Coming in 2021 from MyNavy HR - What you need to know

Each December, the coming of a new year brings with it the promise of new and better things to come.

There's no doubt that many won't lament the end of 2020. The challenges of the COVID-19 pandemic made it a tough year throughout the Navy.

The hope is that 2021 will be better, though what the "new normal" will look like is still evolving alongside MyNavy HR's already massive transformation in the works.

Throughout its necessary COVID-19 pandemic response, MyNavy HR did not lose sight of its bigger picture of taking care of Sailors and improving its delivery of pay and personnel functions while also fueling the ongoing revolution in training in cooperation with the Fleet.

We've put together a list of what's coming in 2021 for Sailors to keep on their radar. Also, we'll give a peek at what's planned this year "behind the scenes" that will make 2022 even better.

Uniforms

As the seabag settles out this year, there are a few dates in 2021 you need to note:

The mandatory possession date for the new Cold Weather Parka, as announced in NAVADMIN 282/19, is April 30, 2021. This new parka replaces the single-breasted All-Weather Coat, which will be phased out on the same day. That's a change from the previous terminal wear date for the All-Weather Coat of Oct. 1, 2020, which was extended to April 30, 2021, after Fleet input requested aligning the two dates.

The mandatory wear and possession date for the Navy Fitness Suit is September 30, 2021. This was also announced in NAVADMIN 282/19 to ensure Sailors had ample time to purchase the fitness suit.

Finally, Oct. 31, 2021, is also the mandatory wear and possession date for the new E-6 and below male and female Service Dress White uniform that sports the new blue piping. On that date, the old-style dress white Service Dress White (crackerjacks) uniform will no longer be authorized for wear.

Physical Fitness Assessment

For 2021, the Navy will ease back into fitness testing with a continued eye on limiting Sailor exposure to COVID-19 while still meeting Department of Defense testing requirements.

We have announced plans for a single, six-month physical fitness assessment cycle during the calendar year 2021. This was done so testing could be conducted outdoors during warmer months and reduce the risk of COVID exposure.

If COVID rates in January/February do not support safely conducting in March, the dates may be moved later in the year but the intent remains to conduct a fitness cycle in 2021.

Also, the 2021 single cycle will be the debut of a new and reworked Physical Readiness Test with the forearm plank replacing the curl-up in the exercise line-up and the 2,000-meter row debuting as a new optional cardio event.

Where conditions permit testing, all Sailors must participate in the single 2021 cycle. This means exemptions for scoring excellent or above from the previously conducted cycle will not apply.

The Navy's Physical Readiness Information Management System (PRIMS) will be migrated from the stand-alone website to being part of MyNavy Portal in early 2021. The user experience will be the same, as data will migrate to the Navy's new personnel databases, but it is part of a larger effort to consolidate all Navy personnel data in a single one-stop-shop.

A new capability of PRIMS will be the ability to notify Sailors of fitness related action items such as filling out an electronic Physical Activity Risk Factor Questionnaire.

Ready, Relevant Learning

The Navy's rate-training overhaul, a cooperative effort between MyNavy HR and Fleet Forces Command known as Ready, Relevant Learning (RRL), will gain steam in 2021. 47 ratings have implemented Block Learning and 7 ratings have bypassed it and moved directly to Modernized Delivery. Those ratings are LS, LSS, APACT, ABE, ABF, ABH and EM.

As we roll into 2021, 4 ratings are scheduled to start training Sailors through a modernized curriculum this year: YN, YN(S), AZ and PS. Moving beyond apprentice level training, 5 ratings (OS, AZ, PS, LS(S) and LS) have started requirements development efforts for journeyman and master-level learning continuums with an expected 10 more ratings to start this year.

Meanwhile, behind the scenes, work continues to build a learning management system to serve up the new course content. This content will be available not only in classrooms but also on ships and at Fleet commands. In the future, the goal is to allow access to Sailors' mobile devices. This 'training on-demand' capability will start becoming available to schoolhouses in 2021.

Continued on page 4...
The Navy is defying the odds — in a year where COVID-19 caused rippling effects worldwide, the Navy has again exceeded retention benchmarks in Fiscal Year (FY) 2020.

The news was announced in NAVADMIN 337/20 on December 23, a message which highlighted our commitment towards retaining the best and brightest talent in the Navy. Commands are tasked with building on the past retention gains and continuing to retain the right talent and experience in the right paygrades and ratings.

