



DEPARTMENT OF THE NAVY  
NAVAL DENTAL CENTER  
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NAVDENCENS DIEGO INST 1040.1D  
01  
28 FEB 1996

NAVDENCEN SAN DIEGO INSTRUCTION 1040.1D

Subj: COMMAND RETENTION PROGRAM

Ref: (a) OPNAVINST 1040.6A  
(b) NAVPERS 15878H  
(c) NAVEDTRA 10238-A  
(d) CINCPACFLTINST 1040.1C

Encl: (1) Officer Retention Program Guide  
(2) Enlisted Retention Program Guide

1. Purpose. To establish a Retention Program for Naval Dental Center San Diego and to provide guidance and assign responsibilities for implementation.

2. Cancellation. NAVDENCENS DIEGO INST 1040.1C.

3. Discussion. Sustaining a strong, dynamic Navy requires the retention of qualified officer and enlisted personnel in the proper mix and in sufficient numbers to meet manpower requirements. Retention is the by-product of all that the leadership does. Active and positive involvement of the chain of command is the key to our success in this critical matter. Guidance contained herein is supplemental to information provided in references (a) through (d), which provide substantial guidance for conducting an effective Command Retention Program.

4. Objectives

a. Support the Navy-wide recruiting and retention effort to attract and retain only the best qualified personnel to meet the needs of the future.

b. Ensure Command's retention program is conducted within the guidelines published in references (a) through (d).



28 FEB 1996

c. Monitor and evaluate the retention program and other programs to ensure goals are achieved.

5. Responsibilities

a. The Commanding Officer (CO) shall:

(1) Establish and maintain subject program within the guidelines published in references (a) through (d).

(2) Be directly and personally responsible for officer retention.

(3) Ensure Retention Team meetings are held on a quarterly basis.

(4) Accord appropriate ceremony and attention to reenlistments, advancements, awards, other ceremonies and special occasions.

b. The Executive Officer (XO) shall:

(1) Act as the retention team Coordinator and Officer Career Development Manager.

(2) Ensure the guidance and evaluation criteria provided by enclosures (1) and (2) support and maintain a vigorous and effective command retention effort.

(3) Use the position of the office of the XO to ensure that other organizational objectives and policies are in consonance with the objectives of the command retention efforts.

c. Command Career Counselor (CCC) shall:

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28 FEB 1996

(1) Be the primary source of retention expertise for the CO; work for, be evaluated by, and report to the CO and XO.

(2) Working with the XO, organize, manage and train the retention team and designated personnel in the chain of command.

(3) Perform the duties and functions detailed in references (a) through (d) and represent the CO as Career Information Program Manager.

(4) Conduct a Retention Team meeting at least quarterly and forward minutes to the Commanding Officer.

d. The Command Master Chief shall:

(1) Directly and personally be responsible for the following programs:

(a) Professional Development Board

(b) CPO and Petty Officer Indoctrination

(c) Enlisted Evaluation Review/Ranking Board

(d) Enlisted Sponsor Program

(2) Advise the CO regarding the effectiveness of the Command Retention Program.

(3) Assist the CCC in the performance of his/her duties (e.g. gaining support of the chain of command, being a visible retention asset, etc.).

d. Director, Dental Center Administration shall:

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NAVDENCENS DIEGO ISNT 1040.1D

28 FEB 1996

(1) Ensure the Administrative Directorate fully supports the Command Retention Program

(2) Ensure the PAO support to include photographs and news stories to local, hometown, and Navy news media of reenlistments, advancements, awards, and other ceremonies or special occasions.

6. Forms. The Officer Career Counseling Sheet is a computer generated document printed on an as needed basis by the Executive Officer. The Career Counseling Report Summary, NDCSD 1040/1, must be requisitioned from the Materiel Management Department.



W. M. DERN

Acting

Dist:

List I, Case 1, 2

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NAVDENCENS DIEGO INST 1040.1D

28 FEB 1996

# OFFICER RETENTION

## PROGRAM GUIDE

Enclosure (1)

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28 FEB 1996

Officer Retention Program Guide

1. Officer retention is critical to the future of the Dental Corps. For that reason, the Commanding Officer has placed this as one of his highest priorities. In addition to his direct and personal responsibility, all senior officers share the responsibility for retention. Although officer retention remains a many faceted challenge and many different methods have worked for different individuals, personal example, inspirational leadership, genuine interest, and positive guidance are basic retention principles that have proven effective Navy wide.

