

Transformation

Transformation 101

New Transformation Officer

Change of Command



Vol. 65 No. 3 - 2017

www.cnrc.navy.mil

Contents

Vol. 65 No. 3 - 2017

From the Outgoing Admiral /p. 4

From the Incoming Admiral /p.5

Transformation 101 /pp 6-7, 9

From the National Chief Recruiter /p. 8

The Transformation Officer /pp 10-11

Navy Recruiting District Ohio Area Educators Attend Educator Orientation Visit in Norfolk /pp 12-13

Zimmerman, Minnesota Teacher Decides to Fly Navy /pp 14-15

Navy Recruiting Command Receives New Commander /pp 18-21

Serving Again: Recruiting Veterans for a Second Time /pp 18-21

CNRC Visits NRD St. Louis /pp 24

Continuous Process Improvement /pp 26-27

Teachers, Counselors Travel to San Diego for Educators Orientation Visit /pp 28-29

Regular Features

Eye on the Field /p. 25

Eye on the Fleet /pp 16-17

From the Archives /p. 30

Admiral's Five Star Recruiters and the District's Top Stations /p. 31

Navy Recruiter, the official publication of the Navy Recruiting Command, is printed commercially with appropriated funds in accordance with the Department of the Navy Publications and Printing Regulations (P-35). This publication does not reflect the official views of the Department of Defense. All photographs, unless otherwise stated, are official U.S. Navy photos.

Navy Recruiter encourages the submission of "Letters to the Editor" and articles expressing the opinion of individuals in the Navy recruiting community. All submissions must be signed. Send submissions to: Editor, Navy Recruiter Magazine, Navy Recruiting Command, 5722 Integrity Drive, Bldg. 784, Millington, Tenn. 38054-5057 or call 901-

Transforming Navy Recruiting Command:

An Interview with Deputy Peterson

By Navy Recruiting Command Public Affairs



Q: What does "transformation" mean to Navy Recruiting?

A: Transformation means that we are adjusting our culture, our processes, and our organizational structure (priorities in that order) to have greater capacity and successfully recruit in future market conditions that in the past would have been extremely challenging and a hardship on our people. Transformation simply means that we are making changes to accomplish our vision: A "People-First" Team who is the undisputed Talent Acquisition Leader in the DoD sector.

Q: Why are we transforming?

A: I've looked back at NRCs performance over the past few decades, and I see a clear picture of 'boom and bust' times. Depending on the market and mission requirements we have frequently struggled, and we've required massive injections of resources (M&A, EB, and Recruiters). In many cases, even before the full complement of additional recruiters reported, we experienced resource reductions because the market had improved. During the 'bust' cycles, Sailors and employees carried the burden of increased mission risk by working ever harder. In short, our Recruiters bear the burden of NRC mission risk. We now

have the opportunity to escape that cycle, increase recruiting capacity and improve performance and improve quality of life. I believe many people think this may be a budget drill—but they're wrong. It's true that resources are declining and recent reductions may have accelerated the timing of transformation, but that isn't the reason to transform. We started with a clean sheet of paper and asked ourselves how we would design a new NRC that would put the old NRC out of business because we are more competitive. The changing demographics of our youth cohort, needs of the Navy for quality officers and Sailors, and competition in the marketplace from other Services and industry make transformation mandatory.

Q: What is changing at the HQ level to accommodate a more streamlined organization?

A: We are adjusting our organization to synchronize with new processes, and we have increased manning to be able to centralize some functions. Our transformation team includes project managers, analysts, and experienced leaders who are solely focused on transformation. We have an "Analytic Storefront" designed to provide analytic support. And, we have created web sites with most recent transformation information at <http://www.cnrc.navy.mil/newsletter/landing-page.htm> and <https://mpte.navy.deps.mil/sites/nrc/Pages/Home.aspx>

Q: What is an NTAG and how is it different from an NRD?

A: NTAG stands for Navy Talent Acquisition Group. The NTAG will technically have fewer people directly assigned than a current NRD because the subordinate Talent Acquisition Onboarding Centers (TAOC) are the 'production units' under the direction of an OIC. The NTAG will have Admin, Supply, and a few other supporting divisions but the NTAG itself is not a production unit. It is responsible for oversight of the TAOC and smaller detachment personnel, support and production. (See organizational structure layout on pages 6, 7 and 9)

Q: How is an NTAG similar to an NRD?

A: The NTAG will remain a fleet-up O5 command with an XO, Command Master Chief, and Chief Recruiter. The NTAG will lead up to three TAOCs and multiple smaller detachments in its geographic area.

Q: Why did we change the name from NRD to NTAG?

A: We changed the name because we are benchmarking industry best practice and that included adopting some of the terminology (such as "talent acquisition").

Q: What is a TAOC and what is its relationship to an NTAG?

A: Talent Acquisition Onboarding Centers (TAOC) are the 'production units' under the direction of an OIC. TAOCs will do the actual recruiting. The OIC will report to the NTAG CO.

Q: What are the TAOC level functions?

A: There are four functional pillars or disciplines. They are Sourcing, Sales, Assessing, and Onboarding. The TAOC will also have a Customer Experience Manager who will focus on excellent customer service. The new functional model will also be supplemented by traditional full cycle recruiting for certain enlisted and officer mission areas.

Q: How will these changes affect recruiters?

A: A recruiter may be assigned to the Sourcing pillar rather than full cycle recruiting. He or she may be on the school presentation team, social and digital sourcing, and/or more traditional methods of contacting leads. The Sourcing Team Recruiter engages with the applicant and provides excellent customer service with the goal of setting an appointment for the Sale pillar recruiter.

Q: How will the changes affect Future Sailors/applicants?

A: Our goal is excellent customer service and the expectation is that applicants enjoy an experience that differentiates Navy from our competition.

Q: What questions have you received/heard that need to be answered in this forum?

A: Many people are concerned about their jobs as we reduce our workforce. We've had many discussions and recently had a call with the field from HQ on this subject. We understand your concerns. We are trying to make every effort to mitigate personal impact. Please keep communication with your chain of command to understand your role and the expectations of how your role might change in light of transformation. For civilian staff members, contact your N1 point of contact. We are here to help you understand what this means for you.

Q: What is one thing you want someone to know about Navy Recruiting Transformation?

A: We have a long-term plan, but I want to emphasize that this is a collaborative process and we welcome the opportunity for ideas from all people so we can learn and adjust. We are listening.