Sailors in their first 10 years of service—Zones A and B—exceeded the targeted retention benchmarks of 57 and 67 percent, respectively, by a significant margin.

Zone C, those in the 10 to 14-year window, achieved a reenlistment rate of 85 percent, exceeding the 82 percent retention benchmark.

The Navy tracks retention behavior through its Navy Retention Monitoring System, the official Navy retention data repository. The Navy also uses the system to help identify commands who meet the annual requirements for the Retention Excellence Award (REA).

"Building upon the retention gains in the last few years, the Navy remains committed to retaining the right talent and experience in the right pay grades and ratings," wrote Vice Adm. John B. Nowell, Jr., the Navy's chief of naval personnel, in the message.

Along with the FY-20 success comes the news that the Navy's targets for FY-21 will remain the same as those set for this past year.

As a result, the Navy-wide goals for Zones A, B and C will again be 57, 67 and 82 percent, respectively. Also, the Zone A attrition target remains at 4.5 percent or less. Commands that meet or exceed these FY-21 retention and attrition benchmarks will be eligible for next year's Retention Excellence Award, the message says.

Sustained high retention often comes with some unintended consequences. Nowell noted in the message that as the Navy has grown in recent years, "some enlisted ratings have become overmanned, creating imbalances in the Fleet." He is calling for commands to help the Navy keep talented Sailors, even if it means encouraging them to change ratings. It's a move that can mean better community health for the Navy and in turn, increased advancement opportunities for Sailors.

As we move into FY-21, the Navy will make a concerted effort to provide balanced enlisted ratings and improve community-rating health across the Fleet," Nowell wrote.

"Leadership and engagement at every level are needed to sustain our level of retention, with a renewed focus on strengthening undermanned ratings and providing for expanded career progression opportunities for our Sailors." Refer to NAVADMIN 307/20 for opportunities.

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MARCH 2021 (CYCLE 251) NAVY-WIDE ADVANCEMENT CYCLE FOR ACTIVE-DUTY AND FULL-TIME SUPPORT E-4 THROUGH E-6 CANDIDATES

- **E-6 candidates**: Exams will be administered from 1-15 March 2021.
- **E-5 candidates**: Exams will be administered from 16-31 March 2021.
- **E-4 candidates**: No exams due to COVID mitigations. Advancement based on an alternative Final Multiple Score rank-order method.
- **PMK-EE deadline**: must be completed prior to 1 February 2021. PMK-EE required only once per pay grade.
The Navy has announced the next course and bearing on its journey to move the service from an ages-old culture of compliance to one rooted in excellence in a message detailing the next steps necessary to achieve real change throughout the service.

In NAVADMIN 318/20 Chief of Naval Personnel Vice Adm. John B. Nowell, Jr. mandated all commands develop a “Cultural Champion Network,” or CCN, as the engine needed to drive the Navy successfully through this cultural rudder change.

It is the latest milestone in the Navy's ongoing move to grow a “Culture of Excellence,” or COE, to fuel the mindset shift necessary to take the service to the next level in warfighting performance.

“Our goal in this effort is to develop an environment in which all Sailors are trained and motivated to navigate life events effectively,” Nowell wrote in the message. “In order to achieve this goal, this NAVADMIN introduces the term 'Cultural Champion,’ and the concept of the CCN.”

The message also announced efforts to ensure Sailors can identify and “assist their Shipmates through periods of stress or difficulty while also being attentive to their personal well-being.”

At the core of this culture shift and the efforts to achieve it is the education on and promotion of what is called “Signature Behaviors.”

Navy leaders say these are common sense practices that become cornerstones of successful leaders in today's Navy.

In early 2020, the Navy identified 10 signature behaviors they believe need to become second nature in the Fleet. They define what “Right” looks like. A discussion of those behaviors as they relate to the Navy's core values can be found: https://www.cpf.navy.mil/downloads/2020/02/signature-behaviors.pdf

What Nowell wants is a deckplate-driven “positive focus” on demonstrating these Signature Behaviors so everyone on the team, military and civilian alike, feels “included, respected and empowered.” He's set an initial deadline of March 1 for commands to establish their own CCN and related support efforts.