Officer Career Counseling

An early and continuing program of professional career counseling is an essential element of an effective officer retention program. As a minimum, counseling will be conducted by the Commanding Officer/Executive Officer and recorded at the following intervals: reporting on board, mid-tour and tour completion. The Officer Career Counseling Sheet (computer generated) will be used to record the counseling session.

In addition to the above scheduled counseling sessions, Branch Directors and the Director, Dental Center Administration shall take an active role in counseling junior officers and act as sources of career guidance. These counseling sessions should be recorded and retained for record purposes. Suggested counseling topics include, but are not limited to:

- |                                 |                      |
|---------------------------------|----------------------|
| Core Values                     | Professional Pay     |
| Fraternization                  | Standards of Conduct |
| Prevention of Sexual Harassment | TQL                  |
| Duty Preference Cards           | Operational Duty     |
| Leadership Training             | Physical Readiness   |
| Officer Promotion               | Selection Boards     |
| Military Appearance             | Medals and Awards    |
| Family Advocacy Program         |                      |

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28 FEB 1996

## Professional Development

Job satisfaction plays an essential role in officer retention. In addition to experiencing the gratification of successful professional performance, each health care professional has the responsibility to remain current in the knowledge skills for which credentialed and to comply with accrediting or licensing agency specifications. At a minimum, professional development efforts shall include:

1. Continuing Education (CE). All officers should be encouraged to attend appropriate professional health-related meetings and courses that provide knowledge and skills enhancement critical to their current military assignment or specialty.
2. Professional Update Training (PUT). This category of training provides for attendance at professional meetings and conferences for the purpose of general knowledge and information interchange vice specific skills and knowledge improvement.
3. Alternative Instructional Systems. Professional staff educational activities conducted by other institutions within the local geographic area or at NDC San Diego that provide the attendee with CE credits in a cost-effective manner, reduce time spent in travel, and provide knowledge and skills enhancement related specifically to military and professional duties.
4. Professional Training. This training is an aspect of the Command Training Program. Formal presentations and informal discussions of professional subjects are vital to career development. Presentation by guest speakers can educate, stimulate interest and broaden the horizon of all officers, particularly junior officers.

NAVDENCENS DIEGO INST 1040.1D

28 FEB 1996

5. Cross Training. An active program to rotate officers among specialties is essential to make sure that each officer is exposed to the full range of Navy dentistry.

28 FEB 1996

**OFFICER CAREER COUNSELING SHEET**

NAME(LAST, FIRST, M.I.):		HOME ADDRESS &	
SSN:		PHONE:	
RANK:	DATE OF RANK:	DESIGNATOR:	BR/CL:
MARITAL STATUS: S/M/D		SPOUSE'S NAME:	
CHILDREN'S NAMES:			
DATE REPORTED:	PRD:	DEPT/POSITION:	
COLLATERAL DUTIES:			
EDUCATION: ( )BA/BS ( )MA/MS ( )DDS		COL/UNIV:	
INTERVIEWS	DATE DUE	COUNSELOR	DATE HELD
REPORTING			
EDUCATION PROGRAMS			
ANNUAL FITNESS			
MID-TERM PERFORMANCE			
PRD/PREFERENCE			
DETACHING			

28 FEB 1996

DATE	REMARKS

PRIVACY ACT STATEMENT

The authority to request this information is derived from 5 U.S.C., section 301 Departmental Regulations. Its purpose is to document the required counseling sessions. The information collected on this form will be used by Officer Career Counselors as a chronological consultation sheet to provide aid and insight for the future counseling and to make sure the counselee is provided facts about the opportunities of a naval career upon which intelligent career decisions can be made. Information contained on this form is voluntary; however, failure to provide the requested information may result in inadequate facts for the counselor to properly assist the counselee in planning for and participating in Navy programs available for a successful naval career.

NAVDENCENS DIEGO INST 1040.1D

28 FEB 1996

# ENLISTED RETENTION

## PROGRAM GUIDE

Enclosure (2)

NAVDECENS DIEGO INST 1040.1D

28 FEB 1996

1. COMMAND RETENTION PROGRAM:

The objective of the command retention program is to retain top quality personnel by creating and maintaining a positive command environment for a successful retention program.