FRONT COVER

Rear Adm. Pete Garvin (right) relieved Rear Adm. Jeff Hughes (left) as the 22nd commander of Navy Recruiting Command. (U. S. Navy illustration by MC3 Brandon Woods and Kim Hyback)



BACK COVER

Chief Petty Officer Dan Yabut and members of Navy Talent Acquisition Group Portland stand in ranks during remarks made by Rear Adm. Hughes, commander, Navy Recruiting Command. (U.S. Navy photo by Dan Rachal)

Rear Adm. Pete Garvin
Commander
Navy Recruiting Command

FORCM(AW/SW/IW) Eddie L. Knight
Force Master Chief
Navy Recruiting Command

Cmdr. Kris Garland
Public Affairs Officer (Outgoing)
Lt. Cmdr. Jessica McNulty
Public Affairs Officer (Incoming)

Kim Hyback
Art Director

MC3 Brandon Woods
Staff Writer



FORCM Knight's Roundtable
www.cnrc.navy.mil/pages-nrc-links/nrc-roundtable.htm



America's Navy
www.twitter.com/USNRecruiter



America's Navy
www.youtube.com/channel/UCZmxahf7smylIEZVVIPL5Ng



Recruiter Magazine Archive
www.cnrc.navy.mil/recruiter-mag-home.htm



Navy Recruiting Command
www.facebook.com/NavyRecruiting

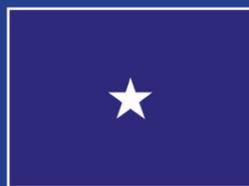


Military OneSource
www.militaryonesource.mil

From the Outgoing Admiral



Rear Admiral Jeffrey W. Hughes
Commander, Navy Recruiting Command



Recruiting Warriors,

It's hard to believe my time as your commander has come to an end. This has been the most professionally rewarding experience of my entire career by in large for two reasons. The first is the obligation of accomplishing our no-fail mission for the Navy and the Nation. The second, and, most important to me, is being part of this exceptional team with whom I have had the honor and privilege to serve.

One of our greatest traditions in our Navy is the process that ensures continuity in command, and I can't be more excited to pass the torch to an exceptional Naval Officer that I have been privileged to serve with over the course of the last 15 years. RDML Pete Garvin will continue the remarkable work of Navy Recruiting Command and ensure the next decade is as successful as the last. If I had been asked to name my relief, I would have selected my good friend Pete for the job. He is onboard and fully engaged, and I guarantee that he will lead this team with distinction.

As I reflect on the past two years, it is with some difficulty that I attempt to determine those areas in which I am most proud. Here are some thoughts on an emotional last day in the chair –

- We dramatically improved our operational posture and our collective safety by taking a comprehensive and aggressive force protection stance. It is a mission imperative and we owned it.
- We found another gear and improved our already impressive mission performance. We battled adversity and in the end accomplished our objectives. Know that I always had the best interests of our production recruiters and support staffs on my mind during every decision point.
- We have embarked on our aggressive transformation journey because we will determine our destiny, not succumb to external factors that are not in our control.

This effort will succeed because our enhanced culture will place emphasis in areas that will enable a newfound regard for people at the fore, a means to differentiate ourselves from our competition, a revamped approach to learning that will improve outcomes, and a realigned competitive drive that will place us at the top of the market share with the quality the Fleet demands.

Visiting you in field and the conversations I enjoyed with you are what I will miss most. You are what make this Navy Recruiting team remarkable and I will take a part of each of you with me for the remainder of my days. Pride in my association with Navy Recruiting and with you is the single most satisfying aspect of my entire professional life.

Continue to serve with conviction in your cause and faith in each other – with that, Navy Recruiting Command will continue to stand atop our competition and be a source of pride for all of you.

GODSPEED to you and your families.

With great respect,

A handwritten signature in white ink on a dark blue background.

Rear Admiral Jeff Hughes

From the Incoming Admiral



Rear Admiral Peter Garvin
Commander, Navy Recruiting Command



Navy Recruiting,

It is a distinct honor and privilege to join Recruiting Nation! While turning over with Admiral Hughes and after spending the first few weeks at the helm, it was and remains clear that Navy Recruiting Command is firing on all cylinders, eager for the opportunities brought by change, and excited about the future.

Over the course of my career, I've been lucky enough to serve with some truly phenomenal leaders. One of the characteristics shared by the leaders that inspired me most was that they didn't have people working for them – they worked for their people. That fundamental tenet of servant leadership is one I've sought to emulate in every command I've been a part of and will continue to do so here. At Navy Recruiting Command, I work for you. Our shared goal is to deliver what no corporation or defense contractor can at any price: Sailors. In working for you, I will make every effort to remove barriers for our most important teammates, our Recruiters. Together we must ensure we draw the highest quality candidates from America's diverse talent pool to allow the Navy to assure mission success and establish the foundation for Sailors to thrive in a life-changing experience. Sailors are the core of what we do and Recruiters are the center of gravity of the effort to bring in the best.

These are exciting times to be a part of Navy Recruiting Command. In this issue of Future of the Fleet: Navy Recruiter magazine, we have several articles about the changes currently underway and those to come: "Transformation 101", "Transformation Q&A", and a profile on our Transformation Officer. If you weren't sure about what transformation means for you, your district, and Navy Recruiting Command, I think you'll find a lot of answers to your questions here.

With any change comes a degree of uncertainty often accompanied by discomfort; institutionally it requires thinking and effort above and beyond the status quo. My strongly held belief is that change invariably brings opportunity. Rather than be a victim of change and forced to adapt when we have little control of the outcome, we will embrace the challenges head on – looking at the future of recruiting and doing what it takes to be even more successful. In short, together we must seize this opportunity!

You have my utmost respect and unwavering commitment,

A handwritten signature in blue ink on a white background.

