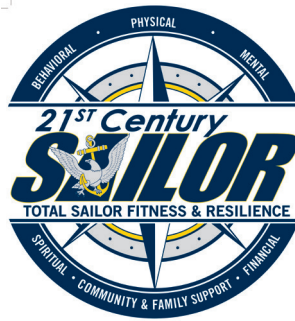




# NAVY LEADERS' TOOLBOX

**FISCAL YEAR 2022**  
21ST CENTURY SAILOR PROGRAMS  
OPNAV N17





I am pleased to provide you and your Sailors with the Navy Leader's Toolbox, highlighting the essential 21st Century Sailor Programs. These are vital elements leaders should know about culture, programs or polices.

We continue to thrive and learn in a rapidly changing environment. When applied and used effectively, these tools will be a game-changer in our efforts to sustain and grow our competitive edge beyond the 21st Century.

As a civil servant, Commander, Commanding Officer, Chief, or young recruit, you are all leaders and enablers to ensure we remain agile and adaptive as we out pace would-be adversaries by leveraging these tools to help our team and families overcome adversity and thrive. We must show the world, by our actions, that a Culture of Excellence is our competitive advantage. You and your families are all significant players in helping us build an inclusive and diverse team committed to continuously improving our Navy.

As the Director of the 21st Century Sailor Office I remain dedicated and unwavering in supporting you individually and collectively to ensure mission and transformational success. I'm proud to be part of such an effective and multi-faceted team, and I am eager to watch us grow.

**REAR ADMIRAL PUTNAM H. BROWNE**  
**DIRECTOR, 21ST CENTURY SAILOR OFFICE**



# 21ST CENTURY SAILOR PROGRAMS

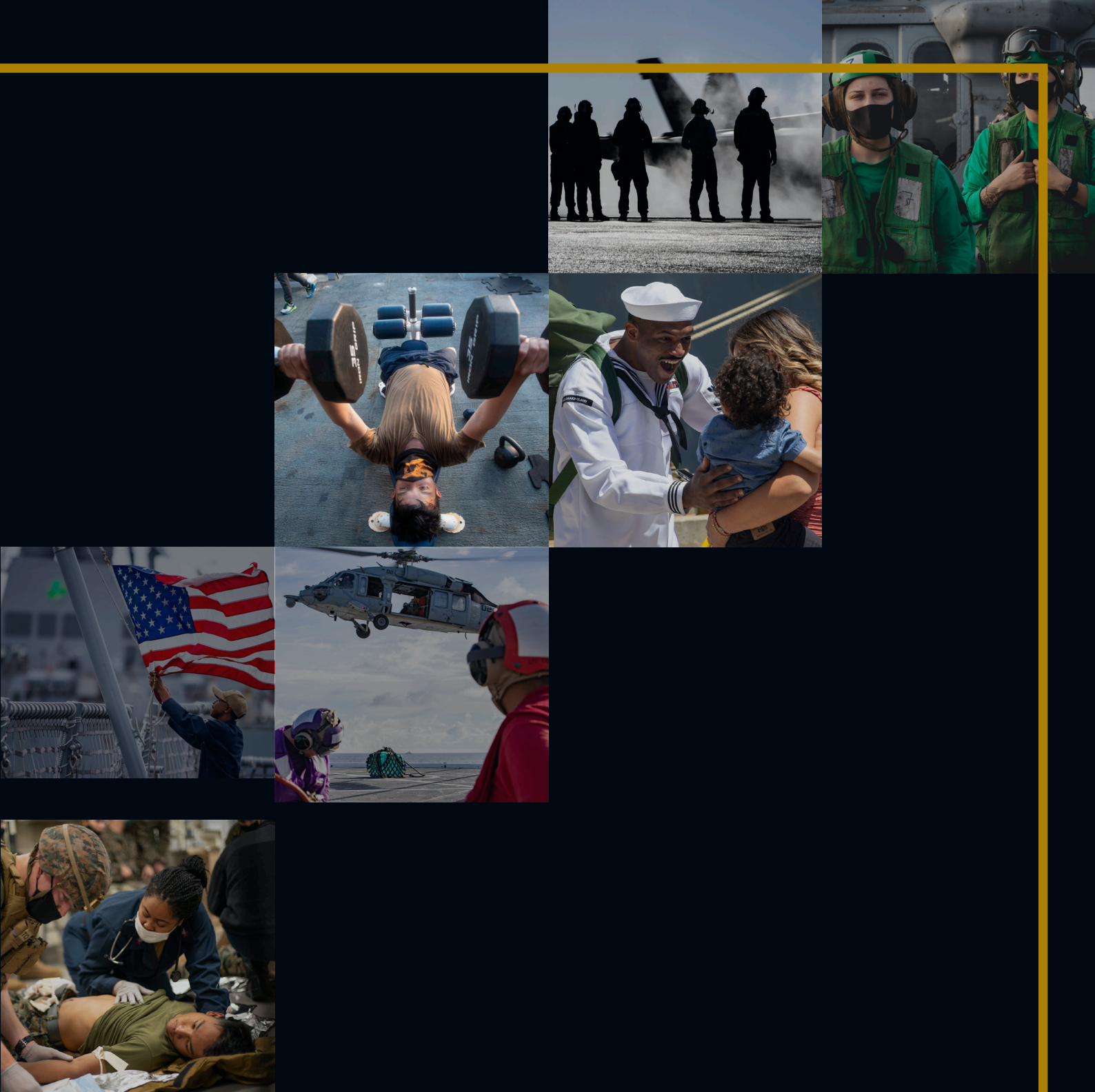
The 21st Century Sailor Office provides our Sailors and families with the support network, programs, resources, training, and skills needed to overcome adversity and thrive. 21st Century Sailor promotes resiliency in all service members and Navy families, as well as collaboration and synergy across a spectrum of wellness that maximizes total force fitness.

## TOOLBOX PURPOSE

This toolbox outlines the Navy's 21st Century Sailor Programs, with emphasis on the most important things command leaders should know about a particular program or policy. It provides recommended actions and best practices for maintaining effective program management. Reference instructions and NAVADMINS for program specifics.

# TABLE OF CONTENTS

<b>MISSION &amp; VISION</b> .....	<b>5</b>
<b>ORGANIZATIONAL OVERVIEW</b> .....	<b>6</b>
<b>CULTURE OF EXCELLENCE</b> .....	<b>7</b>
– PRIMARY PREVENTION	10
– CULTURAL CHAMPION NETWORK	12
– EXPANDED OPERATIONAL STRESS CONTROL	14
– DIVERSITY, EQUITY & INCLUSION	16
– WARRIOR TOUGHNESS	18
<b>21ST CENTURY SAILOR PROGRAMS</b> .....	<b>20</b>
– ALCOHOL ABUSE PREVENTION PROGRAM	21
– DRUG DETECTION & DETERRENCE PROGRAM	22
– SEXUAL ASSAULT PREVENTION & RESPONSE PROGRAM	24
– SUICIDE PREVENTION PROGRAM	26
– PHYSICAL READINESS PROGRAM	28
– EXCEPTIONAL FAMILY MEMBER PROGRAM	30
– FAMILY ADVOCACY PROGRAM	32
– TRANSITION ASSISTANCE PROGRAM	34
– SEXUAL HARASSMENT & EQUAL OPPORTUNITY OFFICE	36
– COMMAND ADVISOR ON PARENTHOOD AND PREGNANCY	38
<b>INITIATIVES</b> .....	<b>39</b>
– NAVY FAMILY CARE POLICY	40
– SAILOR & FAMILY SPIRITUAL FITNESS	42
– DEPLOYMENT HEALTH ASSESSMENTS	43
– PERSONAL FINANCIAL MANAGEMENT	44
– NAVY FAMILY READINESS	45
<b>REFERENCES</b> .....	<b>46</b>



## RESOURCES

To access resources related to the content in this toolbox follow this QR code on your mobile devices, or visit [www.mynavyhr.navy.mil](http://www.mynavyhr.navy.mil)



## MISSION

**THE 21ST CENTURY SAILOR OFFICE PROVIDES OUR SAILORS AND FAMILIES WITH THE SUPPORT NETWORK, PROGRAMS, RESOURCES, TRAINING, AND SKILLS NEEDED TO OVERCOME ADVERSITY AND THRIVE. 21ST CENTURY SAILOR PROMOTES RESILIENCY IN ALL SERVICE MEMBERS AND NAVY FAMILIES, AS WELL AS COLLABORATION AND SYNERGY ACROSS A SPECTRUM OF WELLNESS THAT MAXIMIZES TOTAL FORCE FITNESS.**

## VISION

**DEVELOP A WINNING ATTITUDE NAVY LEADERS CAN USE AND TOOLS TO MAKE OUR SAILORS MORE RESILIENT, MENTALLY TOUGH, AND BETTER EQUIPPED TO MAKE SMARTER DECISIONS BY APPLYING EFFECTIVE LEADERSHIP THROUGHOUT THE UNIT. THE GREATER SUCCESS OF SAILORS AND THEIR UNITS WILL PROVIDE A MORE AGILE NAVY READY TO FIGHT AND WIN TODAY, AND WELL INTO THE FUTURE.**

### PREVENTION AND RESPONSE PROGRAMS (N170)

Provides Navy policy and guidance for Sexual Assault Prevention and Response, Suicide Prevention, Harassment Prevention, Military Equal Opportunity, and Primary Prevention.

### SAILOR AND FAMILY PROGRAM (N171)

Provides Navy policy for personal and family readiness programs to include family advocacy, fleet and family support programs, transition assistance, financial literacy and physical readiness.

### CULTURE OF EXCELLENCE (N172)

Coordinates and plans with the help of member Echelon 2 commands the COE Governance Board, Executive Steering Committee, and Executive Working Group in order to align Navy policies and programs to promote excellence, team cohesion, personal accountability, promulgation of the Navy's warrior ethos and oversee execution of the COE Campaign Plan.

