

NAVAL LEADER DEVELOPMENT GUIDE USER INFORMATION

For Year 2004, the Naval Leader Planner has been redesigned and is now called the Naval Leader Development Guide (NLDG). The new guide is only available to the fleet in the monthly format. It is 5.5" x 8.5" and fits into a day planner/organizer binder (7-hole or 3-hole punched). The 8.5" x 11" planner is no longer available.

A limited number of the guides will be distributed to each command or unit in the Standard Navy Distribution List. Additional guides may be ordered on-line through the Navy Forms Online website. URL is: <http://forms.daps.mil>. Stock number is:

Naval Leader Development Guide
NAVEDTRA 38218
NSN 0115-LF-986-9700

The guide will also be made available for downloading via electronic means on the Navy Knowledge Online website. URL is <https://www.nko.navy.mil>.

The NLDG is published annually by the Center for Naval Leadership (CNL). It contains calendars, important dates, references, phone numbers, e-mail addresses and other information that may be useful to all Naval Leaders.

Dates for Holy Days and Religious Observances were taken from a link on the Navy Chaplain's website referring to the Interfaith Calendar. Legend for abbreviations used are as follows: B - Buddhist, C - Christian, OC - Orthodox Christian, J - Jewish, and I - Islamic. **All dates in the planner are subject to change without notice. Please verify through official channels.** Updated USN board schedules are available on the BUPERS website: <http://www.persnet.navy.mil/pers32/schedule.html>. USMC board schedules are available on the HQ USMC website: https://lnweb1.manpower.usmc.mil/manpower/mi/mra_ofct.nsf/MMPR/Officer+Promotion+Home (for Officer Board Information) or https://lnweb1.manpower.usmc.mil/manpower/mi/mra_ofct.nsf/MMPR/Enlisted+Promotions:++FY2004+Board+Info (Enlisted Board Information)

Every year a feedback questionnaire is part of the NLDG. The questionnaire will also be available on the NKO website or you may fill out the form included in the planner and mail it in. Your comments and suggestions are encouraged and are especially important due to the changes that have already been made. Your suggestions will be taken into consideration when making decisions about future NLDG changes in design and/or content. Information on how you use your NLDG is also critical, including information as to whether you would prefer the printed version or a version that is available electronically on the NKO website and whether computer access for the NKO version would be problematic. **U.S. postage is NOT required to return the questionnaire. Official mail metering or official U.S. postage is authorized for mailing the questionnaire when providing feedback to CNL.**

The point of contact for questions regarding ordering or distribution of the NLDG is Customer Information Center, Defense Automation and Production Service, 877-327-7226. To have your command added to the distribution list, contact Mr. Joe White. Email your command mailing address and number of guides required to joe.white@cnet.navy.mil. Point of contact for planner content is Dawn S. Mason, DSN 253-2533/Commercial 757-462-2533/E-mail dawn-s.mason@cnet.navy.mil.

Dawn S. Mason, Editor

DO NOT DISCUSS CLASSIFIED MATERIAL ON NONSECURE TELEPHONES. OFFICIAL DOD TELEPHONES ARE PROVIDED FOR THE TRANSMISSION OF OFFICIAL GOVERNMENT INFORMATION ONLY AND ARE SUBJECT TO COMMUNICATIONS SECURITY MONITORING AT ALL TIMES. USE OF OFFICIAL DOD TELEPHONES CONSTITUTES CONSENT TO TELEPHONE MONITORING IN ACCORDANCE WITH DOD DIRECTIVE 4640.6.

PERSONAL INFORMATION/CHAIN OF COMMAND

Name: _____ Rate/Rank: _____

Address: _____

Telephone: _____ E-mail: _____

Important Local Numbers

Quarterdeck/Duty Phone: _____

Supervisor: _____

LPO/LCPO: _____

Command Master Chief: _____

Division Officer: _____

Medical: _____

Dental: _____

Mentor: _____

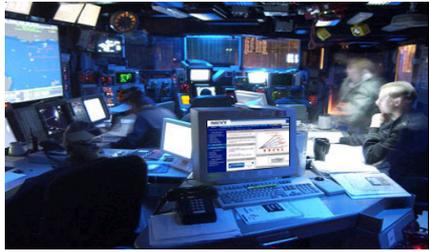
Career Counselor: _____

Command Financial Specialist: _____

Local Fleet and Family Services: _____

N@VY

KNOWLEDGE ONLINE



A new user can log on to Navy Knowledge Online (NKO) by going to <http://www.nko.navy.mil> and clicking on the "I'm a New User" button. From there, the user will be asked to provide information such as name, date of birth, and other information that will be validated against DEERS data to ensure privacy and that the user's data is correct. The user will be offered one to three screen names to select from. They generally follow the firstname.lastname naming convention. The user selects his/her own password during the initial log-in session. Once the user successfully completes the DEERS validation process, an e-mail is generated confirming access to NKO and reminding the user of his/her screen name and how to retrieve lost passwords.

Once inside NKO, the user will find easy access to a wide variety of tightly integrated knowledge management tools and functionalities. The user experience is individualized. Depending on which of the various Naval Personnel Development Centers the user selected to affiliate with, unique content is served up that is valuable based on user attributes such as rank, NECs, duty stations, time in service, and other data fields contained in the Navy Training Management and Planning System (NTMPS) database. The Five Vector Model—a personalized career road map for each Sailor—is also available on the NKO homepage.

www.nko.navy.mil



INTRODUCTION TO PERSONAL PLANNING

The Individual Development Plan (IDP) employs a concept that emphasizes discussion and joint decisions by the Sailor and the supervisor, with input from mentor(s), on the specific developmental experiences necessary to fulfill the mutual goals of individual career development and organizational enhancement.

An IDP is uniquely tailored to the needs of the individual and the organization. An IDP is a personal action plan, jointly agreed to by you and your supervisor, that identifies your short and long-term career goals.

An IDP also identifies the training and other developmental experiences needed to achieve those goals for the benefit of the individual and organization within a specified time frame.



YOUR INDIVIDUAL DEVELOPMENT PLAN (IDP)

To the extent that any of your career goals involves acquiring some new skills or expertise, an IDP is very helpful. Create your own IDP to begin drafting your current and future goals with the help of a Supervisor or Mentor.

Throughout the Navy Leader Planner are tables and small worksheets. You can incorporate the goals you will formulate on these worksheets to keep you focused while also measuring your progress.

When selecting developmental activities, try to achieve a balance between formal training activities (e.g., courses, classes, e-learning) and other kinds of learning experiences (e.g., work assignments, reading books, research). Also, include realistic time frames for completing your actions. Spending time with your supervisor or mentor will help you to achieve your goals.

YOUR SUPERVISOR'S ROLE

Your supervisor is in an excellent position to support your personal and professional development by:

- Providing feedback on your performance in your current job and identifying your strengths and areas for improvement.
- Acting as a mentor and coach.
- Representing the organization's needs, goals and opportunities.
- Communicating what is happening around your command and the Navy.
- Helping assess your advancement potential and your qualifications for other positions.
- Acting as a resource and referral for exploring your career development options.
- Supporting your training and development, and providing training opportunities and personal educational goals.



THE INDIVIDUAL DEVELOPMENT PLAN

Step 1. This guide includes worksheets that can be used as tools to assist you in gathering information to achieve a solid understanding of your current and future developmental goals.

Step 2. Once you have completed the worksheets, you are ready to gather all your information and prepare a draft IDP that states your developmental goals. Your IDP will state how your developmental goals align with organizational goals.

Step 3. Schedule an appointment to meet with your supervisor or mentor and review your proposed IDP. After receiving supervisory input, finalize your plan.

Step 4. Remember that your IDP is a living document. This guide is designed to help you review your progress monthly.

