



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

OPNAVINST 1040.11
PERS-00R
29 May 01

OPNAV INSTRUCTION 1040.11

From: Chief of Naval Operations
To: All Ships and Stations (less Marine Corps field
addressees not having Navy personnel attached)

Subj: NAVY RETENTION PROGRAM

Ref: (a) Retention Team Manual (NAVPERS 15878)
(b) OPNAVINST 1040.10
(c) OPNAVINST 1900.1D
(d) OPNAVINST 1900.2
(e) OPNAVINST 1306.2D
(f) OPNAVINST 1160.5C
(g) OPNAVINST 1740.3A

Encl: (1) Career Development Board (CDB) Guidelines

1. Purpose. To provide guidance for management and operation of the Navy Retention Program per references (a) through (g).

2. Discussion. This instruction, as amplified by reference (a), is designed to function as a stand-alone document for all Navy commands. Further amplification by subordinate commands is not required.

3. Objectives. Navy Retention Program provides a means of strengthening all policies and programs designed to;

a. obtain personnel stability through recruitment and retention of top quality personnel in proper balance and required numbers;

b. increase awareness of Navy opportunities by providing career guidance to Sailors and their families;

c. encourage members to actively participate in the Naval Reserve if they decide to leave active naval service; and

d. ensure members are thoroughly briefed on all Federal, State, and Veterans benefits upon separation from active duty, transfer to Fleet Reserve, or retirement.

4. Feedback. Navy Retention Program relies on active interaction with Sailors and their families. All personnel must be given the opportunity to provide feedback to senior Navy leadership. Sailors are encouraged to submit recommendations to Navy Personnel Command (NAVPERSCOM), Center for Career Development (PERS-00R) via www.staynavy.navy.mil website. Additionally, one of the most useful feedback mechanisms is through participation in personnel surveys. Accordingly, all commands will vigorously support the collection of data through the use of Argus Career Milestone Tracking System per reference (b) for active duty and Naval Reserve Career Decision Survey (NR-CDS) for Selected Reserves (SELRES).

5. Policy. To fully optimize the Navy Retention Program, every effort shall be made to provide career counselors with the necessary equipment, training, and staffing to properly do their job per references (a) and (c). Navy leadership must continually improve the career development of our Sailors.

6. Responsibilities and Action

a. Deputy Chief of Naval Operations (Manpower and Personnel) (DCNO(M&P)) (N1)

(1) Exercise oversight of Navy Retention Program.

(2) Use all available means to inform Navy personnel of every aspect of Navy's current and projected personnel programs, policies, and plans.

b. NAVPERSCOM (PERS-00R)

(1) Provide liaison with NAVPERSCOM and Fleet commanders on programs, policies, and planning for leadership regarding retention and attrition matters.

(2) Analyze, maintain, and disseminate command retention/attrition data information to Fleet/Echelon 2 commanders.

(3) Monitor Fleet retention and attrition trends.

(4) Assess impact of personnel policies, analyze problem areas, formulate recommendations for corrective action and propose changes to positively affect retention and attrition.

(5) Serve as primary feedback mechanism for Navy personnel and their families for all matters related to retention and attrition.

(6) Collect and analyze Argus Career Milestone Tracking System data per reference (b). Disseminate processed data to Fleet/Echelon 2 commanders with subsequent proposed program/policy changes as required.

(7) Be technical manager and advisor of Navy Counselor (NC) rating and NEC 9588 community per reference (a).

(8) Monitor and provide recommendations concerning distribution and manpower requirements of NC and 9588 NEC assets.

(9) Monitor Command Career Counselor Course (A-501-0011) and recommend changes, when appropriate.

(10) Monitor Navy Transition Assistance Management Program (TAMP) Manager. Provide recommendations concerning TAMP workshops delineated in reference (d).

(11) Operate and maintain Navy Retention Website, www.staynavy.navy.mil providing up-to-date information, applications and links to Sailors, families, and Navy leadership.

c. Master Chief Petty Officer of the Navy (MCPON)

(1) Act as principal advisor to Chief of Naval Operations (CNO) and work in concert with NAVPERSCOM (PERS-00R) in regard to retention and attrition policies and issues.