The CCN, Nowell wrote, is designed as “an inter-disciplinary network, maintained by each command’s triad,” that develops an “integrated Sailor support system” that is “supported by leaders, partners, processes and products.”

At each command, the CCN must:
* Allow leaders to “connect the dots” on issues impacting a Sailor’s overall psychological, spiritual, physical and emotional fitness.
* Identify all necessary resources needed to ensure resilience while also fostering toughness and connectedness.
* Improve current operating procedures for Sailor support systems across their command.
* Drive each command towards unit mission readiness and a stronger foundation for the future by promoting positive behaviors and healthy norms.

Triads should rely heavily on their existing Command Resilience Teams (CRTs). Every member of a command CRT must complete the Basic Primary Prevention and Human Factors Process (HFP) online training.

Also, CRT Human Factors Council mandatory members must also complete the Intermediate Primary Prevention and HFP online training.

Details on where to find the training and how to register are available in NAVADMIN 318/20.

CNP has also promised accountability as “command inspections to ensure all commands execute the requirements of this NAVADMIN will be conducted by Command Climate Specialists and the Navy Inspector General.”

But those inspections aren’t just a compliance tool. Nowell wants them to also find “Fleet best-practices”. Already in the works and slated to be released in the coming year is a Navy instruction that will identify many of these best practices for executing command resilience teams.

**Here’s How the Navy’s “Culture of Excellence” will Move Forward**

### 10 Signature Behaviors:

1. Treat every person with respect.
2. Take responsibility for my actions.
3. Hold others accountable for their actions.
4. Intervene when necessary.
5. Be a leader and encourage leadership in others.
6. Grow personally and professionally every day.
7. Embrace the diversity of ideas, experiences, and backgrounds of individuals.
8. Uphold the highest degree of integrity in professional and personal life.
10. Contribute to team success through actions and attitude.

**Cultural Champion Network Overview**

- **Leaders**
  - CMD
  - WPR
  - MH
  - CG
  - COO
  - CPO/ADM
  - BOS
  - CIC
  - CHRM
  - CHLR
  - CMO
  - DCM
  - DRP
  - MP
  - NAME
  - NOD
  - OIC
  - OS
  - OIC
  - OP
  - SRP

- **Dietitians**
  - CMD
  - WPR
  - MH
  - CG
  - COO
  - CPO/ADM
  - BOS
  - CIC
  - CHRM
  - CHLR
  - CMO
  - DCM
  - DMR
  - DRP
  - MP
  - NAME
  - NOD
  - OIC
  - OS
  - SRP

- **CMD Triad**
  - CMD
  - WPR
  - MH
  - CG
  - COO
  - CPO/ADM
  - BOS
  - CIC
  - CHRM
  - CHLR
  - CMO
  - DCM
  - DMR
  - DRP
  - MP
  - NAME
  - NOD
  - OIC
  - OS
  - SRP

- **Integrated Sailor Support Network**
  - CMD
  - WPR
  - MH
  - CG
  - COO
  - CPO/ADM
  - BOS
  - CIC
  - CHRM
  - CHLR
  - CMO
  - DCM
  - DMR
  - DRP
  - MP
  - NAME
  - NOD
  - OIC
  - OS
  - SRP

- **Cultural Champion Triad**
  - CMD
  - WPR
  - MH
  - CG
  - COO
  - CPO/ADM
  - BOS
  - CIC
  - CHRM
  - CHLR
  - CMO
  - DCM
  - DMR
  - DRP
  - MP
  - NAME
  - NOD
  - OIC
  - OS
  - SRP

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2021: Pay Systems Continue to Modernize

It's no secret, many Sailors feel that the Navy's pay and personnel systems are outdated. But the Navy has been aggressively working to modernize and is now just a couple years away from the finish line.

Multiple efforts are being developed in parallel and the combined delivery of these enhancements will provide Sailors with powerful tools to maintain their records, manage their careers and keep a close pulse on their pay.

The end result will be user-friendly services similar to what the banks provide. This means that much of what requires clunky common access card access today will become accessible on Sailors' own computers and smart devices in the not-to-distant future.

This is a monumental transition that has been in the works for over five years. This effort is taking large steps forward in calendar year 2021, though much of it will be behind the scenes. Below is an overview of what is to come.