More Worksheets are available online

N@VY
KNOWLEDGE ONLINE
www.nko.navy.mil

Individual Development Planning/Long Range

Name: _____

Supervisor/Mentor: _____

Long Term Goals (next 12 months)

Goal 1: _____

Goal 2: _____

1. My goals have personal and organizational relevance because:

2. My goals involve developing the following competencies: _____

3. Activities and learning I will pursue to achieve my goals: _____

4. Target dates / Milestone dates: _____

5. How I will measure my progress: _____

6. I will meet with my supervisor/mentor: _____



Individual Development Planning/Short Range

Short Term Goals (next 1 - 4 months)

Goal 1: _____

Goal 2: _____

Goal 3: _____

Goal 4: _____

Goal 5: _____

1. My goals involve developing the following knowledge and skills:

2. Activities and learning I will pursue to achieve my goals: _____

3. Target dates/Milestone dates: _____

4. How I will measure my progress: _____

5. I will meet with my supervisor/mentor: _____

Complete forms available at www.nko.navy.mil

January 2004

Reminders and Notes of Interest

--Dates are subject to change without notice. Please verify.--

Holidays and Observances:

- 01 - New Year's Day
- 01 - Navy SEAL Teams established (1962)
- 06 - Epiphany (RC, P, EO)
- 19 - Birthday of Dr. Martin Luther King, Jr. (Observed)

FITREPS/EVALS Due:

USN

- 31 - 0-3 (Active)

USMC

- 31 - 2ndLt (Active)

Midterm Counseling:

USN 0-6 (All)

E-1/2/3 (All)

Boards convening:

USN

- 07 - CNRC CRF (CNRC)
- 12 - Reserve 0-6 Line (PERS 801D)
- 12 - TAR 0-6 Line (PERS 801D)
- 13 - Active 0-6 Line (PERS 801D)
- 13 - Active 0-6 Line Continuation (PERS 801C)
- 21 - Active Limited Duty Officer/Chief Warrant Officer IP (PERS 811)
- 26 - Command Master Chief Screen (PERS 40FF)
- 26 - Senior Enlisted Academy Screen (PERS 40FF)
- 26 - Reserve Limited Duty Officer/Chief Warrant Officer IP (PERS 911)

USMC

- 12 - Reserve SNCO
- 21 - Reserve LtCol
- 22 - Reserve Major

Enlisted Advancement Exams

- 15 - CPO/E7 Exam

NAVY DIVERSITY CONFERENCES, EVENTS AND AWARDS

Society of Hispanic Professional Engineers (SHPE) National Technical Career Conference

Date: 06 - 10 Jan 2004 Location: Chicago, IL

Award Nomination: Due to SHPE in Jul 2004 for Jan 2005 Conference

Website: <http://www.shpe.org>

January 2004

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
4	5	6	7
004/362	005/361	006/360	007/359
11	12	13	14
011/355	012/354	013/353	014/352
18	19	20	21
018/348	019/347	020/346	021/345
25	26	27	28
025/341	026/340	027/339	028/338

January 2004

THURSDAY	FRIDAY	SATURDAY																																											
1	2	3	December 2003																																										
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015/351	016/350	017/349																																											
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022/344	023/343	024/342																																											
29	30	31																																											
029/337	030/336	031/335																																											

February 2004

Reminders and Notes of Interest

--Dates are subject to change without notice. Please verify.--

African-American Heritage Month

Holidays and Observances:

- 01 - Id al-Adha begins at sundown (I)
- 01 - Triodion begins (OC)
- 02 - Groundhog Day
- 04 - USO established (1940)
- 08 - Nirvana Day (B)
- 12 - Abraham Lincoln's Birthday
- 14 - Valentine's Day
- 15 - Meat Fare (OC)
- 16 - **Washington's Birthday (Observed)**
- 21 - Al Hijra (New Year) begins at sundown (I)
- 23 - Lent begins (OC)
- 23 - Naval Supply Corps established (1795)
- 25 - Ash Wednesday (C)

FITREPS/EVALS Due:

USN

- 30 - 0-2 (Active)

Midterm Counseling:

- USN 0-5 (Active), 0-5 (TAR)

Boards convening:

USN

- 04 - Active 0-8 Staff (SC, SHCE) (PERS 801D)
- 05 - Active 0-8 Line (URL, ED, AED, CYPRO to Intel) (PERS 801)
- 10 - Active 0-6 Staff (PERS 801B)
- 10 - Active 0-5 Staff Continuation (PERS 801C)
- 17 - Acquisition Professional Community #1 (PERS 447)
- 18 - Test Pilot #1 (PERS 446)
- 18 - Active 0-5 Line (PERS 801)
- 18 - Active 0-4 Line Continuation (PERS 801C)
- 19 - CNRC Career Recruiter Force (CNRC)
- 23 - Naval Special Warfare CO/XO Screen (PERS 415)
- 26 - 2nd Quarter Spot (PERS 801C)
- 26 - 2nd Quarter Special (PERS 801C)

USMC

- 09 - **Regular Capt**
- 24 - **Reserve Capt AR, Reserve Capt, Reserve CWO**

NAVY DIVERSITY CONFERENCES, EVENTS AND AWARDS

Black Engineer of the Year (BEY) Awards

Date: 18 - 21 Feb Location: Baltimore, MD

Award Nomination: Due to BEY in Sep 2004 for Feb 2005 Conference

Website: www.blackengineeroftheyear.org

February 2004

African-American History Month

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
1	2	3	4
032/334	033/333	034/332	035/331
8	9	10	11
039/327	040/326	041/325	042/324
15	16	17	18
046/320	047/319	048/318	049/317
22	23	24	25
053/313	054/312	055/311	056/310
29			
060/306			

February 2004

THURSDAY	FRIDAY	SATURDAY	
5	6	7	January 2004 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
036/330	037/329	038/328	March 2004 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
043/323	044/322	045/321	THIS MONTH
19	20	21	
050/316	051/315	052/314	
26	27	28	
057/309	058/308	059/307	

March 2004

Reminders and Notes of Interest

--Dates are subject to change without notice. Please verify.--

Women's History Month

Holidays and Observances:

- 02 - Ashura begins at sundown (I)
- 03 - Medical Corps established (1871)
- 03 - Naval Reserve established (1915)
- 05 - Seabees established (1942)
- 06 - Purim begins at sundown (J)
- 17 - St. Patrick's Day
- 21 - First day of Spring

FITREPS/EVALS Due:

USN

- 15 - W-3/4 (Active), W-1/2/3/4 (TAR/Inactive), E-5 (All)

Midterm Counseling:

- USN W-1/2 (Active), O-5 (Inactive), O-1/2/4 (TAR/Inactive), E-7/8 (All)

Boards convening:

USN

- 01 - Reserve E-8/9 (PERS 812), Reserve E-8/9 (TAR)(PERS 812)
- 08 - Reserve O-6 Staff (PERS 801E), TAR O-6 Staff (PERS 801E)
- 08 - Reserve O-5 Staff (PERS 801E), TAR O-5 Staff (PERS 801E)
- 08 - Reserve O-4 Staff (PERS 801E), TAR O-4 Staff (PERS 801E)
- 15 - S-3 Transition #1 (PERS 432)
- 23 - Active O-5 Staff (PERS 801B)
- 23 - Active O-4 Staff Continuation (PERS 801C)
- 23 - Law Education Program (LEP)(PERS 4416)
- 29 - Active E-9 (PERS 811)
- 29 - Naval Junior Reserve Officer Training Corps (NJROTC) Officer - CNET
- 29 - Naval Junior Reserve Officer Training Corps (NJROTC) Enlisted - CNET
- 29 - Aviation Commander Command (PERS 432)

Enlisted Advancement Exam:

- 02 - P01/E6
- 09 - P02/E5
- 16 - P03/E4

NAVY DIVERSITY CONFERENCES, EVENTS AND AWARDS

National Society of Black Engineers (NSBE) Golden Torch Awards Conference

Dates: 17 - 21 March 2004 Location: Dallas, TX

Award Nomination: Due to NSBE Oct 2004 for Mar 2005 Conference

Website: www.nsbe.org

Association of Naval Services Officers (ANSO) Conference

Dates: March or April 2004 (Check website for updated information)

Location: Corpus Christi, TX

Award Nomination: N/A

March 2004

Women's History Month

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
	1	2	3
	061/305	062/304	063/303
7	8	9	10
067/299	068/298	069/297	070/296
14	15	16	17
074/292	075/291	076/290	077/289
21	22	23	24
081/285	082/284	083/283	084/282
28	29	30	31
088/278	089/277	090/276	091/275

GOAL DEVELOPMENT WORKSHEET

A development goal is a statement of a desired outcome or accomplishment that is specific, observable and realistic.

Based on the goals you have generated about yourself on the previous worksheets and your specific career issues, write some career goals for the next one or two years and answer the following questions.

1. What I want to accomplish and the knowledge/skills I want to acquire or improve by this time next year are...

2. What I want to accomplish and the knowledge/skills I want to acquire or improve by the end of the second year are...

3. What barriers or obstacles might prevent me from accomplishing my goals on time (e.g., time, money, and other commitments)?