Rear Admiral Peter Garvin
Commander, Navy Recruiting Command

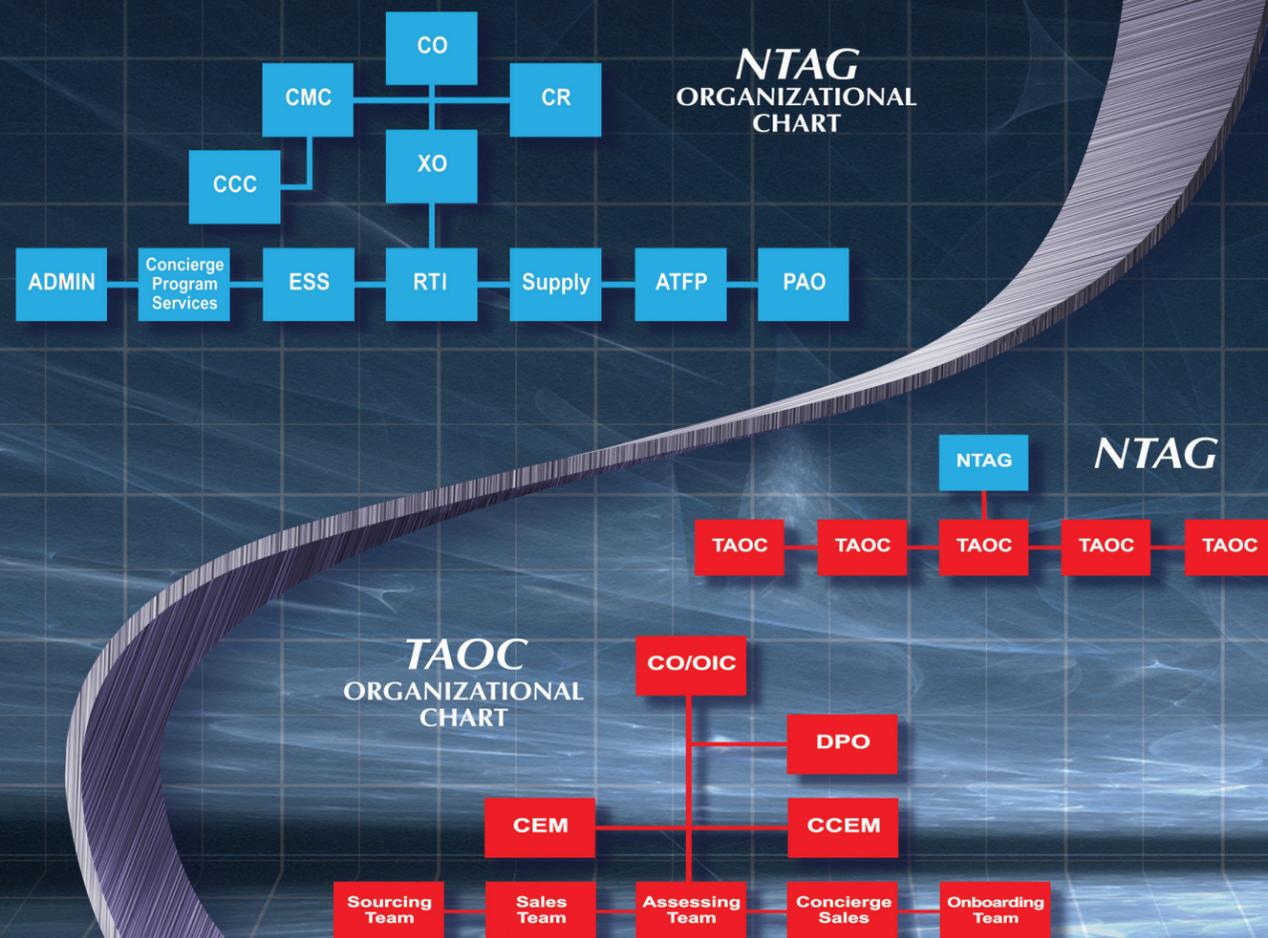
Transformation 101

Navy Recruiting Command strives to be ahead of the curve.

The Manpower, Personnel, Training and Education (MPT&E) enterprise is transforming the way it operates in order to streamline and optimize all of its processes. Navy Recruiting Command is part of the MPT&E transformation. While successful in today's operating environment, our organization, processes and infrastructure are unsustainable.

Since the summer of 2016, Navy Recruiting Command has been in the process of transforming how we operate to remain sustainable and successful. Much of this focus is on improving the customer experience to the fleet, sailors and applicants, resulting in better customer experience and recruiter effectiveness and satisfaction.

Through transformation, we are striving to make Navy Recruiting Command more distinctive and competitive in the DoD recruiting sector and ultimately transform our organization into a more modern, agile and mobile operating team – a People-First Team that is the undisputed talent acquisition leader in the DoD.



HQ Centralized Functions

N1 – Manpower
Administrative oversight, manning
Direct TAOC Support

N2 – Business Intelligence
Analytics
Project Management
Owns STEAM and Dashboard
Direct TAOC Support

N3 – Assessing and Hiring
Goaling
Concierge Programs
Central Classification
Waivers and Qualification
Owns PRIDE
Direct TAOC Support

N4 – Logistics
Centralized Vehicle Management
Furniture and Facilities
Direct Support to NTAG and TAOC

N5 – e-Recruiting and Sales
Sales Performance
Virtual Territory
e-Recruiting
Direct Support to TAOC

N6 – Information Technology
Fly-away Team for IT Support
Direct TAOC Support

N7 – Learning and Onboarding
RTI
Sailor and Candidate Onboarding
Direct Support to NTAG and TAOC

N8 – Resource Compliance
Centralized Financial Management
Direct Support to NTAG and TAOC

N9 – Marketing, Advertising, and Sourcing
Centralized Marketing and Advertising
and ADCO Functions
Direct Support to TAOC

Key New Positions

Transformation Officer

Transformation Team



From the National Chief Recruiter

“Change is the law of life and those who look only to the past or present are certain to miss the future.”
—John F. Kennedy

After being selected as your National Chief Recruiter for just over two months, I have made it my priority to visit the deckplates of Navy Talent Acquisition Group (NTAG) Portland and NTAG New Orleans. I found our recruiters to be motivated and excited about their new roles in a transformed recruiting environment. “Transformation” is the key to ensure Navy recruiting’s continued success.

Transformation inspires us to be a “People-First” organization that leverages talent. This will result in favorable outcomes for our Sailors and applicants. We strive to empower everyone throughout the enterprise, giving everyone the latitude to become dynamic and proactive.

We are improving from a system where Navy Recruiting Command has been a “numbers” driven organization that put results before people.

Navy Recruiting has been extremely successful for almost two decades. However, that continued success is unsustainable. The future of Navy recruiting needs to put an emphasis on our recruiter’s quality of life and world-class customer service.

Navy Recruiting is transforming from its current model, into a Four Pillar Concept. The pillar titles are as follows:

- Sourcing (prospecting)
- Sales

- Assessing (processing)
 - Onboarding (DEP management)
- The Four Pillar Concept allows the Recruiter to be placed on a pillar team that will be the best fit for their particular skill sets, this leads to improved recruiter efficiency and overall world class customer satisfaction.

Some other key pieces to the transformation efforts include:

- Central Classification allows Navy Recruiting to offer applicants the best job available based on their qualifications and interests.
- Remote Swear-Ins provide the opportunity for the applicant to be administered the “Oath of Enlistment”, surrounded by their significant others, family, friends and co-workers at a place and time of their own choosing.