### NAVY DRUG AND ALCOHOL DETERRENCE (N173)

Develop, implement, manage, and monitor prevention policy that supports a safe, healthy, and resilient Navy community through education, detection, and deterrence of drug and alcohol-related health, social, cultural, and economic harms among Sailors and their families and communities.

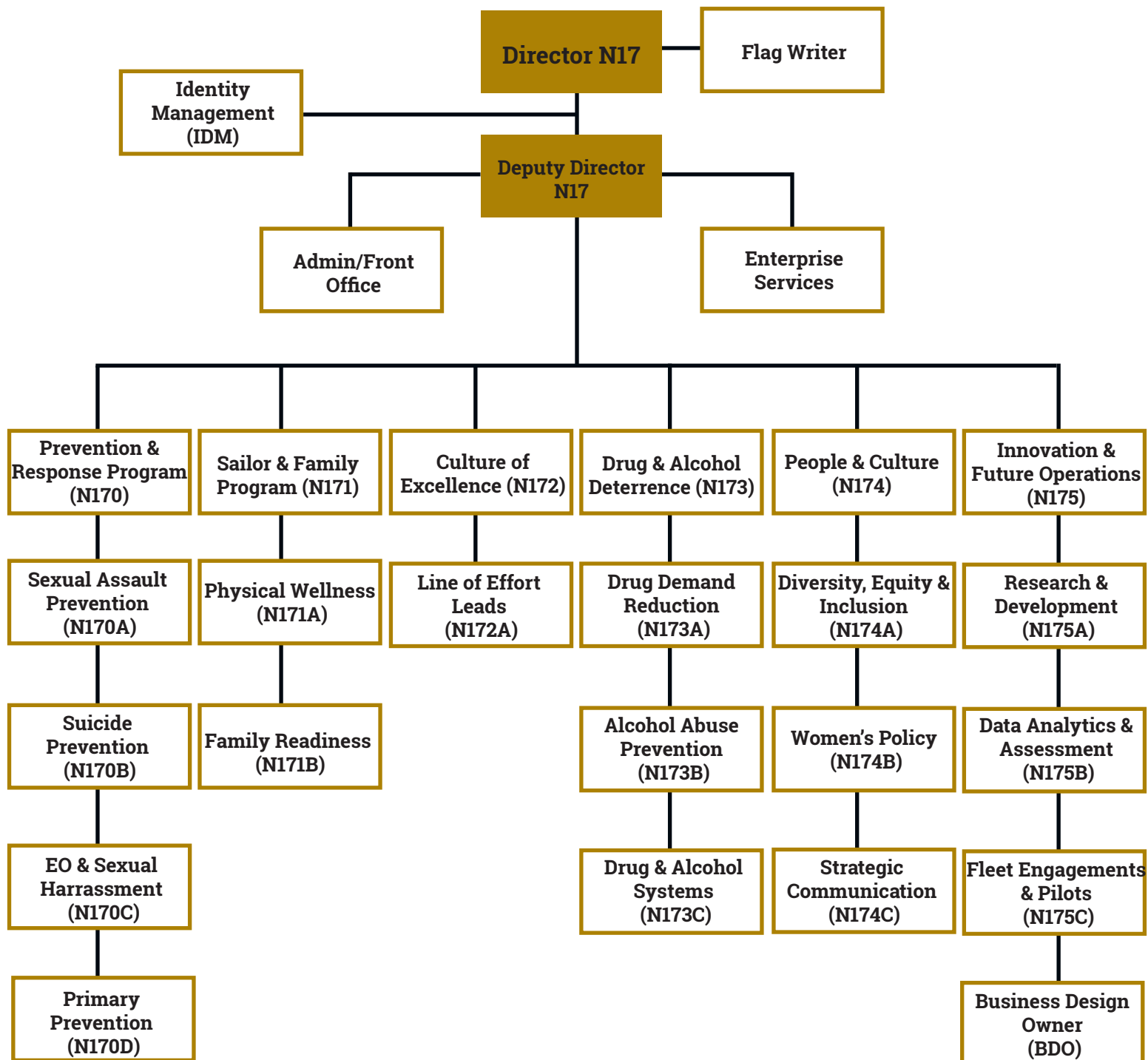
### PEOPLE AND CULTURE (N174)

Develop, implement, manage, and monitor the Navy's Diversity, Equity, and Inclusion (DEI) and Women's Policies to enable the Navy to achieve warfighting excellence by creating a culture that ensures an inclusive environment allowing diversity to thrive and carving the path toward readiness sustained by equity.

### INNOVATION AND FUTURE OPERATIONS (N175)

Research, develop, test, pilot, implement, and assess policies, programs, practices, and processes (P^4) to promote Signature Behaviors, mitigate destructive behaviors, build protective factors, and mitigate risk factors.

# ORGANIZATIONAL OVERVIEW





**CULTURE OF  
EXCELLENCE**



# CULTURE OF EXCELLENCE

The Navy has been on a 246-year continuously evolving journey. Culture is enduring, slow to change and powerful. The CNO has called for a Culture of Excellence initiative to ensure the Navy's culture is on a constant path of reflection, sustained learning, and improvement. Cultural evolution is a journey, not a destination. The U.S. Navy is the preeminent warfighting maritime force the world has ever seen. We seek to analyze where we are doing well and more importantly where and why we come up short to improve in all aspects of the Naval profession.

Culture is an enormous driver for organizations. It is at the core of who we are, what we do, and why we do it, and has the power to amplify or detract from every aspect of an organization. Future battles will not be won by technology or overwhelming industrial strength alone. America's naval ingenuity, backed by a constitutional democracy, and a melting pot of people from diverse backgrounds brought together through strong morality, trust, and connectedness is our culture and our competitive advantage. We are driven to be the greatest Navy the world has ever seen. We must improve every day to continue to outpace our adversaries.

The Culture of Excellence is our Navy's approach toward building an ideal environment that supports every member allowing them to meet their full potential. A culture that promotes psychological, physical, and spiritual toughness leads to maximized character, competence, and connectedness. When Sailors and civilians are stronger in mind, body, and spirit, we are undoubtedly a more effective and lethal warfighting force.

## FIGURE 1



## KEY ACTIONS FOR SUCCESS

**Incorporate the 10 Signature Behaviors in command policies and doctrine.** They represent what we should expect of our Sailors, as well as what our Sailors should expect from their leaders and the organization that is the U.S. Navy. Living these 10 Signature Behaviors fosters a culture of Toughness, Trust, and Connectedness which supports

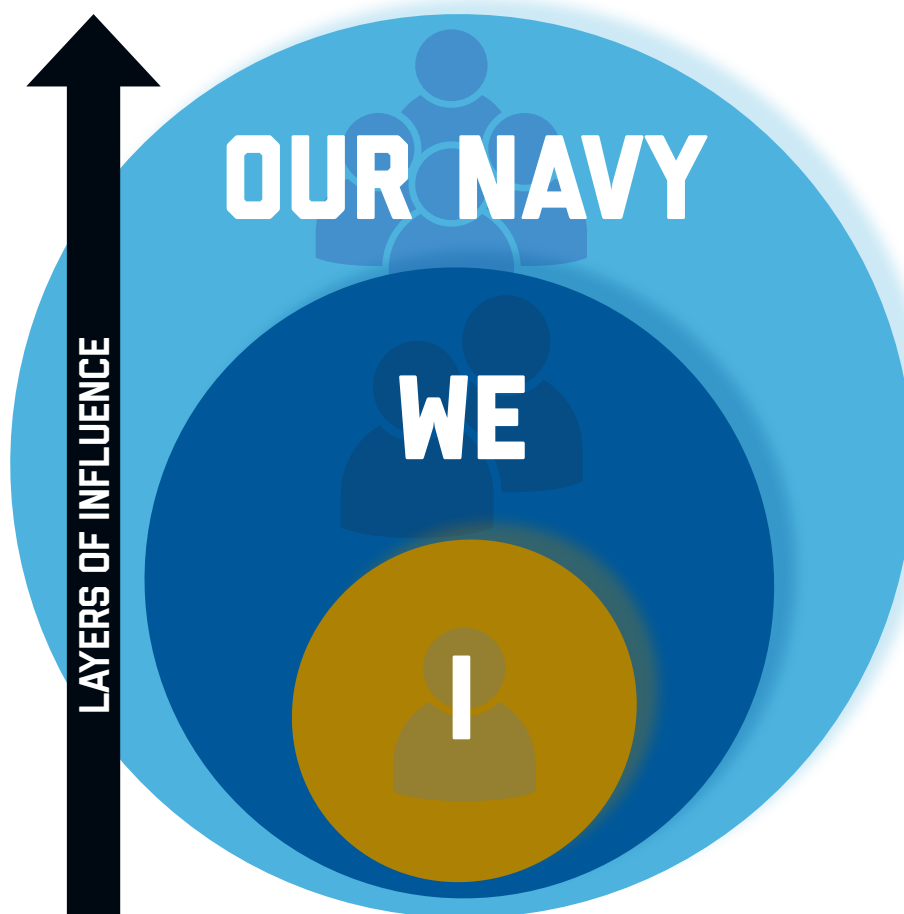
both performance and resilience. The Centers for Disease Control and Prevention (CDC) has shown that connectedness is a significant protective factor against a wide array of destructive behaviors enabling Sailors and civilians to live up to their full potential.

# PRIMARY PREVENTION

Culture of Excellence's Integrated Primary Prevention strategy focuses on building toughness and resilience in Sailors, their families, civilians, and Navy Commands. Primary Prevention is implemented through the Cultural Champion Network (CCN) and aims to promote healthy relationships and decision making by enhancing protective factors such as Signature Behaviors and preventing counter-productive or destructive behaviors.

Primary Prevention activities include the policies, programs, practices, and processes that aim to prevent self-directed harm such as suicide and substance misuse, or other prohibited abusive or harmful acts like sexual assault, domestic violence, and harassment, before they ever occur. The Navy's Integrated Primary Prevention strategy leverages public health and preventive models that include comprehensive, data-driven, and research informed prevention efforts. Focus is placed on prevention that impacts the continuum of factors that can positively or negatively impact Sailors at individual (I), relationship (We), and organizational (our Navy) levels.

