian and military users. Of these, 1,274 are RRL courses. The Afloat Integrated Learning Environment has deployed 75 courses (with 363 courses in the queue for deployment). The Navy Information/Application Product Suite (NIAPS) is delivering the most requested USFFC maintenance training videos to the Fleet via a phased release strategy. The LS Curriculum Data System (CDS), currently being developed, will provide a repository for curriculum data and workflows necessary to effectively design and manage curriculum products.

LS will provide Sailors with access to RRL training at the point-of-need, accessed via MyNavy Portal, and will ensure a smooth user experience. LS will consist of a cloud-based suite of applications designed to support the training lifecycle with improved capabilities aimed at both Sailors and NETC training administrative functions. With a suite of modern applications, LS empowers Sailors with capabilities to place them at the helm of their careers.

Enterprise Customer Relationship Management (eCRM)

eCRM will serve as the cornerstone for the Navy's HR service enterprise by integrating knowledge management, case management, and performance management with authoritative data to support the Navy's military workforce from hire to retire. Supporting the MyNavy HR's mission through NRC applications, case management for the MNCC, and the Physical Readiness Information Management System (PRIMS2) application.

In April 2023, eCRM delivered a mobile application on Recruiter hand-held devices, for NRC, empowering the recruiter to immediately input information into eCRM while on the go, anywhere, anytime. This new capability reduces administrative burden on recruiters and empowers them to spend more time in the field talking to Future Sailors. Additionally, for NRC, eCRM enabled recruiters to engage with potential recruits across popular social media platforms and provided recruiters cloud-optimized routes for engagements with the Maps application released in August 2023. More than 10 mobile apps to include Facebook, Twitter, Instagram, and Snapchat were approved and made available in the Flank Speed App Store for recruiters to increase communications with Future Sailors.

eCRM enables MNCC agents, CPPAs, and TSCs across the Fleet the ability to manage HR functions by initiating, tracking, resolving, and closing cases within eCRM—providing transparency to leadership and Sailors. In the future, the eCRM, will be the foundation for providing HR service delivery across the Navy.

eCRM will enable Command Fitness Leaders (CFLs) to track and update Sailor's PRT records with the development of PRIMS2. Future enhancements are focused on providing CFLs with better management tools for their Unit Identification Codes (UIC).

In FY24, eCRM will achieve technology advancements focused on supporting personnel and recruiting functions: Deliver the PCS Pilot, Digital Engagement, additional PRIMS2 functionality, and redesign PRIMS2 and PersPay to use UIC structure.

Authoritative Data Environment (ADE)

ADE is the "HR Hub," providing a single, integrated authoritative data source for MyNavy HR data, and will offer highly flexible cloud-based HR application development and hosting, and decision support tools. It serves as the foundation for a reliable, accurate and timely data set governed at an enterprise level and is accessible to data customers, to include analysis. It will also be the authoritative data source of information for data sharing services through applications and systems.

FY23 ADE Initiatives:
- Completed the first system design upgrade since IOC in 2019, which expanded the use of cloud native services and provided access to robust analytics.
- Deployed a CPPA Dashboard in support of CNO's GRGB Sailor Pay initiative to increase Chain of Command (CoC) visibility and transparency of pay issues to improve Sailor Pay transaction effectiveness and timeliness.
- CRMD achieved Full Operating Capability – provides commanders with improved situational awareness of their unit's risk of harmful behaviors utilizing 35 ADE data entities supporting 6 predictive models and 6k+ harmful behavior events.
- FMRD achieved IOC – provides situational awareness of optimal ship manning using rank, qualifications, work and watch hours. Full Operating Capability anticipated September 2024.
- Implemented data management tools to improve efficiencies in data standardization, data cataloging, data lineage and mapping of MyNavy HR Corporate data.

Conclusion

Our collective efforts to build great people, leaders, and teams will preserve our competitive advantage. We will do so by challenging and fixing what matters most and being adaptive and innovative in attracting, developing, and retaining the talent and expertise of our Sailors. By fostering an inclusive culture, delivering Sailor-informed, transparent talent management, and providing exceptional Quality of Service and world class HR service delivery, while leveraging modern, reliable technologies, our warfighters will be ready to fight and win. Our Sailors, civilians, and families deserve the absolute best, and by taking care of them and taking proactive steps to minimize end strength and Fleet manning shortages, we will continue to advance the Navy's warfighting readiness.