4. What can I do to overcome these barriers or obstacles? What resources are available to help me?

5. Review these with your supervisor or mentor.

Individual Development Planning/Short Range

Short Term Goals (next 1 - 4 months)

Goal 1: _____

Goal 2: _____

Goal 3: _____

Goal 4: _____

Goal 5: _____

1. My goals involve developing the following knowledge and skills:

2. Activities and learning I will pursue to achieve my goals: _____

3. Target dates/Milestone dates: _____

4. How I will measure my progress: _____

5. I will meet with my supervisor/mentor: _____

Complete forms available at www.nko.navy.mil

April 2004

Reminders and Notes of Interest

—Dates are subject to change without notice. Please verify.—

Holidays and Observances:

- 01 - April Fool's Day
- 01 - Rate of Chief Petty Officer established (1893)
- 02 - Dental Technician rate established (1948)
- 04 - Daylight Savings Time begins
- 04 - Palm Sunday (C, OC)
- 05 - Pesach (Passover) begins at sundown (J)
- 09 - Good Friday (C)
- 09 - Holy Friday (OC)
- 11 - Easter (C)
- 11 - Orthodox Easter (OC)
- 11 - Submarine Force established (1900)
- 17 - Yom HaSho'ah begins at sundown (J)
- 18 - Holocaust Remembrance Day
- 21 - Administrative Professional's Day
- 22 - Earth Day
- 30 - Navy Department established (1798)

FITREPS/EVALS Due:

USN

- 15 - E-9 (All)

USMC

- 30 - WO/CWO (Active)
- 30 - 2ndLt (Reserve)

Midterm Counseling:

USN

- 0-4 (Active)
- 0-3 (TAR/Inactive)

Boards convening:

USN

- 06 - Reserve 0-5 Line (PERS 801D)
- 06 - TAR 05 Line (PERS 801D)
- 12 - Active E-8 (PERS 811)
- 12 - TAR Transfer/Redesignation #2
- 20 - Active 0-4 Line (PERS 801)
- 22 - 3rd Quarter Spot Promotion (PERS 801C)
- 22 - Active Special Board (PERS 801C)

USMC

- 19 - GySgt

April 2004

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
4	5	6	7
095/271	096/270	097/269	098/268
11	12	13	14
102/264	103/263	104/262	105/261
18	19	20	21
109/257	110/256	111/255	112/254
25	26	27	28
116/250	117/249	118/248	119/247

April 2004

THURSDAY	FRIDAY	SATURDAY	
1	2	3	March 2004 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
092/274	093/273	094/272	May 2004 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
099/267	100/266	101/265	THIS MONTH
15	16	17	
106/260	107/259	108/258	
22	23	24	
113/253	114/252	115/251	
29	30		
120/246	121/245		

May 2004

Reminders and Notes of Interest

—Dates are subject to change without notice. Please verify.—

Asian Pacific American Heritage Month

Holidays and Observances:

- 01 - Mawlid an Nabi begins at sundown (I)
- 04 - Buddha Day (Visakha Puja)(B)
- 05 - Cinco de Mayo
- 06 - National Day of Prayer
- 08 - V-E Day
- 09 - Mother's Day
- 13 - Navy Nurse Corps established (1908)
- 15 - Armed Forces Day
- 20 - Ascension of Christ (C, OC)
- 25 - Shavuot begins at sundown (J)
- 30 - Pentecost (C, OC)
- 31 - **Memorial Day**

FITREPS/EVALS Due:

USN

- 31 - O-1 (Active)

USMC

- 31 - **Capt (Active), Maj (Active), LtCol (Active), Col (Active)**
- 31 - **SgtMaj/MGySgt (Reserve)**

Midterm Counseling:

USN E-6 (All)

Boards convening:

USN

- 10 - Active O-4 Staff (PERS 801B)
- 10 - Supply Corps Post Graduate Education Screen (PERS 4412)
- 10 - Active O-3 Staff Continuation (PERS 801C)
- 17 - Reserve O-4 Line (PERS 801D), TAR O-4 Line (PERS 801D)
- 17 - Reserve E-7 (PERS 812), Reserve E-7 TAR (PERS 812)
- 24 - Submarine Warfare CO/XO Screen (PERS 42)
- 26 - CNRC Career Recruiter Force (CNRC)

NAVY DIVERSITY CONFERENCES, EVENTS AND AWARDS

National Image Inc. (IMAGE) Meritorious Service Awards and Conference

Date: May 2004. Exact date TBD. Location: TBD

Award nomination: Due to Navy EO Office by 1 Mar 2004. Call 1-800-253-0931 or go to www.persnet.navy.mil/pers00h for additional information.

Website: www.nationalimageinc.org

Federal Asian Pacific American Council (FAPAC) Meritorious Service Awards

Date: May 2004. Exact date TBD. Location: TBD

Award nomination: Due to Navy EO Office by 1 Mar 2004. Call 1-800-253-0931 or go to www.persnet.navy.mil/pers00h for additional information.

Website: www.fapac.org

May 2004

Asian Pacific American Heritage Month

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
2	3	4	5
123/243	124/242	125/241	126/240
9	10	11	12
130/236	131/235	132/234	133/233
16	17	18	19
137/229	138/228	139/227	140/226
23	24	25	26
144/222	145/221	146/220	147/219
30	31		
151/215	152/214		

May 2004

THURSDAY	FRIDAY	SATURDAY	April 2004
		1	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
		122/244	June 2004
6	7	8	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
127/239	128/238	129/237	THIS MONTH
13	14	15	
134/232	135/231	136/230	
20	21	22	
141/225	142/224	143/223	
27	28	29	
148/218	149/217	150/216	

June 2004

Reminders and Notes of Interest

—Dates are subject to change without notice. Please verify.—

Holidays and Observances:

- 04 - Battle of Midway begins (1942)
- 06 - All Saints Day (OC)
- 08 - JAG Office authorized (1880)
- 14 - Flag Day
- 17 - Navy Hospital Corps established (1898)
- 19 - Juneteenth
- 20 - Father's Day
- 21 - First day of Summer

FITREPS/EVALS Due:

USN

- 15 - E-4 (All)

USMC

- 30 - GySgt (Active)
- 30 - 1stSgt/MSgt (Active)
- 30 - BGen (Active)
- 30 - LtCol (Reserve)
- 30 - BGen (Reserve)
- 30 - Capt (Active Reserve)
- 30 - LtCol (Active Reserve)
- 30 - Maj (Active Reserve)
- 30 - SgtMaj/MGySgt (Active Reserve)

Boards convening:

USN

- 07 - TAR Transfer/Redesignation #2
- 08 - Active Chief Warrant Officer 5 (PERS 801)
- 08 - Active Chief Warrant Officer 4 (PERS 801)
- 08 - Active Chief Warrant Officer 3 (PERS 801)
- 08 - Active Chief Warrant Officer 3/4 Continuation (PERS 801C)
- 14 - Command - non Command (Reserve) (NAVRESFOR)
- 28 - Active E-7 (PERS 811)

June 2004

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
		1	2
		153/213	154/212
6	7	8	9
158/208	159/207	160/206	161/205
13	14	15	16
165/201	166/200	167/199	168/198
20	21	22	23
172/194	173/193	174/192	175/191
27	28	29	30
179/187	180/186	181/185	182/184

Individual Development Planning / Short Range

Short Term Goals (next 1 - 4 months)

Goal 1: _____

Goal 2: _____

Goal 3: _____

Goal 4: _____

Goal 5: _____

1. My goals involve developing the following knowledge and skills:

2. Activities and learning I will pursue to achieve my goals: _____

3. Target dates/Milestone dates: _____

4. How I will measure my progress: _____

5. I will meet with my supervisor/mentor: _____

Complete forms available at www.nko.navy.mil

CURRENT CAREER ISSUES WORKSHEET

What are your career issues?

How much time and effort do you spend on your career issues? It is important to be clear about these career issues, so that you can develop an effective strategy for dealing with them.

Career issues cover a broad spectrum, ranging from getting up to speed in a new job, to making a major career field change or planning your retirement. The following list of statements can help you and your supervisor keep you on track:

- _____ You are new in your job and must learn the basics to get up to speed and feel comfortable and productive.
- _____ You have been in your job for a while and are striving for increased competence in general.
- _____ You need to improve your performance in certain areas of your current job.
- _____ You need to update your skills or expertise to keep up with the changing technologies or state-of-the art knowledge in your field/rate.
- _____ Your job duties have changed recently (or will change), requiring some new skills or expertise.
- _____ You want to prepare for a promotion or move to the next higher level of responsibility.
- _____ You want to broaden your skills or expertise to allow yourself more flexibility for the future.
- _____ You want to change jobs/rating within your command.
- _____ You don't see much of a future if you remain in your current job, but you aren't sure of your options.
- _____ You want to plan your retirement.
- _____ Other career plans or goals to discuss with my supervisor/mentor:

July 2004

Reminders and Notes of Interest

--Dates are subject to change without notice. Please verify--

Holidays and Observances:

- 05 - Independence Day (Observed)
- 25 - Parent's Day
- 26 - Fast of Tisha B'Av begins at sundown (J)

FITREPS/EVALS Due:

- USN
- 15 - E-1/2/3 (All)
- 31 - O-6/7/8 (Active)
- 31 - O-6/7/8 (TAR/Inactive)