**FIGURE 2**



Primary Prevention requires unity of effort to create work and home environments that foster healthy behaviors, develop life skills, and promote stress management techniques to reinforce the 10 Signature Behaviors. Leaders can encourage the implementation of Primary Prevention through their own actions and the support of other prevention-enablers within their command.

The CCN consists of Service members and DoD civilian personnel who range in their roles within the Primary Prevention system. Staff have official duties (to include collateral and additional duties) that involve prevention of destructive behaviors and who attain and sustain prevention-specific knowledge and skills (e.g., chaplains, suicide prevention program managers, command climate specialists). Staff may also have other rolls that provide more indirect support to prevention efforts. The Navy is beginning to phase in an Integrated Prevention Workforce that will further support installations and commands with dedicated full-time Primary Prevention resources.



## KEY ACTIONS FOR SUCCESS

**All Sailors perform a role in Primary Prevention.** Through leadership and individual behavior changes we all can influence a positive command climate that encourages Sailors to live out the Signature Behaviors every day. The Navy Leaders' Toolbox describes resources that can be used with your efforts to support Primary Prevention. The 21st Century Sailor's Office will continue to evolve the Navy Primary Prevention system for effective prevention throughout the Navy.

# CULTURAL CHAMPION NETWORK

The role of the Cultural Champion Network (CCN) is to:

- 1** Allow leaders to connect the dots on issues impacting a Sailor's overall fitness (psychological, spiritual, physical, and emotional).
- 2** Clearly identify the resources needed to ensure resilience while fostering toughness and connectedness.
- 3** Improve current operating procedures for Sailor support systems across commands.
- 4** Drive commands toward unit mission readiness and a stronger foundation for the future by promoting positive behaviors and healthy norms at all levels.

## KEY ACTIONS FOR SUCCESS

**Schedule regular and recurring engagement with the Command Resilience Team (CRT).** The leadership of an organization needs to know that its Triad is committed and invested in this process. Setting the expectation that this is a recurring and regular event in which each member of the CRT is expected to present updates on their AOR will communicate the importance of this process.

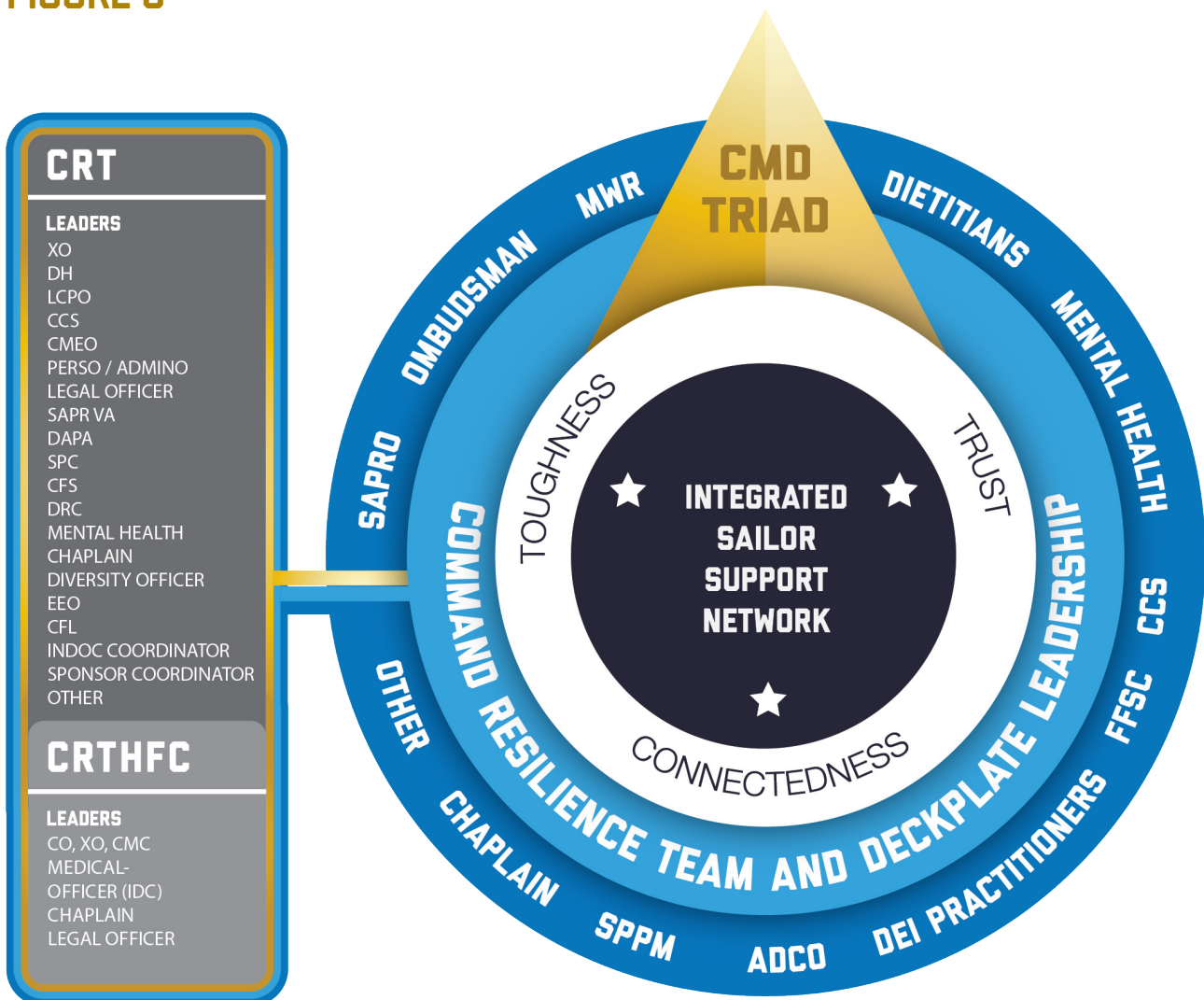
**Convene at Command Resilience Team Human Factors Council (CRTHFC) when needed.** Let your people know to set a low threshold of concern before requesting one of these events. Let your mid-level leaders know that convening a CRTHFC is not a sign of failure on their part, but rather a successful identification that a Sailor needs support and resources to achieve their goals.

**Re-evaluate your CRT and CRTHFC process regularly to build healthy patterns.** CRT and CRTHFC members have required prevention training that aids their abilities to effectively bolster Sailor support systems across commands. When a CRT/CRTHFC is operating successfully, the most significant beneficiaries may not be the deckplate Sailors, but rather the mid-level leaders who are being taught skills and perspectives from the accumulated wisdom of more senior leaders. Each of these processes relies on the inputs of line leaders and specialists that can help to enhance the situational awareness and crew resource management skills of mid-level leaders.

**Engage with local members of your CCN regularly and prior to any adverse events.** The success of the CCN depends on the health of the individual relationships that are fostered between the command and its regional supporters. Maximizing the command-individual touchpoints by leveraging command or organized off-site tours, family days, safety standdowns, and other important events emphasizing command unity extending beyond the command-Sailor relationship is a great way to ensure the effectiveness of the CCN.

**Review and circulate the CCN Navigator Newsletter among members of the command and the CCN.** Each month, the CCN Navigator monthly newsletter can be found on the COE homepage and provides members of the Cultural Champion Network important and timely information, updates, and resources to carry out their roles in supporting Sailors to help the Navy drive towards a Culture of Excellence.

**FIGURE 3**



# EXPANDED OPERATIONAL STRESS CONTROL

The Expanded Operational Stress Control (E-OSC) program is a peer-to-peer program that expands on previous OSC efforts using evidence-based resilience techniques to teach Sailors how to persevere, adapt, and grow through the challenges they face. The education modules contain information on adaptive coping, positive mindset, cognitive and behavioral regulation, problem solving, sleep, physical fitness, mind body practices, and social support. In addition to providing resilience education, the E-OSC Team leader works as a member of each Command Resilience Team to advise on approaches which will support Sailor resilience and administers both the Stress-O-Meter software and Unit Assessments upon request.

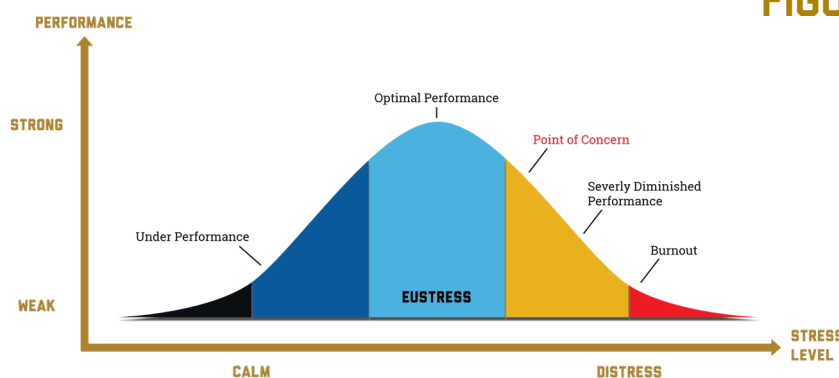
## KEY ACTIONS FOR SUCCESS

**Train multiple Assistant Team Leaders (ATLs) to support the E-OSC Team Leader (TL) in their efforts.** E-OSC TLs are E7 and above, while ATLs are E6 and above. Depending on the size of the command, the E-OSC TL may need to provide quite a bit of training to the ATLs up front. There is only a requirement for one TL and one ATL, but based on the E-OSC Pilot Study, some commands have sought as many as one ATL per 100 Sailors. Once trained, the E-OSC Team Leader can provide a timeline to the command which shows the rapid pace they will need to accomplish a variety of key tasks.

**Actively engage with the E-OSC TL to provide regular prevention focused resilience trainings.** The intent of primary prevention is to provide interventions before problems develop. The E-OSC TL has a variety of resilience focused modules that they can use to provide training to your departments.