Acronyms

A2P	Advancement-to-Position
AC	Active Component
ACE	American Council on Education
AD	Active Duty
ADCO	Alcohol and Drug Control Officer
ADE	Authoritative Data Environment
AEV/GEV	Advanced Education Voucher/Graduate Education Voucher
AFQT	Armed Forces Qualification Test
AI	Alcohol Incidents
AILE	Afloat Integrated Learning Environment
ALDC	Advanced Leader Development Course
ASVAB	Armed Services Vocational Aptitude Battery
BA	Billets Authorized
BBA	Billet-based advancement
BDCP	Baccalaureate Degree Completion Program
BENA	Base Education Needs Assessment
BES	Budget Estimate Submission
BOOST	Broadened Opportunity for Officer Selection and Training
BUMED	Bureau of Medicine and Surgery
CCA	Command Climate Assessment
CDS	Curriculum Data System
CIO	Chief Information Officer
CMC	Command Master Chief
CNO	Chief of Naval Operations
CNP	Chief of Naval Personnel
COB	Currently Onboard
COE	Culture of Excellence
COMNAV SUBFOR	Commander, Naval Submarine Forces
COOL	Navy Credentialing Opportunities On-Line
CPF	Commander, U.S. Pacific Fleet
CPO-LDC	Chief Petty Officer Leader Development Course
CPPA	Command Pay & Personnel Administrator
CRMD	Commander's Risk Mitigation Dashboard
CW	Cryptologic Warfare
CWE	Cyber Warfare Engineer
CWO	Chief Warrant Officer
CWT	Cyber Warfare Technician
CX	Customer Experience
CY	Calendar Year
DAPA	Drug and Alcohol Program Advisor
DCWF	Defense Cyber Workforce Framework
DEI	Diversity, Equity, and Inclusion
DEOCS	Defense Organizational Climate Survey
DEP	Navy Delayed Entry Program
DES	Disability Evaluation System
DH	Department Head
DL	Distance Learning
DMCP	Detailing Marketplace Campaign Plan
DMDC	Defense Manpower Data Center
DO	Division Officer
DOD	Department of Defense
DoL	Department of Labor
DON	Department of the Navy
DUI	Driving Under the Influence
ECD	Early Capability Drop
eCRM	Enterprise Customer Relations Management
EDO	Engineering Duty Officer
ELD	Enlisted Leader Development
EMC	Engage My Career
EOD	Explosive Ordinance Disposal
E-OSC	Expanded Operational Stress Control
ES	Enterprise Support
ESaR	Every Sailor a Recruiter
eUCFR	Enhanced Unit Commander's Financial Report
FAO	Foreign Area Officer
FAP	Family Advocacy Program
FFSC	Fleet and Family Service Centers
FFSMIS	Fleet and Family Support Management Information System
FOC	Full Operating Capability

FSPC	Future Sailor Preparatory Course		MEPP	Mobile Electric Power Plant
FY	Fiscal Year		MF/CC	Multi-FYDP/Commit to the Curve
FYDP	Future Year Defense Plan		MH	Mental Health
GDP	Gross Domestic Product		MN3P	MyNavy Portal Public Presence
GMT	General Military Training		MNC	MyNavy Coaching
GRGB	Get Real Get Better		MOA	Memorandum of Agreement
HoC	Health of the Community		MOB	Mobilization
HoF	Health of the Force		MOC	Navy Reserve Maritime Operations Center
HoF-W	Health of the Force Survey Work Environment		MRTS	Multipurpose Reconfigurable Training System
HR	Human Resources		MSO	Maritime Space Officer
HRSC	HR Service Center		NAT	New Accession Training
HYT	High Year Tenure		NCMIS	Navy College Management Information Center
IA	Individuals Account		NCPACE	Navy College Program for Afloat College Education
IDP	Independent Development Plan		NCVEC	Navy College Virtual Education Center
IOC	Initial Operating Capability			
IRC	Independent Review Commission		NDAA	National Defense Authorization Act
IRR	Individual Ready Reserve		NEC	Navy Enlisted Classification Codes
IS&T	Information System and Transport		NECC	Navy Expeditionary Combat Command
IT	Information technology			
IVR	Interactive Voice Response		NETC	Naval Education and Training Command
JMSDF	Japanese Maritime Self Defense Forces		NIAPS	Navy Information/Application Product Suite
JO	Junior Officer		NIF S1	Navigation Plan Implementation Framework
JST	Joint Services Transcript			
LaDRs	Learning and Development Roadmaps		NLAP	Navy Leadership Assessment Program
LDO	Limited Duty Officer		NLDF	Navy Leader Development Framework
LER	Learning and Employment Record		NLEC	Naval Leadership and Ethics Center
LIMDU	Limited Duty			
LMS	Learning Management System		NMC	National Maritime Center
LOE	Lines of Effort		NMCRS	Navy Marine Corps Relief Society
LS	Learning Stack			
M&A	Marketing and Advertising		NNS	Newport News Shipbuilding
M2M	Military-2-Mariner		NORU	Navy Recruiting Orientation Unit
MAP	Meritorious Advancement Program		NP2	Navy Personnel and Pay
MCPO	Master Chief Petty Officer		NPC	Navy Personnel Command
MCPON	Master Chief Petty Officer of the Navy		NPS	Naval Postgraduate School
MCWO	Maritime Cyber Warfare Officer		NRC	Navy Recruiting Command
MDS	Million Dollar Sailor			