(2) Ensure Command Master Chief (CMC)/Chief of the Boat (COB) communities fully understand and support their role in the Navy Retention Program. Duties of CMC/COB delineated in reference (d) are directly related to the welfare of Sailors and their families and unequivocally impact retention.

(3) Ensure CMC/COBs are effectively overseeing the command sponsor, indoctrination, and career development board (CDB) programs per references (a), (e), and (g), respectively.

d. Commander, Navy Recruiting Command (COMNAVCRUITCOM)

(1) Establish recruiting programs, policies, and procedures supportive of Navy Retention Program.

(2) Seek ways to help synchronize recruitment, Fleet service, and transition efforts.

e. Commander, Naval Reserve Force (COMNAVRESFOR)

(1) Ensure career information programs for assigned personnel are per the provisions stipulated in reference (a).

(2) Provide a formal pre-separation presentation to all personnel (officer and enlisted), separating from active duty using Naval Reserve Career Information Teams (CARITs).

(3) Provide direction and support for CARITs to carry out coordination, scheduling, and presentation of required briefings for active duty personnel.

(4) Manage Naval Reserve Golden Helm Awards Program and develop and maintain Naval Reserve Retention Excellence Awards program to recognize commands that meet requirements.

(5) Collect and analyze NR-CDS data.

(6) Prescribe and govern the methods and procedures for SELRES Career Information Training Course (CITC). Recommend changes to Full Time Support (FTS) CITC and Navy Counselor (Counselor) rating occupational standards, when necessary. Participate in Navy Training Requirement Review for the Navy Counselor (Counselor) rating and Naval Reserve Professional

Development Center (NAVRESPRODEVCCEN) Career Information Course (R-501-0005), when applicable.

(7) Assess retention impact on personnel whenever Naval Reserve policies are proposed or changed.

f. Fleet Commanders in Chief and other Echelon 2 Commanders

(1) Establish organizational responsibilities and procedures to evaluate the impact of operational, policy, and management decisions on "career satisfaction." These items would include tempo of operations, deployment schedules, overhaul schedules and locations, and readiness inspection programs.

(2) Monitor personal services, family assistance, and housing programs to ensure a high quality of service for Sailors and families.

(3) Ensure all subordinate commands' retention programs comply with provisions of this instruction.

(4) Monitor the Command Career Counselor Course (A-501-0011) and recommend changes where appropriate.

g. Type/Force/Base Commanders/Regional Coordinators/Other Fleet Echelon 3 Commanders/Immediate Superiors in Command

(1) Establish Force Career Information Program Management (CIPM) guidelines to ensure standardization of subordinate command retention programs based upon CIPM methods.

(2) Regional coordinators/base commanders will monitor attendance and provide recommendations concerning TAMP/Transition Assistance Program (TAP) seminars.

(3) Ensure subordinate commands are pursuing the retention of qualified personnel and are proactive in encouraging conversion from over-manned to under-manned ratings per reference (f).

(4) Assist command career counselors in coordinating and conducting Career Information Training Course (CITC) for their commands.

(5) Serve as quota control for Command Career Counselor Course (A-501-0011), informing appropriate Fleet/Echelon 2 commanders periodically, or as requested, on the status of CCC quota utilization.

h. Commanding Officers/Officers in Charge (COs/OICs)

(1) COs are the senior career counselors of their respective commands and are responsible for establishment and maintenance of an aggressive, pro-active command retention program per provisions stipulated in references (a), (b), and this instruction. Counselor to client ratio should normally be no greater than 1:30.

(2) Ensure command retention team meetings are scheduled on, at least, a quarterly basis. Team composition will include CO, executive officer (XO), CMC, command career counselor (CCC), department heads, and department leading chief petty officers (LCPOs). Recommend COs invite the command OMBUDSMAN to participate as a team member. Additional members, such as department and division career counselors are encouraged and authorized as deemed appropriate.

(3) Use the CCC as primary source of career information expertise to organize, manage, and train the retention team and supervisors. CCC should not normally be assigned additional duties that might cause a conflict of interest (e.g., master-at-arms (MAA), drug abuse program advisor (DAPA), urinalysis coordinator, educational services officer (ESO), etc.) or a disruption of service; however, other collateral duties and watches may be assigned.

