



## Opportunities for Enlisted Women in Submarines Expanded



Five-years after the first enlisted female Sailors joined the Submarine Force, the Navy has now taken the program to the next level.

Announced in NAVADMIN 233/21 on Oct.21, female Sailors in non-nuclear ratings and pay grades E-8 and below can now apply for conversion into the submarine force at any time.

Also, some female Sailors in nuclear power ratings and training pipelines can apply through a separate approval process.

"The Navy and the Submarine Force are pleased to announce that applications for female Sailors in pay grades E-1 to E-8 to convert to Submarine Force non-nuclear trained ratings are being accepted on a continuous basis," said Rear Admiral James Waters III, Director, Military Personnel, Plans and Policy.

"Applications will be processed as they are received, and there is no specified due date."

The Navy is actively seeking female Sailors to convert into the force to fill open billets on submarines with integrated crews and for billets in crews slated for integration.

Female officers have been going to sea in submarines since 2011. Three years later, the plan to incorporate enlisted women was announced, which took lessons from the past 40 years of integrating women into other Navy communities.

That resulted in building the first cadre of female submariners using a top-down approach instead of the bottom-up as in previous integrations. This approach resulted in female officers paving the way, followed by senior enlisted leaders to ensure junior enlisted females had a solid support system to rely on.

Between 2015 and 2018, the Navy made four separate calls for female Sailors to convert into submarine ratings. Currently, there are more than 200 enlisted female Sailors serving as part of eight crews.

The long-term plan is that by 2030, 33 submarine crews will have female officers, and 14 crews will have female enlisted Sailors. In addition, all classes of submarines will integrate female officers.

Only the current guided-missile submarines (SSGN) and two ballistic missile submarines (SSBN) have women. All future Columbia-class ballistic missile submarines and all Virginia-class fast-attack submarines, starting with the USS New Jersey (SSN 796), will have enlisted women in their crews.

The message contains a complete list of currently integrated submarines and their homeports.

Professional Apprentice Career Track (PACT) Sailors and junior rated Sailors are encouraged to apply, even with limited time in service, no warfare qualification, or at-sea experience.

Navy officials are hoping to entice female E-7 and E-8 Personnel Specialists to apply for conversion to the YNS rating as the needed skill sets are similar.

"Each application will be assessed to ensure the chief petty officer has the experience and expertise to manage and oversee all administrative and personnel actions to support the crew in the role of leading yeoman aboard a submarine," Waters said.

Conversion for E-6 and below nuclear-trained female Sailors is available for both initial training pipeline Sailors and qualified Sailors currently serving as instructors at Nuclear Power Training Units (NPTU).

For these Sailors, requests are handled by the Nuclear Propulsion Programs Manager (OPNAV N133), in coordination with the NPTU command career counselor at the Sailor's location.

### FOR E-6 AND JUNIOR SAILORS, THE FOLLOWING SUBMARINE CAREER FIELDS ARE OPEN FOR CONVERSION:

- Service Support career fields including Yeoman Submarines (YNS), Culinary Specialist Submarines (CSS), and Logistics Specialist Submarines (LSS).
- Submarine Electronics career fields including Sonar Technician Submarines (STS), Fire Control Technician (FT), Electronics Technician-Navigation (ETV), Missile Technician (MT), and Information Systems Technician Submarines (ITS-Electronic Warfare and Communications career paths).
- Mechanical career fields include Torpedoman (TM) and Machinists Mate-Auxiliary (MMA).
- E-7 and E-8 applications will be accepted in the Information Systems Technician Submarines (ITS-Electronic Warfare and Communications career paths), Yeoman Submarines (YNS), Culinary Specialist Submarines (CSS), and Logistics Specialist Submarines (LSS).

## CNRC's Plans for Force-wide Efficiency, Mobility and Recruiter Agility

For the last few years, Navy recruiting has been going through a transformation as it aims to build efficiency and mobility for its recruiters.

The most significant implementation, during what is now called Transformation 4.0, has been the addition of E-Talent teams.

E-Talent teams were developed to pursue leads generated through marketing and advertising, and thoroughly develop these leads and provide immediate hand-off to recruiters.

This new process helped match Sailors and their personalities to a job that allowed them to play to their strengths. But with

the onset of COVID-19 and the changes it brought to the world, recruiting through social media became necessary. To account for the emphasis on the virtual nature of the business, the pillars have changed to virtual prospecting, field acquisitions, and onboarding.

The original transformation brought with it three pillars: talent scout, assessor, and onboarder.

"E-Talent teams are robust at each district, and social media is the way of the future," said Master Chief Heather Charara, National Chief Recruiter. "Having skill sets that pertain to the virtual world are key, and it's where we

need to focus our efforts."

While the most significant change is the implementation of E-Talent into the pillars, other changes under consideration include reducing the number of Talent Acquisition Onboarding Centers (TAOCs) and standardizing some of the primary leadership roles across the nation.

"New tablets, laptops, apps, videos, presentations, and additional e-tools help recruiters stay connected and mobile," said Master Chief Heather Charara, National Chief Recruiter. "Having skill sets that pertain to the virtual world are key, and it's where we

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# CNRC's Plans for Force-wide Efficiency, Mobility and Recruiter Agility - Cont'd

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"We finished Transformation 3.0 in December 2020, so we have spent the last eight to nine months seeing how those changes played out," said Charara.

"What we saw is that it is not one-size-fits-all when it comes to our stations. So while Transformation 4.0 will affect each station differently, I don't anticipate any future sweeping changes. Instead, I think it will be focused tweaks here and there depending on changes we see in particular areas."