These are exciting times for everyone in the Navy recruiting enterprise. We will continue to provide more information and field testimonials of our Transformation efforts in issues to come.

Thank you for all of your hard work and dedication and I look forward to seeing you in the field!

Very Respectfully,
NCCM Franklin Tiongco
National Chief Recruiter

Transformation 101

NTAG Level Functions

- CO
- XO
- CMC
- CR
- CCC
- Administration
- Concierge Program Services
- ESS – Education Services Specialist
- RTI – Recruit Training Instructor
- Supply
- ATFP – Anti-Terrorism Force Protection Officer
- PAO – Public Affairs Officer

TAOC Level Functions

- OIC – Officer in Charge**
Responsible for implementing COMNACRUITCOM plans and policies
- DPO – Director of Personnel and Operations**
Principal enlisted advisor to the Officer in Charge
- CEM – Customer Experience Manager**
Responsible for the customer service experience of every TAOC external customer
- CCEM – Concierge Customer Experience Manager**
Responsible for the concierge customer service experience of every TAOC external customer
- Sourcing Team – Led by Director of Sourcing**
Responsible for generating awareness and transitioning customer awareness to interest
- Sales Team – Led by Director of Sales**
Responsible for transitioning customer interest to desire into commitment and action through reaching a mutually beneficial decision with the customer to enlist or commission
- Assessing Team – Led by Director of Assessing**
Responsible for ensuring that the application is fully and properly completed
- Concierge Sales – Led by Director of Sales with direct liaison to CCEM**
Responsible for transitioning customer interest to desire into commitment and action through reaching a mutually-beneficial decision with the customer to enlist or commission in the United States Navy, with extreme emphasis on a concierge-level of service
- Onboarding Team – Led by Director of Onboarding**
Responsible for taking the role of mentor and provide guidance and training to the Future Sailor on all issues, ensuring qualification and commitment through Recruit Training

The Transformation Officer

Story and photo by MC3(SW/AW/IW) Brandon Woods, Navy Recruiting Command Public Affairs

Navy Recruiting Command (NRC) has selected Lt. Cmdr. Scott Bennie as the transformation officer.

Bennie has been placed in this role because of his background in liaising with the field over production, developing and implementing new systems and overseeing rollout and subsequent production and development of new operative procedures for the enterprise recruiting system as Navy Recruiting Districts look to transition to Navy Talent Acquisition Groups (NTAG).

"I came from being a recruiter so I understand where they're at right now and that I'm purely there to help them," said Bennie. "I'm here to hopefully make the transition as smooth as possible, especially on the backend once they've switched over."

Bennie has traveled to NTAG Portland multiple times for training the command's subordinate Talent Acquisition and Onboarding Centers (TAOC).

"I went out there and trained all their TAOC personnel," said Bennie. "I explained how it worked at the basic level and built on top of that."

As the transformation officer, Bennie knows that Sailors, whether serving or intending-to-serve, are

more important than any process we can ever create to enlist or commission their service. During the training, Bennie focuses on the TAOC personnel's understanding of new data systems as well as the team functions associated with each step in the process. His goal is to properly train the new NTAG and TAOC leadership and field recruiters to ensure that NRC can continue to provide the best quality service and customer support throughout the new recruiting process.

"We've got a whole lot of smart people out there in Portland, New Orleans and here at headquarters working on this," said Bennie. "And regardless, change is going to happen, so we might as well get out in front of it."

Although NRC has 24 more districts to go, Lt. Cmdr. Scott Bennie looks forward to the progression of our systems and our Sailors one NTAG at a time.

For more news from commander, Navy Recruiting Command, visit us on the web, www.navy.mil/local/cnrc/; on our Youtube channel, U.S. Navy Recruiter; on Facebook, www.facebook.com/NavyRecruiting; and on Twitter, [@usnavyrecruiter](https://twitter.com/usnavyrecruiter).



Navy Recruiting District Ohio Area Educators Attend Educator Orientation Visit in Norfolk

Story and photos by MC1(SW/AW) Vernishia Vaughn, Navy Recruiting District Ohio Public Affairs



To assist recruiting efforts and raising awareness in Ohio, seven educators and community representatives along with Commanding Officer Cmdr. Benjamin Martin and support personnel from Navy Recruiting District (NRD) Ohio visited Norfolk, Virginia during an Educator Orientation Visit (EOV), August 3-4.

The EOV is a Navy Recruiting Command program with a main focus of showing educators the various facets of the Navy and the many career paths available to students.

During the visit, the group received tours aboard guided-missile destroyer, USS Stout (DDG 55), a submarine, USS John Warner (SSN 765), an aircraft carrier, USS Abraham Lincoln (CVN 72), toured the harbor with Assault Craft Unit (ACU) 2 and ended their visit with a tour at ACU-4.

Prior to the EOV, Dean Kirkmeyer, a senior assistant dean of the college of engineering and computing at Miami University said he had minimal knowledge of the types of careers the Navy provides.

"I chose to come on this trip so that I could learn more about the breadth of opportunities available to students in college and to assist in my support role of the Navy ROTC program," said Kirkmeyer.

Susan Roth, a health professions pre-professional advisor at University of Cincinnati, expressed her amazement of what the Navy has to offer after speaking to a wide range of enlisted and officer personnel.

"I'm glad I was able to see the Navy in a way I never have before," said Roth. "This visit has been an eye opener and I think I've seen what amazing opportunity it can be for our young folks either before medical school or after, when they've earned their way in."

For one New Albany High School educator, Lori Cheney, the experience has been incredible and has allowed her to see things she never thought she could see.

"Attending this trip is helping me increase the amount of awareness available to our students of the United States Navy and what it has to offer," said Cheney. "I'm particularly amazed at what our young men and women are able to do and the amount of training they receive in order to carry out their responsibilities."

Cheney also shared that she's already raising awareness by posting to her social media pages and will continue sharing with her professional development community, reporting to the board of education and continue discussing with her students about the opportunities the Navy has to offer.

Additionally, the group visited USS Whidbey Island (LSD 41), VRC-40, VFA-34, Naval Air Station Oceana, Joint Expeditionary Base Little Creek and the Navy Exchange. All of the NRD Ohio educators interests largely included learning and understanding the training pipeline, the roles and responsibilities of Sailors and what the Navy has to offer so they are able to ensure Navy career information is available in their schools.