2. SPONSOR PROGRAM:

A comprehensive command retention program starts with an effective sponsor program. The purpose of the sponsor program is to provide assistance to relocating service members and their families. Requirements for this program are contained in the MILPERSMAN Art. 1810580 and NAVDECENS DIEGO INST 1720.1C.

3. CHECK-IN PROCESS:

Personnel responsible for assisting newly reporting members must be aware of the importance of courtesy and helpfulness. This assistance will help establish the new member's positive attitude about the command. The check-in process should take no more than five working days.

4. INDOCTRINATION PROGRAM:

The purpose of the indoctrination program is to help newly reporting enlisted personnel get acquainted with the role, policies, and services of the new command; to reduce much of the anxiety felt by newly reporting members and their families; and to enhance the individual productivity of new members. Requirements for this program are contained in OPNAVINST 5351.1.

5. PROFESSIONAL DEVELOPMENT BOARD:

The Enlisted Professional Development Board is established to assist individuals desiring special programs, advanced training, or officer commissioning programs that are beyond the experience

28 FEB 1996

of the Command Career Counselor. Personnel applying for officer commissioning programs and change in rating requests must appear before the professional development board. Other personnel may request to appear before the professional development board at anytime assistance is desired. The board is used to provide recommendations to the commanding officer as to the eligibility, suitability, and probability of acceptance or completion of the program requested.

Each branch dental clinic will provide a Professional Development Board that will consist of the following members and will meet as required.

- a. Branch Dental Clinic SEL's
- b. Retention Team Members

6. INTERVIEW SYSTEM:

The career counseling interview system is composed of five required interviews, and as many additional interviews as necessary to aid a member in making sound career decisions. The required interviews are designed to be conducted at specified times during an individual's career, and to provide information that will assist members in making decisions regarding career opportunities offered by the Navy. Guideline for these interviews are contained in Appendix A.

7. RETENTION TEAM:

An effective retention program requires the implementation of a proactive retention team. This guarantees involvement by the entire chain of command. The command retention team will be composed of members from each branch dental clinic.

a. QUALIFICATIONS: Each Branch Dental Clinic will have a retention team member who will be a qualified third class petty officer and above, with broad experience in the Navy.

28 FEB 1996

b. RETENTION TEAM MEMBERS will:

(1) Keep the command career counselor informed of retention efforts at each Branch Dental Clinic.

(2) Ensure that all required interviews are completed as required.

(3) Verify that all program eligibility requirements are met prior to submission of special request.

c. MEETINGS: The retention team meetings will be conducted on a quarterly basis. The meeting will be conducted by the Command Career Counselor. Minutes of the meeting will be retained by the Command Career Counselor.

8. RETENTION REPORT:

The retention report, Appendix B, will provide the command with an assessment of the overall retention program and document branch career counselor involvement within the program. It is also a formal vehicle for the command career counselor to express his or her opinions and observations regarding command climate, or any other matter dealing with retention, and to make recommendations accordingly.

9. CAREER INFORMATION QUESTIONNAIRE:

The Command Assessment Team questionnaire, provides the command with an overall evaluation of the programs and support systems that have a direct impact upon the command's retention climate. The questionnaire will be distributed annually to all command members. Proper administration of the questionnaire is as important as the information gained from it.

28 FEB 1996

INTERVIEWS

1. All interviews should be conducted using the member's service record and after thorough preparation by the counselor. The interview schedule listed below is meant to be a guide to ensure the member is afforded ample information at various times throughout his or her career. This is not an all-inclusive listing and the effective counselor may find it needs to be updated or modified to meet command needs/requirements.

2. These interviews may require liaison with other support services (PSD, Navy Relief, Family Service Centers, etc.).

3. Some of the interviews listed below may be delegated to subordinate counselors. Using NDCSD Form 1040/1, conduct all interviews and provide Command Career Counselor with the data on a monthly basis. However, this does not remove the responsibility from the Command Career Counselor to ensure the interviews are completed in a timely manner and that they are properly documented using the Career Counselor Record, NAVPERS 1160.

a. Reporting Aboard Interview

- (1) Purpose of Interview
- (2) Describe your functions
- (3) Discuss retention chain of command
- (4) Advancement
- (5) Education Benefits
  - \* GI Bill, Veap, Tuition Assistance
- (6) USHBP/CHAMPUS
- (7) Professional Development Board
- (8) CREO/REGA/ENCORE
- (9) Command Programs