**NP2**

While Sailors have been used to getting paid by the Defense Finance and Accounting Service (DFAS), the Navy will soon own and manage its own system. This means the Navy will have more control over the overall system, making it much easier to directly link personnel actions like promotion to pay. The system, aptly named Navy Personnel and Pay (NP2), will house both Active and Reserve Sailors under one roof for the first time. This means it will be seamless for Reserve Sailors to get paid when they come on active duty.

The system will undergo final development and testing in 2021 to get it ready for official launch in 2022. Sailors won't notice a big change when they get paid on the 1st and 15th but it should reduce the number of pay errors and take less time to address these errors when they happen.

**Authoritative Data Environment**

Another enhancement coming is how Sailor’s data is stored and used by the various pay and personnel systems. Efforts have been underway to bridge data from different systems into a single place. It is being called an Authoritative Data Environment (ADE) and will fundamentally improve records management.

Sailor’s data will become more accessible to them as well as the Navy. All qualifications, skills, course completions, fitness test scores and more will be in a type of data cloud. This will enable detailers and other key HR stakeholders to gain a complete sight picture of a Sailor’s career and more effectively detail that Sailor, revolutionizing the Detailing Marketplace and MyNavy Assignment. It will also make it easier to immediately identify incentives, such as advancements and bonuses a Sailor could qualify for.

MyNavy Portal is already online and continues to be a one-stop shop for Sailors to access records and other key systems such as e-learning and e-leave, either from a Navy computer or a mobile app. Right now, the single site acts as the store front for what was initially more than 34 separate databases around the Navy.

MyNavy Portal will continue to be the entry point for Sailors but much work is underway to leverage the ADE to make sure the databases are consolidated.

**MyNavy Career Center**

MyNavy Career Center will continue transforming in 2021 to better serve Sailors 24/7. MNCC has already immensely improved the response rate for addressing Sailor issues by offering an always-available avenue to report concerns and get answers. More work is now underway to finalize the consolidation of the backend processing that goes into things like PCSing and updating Page 13s.

The old system—driven by Personnel Support Activities and Personnel Support Detachments (PSDs) at each base—is being phased out. Transaction Service Centers and 12 Regional Service Centers, known as TSCs and RSCs respectively, are set to replace the PSDs, shifting to a more centralized way of doing business.

The three TSCs are already up and running in Memphis, Norfolk and Great Lakes. By the end of 2021, three of the regional centers will be online. By the end of calendar year 2023, the Navy will have a total of 12 RSCs, eight in the continental United States and four located abroad.

Also, the Navy is bringing online a new software suite that will increase the speed, reliability and efficiency of personnel transactions as they move from their command, through the system and into their records.

The result is that Sailors and their commands will have more accurate status for where paperwork is in the system and what if any issues need to be resolved. These new, behind-the-scenes tools will open up more opportunities for Sailors to initiate routine transactions themselves, without having to visit a personnel office.

Meanwhile, the ability for Sailors to get answers to their questions is also becoming more robust in 2021, as MyNavy Career Center is upgrading to an improved Customer Relationship Management System that will better serve Sailors and family members who call in for help. A more robust online capability to get answers through web-based content and online chat is being developed as well.

There is a lot to look forward to in 2021 – stay tuned as all these capabilities continue to roll out!
With captain and commander selection boards closing-in, eligible officers need to ensure their records are up-to-date and accurate.

“The Navy’s promotion board process is designed to select the best and most fully qualified officers for promotion, but to do this, boards rely completely on the accuracy of the information in each officer’s record,” said Capt. Joe Torres, assistant commander, Navy Personnel Command for Career Progression.

“Once released, officers should review the Notice of Convening NAVADMIN to determine if they are eligible for an upcoming promotion board and if so, they should thoroughly review their service record to confirm that the board will have the most recent and accurate information of their career and performance. If officers have any questions about their record or need assistance or counseling, they should contact and discuss with their detailer before the Letter to the Board (LTB) submission deadline and the convening of the promotion board.”

The information in the Officer Summary Record, Performance Summary record and Official Military Personnel File is available for review using MyNavy Portal (MNP) and BUPERS Online (BOL). These items will be presented to the board. For any submissions to the board, an eligible officer can use the Electronic Submission of Selection Board Documents (ESSBD) application. The ESSBD provides near-instantaneous ability for officers and Sailors to submit a Letter to the Board (LTB) directly to the selection board without the delays, cost or hassle of postal mail or e-mail. The application allows board candidates the ability to submit a pre-formatted LTB, with or without attachments. The ESSBD application was formally announced in NAVADMIN 220/19 and can be accessed through MNP and BOL.