(4) Ensure the CCC has a computer system that has a CD-ROM and is internet/intranet capable.

(5) Ensure adherence to requirements per references (b) and (c) regarding formal pre-separation counseling and training.

(6) Develop and maintain a CIPM training program; 100 percent training level for command retention team members, and career counselors are required as outlined in reference (a).

(7) Maintain an enlisted CDB program based upon program level guidelines per reference (a) and enclosure (1) of this instruction. Conduct a CDB for all enlisted personnel within two weeks of reporting aboard or within two drill weekends for SELRES.

(8) Conduct an effective command indoctrination and sponsor program per reference (f).

(9) Ensure all officer and enlisted personnel are offered the opportunity to complete the Argus Career Milestones Tracking System Questionnaire at <http://argus.nprdc.navy.mil> for active duty personnel and <http://reservesurvey.nprdc.navy.mil> for reserve personnel per reference (b).

(10) Conduct an annual assessment of the command retention program using guidance contained in reference (a), appendix (c). The results of this assessment will remain within the lifelines of the command. If results of this assessment show negative findings, commands are encouraged to seek assistance from the ISIC.

(11) Encourage conversion from over-manned to undermanned ratings per MILPERSMAN, annual Career Reenlistments and Objectives (CREO) NAVADMIN, and Enlisted Career Management Objectives (ECMO) for SELRES.

(12) Establish and maintain an aggressive officer retention program.

(13) At the discretion of the CO, brief CPOs/Senior - Chief Petty Officers (SCPOs) who fail to select for advancement.

i. Command Master Chief (CMC)/Chief of the Boat (COB)

(1) Support the command retention program per references (a) and (b).

(2) Supervise and support the CCC in the performance of their duties.

(3) Ensure all enlisted personnel are scheduled to be interviewed by the CDB within two weeks of reporting aboard or two drill weekends for SELRES and at least annually thereafter. Enclosure (1) refers.

(4) Forward a monthly written report to the CO discussing CDB actions and recommendations. Maintain historical files for two years.

(5) Per reference (e), chair, coordinate, or monitor boards dealing with personnel issues (e.g., evaluation review, CDB, command advancement board, etc.). Conduct a performance review board (PRB) prior to personnel being sent to mast.

(6) Promote maximum participation in Argus Career Milestone Tracking System for active duty personnel or NR-CDS for SELRES personnel to provide direct feedback on retention influences.

(7) Brief CPOs/SCPOs who fail to select for advancement.

j. Command Career Counselor (CCC)

(1) CCC is responsible to the CO via the CMC/COB for all matters related to retention programs and policies. The CCC will be a permanent member of the CDB. The CMC/CCC team will be the focal point for enlisted retention initiatives within the command and will ensure all enlisted personnel are afforded every opportunity for career development. The CCC will maintain a command retention program per this instruction and references (a) and (b). They shall be a graduate of the Command Career Counselor Course (A-501-0011). Selected Reserve Career Counselors shall be a graduate of NAVRESPRODEVCCEN Career Information Course (R-501-0005).

(2) Maintain a reference library or locator list of those publications/materials listed in appendix D of reference (a) or have primary access to the BUPERS Directives CD-ROM.

(3) Schedule and conduct CITC, with sufficient frequency to maintain training levels at 100 percent for all retention team members and collateral duty career counselors. Appendix G for active duty and appendix H for SELRES of reference (a) refers.

(4) Conduct First Term Personnel Success Workshop for all personnel in paygrades E1 through E4 within six months of reporting aboard. Use the standard CITC agenda in reference (a) to meet this requirement.

(5) Hold bi-monthly training for retention team members and collateral duty career counselors using, as a minimum, the course outlined below.

(a) Software supporting career counseling programs,

(b) BUPERS Access,

(c) Job Advertising and Selection System (JASS),

(d) Personal Statement of Military Compensation (PSMC),

(e) Argus Career Milestone Tracking System and NR-CDS for SELRES,

(f) Internal command retention and personnel programs outlined in reference (a), and

(g) Retention team organization/meetings.