**Use the Stress-O-Meter as an “early warning system” to detect when Sailors are struggling before a bad outcome occurs.** The software is SharePoint based and works on most ship intranet systems. Ongoing efforts are underway to optimize function across all Navy SharePoint systems.

FIGURE 4



**Understand that the E-OSC Unit Assessment and the command climate assessment are separate processes that provide unique information.** While the command climate assessment process will provide information on command climate, the E-OSC Unit Assessment provides information on the non-climate-based challenges that concern your crew and gives data on which resilience behaviors are/are not being utilized. This data will support your ability to allocate resources and provide direction which is tailored to the situation at hand.

**Embedded Mental Health and other CCN Members can support the E-OSC Team Leader.** The information in the E-OSC modules is designed to be implemented in a peer-to-peer training, but there may be times when the E-OSC Team Leader would like more specialized support. Many commands have Embedded Mental Health assets, and while that staff is not expected to function as a TL or ATL, they can augment and support the ongoing efforts in a command.



# DIVERSITY, EQUITY, AND INCLUSION

It is important every Sailor feels respected, empowered, treated fairly, and included in the Navy. Leveraging our diversity is the key to reaching our peak potential and maintaining our advantage against our adversaries. We must actively and deliberately include diverse voices in problem solving and decision making.

## TASK FORCE ONE NAVY (TF1N)

The OPNAV N17 Diversity, Equity, and Inclusion (DEI) team maintains oversight of the 56 TF1N recommendations driven by 5 flag officers. In February 2021, the recommendations transitioned under the Culture of Excellence governance structure. COE Line of Effort-DEI facilitates weekly discussions with the original TF1N owners to collect status updates, support developing Measures of Performance and Measures of Effectiveness, and track progress. Status updates are also provided during the semi-annual DEI Council Updates. Feedback collected during TF1N listening sessions and focus groups led to the reestablishment of the Office of Women's Policy in 2021. The office is aligned to the People & Culture Branch and focuses on addressing issues that affect women's service in the Navy, such as: recruiting, accessions, retention, and promotion. Additional focus areas include policies related to parenthood, pregnancy, proposed uniform changes, and grooming standards. Ultimately, the goal is to support the Navy's effort to build a more diverse and inclusive workforce and improve warfighting readiness.







## KEY ACTIONS FOR SUCCESS

**Establish a DEI Council.** Commanding Officers (COs) must ensure the members of their commands understand Navy DEI policy and are able to implement it on the deckplate. A DEI council, while not required by instruction, is a best practice for enabling the dissemination of information down and also for passing concerns up the chain of command.

**Appoint a DEI Practitioner or Representative in writing.** DEI Practitioners are required for all ECH II/III commands. Subordinate commands have an option to appoint a DEI Representative to perform a similar role. Practitioners are highly trained on all aspects related to DEI. They can lead training sessions, talk to Sailors, and advise the command on DEI policy changes. DEI practitioners and representatives can be military or civilian, GS-12, E-7, and O-3 and above. DEI Practitioners receive initial and recurring training from N174A, including monthly webinars and roundtables. Additionally, DEI Practitioners and Representatives receive monthly communications from the OPNAV DEI team to include notice of upcoming events and DEI guidance.

**Establish a culture at the command where all Sailors are treated equally and with respect.** Ensure Sailors understand you value the fair treatment of all hands in a merit-based system. Stand up for Sailors from under-represented groups and point out where bias can have negative effects on people's lives and careers.

**Hold Sailors accountable for their actions.** While resolution at the lowest possible level remains a preferred practice, substantiated acts of bias or disrespect require appropriate intervention to hold Sailors to account in order to maintain an inclusive environment.

**Promote open discussions on overcoming bias. Some conversations are easier to have than others.** Acknowledging unconscious bias means discussing race, gender, and ethnicity openly. Only after doing so will Sailors become aware that we all have biases and they need to be aware of their own.

# WARRIOR TOUGHNESS

Warrior Toughness (WT) is an enabler of Culture of Excellence as part of Line of Effort #1- Developing a Lethal Warfighting Force. WT is a holistic human performance skillset that enhances the toughness of our Sailors with a focus on the pursuit of peak performance. WT aims to improve the performance of Sailors throughout their everyday lives, especially when under stress, building lethal warfighters ready for the next mission. The system emphasizes coequal development of toughness of the mind, body, and soul, and combines performance psychology skills with character development while teaching the Warrior Mindset. Established at Recruit Training Command in October 2018, Warrior Toughness curriculum is now incorporated across all Navy accessions at Officer Training Command Newport, the United States Naval Academy, and the Naval Reserve Officer Training Corps.

## WARRIOR TOUGHNESS CURRICULUM COMPONENTS

### WARRIOR MINDSET

WT trains Sailors to approach tasks utilizing the Warrior Mindset, a high-performance model that emphasizes a cycle of commitment, execution, ethical decision making, and conscientious reflection. When completed repeatedly, this continuum builds and sustains toughness while progressing toward peak performance.

### CHARACTER ATTRIBUTES

Inspired by the CNO's *A Design for Maintaining Maritime Superiority*, the WT curriculum illustrates the connection between the Core Attributes – initiative, integrity, accountability, and toughness – and performance through the use of case studies and vignettes.

### PERFORMANCE PSYCHOLOGY SKILLS

Through applied skills training, Sailors are taught empirically-based mindfulness and performance psychology techniques proven to enhance their ability to perform at peak capacity. The skills taught are: Recalibrate, Mindfulness, Goal Setting, Self-Talk, Mental Rehearsal, and Energy Management.

For more information about Naval Education and Training Command (NETC) Warrior Toughness, please visit <https://www.netc.navy.mil/Warrior-Toughness/>

## KEY ACTIONS FOR SUCCESS

**Build a culture of toughness.** Commands must create an environment where WT ethos and methods are practiced and reinforced as part of a daily routine.

**Develop WT Expertise.** Ensure the command has an Advanced WT Trainer available to assist in developing command reinforcement and programming. Training teams are currently being established in San Diego and Norfolk to build fleet and NETC capabilities.

**Encourage reinforcement.** Leadership should identify natural opportunities where concepts and skills can be practiced, such as regularly recurring drill packages (i.e., General Quarters Drills), during performance coaching, and in divisional and departmental trainings.

**Institutionalize.** Training centers in North Island, CA, and Norfolk, VA, will lay the foundation for rolling out WT training to Sailors who did not receive the training during their earlier accession into the Navy. Useful resources like the WT leadership handbook and videos are easily accessed through the WT website. In addition to the website, a Beta version of the WT App is coming online. It will also provide useful information and products so every Sailor has the most current information available.

FIGURE 5





# PROGRAMS

# ALCOHOL ABUSE PREVENTION PROGRAM

While alcohol consumption is a personal decision, those who choose to consume alcoholic beverages must do so lawfully and responsibly. Alcohol misuse undermines readiness and is incompatible with our culture today and tomorrow. It is far better to prevent alcohol misuse rather than deal with its personal and command consequences.

## KEY ACTIONS FOR SUCCESS

**Establish an environment intolerant of alcohol misuse.** Commands must ensure their culture, policies, and programs reinforce the message of responsible use of alcohol for Sailors.

**Be a role model.** All hands must set a strong personal example of responsible behavior, both on and off duty, and promote a climate conducive to professional Navy conduct at all times. In addition, responsible use of alcohol reduces illegal incidents, such as tickets from driving under the influence or driving while intoxicated and other alcohol incidents and alcohol-related fatalities.

**Hold each Sailor responsible and accountable for their behavior, regardless of rank or rate.** Substance use disorders are treatable conditions, making it inexcusable to use alcohol as an excuse for misconduct. For Sailors who express alcohol problems and desire assistance, the Navy has excellent screening and treatment resources that are focused on returning the member to a full duty status.

**Refer for screening and early intervention.** Foster an environment where command or self-referral for Sailors who have not incurred an incident but are in need of counseling and/or treatment can do so without disciplinary action. This includes Sailors under the age of 21.

**Be accountable.** To the fullest extent possible, hold those individuals who choose to drink alcohol while underage, or those who purchase alcohol for underage Sailors, accountable for their actions. When alcohol misuse is suspected, schedule Sailors for Substance Abuse Rehabilitation Program (SARP) screening.

**Identify and intervene early.** Shipmates must take care of shipmates. Every Sailor must be aware of the signs of alcohol misuse and intervene early.

**Submit a Drug and Alcohol Report (DAR) for all incidents, command, and self-referral.** Then, follow up to ensure all members are screened and, when recommended, all members are treated in accordance with SARP recommendations.

**Members deemed to be an alcohol treatment failure by their CO or who incur a second DUI in their career should be processed for administrative separation.** Consult your Legal Officer or OPNAVINST 5350.4 series for guidance on treatment failure definitions.

# DRUG DETECTION AND DETERRENCE PROGRAM

The Navy requires a “Zero Tolerance” policy for drug abuse and is the cornerstone to maintaining a drug-free Navy through a vigorous and thorough urinalysis program.

**THE KEY ELEMENTS IN  
COMBATING DRUG ABUSE ARE:**

**DETECTION, DETERRENCE  
& PREVENTION.**



## KEY ACTIONS FOR SUCCESS

**Conduct random, unannounced urinalysis.** Check the Navy Drug Screening Program (NDSP) or Drug Testing Program (DTP) daily to randomly select testing days and personnel for testing. Urinalysis Program Coordinators (UPCs) who do not check NDSP or DTP daily can inadvertently create predictable testing patterns.

**Enforce direct observation.** The UPC should properly train all observers each test day to watch urine leave the body and enter the bottle. Many commercial products allow individuals to try to defeat a drug test by adulteration (diluting the specimen with something other than urine) or substituting their urine with that from another. The UPC Op Guide and Urinalysis Observer Briefing Sheet provide instruction on proper observation.

