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The Fleet Support community : meeting its mission in the 21st century

Murdy, Deanna M.

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NAVAL POSTGRADUATE SCHOOL
Monterey, California

THESIS

THE FLEET SUPPORT COMMUNITY: MEETING ITS MISSION IN THE 21ST CENTURY

by

Deanna M. Murdy

June 1999

Principal Advisor: Roger Evered

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This thesis evaluates the effectiveness of the Fleet Support community's management practices in meeting the dynamic changes in the complex fleet support arena, while increasing its value to the Navy in the future. The Fleet Support community's mission statement was used as a benchmark in the evaluation process. Data on billet base management, accession policies, education and the detailing process were evaluated against the mission statement to determine the extent to which these practices support it. The results of the study indicate that current practices provide limited support in meeting the Fleet Support community's mission statement.

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THE FLEET SUPPORT COMMUNITY: MEETING
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Deanna M. Murdy
Lieutenant, United States Navy
B.S., University of Maryland, 1991
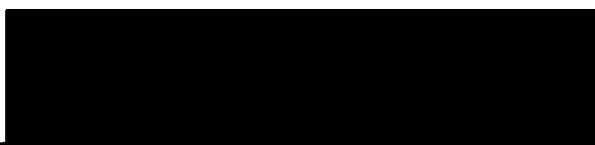
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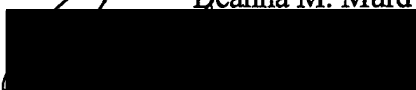
NAVAL POSTGRADUATE SCHOOL
June 1999

Author: _____
Deanna M. Murdy

Approved by: _____
Roger Evered, Principal Advisor

_____
William D. Hatch II, Associate Advisor

_____
Reuben T. Harris, Chairman,
Department of Systems Management

ABSTRACT

This thesis evaluates the effectiveness of the Fleet Support community's management practices in meeting the dynamic changes in the complex fleet support arena, while increasing its value to the Navy in the future. The Fleet Support community's mission statement was used as a benchmark in the evaluation process. Data on billet base management, accession policies, education and the detailing process were evaluated against the mission statement to determine the extent to which these practices support it. The results of the study indicate that current practices provide limited support in meeting the Fleet Support community's mission statement.

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I. INTRODUCTION

A.   PURPOSE

This thesis is a study of the organization and management practices currently being used by the Fleet Support community. It identifies current management practices, which deviate from the Fleet Support mission statement and those which enhance mission accomplishment. The overall purpose of this study is to suggest new initiatives to enhance mission accomplishment and increase the community's value to the Navy.

B.   RESEARCH QUESTION

Primary Research Question

What practices does the Fleet Support community need to modify to meet dynamic changes in, and increase its future value to, the Navy.

C.   THESIS OUTLINE

Chapter II provides the history of the Fleet Support community beginning with its origins, as the General Unrestricted Line community and through its transition to Fleet Support. Chapter III discusses the research design including data basis used. Chapter IV reviews literature pertaining to the community as well as discussions on the need for specialist in fleet support issues. Chapter V provides a summary of data and findings in reference to past and current

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management practices of the community. Chapter VI discusses major conclusions; implications and recommendations to further increase the community's value to the Navy.

D.   EXPECTED BENEFITS OF THIS THESIS

The overall benefit is to improve the organization and management practices of the Fleet Support community, so that the Fleet Support community remains prepared to meet the dynamic challenges and expectations over the next several decades. The results/findings of this thesis will provide an assessment of current practices and suggested alternatives to increase the community's value to the future Navy.

II.   BACKGROUND

A.   GENERAL UNRESTRICTED LINE COMMUNITY

The Fleet Support Officer community (FSO) community is the direct result of the transition of the General Unrestricted Line (GenURL) community to the restricted line in 1995. The GenURL was established in 1981, as designator 110X. Prior to 1972 all Surface Warfare, Submarine Warfare and Non-Warfare Unrestricted Line Officers were assigned a designator of 110X. In 1972, the warfare designators were subsequently broken out into separate designators (111X for Surface, and 112X for Submarine). The officers remaining (Non-Warfare) retained the designator 110X. The demographics of the 110X's were predominately female, due to combat restriction laws, which barred females from the majority of Unrestricted Line Billets. They were detailed by the Surface community, filling primarily 1000-coded billets, which were filled by Unrestricted Line Officers. This left the 110X community without a specific career path, however they were eligible to serve in a limited number of shore command billets. The upward mobility for the 110X officer was predicated on leadership and sub-specialty development. Due to the lack of a discreet billet base, there was flexibility and a variety of jobs available to the 110X officer.[1]

In 1981, the 110X Officers were redesignated General Unrestricted Line (GenURL) as a separate community. A community manager was established the following year, and the Deputy Chief of Naval Operations, Manpower, Personnel

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[1] Turley, Lori, *The Feasibility of Specialized Subcommunities within the General Unrestricted Line Officer Community*, Naval Postgraduate School thesis, September, 1990.

and Training, (OP-01), was assigned as Resources sponsor. In 1987, OP-01, now NPC-4 established a separate detailing organization and by 1989, the GenURL had a stated mission. No longer a part of the Surface community, the GenURL played a unique part in the overall Navy mission by:[2]

> Providing the Navy with a community of officers with proven leadership, shore management and subspecialty expertise who manage the increasingly complex fleet support establishment in direct support of the Navy's warfighting mission.[3]

Due to its initial mission, accession policy and requirements, the GenURL community was predominately female. Males were not excluded from the ranks; they had no formal accession path. Males generally entered the community due to physical or performance conditions, which disqualified them from serving in URL community.[4]

B.   THE TRANSITION

Rescission of Section 10 of the U.S. code, which excluded women from combatant billets, effectively removed the barriers for women to serve in warfare billets. As a result, the initial rationale for the establishment of the GenURL

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[2] Ibid.

[3] *The Naval Officer's Career Planning Guidebook* (Draft), (NAVPERS 15605), 1990, p. 12.

[4] Fitpatrick, Eric, *A study of the feasibility and benefits of converting certain Fleet Support Community billets from military to civilian*, Naval Post Graduate School, Monterey, CA, Master's Thesis, March 1998.

community came under review. The Department of Defense (DoD) began examining the future of the community. In September of 1994, the Chief of Naval Personnel (CNP) reviewed three options for the GenURL community.[5] Each option, along with its pros, cons, concerns and final decision are listed below:

Option One

The GenURL community will continue to exist, but as a gender neutral URL community with a discreet 1100 billet base whose mission is to provide fleet support in the areas of shore management, Space and Electronic Warfare (SEW) and Integrated Underwater Surveillance System (IUSS).

Pros

1. The GenURL represents a quality force in demand by the fleet.

2. The Navy needs dedicated shore manages and technical expertise.

3. Community members have proven capability/interest/motivation for shore and technology management.

4. The GenURL community has time to develop requisite experience while warfare communities lack time for both career warfare and shore management subspecialty development.

5. Shore management will lose experience/capability without 1100's.

6. GenURL officers are a cost-effective resource (no long training pipelines, no special pay).

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[5] Memorandum for the Secretary of the Navy from the Chief of Naval Operations, Ser 00/4u500236 of 28 Sep 94, Subject: Establishment of a New Competitive Category for Naval Officer Promotions - Action Memorandum.

7. In the short term, the community maintains the Congressionally mandated numbers of female Naval officers.

8. Maintaining the community avoids transition problems for its members.

9. Contributes to force stability during times of major changes within the Navy.

10. The Navy maintains faith with community members.

11. If an 1100 billet base is developed, as a URL community, GenURL's can still compete for 1000 coded billets.

Cons

1. There is no clear evidence of a need or support for the GenURL mission.

2. Assuming a shore management requirement exists, there is no clear evidence that GenURL officers meet this need.

3. Downsizing dictates community reductions/elimination in the absence of a unique mission.

4. The community perpetuates the concept of a wet/dry Navy.

5. The perception of a "female or broke male" community may continue.

6. The community consumes some overhead (e.g., two Flag billets, command opportunities, detailers, a community manager).

Concerns

1. A functional community sponsor is needed to advocate the community's mission and to help define a billet base.

2. As the Navy downsizes, warfare communities will start looking for shore billets; and it will be difficult for GenURLs to convert "good" 1000-coded jobs to 1100 jobs (assuming a discreet billet base is created).

Option Two

Disestablish the GenURL community, stop accessions and develop a transition plan for current community members.

Pros

1. Eliminates a community which was originally established to help the Navy meet its female officers' quota and which remains primarily a "women's" community.

2. There is no clear evidence of a need or support for the GenURL mission.

3. Assuming a shore management requirement, there is no clear evidence that only GenURL officers meet this need.

4. The community perpetuates the concept of wet/dry Navy.

5. The community consumes overhead.

Cons

1. The Navy needs dedicated shore managers and the technical expertise provided by GenURL community.

2. Community members have proven expertise/interest/motivation for shore and technology management.

3. The community has time to develop requisite shore management and subspecialty expertise while warfare communities concentrate on developing their warfare skills.

4. Disestablishing the community will break faith with community members.

5. Eliminating the community adds to personnel turbulence during a time of turmoil within the Navy.

6. The transition to another community will be difficult due to the relative seniority of the community. If senior LTs and above remain as GenURLs to retirement, members will be in a dead community for up to 15 years; promotion and career opportunities will suffer. If senior LTs and above are forced to choose another community, they will be behind their contemporaries; once again, promotion and career opportunities will suffer.

Concerns

1. Will women continue to join the Navy if combat exclusion is revoked and GenURL is not an option?

2. What impact will disestablishing the GenURL have on warfare communities (i.e., in assimilating GenURL accessions and their ability to fill 1000-coded billets)? The Navy may need to restructure warfare career paths to allow for additional shore duty and/or may need to grow a larger LDO community to fill billets vacated by GenURLs.

3. Will the SEW and IUSS technical fields suffer if GenURLs are not available to fill their billets?

Option Three

Change the GenURL community from an Unrestricted Line community to a gender neutral Restricted Line (RL) community with a discreet billet base. The community would support the fleet through shore station management, SEW, and IUSS.

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Pros

1. As a RL community, it will be easier to eliminate the perception that the GenURL is a "women's" community, and will promote gender neutral access to the community, and will promote gender neutral access to the community.

2. This option facilitates identifying and establishing a mission advocate/sponsor.

3. A RL community recognizes the GenURL community's expertise in shore management.

4. A RL community potentially better meets Navy needs for shore management and subspecialty proficiency to perform increasingly complex shore management and subspecialty functions.

5. A RL community could serve as a transition vice immediately disestablishing the GenURL community: stop accessions and transition all GenURL LTs and above to the Fleet Support RL community. This would provide members a viable career path to retirement and maintain equitable promotion and assignment opportunity.

Cons

1. A RL community would comprise the informal warfare advocacy enjoyed by the community.

2. The Navy RL/URL officer ratio would be too high.

3. Existing RL communities could subsume some functions/billets GenURLs now fill (e.g., PAO, Intelligence, LDO), potentially fracturing the community.

4. This option adds to personnel turbulence during a time of significant changes in the Navy.

Concerns

1. A functional community sponsor is needed to advocate the community's mission and assist in defining the billet base.

2. As the Navy downsizes, warfare communities will start looking for billets ashore. They will be reluctant to give up "good" shore billets to an 1100 RL community. As a RL community, 1100s won't be able to compete for 1000-coded billets.

3. Extensive community reorganization may be necessary.

The Decision

Two Key considerations drove the review process. First, the GenURL had significant expertise in managing the Navy's complex shore support infrastructure. Second, a high value was put on keeping faith with the present members of the GenURL community.[6]

Criteria for selecting the best option included: (1) ensure a trained, experienced, qualified corps of officers to meet Navy manpower requirements while providing flexibility and adaptability for changing personnel needs; and (2) keep the faith with members of the GenURL community by providing a viable career path and comparable promotion potential.[7]

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[6] Memorandum for the Secretary of the Navy from the Chief of Naval Operation, Ser 00/4u500236 of 28 Sep 94, Subject: Establishment of a New Competitive Category for Navy Officer Promotions - Action Memorandum.

[7] Ibid.

Admiral Boorda, while Chief of Naval Operations (CNO), felt that it was in the best interest of the GenURL community, and the Navy, (since disestablishment would have put a great deal of stress on the warfare communities to fill these billets) that a new competitive category in the RL community be established.[8] The Secretary of the Navy approved the establishment of the Fleet Support community (1700 designator) on October 4, 1994.[9]

C.   FLEET SUPPORT, THE NEW COMMUNITY

The Fleet Support Officer (FSO) community was established to support the Navy in its goal to provide quality of life and maximum readiness through selective retention of qualified and experienced personnel. *The FSO community's mission statement is to:*

(1)   Support fleet and joint operations through management of the Fleet Support Establishment and development of highly specialized technical and analytical capabilities.

(2)   Fleet Support officers are the primary source of officers trained, educated and experienced in the intricacies of shore installation and support management..[10]

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[8] Ibid.

[9] "Fleet Support Community, A Brief for CNO" prepared by BUPERS (PERS 211G), 21 March 1996.

[10] Ibid.

The interpretation of this mission is that the Fleet Support community "provides a cadre of professionals focused on specific fleet support issues. Multiple tours in a specific specialty (core competency) combined with educational opportunities provide the expertise needed in the increasingly complex arena of fleet support".[11]

Within the community, the FSO mission is executed via three specialty areas: 1) Logistics Support, 2) Manpower/Personnel/Training and 3) Space/ Electronic Warfare.

1. Logistics Support

Logistics Support is comprised of two subcomponents: 1) Shore Installation Management (SIM), and 2) logistics/sealift support. SIM focuses on Naval Station and Naval Air Station management. It includes administration, port services, installation security/law enforcement, fiscal management, environmental controls, and facilities readiness. Logistics requirements include, but are not limited to: Port Operations Officer, Law Enforcement/Security Officer, Executive Officer (XO) Sima, Base/Station Admin Officer, Civilian Personnel Manager, Bachelor Quarters Manager, Comptroller, Facilities Manager, Director Family Services Center, CO/XO Naval Station.[12] Logistics/Sealift support sustain

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[11] Ibid.

[12] Ibid.

forward-deployed units by focusing on coordination, administration, direction and financial management of day-day operations for DoD ocean transportation, Navy Fleet Support and strategic sealift. Operational Logistics focuses on planning for peacetime, contingency and wartime operations. Requirements include, but are not limited to: Operations Logistics Plans Officer, Transportation Officer, Operations Research Analyst, Military Sealift Office Commander, Shipping Control, Mobilization Planner, and Strategic Plans Officer.[13] Subspecialties associated with this core competency include: 0031 (Financial Management), 0035 (Transportation Management), 0042 (Operations Analysis), 0043 (Operations Logistics), and 0034 (Shore Installation Management).[14]

2. Manpower, Personnel and Training (MPT)

This core competency consists of four subcomponents: 1) personnel management, 2) personnel accession, 3) manpower/personnel/training (MPT) analysis, and 4) personnel development. Personnel management focuses on development and implementation of personnel policy, and the management of personnel programs, systems and records. Personnel accession deals with accessions plans and policy, recruiting and military entrance processing. MPT analysis includes manpower engineering and planning, fleet requirements, and

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[13] "Fleet Support Community, A Brief for the CNO, prepared by BUPERS (Pers 211G), 21 March 1996.

[14] Bureau Of Naval Personnel, *Fleet Support Officer Community Listing 1997.*

personnel research. Personnel development focuses on training executed through training organizations, and doctrine and policy development on various staffs.[15] MPT requirements include, but are limited to: Naval Recruiting District (NRD) Enlisted/Officer Programs Officer, Military Entrance Processing Station (MEPS) Operations Officer/Commander, Bupers Personnel Plans and Policy, Director Curriculum Instructional Standardization Office, Staff Manpower Analyst, Recruit Training Command (RTC) Indoctrination Training Division Officer, Director Requirements and Research and Analysis, Education and Training Plans Staff Officer, XO/CO NRD, Officer in Charge (OIC) Personnel Support Detachment (PSD).[16] Subspecialties associated with this core competency include: 0033 (Manpower Systems Analysis), 0037 (Education and Training Analysis), 0042 (Operations Analysis) and 0031 (Financial Management).[17]

3. Space and Electronic Warfare (SEW)

This core competency consists of four subcomponents: 1) Space Operations, 2) Information Systems Management, 3) Information Warfare, and 4) Integrated Undersea Surveillance Systems (IUSS). Space Operations focuses on orbital analysis, space requirements, and space projects management. Information

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[15] Bureau of Naval Personnel, *Fleet Support Officer Community Listing 1997.*

[16] "Fleet Support Community, A Brief for the CNO", prepared by BUPERS (Pers 211G), 21 March 1996.

[17] Bureau of Naval Personnel, *Fleet Support Officer Community Listing 1997.*

Systems Management focuses on operation and management of information systems to include Local Area Network (LAN) management, ADP operations, communications connectivity, and message traffic processing. Information Warfare focuses on offensive and defensive application in Electronic Warfare (EW), C4 and information systems. IUSS focuses on submarine detection, classification and tracking; and collection of oceanographic and undersea geological information. IUSS functions are currently being transferred to the Intelligence community. This process is scheduled to be completed no later than 2010. SEW requirements include, but are not limited to: Automated Data Processing (ADP) Security/Systems Director, Space Systems C3 Analyst, SEW Programs OPNAV staff, Orbital Analysis Staff Officer, Joint Plans Officer, Fleet Staff Communicator, Communications Operations Officer, Data Base Manager, Communications Plans Officer, CO NCTS, Satellite Operations Officer, CO/XO/Operations Officer IUSS.[18] Subspecialties associated with this core competency include: 0045 (Command and Control), 0055 (Electrical Engineering), 0076 (Space Systems Operations), 0077 (Space Systems Engineering), 0089 (Information Technology Management, 0091 (Computer Science Engineering), 0046 (Information Warfare).[19]

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[18] Ibid.

[19] Bureau of Naval Personnel, *Fleet Support Officer Community Listing 1997.*

III. RESEARCH DESIGN

A. BACKGROUND

This thesis seeks to address the question, what practices does the Fleet Support community need to modify to meet the dynamic changes in, and increase its future value, to the Navy. A meaningful answer to this question was obtained by reviewing relevant information pertaining to the management of the FSO community. The following data bases, policies, and interviews were viewed as having the most significance, and were accessible, within the time constraints of this thesis.

B. THE MISSION STATEMENT DATA

The mission statement sets the "benchmark" for this thesis. It defines the purpose of the FSO community and its reason for existence. All data analyzed in this thesis will be evaluated against the mission statement. Factors that will be considered in the evaluation process include; does the practice or policy assessed lead to mission accomplishment? If not, what can be done to enhance its ability to meet mission accomplishment? The current FSO community mission statement is to:

> (1) Support fleet and joint operations through management of the Fleet Support Establishment and development of highly specialized technical and analytical capabilities.

(2)   Fleet Support officers are the primary source of officers trained, educated and experienced in the intricacies of shore installation and support management.[20]

The FSO community manager's interpretation of this mission statement can not be over emphasized.

> The Fleet Support community provides a cadre of professionals focused on fleet support issues. Multiple tours in a specific specialty (core competency) combined with educational opportunities provide the expertise needed in the increasingly complex arena of fleet support.[21]

The evaluation process will use this interpretation to determine the effectiveness of the current management practices.

C.   HISTORY OF COMMUNITY DEMOGRAPHICS DATA

A brief history of the community's demographic history from birth as the GenURL through its current composition will provide additional background and complete   "setting the stage" for the evaluation process.   Community demographics were obtained from the Community Manager (N13).

D.   FSO REQUIREMENTS AND BILLET DATA

The most important factor in the management process of any community is its billet base. For the purpose of this thesis, the billet base is defined as all

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[20] "Fleet Support Community, A Brief for CNO" prepared by BUPERS (PERS 211G), 21 March 1996.

[21] Ibid.

requirements in the Total Force Management System (TFMMS) database assigned a designation of 1700 (grade of Ensign through Captain/0-1 through 06). These billets are the responsibility of the detailer to fill. Currently the FSO community has a discreet billet base of approximately 1036 1700-coded billets; however, there are requirements for 1975. The FSO community currently fills approximately 789 or 23 percent, of 1000-coded[22] (billets that can be filled by any unrestricted line officer).[23] The 1000 coded billets are distributed amongst the various unrestricted line communities as well as the FSO community. The 1700-coded requirements for Ensign through Captain are maintained and available via TFMMS. The data was initially sorted by using Billet Title, Primary Navy Officer Billet Code (PNOBC), Secondary Navy Officer Billet Code (SNOBC) and Primary Subspecialty (PSUB). These requirements were analyzed, then categorized by specific core competency (Logistics, Manpower/Personnel/Training (MPT) or Space and Electronics (SEW)).

E. ACCESSION POLICY DATA

As GenURL, the community "grew their own" from direct accessions via Officer Candidate School (OCS), Reserve Officer Training Corp (ROTC) the Naval Academy, and the Enlisted Commissioning Program (ECP) as Ensigns,

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[22] Fleet Support Officer Web Page Nov-Dec 1998.

[23] Manual of Navy Officer Manpower and Personnel Classifications, NAVPERS 158391, Volume 1, Major code Structures, April 1999.

which no longer is the policy. This provided the officer with the opportunity to gain significant experience over time, within a specialty. Currently, accessions into the community are exclusively via the lateral transfer board that meets twice a year. The accession policy, obtained from the community manager was compared to data obtained from selectees from previous lateral transfer boards. The purpose was to determine if those selected had core competency experience supporting the specialty role of the community.

F.   NAVAL POSTGRADUATE SCHOOL (NPS) QUOTAS

Quotas at NPS directly reflect available education opportunities for FSOs (an important aspect of the mission statement). Quotas for Fiscal Year 2000 (FY-00) were obtained from (N13), at the Officer Graduate Education Quota Conference, 19-20 May 1999. Theses quotas were compared to actual subspecialty coded billets and core competencies to determine if the quota distribution is meeting the needs of the billet base, and support the mission statement.

G.   INTERVIEWS/E-MAIL SURVEY

An analysis of the data was used to determine what is actually happening within the community versus what may be in writing. Individual interviews of current and past Fleet Support Officers, including those who laterally transferred

into the community were conducted to assess the career effects of the transfer from the GenURL to Fleet Support community. Specifically, have those interviewed/surveyed been detailed exclusively to a core competency to acquire the expertise as stated in the mission statement.

In order to understand the constraints facing the detailing system, inputs were solicited from the FSO detailers and community manager.

The purpose of the data analysis and interviews was to determine which, if any of the community management practices have met the Fleet Support communities mission statement of "providing a cadre of professionals focused on fleet support issues via multiple tours in a specific specialty (core competency) combined with educational experience."[24]

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[24] "Fleet Support Community, A Brief for CNO", prepared by BUPERS (PERS 211G), 21 March 1996.