Navy awareness is an important element in recruiting America's best and brightest for naval service and the EOV is one tool used for local educators to learn, understand and share the Navy's story and the many benefits that come with serving in the United States Navy.



above: Educators and professionals from Ohio toured the harbor in Norfolk, Virginia with Assault Craft Unit 2 during NRD Ohio's Educator Orientation Visit.

left: Lori Cheney an educator at New Albany High School in New Albany, Ohio takes a picture of Susan Roth, health professions pre-professional advisor at University of Cincinnati with a Sailor from Hamilton, Ohio assigned to VFA-34 during NRD Ohio's Educator Orientation Visit (EOV).

Zimmerman, Minnesota Teacher Decides to Fly Navy

Story and photo by NCC Jason Winn, Navy Recruiting District Minneapolis Public Affairs

From a high school algebra teacher to a commissioned officer, Ensign Lynk Downing prepares himself for his next class, Navy flight school.

For Downing, a teacher and prior student of Zimmerman High School, joining the Navy fulfilled an aspiration of his.

"I've always had dreams about being a pilot," said Downing, as he prepared to deliver the commencement speech at Zimmerman High School.

As a teacher, Downing had the opportunity to change the lives of his students.

"I loved being a teacher, I am really glad I had the opportunity to impact the students' lives," he said.

Zimmerman High School was excited at the opportunity to hire Lynk to teach.

"We hired him because we knew about him: we knew his character, we knew his intelligence, and we knew about the positive impact he would make on our kids," said Marco Voce, the principal of Zimmerman High School, Zimmerman, Minnesota.

Those same characteristics are what made him

a quality aviation candidate for Naval Air Crewman (Operator) 1st Class Nathan Boss, a Navy recruiter assigned to Navy Recruiting District (NRD) Minneapolis.

"I thought that he was a very intelligent and confident person," said Boss. "I knew right away that he would be a great candidate for all Navy advanced programs, and eligible for an officer program."

Downing met with Boss multiple times, discussing all of the possibilities that the Navy offered. In that time, they identified two great opportunities.

"I had two career paths in mind when joining the Navy: enlist as a nuclear engineer or become a pilot," said Downing.

He soon made the decision and had to tell his old alma mater that he was following his dream. His administration, students and friends were surprised at Downing's decision to join, but they knew that it was a way for him to achieve his lifelong dream of becoming a pilot.

"That's what we are all about, having your graduates fulfill their dreams. Sometimes it's right after high school, and sometimes they come back and we can still facilitate that. We were happy to help Lynk

along so that he could fulfill his dreams," said Voce. "I am extremely excited about the new opportunities the Navy has provided me," said Downing.

Downing is now currently on Officer Hometown Area Recruiting Assistance Program, (OHARP) duty at NRD Minneapolis awaiting Navy flight school.

"The biggest thing for me about being back on OHARP duty is that I am working with the recruiters who helped me. It's been a great experience to work with them again, and it's been great to get back into the high schools and talk with the students about all the different opportunities that the Navy has," said Downing.

The senior class at Zimmerman High School voted for him to give their commencement speech. "Well liked and respected, the classmates here elected him to be the staff speaker: quite an honor for someone who didn't spend all four years with them," said Voce.

Downing describes his feeling as "grateful, proud, and happy" for this opportunity to give back. The school gave him a home for his time in high school and as a teacher as well.



Ens. Lynk Downing, currently awaiting Naval Aviation Flight School, is giving the Zimmerman High School 2017 graduating senior class commencement speech.



above: MH-60S Sea Hawk helicopters, F/A-18E Super Hornets, F/A-18F Super Hornets and an E-2C Hawkeye fly over the aircraft carrier USS George H.W. Bush (CVN 77) during an air power demonstration for a tiger cruise. (U.S. Navy photo by MC3 Matt Matlage)

Eye on the Fleet

below: AWS Erik Potter mans a .50-caliber machine gun aboard an MH-60S Sea Hawk helicopter assigned to the "Eightballers" of Helicopter Sea Combat Squadron (HSC) 8. (U.S. Navy photo by MC3 Colby S. Comery)



above: Sailors handle line aboard the Ticonderoga-class guided-missile cruiser USS Princeton (CG 59) as the ship prepares to depart Chennai, India. (U.S. Navy photo by MC3 Kelsey J. Hockenberger)

below: MU2 Dan Webber, assigned to the U.S. Navy Band Northwest popular music group, Passage, performs at the St. John's Summer Concert Series during Navy Week Montana. (U.S. Navy photo by MC2 James Vazquez)



Navy Recruiting Command Receives New Commander

Story by MC3(SW/AW/IW) Brandon Woods, Navy Recruiting Command Public Affairs

Navy Recruiting Command (NRC) bid farewell to one admiral and welcomed aboard another at a change of command ceremony held July 7 at Naval Support Activity Mid-South.

Rear Adm. Peter A. Garvin relieved Rear Adm. Jeffrey W. Hughes as commander of NRC.

Hughes has led NRC since September 2015.

During his tour at NRC, Hughes led a team of 6,500 officers, Sailors, civilians and contractors across the Nation and around the world. During Hughes' watch, Navy Recruiting Command recruited more than 70,664 of America's best and brightest men and women into our active and reserve enlisted ranks and commissioned more than 6,130 officers into the U.S. Navy.

In a message to the command, Hughes thanked his Navy Recruiting Team for their commitment to the mission and each other, their unwavering dedication, and their boldness in innovating and leading through change.

"This remarkable team continues to extend their record performance for meeting the mission, now over the 10 year mark despite greater challenges in the marketplace," said Hughes. "What makes me most proud is how you embraced the enhanced force protection imperative and commenced a sweeping transformation effort that will make Navy Recruiting the undisputed talent acquisition leader in the DoD sector for another decade. By far the most professionally rewarding experience of my career."