**Specify muster time limits and hold selected personnel in a secured area until they provide a sample.** Establish policy that mandates all personnel selected for urinalysis report to a specified area within a set time period and remain until a sample is provided. Holding personnel in a secured area under watch until a sample is provided safeguards against exploiting a drug testing program.

**Get the facts.** Use all available resources, including experts at the Navy Drug Screening Laboratories and the Navy Drug Detection and Deterrence program office (NDDD), when investigating a positive urinalysis. Do not rely on unsubstantiated claims made by members motivated to discredit a positive urinalysis.

**Resolve or adjudicate every positive.** The UPC and command leaders should have access to the Internet Forensic Toxicology Drug Testing Laboratory (IFTDTL) system, and urinalysis results should be reviewed in the system as new test results become available. Members with open drug positive results will have their detailing records flagged, which prevents transfers, relocations, and promotions until drug positives are cleared with the NDDD office. When there is a determination of no instance of drug abuse for a member with a positive result, a letter of determination from the command to clear the positive should be sent and processed through the NDDD office. Otherwise, the member's administrative separation (ADSEP) processing should be initiated, and NDDD and PERS-83 should be notified. Any member with a positive urinalysis result in their record must also have documentation indicating that they are allowed to serve in spite of that result. A member who separated before their test result could be adjudicated should have their case completed to avoid future negative impact. A drug positive urinalysis may result in removal from special duties, loss of security clearance, and inclusion in the FBI criminal database.

**Remain aware of emerging threats at the national- and command-level.** Emerging drug issues affecting the civilian population may also affect the Navy. Legislation related to substances, especially marijuana and cannabinoid products, may create confusion among members. Remain aware of substances prohibited in the Navy.

# SEXUAL ASSAULT PREVENTION AND RESPONSE PROGRAM

The Navy's Sexual Assault Prevention and Response (SAPR) Program reflects our force-wide commitment that sexual assault is not tolerated, condoned, or ignored. The Navy remains committed to cultivating an environment of mutual dignity and respect for all, in which Sailors look out for their shipmates, victims are supported, and offenders are held accountable. The Navy's sexual assault prevention effort takes a holistic community-based approach that focuses on not just a Sailor's well-being, but also the supportive environment that promotes it.

All leaders must emphasize that the Navy is fully committed to sexual assault prevention, victim support, and appropriate offender accountability with due process of law. Encourage leadership engagement at all levels through frequent and consistent communication. Address the larger culture by talking holistically about sexual harassment, disrespect, retaliation, substance misuse, and other destructive behaviors. Set high expectations for what it means to be a Sailor who is committed to modeling Signature Behaviors in the Navy, on and off duty.

## KEY ACTIONS FOR SUCCESS

**Receive CO's SAPR Toolkit Brief.** Within 30 days of reporting, the Command Triad must receive the Commander's Toolkit Brief from the Sexual Assault Response Coordinator (SARC), which includes information on trends, local prevention and risk reduction strategies, and restricted reporting notification requirements. Commanders should also receive training from a Judge Advocate General (JAG) on Military Rule of Evidence 514 privilege, retaliation, sexual assault, initial disposition authority, and case disposition reporting.

**Appoint SAPR team members.** Each command is required to appoint and designate in writing a minimum of two Unit SAPR Victim Advocates (VAs), with one being the Administrative Unit SAPR VA. Unit SAPR VAs provide non-clinical crisis intervention, referral, and support to victims, including information on available options and resources. The Administrative Unit VAs can take restricted and unrestricted reports of sexual assault. However, their primary duties are to ensure command compliance with SAPR policies, SITREP and other reporting requirements, and SAPR training requirements for command members. COs must ensure SAPR VAs and Administrative Unit SAPR VAs have met all the requirements in the Defense Sexual Assault Advocate Certification Program (D-SAACP), which includes the required background checks within last 3 years and not have a disqualifying condition.

**Ensure required training is completed.** For all command personnel, annual SAPR General Military Training is required. Unit SAPR VAs must also complete annual refresher training requirements in order to maintain credentialing and certification. Members of Case Management Groups (CMG) must also receive training prior to sitting on the CMG.





**Attend Monthly Case Management Groups.** COs must participate in monthly sexual assault CMG meetings chaired by Installation COs for open, unrestricted cases of sexual assault and associated retaliation claims for command members and provide the victim with a 72-hour update. This responsibility may not be delegated. COs may request an ad hoc CMG or designate and train an acting CO to attend the CMG when operational commitments or other circumstances prevent their participation.

**Understand your role if a sexual assault report is made.** If a sexual assault report is made, COs should:

- Support your Sailors. A SARC, SAPR VA, Unit SAPR VA, or deployed resiliency counselor must be contacted immediately upon receipt of unrestricted reports of sexual assault. Ongoing victim advocacy, beyond the initial response, is provided at the request of the victim.
- Protect Sailor privacy. Response protocols must strictly limit required chain of command notifications to the smallest number with a need-to-know. Limit general access of command sexual assault message traffic and discourage gossip and speculation within the ranks.
- Comply with investigative authorities. Ensure all allegations of sexual assault are immediately referred to NCIS or other Military Criminal Investigative Organizations and prohibit informal command investigations. COs must ensure all levels of the chain of command are advised of and adhere to this requirement.
- Prevent retaliation or reprisal. Ensure all allegations of retaliation or reprisal against any victim, witness, or first responder are properly addressed. Establish procedures to protect SAPR personnel from coercion, discrimination, reprisal, or retaliation, related to the execution of SAPR duties and responsibilities.

# SUICIDE PREVENTION PROGRAM

Suicide prevention is not about numbers; every life lost to suicide is one too many. Suicide prevention is an all-hands, community effort that starts with a commitment to total, holistic Sailor wellness, including physical and psychological health, a sense of purpose, and a strong support network. Commands often report shock and surprise at a suicide death, reporting they did not know the Sailor was struggling. Encouraging commands to foster environments where Sailors can excel, advance, and ask for help is the first step in preventing suicide.

Leaders and every member of the Navy community must actively uphold a culture that views seeking help as a sign of strength, fosters resilience, takes action to prevent stress illness, strengthens protective factors, recognizes risk factors and warning signs early, and proactively intervenes when a Sailor is experiencing increased stress or a psychological health crisis.

## KEY ACTIONS FOR SUCCESS

Foster a command climate **that supports and promotes psychological health and overall wellness**, and incorporates E-OSC fundamentals.

**Provide support for those who seek help** for personal problems. Provide access to prevention, counseling, treatment programs, and services that address psychological, family, and personal problems that may contribute to suicide risk.

Establish and **maintain an effective suicide prevention program** consistent with the Navy Suicide Prevention Program instruction.

**Designate a suicide prevention coordinator (SPC) in writing.** Approachability, maturity, existing collateral duties, and workload should be considered during selection to ensure that the SPC is able to run an effective program. Assistant SPCs can be assigned at the CO's discretion, taking command size and workload of the SPC into consideration.

**Understand what lethal means safety is and what it is not.** Lethal means safety means ensuring highly-lethal methods of suicide (including firearms, some prescription medications, and structural hazards) are out of reach during times of increased stress. Lethal means safety starts with routine safe storage and disposal, and with safe storage conversations being integrated into regular safety briefings. Emphasizing lethal means safety is not about discouraging firearm use or gun rights, it is about saving lives and encouraging firearm safety at all times. **Suicide by firearm is the most frequently used lethal method of suicide in the Navy.**

**Talk about psychological and emotional health.** Navy chaplains can be a great resource for Sailors and their family members struggling with these conversations. Chaplains are embedded in commands and serve alongside Sailors at sea, ashore, in training commands, and in medical centers and hospitals. This close connection and shared identity helps build trust with Sailors and makes chaplains a unique resource. They are, in fact, the only ones in the command who offer 100% confidentiality to their people, regardless of the individual's religious beliefs. Chaplains cannot be compelled by the command, medical professionals, or others when it comes to disclosing what a service member or family member shares in confidence. The confidential relationship also extends to oral, written and electronic communication (e.g. letters, emails, and text messages).

**Develop and maintain a written Crisis Response Plan** to assist with identification of behavioral health emergencies, de-escalate crisis situations, and facilitate referral for immediate assessment and treatment. Work with the SPC and other key personnel to ensure **the plan includes a strategy for temporary safe storage of personal firearms** and run drills at least annually.

Ensure the command **notifies the SPC when a Sailor exhibits a suicide-related behavior (SRB), and familiarize yourself with the Sailor Assistance and Intercept for Life (SAIL) program and its referral requirements.**

Complete **Department of Defense Suicide Event Report (DoDSER) reporting requirements** as outlined on the Navy Suicide Prevention Program website, [www.suicide.navy.mil](http://www.suicide.navy.mil). Commands must make every effort to answer DoDSER questions completely to ensure DoDSER quality.

Familiarize yourself with **policies and procedures regarding command-directed mental health evaluations** and healthcare provider command notification requirements.

**Ensure General Military Training (GMT) for Suicide Prevention is conducted** and documented annually for all personnel. This training must be tailored to the command to satisfy the annual requirement, per OPNAV Instruction 1720.4B.



# PHYSICAL READINESS PROGRAM

The Navy Physical Readiness Program (PRP) establishes Navy standards for maintaining optimal health and physical and mental stamina required to operate effectively in diverse environments. Physical Readiness Guides provide additional guidance for Command Fitness Leaders (CFLs) to administer the program and are available on the PRP webpage and in the Official Physical Fitness Assessment (PFA) mobile application.

## KEY ACTIONS FOR SUCCESS

**Create a Culture of Fitness.** PRP guides Sailors and commands in developing and maintaining a fit, fully capable, and mission ready force. Too many Sailors believe their chain of command frowns upon taking time for self-care, to include physical training, as part of building resilience. Whenever feasible, Sailors and commands should integrate PT into the work week alongside mission and operational requirements. A fit force increases the wellness, productivity, and resiliency of Sailors and decreases lost man-hours over time.