IV. LITERATURE REVIEW

A. BACKGROUND

A literature review was conducted to locate previous research that measured

the effectiveness of the GenURL/FSO communities effort in meeting its mission

statement. Although the search did not locate specific studies related to this issue,

studies and articles pertaining to management/organization and validity of the FSO

community have been written. The following studies and articles are a basis for

the communities background and aided in the formulation of the data research

design.

B. REVIEW OF THE FEASIBILITY OF SPECIALIZED SUB-COMMUNITIES WITHIN THE GENURL COMMUNITY (LORI FOSTER TURLEY/NPS-SEPTEMBER 1990)

Lori Foster Turley, in her thesis entitled *The Feasibility of Specialized Sub-*

communities within the GenURL Officer Community (Naval Postgraduate School

Masters Thesis, September 1990), analyzed the feasibility of reorganizing the

GenURL community into six sub-communities, while maintaining the require-

ments for leadership and subspecialty development. In her study, she used the

Forecaster program to determine the flow necessary for steady state within each

sub-community in the long-term. To determine the feasibility of steady state in the

short term, she used transient analysis. The results of her analysis indicated that

while re-organization into sub-communities is possible in the long run, it is not practical in the short term. Recommendations included; (1) leadership and subspecialty tours of all GenURL officers be as closely related as possible in terms of functional area (premise of core competency specialization), resulting in greater effectiveness of the community through the specialty execution and experience. (2) If the community were organized into sub-communities, then requirements could be specified in terms of type of billet, level of leadership (Staff, Division Officer, Department Head, Executive Officer, Commanding Officer, Major Command), and officer grade.

C. REVIEW OF A STUDY OF THE FEASIBILITY AND BENEFITS OF CONVERTING CERTAIN FLEET SUPPORT COMMUNITY BILLETS FROM MILITARY TO CIVILIAN (ERIC L. FITZPATRICK/NPS-MARCH 1998)

Eric L. FitzPatrick's thesis, entitled *A Study of the Feasibility and Benefits of Converting Certain Fleet Support Community Billets from Military to Civilian* (Naval Postgraduate School Master's Thesis, March 1998), analyzed the FSO community to determine the feasibility and potential savings of converting 628 FSO billets from military to civilian. His analysis related the impact on the community with regard to cost savings. His analysis determined annual cost savings of $7.4 million but, military and civilian personnel cannot be compared on

the basis of cost only. Other issues must be addressed and studied before any civilianization of billets could occur.

D. REVIEW OF DOES THE NAVY NEED THE 1700 COMMUNITY? (JANICE GRAHAM/PROCEEDINGS-FEBRUARY 1999)

In February 1999, U.S. Institute Proceedings published an article by Janice Graham, a former FSO Lieutenant Commander entitled *Does the Navy Need the 1700 Community*. In her article, Ms. Graham discussed the existence of the community in its entirety. According to Ms. Graham, "The Fleet Support community (1700 designator) is supposed to provide critical shore station expertise to the Navy. But its mission areas have become duplicates of other Navy communities and are candidates for outsourcing or privatization." She notes that career paths (upward mobility) often change, leaving officers with a variety of experiences without a true competency. Many SEW jobs overlap with the Cryptology community and Logistic jobs with the Supply Corps. The remainder, she feels (Administration and MPT) are prime candidates for outsourcing or privatization. Her recommendations include; (1) a review of the FSO community's mission and vision to determine its proper place in the Navy's future, (2) where there is duplication with other communities, transfer the requirements and funding to the appropriate community, (3) make this transition over a 10 to 12 year period so that it would be a methodical and properly managed process.

E. REVIEW OF QUOTES FROM NAVAL OFFICER OF 2020 (DANIEL PACKER/NPS-SEPTEMBER 1998)

Contrary to Ms. Graham's views, Daniel Packer, in his Naval Postgraduate School thesis, *The Naval Officer of 2020*, September 1998, interviewed senior officers in Washington D.C. and obtained a different response. An excerpt from his thesis clearly indicates the need for shore management specialists. A senior officer stated,

> I believe that warfighters need more general knowledge of the art and science of warfare. For all but the specially gifted, I suggest this takes engaging in developing depth and breadth of knowledge--of total Navy capabilities, of joint capabilities, of how other government and non-government agencies act in contingencies, of what happens ashore that we are trying to influence, etc.--earlier in an officer's professional development than happens under our current design. I think this also means that there is less time in a warrior career for the development of subspecialties that do not contribute to their warfighting development. Additionally, the business of running the support functions ashore entails very different leadership and management than is typical in an operating unit. The few remaining military officer billets here require something more than the classic URL who fills these jobs with no background or experience. Even if the CO positions continue to be URL positions, I suspect that we should back them up with a small cadre of officers who bring expertise in a variety of technical areas.

F. QUOTES FROM VADM BOWMAN (CHIEF OF NAVAL PERSONNEL) AND ADM BOORDA (CNO)/1995

The following is an excerpt of VADM Bowman's, (Chief of Naval Personnel) statement of May 1995.

The Fleet Support community's life will be a long one because readiness drove the decision to establish the community, and the community's specialized focus in an increasingly complex support environment is integral to readiness. The keys to continued community success are continued responsiveness to the fleet needs and expansion of the community's role in shaping the Navy's future capabilities and technologies. The insight and expertise Fleet Support Officers gain through consecutive tour in specialty area gives us the foundation to be innovators and risk-takers the Navy needs well into the future.

ADM Boorda (CNO) goes further to emphasize the fact that

members (GenURL) have carved an invaluable role for the community and helped the Navy identify the advantages of specialized focus in an increasingly complex support environment. Without them, the performance of the Fleet Support System would be seriously degraded, with a concomitant effect on operational readiness. The need for the community no longer flows from combat restrictions, but from the Navy's dependence on the expertise it provides. We need to continue to develop officers with this focus, background, and expertise.

The common thread of the senior officers quotes is that the premise for the existence of the Fleet Support community is that the individual Officers are specialists in the Fleet Support arena. This specialization can only occur through consecutive tours within a core competency.

V. DATA AND FINDINGS

A. BACKGROUND

The Navy is undergoing significant changes, in Manpower, Personnel, and Training (MPT) requirements and the way it does business. The Fleet Support community is not exempt from these changes. The dynamic nature of this fluid environment and the organizational issues currently under examination by Senior FSO's, and the CNO have created restrictions on the dissemination of current community information. These restrictions are designed to keep the "rumor mill" at bay while the FSO community continues to provide professional support to the fleet. The following data analysis is based on available information at the time of this thesis.

B. THE MISSION STATEMENT

In order to analyze the effectiveness of management practices in fulfilling the Fleet Support mission statement, the mission statement must be clearly defined and understood. This mission statement drives the community and provides the purpose for the community's existence. An assumption of this study is that the FSO community mission statement is valid. This chapter provides an analysis of the effectiveness of current management practices (billets, personnel, accession policy and education) in meeting the stated FSO community's mission.

The FSO community mission statement includes the following:

(1) Support fleet and joint operations through management of the Fleet Support Establishment and development of highly specialized technical and analytical capabilities.

(2) Fleet Support Officers are the primary source of officers trained, educated and experienced in the intricacies of shore installation and support management.

As interpreted by the FSO community manager, the community "provides a cadre of professionals focused on fleet support issues. Multiple tours in a specific specialty (core competency) combined with educational opportunities provide the expertise needed in the increasingly complex arena of fleet support."[25] It must be noted, there are two key factors that must be understood and applied to the management (detailing, accession, education) of the Fleet Support community. The first factor, expertise, is crucial for members of the community. It is through multiple tours and education, that this expertise is acquired. Management practices that do not support multiple tours and education can not possibly provide the necessary support in meeting the FSO mission statement. The second factor, fleet support, must also be addressed as an issue which provides value added to the Navy. Since the purpose of the FSO is to support the fleet, it is important, that management practices provide fleet exposure early in their careers. As one senior 1700 states,

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[25] Ibid.

the community needs to send all members to sea for a deployment a minimum of once. It is disconcerting to deal with members of the community who are supposed to support the fleet and do not understand the impact of having CASREP parts on order, pay difficulties 1,000 miles away, or what it is like not to have fresh water available for daily bathing.

The question still remains, what practices (billets, personnel, accession policy, education) does the fleet support community need to modify to meet the dynamic changes in, and increase its value to, the Navy? This question will be addressed in Chapter VI.

The next section deals with past and current demographics, followed by FSO Requirements and Billets Data, Accession Policy Data, Educational Opportunities (NPS Quotas), and finally a summary of interviews/surveys of past and current FSO's.

C.   HISTORY OF COMMUNITY DEMOGRAPHICS DATA

The GenURL community inventory prior to transition to the FSO community in January 1995 demographically contained the following; 85 percent female/15 percent male. Of those figures, the distributable inventory was 92 percent female/8 percent male (1759 officers). The difference being 240 special program officers, hired on 3-5 year contracts to perform duties as Naval Academy coaches and nuclear power instructors. Although counted in the total inventory, these officers are brought onboard for only one tour to provide the functions as previously stated. They are not detailable to other requirements within the FSO

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community.[26] The change in the accession policy (lateral transfers only), changed its demographics. The percentage of female officers decreased to 80 percent while male officers increased to 20 percent (1660 officers). This is primarily do to the distribution of males to females in the warfare communities. It should also be noted that total force strength declined in 1997. This was due to downsizing with a target steady state inventory projected to be 1650 by FY99. By August 1998 304 officers accepted lateral transfer, approximately 20 percent of inventory at that time.[27] See Table 1 for an inventory breakout by rank for January 1995, July 1997 and Fiscal Year (FY) 1999 target.

		Jan-95	Jul-97		FY99 TARGET
ENS		107/6%	15/0.9%		NONE
LTJG		204/12%	94/6%		NONE
LT		589/33%	641/39%		724/44%
LCDR		540/31%	483/29%		520/32%
CDR		261/15%	351/21%		284/17%
CAPT		58/3%	76/5%		122/7%
TOTAL		1759	1660		1650

Note: This table does not include Special Program 1700's

Table 1. Fleet Support Community Inventory by Grade July 1997

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[26] FSO Brief WOPA Symposium, 19 July 1995.

[27] FY98 FSO Annual Training Course: "People in the Community", Brief for: Mid-South FSO's, 20 August 1998.

The main focus of the demographics is the fact that as of 1998, 20 percent of the community were warfare qualified lateral transfers. This percentage will continue to rise as the community continues to access from the URL community. Their experience supports a large portion of the mission statement. As previously designated warriors, they understand the needs and concerns of the fleet. They can then transfer this knowledge to their jobs as FSO's and to other non-warfare qualified FSO's. In addition, the new accession policy has changed the community into a gender-neutral community, which should eventually produce a male/female ratio similar to other restricted line communities.

D. FSO REQUIREMENTS AND BILLETS DATA

Although the number of requirements fluctuate, due to changing command requirements, outsourcing, reorganization etc, the FSO community currently has an active discreet billet base of approximately 1036 1700-coded billets (this does not include the 240 special category billets). Officers who fill these special billets are hired on 3-5 year contract to coach and teach physical education at the Academy, instruct at the Nuclear Power School in Charleston South Carolina, or conduct Nuclear Power Research. These special category billets can only be filled by contracted individuals, and thus are not part of the distributable billet base for FSO's. In addition, 94 billets are student billets at NPS, and the Naval War College. The remainder of the FSO billet base is comprised of approximately 789

1000-coded billets. These are billets that can be filled by any URL or FSO, and are constantly rotating amongst the two communities. (An attempt was made to obtain a current snap shot of 1000-coded billets from the Community Manager and detailer, but due to its dynamic nature, was not available).

A core competency analysis using each individual billet's Primary Navy Officer Billet Code (PNOBC), Secondary Navy Officer Billet Code, and Primary Subspecialty Code (PSUB) indicated the following; 22 percent of 1700-coded billets were classified as belonging to the Logistics Core Competency, 42 percent to Manpower/Personnel/and Training, and 36 percent to Space and Electronic Warfare. Appendix A contains the 1700-coded billet base (does not include special category and student billets), including core competency evaluation. Appendix B, is a listing of Navy Officer Billet Classification (NOBC) codes including Title, evaluated core competency, Primary Subspecialty (PSUB) and the PSUB core competency. Criteria used to compare NOBC to core competency and subspecialty included the following:

Logistics Support is comprised of two subcomponents: 1) Shore Installation Management (SIM), and 2) logistics/sealift support. SIM focuses on all aspects of management of Naval Stations and Naval Air Stations to include administration, port services, installation security/law enforcement, fiscal management, environmental controls, and facilities readiness. Logistics requirements

include, but are not limited to: Port Operations Officer, Law Enforcement/ Security Officer, Executive Officer (XO) Sima, Base/Station Admin Officer, Civilian Personnel Manager, Bachelor Quarters Manager, Comptroller, Facilities Manager, Director Family Services Center, CO/XO Naval Station.[28] Logistics and Sealift Support sustains forward-deployed units by focusing on coordination, administration, direction and financial management of day-day operations for DOD ocean transportation, Navy Fleet Support and strategic sealift. Operational Logistics focuses on planning for peacetime, contingency and wartime operations. Requirements include, but are not limited to: Operations Logistics Plans Officer, Transportation Officer, Operations Research Analyst, Military Sealift Office Commander, Shipping Control, Mobilization Planner, and Strategic Plans Officer.[29] Subspecialties associated with this core competency include: 0031 (Financial Management), 0035 (Transportation Management), 0042 (Operations

Analysis), 0043 (Operations Logistics), and 0034 (Shore Installation Management).[30]

Manpower/Personnel/Training core competency consists of four subcomponents: 1) personnel management, 2) personnel accession, 3) manpower/

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[28] Ibid.

[29] "Fleet Support Community, A Brief for the CNO, prepared by BUPERS (Pers 211G), 21 March 1996.

[30] Bureau Of Naval Personnel, *Fleet Support Officer Community Listing 1997.*

personnel/training (MPT) analysis, and 4) personnel development. Personnel management focuses on development and implementation of personnel policy, and the management of personnel programs, systems and records. Personnel accession deals with accessions plans and policy, recruiting and military entrance processing. MPT analysis includes manpower engineering and planning, fleet requirements, and personnel research. Personnel development focuses on training executed through training organizations, and doctrine and policy development on various staffs.[31] MPT requirements include, but are limited to: Naval Recruiting District (NRD) Enlisted/Officer Programs Officer, Military Entrance Processing Station (MEPS) Operations Officer/Commander, Bupers Personnel Plans and Policy, Director Curriculum Instructional Standardization Office, Staff Manpower Analyst, Recruit Training Command (RTC) Indoctrination Training Division Officer, Director Requirements and Research and Analysis, Education and Training Plans Staff Officer, XO/CO NRD, Officer in Charge (OIC) Personnel Support Detachment (PSD).[32] Subspecialties associated with this core competency include: 0033 (Manpower Systems Analysis), 0037 (Education and Training Analysis), 0042 (Operations Analysis) and 0031 (Financial Management).[33]

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[31] Bureau of Naval Personnel, *Fleet Support Officer Community Listing 1997*.

[32] "Fleet Support Community, A Brief for the CNO", prepared by BUPERS (Pers 211G), 21 March 1996.

[33] Bureau of Naval Personnel, *Fleet Support Officer Community Listing 1997*.

Space and Electronic Warfare core competency consists of four subcomponents: 1) Space Operations, 2) Information Systems Management, 3) Information Warfare, and 4) Integrated Undersea Surveillance Systems (IUSS). Space Operations focuses on orbital analysis, space requirements, and space projects management. Information Systems Management focuses on operation and management of information systems to include Local Area Network (LAN) management, ADP operations, communications connectivity, and message traffic processing. Information Warfare focuses on offensive and defensive application in Electronic Warfare (EW), C4 and information systems. IUSS focuses on submarine detection, classification and tracking; and collection of oceanographic and undersea geological information. IUSS functions are currently being transferred to the Intelligence community. This process is scheduled to be completed no later than 2010. SEW requirements include, but are not limited to: Automated Data Processing (ADP) Security/Systems Director, Space Systems C3 Analyst, SEW Programs OPNAV staff, Orbital Analysis Staff Officer, Joint Plans Officer, Fleet Staff Communicator, Communications Operations Officer, Data Base Manager, Communications Plans Officer, CO NCTS, Satellite Operations Officer, CO/XO/Operations Officer IUSS.[34] Subspecialties associated with this

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[34] Ibid.

core competency include: 0045 (Command and Control), 0055 (Electrical Engineering), 0076 (Space Systems Operations), 0077 (Space Systems Engineering), 0089 (Information Technology Management, 0091 (Computer Science Engineering), 0046 (Information Warfare).[35]

E.   ACCESSION POLICY DATA

As GenURL, the community accessed officers directly through traditional methods via Officer Candidate School (OCS), Reserve Officer Training Corp (ROTC) the Naval Academy, and the Enlisted Commissioning Program (ECP) as Ensigns. Newly commissioned officers gained experience through On the Job Training (OJT) experience at the entry level, and progressing to more challenging billets with each new set of orders.

Beginning 1 January 1995 (the date of the establishment of the Fleet Support community) direct accessions via the traditional sources were replaced by accessions via lateral transfer. The premise behind this change was that lateral transfers would be proven performers in their respective communities and would bring "Fleet" experience into the FSO community. The ability to shape (balance the rank structure with the billet base) the community was also enhanced by this change.[36]

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[35] Bureau of Naval Personnel, *Fleet Support Officer Community Listing 1997.*

[36] Fleet Support Community, A Brief for the CNO, 21 March 1996.

Transfer/Redesignation Eligibility requirements include the following:

1. Minimum two years commissioned service.

2. Staff Corps officers in grades 0-4 and below.

3. URL officers in grades 0-5 and below. Must be within six months of completing service obligation incurred for functional training.

4. Submarine officers must have completed department head tour.

5. Officers associated with surface, submarine, aviation, and special operations communities must be warfare qualified.

6. Limited Duty Officer's (LDO's) in the line must possess at least a Baccalaureate degree and must have completed initial three year obligation.[37]

Criteria for selection is dependent upon the individual officer. A junior officer's record must show potential for success with a solid performance record and desire to specialize in one of the core competencies. Core competency experience for senior officers is extremely important, but not mandatory. The most important criteria is the officer's current performance at meeting his or her community's career progression requirements.[38]

An officer can improve his opportunities for lateral transfer to Fleet Support by emphasizing experience and education that directly supports one or more of the

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[37] FSO Brief, WOPA Symposium, 19 July 1995.

[38] Fleet Support Community Bulletin, December 1995.

core competencies. Officers selected without specific core competency experience, have the opportunity to choose one for their first FSO assignment.

Specific lateral transfer board results were not available for analysis. Recently lateraled FSOs either felt, or were told they were selected for their leadership ability and success in their previous community. While others were selected for their past experience in an applicable FSO core competency.

F.   NAVAL POSTGRADUATE SCHOOL (NPS) QUOTAS

Quotas at NPS directly reflect available educational opportunities for FSO's. Graduate education is the key to becoming an "expert" in a field. The officer subspecialty system is an integrated manpower, personnel classification and control system. It establishes criteria and procedures for identifying officer requirements for advanced education, functional training, and theoretical knowledge in various fields and disciplines. The subspecialty system is used to identify those officers who acquire this specific set of skills. The subspecialty system is used as the basis for identifying the Navy's graduate education requirements.[39]

FSO billets that require a postgraduate education receive a subspecialty code of P or Q. P-coded billets require extensive knowledge of theories,

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[39] Manual of Navy Officer Manpower and Personnel Classifications, NAVPERS 158391, Volume 1, Major Code Structures, April 1999.

principles, processes and/or techniques certified through the acquisition of a Master's degree. This code includes the conception, implementation, appraisal, and management of complex Navy and DoD programs.[40] NPS is the primary source for obtaining a subspecialty P-code. Programs such as Education and Training Management for FSOs are approved at a few civilian institutions. This results in a few P-coded requirements, but none are offered at NPS. The requirements for a Q-code include all those required for a P-code. Additionally, the billet requires both professional experience and proven subspecialist knowledge at the Master's degree level.[41]

FSO billets that require experience only are coded S and R. S-coded billets require the combination of professional experience and knowledge of theories, principles, processes, and/or techniques in the subspecialty field; also requires knowledge in the subspecialty field obtained through training or prior successful service in the subspecialty field. S-code experience can be obtained during a single tour in the subspecialty field. R-code billets require the same criteria as S-coded billets, as well as proven subspecialist at the experience level. This generally requires two tours in the same subspecialty.[42]

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[40] Ibid.

[41] Ibid.

[42] Ibid.

Table 2 reflects all FSO subspecialty codes, their title, applicable competency, total number of billets which require significant experience and/or postgraduate education, the number of billets that require a Master's level of education, and available FSO FY00 quotas.

The FY00 Graduate Education Conference granted 26 total FSO quotas. FSO community quotas were approved in the following areas; Financial Management (0031) received 1, Manpower Systems Analysis (0033)-3, Shore Installation Management (0034)-4, Transportation Management (0035)-2, Education and Training Management (0037)-0 (Offered at Civilian Institutions only), Operations Analysis (0042)-5, Operational Logistics (0043)-2, Command and Control (0045)-2, Information Warfare (0046)-0, Electronic Systems Engineering (0055)-0, Space Systems Operations (0076)-3, Space Systems Engineering (0077)-1, Information Technology Management (0089)-2, and, Computer Science (0091)-1.