USMC

- 31 - 2ndLt (Active)
- 31 - Col (Reserve)
- 31 - Col (Active Reserve)

Midterm Counseling due:

- USN - O-3 (Active)

Boards convening:

- USN
- 12 - Reserve Chief Warrant Officer 3 (PERS 801E)
- 12 - Reserve Chief Warrant Officer 4 (PERS 801E)
- 12 - NFO to Pilot (PERS 432)
- 22 - 4th Quarter Spot Promotion (PERS 801C)
- 22 - Active Special Board (PERS 801C)
- 26 - Test Pilot #2 (PERS 446)

USMC

- 19 - SSgt

July 2004

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
4	5	6	7
186/180	187/179	188/178	189/177
11	12	13	14
193/173	194/172	195/171	196/170
18	19	20	21
200/166	201/165	202/164	203/163
25	26	27	28
207/159	208/158	209/157	210/156

July 2004

THURSDAY	FRIDAY	SATURDAY	
1	2	3	June 2004 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
183/183	184/182	185/181	August 2004
8	9	10	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
190/176	191/175	192/174	THIS MONTH
15	16	17	
197/169	198/168	199/167	
22	23	24	
204/162	205/161	206/160	
29	30	31	
211/155	212/154	213/153	

August 2004

Reminders and Notes of Interest

—Dates are subject to change without notice. Please verify.—

Holidays and Observances:

- 04 - Medical Service Corps established (1947)
- 15 - U.S. Naval Academy established (1845)
- 15 - Dormition of the Theotokos (OC)
- 22 - Dental Corps established (1912)
- 29 - Marine Corps Reserve established (1916)
- 31 - BUMED established (1841)

FITREPS/EVALS Due:

USN

- 31 - O-5 (Active)
- 31 - O-5 (TAR)

Midterm Counseling:

USN O-3 (Active)

Boards convening:

USN

- 05 - VADM Stockdale Leadership Award (N131L1)
- 09 - Reserve Aviation Commander Command (PERS 4417)
- 26 - Joint Specialty Officer (JSO) (PERS 45J)
- 30 - Permanent Military Professor (PERS 444)

USMC

- 10 - Regular CWO

NAVY DIVERSITY CONFERENCES, EVENTS AND AWARDS

National Naval Officers Association (NNOA) Conference

Date: August 2004 (Exact date to be determined)

Location: Memphis, TN

Award Nomination: N/A

Website: www.nnoa.org

Tuskegee Airmen Incorporated (TAI) Military Awards and Convention

Date: August 2004 (Exact date to be determined)

Location: To be determined

Award Nomination: Due to TAI June 2004

Website: www.taiconvention.com

August 2004

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
1	2	3	4
214/152	215/151	216/150	217/149
8	9	10	11
221/145	222/144	223/143	224/142
15	16	17	18
228/138	229/137	230/136	231/135
22	23	24	25
235/131	236/130	237/129	238/128
29	30	31	
242/124	243/123	244/122	

September 2004

Reminders and Notes of Interest

—Dates are subject to change without notice. Please verify.—

National Hispanic Heritage Month (15 Sep - 15 Oct 2004)

Holidays and Observances:

- 01 - Physician Assistants established (1971)
- 06 - **Labor Day**
- 11 - Patriot Day
- 11 - Lailat al Miraj begins at sundown (I)
- 12 - Grandparent's Day
- 14 - National Family Ombudsman/Key Volunteer Appreciation Day
- 15 - Rosh Hashanah begins at sundown (J)
- 17 - Citizenship Day
- 17 - National POW/MIA Recognition Day
- 24 - Yom Kippur begins at sundown (J)
- 29 - Sukkot begins at sundown (J)
- 30 - Lailat al Bara'a begins at sundown (I)

FITREPS/EVALS Due:

USN

- 15 - E-7/8 (All)
- 30 - W-1/2 (Active), O-5 (Inactive), O-1/2/4 (TAR/Inactive)

USMC

- 30 - SgtMaj/MGySgt (Active)
- 30 - Sgt (Reserve), SSgt (Reserve), GySgt (Reserve), 1stSgt/MSgt (Reserve)
- 30 - Capt (Reserve), Maj (Reserve)
- 30 - Sgt (Act Res), SSgt (Act Res), GySgt (Act Res), 1stSgt/MSgt (Act Res),

Midterm Counseling:

- USN W-3/4 (Active), W-1/2/3/4 (TAR/Inactive), E-5 (All)

Boards convening:

USN

- 13 - Medical Department CO/XO Screen (PERS 4415)
- 13 - Intell Officer Commander Sea (PERS 4411)
- 13 - TAR/Reserve Major Cmd/Selective Retention (PERS 4417)
- 20 - Surface Warfare Department Head Screen (PERS 412)
- 22 - CNRC Career Recruiter Force (CNRC)
- 22 - S3 Transition Board #2 (PERS 432)
- 27 - Medical Service Corps Duty Under Instruction (PERS 4415)
- 29 - Cryptologist Commander Command #2 (PERS 4410)
- 29 - Acquisition Professional Community #2 (PERS 447)

Enlisted Advancement Exams

- 02 - PO1/E6
- 09 - PO2/E5
- 16 - PO3/E4

September 2004

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
			1
			245/121
5	6	7	8
249/117	250/116	251/115	252/114
12	13	14	15
256/110	257/109	258/108	259/107
19	20	21	22
263/103	264/102	265/101	266/100
26	27	28	29
270/096	271/095	272/094	273/093

September 2004

THURSDAY	FRIDAY	SATURDAY	
2	3	4	August 2004 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
246/120	247/119	248/118	October 2004 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
253/113	254/112	255/111	THIS MONTH
16	17	18	
260/106	261/105	262/104	
23	24	25	
267/099	268/098	269/097	
30			
274/092			

Performance Evaluation Input Journal

Professional Courses Completed:

Personal Education and Development:

Online Learning/E-Learning:



Performance Evaluation Input Journal

Major Project Involvement:

Professional Organizations / Command Involvement:

Collateral Duties / Responsibilities:

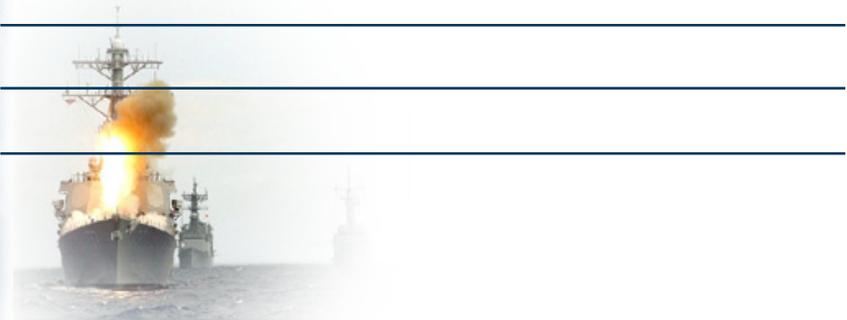


Performance Evaluation Input Journal

Special Skills / Capabilities:

Awards/Special Qualifications:

Leadership Activities:



Performance Evaluation Input Journal

Career Accomplishments:

Community Involvement / Off Duty Volunteerism:

Special Certifications / Apprenticeships / Licenses:



October 2004

Reminders and Notes of Interest

—Dates are subject to change without notice. Please verify.—

National Hispanic Heritage Month (15 Sep - 15 Oct 2004)

Holidays and Observances

- 04 - Child Health Day
- 06 - Simchat Torah begins at sundown (J)
- 11 - **Columbus Day**
- 13 - Navy Birthday (1775)
- 14 - Ramadan begins at sundown (I)
- 16 - National Boss Day
- 16 - Sweetest Day
- 24 - United Nations Day
- 30 - Nuzul al Qur'an begins at sundown (I)
- 31 - Daylight Savings Time ends
- 31 - Halloween

FITREPS/EVALS Due:

USN

31 - 0-4 (Active)

31 - 0-3 (TAR/Inactive)

USMC

31 - 1stLt (Active)

31 - WO/CWO (Reserve)

31 - 1stLt (Reserve)

31 - WO/CWO (Active Reserve)

31 - 1stLt (Active Reserve)

Midterm Counseling:

USN E-9 (All)

Boards convening:

Schedules not available at time of printing

NAVY DIVERSITY CONFERENCES, EVENTS AND AWARDS

Hispanic Engineer National Achievement Award Corporation (HENAAC) Conference

Date: 7 - 9 October 2004

Location: Pasadena, CA

Award Nomination: Due to HENAAC June 2004

Website: www.henaac.org

October 2004

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
3	4	5	6
277/089	278/088	279/087	280/086
10	11	12	13
284/082	285/081	286/080	287/079
17	18	19	20
291/075	292/074	293/073	294/072
24	25	26	27
298/068	299/067	300/066	301/065
31			
305/061			

November 2004

Reminders and Notes of Interest

—Dates are subject to change without notice. Please verify.—

Native American Heritage Month

Holidays and Observances:

- 01 - All Saints Day (C)
- 02 - All Souls Day (C)
- 02 - Election Day
- 09 - Lailat al Kadr begins at sundown (I)
- 10 - USMC Birthday (1775)
- 11 - **Veterans Day**
- 11 - Quds Day begins at sundown (I)
- 13 - Id al-Fitr begins at sundown (I)
- 25 - **Thanksgiving Day**
- 28 - First Sunday of Advent (C)

FITREPS/EVALS Due:

- USN
- 15 - E-6 (All)

Midterm Counseling:

- USN 0-1 (Active)

Boards convening:

Schedules not available at time of printing.