**Maintain Oversight and Program Administration.** Ensure CFLs are selected, designated in writing, and certified to administer the requirements of PRP. In addition to each command designating a CFL, one Assistant CFL (ACFL) should be designated per every 25 command members. Records should be strictly maintained. Additionally, at the command's discretion, Spot Check BCA's and Mock PRT's should be conducted for Sailors who may not meet minimum required physical readiness standards. Commands must ensure all data for semi-annual PFAs are entered into Physical Readiness Information Management System (PRIMS) within 30 days of the completion of the command PFA cycle.

**Ensure proper safety.** Injury prevention/mitigation is reliant on all hands. ORM should be used to ensure Sailors are not placed at undue risk for injury. The medical clearance process is designed to ensure appropriate screening and medical clearance is obtained prior to testing or physical training. Ensure proper safety precautions are followed during command and unit PT, PFA's and FEP. Ensure members receive proper medical screening. COs/OICs with medical department staff must designate an Authorized Medical Department Representative (AMDR) in writing, authorizing the AMDR to make recommendations on PFA medical waivers, as well as approve or disapprove all Command PFA waivers prior to the official command PFA. "By direction" authority for a PFA medical clearance/waiver request is strictly prohibited.

**Grant a Physical Readiness 'Bad Day' Test Policy.** COs are authorized to grant a member one retest of the entire PRT. A BCA 'bad day' is not authorized. COs are encouraged to establish their 'bad day' policy in the PFA notification (10-week notice). If the 'bad day' policy is not already established, the member must request the bad day in writing within 24 hours of the PRT.

**Conduct a self-assessment of the Command Physical Readiness Program.** COs should evaluate the program to ensure compliance with testing, reporting, Fitness Enhancement Program guidelines, and other aspects of the physical fitness program. Ensure Command Fitness Leaders are effectively performing an annual review of the program by using PRP Guide 2 Inspection and Command Self-Assessment Checklist.

**Accountability.** We must hold ourselves to a higher standard and maintain a fit and healthy lifestyle. Sailors who fail any portion of the PFA (consisting of the BCA and the PRT) must be enrolled in a Fitness Enhancement Program (FEP) and remain on FEP until they are within Age-Adjusted Standards and pass a mock or official PFA. Sailors will not be frocked or advanced while out of standards. Sailors may regain eligibility for promotion by passing a command-directed FEP mock PFA. Enlisted members who fail two or more consecutive PFAs (e.g., CY2021 and CY2022) will continue service until EAOS. Officers who fail two or more consecutive PFAs (e.g., CY2021 and CY2022), the command is to inform Navy Personnel Command (PERS-834) for administrative separation. Due to both PFA cycles being excused/cancelled due to COVID-19, PFA Cycle 2-2019 and CY2021 are not considered consecutive cycles. Ensure fitness reports and performance evaluations accurately reflect PFA performance.

**Incentivize a culture of fitness.** In a normal two cycle year, Sailors who pass the body composition assessment, are within the Navy age-graduated body fat standards, and score EXCELLENT low or better (with no single event lower than GOOD low) on the physical readiness test will be exempt from participation in the following PRT cycle. COs can further develop awards or incentive programs for the PRP to encourage Sailors to live healthier lifestyles. Below recommendations are not all-inclusive and should not limit a commander's creativity in incentivizing and awarding performance:

- Special Liberty for excellence (i.e., 24-hours liberty for increasing overall score from GOOD to EXCELLENT)
- Award certificates for excellence and improvement



**Create an environment that supports healthy choices.** Identify key individuals such as dietitians, CFLs, and/or those appointed for health promotion (if these key individuals are not available) to offer and educate on healthy choices using approved resources on a recurring drumbeat (examples: NOFFS, NMCPHC, PFA mobile app, Physical Readiness Program and Navy Nutrition websites). Use these key individuals to offer programs based on the needs for the command fitness enhancement program.

# EXCEPTIONAL FAMILY MEMBER PROGRAM

THE EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP):

- 1** IDENTIFIES FAMILY MEMBERS' SPECIAL NEEDS
- 2** ENROLLS AND DISENROLLS FAMILY MEMBERS IN THE PROGRAM
- 3** ASSISTS SAILORS DURING THE ASSIGNMENT PROCESS TO ENSURE THEY ARE ASSIGNED TO AREAS (CONUS AND OCONUS) WHERE THEY CAN ACCESS NECESSARY RESOURCES
- 4** PROVIDES ON-SITE SUPPORT AT THE INSTALLATION FLEET AND FAMILY SUPPORT CENTER (FFSC) WHERE ASSIGNED

EFMP enrollment is mandatory for Sailors with family members who have special needs and enrollment data must be kept current.

- This information is used by detailers when approving permanent change of station (PCS) assignments.
- The EFMP module in the Navy Family Accountability and Assessment System (NFAAS) is the primary tool for EFMP enrollment, tracking, and notification.

The EFMP is designed to be proactive and requires coordination between individual Sailors, families, commands, medical, educational institutions, and Navy Personnel Command. EFMP enrollment is imperative to ensure proper coordination between these parties and should not be something discovered only at the time of transfers, particularly when PCS orders have already been received.

Fleet and Family Support Center (FFSC) EFMP Case Liaisons provide one-on-one consultation, information, non-clinical case management, classroom training, and seminars to Service members, family members, and area commands in support of the education and training component of EMFP.

## KEY ACTIONS FOR SUCCESS

**Disseminate information about the EFMP** enrollment requirements through POW, GMT, etc.

**Enforce the mandatory enrollment requirement**, monitor compliance, and assist Sailors in using the available resources.

**Appoint a command EFMP POC** in writing to oversee the program.

**Maintain good communication with Sailors and family members.** EFMP families need accurate and timely information, and Sailors should not feel stigmatized by enrollment, nor should it impact personal evaluations or promotions. Members should also understand EFMP enrollment does not mean they cannot be deployed, even in Category V. Members can be assigned to unaccompanied tours, when appropriate.

**Enact EFMP as a proactive process**, especially for prospective OCONUS assignments to ensure the PCS transfer process takes place as early as possible. The EFMP categories are not an absolute guarantee that the required services are available at the next command. For example, certain specialty providers may be available in the area but may not be taking on new patients at the time of PCS.



# FAMILY ADVOCACY PROGRAM

The Family Advocacy Program (FAP) provides internal guidance to protect and assist actual or alleged victims of domestic or child abuse. The Navy's goal is to prevent and respond to domestic and child abuse through public awareness, education, and family support programs provided by FAP. Commanders are required to treat victims of domestic or child abuse with fairness and respect and ensure timely access to appropriate services to include contact with victim advocate, victim legal counsel, health care provider or FFSC clinician, and/or chaplain.

## KEY ACTIONS FOR SUCCESS

**Ensure offenders are held appropriately accountable** for their conduct through appropriate disposition under the Uniform Code of Military Justice (UCMJ) or administrative regulations, as applicable.

**Respond to reports of domestic abuse** as you would to credible reports of any other crime and ensure victims are informed of services available.

**Ensure that the restricted reporting policy procedures for victims of domestic abuse are fully implemented** at the installation level.

**Refer any incident of domestic abuse** reported or discovered independent of law enforcement to military law enforcement or the appropriate criminal investigative organization for possible investigation.

**Ensure that all unrestricted allegations of domestic abuse and all allegations of child abuse are referred within 24 hours** to law enforcement agencies or child protective services.

**Document service records of active-duty Service members that are found to have committed domestic or child abuse offenses**, and when appropriate refer the service member for court-martial proceedings or administrative separations.



**Ensure protection of all persons alleged or known to be at risk** from domestic abuse by issuing and enforcing an appropriate Military Protection Order (MPO) that is coordinated with civilian authorities. All MPO and Civilian Protective Order (CPO) violations should be reported to the issuing commander, local law enforcement, and Naval Criminal Investigative Service (NCIS) as soon as possible. Commanders may exercise their authority to prosecute MPO and CPO violations under existing UCMJ Article 92 or 10 U. S. Code § 1561a – Civilian orders of protection: force and effect on military installation.

**Create a command climate that encourages healthy relationships and does not tolerate domestic abuse.**

**Report all domestic violence incidents (DVI)** identified as Severe Physical, Moderate Physical or Sexual Abuse with Consequent Command Actions (CCAs) for the service member offender via encrypted e-mail to DVIC\_CCA@navy.mil in accordance with OPNAVINST 1752.2C.

**Attend the Incident Determination Committee (IDC) meeting and review Clinical Case Staff Meeting (CCSM) treatment plans** and recommendations for victims and offenders of abuse, when appropriate. Commanders shall inform service member offenders that attending counseling facilitates safety and reduces risk to family members, and that non-compliance can result in administrative separation.



# TRANSITION ASSISTANCE PROGRAM

Transition Assistance Program (TAP) is designed to strengthen, standardize, and expand counseling and guidance for Active and Reserve Sailors separating from the Navy after serving 180 or more days of active duty.

As part of the Veterans Opportunity to Work (VOW) to Hire Heroes Act, and the National Defense Authorization Act 2019 TAP has five key components that significantly improve transition support:

## 1 INITIAL COUNSELING/SELF-ASSESSMENT GREATER THAN 365 DAYS PRIOR TO RELEASE FROM ACTIVE DUTY.

Assign members to one of three pathways based on demographic factors:

- **Tier I** (Retirees, confirmed employment, demobilizing reservist returning to previous job, stay-at-home spouse)
- **Tier II** (Mid-grade separations, officers not retiring)
- **Tier III** (First term, short-fuse administrative separations)

## 2 MANDATORY PRE-SEPARATION COUNSELING GREATER THAN 365 DAYS PRIOR TO RELEASE FROM ACTIVE DUTY.

## 3 MANDATORY TRANSITION CORE CURRICULUM PROVIDES THE FOLLOWING:

- Individual Transition Preparation (ITP)
- Military to Civilian job skills crosswalk (MOC crosswalk)
- Veterans Affairs (VA) Benefits briefing
- Financial planning support
- Department of Labor Employment Workshop (to build job search skills)

## 4 MANDATORY SELECTED 2-DAY TRACKS (Education, Employment, Vo-tech, or Entrepreneurship) provides information tailored for their specific goals.