U. S. Navy photo by MC3 Kyle Hafer



U. S. Navy photo by MC3 Kyle Hafer



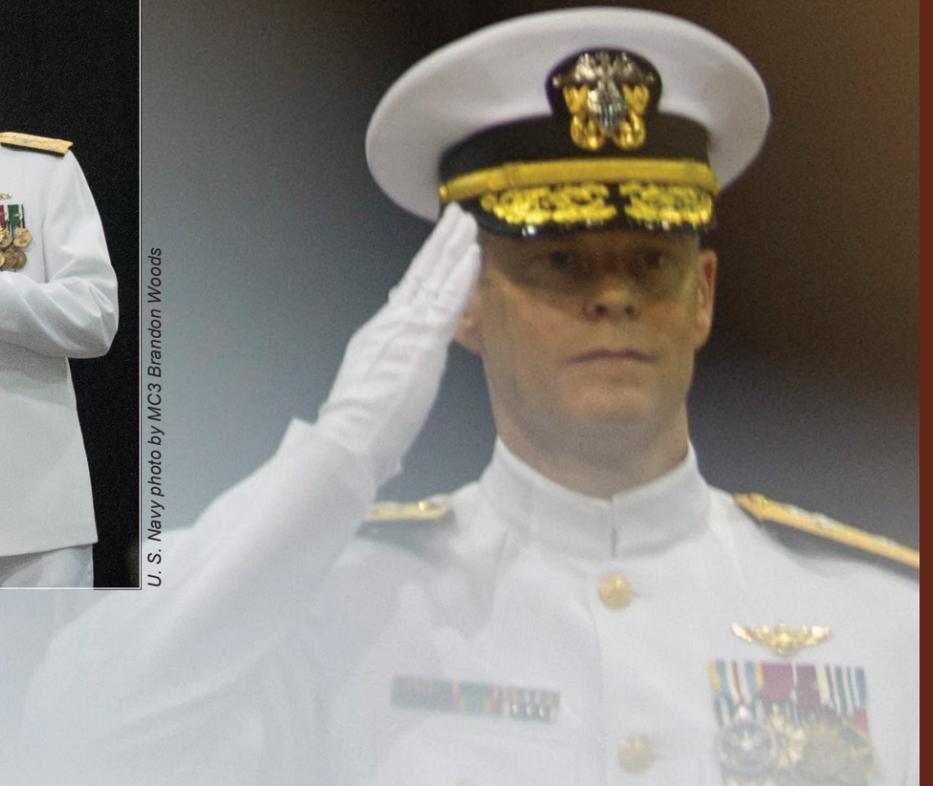
U. S. Navy photo by MC3 Brandon Woods



U. S. Navy photo by MC3 Brandon Woods



U. S. Navy photo by MC3 Brandon Woods



U. S. Navy photo by Chris Desmond



U. S. Navy photo by MC3 Kyle Hafer



U. S. Navy photo by MC3 Brandon Woods

Garvin is reporting to NRC after completing a successful tour as executive assistant to the Vice Chairman of the Joint Chiefs of Staff.

Garvin received a Bachelor of Science degree in Aerospace Engineering (Astronautics track) from the United States Naval Academy. He also earned a Master of Science degree in National Security and Strategic Studies from the National War College and is an alumnus of the Massachusetts Institute of Technology's Seminar XXI program.

With a wealth of experience across the Navy and joint arenas, Garvin looks forward to joining the team to help NRC further reach their goal of recruiting the 21st century Sailor.

"I'm excited to join recruiting nation and lend my shoulder to the effort in tackling the challenges and seizing the opportunities brought about by change," said Garvin. "Recruiters have one of the toughest jobs in the Navy and my goal is to build upon the transformation begun by my predecessor."

Chief of Naval Personnel Vice Adm. Robert Burke served as the presiding officer for the change of command ceremony and gave remarks as the guest speaker for the event.

"You've led by example," said Burke to Hughes. "Pushed your team to new heights, and cared for them every step of the way. And, in doing so, you've accomplished some incredible things with a team that works together as a well-oiled machine—delivering results in an increasingly challenging market for talent."

NRC consists of a command headquarters, two Navy Recruiting Regions and 26 Navy Recruiting Districts that serve more than 1,477 recruiting stations across the country.

NRC's mission is to leverage an inspirational culture to inform, attract, influence and hire the highest quality candidates from America's diverse talent pool to allow America's Navy to assure mission success and establish the foundation for Sailors to thrive in a life-changing experience.

For more news from commander, Navy Recruiting Command, visit us on the web, www.navy.mil/local/cnrc/; on our Youtube channel, U.S. Navy Recruiter; on Facebook, www.facebook.com/NavyRecruiting; and on Twitter, @usnavyrecruiter.



U. S. Navy photo by Chris Desmond



U. S. Navy photo by Chris Desmond



U. S. Navy photo by MC3 Brandon Woods



U. S. Navy photo by MC3 Kyle Hafer



U. S. Navy photo by MC3 Kyle Hafer



U. S. Navy photo by MC3 Brandon Woods



U. S. Navy photo by MC3 Brandon Woods

Serving Again: Recruiting Veterans for a Second Time

Story and photo by By MC1(SW/AW) Timothy Walter, Navy Recruiting District Nashville Public Affairs

At a factory in Memphis, Tenn., he was thinking about the Navy. It wasn't his first time either. A little more than a year had passed since he separated from naval service and now he missed what it represented and what it could provide for his family.

So he enlisted, again.

He joined the reserve component and then moved on to active duty. And today, he helps others follow the same path.

Navy Counselor 1st Class Charles "Greg" Adams now serves as a prior-service recruiter for Navy Recruiting District Nashville from his station at Navy Operational Support Center Knoxville, Tenn.

"It gave me the best of both worlds. I could have a great family life and the Navy life," Adams said.

But his journey began on the other side of the state in his hometown of Bartlett, Tenn., just outside Memphis, Tenn. He left there to join the Navy as an Aviation Ordnanceman in 1998 and served his country while forward-deployed in Japan, working aboard the USS Kitty Hawk (CV 63). After a full tour, he returned to civilian life in Memphis.

When he decided that he wasn't done with the Navy, he started researching how to get back into a uniform. His path was through the prior-service reservist ranks.

Shortly thereafter, he became a canvasser recruiter (CANREC) and started recruiting out of Millington, Tenn. Later, he moved to Knoxville, Tenn., and has been there ever since. The long process has enabled him to rejoin the active duty component and make lasting connections along the way.

Now with seven children, ranging in age from just under two through 16, he is more grateful than ever at the opportunities that recruiting and the Navy have afforded him. However, the transition from Aviation Ordnanceman to Navy Counselor wasn't always easy.

"It was hard in the beginning but now it is second nature to me. My first leading petty officer used to challenge with a lunch bet to see if I could go and talk to a random person

and get them interested in joining the reserves. He helped break me out of my shell and it worked," he said.

He has learned much since those first hesitant interactions with possible recruits. Now he serves as the leading petty officer for all the prior-service reserve recruiting efforts in the district. Just recently he was awarded Navy Recruiting District Nashville's Recruiter of the Month for the Reserve Component.

Along the way, he has lost count of the hundreds of Sailors he has helped put back into the Navy. However, he takes pride in the opportunity that his type of recruiting affords him, particularly being able to see the end result of a long effort.