November 2004

Native American Heritage Month

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
	1	2	3
	306/060	307/059	308/058
7	8	9	10
312/054	313/053	314/052	315/051
14	15	16	17
319/047	320/046	321/045	322/044
21	22	23	24
326/040	327/039	328/038	329/037
28	29	30	
333/033	334/032	335/031	

December 2004

Reminders and Notes of Interest

—Dates are subject to change without notice. Please verify.—

Holidays and Observances:

- 07 - Pearl Harbor Day
- 07 - Hanukkah begins at sundown (J)
- 08 - Bodhi Day (B)
- 21 - First day of Winter
- 24 - Christmas Eve (Federal Holiday observed today)
- 25 - Christmas Day (C, OC)
- 26 - First day of Kwanzaa
- 31 - New Year's Eve (Federal Holiday observed today)

FITREPS/EVALS Due:

USN None

USMC SSgt (Active)

Midterm Counseling:

USN E-4 (All)

Boards convening:

Schedules not available at time of printing

December 2004

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
			1
			336/030
5	6	7	8
340/026	341/025	342/024	343/023
12	13	14	15
347/019	348/018	349/017	350/016
19	20	21	22
354/012	355/011	356/010	357/009
26	27	28	29
361/005	362/004	363/003	364/002

December 2004

THURSDAY	FRIDAY	SATURDAY	
2	3	4	November 2004 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 January 2005 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
337/029	338/028	339/027	
9	10	11	
344/022	345/021	346/020	THIS MONTH
16	17	18	
351/015	352/014	353/013	
23	24	25	
358/008	359/007	360/006	
30	31		
365/001	366/000		

Individual Development Planning/Long Range

Name: _____

Supervisor/Mentor: _____

Long Term Goals (next 12 months)

Goal 1: _____

Goal 2: _____

1. My goals have personal and organizational relevance because:

2. My goals involve developing the following competencies: _____

3. Activities and learning I will pursue to achieve my goals: _____

4. Target dates / Milestone dates: _____

5. How I will measure my progress: _____

6. I will meet with my supervisor/mentor: _____



Individual Development Planning/Short Range

Short Term Goals (next 1 - 4 months)

Goal 1: _____

Goal 2: _____

Goal 3: _____

Goal 4: _____

Goal 5: _____

1. My goals involve developing the following knowledge and skills:

2. Activities and learning I will pursue to achieve my goals: _____

3. Target dates/Milestone dates: _____

4. How I will measure my progress: _____

5. I will meet with my supervisor/mentor: _____

Complete forms available at www.nko.navy.mil

January 2005

Reminders and Notes of Interest

—Dates are subject to change without notice. Please verify.—

Holidays and Observances:

- 01 - New Year's Day
- 01 - Navy SEAL Teams established (1962)
- 06 - Epiphany (C, OC)
- 17 - Dr. Martin Luther King's Birthday (Observed)
- 20 - Id al-Adha begins at sundown (I)
- 24 - Tu B'Shvat begins at sundown (J)

FITREPS/EVALS Due:

USN

- 31 - O-3 (Active)

USMC

- 31 - 2ndLt (Active)

Midterm Counseling:

- USN O-6 (Active), O-6 (TAR/Inactive), E-1/2/3 (All)

Boards convening:

Schedules not available at time of printing

Enlisted Advancement Exam:

- 20 - CPO/E7

January 2005

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
2	3	4	5
002/363	003/362	004/361	005/360
9	10	11	12
009/356	010/355	011/354	012/353
16	17	18	19
016/349	017/348	018/347	019/346
23	24	25	26
023/342	024/341	025/340	026/339
30	31		
030/335	031/334		

January 2005

THURSDAY	FRIDAY	SATURDAY	
		1	December 2004 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
		001/364	February 2005 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28
6	7	8	
006/359	007/358	008/357	THIS MONTH
13	14	15	
013/352	014/351	015/350	
20	21	22	
020/345	021/344	022/343	
27	28	29	
027/338	028/337	029/336	

February 2005

Reminders and Notes of Interest

—Dates are subject to change without notice. Please verify.—

African American History Month

Holidays and Observances:

- 01 - National Freedom Day
- 02 - Groundhog Day
- 08 - Nirvana Day (B)
- 09 - Chinese/Lunar New Year (Year 4703) (Year of the Rooster)
- 09 - Ash Wednesday (C)
- 09 - Al Hijra (New Year) begins at sundown (I)
- 12 - Abraham Lincoln's Birthday
- 14 - Valentine's Day
- 18 - Ashura begins at sundown (I)
- 20 - Triodion begins (OC)
- 21 - **Washington's Birthday (Observed)**
- 23 - Naval Supply Corps Birthday (1795)

FITREPS/EVALS Due:

- USN
- 28 - 0-2 (Active)

Midterm Counseling due:

- USN 0-5 (Active)
- 0-5 (TAR)

Boards convening:

Schedules not available at time of printing

February 2005

African-American History Month

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
		1	2
		032/333	033/332
6	7	8	9
037/328	038/327	039/326	040/325
13	14	15	16
044/321	045/320	046/319	047/318
20	21	22	23
051/314	052/313	053/312	054/311
27	28		
058/307	059/306		

March 2005

Reminders and Notes of Interest

—Dates are subject to change. Please verify—

Women's History Month

Holidays and Observances:

- 03 - Naval Reserve established (1915)
- 03 - Naval Medical Corps established (1871)
- 05 - Seabees established (1871)
- 05 - Saturday of Souls (OC)
- 06 - Meat Fare (OC)
- 14 - Lent begins (OC)
- 17 - St. Patrick's Day
- 20 - Palm Sunday (C)
- 20 - Orthodox Sunday (OC)
- 21 - First day of Spring
- 22 - Office of Naval Intelligence created (1882)
- 24 - Good Friday (C)
- 27 - Easter (C)

FITREPS/EVALS Due:

- USN
- 15 - E-5 (All)
- 31 - W-3/4 (Active)
- 31 - W-1/2/3/4 (TAR/Inact)

Midterm Counseling:

- USN W-1/2 (Active), 0-5 (Inactive), 0-1/2/4 (TAR/Inactive), E-7/8 (All)

Boards convening:

Schedules not available at time of printing.

Enlisted Advancement Exams:

- 01 - P01/E6
- 08 - P02/E5
- 15 - P03/E4

March 2005

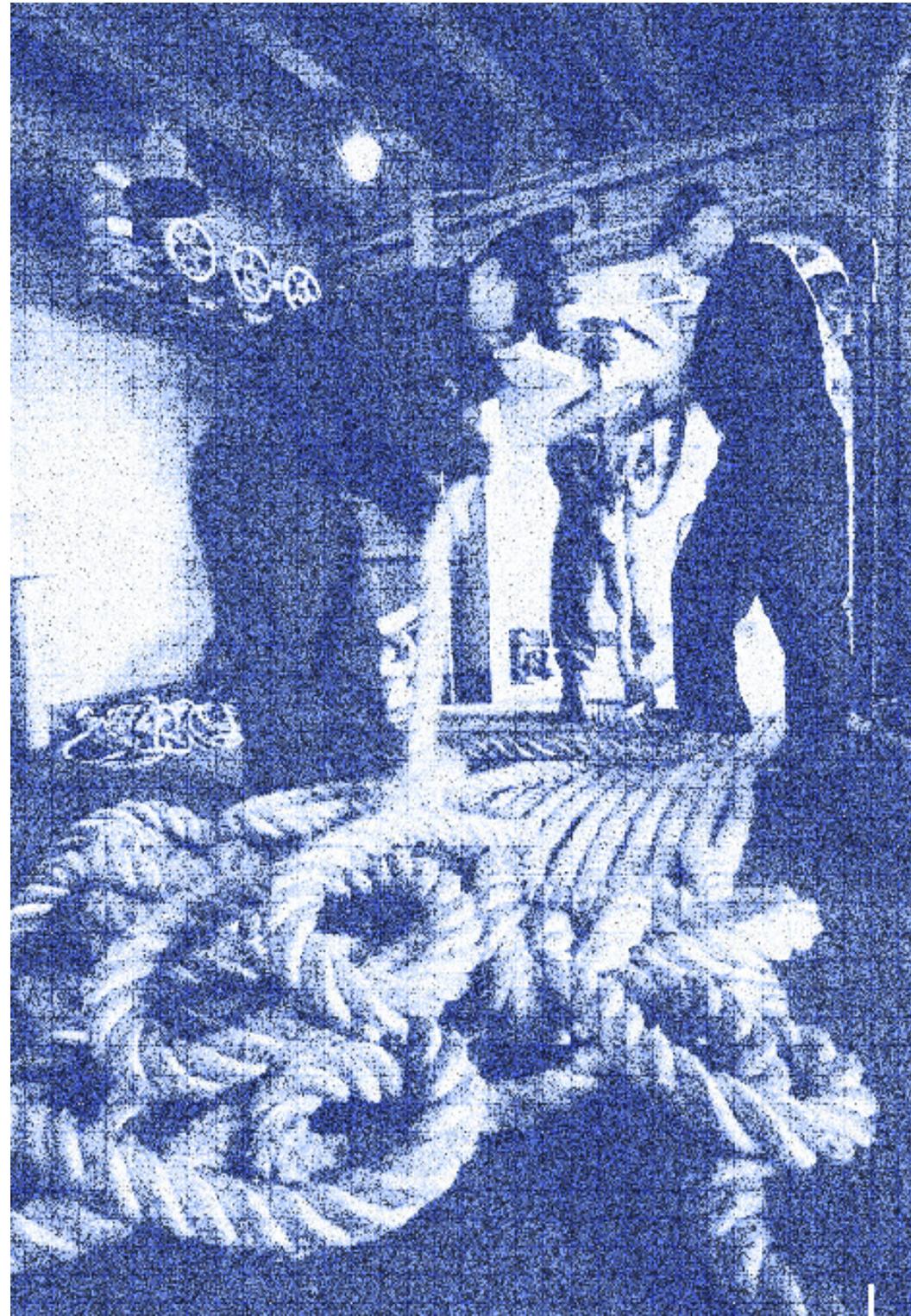
Women's History Month

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
		1	2
		060/305	061/304
6	7	8	9
065/300	066/299	067/298	068/297
13	14	15	16
072/293	073/292	074/291	075/290
20	21	22	23
079/286	080/285	081/284	082/283
27	28	29	30
086/279	087/278	088/277	089/276

March 2005

THURSDAY	FRIDAY	SATURDAY	
3	4	5	February 2005 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28
062/303	063/302	064/301	April 2005
10	11	12	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
069/296	070/295	071/294	THIS MONTH
17	18	19	
076/289	077/288	078/287	
24	25	26	
083/282	084/281	085/280	
31			
090/275			





Leadership Tutor

PERSONAL AND SUBORDINATE DEVELOPMENT

The goal of personal and subordinate development is multi-faceted. Outcomes of developing subordinates include:

- Increasing an individual's knowledge and skill.
- Increasing the organization's total knowledge and skills.
- Creating synergy within and between departments for a positive impact on mission effectiveness.
- Increasing the availability of redundant personnel for enhanced mission effectiveness.

One way superior commands promote training and development is by having all levels participate in training and development. In addition, Commands realize that the more proficient each person is, the better the overall performance of the command will be. "The common denominator of success is a strong, empowering, guiding, inspiring, uplifting purpose." Consider career development from recruit to retirement. There is more you can do to improve both personally and professionally.

Continuing your personal development as well as your professional development is important because, as a leader, your guidance to your subordinates is vital to their career success. An important part of guidance is the example you set, or "walking the talk."

Education and training are vital aspects of personal and professional development. They provide knowledge and skills, which, in turn, help build confidence and self-esteem. Both general and fleet training have a single purpose -- to "Provide the Fleet trained personnel capable of maintaining, operating, and employing effectively the ships, aircraft, and weapons systems with which the fleets have been equipped, and also to provide trained personnel for logistic and other essential support."

Leadership Tutor

PLAN DEVELOPMENT

The key to effective planning involves following a systematic process that will increase your chances of success.

Establish Goals and Objectives – Focus on the same targets as the mission or vision, but in more detail. Goals: “What to do” level of detail. Objectives: “How to do it” level of detail including an “as measured by” component so that you will have a sense of when the objective has been met, and to what level or standard of quality. Most importantly, goals and objectives should be realistic, attainable, challenging, and measurable.

Assess Factors Influencing Goals and Objectives – Plans are usually constructed based on less than perfect data. The more data and variables considered, the better the plan.

Examine/Evaluate Alternative Courses of Action – Examining the operations requires that criteria for selection be defined.

Select a Course of Action – Involves a determination of what is to be done, who will do it, when must it be done, and what are the criteria for effectiveness.

Implement and Monitor the Plan – Planning, like process improvement, is a continuing activity.



Leadership Tutor

CHARACTERISTICS OF EFFECTIVE PLANNING

Planning Is a Regularly Scheduled Activity – “Plan for Planning” to ensure that it actually happens. Planning may be scheduled weekly for tracking progress toward long term goals.

Planning Occurs At All Levels – A work center supervisor typically develops a Maintenance Schedule. A leading petty officer and the enlisted subordinate typically develop a Qualification Plan. A division training petty officer develops a Training Plan.

Planning Is Long Range – A department should have monthly long-range planning meetings in addition to weekly short-range operational planning sessions.

Plans Are Publicized – Plans may be publicized as a Plan of the Day (POD) and posted in various places. The idea is to get them out to the troops as soon as possible so that everyone will know the daily priorities and how those relate to the priorities of the week or month. This timeliness also promotes usable feedback.

Implementation Systems Are Put Into Place – Each command will develop an implementation strategy that works best for that command and its unique situation. Capture whatever seems to work. Supervisors give a list of their work goals for the next week to their superior, moving through the chain of command. Department heads turn in summaries of their weekly goals to the XO. All of these goals support the CO’s mission and vision.

Plans Are Adhered To – There is little point in developing a plan if you have no intention of sticking to it. Make every effort to carry out your plan as stated.

Plans Are Flexible – Except for routine tasks and operations, plans must address the likelihood of change. One approach is to identify which elements of any given plan are most likely to change before or during implementation and which are least likely to change. Ensure new or revised data is distributed to all relevant parties.

Leadership Tutor

ASSESSING SUBORDINATE'S CAPABILITIES

Direct Observation takes place both in the work environment and in off duty situations. It involves, among other things, monitoring individuals during the performance of their duties, observing their interactions with seniors and peers, and discussing the individual's goals and objectives in both formal (counseling) and informal (conversational) settings. The downside of direct observation is that it is limited to the present situation and reflects only the opinion of the observer.

Indirect Observation can include a review of service records, evaluations, inspection results, third party opinions and any other data that has been compiled about a subordinate. While indirect observation has greater scope than direct observation, its limitations are that the data may be out of date or flawed in some other way and that it does not involve active discussion with the subordinate. It is sensible to use a combination of the two methods for identifying individual capabilities.

SELECTING THE RIGHT PERSON

As a leader, your natural tendency probably is to try to complete a task rapidly and accurately. You want results, and to get results you may choose your star performer. However, the star performer is not always the right choice. Remember that subordinate development is future oriented; it takes time and thoughtful consideration to build subordinates. Before selecting an individual for delegation, consider three possible goals or outcomes from the delegation process:

1. To get direct results, the job gets done.
2. To enhance professional development in a subordinate.
3. To provide an opportunity to evaluate a subordinate's development or commitment.

MONITORING

Simply assigning tasks is not delegation. Department heads must determine how well personnel are meeting agreed upon standards and communicate this to the subordinates. As junior officers develop, leadership style and monitoring will change when situational leadership is applied. As appropriate, you must let go and give your subordinates breathing room when you delegate; it demonstrates your confidence in them. Confidence, however, is developed over time and as a result of careful monitoring. Effective delegation entails follow-up to make certain that the delegated task stays on track. The following guidelines will help you successfully implement the delegation process:

- *State the desired results*
- *Commit the goals to paper*
- *Establish a time line*
- *Grant the necessary authority*
- *Assign responsibility and authority*
- *Get acceptance of the project from subordinates*

Leadership Tutor

DEVELOPING RELATIONSHIPS WITH SENIORS AND JUNIORS

“One of the most important elements of Navy organization is the chain of command... In simple terms the chain is the pyramid structure of communications, authority, and responsibilities which allows every individual in an organization to know what is going on with those below and what is expected by those above. It is the conduit for orderly direction of command activities and provides a two-way communication flow. It is only as good as the people in it, all of whom are key links.”