## 5 MANDATORY CAPSTONE EVENT presented by the Fleet and Family Support Center (FFSC), which must be completed no later than 90 days prior to separation have met their Career Readiness Standards and received the transition services they requested.

## EXEPTIONS

The following personnel may be exempt from attending the Department of Labor Workshop ONLY (Initial Counseling, Pre-separation Counseling, VA Benefits briefing and Capstone are still required by law):

- Service members who are retiring with 20 or more years of active-duty service.
- Service members, after completing 180 days or more of active duty, who:
  - Have employment after separation or are enrolled full-time in an accredited institution of higher learning or have previously attended TAP.
  - Have specialized skills who are needed to support a unit deploying within 60 days. A make-up plan must be established for that member.

## CAREER READINESS STANDARDS (CRS)

The elements of TAP are designed to increase separating Sailors' ability to overcome challenges they may face in pursuit of their chosen civilian career path and to ensure that they have achieved post-military CRS. Prior to separation from the Navy, Sailors will be required to provide their Transition Counselor and command representative with documentation that they have completed mandatory CRS for their assigned Tier.

## KEY ACTIONS FOR SUCCESS

**Appoint a Career Transition Officer (CTO)**, normally the Command Career Counselor (CCC) for enlisted personnel and the ship's secretary/administrative officer.

**Ensure all transitioning personnel:**

- Are allowed time to complete the transition process.
- Are allowed to attend selected tracks.
- Are assigned non-duty status while attending transition courses.
- Have a completed DD Form 2648 in DMDC.

# SEXUAL HARASSMENT & EQUAL OPPORTUNITY OFFICE

Navy Equal Opportunity (EO) policies and standards aid in the prevention of discriminatory harassment and unlawful discrimination, set the command climate assessment process, and provide the roles and responsibilities of Command Climate Specialists (CCS) and Command Managed Equal Opportunity (CMEO) program managers.

Navy EO prohibits discriminatory harassment and discrimination against persons or groups based on race, color, national origin, sex (including pregnancy), religion, gender identity, or sexual orientation; harassment; sexual harassment; and hazing and bullying.

## NAVY EO:

- Enables Sailors to honor and support Navy Core Values, which are our guiding principles for treating others with dignity and respect.
- Keeps the mission of the Navy first and allows all to be proud to be in the service of our country.
- Empowers Sailors to respond appropriately, even when faced with increasingly difficult choices.
- Promotes and develops unit cohesion and partnerships up, down, and across organizational structures to meet the challenges of today and the future.
- Recognizes the whole Sailor and the responsibility that the chain of command must care for them.

## KEY ACTIONS FOR SUCCESS

**Utilize the Command Climate Assessment (CCA) as a Commander's management tool** to proactively assess critical organizational climate dimensions that can impact the organization's effectiveness. A climate that permits behavior on the left side of the continuum of harm increases the likelihood for other destructive behavior to occur.

**Conduct required CCA (Commanders, COs, and OICs).** Reporting seniors shall document whether Commanders, COs, and OICs conducted required CCAs. When grading command or organizational climate/equal opportunity for COs, take into consideration whether they have established a command climate where allegations of sexual assault are properly managed, fairly evaluated and investigated by NCIS; and a victim of criminal activity, including sexual assault, can report the criminal activity without fear of retaliation, including ostracism and group pressure from other members of the command.

**Create a climate that is inclusive.** Every Sailor is accountable on every eval or Fitness Report (FITREP) for contributions to Command Climate/EO and Military Bearing/Character. To achieve high marks in these areas, the Sailor directly contributed to, improved, or sustained a productive and professional command climate.

**Utilize the CRT Guide to establish a command CRT** to better understand factors impacting command personnel and improve command support to personnel.

**Conduct face-to-face debriefs of your CCA executive summary** using the Defense Organizational Climate Survey (DEOCS), to include a Plan of Action and Milestones, with their Immediate Superior-in-Command (ISIC). This process will provide the ISIC an opportunity to mentor the Commander and shall happen within 60 days of completion of the command climate assessment, unless otherwise approved by the Echelon II Commander.

**Develop, disseminate, and enforce harassment and unlawful discrimination policy statements** which must include expectations regarding harassment prevention and response, expectations regarding EO, and procedural compliance.

**Ensure a visual command inspection is conducted on a regular basis**, not less than annually, to ensure all spaces are free from materials that create a degrading, hostile, or offensive work environment.

**Obtain a one-on-one command climate brief** from command CCS within 30 days of assuming command and along with the deputy, XO, or AOIC, and senior enlisted leader.

**Prominently display the EO Information Poster** with name and number of the command's POCs (CCS, CMEO program manager, and the servicing EEO office) for harassment and unlawful discrimination issues.

**Ensure Navy's core values and Signature Behaviors** are integrated into our daily business.

**Strive to create a climate where persons feel free to raise harassment and unlawful discrimination concerns** and are confident their concerns will be addressed.

**Participate in unit EO training** as instructors, discussion leaders, or as resources for answering questions.

**Include sexual harassment prevention and response training** and grievance procedure instructions in annual GMT.

**Process military personnel of the Navy for administrative separation** on the first substantiated incident of sexual harassment involving:

- Action, threats, or attempts to influence another's career or job in exchange for sexual favors or rewards in exchange for sexual favors (quid pro quo)
- Physical contact of a sexual nature which, if charged as a violation of reference (d), could result in punitive discharge

# COMMAND ADVISOR ON PARENTHOOD AND PREGNANCY

The primary responsibility of the Command Advisor on Parenthood and Pregnancy (CAPP) is to serve as an advisor to the command triad while also advocating for all command Service members to ensure they understand policy, programs, and resources available to prepare for parenthood (DEERS, Tricare, breastfeeding and lactation policies, etc.). CAPPs advocate for all active-duty service members preparing for parenthood, to include new fathers, adoptive parents, and dual military co-parents. Support from leadership is a key enabler to navigate career-related issues regarding family planning, reduced stress, and a healthy pregnancy.

## KEY ACTIONS FOR SUCCESS

**Appoint and designate a CAPP in writing.** COs are highly encouraged to establish the role of a CAPP at their command. These Sailors are highly trained on all aspects related to parenthood and pregnancy (P&P) and advise command on P&P-related policy changes and available support services. Fostering a command climate that supports P&P as a major life-changing event can make the difference in Sailors' decisions to stay or leave Navy, and is an example of what right looks like.

**Endorse the right and privilege to confidential notification of pregnancy status to command triad.** Understand that the previous 'two-week notice' policy no longer applies. Sailors who think they might be pregnant are responsible for promptly confirming pregnancy through testing by appropriate medical providers and informing the chain of command, and CO as appropriate. This allows Sailors to maintain privacy and determine the viability of the pregnancy. In cases where exposure to hazardous material or training/duty assignments is a concern, balance confidential communication with the chain of command pending any required transfer from duty station (i.e., prior to 20th week onboard ship).

**Support a positive Return to Duty environment.** Breastfeeding is an important choice all new families must consider. For those Sailors who continue breastfeeding or pumping when they return to duty, having a chain of command that supports their efforts by providing breastfeeding resources and clean private lactation rooms is vital. In accordance with OPNAVINST 6000.1 (series) and BUMEDINST 6000.14 (series), a command with one or more Sailors who chooses to continue to breastfeed is required to provide a private lactation room which includes appropriate facilities and equipment for washing hands and cleaning lactation equipment. This space should be separate from restroom facilities due to sanitary concerns.



# INITIATIVES

# NAVY FAMILY CARE POLICY

Sailors must be prepared to deploy throughout the world on short notice and be able to fully execute their military duties. Family Care Plans document plans to care for minor children or dependent adults while the Sailor is absent. The policy provides guidance for Sailors to develop executable Family Care Plans and for commands to develop and implement the Family Care Program.

A FAMILY CARE PLAN IS REQUIRED UNDER THE FOLLOWING CONDITIONS:

- 1** A SAILOR WITH PRIMARY OR SHARED PHYSICAL CUSTODY OF A MINOR CHILD AND WHO IS NOT MARRIED TO THE OTHER NATURAL OR ADOPTIVE PARENT OF THE CHILD
- 2** BOTH MEMBERS OF A MARRIED DUAL MILITARY COUPLE WHERE ONE OR BOTH HAVE PRIMARY OR SHARED PHYSICAL CUSTODY OF A MINOR CHILD
- 3** SAILORS WHO ARE LEGALLY RESPONSIBLE FOR AN ADULT FAMILY MEMBER WHO IS INCAPABLE OF PROVIDING FOR THEMSELVES IN THE ABSENCE OF THE SAILOR
- 4** CERTAIN FAMILY CIRCUMSTANCES OR OTHER PERSONAL STATUS CHANGES RESULTING IN A SAILOR BECOMING LEGALLY AND PRIMARILY RESPONSIBLE FOR THE CARE OF ANOTHER PERSON

**MAINTAINING A FAMILY CARE PLAN IS A SHARED RESPONSIBILITY BETWEEN THE SAILOR AND THE COMMAND.**

The individual is responsible for arranging care for family members while absent, providing the designated caregiver with all the information needed to provide required care and furnishing proper documentation needed to implement the plan.



## KEY ACTIONS FOR SUCCESS

**Provide accurate information to all personnel** on program requirements and the need to maintain a current plan for applicable individuals and available resources for assistance and liaison.

**Ensure affected personnel establish and maintain a family care plan.**

**Ensure each plan provides proper legal documentation required** to implement the plan. Documentation could include custody documents, court orders, powers of attorney, divorce decrees, designation of caregivers, and medical information.

**Appoint a collateral duty Family Care Plan Coordinator** to assist individuals and monitor the program as your representative.

**Review and verify Family Care Plans** whenever there are changes, annually, prior to reenlistments and/or extensions or prior to execution of PCS orders.