"I often watch the active duty recruiters who send their people off to boot camp and most times never get to see them again. But I put people in and I see them right here in Knoxville on drill weekend," he said.

Sometimes, putting a Sailor back into service poses a logistical challenge, since he or she may have been out of service for an extended period of time. However, those frustrating waits often produce some of the best outcomes for him.

"I have several success stories where people got put out during downsizing and I was able to get them back in the reserves. Then later, they were able to go back on active duty. I have worked with some individuals for up to 18 months for various reasons, such as finding paperwork and medical files, and now I see those same people as Chiefs."

This continual reminder of his work has helped inspire him throughout his time in Knoxville and keeps him motivated even as the methods of recruiting continue to change around him.

"Ultimately, I help people get what they want. It's a very gratifying feeling and I'm thankful for it," he said.

Navy Recruiting District Nashville is responsible for recruiting efforts throughout more than 100,000 square miles of the states of Tennessee, Arkansas, Alabama, Georgia, Mississippi, Kentucky and Virginia.

For more information on NRD Nashville, visit us at <http://www.cnrc.navy.mil/pages-nrd/nashville/default.html> or on Facebook at <http://www.facebook.com/NRD.Nashville>



right: NC1 Charles "Greg" Adams poses for a photo outside of NRD Nashville Headquarters.

CNRC Visits NRD St. Louis

Story and photos by MC1 Latrice Jackson, Navy Recruiting District St. Louis Public Affairs



Rear Adm. Pete Garvin, commander, Navy Recruiting Command (NRC), visited Navy Recruiting District (NRD) St. Louis and met with Sailors and civilian personnel, July 10-12.

Garvin met with personnel to thank them for what they do and to get feedback on recruiting issues that may need to be improved as recruiting command goes through a transformation process.

"I want them to think about how to make the process better and how to make recruiting nation more effective while making it more efficient," said Garvin.

Garvin asked for patience and open communication during the transition.

"It affects the entire force and we need your good ideas because you guys are the experts at recruiting," said Garvin. "With change comes opportunity."

Garvin stated that it is the Sailors who are the Navy's best resources.

"When you look at the flight deck of an aircraft carrier, it always blows civilians away. These are 19 to 21-year-old men and women out there doing incredibly dangerous, but very important stuff and you just don't see that in the civil sector," said Garvin.

Garvin also added command leaders are happy with the caliber of Sailors they have coming to their duty stations.

"They see that they are getting great Sailors coming through the door and that's because you guys are bringing in the right people," said Garvin.

The visit to St. Louis was Garvin's first trip to a NRD since he assumed command of NRC.



top: Rear Adm. Pete Garvin, commander, Navy Recruiting Command, speaks with recruiters assigned to NRD Mehlville during a visit to NRD St. Louis.

above: Rear Adm. Pete Garvin, commander, Navy Recruiting Command, speaks with Jon Dickson, education specialist, NRD St. Louis, during a visit to the NRD.



above: A member of the U.S. Navy parachute team, the Leap Frogs, prepares to land during a parachute demonstration before a Chicago Cubs and Cincinnati Reds baseball game at Wrigley Field. (U.S. Navy photo by MC3 Kelsey L. Adams)

Eye on the Field

below: Sailors and family members of Navy Recruiting District New York passing the reviewing stand of New York City's Dominican Day Parade 2017. (U.S. Navy photo by MCC Travis Simmons)



Continuous Process Improvement

Story and photo by MC3(SW/AW/IW) Brandon Woods, Navy Recruiting Command Public Affairs



“Almost everyone agrees that change has become a constant in today’s technologically advanced, fast-paced world,” says Dr. William “Bill” Anderson, Navy Recruiting Command’s (NRC) Continuous Process Improvement program manager.

NRC has performed invariably the same way, with minor adjustments, for over 45 years. However, there are new obstacles not faced in the past that must be overcome. The challenges include lack of propensity in people to join the military service, diminishing resources and budget and increasing goal initiatives. To stay stagnant is not the answer.

“Unconsciously, people believe that longevity equals goodness and in today’s world that is not

always correct,” says Anderson. “Developing a continuous process improvement culture will change that old thought pattern.”

The new culture can evolve as the transformation process unfolds.

“A change we expect to see is one in which all of NRC becomes future thinking innovators,” says Anderson. “We want everyone within NRC will develop a process improvement approach mentality that becomes second nature, like ‘muscle memory.’”

NRC’s organizational culture must adapt in a positive way to foster this new mindset of its Sailors.

“Our mission goals for the next year are increasing, and perhaps further into the future,” says Anderson.

“Having to achieve an increased mission with fewer personnel resulted in major changes to the structure and operation of all of our business practices. It also provided NRC with an opportunity to improve the entire recruiting process from how the command supports recruiters, including centralizing processes at headquarters, to how the recruiters will perform all their expected tasks when accessing someone.”

Developing a model that can be used with fewer personnel and higher production goals calls for more efficiency in the workplace.

“The future NRC will engage all employees, at all levels, to be continually making changes to how they perform or execute their jobs,” says Anderson. “By

continually changing to improve processes by using better technology, or streamlining how work flows through systems, NRC will be in a constant state of improvement, which means we will be changing.”

“Changing the culture to one of continuous process improvement will empower all our Navy recruiting team members to become involved in finding ways to make their work lives easier and more enjoyable,” says Anderson.

For more news from Commander, Navy Recruiting Command, visit us on the web, www.navy.mil/local/cnrc/; on our Youtube channel, U.S. Navy Recruiter; on Facebook, www.facebook.com/NavyRecruiting; and on Twitter, @usnavyrecruiter.

Teachers, Counselors Travel to San Diego for Educators Orientation Visit

Story and photos by Burrell Parmer, Navy Recruiting District San Antonio Public Affairs



Navy Awareness is an important element in recruiting America's best and brightest for naval service. To assist the recruiting effort in South Texas, eight educators and counselors along with support personnel from Navy Recruiting District (NRD) San Antonio visited naval commands in support of an Educators Orientation Visit (EOV), July 11 - 14.

The EOV is a Navy Recruiting Command program with a main focus of showing educators the various facets of the Navy and the many career paths available to students.

One of the highlights of the visit was the group's tour of the nuclear-powered aircraft carrier USS Carl Vinson (CVN 70).

"Touring the Carl Vinson—and seeing the spot where the most wanted man in U.S. history was laid after he was killed—really touched me," said Charlene Darden, a counselor with Bryon P. Steele High School in Cibolo.

According to Darden, prior to the EOV, she had minimum knowledge of the types of careers the Navy offers.