The percentage of total quotas available for each subspecialty compared to the percentage of billets which require a Master's level of education for each subspecialty are as follows; Financial Management (3.84%/8.9%)(short 5.06%), Manpower Systems Analysis (11.53%/21.5%)(short 9.97%), Shore Installation Management (15.38%/0%) (Shore Installation Management is a new subspecialty. Currently, there has not been any billets which have been coded with this subspecialty.), Transportation Management (7.69%/1%)(over 6.69%), Education

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Table 2. FSO Subspecialties and FY00 NPS Quotas

CODE	TITLE	COMPETENCY	BILLETS	REQ. PG	FY00 QUOTAS
XX31	Financial Management	LOG/MPT*	27	17	1
XX33	Manpower Systems Analysis	MPT	94	41	3
XX34	Shore Installation Management	LOG	0	0	4**
XX35	Transportation Management	LOG	5	2	2
XX37	Education and Training	MPT	42	11	Civilian Institute
XX42	Operations Analysis	LOG/MPT*	18	15	5
XX43	Operational Logistics	LOG	10	5	2
XX45	Command and Control	SEW	4	2	2
XX46	Information Warfare	SEW	0	0	0
XX55	Electronic Systems Engineering	SEW	6	3	0
XX76	Space Systems Operations	SEW	23	10	3
XX77	Space Systems Engineering	SEW	5	4	1
XX89	Information Technology Mgmt.	SEW	156	72	2
XX91	Computer Science	SEW	19	9	1
			409	191	26

* Financial Management (31) and Operations Analysis (42) are predominately associated with Logistics Billets.
**Shore Installation Management is a new subspecialty. Applicable FSO Billets have not been coded.
LOG=Logistics
MPT=Manpower/Personnel/Training
SEW=Space and Electronic Warfare

and Training Management (0%/5.8%) (zero quotas, since this program is offered at civilian institutions only), Operations Analysis (19.23%/5.8%)(over 11.43%), Operational Logistics (7.69%/2.6%)(over 5.09%), Command and Control (7.69%/1%)(over 6.69%), Information Warfare (0%/0%) (zero quotas offered/zero requirements), Electronic Systems Engineering (0%/1.6%)(short 1.6%)(there are only 3 requirements for this subspecialty), Space Systems Operations (11.53%/5.2%)(over 6.33%), Space Systems Engineering (3.84%/2.1%)(over 1.74%), Information Technology Management (7.69%/37.7%)(short 30.01%), and Computer Science (3.84%/4.7%)(short .86%). Percentage totals are slightly less than 100% due to rounding.

G. INTERVIEWS/E-MAIL SURVEY

To better understand the "true effects" on the individual officer as a result of transition from GenURL to Fleet Support and determine if written management practices have been implemented, informal interviews/e-mail surveys were conducted. The following questions were sent to approximately 100 Fleet Support Officers (0-3 through 0-6):

1. Demographic data: Rank, sex, when eligible for next promotion.

2. Past and future duty stations, to include job title.

3. How has the transfer from GenURL to Fleet Support changed your career management (both as an individual, and via the detailing system)?

4. How was your core competency selected? Are you restricted to a particular core competency?

5. (For lateral transfer only) Why do you think, or were told you were selected into the FSO community?

6. What does the FSO community need to do to meet its mission statement? (The mission statement was stated in the survey request)

7. Any other general comments?

The interview/surveys generated 15 responses, of which the following is a demographic breakdown: 10 of the respondents were female, five of them male. Seven of them were Lieutenants, two were Lieutenant Commanders, 4 were Commanders, and two were retired Commanders. All competencies were

represented. Core competencies break out as three from Logistics, six from MPT and four from SEW. Two were a combination of both Logistics and MPT.

A prevailing view of a majority of the respondents is the lack of management and direction by community leaders and their failure to respond or get involved directly in fleet support issues. There is a deep sense of concern that the community has not developed the expertise required to manage complex fleet support issues. Previous URL officer respondents as well as many of the non-warfare qualified Fleet Support lacked a fleet perspective. The ensuing bottom line was, they needed to go to sea. One Commander mentioned that although the recently authorized Training Department Head billets on the 12 Aircraft Carriers is a great start, but these billets are LCDR Primary Assignments (What used to be XO screened billets. FSOs need to complete a sea tour prior to being detailed to these billets this late in their careers. They need to gain credibility with the URL. The only place this will occur is working side by side with them at sea. Rear Admiral J. B. Hinkle (Commander Naval Personal Command) recently stated in the May-June 1999 edition of Perspective that "while each community serves our Navy in diverse ways, the one common thread that runs throughout all career paths is sea duty and the unique responsibilities sea duty entails. At sea, there are unbounded opportunities to excel." RADM Gerry Hoewing, Head Detailer, states "Sea Duty - is the very core of our Navy's strength. In essence, it is what we do."

In addition to lack of fleet experience, respondents expressed a sense of crisis management detailing. This "crisis" management may be due to a clouded billet base. Approximately 43 percent of the community's billet base is made up of 1000-coded billets, which makes it difficult to maintain a core competency. Individuals that are clearly committed to a particular core competency due to their NPS degree and prior significant experience have been told it is ok to take a job in another core competency. One LCDR suggested that the community needs to get a strong hold on its billet base, then detail individuals accordingly.

This lack of direction was prevalent in several responses. Individuals have been left to pick their own maintaining core competency. They have received conflicting information between which is more important leadership or core competency. Various briefs by Senior Leadership on the topic have not helped. Individuals have expressed that they feel leadership is more important. This is what they see via the promotion boards. They are also being told that they need to focus on one core competency and seek jobs with an increased scope of responsibility. One Junior Officer commented,

> I have a problem with the fact that I am in the middle of managing personnel that determine M+1 requirements and my detailer said I needed to do a Department Head job. How much more applicable can my Masters of Science be, but now I may not screen for Command.

It was suggested that Senior Leadership get a hold of this issue and drive the need to develop core competency expertise. This is what the FSO community's mission is all about. There is grave concern that this mixed signal approach will result in the demise of the community. This concern was expressed throughout the paygrades. Even the Senior Officers were frustrated by the ever present dynamics of the community.

An overwhelming consensus of the respondents expressed that no significant change has occurred since the transition from GenURL to Fleet Support. The idea in theory was great, but the practicality of it has not been implemented. According to one officer

> the 1700 community has not made a significant impression on the fleet yet. From the outside, it appears to be a community trying to justify its own existence-since its birth. The other communities have a good idea what they need to do and where they are going. They know where they belong, and they are training their people to meet tomorrow's challenges. They know very little about the 1700 community, but the same can be said of the 1700's themselves.

Suggestions proposed by respondents to meet the mission statement include:

1.   Capitalize on areas not covered by other communities. Minimize the duplication between communities, and eliminate the requirements from the FSO billet base. Through experience and education the FSO community must then prove that they are a better solution than outsourcing.

2.   A senior officer suggested the following to enable the accession policy to meet the mission statement.

Just taking people with fleet experience and not fitting into a core competency isn't the right answer. But what are we using to evaluate the core competency? I know in my application, I was supposed to list my preferred primary and secondary core competency. Lateral transfer candidates should have to sell themselves by listing how their experience fits into a core competency. Why do they think they could provide value-added to the core competency.

3.   The Navy as a whole must identify those requirements that call for 1700-MPT/Logistics/SEW and assign experts to those billets. Modern Warfare and right sizing will require that we meet our mission statement.

VI. CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

A. SUMMARY

The FSO community initiated a process over five years ago to provide the Navy with a community of "experts" with the education and experience in specific core competencies, which were identified as fleet support requirements. Unfortunately, the process stopped at the identification of the core competencies, and never progressed to ensure that the expectations of the community were met.

The billet base as well as the individual officers were never specifically identified and classified according to core competency. The assignment of 1000-coded billets has hindered the process and detracted from a discreet billet base. It is virtually impossible to manage a community that requires multiple tours in a core competency if the personnel and billets within that community are not specifically identified and tracked.

The lateral transfer accession policy positively supports the mission statement, by providing the community with "Fleet Experience," however, it is flawed. If the community is to access senior Lieutenants, Lieutenant Commanders and Commanders, they must have specific proven skills in at least one of the core competencies. How can the community possibly claim to provide the fleet with "experts" in a specific field if the accession policy permits non-experts to enter at a senior level?

Quotas at the Naval Postgraduate school reflect another difficulty the community faces in meeting its mission statement. Table two clearly indicates the fact that the percentage of required billets for postgraduate education does not match the percentage of NPS quotas for each subspecialty in FY00. Subspecialties such as Financial Management, Manpower Systems Analysis, and Information Technology Management received too few quotas, while others such as Transporta-tion Management, Operations Analysis, Operational Logistics, Command and Control, and Space Systems Operations, received too many quotas. Shore Installation Management (SIM) received the second highest number of quotas (4), and currently, has no identified requirements. Since graduate education is part of developing the "expertise" within a core competency, Fiscal Year quotas must be available reflecting the composition of the billet base.

The proponderance of comments from those interviewed/surveyed reflect the same concerns. There seems to be a lack of direction and organization since the community re-organized after the establishment of the three core competencies.

B. RESEARCH QUESTION/RECOMMENDATIONS

1. What practices does the Fleet Support community need to modify to meet dynamic changes in, and increase its future value to, the Navy?

The FSO community needs to implement the process that it started over five years ago. Billets and individual officers need to be classified and coded according to their core competency. After classification and coding, officers must be detailed exclusively within a core competency to gain the significant experience required to become an expert in the field and meet the mission statement. Appendix A provides the author's evaluation of the current FSO billet base by core competency.

If the community continues to access via lateral transfer, its policies should be modified. Officers should be accessed at a more junior level (to allow them time to gain experience within their core competency), or ensure significant experience within an applicable core competency has been previously demonstrated. It is imperative that officers are immediately designated with a core competency (based on education/experience) and detailed accordingly.

Distribution of the Naval Postgraduate School FSO quotas needs to be adjusted. The following changes would facilitate distribution and accurately reflect the billet base requirements displayed in Table 2. See Table 3 for NPS quota recommendations.

Finally, individual officers need to take responsibility for their own careers. Many blame the detailer or the system for lack of promotion and career develop-ment. The detailer, and officer up for assignment must work together to make the

Table 3. FSO FY00 NPS Quotas/Recommendations

CODE	TITLE	FY00 QUOTAS	RECOM. QUOTAS
XX31	Financial Management	1	2 or 3
XX33	Manpower Systems Analysis	3	5 OR 6
XX34	Shore Installation Management	4	4*
XX35	Transportation Management	2	0 OR 1
XX37	Education and Training	Civilian Institute	N/A
XX42	Operations Analysis	5	2
XX43	Operational Logistics	2	0 or 1
XX45	Command and Control	2	0 or 1
XX46	Information Warfare	0	0**
XX55	Electronic Systems Engineering	0	0 or 1
XX76	Space Systems Operations	3	1 or 2
XX77	Space Systems Engineering	1	0 or 1
XX89	Information Technology Mgmt.	2	8 or 9
XX91	Computer Science	1	1

* Need to identify requirements to determine recommended
number of quotas.
**Delete Information Warfare from the FSO Subspecialty list.
There are no requirements in the billet base for this Subspecialty.

"best" fit to support community and professional development requirements. Each officer is part of the system and part of the management process, making its success or failure every FSO's responsibility. Once the FSO community has implemented these recommendations, it will be better prepared to meet its mission statement to:

(1) Support fleet and joint operations through management of the Fleet Support Establishment and development of highly specialized technical and analytical capabilities.

(2) Fleet Support officers are the primary source of officers trained, educated and experienced in the intricacies of shore installation and support management.

C. RECOMMENDATIONS FOR FURTHER STUDY

1. During the evaluation of the billet base, the author noted several billets which were difficult to classify as either Logistics or Manpower. There were numerous "gray" areas for interpretation. Equal Opportunity and Human Relations billets were referenced to Manpower/Personnel due to their NOBC codes, however, Family Service Center Director, is defined in various community briefings, as a Logistics billet. Scrutiny of the billet base is necessary to clearly define the core competencies. In addition, the billets should be evaluated against other restricted line communities for duplication, and ensure that the 1700-designated billets are indeed discreet, and their functions are not performed by other communities.

2. 1000-coded billets need to be defined. If the community is to continue filling a significant number of these billets, they too need to be evaluated and classified according to core competency.

3. Evaluate the mission statement for validity, ensuring it is current and meets the future needs of the Navy.

APPENDIX A. 1700-CODED BILLET BASE, JUNE 1999

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
68023	NAVRECRUITCMD	1005		0042P	ACCT/OPS RESEARCH ANALYST	LT	LOG
00011	OPNAV	1025		0031Q	BUDGET/N091M ASST FOR PROGRAM & BUDGET	CAPT	LOG
00011	OPNAV	1025		0031Q	FACPLN & POM/N462B DEPUTY POL MGMT BR	CDR	LOG
32791	OPNAV/RPN	1025		0031P	BUDGET/HEAD RPN BUDGET BRANCH	CDR	LOG
32792	BUPERS WASH DC/	1025		0031Q	BUDGET/OFF DIRECTOR	CDR	LOG
66734	CNRESFOR NRL RPN	1025			BUDGET/DEPT HD	CDR	LOG
00011	OPNAV	1025		0042P	N120C3-RPN BUDGET ANALYST	LCDR	LOG
00011	OPNAV	1025		0042P	BUDGET/N811D CNA FINANCIAL MANAGER	LCDR	LOG
00022	BUPERS WASH DC	1025	1005	0031P	BUDGET/POM	LCDR	LOG
00046	COMNAVSPACECOM	1025		0031P	BUDGET/HD PRGRM COORD & EVAL BR	LCDR	LOG
31573	NR BUPERS RPN CP	1025			BUDGET	LCDR	LOG
65462	DISA HQ	1025		0031S	BUDGET OFF D20C3 010 I4040365	LCDR	LOG
68736	CNSRF NORLNS	1025		0031P	BUDGET/DIR FIN MGMT	LCDR	LOG
79109	USCINCCENT	1025		0031S	STF BDGT OFF 552/02 B0480289	LCDR	LOG
00011	OPNAV	1025		0033P	N120C7-INT/DEF AGNCY/USMC	LT	LOG
00242	CNRSW	1025	1918		BUDGET/GEN SUP/DEPT HD	LT	LOG
62980	BUPERS FLD COMP	1025			BUDGET/RESOURCE MGMT OFFICER	LT	LOG
69113	NSA MONTEREY CA	1025	1050	0031B	BUDGET/FINANCIAL MANAGER	LT	LOG
00070	CINCPACFLT	1050		0031P	COMPTROLLER/POL & RES CNTL	CDR	LOG
00620	NAS WHIDBEY I W	1050		0031P	COMPTROLLER	CDR	LOG
68023	NAVRECRUITCMD	1050	9051		COMPTROLLER/SPECIAL ASST FINANCE MGT/014	CDR	LOG
60495	NAS FALLON	1050		0031P	COMPTROLLER	LCDR	LOG
63410	NAVMAC MILLINGTN	1050		0031P	COMPTROLLER/DIVISION DIRECTOR	LCDR	LOG
68902	CNRESCRUCOM NRLN	1050			COMPTROLLER	LCDR	LOG
00204	NAS PENSACOLA	1112			BQ MGR/ADMIN/BQ OFFICER	LCDR	LOG
60191	NAS OCEANA VA	1112			BQ MANAGER	LT	LOG
62688	NS NORFOLK VA	1112			BQ MGR	LT	LOG
62813	NS PEARL HARBOR	1112			BQ MGR	LT	LOG
68469	NAVSTA WASH	1112	9442		BQ MGR/FAC MGR	LT	LOG
65487	JNTSTF JCS WASH	1272		0043P	STF OFF/LOG READ&RESFB100020 J4011040	CDR	LOG
62404	COMSC FAR E WCF	1295		0035P	TRANS DIR	LT	LOG
46280	DISA D6 JIEO	1476			PRCM MGT/C3 STF OFF TDBA 020 V11	CDR	LOG
46611	DISA HQ W (DWCF)	1480			SPC SYS ADV WEK 010 B05	CAPT	LOG
63021	EWTGLANT NORVA	1918			GEN SUP	LCDR	LOG
00011	OPNAV	2410			INTRAGOVT INQ/N804E1 ASST SPEC INT CORR	LCDR	LOG

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
00074	CNSWC	2412			PAO/PROTOCOL OFF	LT	LOG
61690	FTC SAN DIEGO	2591			LEGAL OFF	LT	LOG
64591	US STRATCOM	2605			SPC ASST STRT 04/006OFF N2160042	LCDR	LOG
65792	AIC	2605			PERS/ADMN SUP 02F/04	LT	LOG
62980	BUPERS FLD COMP	2610		0042S	MGT ANAL CTL/DEP DIR/PPBS	LCDR	LOG
00181	NORVA NSYDPTNWCF	2615			ADMIN/BASE SUPT OFF/CO ENL PERSADMIN OFF	CAPT	LOG
00242	CNRSW	2615			ADMIN/ACOS	CAPT	LOG
69113	NSA MONTEREY CA	2615			ADMIN/BASE OPS SUPPORT	CDR	LOG
00102	PTSMH NSYDPTNWCF	2615			ADMINISTRATIVE	LCDR	LOG
00124	NWARCOL NPT RI	2615			ADMIN/DIV HD	LCDR	LOG
00246	NAS NORTH ISLAND	2615			ADMIN	LCDR	LOG
09191	FASOTRAGRUPAC	2615			ADMIN	LCDR	LOG
33355	HQ NDWASH SUPAC	2615			ADMIN/DIVISION OFFICER	LCDR	LOG
42130	NETC NEWPORT GST	2615			SUPT SERV DEPT HD	LCDR	LOG
60241	NAS KINGSV TEX	2615			ADMIN/DEPT HEAD	LCDR	LOG
65146	OPNVSUPACT WASH	2615		0042P	ADMIN/N46C, HD, ADMIN SUPPORT	LCDR	LOG
68967	NAVSTA EVERETT W	2615			ADMIN	LCDR	LOG
69078	NAVCOORDNEREG	2615			ADMIN OFFICER	LCDR	LOG
00188	NAS NORFOLK	2615			ADMIN	LT	LOG
00948	FLT ASW TRA PAC	2615			ADMIN/DEPT HD	LT	LOG
09528	FACSFAC SDIEGO	2615			ADMIN	LT	LOG
32416	NAVSTA BREMERTON	2615			ADMIN	LT	LOG
39787	NAVWPN TESTRON	2615		0089S	ADMIN	LT	LOG
42238	AFLTRAGRU MP SDC	2615			ADMIN/DEPT HEAD	LT	LOG
47628	NCSYSCN P DWCF	2615			ADMIN/MILITARY SUPPORT DPT HEAD	LT	LOG
60191	NAS OCEANA VA	2615			ADMIN/DEPT HEAD	LT	LOG
62588	NSA NAPLES ITAL	2615			ADMIN	LT	LOG
63005	ADMINSUPU SWA	2615			ADMIN/ADMIN OFFICER	LT	LOG
63032	NAS KEFLAVIK IC	2615			ADMIN	LT	LOG
64356	NAVADMINCOM	2615	2775		ADMIN-ADMIN/SECURITY DEPT HD	LT	LOG
64771	HQ AF SOUTH	2615			EXEC OFF GSE 003	LT	LOG
69190	NSAWC	2615			ADMIN	LT	LOG
69212	WS YORKTOWN	2615			ADMIN/MILITARY AFFAIRS OFFICER	LT	LOG
09810	FASOTRAGRULANT	2615	2591		ADMIN/LEGAL OFF	LTJG	LOG
47918	RIPO DALLAS TX	2615	3290		ADMIN/TRAINING	LTJG	LOG

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AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
00205	NSA NEW ORLEANS	2715			DISASTER PREP	LT	LOG
00205	NSA NEW ORLEANS	2775	2715		LES OFF SHRACT	LCDR	LOG
31836	PUBLIC SAFETY YD	2775			LES OFF SHRACT	LCDR	LOG
46260	SUBASE BNGR SECD	2775			LES OFF SHRACT	LCDR	LOG
00061	CINCUSNAVEUR	2775			LES OFF SHRACT/FORCE PROTECTION/	LT	LOG
00158	NAS WILLOW GROVE	2775			LES OFF SHRACT	LT	LOG
00196	NAS ATLANTA	2775			LES OFF SHRACT	LT	LOG
09550	COMFAIR MED	2775			LES OFF SHRACT/FORCE PROTECTION/	LT	LOG
09550	COMFAIR MED	2775			LES OFF SHRACT/FORCE PROTECTION/	LT	LOG
32442	NAS OCEANA DND	2775	9442		LES OFF SHRACT/DEPT HEAD	LT	LOG
32872	HQ NDW REG BOS S	2775			LES OFF SHRACT	LT	LOG
46130	NSA NAPLES SEC	2775			LES OFF SHRACT/FORCE PROTECTION/	LT	LOG
46131	NAS SIGO SEC DET	2775			LES OFF SHRACT/FORCE PROTECTION/	LT	LOG
48558	NAIRENGSTA	2775			LES OFF SHRACT/SECURITY OFFICER	LT	LOG
61690	FTC SAN DIEGO	2775			LES OFF SHR ACT	LT	LOG
62585	NAVACT LONDON	2775			LES OFF SHRACT/FORCE PROTECTION/	LT	LOG
68890	NS PASCAGOULA MS	2775			LES OFF SHRACT	LT	LOG
30838	NS NORVA BRIG	3412			BRIG/CCU	LT	LOG
45611	BUPERS C BRIG	3415			HOUSING OFFICER	LCDR	LOG
43149	NPS CHASN BOS	3415			DISC ADMIN&REV	LT	LOG
00158	NAS WILLOW GROVE	3525			FAM SVC CENDIR	LCDR	LOG
00196	NAS ATLANTA	3525			FAM SVC CEN DIR	LCDR	LOG
48710	NSA NOLA FSC	3525			FAM SVC CENDIR	LCDR	LOG
48672	NS ROOSVLT RDS	3525	8501		FAM SVC CEN DIR	LT	LOG
32184	SNNPTCDE PERS BK	3910			TPU/TRANSIENT PERS DEPT HD	LCDR	LOG
44386	NS SDGO TRPERSUN	3910			TPU/DEPT HEAD	LT	LOG
65918	SIMA SDGO	3970			ADMIN/ADMIN DEPT HD	LCDR	LOG
00070	CINCPACFLT	4215		0042P	FACPLN & PGM	CDR	LOG
48143	ASECNAV IE W DC	4215			FACPLAN & PGM/DIR, INST MGMT	LCDR	LOG
00011	OPNAV	4215			FACPLN &PGM/N443D HOUSING ANALYST	LT	LOG
0557A	NAVSUPFAC KAMI	4250			PWO	LT	LOG
62585	NAVACT LONDON	9016			CHIEF STF OFF	CDR	LOG
00124	NWARCOL NPT RI	9034			STF ADMIN/DEAN OF ADMIN	CAPT	LOG
00242	CNRSW	9034			STF ADMIN/SPEC AST SIM/QUAL OF LIFE	CDR	LOG
57014	COMICEDEFOR	9034			ACOS J1 30/001M A0130009	CDR	LOG