RELATIONSHIPS WITH SENIORS

“A fundamental assumption every leader must make, regardless of his station in the chain of command, is that every leader above him is morally motivated to carry out the mission and, whenever and wherever possible, to carry it out in a manner that serves the best interests of the officers and enlisted who make up the Naval Service.”

No matter how good you are at building relationships with your peers and subordinates, your overall effectiveness will be greatly reduced if you cannot build a strong relationship with your superiors. It is critical that you adhere to military protocol and the chain of command at all times.

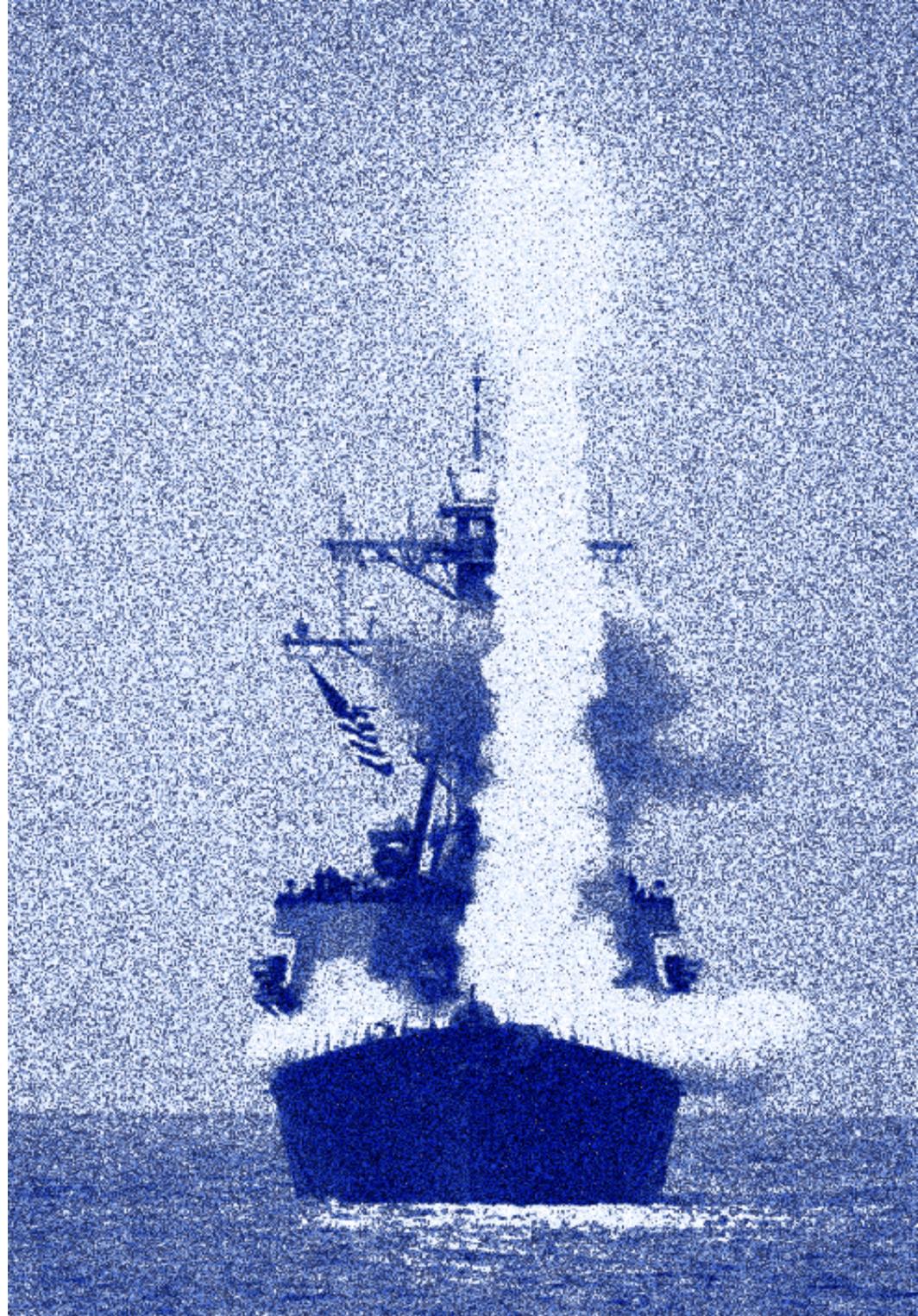
RELATIONSHIPS WITH JUNIORS

Effectiveness as a Navy leader relies heavily on the relationships you establish with subordinate personnel. Situations vary from seeking information from an experienced subordinate, to encouraging and rewarding a solid performing subordinate, to handling the difficult subordinate. To be successful, a leader must have the support of and be able to use the knowledge of his experienced subordinates.

“Faith in subordinates is often found lacking in those who miss the mark of being a highly successful leader. Subordinates want to succeed, they want to be ‘winners’ and they need leadership and sufficient resources to do so. Only an unsuccessful leader treats subordinates with disdain and a lack of trust or fails to create a climate in which they feel free to express their feelings and ideas to him.”

“Setting standards is an integral part of the naval leader’s job. Standards of readiness, standards of appearance, standards of training, standards of safety — standards, standards, standards—that means effectively passing critical corrections to subordinates.”





SAMPLE MENTORING AGREEMENT

Entering into a mentoring agreement will help mutually clarify expectations. This is a sample agreement that your command can use to get started.

Mentor: _____

Phone / E-Mail: _____

Frequency of Meetings

How often will we meet? _____

Day(s) of the week: _____

Where will we meet? _____

What should I bring to each meeting? _____

SPECIFIC ROLE OF THE MENTOR

(Model, guide, observe and give feedback, recommend developmental activities, facilitate learning, suggest/provide resources, etc..)

As a participant in the mentoring program, I commit to working with my mentor throughout the program, attending all scheduled meetings, and communicating with my mentor weekly. I will develop personal goals and be open to coaching and feedback from my mentor.

Student / Protege

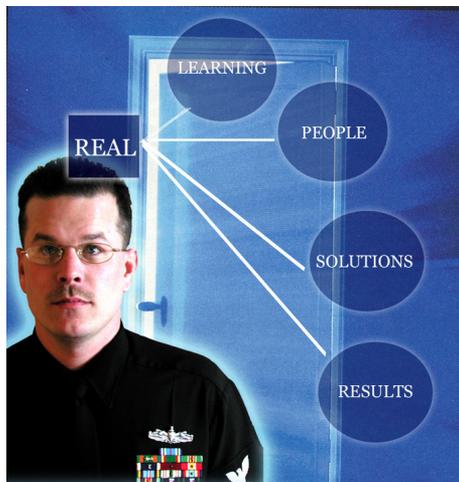
Mentor



MENTORING: GETTING STARTED

The first meeting, whether it's face to face, on the phone, instant messenger, or e-mail, should be a time of getting to know each other, building rapport, sharing your career histories, and setting up guidelines.

- Talk about any expectations you may have.
- Talk about confidentiality.
- Discuss how often and for how long you will meet.
- Decide how you will communicate. If you will be meeting in person, decide on location - preferably a neutral spot away from work spaces.
- Decide how long you expect your formal partnership to last.
- Set up a checkpoint six months down the road when you will determine if goals are being reached.
- Create a path for new short term goals and discuss achievement.
- Prepare an Individual Development Plan. Your mentor can help to ensure that your goals are realistic and attainable.
- Plan for "Wins along the Way". Many goals require several small steps to achieve them. Plan activities to celebrate completion of the small steps.



MENTORING PARTNERSHIPS

Supervisory Mentoring

All supervisors mentor their subordinates to a degree, but usually in regard only to their current job. Due to time constraints, it is increasingly difficult for supervisors to devote the time needed to mentor all their subordinates, and if they can't spend equal time and dedication with each subordinate, perceptions of favoritism can occur and morale can deteriorate. It can also be difficult or awkward for people to talk openly and honestly with their boss if the issue is difficulty on the job or the desire to explore other career opportunities. The most important thing to remember is that all good supervisors do mentor their subordinates...to a degree. We recommend that as leaders, supervisors encourage outside mentoring partnerships and allow Sailors the time to cultivate those relationships.

Situational Mentoring

The right help at the right time provided by someone when a mentee needs guidance and advice. It is usually short term, addressing an immediate situation, but can transition to a more long term connection.

Formal Mentoring

Formal mentoring has four characteristics:

- 1) It has a beginning and an end.
- 2) It has a method for no-fault termination.
- 3) It has some type of formal matching process.
- 4) It has one or more checkpoints, such as meeting at mid-point in a one year period, at which the partners can discuss goals and progress toward goal achievement.

Informal Mentoring

Usually occurs when one person (the mentee) seeks another for career advice. It can also occur when a person (the mentor) reaches out to someone he or she knows can benefit from his or her experience. These relationships tend to grow over time and are extremely effective and rewarding.