(6) Ensure all personnel separating, transferring to Fleet Reserve, or retiring receive proper counseling per references (a) and (b). Additionally,

(a) ensure the required Pre-Separation Counseling Checklist (DD 2648) and service record entry are completed, and copies maintained in command files for two years;

(b) ensure each separating member is provided with an Individual Transition Plan (ITP); and

(c) coordinate TAP seminar quotas for personnel who are separating or retiring.

(7) Ensure all personnel separating attend mandatory formal pre-separation briefing.

(8) Ensure all enlisted personnel are offered an opportunity to complete the Argus Career Milestones Tracking System Questionnaire.

(9) Conduct a semi-annual review of each department's career counseling program, excluding submarines. Specific emphasis should be placed on compliance with command retention directives and the dissemination of timely, accurate information during required interviews. Provide written feedback to the chain of command as necessary.

(10) Provide CO with Argus and NR-CDS Report Generator results with relative comparison groups (as available).

7. Report. The reporting requirements contained in this instruction are exempt from reports control by SECNAVINST 5214.2B.

8. Forms

a. NAVPERS 1900/1 (6-93), The Career Information Team Pre-Separation Questionnaire, S/N 0106-LF-016-0100, is available in the Naval Inventory Control Point using requisitioning procedures contained in CD-ROM NAVSUP PUB 600(NLL), Navy Stock List of Publications and Forms.

b. DD 2648 (Nov 99), Pre-Separation Counseling Checklist is available at <http://web1.whs.osd.mil/forms>.

NORBERT R. RYAN, JR.
Deputy Chief of Naval Operations
(Manpower & Personnel)

Distribution:
SNDL Parts 1 and 2

CAREER DEVELOPMENT BOARD (CDB)

1. Purpose. The CDB provides enlisted personnel the opportunity for optimal development of their professional skills, both military and technical, thereby enhancing individual upward mobility, job satisfaction, and ultimately, the retention of better qualified personnel.
2. Discussion. Reference (a) and this enclosure provide responsibilities and program level guidance concerning the conduct of a CDB. The CDB is intended to provide guidance and encouragement to enlisted personnel that support initiatives being taken by a member's immediate chain-of-command. Appearance before the board is not always required. Each command shall establish policy that requires the involvement of the CDB and, at a minimum, covers mandatory items listed below.
3. Action
 - a. COs/OICs shall establish a CDB program. Based upon the number of personnel assigned, a command may develop a program that allows departments to coordinate their own CDBs with oversight by the CMC.
 - b. Membership shall include (at a minimum) the following:
 - (1) CMC/COB - Chairperson,
 - (2) CCC,
 - (3) personnel office representative, and
 - (4) division LCPO or leading petty officer (LPO).
 - c. Ensure E1 through E9 personnel are scheduled to be interviewed by a CDB within two weeks of reporting on board or two drill weekends for SELRES and at least annually thereafter.
 - d. At a minimum, CDB will review the following areas:
 - (1) professional growth and goal setting,
 - (2) advancement,

- (3) commissioning program requests/applications,
- GED,
(4) education programs to include academic skills and
- (5) striking for a rating,
- (6) assignment to "A" school or other formal schools needed, and
- (7) physical fitness education (physical fitness assessment (PFA)).

e. CDB schedules can be developed on department/division rotational basis. Additional annual items that can warrant a CDB are as follows:

(1) January - Personnel who failed September Fleet-wide examination or pass but not advanced (PNA) for the third time. Personnel who fail March Fleet-wide examination or PNA for the third time and those who score less than standard score of 40.

(2) March - Personnel for Broadened Opportunity for Officer Selection and Training (BOOST)/Seaman to Admiral Program.

(3) April - Personnel who fail or score selection board ineligible from chief petty officer (CPO) examination.

(4) July - Personnel who fail to select for CPO.

(5) August - Personnel for Enlisted Commissioning Program (ECP)/Naval Academy/Naval Reserve Officer Training Corps (NROTC).

(6) Personnel who fail to be selected for Limited Duty Officer (LDO)/Chief Warrant Officer (CWO).