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
68902	CNRESCRUCOM NRLN	9034			STF ADMIN/DEPT HD	CDR	LOG
00011	OPNAV	9034			STF ADMIN/N471H MWR/CHILD CARE OFFICER	LCDR	LOG
09103	CSFWL	9034			STF ADMIN	LCDR	LOG
09216	CFWL	9034			STF ADMIN	LCDR	LOG
09697	CNB JAX FL	9034			STF ADMIN	LCDR	LOG
68742	CNRNW	9034		0031Q	STF ADMIN/COMPTROLLER/FLAG SEC	LCDR	LOG
39872	RSO SD CA	9034			STF ADMIN	LT	LOG
55165	CPWING 10	9034			STF ADMIN	LT	LOG
55535	COMOMAG	9034	2591		STF ADMIN OFF	LT	LOG
62735	COMFLEACT SASEB	9034			STF ADMIN/PROTOCOL	LT	LOG
62383	COMSCPAC SDGO	9042			STF OPS & PLN/SMS/PREPO	LT	LOG
62874	COMUSJAPAN	9045			OPS OFF 350/04	LT	LOG
09346	CLFNC BAHRAIN	9050			SHP CTL	LT	LOG
62387	MSCPMC SSD WCF	9050		0035S	SHP CTL/SDO BRIEFER	LT	LOG
00011	OPNAV	9051		0035S	LOGISTICS/N422C MSC PROGRAMS	CDR	LOG
47081	US TC TWCF	9051		0045S	JNT TRANS S/O 322/13 T1540167	CDR	LOG
63034	OFF DEF COP NETH	9051			LOGISTICS/ 2900A/003DP NV OFF E4000051	CDR	LOG
65895	CINCIBERLANT	9051		0043P	HD LOG/INFRA 500/10C-41 X258006	LCDR	LOG
00011	OPNAV	9051		0043P	LOGISTICS/N421D OP LOGISTICS ANALYST	LCDR	LOG
00061	CINCUSNAVEUR	9051		0043R	LOGISTICS/FLT RED	LCDR	LOG
48398	COMUSNAVAK	9051			LOGISTICS	LCDR	LOG
63845	USCINCEUR	9051		0043R	LOGISTICS OFF 461/09 E0010301	LCDR	LOG
64762	CINC WESTLANT	9051			LOG/INFR OFF 24131A X2570006	LCDR	LOG
00011	OPNAV	9051		0031S	LOGISTICS/N422E SEALIFT BUDGET/ADP	LT	LOG
68742	CNRNW	9065	9051		STF OPS&PLN/LOGISTICS/ACOS	CAPT	LOG
42611	CMASUR VRECFOR6F	9065			STF OPS&PLN/ACOS N8	CDR	LOG
65462	DISA HQ	9065		0031S	CH, GCCS ACQ D23 020 V16 I4040251	CDR	LOG
57095	LNTFLHEDSUPANOVA	9065			STF OPS&PLAN/REGIONAL PROGRAM MANAGER	LCDR	LOG
62537	COMSCEUR NAPLES	9065		0035S	STF OPS&PLN/NAV FLT AUX	LCDR	LOG
69075	ACLANT SYSUPCEN	9067			ILS MANAGER AC-671 X2630003	LCDR	LOG
69078	NAVCOORDNEREG	9082			FLAG SEC	LCDR	LOG
00011	OPNAV	9085		0043P	OPS ANAL/N421C STRATEGIC SEALIFT ANALYST	LCDR	LOG
41623	US MEP COMMAND	9085			OP ANAL OFF 009A/02	LCDR	LOG
63845	USCINCEUR	9085			OPS ANALYST 51/02M E0010446	LCDR	LOG
65146	OPNVSUPACT WASH	9085		0042P	OPERATIONS ANALYST/ CNO FELLOW (N85)	LCDR	LOG

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
57023	COMOPTEVFOR	9085		0042P	OPS ANAL/ANALYST	LT	LOG
00033	COMSC W DC WCF	9086		0043B	STRAT PLN/DIR PLANS DIVISION	CDR	LOG
00033	COMSC W DC WCF	9086		0035P	STRAT PLN/DIR, CONGRESSIONAL AFFAIRS DIV	CDR	LOG
41626	WESTERN SECT CMD	9087			CHIEF OPS DIV	CDR	LOG
64590	SACLANT	9087		0042P	DEP SHRT RNG C-572S&A X2560035	CDR	LOG
00242	CNRSW	9087			STF PLN/STF PLNS OFF	LCDR	LOG
61449	CNRH	9087			STF PLAN	LCDR	LOG
00061	CINCUSNAVEUR	9087			STF PLN/WWMCCS JOPES ADP OFF	LT	LOG
62404	COMSC FAR E WCF	9087	9067	0043P	STF PLN/ACOS PLN STRAT MB	LT	LOG
62537	COMSCEUR NAPLES	9087	9424	0043S	STF PLN	LT	LOG
62585	NAVACT LONDON	9087		0043S	STF PLN	LT	LOG
62588	NSA NAPLES ITAL	9087			PLANNING OFFICER	LT	LOG
44850	JNTSTFJCSWAFRICD	9420			CH, NMCC SITE R EC300010 J4010456	CDR	LOG
00245	NS SAN DIEGO CA	9420			OIC SHR ACT/ADDU FM 59020/68856	LCDR	LOG
00246	NAS NORTH ISLAND	9420			OIC SHR ACT/ADDU FM 52020/42827	LCDR	LOG
30803	CFA YOKO YOKOHDT	9420			OIC SHR ACT	LCDR	LOG
61449	CNRH	9420			OIC SHR ACT/ADDU FM 52020/43104	LCDR	LOG
62863	NS ROTA SP	9420			OIC SHR ACT/ADDU FM 00100/63182	LCDR	LOG
68317	NADMU SCOTIA NY	9420			OIC SHR ACT	LCDR	LOG
00183	NMEDCEN PTSMOUTH	9420	800		OIC SHR ACT/ADDU FM 00100/68551	LT	LOG
00259	NMC SDGO CA	9420			OIC SHR ACT/ADDU FM 58520/68555	LT	LOG
39962	CFA YOKO D IKEGO	9420			OIC SHR ACT	LT	LOG
60495	NAS FALLON	9420			OIC SHR ACT/ADDU FM 58020/43075	LT	LOG
61581	CFA YOKO	9420			OIC SHR ACT/ADDU FM 55020/43387	LT	LOG
61755	NAVMARANASSUPPAC	9420			OIC SHR ACT/ADDU FM 59020/43462 (PSD)	LT	LOG
62254	CFA OKINAWA	9420			OIC SHR ACT/ADDU FM 53020/43385	LT	LOG
62271	PG SCH MONTEREY	9420			OIC SHR ACT/ADDU FM 56020/43073	LT	LOG
62507	NAF ATSUGI	9420			OIC SHR ACT/ADDU FM 56520/43382	LT	LOG
62583	CB CEN PHUENEME	9420			OIC SHR ACT/ADDU FM 69020/43146	LT	LOG
63406	SUBASE SDGO CA	9420			OIC SHR ACT/ADDU FM 57020/68554	LT	LOG
68212	NAF MISAWA	9420			OIC SHR ACT/ADDU FM 52020/43384	LT	LOG
70273	NRS T JIM CREEK	9420			OIC SHR ACT	LT	LOG
00242	CNRSW	9421			CDR/CO SHR ACT/ADDU FM 00100/70240	CAPT	LOG
00639	NSA MID SOUTH TN	9421			CMD SHR ACT	CAPT	LOG

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
09117	COMFAIR KEFLAVIK	9421			CDR/CO SHR ACT/ADDU FM 00100/63143	CAPT	LOG
32411	NAVSTA NEWPORT	9421			CDR/CO SHR ACT	CAPT	LOG
32416	NAVSTA BREMERTON	9421			CDR/CO SHR ACT	CAPT	LOG
32960	NAVSUPPACT	9421			CO SHR ACTY	CAPT	LOG
00069	CNSG FT MEADE	9421			98 CDR/CO SHR ACT/ADDU FM 00100/70240	CDR	LOG
0017A	LNTFLT WEAP TFAC	9421			CDR/CO SHR ACT/ADDU FM 00100/00743	CDR	LOG
00204	NAS PENSACOLA	9421	9705		CDR/CO SHR ACT/ADDU FM 00100/47634	CDR	LOG
30829	NAVSUPPACT GAETA	9421			CDR/CO SHR ACT/ADDU TO 05230/57042	CDR	LOG
44383	NS NORVA TRPERUN	9421	3910		CDR/CO SHR ACT	CDR	LOG
44386	NS SDGO TRPERSUN	9421	3910		CDR/CO SHR ACT/TPU	CDR	LOG
57006	COM NAVFOR JAPAN	9421			CDR/CO SHR ACT/ADDU FM 50020/68639	CDR	LOG
57006	COM NAVFOR JAPAN	9421			CDR/CO SHR ACT/ADDU FM 00100/70278	CDR	LOG
62995	NAS SIGONELLA	9421			CDR/CO SHR ACT/ADDU FM 00100/68893(NCTS)	CDR	LOG
66986	NSGDNCTS DGARCIA	9421			59 CDR/CO SHR ACT/ ADDU FM 00100/68073	CDR	LOG
68539	NSUPFAC D GARCI	9421			CDR/CO SHR ACT/ADDU FM 00100/68073	CDR	LOG
68742	CNRNW	9421			CDR/CO SHR ACT/ADDU FM 00100/68660	CDR	LOG
44390	TPU SB BANGOR	9421			CDR/CO SHR ACT	LCDR	LOG
00011	OPNAV	9422			CO SHR ACT SEL/ADDU FM 00100/63410	CAPT	LOG
00070	CINCPACFLT	9422			CO SHR ACT SEL/ADDU FROM 00100/68412	CAPT	LOG
00072	CNRESFOR NRLNS	9422			CO SHR ACT SEL/ADDU FM 00100/68412	CAPT	LOG
00242	CNRSW	9422			CO SHR ACT SEL/ADDU FM 50020/68553	CAPT	LOG
00205	NSA NEW ORLEANS	9436			XO SHR ACT	CDR	LOG
32770	SIMA NORVA	9436	7450		XO SHR ACT/PROD OFF	CDR	LOG
57095	LNTFLHEDSUPANOVA	9436	9034		XO SHR ACT	CDR	LOG
61762	NAWCWD WS (NWCF)	9436			XO SHR ACT	CDR	LOG
68469	NAVSTA WASH	9436			XO SHR ACT/EXECUTIVE OFFICER	CDR	LOG
68539	NSUPFAC D GARCI	9436			XO SHR ACT	CDR	LOG
32779	SIMA MAYPORT	9436	7450		XO SHR ACT/EXECUTIVE OFFICER	LCDR	LOG
39088	NORU PENSACOLA	9436			XO SHR ACT/TPU	LCDR	LOG
44386	NS SDGO TRPERSUN	9436	3910		XO SHR ACT	LCDR	LOG
68890	NS PASCAGOULA MS	9436			XO SHR ACT	LCDR	LOG
44383	NS NORVA TRPERUN	9436	3910		XO SHR ACT	LT	LOG
44389	NAS JAX TRANPERU	9436			XO SHR ACT	LT	LOG
47080	SIMA EARLE COLTS	9436			XO SHR ACT	LT	LOG
00070	CINCPACFLT	9442		0031Q	FAC MGR/DIR	CAPT	LOG