MENTORING PARTNERSHIPS

1. What I would like to accomplish in the next year:

2. My educational interests are:

3. My Navy career intentions include:

4. My personal interests are:





Chief of Naval Operations Admiral Vern Clark, USN



Leadership Reading Guide

For the entire list, Visit www.nko.navy.mil

- | | |
|--|--|
| <input type="checkbox"/> <i>Leadership Is An Art</i> | Max Depre |
| <input type="checkbox"/> <i>The 7 Habits of Highly Effective People</i> | Stephen R. Covey |
| <input type="checkbox"/> <i>Leading Change</i> | John P. Kotter |
| <input type="checkbox"/> <i>The Power of Alignment</i> | George Labovitz and
Victor Rosansky |
| <input type="checkbox"/> <i>Powerful Conversations</i> | Phil Harkins |
| <input type="checkbox"/> <i>The Psychology of Winning</i> | Denis Waitley |
| <input type="checkbox"/> <i>Values of The Game</i> | Bill Bradley |
| <input type="checkbox"/> <i>The Thin Book of Appreciative Inquiry</i> | Sue Annis Hammond |
| <input type="checkbox"/> <i>The Lexus and the Olive Tree</i> | Thomas C. Friedman |
| <input type="checkbox"/> <i>Who Moved My Cheese?</i> | Spencer Johnson |
| <input type="checkbox"/> <i>Half Time</i> | Bob Buford |
| <input type="checkbox"/> <i>The 21 Indispensable Qualities of a Leader</i> | John C. Maxwell |



**Master Chief
Petty Officer
of the Navy
MCPON Terry D. Scott
(SS/AW)**



Leadership Reading Guide

Get the entire list at <http://www.chinfo.navy.mil/navpalib/mcpon/readgide.html>

- A Most Fortunate Ship -- Narrative History of Old Ironsides* by Tyrone Martin
- A Sailor's Log: Recollections of Forty Years of Naval Life* by Rear Admiral Robley Dungliston Evans w/introduction by Benjamin Franklin
- Cooling A Voice From the Main Deck* by Samuel Leech
- Battleship Sailor* by Theodore C. Mason
- Brave Ship, Brave Men* by Arnold S. Lott
- Crossing the Line: A Bluejacket's WWII Odyssey* by Alvin Kernan
- Descent Into Darkness* by Cmdr. Edward C. Raymer
- Devotion to Duty — A Biography of Admiral Clifton A. F. Sprague* by John F. Wukovits
- Divided Waters — The Naval History of the Civil War* by Ivan Musicant
- Every Other Day: Letters from the Pacific* by George B. Lucas
- Good Night Officially* by William M. McBride
- In Harm's Way* by Doug Stanton
- In Love and War: Revised and Updated* by Jim and Sybil Stockdale
- Iwo* by Richard Wheeler
- Life in Mr. Lincoln's Navy* by Dennis J. Ringle

TOP 10 Navy Websites

Navy Knowledge Online

www.nko.navy.mil

Lifelines

www.lifelines.navy.mil

Navy Personnel Command

www.bupers.navy.mil

BUPERS Access

<https://www.bupersaccess.navy.mil/login.asp>

Detailers and Community Managers

www.bupers.navy.mil/pers4/

Retention Center

www.staynavy.navy.mil

Navy News Stand

www.bupers.navy.mil/periodicals/

Navy Instructions

www.bupers.navy.mil/cdrom/cdrom.html

Navy Messages

www.bupers.navy.mil/messages.html

Navy Phone Book

www.bupers.navy.mil/phonebook/phone.html



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NPDC LEARNING CENTERS

The primary function of the Learning Centers is to partner with Fleet representatives to define individual human performance requirements for given tasks. Additionally, the Centers are the process owners for Sailors' professional and personal growth and development by coordinating with the Human Performance Center to develop and deliver the appropriate tools and opportunities. Each Center listed below is distinguished by its own rate training continuum.

Center for Naval Aviation Technical Training, Pensacola, Fla.

Ratings: ABE, ABF, ABH, AC, AD, AE, AG, AM, AME, AN, AO, AS, AT, AW, AZ, PR, ET (USN/USMC Aviation)

Center for Cryptology, Pensacola, Fla.

Ratings: CTA, CTI, CTM, CTO, CTR, CTT, EW

Center for EOD/Diving, Panama City, Fla.

Ratings: EOD, Divers

Center for Information Technology, San Diego, Calif.

Ratings: IT, (cross function computer training)

Center for Naval Engineering, Norfolk, Va.

Ratings: DC, EM, EN, FN, GS, GSE, GSM, HT, IC, MM, MR

Center for Naval Intelligence, Dam Neck, Va. Beach, Va.

Ratings: IS

Center for Naval Leadership, Little Creek, Va.

Ratings: All

Center for Personal Development, Dam Neck, Va. Beach, Va.

Ratings: All

Center for Seabees and Facilities Engineering, Port Hueneme, Calif.

Ratings: BU, CE, CM, EA, EO, SW, UT

Center for Service Support, Athens, Ga.,

Ratings: AK/SK, DK, DM, JO, LI, LN, MS, MU, NC, NCCR, PC, PH, PN, RP, SH, YN

Center for Undersea Learning, Groton, Conn.

Ratings: ET(SS), ET(SWS), FT, MM(SS), MT, STS

Center for Surface Combat Systems, Dahlgren, Va.

Ratings: ET, FC, GM, MN, OS, STG, TM

Center for Surface Operations, San Diego, Calif.

Ratings: BM, MA, QM, SM, SN

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FEEDBACK QUESTIONNAIRE**

Feedback is necessary to ensure continuous improvement and the future existence of this publication. Please complete the following questionnaire; feel free to add comments. Fold the survey and apply a small piece of tape to seal. U. S. postage is NOT required. Your Administrative Office personnel or Postal Clerk may affix official postage or metered mailing strip. Feedback may also be sent electronically to the Editor, Naval Leader Development Guide (NLDG) at the following e-mail address: dawn-s.mason@cnet.navy.mil.

Name: (Optional) _____

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Title/position within your command (i.e. Division Officer, Leading Petty Officer, Executive Officer, Shop Supervisor, etc.)?

On a scale from 1 to 10, with 10 being most useful, how useful is the NLDG to you in your leadership role? _____

For 2004, the NLDG will be available in both the hardcopy 5.5" x 8.5" monthly version and the electronic version on the Navy Knowledge Online (NKO) website at www.nko.navy.mil. Which version, paper or electronic, do you prefer and will be more likely to use on a regular basis? Why? _____

If the NLDG was only available in the electronic version on NKO, would you have computer access readily available? _____

Please add comments and suggestions for improvement in design, content, etc..

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-- Department of the Navy -- CORE VALUES CHARTER



As in our past, we are dedicated to the Core Values of Honor, Courage and Commitment to build the foundation of trust and leadership upon which our strength is based and victory is achieved. These principles on which the U.S. Navy and the U.S. Marine Corps were founded continue to guide us today. Every member of the Naval Service - active, reserve, and civilian, must understand and live by our Core Values. For more than two hundred years, members of the Naval Service have stood ready to protect our nation and our freedom. We are ready today to carry out any mission; deter conflict around the globe and, if called upon to fight, be victorious. We will be faithful to our Core Values of Honor, Courage and Commitment as our abiding duty and privilege.

"HONOR"

I am accountable for my professional and personal behavior. I will be mindful of the privilege I have to serve my fellow Americans.

I will:

- Abide by an uncompromising code of integrity, taking full responsibility for my actions and keeping my word.
- Conduct myself in the highest ethical manner in relationships with seniors, peers and subordinates.
- Be honest and truthful in my dealings within and outside the Department of the Navy.
- Make honest recommendations to my seniors and peers and seek honest recommendations from junior personnel.
- Encourage new ideas and deliver bad news forthrightly.
- Fulfill my legal and ethical responsibilities in my public and personal life.

"COURAGE"

Courage is the value that gives me the moral and mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity.

I will:

- Have the courage to meet the demands of my profession.
- Make decisions and act in the best interest of the Department of the Navy and the nation, without regard to personal consequences.
- Overcome all challenges while adhering to the highest standards of personal conduct and decency.
- Be loyal to my nation by ensuring the resources entrusted to me are used in an honest, careful and efficient way.

"COMMITMENT"

The day-to-day duty of every man and woman in the Department of the Navy is to join together as a team to improve the quality of our work, our people and ourselves.

I will:

- Foster respect up and down the chain of command.
- Care for the personal and spiritual well-being of my people.
- Show respect toward all people without regard to race, religion or gender.
- Always strive for positive change and personal improvement.
- Exhibit the highest degree of moral character, professional excellence, quality and competence in all that I do.

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