Additionally, the group visited Naval Base San Diego, Helicopter Maritime Strike Squadron THREE FIVE (HSM-35), BUD/S (Basic Underwater Demolition/SEAL) Training at Naval Amphibious Base Coronado, the Pacific Beacon Navy Billeting, the Fleet Readiness Center, Coastal Riverine Group ONE, and the Navy Exchange.

Tammy Cantu, a career counselor with Judson High School in Converse, stated she enjoyed all aspects of the EOV.

"Seeing all the different naval bases and how each one provides a piece to a really amazing puzzle was unbelievable," said Cantu. "I enjoyed visiting where the Navy SEALs are trained. The pace of the tour and everything we saw was perfect."

Participants showed interest in learning more about the Navy and to ensure that Navy career information is available in their schools.

"The EOV broaden my scope of the multitude of possibilities the Navy has to offer," said Darden. "I also learned that in order for us as a nation to remain the best, we should recruit the best."

Juan Rodriguez, the Education Services specialist for

NRD San Antonio stated that the NRD's return on investment has always proven fruitful.

"Each year, we have had counselors join or apply for both officer and enlisted programs, both active and reserve components," said Rodriguez, a retired master chief navy counselor. "I consider this investment as money best spent. It provides educators and other youth influencers the opportunity to better understand America's Navy as opposed to just formulating a made-up concept of who we are."

Darden recommended that teachers and counselors should attend the EOV.

"They would learn a lot, as well as change their perspective on what the Navy has to offer as it did for me."



left: Educators from South Texas on the flight deck of the nuclear-powered aircraft carrier USS Carl Vinson (CVN 70) during NRD San Antonio's annual Educators Orientation Visit (EOV).

above: HM1 Joshua Smith assigned to Coastal Riverine Group ONE demonstrates treatment of medical casualties utilizing a Caesar Medical Manikin to educators from South Texas during NRD San Antonio's annual Educators Orientation Visit (EOV).

Suspect/Prospect Card system - a successful recruiting tool

MCPOC Speaking



by "Jake" Jacobs

The suspect/prospect card system is a tool which has been successfully used in Navy Recruiting for many years. The ways to use this system are as many and varied as the people using it. It is my opinion that regardless of which method of using the system each of us has implemented, there is still room for improvement.

Let's review some of the happenings in the past which possibly caused all the variety in the system. Had we followed, to the letter of the law, instructions implementing the system we would have made cards on every high school student. Our typing proficiency would have increased, but the wasted man-hours would have made cards on every high school student. Our typing proficiency would have kept us from the many other chores necessary to make our goal, not to mention the storage space required for the unnecessary files.

Thank goodness the days of instructions without followup are fast fading, because now a term "lessons learned" is on the front burner at all times.

We followed up leads from telephone calls to the toll free number and certainly did waste many dollars and hours checking on them, however, again "lessons learned" are helping refine this system. Magazine leads have played their tricks with our time and money, again with rare exception this variety of the system is very much refined. Some of us have already started using the ASVAB results to plan our future moves. In certain parts of the country there are other lists which have been very productive.

Some NRD commanding officers have seen fit to compile all the available lists and make up cards for each recruiting station which is a great time and dollar saver for the recruiter. CNRC issued an instruction which requires four cards, many hours of work to complete and new sized storage boxes. (This variety of the system has really caused many words to flow.) Headquarters also started sending a card with a valid lead to the appropriate recruiting station. Computer read-outs have been sent to the field and this also is a high time consuming variety to use.

What's in the future plan for our card system? Have a central collection place for all existing lead lists. Refine the lists so you will receive the information on only valid leads. Print all necessary cards and mail them to the appropriate recruiting station.

It may sound like another far-fetched idea right now, but so was the RACS system not too long ago. However, the RACS system is only as good as the people using it and sometimes it surely gets a glitch, but we continually try to refine it. It is my opinion that if we all do our utmost to give the new card system an honest effort it will prove merits we have not yet thought about.

From my family to your family to your family go our wish for warmth, love and happiness in this holiday season.

Admiral's Five-Star Recruiters

April 2017

NRD Atlanta - MM1 Jamarcus Gholston
NRD Chicago - AM2 Ryan Dembowiak
NRD Denver - MM1 Stephen Rodgers
NRD Jacksonville - AO1 Aaron Ammons
NRD Los Angeles - EN2 Argelio Cantu
NRD Michigan - DC2 Ethan Retland
NRD Minneapolis - AZ2 Ricard Perez

NRD Nashville - STS2 Robert Bruneel
NRD Phoenix - OS1 Armando Alvarez
NRD Pittsburgh - DC1 Tyler O'Donnell
NRD Raleigh - ABH2 Jennifer Confer
NRD San Antonio - IC1 John Torres
Region West - AD2 Wing Lam

May 2017

NRD Atlanta - MM1 Jamain Gholston
NRD Chicago - NC1 Christine Williams
NRD Jacksonville - YN2 Tiffany Nelson
NRD Los Angeles - EM2 Zhong Yang
NRD Michigan - DC2 Ethan Retland
NRD Nashville - STS1 Robert Koontz

NRD Phoenix - EMN1 Deveau
NRD Pittsburgh - MR2 Johnathan Gist
NRD Raleigh - OS1 Earl Tammell
NRD San Antonio - IT1 Samantha Banda
Region West - ABE2 Jevon Hannah

The District's Top Stations

April 2017

NRD Atlanta - NRS Bessemer
NRD Chicago - NRS Joliet
NRD Denver - NRS Academy
NRD Jacksonville - NRS Orange Park
NRD Los Angeles - NRS Ventura
NRD Michigan - NRS South Bend
NRD Minneapolis - NRS Southridge

NRD Nashville - NRS Conway
NRD Phoenix - NRS Albuquerque
NRD Pittsburgh - NRS Washington
NRD Raleigh - NRS Hickory
NRD San Antonio - NRS Midland
Region West - NRS San Francisco

May 2017

NRD Atlanta - NRS Jonesboro
NRD Chicago - NRS Oaklawn
NRD Jacksonville - NRS West Jacksonville
NRD Los Angeles - NRS Alhambra
NRD Michigan - NRS Kalamazoo
NRD Nashville - NRS Rivergate

NRD Phoenix - NRS Saguaro Valley
NRD Pittsburgh - NRS Lockport
NRD Raleigh - NRS Rock Hill
NRD San Antonio - NRS Brownsville
Region West - NRS San Jose



www.cnrc.navy.mil/recruiter-mag-home.html

RECRUITER MAGAZINE

FUTURE OF THE FLEET