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
00210	NTC GLKS	9442			FAC MGR - ACOS FOR BASE OPERATIONS	CDR	LOG
46610	DTRA JOHNSTON	9442			FAC MGR 1600/05 C0749	LCDR	LOG
00129	SUBASE N LONDON	9442			FAC MGR/BEQ OFF	LT	LOG
00161	NAVAL ACAD	9442			FAC MGR/ FIRST LIEUTENANT	LT	LOG
00188	NAS NORFOLK	9442			FAC MGR/BQ MGT	LT	LOG
62226	NS ANNAPOLIS	9442			FAC MGR/SECURITY OFF	LT	LOG
62688	NS NORFOLK VA	9466			OPS ASHR	LCDR	LOG
68967	NAVSTA EVERETT W	9466			OPS ASHR	LCDR	LOG
68742	CNRNW	9466			OPS ASHR	LT	LOG
00245	NS SAN DIEGO CA	9476			PORT SVC	CDR	LOG
31466	NAS NORIS S CLEM	9476			PORT SVC	LT	LOG
62226	NS ANNAPOLIS	9476			PORT SVC/BOAT DIVISION OFFICER	LT	LOG
66691	NSA SOUDHA BAY	9476			PORT SVC	LT	LOG
68967	NAVSTA EVERETT W	9476			PORT SVC	LT	LOG
69232	CBC P HUENEME	9476			PORT SVC	LT	LOG
60514	NAVSTA GTMO BAY	9486	8685		OP CTLCEN BRF	LT	LOG
00060	CINCLANTFLT	9970			P&P CHIEF/DEP FOR BASE MGT (N464)	CAPT	LOG
00011	OPNAV	9980			P&P DIR/N912D2 COMOPTEVFOR FACILITIES	LCDR	LOG
00011	OPNAV	1025		0033P	N120C2-RECRUIT PROG ANALYST	LCDR	LOG
66561	MEPS RALEIGH	2605			ASST OPS OFF	LT	MPT
41623	US MEP COMMAND	2610			DIR OPS/PLANS	CAPT	MPT
68327	NRESPERSCENNRLNS	2610	3925		MGMT ANAL CTL/DIR, BPR OFFICE (013)	LCDR	MPT
70294	NCTAMS EC NAPLES	2610	2615	0033R	MGT ANAL ADMIN/DEPT HEAD	LCDR	MPT
68023	NAVRECRUITCMD	2615		0033S	ADMIN/ADMINISTRATIVE DIRECTOR 10	CAPT	MPT
00750	SUBSCH NEWLONDON	2615			ADMIN/TRAINING SUPPORT DEPT HEAD	LCDR	MPT
0763A	CRUITRACOM GLKS	2615		0037S	ADMIN/DEPT HEAD	LCDR	MPT
63093	NATTC PENSACOLA	2615			ADMIN/TRNG SUPPORT DEPT HD	LCDR	MPT
68553	PSA SAN DIEGO	2615			ADMIN/MOB PLNS OFF/QA/MILPERS	LCDR	MPT
66565	MEPS SHREVEPORT	2615			ADMIN/OPS OFF 002/01	LT	MPT
66869	MEPS BUTTE	2615			ADMIN/OPS OFF	LT	MPT
68327	NRESPERSCENNRLNS	3015			MOB&SEL/DIR, MOB & FORCE MGMT (N5)	CDR	MPT
68327	NRESPERSCENNRLNS	3015			MOB&SEL/MOB PROJECT OFFICER (N501)	LT	MPT
68023	NAVRECRUITCMD	3020		0033S	PRCM&RECRUIT/DIR OPERATIONS DEPT	CAPT	MPT
68023	NAVRECRUITCMD	3020			PRCM&RECRUIT/ASST DIR OPERATIONS DEPT	CDR	MPT
68023	NAVRECRUITCMD	3020			PRCM&RECRUIT/DIR ENLISTED PRGMS DIV	CDR	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
68902	CNRESCRUCOM NRLN	3020			PRCM&RECRUIT/OPNAV 095	CDR	MPT
68902	CNRESCRUCOM NRLN	3020			PRCM&RECRUIT/ OPERATIONS DEPT HD	CDR	MPT
68902	CNRESCRUCOM NRLN	3020			PRCM&RECRUIT/OFFICERPROGRAMS DIV DIR	CDR	MPT
68902	CNRESCRUCOM NRLN	3020			PRCM&RECRUIT/ TRAINING DEPT HD	CDR	MPT
68902	CNRESCRUCOM NRLN	3020			PRCM&RECRUIT/SAT DIRECTOR	CDR	MPT
68902	CNRESCRUCOM NRLN	3020			PRCM&RECRUIT/POLICY&MARK DEPT HEAD	CDR	MPT
47763	NRESRUCOM DT 1	3020			PRCM&RECRUIT/ AOIC	LCDR	MPT
47763	NRESRUCOM DT 1	3020			PRCM&RECRUIT/OFFICERPROGRAMS OFFICER	LCDR	MPT
47763	NRESRUCOM DT 1	3020			PRCM&RECRUIT/ENL PROGRAMS OFFICER	LCDR	MPT
47764	NRESRUCOMDT 2	3020			PRCM&RECRUIT/ AOIC	LCDR	MPT
47764	NRESRUCOMDT 2	3020			PRCM&RECRUIT/OFFICERPROGRAMS OFFICER	LCDR	MPT
47764	NRESRUCOMDT 2	3020			PRCM&RECRUIT/ENL PROGRAMS OFFICER	LCDR	MPT
47765	NRESCRUCOM DT 3	3020			PRCM&RECRUIT/ AOIC	LCDR	MPT
47765	NRESCRUCOM DT 3	3020			PRCM&RECRUIT/OFFICERPROGRAMS OFFICER	LCDR	MPT
47765	NRESCRUCOM DT 3	3020			PRCM&RECRUIT/ENL PROGRAMS OFFICER	LCDR	MPT
47766	NRESCRUCOM DT 4	3020			PRCM&RECRUIT/ AOIC	LCDR	MPT
47766	NRESCRUCOM DT 4	3020			PRCM&RECRUIT/OFFICERPROGRAMS OFFICER	LCDR	MPT
47766	NRESCRUCOM DT 4	3020			PRCM&RECRUIT/ENL PROGRAMS OFFICER	LCDR	MPT
47767	NRCC DET FIVE	3020			PRCM&RECRUIT/ENL/AOIC	LCDR	MPT
47767	NRCC DET FIVE	3020			PRCM&RECRUIT/OFFICERPROGRAMS OFFICER	LCDR	MPT
47767	NRCC DET FIVE	3020			PRCM&RECRUIT/ENL PROGRAMS OFFICER	LCDR	MPT
47769	NRESCRUCOM DT 7	3020			PRCM&RECRUIT/AOIC	LCDR	MPT
47769	NRESCRUCOM DT 7	3020			PRCM&RECRUIT/OFFICERPROGRAMS OFFICER	LCDR	MPT
47769	NRESCRUCOM DT 7	3020			PRCM&RECRUIT/ENL PROGRAMS OFFICER	LCDR	MPT
68023	NAVRECRUITCMD	3020			PRCM&RECRUIT/NUCLEARFIELD COORDINATOR	LCDR	MPT
68902	CNRESCRUCOM NRLN	3020			PRCM&RECRUIT/CNRC-31 RES REC LIAISON	LCDR	MPT
68902	CNRESCRUCOM NRLN	3020			PRCM&RECRUIT/ENL PROGRAMS DIV DIR	LCDR	MPT
31919	NRPS HONOLULU	3020			PRCM&RECRUIT/OFFICER RECRUITER	LT	MPT
43521	NRPS PHOENIX	3020			PRCM&RECRUIT/OFFICER RECRUITER	LT	MPT
60268	NRD CHICAGO	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62410	NRD PHOENIX	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62410	NRD PHOENIX	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62412	NRD MONTGOMERY	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62414	NRD BUFFALO NY	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62416	NRD OHIO	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
62419	NRD HOUSTON	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62421	NRD INDIANAPOLIS	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62422	NRD JAX FLA	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62425	NRD NASHVILLE TN	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62427	NRD OMAHA NE	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62429	NRD PORTLAND ORE	3020			PRCM&RECRUIT/OFFICER RECRUITER	LT	MPT
62429	NRD PORTLAND ORE	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62430	NRD RALEIGH NC	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62431	NRD RICHMOND VA	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62431	NRD RICHMOND VA	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62435	NRD NEW ENGLAND	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62437	NRD DALLAS	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62438	NRD DENVER CO	3020			PRCM&RECRUIT/OFFICER RECRUITER	LT	MPT
62438	NRD DENVER CO	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62439	NRD MICHIGAN	3020			PRCM&RECRUIT/OFFICER RECRUITER	LT	MPT
62439	NRD MICHIGAN	3020			PRCM&RECRUIT/OFFICER RECRUITER	LT	MPT
62439	NRD MICHIGAN	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62440	NRD KANSAS CITY	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62441	NRD LOS ANGELES	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62442	NRD ATLANTA GA	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62443	NRD MINNEAPOLIS	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62444	NRD NEW ORLEANS	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62445	NRD NEW YORK	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62446	NRD PHILADELPHIA	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62446	NRD PHILADELPHIA	3020			PRCM&RECRUIT/OFFICER RECRUITER	LT	MPT
62447	NRD PITTSBURG PA	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
62448	NRD S FRANCISCO	3020			PRCM&RECRUIT/OFFICER RECRUITER	LT	MPT
62448	NRD S FRANCISCO	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
62449	NRD SEATTLE WA	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
66972	NRD MIAMI FLA	3020			PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	LT	MPT
67596	NRD SAN ANTONIO	3020			PRCM&RECRUIT/OFFICER RECRUITER	LT	MPT
67596	NRD SAN ANTONIO	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
68011	NRD ST LOUIS	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT
68011	NRD ST LOUIS	3020			PRCM&RECRUIT/OFFICER RECRUITER	LT	MPT
68401	NRD SAN DIEGO	3020			PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	LT	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
68916	LANTFLTCARIT NVA	3020			PRCM&RECRUIT/ AOIC	LT	MPT
68917	PACFLTCARIT S DG	3020			PRCM&RECRUIT/ AOIC	LT	MPT
66551	MEPS CHICAGO	3035			OPS OFF 002/01	LCDR	MPT
41753	MEPS SAN JUAN	3035			INDUC&ENL/OPS OFF	LT	MPT
66550	MEPS CHARLOTTE	3035			OPS OFF 002/01	LT	MPT
66557	MEPS CMD	3035			OPS OFF 002/01	LT	MPT
66560	MEPS RICHMOND	3035			OPS OFF 002/01	LT	MPT
66570	MEPS EL PASO	3035			INDUC&ENL/OPS OFF 002/02	LT	MPT
66573	MEPS FT JAX	3035-			OPS OFF 002/01	LT	MPT
66574	MEPS HOUSTON	3035			OPS OFF 002/01	LT	MPT
66582	MEPS MINNEAPOLIS	3035			ASST OPS OFF	LT	MPT
66592	MEPS PHILADELPHI	3035			OPS OFF	LT	MPT
66870	MEPS DES MOINES	3035			INDUC&ENL/OPS OFF	LT	MPT
66876	MEPS SALT LAKE C	3035			OPS OFF 002/01	LT	MPT
82206	MEPS BECKLEY	3035			OPS OFF 002/01	LT	MPT
61797	FTC NORFOLK	3125		0037P	PERS DIST GEN-DIR STU/QUOTA CONT OFC	LT	MPT
62980	BUPERS FLD COMP	3126			PERS DIST OFF/HEAD FLEET SUPPORT ASGN	CAPT	MPT
62980	BUPERS FLD COMP	3126		0033S	PERS DIST OFF/DEP DIR	CDR	MPT
62980	BUPERS FLD COMP	3126			PERS DIST OFF/HEAD PROF DEV ED/SUBSPEC	CDR	MPT
62980	BUPERS FLD COMP	3126			PERS DIST OFF/HEAD ED & TRNG STF PLMT BR	CDR	MPT
62980	BUPERS FLD COMP	3126	3970		PERS DIST OFF/1701 OCM	LCDR	MPT
62980	BUPERS FLD COMP	3126		0033S	PERS DIST OFF/GRAD EDUCATION	LT	MPT
62980	BUPERS FLD COMP	3126			PERS DIST OFF/SERVICE COLLEGE	LT	MPT
62980	BUPERS FLD COMP	3126			PERS DIST OFF/LT YG 83 SENIOR	LT	MPT
62980	BUPERS FLD COMP	3126			PERS DIST OFF/YG 84 & BELOW	LT	MPT
68412	EPMAC NRLNS	3127		0033R	PERS DIST ENL/TPPH DEPT HEAD	CDR	MPT
68412	EPMAC NRLNS	3127		0033S	PERS DIST ENL/DEPARTMENT DIRECTOR	LCDR	MPT
00011	OPNAV	3215		0042B	ED TRA PLN GEN/N714 HD, JNT FLT TRNG BR	CDR	MPT
00062	CNET	3215		0037R	ED TRA PLN GEN/RECRUIT TRNG PGM MGR	CDR	MPT
00062	CNET	3215		0037P	ED TRA PLN GEN/ANAL & EVAL/ETMS PCR	CDR	MPT
00072	CNRESFOR NRLNS	3215		0037S	ED TRA PLN GEN/DCOS	CDR	MPT
00072	CNRESFOR NRLNS	3215		0037S	ED TRA PLN GEN/DEPT HD	CDR	MPT
42091	PG SCH PROFESTRG	3215		0037B	ED TRA PLN GEN/ASST DEAN OF STUDENTS	CDR	MPT
49353	NCS FT MEADE MD	3215			ED TRA PLN GEN/MGR	CDR	MPT
65487	JNTSTF JCS WASH	3215			MIL ED P&P PLNR ID100060 J4011237	CDR	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
68322	NETPDTC PENSC	3215			ED TRA PLN GEN/NROTC PROGS	CDR	MPT
00124	NWARCOL NPT RI	3215		0037B	ED TRA PLN GEN/PLN & PROG OFF	LCDR	MPT
00124	NWARCOL NPT RI	3215		0031P	ED TRA PLN GEN/DIV HD	LCDR	MPT
39088	NORU PENSACOLA	3215			ED TRA PLN GEN/ DIRECTOR NRLA	LCDR	MPT
47426	SHRSTA MGT PRG	3215			ED TRA PLN GEN/DEP DIR QMO	LCDR	MPT
68322	NETPDTC PENSC	3215		0037P	ED TRA PLN GEN/NROTC PROF DEVEL DIV OFF	LCDR	MPT
68322	NETPDTC PENSC	3215			ED TRA PLN GEN/NROTC MIDN ADMIN DIV OFF	LCDR	MPT
68322	NETPDTC PENSC	3215			ED TRA PLN GEN/NROTC PROG SUPP DIV OFF	LCDR	MPT
68482	BUPERS DET DAPMA	3215	3320	0037S	ED TRA PLN GEN/PLN AND PRG OFF	LCDR	MPT
00063	CNAVCOMTELCOM DC	3215		0037P	ED TRA PLN GEN/TRNG & PROF DEV DIV HD	LT	MPT
00161	NAVAL ACAD	3215	1025		ED TRA PLN GEN/ TRAINING OFFICER	LT	MPT
57020	COMSUBPAC	3215			ED TRA PLN GEN/FORCE TRNG BUDGET/QUOTAS	LT	MPT
62229	NAVSCOLCOMPNCLA	3215			ED TRA PLN GEN/STU PROCESSOR BR HD	LT	MPT
66001	SSC SDGO NWCF	3215		0089S	ED TRA PLN GEN/PROJECT OFFICER	LT	MPT
68322	NETPDTC PENSC	3215			ED TRA PLN GEN/NROTC SELECTION	LT	MPT
68322	NETPDTC PENSC	3220		0037P	L/M TRA PGM/NAVLEAD/TQL INTEG TEAM	LCDR	MPT
42099	NAVSCOLCOMPNCL O	3220		0037P	L/M TRA PGM/INST LDRSHP TRNG	LT	MPT
48901	NLTU LCREEK VA	3220			L/M TRA PGM/INST NAVLEAD	LT	MPT
68322	NETPDTC PENSC	3220		0037S	L/M TRA PGM/NROTC	LT	MPT
0763A	CRUITRACOM GLKS	3242		0037R	INDOC TRA/DEPT HEAD	CDR	MPT
0763A	CRUITRACOM GLKS	3242		0037R	INDOC TRA - SQUADRON COMMANDER	CDR	MPT
0763A	CRUITRACOM GLKS	3242			INDOC TRA - DIV OFF	LCDR	MPT
0763A	CRUITRACOM GLKS	3242			INDOC TRA - DEPT HEAD	LCDR	MPT
0763A	CRUITRACOM GLKS	3242		0037S	INDOC TRA/TRNG SUPPORT DEPT HEAD	LCDR	MPT
0763A	CRUITRACOM GLKS	3242		0037S	INDOC TRA/DIR RECRUIT AFFAIRS	LCDR	MPT
0763A	CRUITRACOM GLKS	3242			INDOC TRA-DIV OFF-SHIP'S CO	LT	MPT
0763A	CRUITRACOM GLKS	3242			INDOC TRA - DIV OFF - SHIP'S CO	LT	MPT
0763A	CRUITRACOM GLKS	3242			INDOC TRA - DIV OFF - SHIP'S CO	LT	MPT
0763A	CRUITRACOM GLKS	3242			INDOC TRA - DIV OFF - SHIP'S CO	LT	MPT
0763A	CRUITRACOM GLKS	3242			INDOC TRA - DIV OFF - SHIP'S CO	LT	MPT
0763A	CRUITRACOM GLKS	3242		0037S	INDOC TRA - DIV OFF - SHIP'S CO	LT	MPT
0763A	CRUITRACOM GLKS	3242		0037S	INDOC TRA - DIV. OFF	LT	MPT
42130	NETC NEWPORT GST	3242	3320		INDOC TRA/INST HRM/ OFF INDOC BASIC 9621	LT	MPT
39088	NORU PENSACOLA	3245			INST GEN/SENIOR INSTRUCTOR	LCDR	MPT
39088	NORU PENSACOLA	3245			INST GEN	LT	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
39088	NORU PENSACOLA	3245			INST GEN/OPO INSTRUCTOR	LT	MPT
42130	NETC NEWPORT GST	3250	9582		INST TECH/COM ASHR/ EKMS MGR 769B/DIV OF	LT	MPT
66984	DEOMI PATAFB	3251		0037S	INST ACAD	LT	MPT
42091	PG SCH PROFESTRG	3254		0033P	INST SOC SCI/MPTA	LT	MPT
30256	NRPDC NORLNS	3262		0037S	INST TRA	LCDR	MPT
64358	NATL DEF UNIV	3265			MIL FAC 45C/008A 44/05 G0630156	CAPT	MPT
61720	AFOR STCOL NORVA	3265		0037P	MIL FAC 55/34 G0630183	CDR	MPT
62229	NAVSCOLCOMPNCLA	3270			INST NAV SCI/OCS 946M (NH/NW)	LT	MPT
00124	NWARCOL NPT RI	3283			SCH ADMIN/DEPUTY DEAN	CDR	MPT
42115	NETC NPT BOOST S	3283		0037S	SCH ADMIN/DIR BOOST SCH DIV	CDR	MPT
42851	FASWTCPAC GST	3283		0037R	SCH ADMIN/DIR ENL TRNG	CDR	MPT
00161	NAVAL ACAD	3283		0031P	SCH ADMIN/ASSOC DIR ACAD CTR	LCDR	MPT
0580A	SERVSCH GLKS	3283		0037S	SCH ADMIN/STAFF TRAINING DIV HD	LCDR	MPT
44157	EWTGPAC COR FMS	3283			SCH ADMIN-DIR INTL TRNG DEPT	LCDR	MPT
00161	NAVAL ACAD	3283			SCH ADMIN/LDRSHP & LAW RESEARCH ASSIST	LT	MPT
42091	PG SCH PROFESTRG	3283			SCH ADMIN/PROG ADMIN OFF	LT	MPT
42116	NTTC CS PNCLA CT	3283			SCH ADMIN/OM/IM TRNG DEPT HD	LT	MPT
42130	NETC NEWPORT GST	3283		0037S	SCH ADMIN/DIR IT/CMEO SCH	LT	MPT
62229	NAVSCOLCOMPNCLA	3283			SCH ADMIN/OFF STU POOL BR HD	LT	MPT
68437	TRITRA BANGOR	3283			SCH ADMIN/LDRSHP/EVAL/ASSESSMT DEPT DIR	LT	MPT
68724	AEGISTRARDCEN	3283	3250		SCH ADMIN/CISO EVALUATION COORDINATOR	LT	MPT
03365	CVN 65 ENTERPRIS	3290			TRAINING	LCDR	MPT
03367	CV 67 JF KENNEDY	3290			TRAINING	LCDR	MPT
03369	CVN 69 EISENHOWE	3290			TRAINING	LCDR	MPT
21247	CVN 71 T ROOSEVE	3290			TRAINING	LCDR	MPT
21412	CVN 73 GEO WASH	3290			TRAINING	LCDR	MPT
21853	CVN 75 H TRUMAN	3290			TRAINING	LCDR	MPT
0580A	SERVSCH GLKS	3290		0037S	TRAINING/SA PO INDOC BR HD	LT	MPT
0610A	NDIVESALVTRACEN	3290	9313	0037S	TRAINING/CIS DEPT HEAD	LT	MPT
35970	NTTU KESSLER AFB	3290			TRAINING/DOT	LT	MPT
42087	FLCBTRC LNT GST	3290			TRAINING/SAFETY OFFICER	LT	MPT
61797	FTC NORFOLK	3290		0037P	TRAINING-DIR CURR & INSTL STDS OFC	LT	MPT
61797	FTC NORFOLK	3290			TRAINING/ASSESSMENT	LT	MPT
63093	NATTC PENSACOLA	3290	3283	0037S	TRAINING/AVIATION LIFE SUPP SCHS DIV HD	LT	MPT
63154	NAVSUBTRACEN PAC	3290		0037S	TRAINING - CISO	LT	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
68482	BUPERS DET DAPMA	3290	3320	0037S	TRAINING/ASST DEPT HD/TRNG SPECIALIST	LT	MPT
63845	USCINCEUR	3320			PERS STF OFF 122/03Y E0010445	LCDR	MPT
62980	BUPERS FLD COMP	3320	3985	0033S	HRM/SPECIAL ACTIONS OFFICER	LT	MPT
45997	CHNPERSUP WASHDC	3330			EO PGM/NAAP MANGER	CDR	MPT
68327	NRESPERSCENNRLNS	3420		0033S	PERS PERF GEN/HEAD, PIM MGMT DIV (N52)	LCDR	MPT
62980	BUPERS FLD COMP	3421			PERS PERF OFF/DIV DIR	CDR	MPT
62980	BUPERS FLD COMP	3421			PERS PERF OFF/BRANCH HD	LT	MPT
62980	BUPERS FLD COMP	3421			PERS PERF OFF/ASST	LT	MPT
62980	BUPERS FLD COMP	3421			PERS PERF OFF/INFO ASST	LT	MPT
62980	BUPERS FLD COMP	3422			PERS PERF ENL	LT	MPT
45997	CHNPERSUP WASHDC	3701	3943		CHAPLAIN/MPWR PLN	CDR	MPT
57012	COMNAVAIRLANT	3925			MILMPWR RQMCTL	LCDR	MPT
08961	COM 2NDFLT	3925			MILMPWR RQMCTL	LT	MPT
00011	OPNAV	3943		0033Q	MPWP PLN/5B DEP DIR ADDU TO 12010/45997	CAPT	MPT
32791	OPNAV/RPN	3943		0033S	MPWR PLN/N951 DIR MPR/PERS TRNG POL DIV	CAPT	MPT
45997	CHNPERSUP WASHDC	3943			MPWR PLN/DEP DIR TOT ADDU FM 10520/00011	CAPT	MPT
00011	OPNAV	3943	9942	0033S	MPWR PLN/N1J1 JOINT MPWR COORDINATOR	CDR	MPT
00011	OPNAV	3943			MPWR PLN/PERS-52D SUPP FORCES SEC/ADDU	CDR	MPT
00011	OPNAV	3943			MPWR PLN/N122F/PERS-52F RSRV INTEGR	CDR	MPT
00011	OPNAV	3943		0042Q	N120C-MPWR PLN/HD PROG BUDGET DEV&ANAL	CDR	MPT
41820	FASWTCPAC NSTAD	3943	2615		MPWR PLN/ADMIN/LTA COORD	CDR	MPT
42217	OFF OF ASN MRA	3943		0033P	MPWR PLN/SPECIAL ASST MNPWR COMP/RECRUIT	CDR	MPT
45997	CHNPERSUP WASHDC	3943			MPWR PLN/DEP DIR, MPWR RESOURCE BR	CDR	MPT
45997	CHNPERSUP WASHDC	3943		0033Q	MPWR PLN/HD, SUPP FORCES SECTION	CDR	MPT
45997	CHNPERSUP WASHDC	3943		0033P	MPWR PLN/HD, RESERVE INTEGRATION SECTION	CDR	MPT
45997	CHNPERSUP WASHDC	3943		0033S	MPWR PLN/FLT/FLT SUPPORT SECTION HEAD	CDR	MPT
57025	COMNAVAIRPAC	3943		0033S	MPWR PLN	CDR	MPT
65146	OPNVSUPACT WASH	3943		0033Q	N122B-DEP DIR MNPWR RESOURCE BR ADDU TO	CDR	MPT
67597	FIELD SUPPACT D	3943		0033R	MPWR PLN/DEPUTY MPWR & SPECIAL PROGAMS	CDR	MPT
00011	OPNAV	3943		0033P	MPWR PLN/PERS TRNG ADDU TO 12440/45997	LCDR	MPT
00011	OPNAV	3943		0033P	MPWR PLN/SHORE/C4I ADDU TO 12480/45997	LCDR	MPT
00011	OPNAV	3943			MPWR PLN/N713 TRNG TECH ASSESSMENT	LCDR	MPT
00033	COMSC W DC WCF	3943		0033S	MPWR PLN/MANPOWER PLANNING OFF	LCDR	MPT
00046	COMNAVSPACECOM	3943	3215	0033P	MPWR PLN/MANPWR & TR OFFICER	LCDR	MPT
00060	CINCLANTFLT	3943		0033P	MPWR PLN (N12A)	LCDR	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
00087	USSPACECOM	3943		0033S	MNPWR OFF 1100/02 H0710170	LCDR	MPT
00210	NTC GLKS	3943	3290		MPWR PLN/TRAINING	LCDR	MPT
32262	TTF BANGOR NTSS	3943	2615		MPWR PLN/ADMIN/LTA COORD	LCDR	MPT
32791	OPNAV/RPN	3943			MPWR PLN/N951D1 ACDU MPWR ANAL	LCDR	MPT
45997	CHNPERSUP WASHDC	3943			MPWR PLN/PERS TRNGADDU FM 10610/00011	LCDR	MPT
45997	CHNPERSUP WASHDC	3943			MPWR PLN/SHORE/C4IADDU FM 10640/00011	LCDR	MPT
45997	CHNPERSUP WASHDC	3943		0033R	MPWR PLN/MANAGEMENT ANALYST	LCDR	MPT
45997	CHNPERSUP WASHDC	3943		0033P	MPWR PLN/HD, OFCR MANPOWER ANAL UNIT	LCDR	MPT
45997	CHNPERSUP WASHDC	3943		0033P	MPWR PLN/HD ENL MPWR ANALYSIS UNIT	LCDR	MPT
45997	CHNPERSUP WASHDC	3943		0033S	MPWR PLN/RESERVE SHR MANPOWER	LCDR	MPT
45997	CHNPERSUP WASHDC	3943		0033P	MPWR PLN/ HD, JNT MPWR RQMTS/AUTH SEC	LCDR	MPT
45997	CHNPERSUP WASHDC	3943			MPWR PLN/ASST HD OFF ACCESSION PLNS SEC	LCDR	MPT
47081	US TC TWCF	3943			JNT MPWR OPS& 120/04 PLNS T1540121	LCDR	MPT
62980	BUPERS FLD COMP	3943	3925	0033P	MPWR PLN/DEP DIR/CL 22 MANPOWER OFFICER	LCDR	MPT
63410	NAVMAC MILLINGTN	3943		0033R	MPWR PLN/DEPUTY DEPT HEAD	LCDR	MPT
63410	NAVMAC MILLINGTN	3943		0033R	MNPWR PLN/DEP DEPT HD	LCDR	MPT
63410	NAVMAC MILLINGTN	3943		0033S	MPWR PLN/DIV HD	LCDR	MPT
68023	NAVRECRUITCMD	3943		0033S	MPWR PLN/DIR OFFICER MANNING BR/111	LCDR	MPT
00070	CINCPACFLT	3943	3925	0033S	MPWR PLN/MILMPWR RQMCTL	LT	MPT
00070	CINCPACFLT	3943	3925	0033S	MPWR PLN/MILMPWR RQMCTL	LT	MPT
45997	CHNPERSUP WASHDC	3943		0033S	MPWR PLN/PERSONNEL LIAISON	LT	MPT
45997	CHNPERSUP WASHDC	3943		0033S	MPWR PLN/ASST LOG/MAINT/RD&A	LT	MPT
47625	NUNWATSC N DWCF	3943		0033S	MPWR PLN/PERS/TRNG	LT	MPT
53824	COMNAVSURFPAC	3943			MPWR PLN	LT	MPT
53825	COMNAVSURFLANT	3943		0033S	MPWR PLN	LT	MPT
63410	NAVMAC MILLINGTN	3943	3950	0033S	MPWR PLN/OCCUP ANALYST/BRANCH HEAD	LT	MPT
63410	NAVMAC MILLINGTN	3943	3950	0033S	MPWR PLN/OCCUP ANALYST/BRANCH HD	LT	MPT
63410	NAVMAC MILLINGTN	3943		0033S	MPWR PLN/BR HEAD	LT	MPT
63410	NAVMAC MILLINGTN	3943		0033R	MPWR PLN/SHORE MANPOWER ANALYST	LT	MPT
63410	NAVMAC MILLINGTN	3943		0033P	MPWR PLN	LT	MPT
63410	NAVMAC MILLINGTN	3943		0033S	MPWR PLN	LT	MPT
63410	NAVMAC MILLINGTN	3943		0033S	MPWR PLN	LT	MPT
63410	NAVMAC MILLINGTN	3943		0033P	MPWR PLN	LT	MPT
68023	NAVRECRUITCMD	3950	9009	0042Q	PERS RSCH/DIR RESCH ANALYSIS BRANCH/22	CAPT	MPT
68322	NETPDTC PENSC	3950	3298	0037P	PERS RSCH/NAVY ADV CTR DEPT HEAD	CDR	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
63410	NAVMAC MILLNGTN	3950		0033P	PERS RSCH/DEPT HEAD	LCDR	MPT
68322	NETPDTC PENSC	3950			PERS RSCH/ DIV OFF	LCDR	MPT
47081	US TC TWCF	3965			DIRECTOR (J1) 100/01 T1540120	CAPT	MPT
00011	OPNAV	3965		0033Q	PERS/MPWR MGT/N801D HD MANPOWER ANALYST	CDR	MPT
00024	NSESYSCOM WASH	3965		0033B	PERS/MPWR MGT/09M XO ENLISTED PERSONNEL	CDR	MPT
00039	SPAWAR SDGO CA	3965		0033Q	PERS/MPWR MGT/ASST TO EXECUTIVE DIR	CDR	MPT
42082	USNA ANNAP B OPS	3965			PERS/MPWR MGT/ADMIN OFFICER	CDR	MPT
53824	COMNAVSURFPAC	3965	2610		PERS/MPWR MGT	CDR	MPT
64168	DIRDIVOFNREACDOE	3965		0033R	PERS/MPWR MGMT/DIR ADMIN	CDR	MPT
00018	BUMED WASH DC	3965		0033P	PERS/MPWR MGT/HD/ HD MIL MPWR BR	LCDR	MPT
00259	NMC SDGO CA	3965	800	0033P	PERS/MPWR MGT/ASST DPTHD	LCDR	MPT
09296	NAVAIRES SDIEGO	3965			PERS/MWPR MGT	LCDR	MPT
39828	NAVRESINFOSYS	3965			PERS/MPWR MGT/DIR COUNSELING DIV	LCDR	MPT
47030	USSOCOM	3965			PERS/MGT OFF 3P3/05A OFF	LCDR	MPT
47627	SSC SD NON NWCF	3965		0033P	PERS/MPWR MGT/DEPT HD	LCDR	MPT
48485	NRL SUP DET WASH	3965	2615	0033P	PERS/MPWR MGT/ADMIN	LCDR	MPT
62980	BUPERS FLD COMP	3965	3330		PERS/MPWR MGT/HD MIL	LCDR	MPT
63099	NAVAIRES JAX FL	3965			PERS/MPWR MGT	LCDR	MPT
63102	NAVAIRES NORVA	3965			PERS/MPWR MGT	LCDR	MPT
63165	NCTS WDC (NWCF)	3965			PERS/MPWR MGT	LCDR	MPT
64168	DIRDIVOFNREACDOE	3965		0033S	PERS/MPWR MGMT/ASST DIRADMIN	LCDR	MPT
64168	DIRDIVOFNREACDOE	3965		0033P	PERS/MNPWR MGMT	LCDR	MPT
66630	NAVAIRES PT MUGU	3965			PERS/MPWR MGT	LCDR	MPT
68166	ONI SUITLAND	3965			PERS/MPWR MGT/ONI 12	LCDR	MPT
00014	CNR ARLINGTON VA	3965		0033P	DIR MIL PERS & ADMIN	LT	MPT
00168	NNMC BETHESDA	3965	800	0033P	PERS/MPWR MGT/HCA	LT	MPT
35333	SPAWAR SPTECH PG	3965		0033S	PERS/MANPOWER MGT OFFICER	LT	MPT
45534	AEGIS COMBATSYSC	3965		0033P	PERS/MPWR MGT//COMD SUPT DEPT HD	LT	MPT
57007	COMUSNAVCENT	3965			PERS/MPWR MGT	LT	MPT
68327	NRESPERSCENNRLNS	3965			CNO-N122F RPN PLACEHOLDER - DO NOT USE	LT	MPT
68327	NRESPERSCENNRLNS	3965			CNO-N122F RPN PLACEHOLDER - DO NOT USE	LT	MPT
45997	CHNPERSUP WASHDC	3970		0033S	PERS PLN/HD RET/RES SECTION	CDR	MPT
45997	CHNPERSUP WASHDC	3970		0033P	PERS PLN/HD FSO MANAGEMENT SEC	CDR	MPT
62980	BUPERS FLD COMP	3970			PERS PLN/HD ALLOCATION & STAT BR	CDR	MPT
65487	JNTSTF JCS WASH	3970		0033Q	JT PERS READ PLAN DA200100 J4010616	CDR	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
66715	NAVCRUIT COMD DC	3970		0042P	PERS PLN/HD RESOURCE ANALYSIS BRANCH	CDR	MPT
68023	NAVRECRUITCMD	3970		0033S	PERS PLN/HEAD POLICY DIVISION/21	CDR	MPT
45997	CHNPERSUP WASHDC	3970		0033S	PERS PLN/JOINT POLICY COORDINATOR	LCDR	MPT
45997	CHNPERSUP WASHDC	3970		0033S	PERS PLN/HD TRAVEL & TRANS SECTION	LCDR	MPT
45997	CHNPERSUP WASHDC	3970		0033P	PERS PLN/HD, OFF ACCESSION PLANS SEC	LCDR	MPT
45997	CHNPERSUP WASHDC	3970		0033P	PERS PLN/HD OFF PROMOTION PLANS SEC	LCDR	MPT
62980	BUPERS FLD COMP	3970		0033S	PERS PLN/JOINT DUTY ALLOCATION	LCDR	MPT
64591	US STRATCOM	3970		0037S	CH QUAL/STRT 100/014 N2160046	LCDR	MPT
65146	OPNVSUPACT WASH	3970			N09B MANPOWER	LCDR	MPT
66563	MEPS SAN ANTONIO	3970			COMMANDER	LCDR	MPT
68023	NAVRECRUITCMD	3970		0042P	PERS PLN/HD OPS ANALYSIS BRANCH	LCDR	MPT
68327	NRESPERSCENNRLNS	3970			PERS PLN/HEAD, ACCREDITATION DIV (N21)	LCDR	MPT
00072	CNRESFOR NRLNS	3970		0033S	PERS PLN/STRGTH PLNG/COMM MGMT	LT	MPT
45997	CHNPERSUP WASHDC	3970			PERS PLN/ASST PAY & ALLOWANCES	LT	MPT
45997	CHNPERSUP WASHDC	3970		0033S	PERS PLN/ASST BONUS PGMS	LT	MPT
45997	CHNPERSUP WASHDC	3970		0033P	PERS PLN/HD ENL STRENGTH PLNS SEC	LT	MPT
45997	CHNPERSUP WASHDC	3970		0042P	PERS PLN/ENL ADV PLANS	LT	MPT
45997	CHNPERSUP WASHDC	3970		0033P	PERS PLN/HD ENLISTED TRAINING COORD SEC	LT	MPT
57070	COMUNSEASURV	3970			PERS PLN/RESERVES	LT	MPT
62980	BUPERS FLD COMP	3970			PERS PLN/NMP-O MANAGER/BFD ALLOCATIONS	LT	MPT
62980	BUPERS FLD COMP	3970			PERS PLN/ASST HEAD	LT	MPT
66547	MEPS BOISE	3970			OPS OFF	LT	MPT
00011	OPNAV	3980			PERS P&P CHIEF/N09D DEP DIR NAVY	CAPT	MPT
00015	ONI W DC	3980			PERSONNEL PLANS & POLICY CHIEF/ONI-1	CAPT	MPT
62980	BUPERS FLD COMP	3980	3420		PERS P&P CHIEF/DIRECTOR	CAPT	MPT
62980	BUPERS FLD COMP	3980			PERS P&P CHIEF/DEP ACNPC	CAPT	MPT
66734	CNRESFOR NRL RPN	3980		0033Q	PERS P&P CHIEF/DCOS (MANPOWER)	CAPT	MPT
42217	OFF OF ASN MRA	3980		0033P	PERS P&P CHIEF/SPEC ASST MPWR DEV/COMP	LCDR	MPT
45997	CHNPERSUP WASHDC	3981		0033P	PERS P&P DIR/DEP HD OFFICER PLNS & POL	CAPT	MPT
62980	BUPERS FLD COMP	3981		0033R	PERS P&P DIR/DIST MGMT & ALLOC DIV	CAPT	MPT
62980	BUPERS FLD COMP	3981			PERS P&P DIR/DIV DIRECTOR	CAPT	MPT
00087	USSPACECOM	3981		0033R	DD NAVCIV 1200/01PERS BRANCH H0710148	CDR	MPT
31572	CNP WASH L DET	3981			PERS P&P DIR/ACTION OFFICER	CDR	MPT
45997	CHNPERSUP WASHDC	3981	2612	0033S	PERS P&P DIR/AST HD MIL COMP & POLICY	CDR	MPT
62980	BUPERS FLD COMP	3981		0033R	PERS P&P DIR/DEPUTY	CDR	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
62980	BUPERS FLD COMP	3981		0037Q	PERS P&P DIR/DEP DIR	CDR	MPT
83853	NRIS CDA W DC	3981			PERS P&P DIR/CORPORATE SYSTEMS	CDR	MPT
62980	BUPERS FLD COMP	3981			PERS P&P DIR/RESOURCES MGMT DIR	LCDR	MPT
62980	BUPERS FLD COMP	3981			PERS P&P DIR/FIELD COORDINATOR	LCDR	MPT
62980	BUPERS FLD COMP	3981			PERS P&P DIR/DEPUTY	LT	MPT
00070	CINCPACFLT	3985			STF PERS/MGR	CDR	MPT
53824	COMNAVSURFPAC	3985	3125		STF PERS/PERS DIST GEN	CDR	MPT
64591	US STRATCOM	3985		0033B	PERS MGR 110/020 N2160044	CDR	MPT
68023	NAVRECRUITCMD	3985		0033S	STF PERS/DIR FIELD PERS MAN DIV/11	CDR	MPT
00038	USCINCPAC	3985			PERS STF OFF 114/02 P0220284	LCDR	MPT
79109	USCINCCENT	3985			CH NAVY BR 123/01 B0480290	LCDR	MPT
00072	CNRESFOR NRLNS	5761			TRA DEV PC/DEPT HD	LCDR	MPT
68902	CNRESCRUCOM NRLN	9016	3020		CHIEF STAFF OFFICER	CDR	MPT
47081	US TC TWCF	9034			JNT MPWR OPS/ 120/03 PLNS T1540118	CDR	MPT
57070	COMUNSEASURV	9034	3943		STF ADMIN/DIR MPWR PLN	LCDR	MPT
63285	NCIS	9034			STF ADMIN/ED TRA PLN GEN/PERS/MPWR MGT	LT	MPT
00161	NAVAL ACAD	9065			STF OPS&PLN/ ASSIST STF OPS/PLANS	LT	MPT
00011	OPNAV	9085		0042Q	OPS ANAL/N813D MPWR/PERS	CDR	MPT
31706	DON SO PRAPPRAI	9085			OPS ANAL/MANPOWER ANALYST	LCDR	MPT
35023	NTTC DET LACKLND	9420			OIC SHR ACT	CDR	MPT
47763	NRESRUCOM DT 1	9420	3020		OIC SHR ACTY	CDR	MPT
47764	NRESRUCOMDT 2	9420	3020		OIC SHR ACT	CDR	MPT
47765	NRESCRUCOM DT 3	9420	3020		OIC SHR ACTY	CDR	MPT
47766	NRESCRUCOM DT 4	9420	3020		OIC SHR ACT	CDR	MPT
47767	NRCC DET FIVE	9420	3020		OIC SHR ACTY	CDR	MPT
47769	NRESCRUCOM DT 7	9420	3020		OIC SHR ACTY	CDR	MPT
68482	BUPERS DET DAPMA	9420	3320	0037S	OIC SHR ACT	CDR	MPT
33381	BUPERS D DAPMA	9420		0037S	OIC SHR ACT	LCDR	MPT
42574	PSD NS NORVA	9420			OIC SHR ACT	LCDR	MPT
42827	PSD N ISL CA	9420			OIC SHR ACT/ADDU TO 00130/00246	LCDR	MPT
43043	PSD JAX	9420			OIC SHR ACT	LCDR	MPT
43102	PSD RTC G LAKES	9420			OIC SHR ACT	LCDR	MPT
43104	PSD PEARL HARBOR	9420			OIC SHR ACT/ADDU TO 15200/61449	LCDR	MPT
68556	PSD NS SDIEGO	9420			OIC SHR ACT/ADDU TO 00145/00245	LCDR	MPT
42325	PSD PAX RIV MD	9420			OIC SHR ACTY	LT	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
42573	PSD NAS NORFOLK	9420			OIC SHR ACT	LT	MPT
43050	PSD INDIANAPOLIS	9420			OIC SHR ACT	LT	MPT
43052	PSD OMAHA	9420			OIC SHR ACT	LT	MPT
43073	PSD MONTERY	9420			OIC SHR ACT/ADDU TO 93001/62271	LT	MPT
43075	PSD FALLON	9420			OIC SHR ACT/ADDU TO 00115/60495	LT	MPT
43076	PSD SANTA CLARA	9420			OIC SHR ACT	LT	MPT
43084	PSD GULFPORT	9420			OIC SHR ACT	LT	MPT
43093	PSD FT WORTH	9420	3965		OIC SHR ACT	LT	MPT
43146	PSD PORT HUENEME	9420			OIC SHR ACT/ADDU TO 00800/62583	LT	MPT
43315	PSD WILLOW GROVE	9420			OIC SHR ACT	LT	MPT
43322	PSD NSA MEMPHIS	9420	3965		OIC SHR ACT	LT	MPT
43331	PSD KEFLAVIK	9420			OIC SHR ACT	LT	MPT
43343	PSD BRUNSWICK	9420			OIC SHR ACT	LT	MPT
43351	PSD ATLANTA	9420	3965		OIC SHR ACT	LT	MPT
43353	PSD BEAUFORT	9420	3965		OIC SHR ACT T	LT	MPT
43354	PSD CAMP LEJEUNE	9420			OIC SHR ACTY	LT	MPT
43382	CSD ATSUGI	9420			OIC SHR ACT/ADDU TO 00175/62507	LT	MPT
43384	PSD MISAWA	9420			OIC SHR ACT/ADDU TO 00120/68212	LT	MPT
43385	PSD OKINAWA	9420			OIC SHR ACT/ADDU TO 00125/62254	LT	MPT
43387	PSD YOKOSUKA	9420			OIC SHR ACT/ADDU TO 00151/61581	LT	MPT
43462	PSD NS GUAM	9420			OIC SHR ACT/ADDU TO 00240/61755	LT	MPT
68550	PSD OCEANA	9420			OIC SHR ACT	LT	MPT
68554	PSD PT LOMA SDGO	9420			OIC SHR ACT/ADDU TO 01030/63406	LT	MPT
68555	PSD BALBOA CA	9420			OIC SHR ACT/ADDU TO 96001/00259	LT.	MPT
68221	NPERANDCEN SDGO	9421		0033Q	CO SHR ACTY	CAPT	MPT
68327	NRESPERSCENNRLNS	9421	3981		CO SHR ACT (00)	CAPT	MPT
68547	PSA NORFOLK VA	9421	3965		CDR/CO SHR ACT	CAPT	MPT
68598	PSA GLAKES	9421			CDR/CO SHR ACT	CAPT	MPT
68902	CNRESCRUCOM NRLN	9421	3020		CDR/CO SHR ACT	CAPT	MPT
30256	NRPDC NORLNS	9421		0037S	CDR/CO SHR ACT ADDU TO 73010/00072	CDR	MPT
32739	NTTC MERIDIAN	9421		0037R	CDR/CO SHR ACT	CDR	MPT
66548	MEPS BOSTON	9421			COMMANDER/CO	CDR	MPT
66588	MEPS NEW YORK	9421			CO	CDR	MPT
66594	MEPS PHOENIX	9421			CO	CDR	MPT
68639	PSA FAR EAST	9421			CDR/CO SHR ACT/ADDU TO 10130/57006	CDR	MPT