If an officer’s military record is up to date, there is no need to submit a package to the board. Board packages are not required for promotion boards. If Sailors do nothing more than resubmit official correspondence already contained within their official record, it is counterproductive to the board process. However, LTB packages can be submitted to correct an error within their official record or other specific questions related to the board. LTBs will not be presented to the board if they are late or if other correspondence about the eligible officer is received from any other person without the officer’s written acknowledgment.

The Convening NAVADMIN is usually released in mid-December and provides convene dates for each board, what Competitive Categories (COMPCAT) will be considered by each board and the names, lineal/precedence number and date of rank of the senior in-zone, junior in-zone and junior eligible officers for each COMPCAT under consideration. Additionally, the NAVADMIN provides procedures for submitting board correspondence from the eligible officers. The board fiscal year (FY) is always one year ahead of the current FY and officers senior to the senior in-zone officer are eligible for promotion consideration.

Per DoD policy and NAVADMIN 247/20, official photographs are prohibited from being considered and displayed in all officer promotion selection boards and selection board processes pertaining to assignment, training, education and command. The removal of photographs from all selection boards is to ensure that all candidates are evaluated more on the strength of the candidates’ professional performance within the selection process.

For a step-by-step ESSBD user’s guide, visit the Advancement and Promotion section in MyNavy Portal. For questions on selection boards, contact MyNavy Career Center at 1-833-330-MNCC (6622).
Calling All PPV Housing Tenants to Take Upcoming Satisfaction Survey

The annual Public-Private Venture (PPV) Tenant Satisfaction Survey (TSS) is being conducted from Dec. 10, 2020, through Jan. 31, 2021, and Commander, Navy Installations Command (CNIC) is calling on all tenants of Navy PPV housing to participate.

“I want to emphasize how important it is for all PPV residents to complete this survey. Their feedback provides valuable information to help us improve their quality of life and service, and to determine where the Navy and our housing partners are getting it right and where we need to focus more attention,” said Vice Adm. Yancy Lindsey, Commander, Navy Installations Command.

The TSS is anonymous and is administered by CEL & Associates, an independent third party, with funding provided by the Navy.

The surveys are designed to accurately identify the current state of Navy housing and inform decisions on needed improvements. In addition to identifying immediate health or safety concerns, the Navy is looking at larger trends, such as reoccurring issues, the level of customer service, government oversight and identification of future projects such as new playgrounds or dog parks.

The Navy has oversight of approximately 40,000 PPV housing units that are managed by the following PPV partners throughout the United States; Balfour Beatty, Clark, Hunt, Landmark, Lincoln and Patrician. The upcoming TSS survey applies to all tenants of Navy PPV housing. Tenants will be receiving an email from CEL & Associates with instructions on how to provide their responses. If you are a tenant of PPV housing and do not receive a notification email, please contact your local Housing Service Center (HSC) for assistance.

“Our commitment remains unchanged, provide quality and safe housing to our service members and their families,” said Greg Wright, CNIC housing director. “I would like to thank all those who have brought up issues in the past and encourage all tenants to take the annual survey as the feedback received translates into improvements for not only the submitter but the entire Navy community.”

Several of the initiatives implemented recently in PPV housing oversight were a result of feedback through the various surveys last year, such as transparency in the maintenance process, use of online portals and apps, hiring additional personnel in Housing Service Centers and adding time between occupants to ensure houses are ready for the next tenant.

Family members living in privatized housing are allowed to take the survey, but only one survey is allowed per household.

Tenants with questions about the upcoming TSS should contact their local HSC for assistance. Outside of the TSS, residents can always contact their HSC with any housing question. HCS staff are there to support Sailors and families and can help with all of their housing needs.

To learn more about Navy Housing, visit the nearest Housing Service Center or go to www.cnic.navy.mil/housing.
CNIC Supporting Spouses with Employment Initiatives

Commander, Navy Installations Command (CNIC) Fleet and Family Support Centers (FFSCs) increased spouse employment initiatives via virtual delivery services, workshops and virtual hiring events in support of COVID-19 response efforts.