28 FEB 1996

- (10) Commissioning Programs
  - \* Naval Academy
  - \* Boost
  - \* OCS/AOSC
  - \* NROTC
  - \* LDO/CWO
- (11) Other Services
  - \* Chaplain and Legal
  - \* Navy Relief
  - \* Financial Counseling
  - \* Dependents Organizations
- (12) New PRD (Submit New Duty Preference Form)
- (13) Dependent Care Policy
- (14) Open-door policy

b. First Termer (ADSD + 18 MOS)

- (1) Purpose of Interview
- (2) Assess member's goals/status
- (3) Sea/Shore Rotation and PRD
- (4) Star and Score
- (5) Personal Statement of Military Compensation
- (6) Entitlements
  - \* Household Goods
  - \* Travel Benefits
  - \* Survivor Benefits
- (7) Selective Reenlistment Bonus (SRB)
- (8) Navy Schooling
- (9) Advancement
- (10) Education Benefits
  - \* GI BILL, Tuition Assistance, VEAP
  - \* Navy Campus
- (11) Duty Assignments

- (12) Commissioning Programs
  - \* Naval Academy
  - \* BOOST
  - \* OCS/AOCS
  - \* NROTC
  - \* LDO/CWO
- (13) USHBP/CHAMPUS
- (14) Financial Responsibilities

c. Incentive Programs First Termer (10 months prior to EAOS)

- (1) Purpose of interview
- (2) G.I. BILL, Montgomery Bill
- (3) Future Plans/Goals
- (4) Career Incentive Programs
  - STAR, SCORE, GUARD III, SRB,
  - LATERAL CONVERSIONS, SCHOOLS,
  - ENCORE
- (5) Duty Preference Form
- (6) LDO/CWO
- (7) CHAMPUS
- (8) Advancement

d. Seventeenth Year Careerist (ADSD + 17 years)

- (1) Purpose of interview
- (2) Advantage of 30 years
- (3) SBP/Survivor Annuities
- (4) Fleet Reserve/Retirement Eligibility
- (5) Advancement
- (6) Special programs
- (7) Long Range Goals

e. Pre-retirement/Separation (All personnel) (Within 6 months of Retirement/Separation)

28 FEB 1996

(1) Pre-retirement

- (a) Survivor Benefit Plan
- (b) Retirement/Retainer Pay
- (c) Veterans Benefits
- (d) Household Effects
- (e) Job Assistance/Resumes
- (f) Privileges (Commissary, Exchange, Travel, Medical, etc.)
- (g) Social Security Benefits
- (h) Supplemental Medical Insurance
- (i) VGLI/Insurance
- (j) Disability Retirement

(2) Pre-separation

- (a) Reemployment Rights
- (b) Veterans Benefits
- (c) U. S. VIP Health Insurance
- (d) Naval Reserve
- (e) Household Effects
- (f) Separation Questionnaire

(3) Transition Assistance Program. For benefits under this program, see chapter 14 of the Retention Team Manual. For additional information on Pre-retirement and Pre-separation, See MILPERSMAN 3640470.

f. Supplemental/Annual Career Update (This interview can be used in conjunction with command Professional Development Board or to assist a member in establishing goals.

- (1) Career Goals
- (2) Opportunities for upward mobility
- (3) Advancement
- (4) Commissioning Programs

NAVDENCENS DIEGO INST 1040.1D

28 FEB 1996

- (5) Education Goals/Programs
- (6) Insurance
- (7) Supplemental Medical
- (8) Fleet Reserve/Retirement

28 FEB 1996

RETENTION REPORT

Date: \_\_\_\_\_

From: Command Career Counselor  
To: Commanding Officer, Naval Dental Center, San Diego  
Via: Command Master Chief

Subj: COMMAND MONTHLY INTERNAL REPORT OF CAREER COUNSELING  
ACTIVITIES.

1. Command retention statistics for the month of \_\_\_\_\_ 19\_\_.

	FIRST TERM	SECOND TERM	CAREER
--	------------	-------------	--------

ELIGIBLE -			
INELIGIBLE -			
REENLISTED -			
GROSS -			
NET -			

2. The following retention aids were distributed to branch career counselors this month:

- a.
- b.
- c.

3. Comments/Recommendations:

(Signature)