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
68755	PSA EUR NAPLS IT	9421	3965		CDR/CO SHR ACT	CDR	MPT
35538	MEPS HONOLULU	9421			CO	LCDR	MPT
44236	MEPS TAMPA	9421			CO	LCDR	MPT
47016	MEPS E LANSING	9421			CO/COMMANDER	LCDR	MPT
66549	MEPS BUFFALO	9421			COMMANDER/CO	LCDR	MPT
66564	MEPS SEATTLE	9421			CO K4080055	LCDR	MPT
66567	MEPS SPOKANE	9421			CO 001/01	LCDR	MPT
66568	MEPS SPRINGFIELD	9421			CO K4080067	LCDR	MPT
66575	MEPS INDIANAPOLI	9421			CO	LCDR	MPT
66576	MEPS JAX FL	9421			CO	LCDR	MPT
66590	MEPS OKLAHOMA	9421			CO	LCDR	MPT
66873	MEPS KNOXVILLE	9421			CO	LCDR	MPT
66968	MEPS AMARILLO	9421			COMMANDER	LCDR	MPT
68634	MEPS SAN DIEGO	9421			COMMANDER	LCDR	MPT
63410	NAVMAC MILLINGTN	9422		0033R	CO SHR ACT SEL/ADDU TO 10700/00011	CAPT	MPT
68322	NETPDTC PENSC	9422		0037Q	CO SHR ACT SEL	CAPT	MPT
68412	EPMAC NRLNS	9422			CO SHR ACT SEL/ADDU TO 13010/00070 AND	CAPT	MPT
68553	PSA SAN DIEGO	9422			CO SHR ACT SEL/ADDU TO 11030/00242	CAPT	MPT
42130	NETC NEWPORT GST	9436			XO SHR ACT	CAPT	MPT
32739	NTTC MERIDIAN	9436		0037S	XO SHR ACT	LCDR	MPT
68585	PSA JAX FLORIDA	9436	3980		XO SHR ACT	LCDR	MPT
68613	PSA PUGET SOUND	9436			XO SHR ACT	LCDR	MPT
68628	PSA NEW LONDON	9436			XO SHR ACT	LCDR	MPT
00015	ONI W DC	9515		0033Q	COMM PLN & OPS/ ONI-7	CDR	MPT
00029	OSD	9930			STF ANAL NATO 312100A07A02D0310004	CAPT	MPT
00029	OSD	9930			DIR DACOWITS & MWM 876065A03A01D0520017	CAPT	MPT
00029	OSD	9930			DACOWITS OPS OFF 525000A10A01D0520032	LCDR	MPT
61449	CNRH	9930	9476	0033Q	EXEC/ASST/PORT SVC	LCDR	MPT
47326	NAVINSGEN WASHDC	9960		0033Q	IG/ASST DIV DIR FOR AREA VISITS	CDR	MPT
44424	NATL TRNG TEAM	9960			IG/ENLISTED PROGRAMS FIELD INSPECTOR	LCDR	MPT
44424	NATL TRNG TEAM	9960			IG/OFFICER PROGRAMS FIELD INSPECTOR	LT	MPT
00063	CNAVCOMTELCOM DC	9970	3925	0033Q	P&P CHIEF/ACOS N1 DIR	CAPT	MPT
67597	FIELD SUPPACT D	9992		0033S	DEP/VICE CDR /DEPUTY DIRECTOR	CAPT	MPT
39828	NAVRESINFOSYS	1015		0089B	INTERNAL REV	CDR	SEW
00210	NTC GLKS	2085	3290		STAT DATA ANAL/TRNG MGMT	LT	SEW

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
45997	CHNPERSUP WASHDC	2085		0042P	STAT DATA ANAL/COMMAND PLAN ANALYST	LT	SEW
35333	SPAWAR SPTECH PG	2098		0076P	SPACE PJ TECH/MISSION SPT FACILITY MGR	LCDR	SEW
35333	SPAWAR SPTECH PG	2098	2192		SPACE PJ TECH/SPACE SYS PROJ ENGINEER	LT	SEW
30320	DON INFO	2161			MAJ PJ MGR SEL/PROG MGR DON INFO	CAPT	SEW
83877	SEO/MP NEW ORLNS	2161		0089P	MAJ PJ MGR SEL/MP IRM	CAPT	SEW
42200	SPAWARSYCOM PMO	2162			DEP DPJ MGR/DEPLOYA BLE & MOB USW PG OFF	CDR	SEW
83852	SEO/MP D WDC	2163		0089B	MGR DPJ FE/MP IRM	CDR	SEW
83877	SEO/MP NEW ORLNS	2163		0089B	MGR DPJ FE/MP IRM	CDR	SEW
32999	BUPERS SEA DUTY	2163			MGR DPJ FE/SPECIAL PROJECT OFFICER	LCDR	SEW
42200	SPAWARSYCOM PMO	2163			MGR DPJ FE/FLEET SUPPORT COORDINATOR	LCDR	SEW
83852	SEO/MP D WDC	2163		0089S	MGR DPJ FE/MP IRM	LT	SEW
83877	SEO/MP NEW ORLNS	2163		0089S	MGR DPJ FE/MP IRM	LT	SEW
49661	PEO TAD W DC	2167		0055P	DPJ T&E COOR/FLEET CINCS/EXERCISES /TAD	CDR	SEW
42200	SPAWARSYCOM PMO	2170		0089S	DPJ SUP/FLEET LIAISON PE	LT	SEW
42200	SPAWARSYCOM PMO	2170		0055B	DPJ SUP/PLATFORM ENGINEER	LT	SEW
42200	SPAWARSYCOM PMO	2170		0089S	DPJ SUP/INFORMATIN INFRASTRUCTURE\	LT	SEW
42200	SPAWARSYCOM PMO	2170		0089S	DPJ SUP/DMS PLANNING	LT	SEW
47898	DEVGRU	2170			DPJ SUP/PROJ SPT/ERD	LT	SEW
0016A	CPTEVFORSTFPACEL	2181			OP T&E/PROJECTS DIRECTOR	CDR	SEW
57023	COMOPTEVFOR	2181			OP T&E/HD COMM SYSTEMS	CDR	SEW
57023	COMOPTEVFOR	2181			OP T&E/SOFTWARE SUPPORTADP PLANS/ASST DI	LCDR	SEW
00011	OPNAV	2192		0031S	SPACE ACQ/N635C ASST RESOURCE MANAGEMENT	CDR	SEW
00087	USSPACECOM	2192		0076P	CH, SATCOM 6320/01SPT BRANCH H0710202	CDR	SEW
00011	OPNAV	2192			SPACE ACQ/N631C ASST, DSCS/SHF PROGRAMS	LCDR	SEW
00087	USSPACECOM	2192		0076S	AIR DEFENSE 6410/02SYS EVALUATOR	LT	SEW
35333	SPAWAR SPTECH PG	2192		0077P	SPACE ACQ/LAUNCH SYSTEMS-MECH	LT	SEW
35333	SPAWAR SPTECH PG	2192		0055B	SPACE ACQ/COMPUTER SYS PROJECT OFFICER	LT	SEW
00070	CINCPACFLT	2610	9735	0031P	MGT ANAL CTL/CMPU SYS ANAL	LCDR	SEW
00070	CINCPACFLT	2610	2612		MGT ANAL CTL/MGT INFO SYS	LT	SEW
66734	CNRESFOR NRL RPN	2612			MGT INFO SYS/DCOS	CAPT	SEW
00046	COMNAVSPACECOM	2612		0089Q	MGT INFO SYS/HD SYS INTEG BRANCH	CDR	SEW
32792	BUPERS WASH DC/	2612		0089B	MGMT INFO SYS/DIRECTOR	CDR	SEW
39828	NAVRESINFOSYS	2612			MGT INFO SYS/DEPUTY	CDR	SEW
39828	NAVRESINFOSYS	2612		0089B	MGT INFO SYS	CDR	SEW
66734	CNRESFOR NRL RPN	2612			MGT INFO SYS/FORCE IT POLICY/PLN/DEPT HD	CDR	SEW

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AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
00161	NAVAL ACAD	2612		0089P	MGT INFO SYS/DEP DIR SYS & COMMUNICATION	LCDR	SEW
32792	BUPERS WASH DC/	2612		0089B	MGMT INFO SYS	LCDR	SEW
32792	BUPERS WASH DC/	2612		0089P	MGMT INFO SYS	LCDR	SEW
39828	NAVRESINFOSYS	2612		0089P	MGMT INFO SYS/TECHNICAL ASSISTANT	LCDR	SEW
62229	NAVSCOLCOMPNCLA	2612			MGT INFO SYS/ADP SEC/DIV OFF	LT	SEW
65487	JNTSTF JCS WASH	2614			JOINT INFO SYS ANAL CB520030 J4011408	LCDR	SEW
63190	SWOSCOLCOM	2614			MGT INFO CEN/LIBRARY DIV OFF	LT	SEW
55722	FIWC NORVA	2615			ADMIN/ADMIN OFF	LT	SEW
70278	NCTS FAR EAST FE	2615			DEPUTY TELECOMM OFFICER	LT	SEW
03363	CV 63 KITTY HAWK	2642			3M DATA ANAL	LCDR	SEW
03368	CVN 68 NIMITZ	2642			3M DATA ANAL	LCDR	SEW
20993	CVN 70 VINSON	2642			3M DATA ANAL	LCDR	SEW
21297	CVN 72 LINCOLN	2642			3M DATA ANAL	LCDR	SEW
53825	COMNAVSURFLANT	2642	2612	0042S	3M DATA ANAL/MG INFO SYS	LT	SEW
68562	SPAWAR DTPAC SD	2642	9735		3M DATA ANAL/NTCSS SYSTEMS DIV OFF	LT	SEW
0622A	NSHS BETHESDA MD	2670			RECORDS MANAGEMENT	LT	SEW
68023	NAVRECRUITCMD	3020		0089P	PRCM&RECRUIT/ASST DIR TECH SVCS	LT	SEW
42130	NETC NEWPORT GST	3290		0089P	TRAINING/DIR COMM SCH	LCDR	SEW
39828	NAVRESINFOSYS	3981		0089P	PERS P&P DIR/INFO SYS DEPT	CDR	SEW
46611	DISA HQ W (DWCF)	5904			COMM STF OFF DG 080 V01 I4040236	LCDR	SEW
46280	DISA D6 JIEO	5917		0055S	ELEC EQUIP D651 010RES OFF V02 I4040240	CDR	SEW
65461	DTRA DSWA/DIR	5917		0055P	CHIEF 2233/01 B0311	LCDR	SEW
66001	SSC SDGO NWCF	5917	5917	0077P	ELXEQ RSCH/SPACESYS ADVR&D/PRJOFF	LCDR	SEW
00046	COMNAVSPACECOM	5930		0076P	SPACEREQMT ANAL/DEP DIR SPACE PLANS DIV	CDR	SEW
00087	USSPACECOM	5930		0045Q	CH STRAT COMM&EX BR 6230/01 H0710126	CDR	SEW
00046	COMNAVSPACECOM	5930		0089S	SPACERQMT ANAL/HEAD C3 BRANCH	LCDR	SEW
35333	SPAWAR SPTECH PG	5930		0031P	SPACERQMT ANAL/TACTICAL USER SPT MGR	LCDR	SEW
47221	CNSC DT COL SPGS	5930		0076P	SPACERQMT ANAL/DEP DIR OPER DIV	LCDR	SEW
63138	NAVSPACECOMOPSEL	5930		0076P	SPACERQMT ANAL/FLT SUPP LANT/SURVEILL	LCDR	SEW
63138	NAVSPACECOMOPSEL	5930		0077P	SPACERQMT ANAL/INTEG PLANNING OFFICER	LCDR	SEW
35333	SPAWAR SPTECH PG	5930			SPACERQMT ANAL	LT	SEW
63138	NAVSPACECOMOPSEL	5930		0089P	SPACERQMT ANAL/SAT COMM OPERATORS	LT	SEW
00069	CNSG FT MEADE	5977			98 ELX INSTL&RP/DEP ACOS LOG/MAT/QOL/N4B	CDR	SEW
45262	SPAWAR DET DENVR	6914	2098	0077B	NAV PLANT REP/E&E SUBSYSTEMS MANAGER	LT	SEW
00063	CNAVCOMTELCOM DC	9015		0089Q	CHIEF OF STF/DEPUTY COMMANDER CNCTC	CAPT	SEW

