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

Deanna M. Murdy
Lieutenant, United States Navy
B.S., University of Maryland, 1991

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Author: Deanna M. Murdy

Approved by: Roger Evered, Principal Advisor
William D. Hatch II, Associate Advisor
Reuben T. Harris, Chairman,
Department of Systems Management
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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
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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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:

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.

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

Maintaining the community avoids transition problems for its members.

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

The Navy maintains faith with community members.

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.
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

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. Subspecialties associated with this core competency include: 0031 (Financial Management), 0035 (Transportation Management), 0042 (Operations Analysis), 0043 (Operations Logistics), and 0034 (Shore Installation Management).

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.

personnel research. Personnel development focuses on training executed through training organizations, and doctrine and policy development on various staffs.\textsuperscript{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).\textsuperscript{16} Subspecialties associated with this core competency include: 0033 (Manpower Systems Analysis), 0037 (Education and Training Analysis), 0042 (Operations Analysis) and 0031 (Financial Management).\textsuperscript{17}

3. \textbf{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

\textsuperscript{15} Bureau of Naval Personnel, \textit{Fleet Support Officer Community Listing 1997}.

\textsuperscript{16} "Fleet Support Community, A Brief for the CNO", prepared by BUPERS (Pers 211G), 21 March 1996.

\textsuperscript{17} Bureau of Naval Personnel, \textit{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

18 Ibid.
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.
Fleet Support officers are the primary source of officers trained, educated and experienced in the intricacies of shore installation and support management.\textsuperscript{20} The FSO community manager's interpretation of this mission statement can not be over emphasized.\textsuperscript{21}

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.

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

\section*{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).

\section*{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

\textsuperscript{20} "Fleet Support Community, A Brief for CNO" prepared by BUPERS (PERS 211G), 21 March 1996.\textsuperscript{21} Ibid.
requirements in the Total Force Management System (TFMMS) database assigned a designation of 1700 (grade of Ensign through Captain/O-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-coded22 (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,


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 requirements 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.


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)


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."\textsuperscript{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,

\textsuperscript{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 (billet, 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
community. 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 due 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. See Table 1 for an inventory breakout by rank for January 1995, July 1997 and Fiscal Year (FY) 1999 target.

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

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

**Table 1. Fleet Support Community Inventory by Grade July 1997**

26 FSO Brief WOPA Symposium, 19 July 1995.

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 snapshot 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/

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).\(^{33}\)

\(^{31}\) 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*. 

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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

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

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

37 FSO Brief, WOPA Symposium, 19 July 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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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.\textsuperscript{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.\textsuperscript{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.\textsuperscript{42}

\textsuperscript{40} Ibid.

\textsuperscript{41} Ibid.

\textsuperscript{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
### Table 2. FSO Subspecialties and FY00 NPS Quotas

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<th>CODE</th>
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<th>REQ. PG</th>
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<td></td>
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</table>

* 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 interviews/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 Transportation 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 development. The detailer, and officer up for assignment must work together to make the
Table 3. FSO FY00 NPS Quotas/Recommendations

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* 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.
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LIST OF REFERENCES

Reed, Sheena L., Retention and Promotion Rates of Naval Female Officers, Master’s Thesis, Naval Postgraduate School, December 1991.


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