NROTC	Naval Reserve Officer Training Corps
NRRC	Navy Recruiting Reserve Command
NSI	Naval Science Institute
NSIPS	Navy Standard Integrated Personnel System
NSTC	Naval Service Training Command
NSW	Naval Special Warfare
NTAG	Navy Talent Acquisition Group
NWAE	Navy-wide advancement exams
OCS	Officer Candidate School
ODS	Officer Development School
OFRP	Optimized Fleet Response Plan
ONR	Office of Naval Research
ORB	Officer Retention Bonus
OTC	Officer Training Command
OWP	Office of Women's Policy
PCO/PXO	Prospective Commanding Officers and Executive Officers
PCS	Permanent Change of Station
P-Days	Processing Days
PET	Performance Evaluation Transformation
PFA	Physical Fitness Assessment
PFI	Professional Flight Instructor
PFMs	Personal Financial Managers
PHOP	Psychological Health Outreach Program
POM	Program Objective Memorandum
PosDATs	Positive Drug and Alcohol Tests
PRIMS2	Physical Readiness Information Management System
PRT	Physical Readiness Test
QBE	Qualifying Birthing Event
QoS	Quality of Service
RAV	Robotic Aerial Vehicles
RC	Reserve Component
RED/DA	Record of Emergency Data/Dependency Application
RRL	Ready Relevant Learning
RSCs	Regional Support Centers
RSV	Robotic Surface Vessels
RTC	Recruit Training Command
RUV	Robotic Undersea Vehicles

RW	Robotics Warfare Specialist
RXS	Navy Robotics
SAIL	Sailor Assistance and Intercept for Life
SAPR	Sexual Assault Prevention and Response
SCPO	Senior Chief Petty Officers
SEA	Senior Enlisted Academy
SELRES	Selected Reserve
SOFS	Status of Forces Survey
SPAR	Sailor Performance Appraisal & Recommendation
SPM	Service Program Manager
SRB	Selective Reenlistment Bonuses
STA-21	Seaman to Admiral-21
SWO	Surface Warfare Officer
TA	Tuition Assistance
TAP	Transition Assistance Program
TAR	Training and Administration of the Reserves
TF1N	Task Force One Navy
THC	Tetrahydrocannabinol
TITA	Training Installation and Transfer Agreement
TMCoE	Talent Management Center of Excellence
TOC	Total Ownership Costs
TPPH	Transient, Prisoner, Patient, Holdee
TYCOM	Type Commander
UIC	Unit Identification Code
UPC	Urinalysis Program Coordinator
URL	Unrestricted Line
USFFC	U.S. Fleet Forces Command
USMAP	United Services Military Apprenticeship Program
USNA	United States Naval Academy
USNCC	United States Naval Community College
VCNO	Vice Chief of Naval Operations
VFA	Strike Fighter
VOLED	Voluntary Education
VSIM	Operations Specialist virtual simulation
YCS	Years of Commissioned Service
YG	Year groups

Table of Figures

MyNavy HR Communication References

MyNavy HR continues to promulgate information to the Fleet and the greater public on all our initiatives. In addition to policy changes released via message traffic and posted on the NPC website, the following links provide additional information on our initiatives.

- MyNavy HR
  https://www.mynavyhr.navy.mil/
- CNP, BUPERS
  https://www.navy.mil/Leadership/Chief-of-Naval-Personnel/CNP-Department-Exclusives/
- CNP Strategic Design (2022) (CAC Required)
  https://flankspeed.sharepoint-mil.us/sites/MyNavy_HR/SitePages/Strategic-Framework.aspx
- Faces of the Fleet:
  https://www.navy.com/explore-the-navy/faces-of-the-fleet
- MyNavy HR Facebook:
  https://m.facebook.com/MyNAVYHR
- MyNavy HR Twitter:
  https://twitter.com/MyNAVYHR
- MyNavy HR Instagram:
  https://www.instagram.com/mynavyhr/
- MyNavy HR YouTube:
  https://www.youtube.com/channel/UCaCmzfzfW9qB629qvbQ2-sw
- Get Real Get Better
  https://www.grgb.navy.mil/
- Warrior Toughness
  https://www.netc.navy.mil/Warrior-Toughness/
- Suicide Prevention Tool Kit:
  https://www.mynavyhr.navy.mil/Portals/55/Support/Culture%20Resilience/Suicide_Prevention/Documents/FY-24%201%20Small%20ACT%20Toolkit_final.pdf?ver=qGimGjVa_JY8E4XPIsJJgQ%3d%3d
- Suicide Prevention Handbook:
  https://www.mynavyhr.navy.mil/Portals/55/Support/Culture%20Resilience/Suicide_Prevention/Documents/Navy%20Suicide%20Prevention%20Handbook%202020_FINAL.pdf?ver=t-AvxMPa9vov7A74_sd1KA%3d%3d
- Suicide Prevention Fact Sheets:
  https://www.mynavyhr.navy.mil/Portals/55/Support/Culture%20Resilience/Suicide_Prevention/Documents/Suicide_Prevention_Fact_Sheet_Jan_2023.pdf?ver=vTZ_L6JBSchSqOz3zrCmuQ%3d%3d