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
70240	NCTS SD CA/EOB	9034		0089S	STF ADMIN/EXEC ASST/DEPT HEAD	LCDR	SEW
00046	COMNAVSPACECOM	9051	9705	0075Q	LOGISTICS/DIR LOG & INFO SYS DIV DIV	CAPT	SEW
00087	USSPACECOM	9060		0089Q	C4 SYSTEM STAFF OFF 6110/04 H0710129	LCDR	SEW
47081	US TC TWCF	9060		0091R	C4S STF OFF 002/04 T1540128	LCDR	SEW
62894	COM NAVFOR KOREA	9060			STF C&C/ADDU TO 22810/68627/ACOS	LCDR	SEW
65462	DISA HQ	9065		0031S	ADP SYS STF D232 030OFF V16	LCDR	SEW
55722	FIWC NORVA	9065		0091S	STF OPS&PLN/PROJECTS	LT	SEW
63023	PSSURV NORVA	9082	2748	0089B	FLAG SEC	CDR	SEW
00046	COMNAVSPACECOM	9085		0076S	OPS ANAL/OPERATIONS ANALYSIS DIV OFF	LCDR	SEW
47081	US TC TWCF	9085		0091R	CH,SYS TESTING 661/06	LCDR	SEW
00038	USCINCPAC	9087			CH, INFO MGT 542/01 P0220211	CDR	SEW
00087	USSPACECOM	9087		0076P	SPACE SYS 3121/02OFFICER H0710131	CDR	SEW
00087	USSPACECOM	9087		0076P	SPACE SYS OP 3121/03OFF H0710143	LCDR	SEW
00087	USSPACECOM	9087		0076P	SPACE OPS 3122/04OFF H0710141	LCDR	SEW
00087	USSPACECOM	9087		0045P	SCN OFFICER 5120/04 H0710120	LCDR	SEW
63200	NAVSOC PT MUGU	9087		0075S	STF PLN/DIV OFFICER/SAT MGR	LT	SEW
46586	USSPAC CB OPSTAF	9216		0076R	DEP CMDR 9740/08 H0720089	LCDR	SEW
00087	USSPACECOM	9216		0076S	SPACE OPS 3143/002 OFFICER	LT	SEW
46586	USSPAC CB OPSTAF	9216		0076S	SPACE OFF 9420/02	LT	SEW
46586	USSPAC CB OPSTAF	9216		0076S	MSL INT OFF 9520/05	LT	SEW
46586	USSPAC CB OPSTAF	9216		0076S	THT DP CREW 9730/14CMDR	LT	SEW
46586	USSPAC CB OPSTAF	9216		0076S	SPACE CONT 9740/24ANALYST	LT	SEW
46280	DISA D6 JIEO	9261			JNT C3 OFF JEBCC 010 V11	CDR	SEW
55722	FIWC NORVA	9404			TACDEC PLAN/MILDEC SME	LT	SEW
35177	NCTAMS EP DET	9420		0089P	OIC SHR ACT	LCDR	SEW
46697	SPAWAR DWPAC JA	9420	9755		OIC SHR ACT/OFFICER IN CHARGE	LCDR	SEW
63182	NCTAMS E D ROTA	9420		0089Q	OIC SHR ACT/ADDU TO 00110/62863	LCDR	SEW
63429	NCTAMS E DET	9420		0089P	OIC SHR ACT	LCDR	SEW
33219	NCTS D WHIDBEY I	9420			OIC SHR ACT	LT	SEW
33242	NAVCOMTELDET ME	9420			OIC SHR ACT/COMM ASHR	LT	SEW
44761	NSC DET PACIFIC	9420		0076P	OIC SHR ACT	LT	SEW
45858	NSC D E CHESAPKE	9420		0076S	OIC SHR ACT	LT	SEW
47638	NTCC S DIEGO CA	9420		0089S	OIC SHR ACT	LT	SEW
00743	NCTS ROOSEVELT R	9421		0089Q	CDR/CO SHR ACT/ADDU TO 00180/00389	CDR	SEW
45854	FLTSURVSC NW VA	9421			CDR/CO SHR ACT	CDR	SEW

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
47634	NCTS PENSC (N-N)	9421	9705	0089Q	CDR/CO SHR ACT/ADDU TO 00210/00204	CDR	SEW
49957	NCTS BAHRAIN	9421			CDR/CO SHR ACT	CDR	SEW
63143	NCTS KEFLAVIK	9421		0089Q	CDR/CO SHR ACT/ADDU TO 00260/09117	CDR	SEW
68073	NCTS DIEGO GARCI	9421		0089Q	CDR/CO SHR ACT/ADDU TO 00130/68539	CDR	SEW
68660	NCTS SOUND WA	9421		0089Q	CDR/CO SHR ACT/ADDU TO 40240/68742	CDR	SEW
68893	NCTS SICILY IT	9421		0089R	CDR/CO SHR ACT/ADDU TO 00135/62995	CDR	SEW
70240	NCTS SD CA/EOB	9421		0089Q	CDR/CO SHR ACT/ADDU TO 00925/00069 &	CDR	SEW
70278	NCTS FAR EAST FE	9421			CDR/CO SHR ACT/ADDU TO 10150/57006	CDR	SEW
68724	AEGISTRARDCEN	9436			XO SHR ACT	CDR	SEW
00743	NCTS ROOSEVELT R	9436		0089R	XO SHR ACT	LCDR	SEW
32858	DCMS WASH DC	9436			XO SHR ACT/DCMS	LCDR	SEW
45854	FLTSURVSC NW VA	9436			XO SHR ACT	LCDR	SEW
47634	NCTS PENSC (N-N)	9436	9705	0089R	XO SHR ACT	LCDR	SEW
48388	NCTS WASH DC	9436			XO SHR ACT	LCDR	SEW
63038	NCTS CUTLER ME	9436		0089R	XO SHR ACT	LCDR	SEW
63143	NCTS KEFLAVIK	9436		0089R	XO SHR ACT	LCDR	SEW
68660	NCTS SOUND WA	9436	9582	0089R	XO SHR ACT	LCDR	SEW
68893	NCTS SICILY IT	9436		0089R	XO SHR ACT	LCDR	SEW
70243	NCTAMS WESTPC GQ	9436		0089S	XO SHR ACT	LCDR	SEW
70278	NCTS FAR EAST FE	9436		0089S	XO SHR ACT	LCDR	SEW
63165	NCTS WDC (NWCF)	9436		0089S	XO SHR ACT	LT	SEW
00011	OPNAV	9515		0089Q	COMM PLN&OPS/N62M NTCSS RQMTS OFF	CAPT	SEW
47030	USSOCOM	9515		0089R	COMM PLN&OPS/530B/1 CH, C&I R1550095	CAPT	SEW
00011	OPNAV	9515		0089Q	COMM PLN&OPS/N61C1 APPLICATIONS AND	CDR	SEW
00950	NCTAMS EASTPAC	9515			COMM PLN&OPS REGIONAL COMMUNICATIONS	CDR	SEW
46611	DISA HQ W (DWCF)	9515			JT PLNS OFF CPI 010 V01 I4040166	CDR	SEW
65839	NATL COMM SYS	9515		0089Q	COM PLNS/OPS NCN3 30OFF V01	CDR	SEW
67581	NATO CISA BR	9515		0089S	MIL ENG (MARIT)16/01POST 1239 Z2700009	CDR	SEW
00011	OPNAV	9515		0089R	COMM PLN&OPS/N652G ASST NTWK SEC/ADP SSO	LCDR	SEW
00038	USCINCPAC	9515			JNT INTEROP 651/04 P0220220	LCDR	SEW
00061	CINCUSNAVEUR	9515		0089S	COMM PLN&OPS/CRYPTO	LCDR	SEW
00063	CNAVCOMTELCOM DC	9515		0089P	COMM PLN&OPS	LCDR	SEW
00950	NCTAMS EASTPAC	9515		0089P	COMM PLN&OPS/PLANS & REQ OFF	LCDR	SEW
08961	COM 2NDFLT	9515			COMM PLN&OPS	LCDR	SEW
41517	NCTC SUPP W DC	9515			CSIO PROJECTS OFFICER	LCDR	SEW

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
47030	USSOCOM	9515		0089S	COMM PLN&OPS/530A/07 C-E STF R1550286	LCDR	SEW
57014	COMICEDEFOR	9515			COMM OFF 72/001M A0130012	LCDR	SEW
57087	COM THIRD FLEET	9515	9590		COMM PLN&OPS/STF COMM	LCDR	SEW
57087	COM THIRD FLEET	9515			COMM PLN&OPS	LCDR	SEW
68627	HQUNC HQROKUSCFC	9515			COMM PLN&OPS/ADDU FM 31020/62894	LCDR	SEW
70240	NCTS SD CA/EOB	9515		0089P	COMM PLN&OPS/OPS DEPT HD	LCDR	SEW
70294	NCTAMS EC NAPLES	9515		0089P	COMM PLN&OPS	LCDR	SEW
00011	OPNAV	9515		0089S	COMM PLN&OPS/N61F ASST ASHORE AUTO RQMNT	LT	SEW
00011	OPNAV	9515		0077P	COMM PLN&OPS/N631F COM/UHF SATCOM	LT	SEW
00061	CINCUSNAVEUR	9515			COMM PLN&OPS	LT	SEW
00063	CNAVCOMTELCOM DC	9515		0089S	COMM PLN&OPS	LT	SEW
00063	CNAVCOMTELCOM DC	9515	2750	0089B	COMM PLN & OPS/Y2K TELE SWITCH PROG MGR	LT	SEW
00063	CNAVCOMTELCOM DC	9515		0089P	COMM PLN & OPS	LT	SEW
30054	OPNAV TCC WDC	9515			COM PLN&OPS/AOIC	LT	SEW
47634	NCTS PENSC (N-N)	9515			COMM PLN & OPS\N31	LT	SEW
48388	NCTS WASH DC	9515		0089S	COMM PLNS&OPS/END USER PLANS & PROG OFF	LT	SEW
57007	COMUSNAVCENT	9515			COMM PLN&OPS	LT	SEW
57087	COM THIRD FLEET	9515			COMM PLN&OPS	LT	SEW
46280	DISA D6 JIEO	9525			ABNCP ELEC D652 010 VO2 I4040248	CDR	SEW
00011	OPNAV	9525	9420		COMM WO/OIC SHR ACT ADDU TO 00100/44451	LT	SEW
33032	CINUSNE EAM CELL	9525			COMM WO/DEPT HEAD/ ADDU TO 02100/55782	LT	SEW
44451	OPNSUPACT DT FRI	9525	9420		COMM WO/OIC/ADDU FM 31950/00011	LT	SEW
55782	COMSUBGRU 8	9525			COMM WO/DEPT HEAD ADDU FM 00050/33032	LT	SEW
09451	CPWING 1	9543			DIR COMM	LCDR	SEW
49433	USCINCSO JIATF-E	9543			DEP FOR C4I 7147/001 S4230020	LCDR	SEW
63845	USCINCEUR	9560			STF COMM OFF 653/002 E0010288	LCDR	SEW
41752	NCS DGARCIA SATC	9560			SAT COMM	LT	SEW
0557A	NAVSUPFAC KAMI	9567			RADIO STA	LCDR	SEW
65465	DISA EUROPE	9575			PLNS & ANLYS EU5/020	CDR	SEW
00743	NCTS ROOSEVELT R	9582		0089P	COMM ASHR/OPS DEPT HEAD	LCDR	SEW
00950	NCTAMS EASTPAC	9582		0089S	COMM ASHR	LCDR	SEW
39146	NTCC HAMPTON RDS	9582	9535		COMM ASHR/OIC	LT	SEW
57006	COM NAVFOR JAPAN	9582			COMM ASHR/COMM	CDR	SEW
63143	NCTS KEFLAVIK	9582		0089P	COMM PLN&OPS/N5 DEPT HEAD	LCDR	SEW
65462	DISA HQ	9582			STRAT PLNS D53/035 ANALYST V01	LCDR	SEW

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
65465	DISA EUROPE	9582		0089R	CH VOICE BR EU22 010 E03	LCDR	SEW
68893	NCTS SICILY IT	9582			INFO SYS/GBS OFFICER	LCDR	SEW
00063	CNAVCOMTELCOM DC	9582		0089R	COMM ASHR N521	LT	SEW
00950	NCTAMS EASTPAC	9582		0089S	COMM ASHR/REGIONAL COORD OFFICER	LT	SEW
00950	NCTAMS EASTPAC	9582			COMM ASHR/ASST DEPT HD	LT	SEW
09528	FACSFAC SDIEGO	9582			COMM ASHR	LT	SEW
47609	NAWS CLAKE	9582			COMMUNICATIONS OFFICER	LT	SEW
63821	NUSWCD A ANDROS	9582	9466		COMM ASHR/COMM SECURITY	LT	SEW
65465	DISA EUROPE	9582		0089S	C-E ENG OFF EU21 020 E03	LT	SEW
65465	DISA EUROPE	9582		0089S	MGMT ANLY EU32 020 E03	LT	SEW
65465	DISA EUROPE	9582			C-E SYS OFF EU71/010	LT	SEW
70243	NCTAMS WESTPC GQ	9582		0089S	COMM ASHR/ASST COMM PLNS & OPS OFF	LT	SEW
70272	NCTAMS LANT NORF	9582		0089Q	COMM ASHR/DEPT OPS OFF	LT	SEW
00061	CINCUSNAVEUR	9590		0089Q	STF COMM/DCOS	CAPT	SEW
47783	JC4ISR BATCEN	9590			STF COMM SYS 03/02ANAL	CDR	SEW
0107A	COMCRUDESGRU 8	9590		0089R	STF COMM	LCDR	SEW
0109A	COMCRUDESGRU 12	9590		0089R	STF COMM	LCDR	SEW
09576	COMCARGRU TWO	9590			STF COMM	LCDR	SEW
09578	COMCARGRU SIX	9590			STF COMM	LCDR	SEW
09722	COMCARGRU THREE	9590			STF COMM	LCDR	SEW
09724	COMCARGRU SEVEN	9590			STF COMM	LCDR	SEW
53889	COMCARGRU EIGHT	9590			STF COMM	LCDR	SEW
55501	COMCRUDESGRU 1	9590			STF COMM	LCDR	SEW
55771	COMCRUDESGRU 2	9590		0089R	STF COMM	LCDR	SEW
55775	COMCRUDESGRU 5	9590			STF COMM	LCDR	SEW
55780	COMCRUDESGRU 3	9590			STF COMM	LCDR	SEW
57024	COM 7THFLT	9590	9705		STF COMM/ADP SYS DIR	LCDR	SEW
00070	CINCPACFLT	9590			STF COMM/ASST SAT PLN&AIRBORNE COMM REQ	LT	SEW
43442	ROCLANT	9590		0091S	ASST OPS OFF RC-1004	LT	SEW
65462	DISA HQ	9590		0089S	COM-COMP SYS D213 20STF OFF V02	LT	SEW
45236	DISA DISPO	9595			COMM STAFF DISPA 020 OFF V09	LCDR	SEW
46280	DISA D6 JIEO	9595			D11 COE PRD JEXF 060 V08 14040234	LCDR	SEW
65474	DISA W HEMIS	9595			NMCC COMM WEY42 050WTCH OFF 14040241	LCDR	SEW
49167	USEUCOM JAC MOLE	9600			OPS INTEL 2440/043ANLYCH)	LT	SEW
63138	NAVSPACECOMOPSEL	9640		0076S	OP INTEL GEN/ASPADOC OFFICER	LT	SEW

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
63138	NAVSPACECOMOPSEL	9640		0076S	OP INTEL GEN/ELECTRONICS MAINT DIV OFF	LT	SEW
00046	COMNAVSPACECOM	9680		0076S	OPINTEL ANAL/ASPADOC TRAINING OFF	LT	SEW
47072	USSPCOM COS GDIP	9680			SENIOR 2315/01 WATCH OFFICER	LT	SEW
63138	NAVSPACECOMOPSEL	9680		0076S	OPINTEL ANAL/ASSC TRAINING OFF	LT	SEW
00033	COMSC W DC WCF	9705		0089Q	ADP SYS DIR/DEP DIR, C4S	CAPT	SEW
31975	DON CHIEF INFOFC	9705		0089Q	ADP SYS DIR/DIR, STRATEGIC PLAN COORD	CAPT	SEW
00124	NWARCOL NPT RI	9705		0089P	ADP SYS DIR/DEP DIR	CDR	SEW
30320	DON INPO	9705		0091Q	ADP SYS DIR/OPERATIONS FOR DNHN	CDR	SEW
44466	TRIREFAC KINGS B	9705			ADP SYS DIR/INFO SYS DEPT OFF	CDR	SEW
49869	JWAC DAHLGREN	9705	9730		DEP DIR/J1 600/08 A2330011	CDR	SEW
57025	COMNAVAIRPAC	9705		0089P	ADP SYS DIR	CDR	SEW
68814	NALO NRLNS	9705		0089P	ADP SYS DIR	CDR	SEW
00061	CINCUSNAVEUR	9705		0091P	ADP SYS DIR/HQ C4 SYS	LCDR	SEW
00161	NAVAL ACAD	9705		0091P	ADP SYS DIR/COMP SYS DEP DIR	LCDR	SEW
31975	DON CHIEF INFOFC	9705		0089Q	ADP SYS DIR/STRATEGIC PLAN COORD	LCDR	SEW
39211	USACOM ISSG	9705		0091P	CH GCCS OP 20/01L A2300001	LCDR	SEW
57012	COMNAVAIRLANT	9705			ADP SYS DIR/ADP PLANS	LCDR	SEW
57016	COMSUBLANT	9705		0089P	ADP SYS DIR/FORCE ADP OFFICER	LCDR	SEW
00950	NCTAMS EASTPAC	9705			ADP SYS DIR	LT	SEW
0388A	FITCPAC SDGO	9705		0089S	ADP SYS DIR	LT	SEW
09451	CPWING 1	9705	9781		ADP SYS DIR/ADP SYS SEC	LT	SEW
20001	LCC 20 MT WHITNE	9705			ADP SYS DIR	LT	SEW
20635	AS 39 E S LAND	9705		0089P	ADP SYS DIR	LT	SEW
20865	AS 40 F CABLE	9705		0089P	ADP SYS DIR	LT	SEW
21118	AS 41 MCKEE	9705		0089P	ADP SYS DIR	LT	SEW
30730	NASNI AIMD DET	9705			ADP SYS DIR	LT	SEW
53996	TACTRAGRUPAC	9705		0089S	ADP SYS DIR	LT	SEW
63143	NCTS KEFLAVIK	9705		0089S	ADP SYS DIR	LT	SEW
63165	NCTS WDC (NWCF)	9705			ADP SYS DIR/ADP CUSTMR LIASON	LT	SEW
69075	ACLANT SYSUPCEN	9705			SEC HD, IS AC-654SUPV	LT	SEW
00061	CINCUSNAVEUR	9710		0089Q	ADP PGM/THEATER C4	CDR	SEW
66001	SSC SDGO NWCF	9710	9217	0089Q	ADP PGM/FLT LIAISON OFF/ACDS	CDR	SEW
68023	NAVRECRUITCMD	9710		0089Q	ADP PGM/DIR, INFO SYSTEMS DEPARTMENT	CDR	SEW
00124	NWARCOL NPT RI	9710		0089S	ADP PGM/BR CH	LCDR	SEW
00161	NAVAL ACAD	9710	9720	0089B	ADP PGM/ASSOC DIR PLAN & ADMIN	LCDR	SEW