The challenges of finding employment and relocating during these difficult times present adversities for military spouses trying to maintain stable employment and create setbacks that may affect morale, readiness and well-being of the military community.

Through CNIC’s Family Employment Readiness, virtual hiring fairs are nothing new. The number of virtual hiring events and participation in them is rising. Increases in online events and resources have led to more virtual workshops on career exploration, employment outreach, federal employment system, goal setting, job search strategies, interview skills, resume writing and self-employment. Additionally, ongoing collaboration with local resources such as Military One Source, Hiring Our Heroes, Military Spouse Employment Partnership and Small Business Association have led to further exploration of online employment and educational opportunities.

The current COVID-19 pandemic can be an opportunity to practice resilience skills and share them with others. Research shows that volunteerism decreases anxiety and builds resiliency. So, whether spouses are finding their way through a challenging telework experience, worrying about job security in these uncertain times, on the hunt for new employment in a changing economy or looking to volunteer, support is available.

Please contact your local FFSC to find volunteer opportunities and things people are doing during COVID-19 to help others. You can also search online for organizations that are helping deployed service members and veterans and find some way to get involved.

For additional information about Family Employment Readiness, please visit your local Fleet and Family Support Center or download the MyNavyFamily App for more information. The free app can be downloaded from the Navy App Locker at: https://www.applocker.navy.mil/#/apps.

EFMP Expanded Legal and Special Education Support

The Navy Judge Advocate General (JAG) community – in collaboration with Commander, Navy Installations Command (CNIC) – is increasing legal assistance and special education support to families enrolled in the Exceptional Family Member Program (EFMP).

This effort is part of a three-year pilot program at Navy Region Mid-Atlantic and Navy Region Southwest, which will augment existing EFMP services provided by CNIC, such as localized information and referrals, individualized service plans and case management.

“Special education laws require public schools to provide children with special needs with the same opportunities for education as other children. After receiving reports of the significant hardships EFMP families faced in locating legal services to enforce their rights under these laws, the JAG community took action,” said Navy JAG Vice Adm. John G. Hannink. “It is an honor to provide this essential support to our shipmates who have exceptional family members and who may need some additional counsel.”

Since Nov. 1, two recently hired civilian lawyers have been advising and representing EFMP enrollees seeking state and local disability benefits and related legal support. Likewise, CNIC has hired two regional special education liaisons, who are providing special education support to families beginning Jan. 1, 2021.

EFMP families who request special education assistance will work with their current case liaisons. If advocacy and additional expertise are required beyond the scope of the case liaison, the case will be referred to the new regional special education liaisons. If legal assistance and additional advocacy needs are identified, the case will be referred to the new EFMP attorneys.

“We are committed to ensuring our service members and their families are provided the maximum support possible as they serve our Navy and country,” said LaToya Travis, CNIC EFMP program analyst. “We want our Sailors to focus on their mission and know we are here to help them support their families. The additional legal support from the JAG community provides our service members with another avenue to get the services their families need.”

Department of Defense Instruction 1315.19 requires active-duty service members to enroll in EFMP if they have a dependent with a qualifying special need. Sailors in need of legal assistance should reach out to their nearest Region Legal Service Office at: https://www.jag.navy.mil/legal_services/legal_services_locator_rlsso.htm. Sailors also are encouraged to check out the new EFMP mobile application at: https://www.applocker.navy.mil/#/apps.
RDCs WANTED
SUBMIT YOUR APPLICATION TODAY

Support services are available on base for Sailors with families

E-5 and above can apply to Recruit Training Command, Great Lakes, IL
E-7 and above can apply to Officer Training Command, Newport, RI

Earn up to 15 college credits (both upper and lower credits) towards a bachelor's degree, and choice of follow-on coast assignment

E-5 Sailors selected for A2P billets will be advanced to E-6 and receive pay commensurate with that pay grade upon reporting to their ultimate duty station after successful completion of any required training enroute, unless advanced sooner via another advancement program

Opportunity to earn a Master Training Specialist qualification (similar to warfare qual on shore duty)

$450 per month Special Duty Assignment Pay + additional $220 annual clothing allowance

Free dry cleaning services while actively training a Recruit Division

Questions: Contact the Shore Special Program Detailer
Email: MILL_NPC_RDC1.fct@navy.mil / COMM: 901-874-3855