**Advise Service members annually of their rights under the Service Members Civil Relief Act** which provides certain protections to military members on active duty through command training or notes on the Plan of the Day.



# SAILOR & FAMILY SPIRITUAL FITNESS

The Navy champions the free exercise of religion and ability to attend to the sacred, spiritual, and moral aspects of life; and recognizes enhanced resiliency spirituality brings to Service members, civilians, and families. As advocates of the spiritual and moral well-being of all Navy personnel, Chaplains are essential to the Navy's effort to assist Sailors and their families in coping with the stressors and challenges of military life. Spiritual fitness is a vital component of a commander's program and fully complements the other fitness domains.

Spiritual readiness is the capacity for mission accomplishment that results from the warfighter's connection to the transcendent, defined by (1) a connection to the divine; (2) participation in a faith community; (3) sacrifice for the greater good; and/or (4) the pursuit of meaning, purpose, value, and service.

Spiritual readiness is an element of military readiness that is created, increased, and sustained by Professional Naval Chaplaincy. Spiritual Readiness is measured in commands by access to a chaplain; service members' engagement with the Command Religious Program; and the training, equipage, facilities, and resources of the Religious Ministry Team.

## KEY ACTIONS FOR SUCCESS

### **Endorse the right and privilege to confidential communication to chaplains.**

COs should communicate to Sailors and family members that, unlike any other community in the Navy, chaplains have absolute confidentiality. Sailors and family members often turn to the chaplain first to discuss a wide spectrum of issues, religious and otherwise, due to **chaplain's unique capability of absolute confidentiality**.

**Ensure chaplains are available to support Sailors and family members.** For units without chaplains, regional or Type Command (TYCOM) duty chaplains are available. Additionally, chaplains can be reached through the Navy Distance Support Call Center 24 hours a day, seven days a week, [online](#) or 1-877-4-1-TOUCH (1-877-418-6824).

**Familiarize yourself with the Chaplains Religious Enrichment Development Operation (CREDO)** which offers Personal Growth, Marriage Enrichment and Family Enrichment retreats and other events free of charge for authorized personnel and their dependents. A list of CREDO locations can be found [online](#).

**Utilize Navy-wide standardized Religious Needs Assessments (RNAs).** RNAs will assist commanders in knowing the religious needs of their personnel, including faith specific needs, interest in community relations events, and lay leader volunteers.

# DEPLOYMENT HEALTH ASSESSMENTS

Deployment Health Assessments (DHAs) are required for personnel who deploy for more than 30 days “boots on ground” (ashore) to an OCONUS location (country) that does not have a fixed, permanently staffed military treatment facility. Deployment related health assessments are regularly-scheduled, DoD-mandated instruments to screen service members prior to deployment to identify health concerns after deployment and to facilitate appropriate care for both physical and mental health issues.

**DHA IS A COMMANDER'S PROGRAM.** It is the COs responsibility to ensure that eligible Sailors under his/her command are screened and assessed by a qualified health care provider. The Medical Readiness Reporting System (MRRS) is the commander's tool to monitor DHA compliance. There are four required phases of the DHA process:

- **Pre-Deployment Health Assessment** (Pre-DHA) (DD2795) within 60 days prior to the expected deployment date in order to screen for any deployment-limiting physical or mental conditions and to establish a baseline for which to compare later, post-deployment assessments.
- **Post Deployment Health Assessment** (PDHA) (DD2796) within 30 days before or after redeployment to assess and document one's physical and mental health for any deployment-related conditions warranting present and future medical care from a military provide.
- **Post Deployment Health Re-assessment** (PDHRA) (DD2900) at 90 to 180 days after return from deployment in order to reassess one's physical and mental health for any latent, deployment-related conditions warranting present and future medical care from a military provider.
- **Deployment Mental Health Assessment** (DMHA), DD Form 2978 completed 6-18 months, then again between 18-36 months after deployment return.

## KEY ACTIONS FOR SUCCESS

**Appoint a command DHA Coordinator.** This could be the same as the Command Individual Augmentee Coordinator (CIAC). Ensure the coordinator obtains access to MRRS at: <https://mrrs.sscno.nmci.navy.mil>.

**Run a DD2900 PDHRA Requirements report** for your Unit Identification Code (UIC) monthly, from the MRRS Deployment Reports. Ensure each member listed due or overdue contacts your command's military medical provider to either complete the PDHRA or request an exemption.

**Add DHA Screening to your check-in/check-out sheet** for newly reporting or detaching personnel to ensure completion of all required deployment health assessment requirements.

# PERSONAL FINANCIAL MANAGEMENT

The Navy Personal Financial Management (PFM) program exists to provide financial education and training, counseling, consumer advocacy and complaint resolution assistance, and information and referral services to Navy personnel and commands to increase personal, family, and operational readiness. Although the program has a counseling mission, its primary focus is on prevention of financial difficulties and mismanagement through the education of Sailors and their eligible dependents. FFSCs provide support to all elements of the PFM program.

At the command level, PFM is managed by qualified command financial specialist (CFS). Active and Reserve commands, permanent detachments, and departments having at least 25 personnel must have a trained CFS to coordinate the program and to assist the CO or OIC provide financial training, information and counseling to command members.

## KEY ACTIONS FOR SUCCESS

**Designate a CFS in writing.** This individual should be an E-6 or above, financially stable and trained/certified as a CFS. An E-5 with a minimum 6 years of service may be appointed if required.

**Train.** Ensure Sailors are provided financial literacy training at personal and professional touchpoints across the military lifecycle, beginning with recruit and officer accessions training and continuing throughout a Service member's career and transition to civilian life.

**Provide financial counseling.** For all verifiable cases of financial mismanagement, require the individuals to receive financial counseling from the CFS or a personal financial manager at the FFSC.

**Endorse free credit monitoring.** Sailors should be made aware that they may be eligible for free credit monitoring depending on their duty status. Service members have the sole responsibility for enrolling in credit monitoring from any or all of the three national credit reporting agencies—Equifax, Experian, and TransUnion—according to each agencies' eligibility criteria and procedures. The best resource for determining eligibility is to go to each agency website, as each may extend eligibility beyond what is required by regulation.

**Promote the Navy Financial Literacy app.** Revised for 2021, the app provides Sailors with information to help them achieve personal financial goals and meet the Navy's financial literacy education requirements. This app allows members and their families to access financial literacy resources and training anywhere, anytime via their mobile devices, available through Google Play and Apple App stores.

# NAVY FAMILY READINESS

Family readiness and preparedness are key elements to overall mission readiness as Sailors' strength and commitment comes from the foundational core of their families.

Family readiness is not a program in isolation. Commands are supported in this effort by several components, including command ombudsmen, the family readiness group (FRG), and base support services, such as the FFSCs. Consistent information flow to families is the single most important element in maintaining family readiness. Training is particularly important in the pre-deployment phase. A knowledgeable family is a prepared family, especially in knowing where to turn for assistance when needed.

## KEY ACTIONS FOR SUCCESS

**Promote the MyNavy Family App.** In 2018, OPNAV teamed with CNIC to conduct spouse focus groups world-wide. They identified a need for a single, authoritative source of information in a mobile platform. A team was assembled with input from over 1,000 spouses to develop the app, now available for download at any app store.

**Articulate your family readiness vision and goals.** Make the family feel that they are a stakeholder in the success of the mission by providing timely and accurate information and maintaining a family communication plan.

**Appoint well-qualified ombudsmen** and ensure that they attend training, communicate, and meet with them frequently and give them your full support.

**Support and maintain an effective Family Readiness Group (FRG),** establish guidelines, and interact as much as possible.

**Conduct pre-deployment training** and evening activities, provide opportunities for families to ask questions, and build positive relationships.



# REFERENCES

**CULTURE OF EXCELLENCE (NAVADMIN 254/19)**

**PRIMARY PREVENTION (DODI 6400.09)**

**CULTURAL CHAMPION NETWORK (NAVADMIN 318/20)**

**EXPANDED OPERATIONAL STRESS CONTROL (NAVADMINS 222/19, 332/20, & 115/21)**

**DIVERSITY, EQUITY & INCLUSION (DOD DIRECTIVE 1020.02E, NAVADMIN 151/18)**

**WARRIOR TOUGHNESS (NETCINST 1700.2)**

**ALCOHOL ABUSE PREVENTION PROGRAM (OPNAVINST 5350.4D)**

**DRUG DETECTION & DETERRENCE PROGRAM (OPNAVINST 5350.4D)**

**SEXUAL ASSAULT PREVENTION & RESPONSE PROGRAM (OPNAVINST 1752.1C, SECNAVINST 1752.4C, DODI 6495.02, DODI 6495.03, DODI 6400.09)**

**SUICIDE PREVENTION PROGRAM (OPNAVINST 1720.4B, NAVADMIN 021/21)**

**PHYSICAL READINESS PROGRAM (OPNAVINST 6110.1J)**

**EXCEPTIONAL FAMILY MEMBER PROGRAM (OPNAV 1754.2F)**

**FAMILY ADVOCACY PROGRAM (OPNAVINST 1752.2B, OPNAVINST 1752.2C, OPNAVINST 1750.3)**

**TRANSITION ASSISTANCE PROGRAM (OPNAVINST 1900.2C)**

**SEXUAL HARASSMENT & EQUAL OPPORTUNITY OFFICE (OPNAVINST 5354.1G, OPNAVINST 5300.13, DODI 1020.03, DODI 1350.02)**

**COMMAND ADVISOR ON PARENTHOOD AND PREGNANCY (NAVADMIN 151/18)**

**NAVY FAMILY CARE POLICY (OPNAVINST 1740.4D)**

**SAILOR & FAMILY SPIRITUAL FITNESS (OPNAVINST 1730.1E, NAVADMIN 284/11)**

**DEPLOYMENT HEALTH ASSESSMENTS (OPNAVINST 6100.3A)**

**PERSONAL FINANCIAL MANAGEMENT (OPNAVINST 1740.5D)**

**NAVY FAMILY READINESS (OPNAVINST 1750.1G)**