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
41685	JITC FTHUACHUCA	9710		0089S	ADP SYS STF JTABB 10OFF AO5	LCDR	SEW
46280	DISA D6 JIEO	9710		0089P	ADP SYS JEK 020STF V16 I4040332	LCDR	SEW
48388	NCTS WASH DC	9710		0089P	ADP PGM/INFO SYSTEMS DEPT. HEAD	LCDR	SEW
62980	BUPERS FLD COMP	9710		0089P	ADP PGM/HD DIST PROG SEC	LCDR	SEW
63061	NAVLANTMETOCCEN	9710		0089P	ADP PGM/WEB SVCS OFFICER	LCDR	SEW
63134	FLENUMMETOCCEN	9710		0089Q	ADP PGM/COMMS INTEGRATION	LCDR	SEW
63134	FLENUMMETOCCEN	9710		0089B	ADP PGM/WEB SVCS SUPP	LCDR	SEW
63273	NSWC PHD DM NECK	9710	9735		ADP PGM/DDG/FFG 7 (39180/BSC 05300)	LCDR	SEW
65460	DTRA FCOSWA/KAFB	9710		0091P	DSWA ADP 6300/30 C0360PROGRAM OFF	LCDR	SEW
65462	DISA HQ	9710		0091Q	ADP SYS STF D231 050 OFF V16 I4040334	LCDR	SEW
32858	DCMS WASH DC	9710	9781	0089P	ADP PGM	LT	SEW
45923	USCINCEUR (GDIP)	9710			COMP SYS ENG 243/09	LT	SEW
62980	BUPERS FLD COMP	9710		0089P	ADP PGM/HD CUSTOMERS SUPPORT	LT	SEW
63134	FLENUMMETOCCEN	9710		0089B	ADP PGM/MICRO SVCS/MAINTENANCE	LT	SEW
63134	FLENUMMETOCCEN	9710		0089B	ADP PGM/COMMS INTEGRATION DIV	LT	SEW
63134	FLENUMMETOCCEN	9710			ADP PGM/NETWORK PLNS & PGMS MGR	LT	SEW
63134	FLENUMMETOCCEN	9710			ADP PGM/LAN APPS ADMINISTRATOR	LT	SEW
63134	FLENUMMETOCCEN	9710			ADP PGM/WEB SVCS SUPP	LT	SEW
63165	NCTS WDC (NWCF)	9710		0089P	ADP PGM/N911	LT	SEW
63273	NSWC PHD DM NECK	9710			ADP PGM/NETWORK SYS OFF	LT	SEW
65840	USPACOM ISSA	9710			ADP PGMS OFF 30/03	LT	SEW
66984	DEOMI PATAFB	9710			ADP PGM	LT	SEW
39211	USACOM ISSG	9715		0091P	CH INFO ASSUR 40/008 A2300006	LCDR	SEW
62363	NAVPACMETOCCEN	9715		0089B	ADP PROD/SYS SVC DIV OFF	LT	SEW
63037	NPMOF SAN DIEGO	9715		0089B	ADP PROD/TECH SVCS ASST OFF	LT	SEW
00063	CNAVCOMTELCOM DC	9720		0089P	ADP PLANS/TELECOMM SPEC	CDR	SEW
00063	CNAVCOMTELCOM DC	9720		0089Q	ADP PLANS/HD,PLANS&PROJ DEV DIV	CDR	SEW
00063	CNAVCOMTELCOM DC	9720	9781	0089Q	ADP PLANS/COMPETITIVE SOURCING PROJ MGR	CDR	SEW
00069	CNSG FT MEADE	9720			98 ADP PLANS/ASST CIO	CDR	SEW
00070	CINCPACFLT	9720	9755	0089P	ADP PLANS/SNAP SYS COORD/FLT AIS OFF	CDR	SEW
62980	BUPERS FLD COMP	9720			ADP PLANS/BR HD	CDR	SEW
68736	CNSRF NORLNS	9720			ADP PLANS/INFO SYSTEMS	CDR	SEW
00011	OPNAV	9720		0089P	N6OI ASST CORP INFO OFF	LCDR	SEW
00011	OPNAV	9720			ADP PLANS/N62K OSS REQUIREMENTS OFFICER	LCDR	SEW
09550	COMFAIR MED	9720		0089P	ADP PLANS	LCDR	SEW

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
39211	USACOM ISSG	9720		0089S	CH PRG/PRJ 20/02L A2300005	LCDR	SEW
41623	US MEP COMMAND	9720		0089S	CHIEF 012A/01	LCDR	SEW
42091	PG SCH PROFESTRG	9720		0089P	ADP PLANS/FACILITIES OFFICER	LCDR	SEW
62980	BUPERS FLD COMP	9720			ADP PLANS	LCDR	SEW
64166	SACEUR	9720		0089P	ADP PLANS CII 009 W0740006	LCDR	SEW
64591	US STRATCOM	9720		0091S	SYS SUPP OFF 6110/03 N2160323	LCDR	SEW
65487	JNTSTF JCS WASH	9720	9745		JMD DATA MGR DA101120 J4010137	LCDR	SEW
65986	NATO MIL COMMIT	9720			STF OFF CCIS 15/08(CCCS-639) Z2690032	LCDR	SEW
70240	NCTS SD CA/EOB	9720		0089P	ADP PLANS/DEPT HEAD	LCDR	SEW
70272	NCTAMS LANT NORF	9720		0089Q	ADP PLANS/REGIONAL PLANS	LCDR	SEW
83853	NRIS CDA W DC	9720			ADP PLANS	LCDR	SEW
3029A	NCTF-CND	9720			ADP PLANS/PLANS OFF	LT	SEW
32380	DISA MONTEREY	9720		0089S	C2 ADP RQ D6 060OFF V16	LT	SEW
42091	PG SCH PROFESTRG	9720		0089P	ADP PLANS/FACILITIES OFFICER	LT	SEW
45031	USCINCEUR DSCWWM	9720		0089S	INFOSEC PLNS 620/008	LT	SEW
53863	COMSURFWARDEVGRU	9720		0089S	ADP PLANS/STEP/TACEVAL OFF	LT	SEW
62980	BUPERS FLD COMP	9720			ADP PLANS/LIAISON OFFICER	LT	SEW
65462	DISA HQ	9720		0091S	ADP PLNS D217 040 V09	LT	SEW
65474	DISA W HEMIS	9720		0089S	ADP SYS PLN WEY5 030MGMT OFF D01	LT	SEW
68734	NCTS JAX/EOB FL	9720	9515	0089S	ADP PLANS/N2-N5 DEPT HEAD	LT	SEW
70240	NCTS SD CA/EOB	9720		0089S	ADP PLANS/DMS/AIS DIV OFF	LT	SEW
64591	US STRATCOM	9730			CH DB SYS 525/05A N2160262	CDR	SEW
64591	US STRATCOM	9730			DATA SYS MGR 525/09A N2160224	LCDR	SEW
00061	CINCUSNAVEUR	9730			DATA BAS MGT (ADP STAFF SUPP/SPEC PROJS)	LT	SEW
00070	CINCPACFLT	9730		0089S	DATA BAS MGT/MANPOWER	LT	SEW
00063	CNAVCOMTELCOM DC	9735		0089Q	CMPU SYS ANAL/ HD,NETWORK MGMT BR N533	CDR	SEW
32791	OPNAV/RPN	9735			CMPU SYS ANAL/N952F HD ADP, IRM SYS BR	CDR	SEW
39828	NAVRESINFOSYS	9735		0089B	CMPU SYS ANAL	CDR	SEW
49268	BUPERS COMP NORL	9735			CMPU SYS ANAL/PROJECT OFFICER	CDR	SEW
61665	FTCOMBATRCEN PAC	9735		0089P	CMPU SYS ANAL/SYS SUPPORT DEPT HD	CDR	SEW
65487	JNTSTF JCS WASH	9735		0091Q	ADP SYS ANL JD100040 J4010821	CDR	SEW
68524	NCTSI SDIEGO CA	9735		0089R	CMPU SYS ANAL/DEPT HEAD	CDR	SEW
00070	CINCPACFLT	9735		0045S	CMPU SYS ANAL	LCDR	SEW
30320	DON INFO	9735		0089P	CMPU SYS ANAL/ASST FUNCL ANLST & METRICS	LCDR	SEW
39828	NAVRESINFOSYS	9735			CMPU SYS ANAL	LCDR	SEW

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
46280	DISA D6 JIEO	9735		0089R	CMD CEN OP JEKB 010 DO1 14040247	LCDR	SEW
49167	USEUCOM IAC MOLE	9735		0089S	CHIEF 3220/101 E0060175	LCDR	SEW
62980	BUPERS FLD COMP	9735			COMPU SYS ANAL/STDS	LCDR	SEW
62980	BUPERS FLD COMP	9735			CMPU SYS ANAL/BR HD	LCDR	SEW
62980	BUPERS FLD COMP	9735			CMPU SYS ANAL \	LCDR	SEW
62980	BUPERS FLD COMP	9735			CMPU SYS ANAL/ ASST FOR RECERVE	LCDR	SEW
65462	DISA HQ	9735		0091P	ADP SYS STF D231 060 OFF V16 14040331	LCDR	SEW
65840	USPACOM ISSA	9735			ADP PLNS OFF 40/02A P0250006	LCDR	SEW
65840	USPACOM ISSA	9735			CH ADP SEC MGT 50/01 P0250008	LCDR	SEW
66001	SSC SDGO NWCF	9735		0089S	CMPU SYS ANAL/PROGRAM MANAGER	LCDR	SEW
66976	DISA JITC W OPS	9735		0089S	NCR BUS TM JTAB 020 14040239	LCDR	SEW
83852	SEO/MP D WDC	9735	2190	0089S	DIMHRS P&P DIR	LCDR	SEW
83852	SEO/MP D WDC	9735	2190	0089S	DIHMRS	LCDR	SEW
00038	USCINCPAC	9735			COMP SPEC 632/11	LT	SEW
00087	USSPACECOM	9735		0076P	CH THEATER EVENT OFF6420/05	LT	SEW
3029A	NCTF-CND	9735			CMPU SYS ANAL OPS BR HEAD	LT	SEW
39828	NAVRESINFOSYS	9735		0089B	CMPU SYS ANAL	LT	SEW
41685	JITC FTHUACHUCA	9735			CPTR SYS JTA 030 AO5	LT	SEW
46280	DISA D6 JIEO	9735			CMPTR SYS JEBCA 040 V11	LT	SEW
46280	DISA D6 JIEO	9735			CMPTR SYS JEXIA 020 ANALYST V16	LT	SEW
46280	DISA D6 JIEO	9735		0091S	CMPTR SYS JEXIF 020 ANAL V16	LT	SEW
63165	NCTS WDC (NWCF)	9735			COMP SYS ANAL	LT	SEW
64591	US STRATCOM	9735			CMPTR SYS 532/05 OFF	LT	SEW
65462	DISA HQ	9735		0091S	C4I SYS ARCH D52/030 D01	LT	SEW
65474	DISA W HEMIS	9735		0091S	AIS SCTY WEY1 030OFF D01	LT	SEW
65474	DISA W HEMIS	9735		0089S	AIS SCTY WEY1 040OFF D01	LT	SEW
65474	DISA W HEMIS	9735		0089S	CPTR SYS WEY41 030ANALY ADPLO D01	LT	SEW
65474	DISA W HEMIS	9735		0089S	CPTR SYS WEY41 040ANAL ADPLO D01	LT	SEW
65474	DISA W HEMIS	9735		0089S	CPTR SYS WEY41 050ANAL ADPLO D01	LT	SEW
65474	DISA W HEMIS	9735		0089S	OIC HQ DISCOB 005LAN OPS CT V01	LT	SEW
66001	SSC SDGO NWCF	9735	9710	0089P	CMPU SYS ANAL/PROJECT OFFICER	LT	SEW
66597	JC2WC	9735		0091P	COMPUTER SYS 505/03 ANAL	LT	SEW
66597	JC2WC	9735		0055P	COMPUTER SYS 515/04 ANAL	LT	SEW
68524	NCTSI SDIEGO CA	9735			CMPU SYS ANAL/FLEET SUPPORT OFCR	LT	SEW
68524	NCTSI SDIEGO CA	9735			CMPU SYS ANAL/CM OFFICER	LT	SEW

AUIC	ACTIVITY SHORT NAME	PNOBC	SNOBC	PSUB	BILLET TITLE	RANK	CORE
68524	NCTSI SDIEGO CA	9735			CMPU SYS ANAL/JOINT CM OFFICER	LT	SEW
68814	NALO NRLNS	9735			CMPU SYS ANAL	LT	SEW
65462	DISA HQ	9740		0091S	ADP SYS STF D261 020 V16	LT	SEW
65474	DISA W HEMIS	9740		0089S	ADP SYS PLN WEY5 020MGMT OFF D01	LT	SEW
00070	CINCPACFLT	9745			ADP SYS MNT	LCDR	SEW
35351	NAVRESPERCEN/RPN	9745		0089P	ADP SYS MNT/LAN MANAGER (N1)	LCDR	SEW
07194	AGF 11 CORONADO	9745	9781		ADP SYS MNT/ADP SYS SEC	LT	SEW
62980	BUPERS FLD COMP	9745			ADP SYS MNT	LT	SEW
68656	CNAIRESFOR/RPN	9750		0089B	ADP CUSTOMER LIAISON/ACOS	CDR	SEW
39211	USACOM ISSG	9750			CH CUST SUP 30/30L	LT	SEW
45031	USCINCEUR DSCWWM	9750		0089S	INFOSEC OPS 620/011OFF	LT	SEW
62980	BUPERS FLD COMP	9781	9085		ADP SYS SEC/OPS ANAL	LCDR	SEW
79109	USCINCCENT	9781			EXEC OFF 600/03A B0480365	LCDR	SEW
00070	CINCPACFLT	9781			ADP SYS SEC	LT	SEW
48451	NSA/CSS DCP FGGM	9781			ADP SYS SEC/COMSEC OPS ANAL	LT	SEW
00061	CINCUSNAVEUR	9930		0089Q	EXEC ASST/VSTR LSN	LCDR	SEW
00063	CNAVCOMTELCOM DC	9980		0089Q	P&P DIR / ACOS N52	CDR	SEW
00011	OPNAV	9981		0089P	P&P DIR CMDSYS/N6TT HD TRNG SECTION	CDR	SEW
00011	OPNAV	9981			P&P DIR CMDSYS/N62L WWMCCS/ADP MOD RQMNT	CDR	SEW
00011	OPNAV	9981		0031S	P&P DIR CMDSYS/N6E2 POM DEVELOPMENT	LCDR	SEW
00011	OPNAV	9981		0031S	P&P DIR CMDSYS/N6E2C ASST POM DEVELOPMNT	LCDR	SEW
00011	OPNAV	9981		0031S	P&P DIR CMDSYS/N61N ASST FOR POM MATTERS	LCDR	SEW

APPENDIX B.   **FSO LISTING OF NAVY OFFICER BILLET CLASSIFICATION (NOBC) CODES**

NOBC	TITLE	COMP	PSUB	COMP
1005	Accounting Officer	LOG	0042P	LOG
1015	Internal Review Officer	LOG	0089B	SEW
1025	Budget Officer		0031B,P,Q,R,S	LOG
			0033P	MPT
			0042P	LOG
1050	Comptroller	LOG	0031P	LOG
1112	Bachelor Quarters Manager	LOG		
1272	Transportation Logistics Officer	LOG	0043P	LOG
1295	Transportation Director	LOG	0035P	LOG
1476	Procurement Management Officer	LOG		
1480	Procurement Contracting Officer	LOG		
1918	General Supply Officer	LOG		
2085	Statistical Data Analyst	SEW	0042P	LOG/MPT
2098	Space Projects Technologist	SEW	0076P	SEW
2161	Major Project Manager	SEW	0089P	SEW
2163	Manager, Designated Project Functional Element	SEW	0089B,S	SEW
2167	Designated Project Test And Evaluation Coor.	SEW	0055P	SEW
2170	Designated Project Support Officer	SEW	0055B	SEW
			0089S	SEW
2181	Operational Test And Evaluation Officer	SEW		
2192	Space Acquisition Officer	SEW	0031S	LOG/MPT
			0055B	SEW
			0076P,S	SEW
			0077P	SEW
2410	Intragovernment Inquiries Officer	LOG		
2412	Public Affairs Officer	LOG		
2591	Legal Officer	LOG		
2605	Administrative Assistant	LOG		
2610	Management Analysis and Control Officer	MPT	0031P	MPT
			0033R	MPT
			0042S	MPT
2612	Management Information Systems Officer	SEW	0089B,P,Q	SEW
2614	Management Information Center Officer	SEW		
2615	Administrative Officer	LOG	0033S	MPT
			0037S	MPT
			0042P	LOG
			0089S	SEW
2642	3M Data Analyst	SEW	0042S	LOG/MPT
2670	Records Management Officer	SEW		
2715	Disaster Preparedness Officer	LOG		
2775	Law Enforcement/Security Officer, Shore	LOG		
3015	Mobilization And Selection Officer	MPT		
3020	Procurement and Recruiting Officer	MPT	0033P,S	MPT
			0089P	SEW
3035	Induction and Enlistments Officer	MPT		

3125	Personnel Distribution Officer	MPT	0037P	MPT
3126	Personnel Distribution Officer (Officer)	MPT	0033S	MPT
3127	Personnel Distribution Officer (Enlisted)	MPT	0033R,S	MPT
3215	Education/Training Planning and Program Officer	MPT	0031P	MPT
			0037B,P,R,S	MPT
			0042B	MPT
			0089S	SEW
3220	Leadership/Management Training Officer	MPT	0037P,S	MPT
3242	Indoctrination Training Officer	MPT	0037R,S	MPT
3245	Instructor, General	MPT		
3250	Instructor, Technical	Special Programs		
3251	Instructor, Academic	MPT	0037S	MPT
3254	Instructor, Academic, Social Science	MPT	0033P	MPT
3262	Instructor Training Officer	MPT	0037S	MPT
3265	Advanced Command and Staff School Instructor	MPT	0037P	MPT
3270	Instructor, Naval Science	MPT		
3274	Physical Training Officer	Special Programs		
3283	School Administrator	MPT	0031P	MPT
			0037R,S	MPT
3289	Students	N/A		
3290	Training Officer	MPT	0037P,S	MPT
			0089P	SEW
3320	Human Resource Management	MPT	0033S	MPT
3330	Equal Opportunity Program Officer	MPT		
3412	Brig Officer	LOG		
3415	Discipline Administration and Review Officer	LOG		
3420	Personnel Performance Officer (General)	MPT		
3421	Personnel Performance Officer (Officer)	MPT	0033S	MPT
3422	Personnel Performance Officer (Enlisted)	MPT		
3525	Family Services Center Director	LOG		
3701	Chaplain, Manpower Planning Officer	MPT		
3910	Transient Personnel Unit Officer	LOG		
3925	Military Manpower Requirements Control Officer	MPT		
3943	Manpower Planning Officer	MPT	0031P	MPT
			0033P,Q,R,S	MPT
			0042Q	MPT
3950	Personnel Research Officer	MPT	0033P	MPT
			0037P	MPT
			0042Q	MPT
3965	Personnel/Manpower Management Officer	MPT	0033B,P,Q,R,S	MPT
3970	Personnel Planning Officer	MPT	0033P,Q,S	MPT
			0037S	MPT
			0042P	MPT
3980	Personnel Plans and Policy Chief	MPT	0033P,Q	MPT
3981	Personnel Plans and Policy Director	MPT	0033P,R,S	MPT
			0037Q	MPT
			0089P	SEW
3985	Staff Personnel Officer	MPT	0033B,S	MPT
4215	Facilities Planning and Programming Officer	LOG	0042P	LOG
4250	Public Works Officer	LOG		

5761	Training Device Program	MPT		
5904	Electronics Engineering Officer	SEW		
5917	Electronic Equipment Research Officer	SEW	0055P,S	SEW
			0077P	SEW
5930	Space Requirements Analyst	SEW	0031P	LOG/MPT
			0045Q	SEW
			0076P	SEW
			0077P	SEW
			0089P,S	SEW
5977	Electronic Equipment Installation, Maint. And Repair	SEW		
6914	Naval Plant Representative	SEW	0077B	SEW
7273	Nuclear Power Research Project Officer	Special Programs		
9015	Chief of Staff	SEW	0089Q	SEW
9016	Chief Staff Officer (Recruiting)	MPT		
9034	Staff Administration Officer	Logistics	0031Q	LOG
			0089S	SEW
9042	Staff Combat Information Center Officer	SEW		
9045	Staff Operations Command Center Watch Officer	SEW		
9050	Shipping Control Officer	LOG	0035S	LOG
9051	Logistics Officer	LOG	0031S	LOG
			0035S	LOG
			0043P,R	LOG
			0045S	SEW
			0075Q	SEW
9060	Staff Command and Control	SEW	0089Q	SEW
			0091R	SEW
9065	Staff Operations and Plans Officer	LOG	0031S	LOG
			0035S	LOG
			0091S	SEW
9067	Staff Readiness Officer	LOG		
9085	Operations Analyst	LOG	0042P,Q	LOG
			0043P	LOG
			0076S	SEW
			0091R	SEW
9086	Strategic Plans Officer	LOG	0043B	
			0035P	
9087	Staff Plans Officer	LOG	0042P	LOG
			0043P,S	LOG
			0045P	SEW
			0075S	SEW
			0076P	SEW
9216	Combat Information Center Officer	SEW	0076R,S	SEW
9404	Tactical Deception Plans Officer	SEW		
9420	OIC Shore Activity	LOG/MPT/SEW		see note
9421	Commander/CO Shore Activity	LOG/MPT/SEW	033Q	MPT see note
			0037R,S	MPT
			0089Q,R	SEW
9422	Commanding Officer, Naval Shore Activity	LOG/MPT	0033R	MPT see note
			0037Q	MPT

9436	Executive Officer, Shore Activity	LOG/MPT/SEW	0037S	MPT see note
			0089R,S	SEW
9442	Facilities Manager	LOG	0031Q	LOG/MPT
9466	Operations Officer, Ashore	LOG		
9470	Commanding Officer, Military Sealift Command	LOG		
9476	Port Services Officer	LOG		
9486	Operations Control Center Briefing Officer	LOG		
9515	Communications Plans and Operations Officer	SEW	0077P	SEW
			0089B,P,Q,R,S	SEW
			0033Q	MPT
9525	Communication Watch Officer	SEW		
9543	Director Of Communications	SEW		
9560	Satellite Communications Officer	SEW		
9567	Radio Station Officer	SEW		
9575	Circuit Control Officer	SEW		
9582	Information Systems Officer	SEW	0089P,Q,R,S	SEW
9590	Staff Communications Officer	SEW	0089Q,R,S	SEW
			0091S	SEW
9595	Communications Traffic Officer	SEW		
9600	Intelligence Officer, Basic	SEW		
9640	Operational Intelligence Officer (General)	SEW	0076S	SEW
9680	Operational Intelligence Officer (Analyst)	SEW	0076S	SEW
9705	ADP System Director	SEW	0089P,Q,S	SEW
			0091P,Q	SEW
9710	ADP Programs Officer	SEW	0089B,P,Q,S	SEW
			0091P,Q	SEW
9715	ADP Production Officer	SEW	0089B	SEW
			0091P	SEW
9720	ADP Plans Officer	SEW	0089P,Q,S	SEW
			0091S	SEW
9730	Data Base Management Officer	SEW	0089S	SEW
9735	Computer Systems Analyst	SEW	0045S	SEW
			0055P	SEW
			0076P	SEW
			0089B,P,Q,R,S	SEW
			0091P,Q,S	SEW
9740	Digital Computer System Programmer	SEW	0089S	SEW
			0091S	SEW
9745	ADP Systems Maintenance Officer	SEW	0089P	SEW
9750	ADP Customer Liaison Officer	SEW	0089B,S	SEW
9781	ADP Systems Security Officer	SEW		
9930	Executive Assistant	MPT	0033Q	MPT
			0089Q	SEW
9960	Inspector General	MPT	0033Q	MPT
9970	Plans and Policies Chief	LOG/MPT	0033Q	MPT
9980	Plans and Policies Director	LOG/SEW	0089Q	SEW
9981	Naval Plans and Policies Director, Naval CMDSYS	SEW	0031S	LOG/MPT
			0089P	SEW
9992	Deputy /Vice Commander	MPT	0033S	MPT

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