Navy recruiting leaders have applied great thought and observation to enterprise transformation, and Charara hopes to see these changes pan out positively.

"We've researched our best practices," said Charara. "We've gotten so many people involved, and we've had analysts look at everything from marketing to manning. We have involved everyone in trying to make sure that when we transform and make adjustments to the model that we are adjusting for efficiency."

Transformation 4.0 is focused on



allowing recruiters to get their time back, but Charara wanted to be clear that no matter what changes get made to the structure of recruiting, Sailors are making the difference.

"Recruiting is recruiting no matter what transformation model you do it in," said Charara. "Recruiters are out here every

day making a difference. The processes we are putting in place will make things more efficient, but the actual art of finding someone to join the Navy still lies on the backs of Sailors and on their ability to sell the Navy. Transformation doesn't sell the Navy. Legacy doesn't sell the Navy. Recruiters sell the Navy."

## Signature Behaviors Highlighted During COE Month

In recognition of "Culture of Excellence Month (COE)," MyNavy HR hosted a special panel discussion on Oct. 20 with the conversation focusing on one of the ten Signature Behaviors – "Exercise discipline in conduct and performance."

The panel, broadcasted live on Instagram, included Master Chief Petty Officer of the Navy Russell L. Smith, Navy Veteran and business entrepreneur Austen Alexander and Lt. j.g. Marcia Villavicencio of Navy Recruiting Command.

When it comes to exercising discipline in conduct and performance, Smith said the ninth Signature Behavior is critical to personal and professional growth.

"Being disciplined in what we do really makes all the difference," said Smith. "It can really be the force multiplier that can change the game. It allows you to act with not just efficacy, but with efficiency. When you can perform with discipline and professionalism, you can do more with what you've got. It's all about optimizing

who we are and what we do."

Smith, who began his Navy career 33 years ago, went on to describe how to cultivate discipline in one's life and make it a character trait.

"I don't think it's something you're born with. Depending on the environment you're born in, you may have a lot of discipline. You may have very little. One of the things we offer people when we recruit is that we can instill or we can reinforce a sense of discipline and make you better for it."

Alexander, a Navy veteran who served for seven years as a master-at-arms before getting out to launch a company that creates digital content, described the importance of self-control and sound judgment in thought, speech and action through self-discipline.

"It's important to instill discipline upon yourself," said Alexander. "That's done by doing things that are hard. You can very easily fall into this track of taking the easy route and your discipline can diminish." He

added, "Do the things you don't want to do. It builds discipline and it builds character."

Villavicencio, an officer in the Reserve who is currently serving on active duty as an officer recruiter, highlighted the importance of discipline in potential recruits as they seek to develop themselves with personal and professional growth.

When it comes to the young people she's trying to bring into the Navy, she described what she's looking for in a potential officer. "You have to be very disciplined. You have to turn in forms on certain dates. You might have 500 things to do in a day, but your self-discipline will say 'I want to be in the military so I have to do what my recruiter says so I can get commissioned.'"

COE is our Navy's holistic approach toward building a stronger, more effective and lethal warfighting force. The initiative promotes psychological, physical, and spiritual toughness resulting in maximized character, competence, and connectedness.

## CELEBRATING AMERICAN INDIAN HERITAGE MONTH





# AD/FTS E-7 EXAM KEY DATES

## CYCLE 254

PMK-EE COMPLETION | **NOV. 30, 2021**  
TESTING WINDOW | **JAN. 17-28, 2022**

### ELIGIBILITY REQUIREMENTS

ELIGIBILITY DATE USED TO COMPUTE T.I.R. IS **JAN. 1, 2023**  
MINIMUM T.I.R. DATE MUST BE ON OR BEFORE **JAN. 1, 2020**  
IF REQ'D, D.I.S.S. SECURITY CLEARANCE PRIOR TO **JAN. 1, 2022**  
H.Y.T. WAIVERS MUST BE APPROVED PRIOR TO **JAN. 20, 2022**

For all the details, read NAVADMIN 236/21.



## Limited Duty Now in NPC's Hands: What You Should Know



The Navy announced on Oct. 19 that Navy Personnel Command (NPC) is the sole process owner for administering the Navy's Limited Duty (LIMDU) program.

NAVADMIN 230/21 announced the publication of Military Personnel Manual (MILPERSMAN) 1300-1400, which supersedes previous MILPERSMAN articles on LIMDU, announces a single process owner for LIMDU, and provides guidance for the assignment, accountability, follow-up care, and

disposition of Active Component service members placed in or removed from a LIMDU status.

With the publication of the new MILPERSMAN, Commander, Navy Personnel Command, who also serves as the Deputy Chief of Naval Personnel, is the single process owner of the Navy's LIMDU administration program and the Assistant Commander, Navy Personnel Command for Career Management (PERS-4) is the Program Manager. The Deployability

Assessment and Assignment Branch (PERS-454) takes ownership of LIMDU Accounting Code changes, Projected Rotation Date (PRD) changes, and Return to Duty (RTD) availability. These duties and responsibilities, previously managed by Personnel Support Detachments and Transaction Service Centers, are now centralized into one office of subject matter experts who will manage, assist, and respond to administrative questions related to LIMDU and mitigate gaps at sea.

Along with these changes, commands will designate a Command Deployability Coordinator as a liaison for the deployability program. Copies of the signed designation letter will be provided within five working days from designation via email to the servicing military treatment facility (MTF) coordinator and PERS-454. That address is DAOPers-454@navy.mil.

Commands are encouraged to appoint a Command Deployability Coordinator for LIMDU personnel on a 1:50 ratio to manage those on LIMDU status. It is also highly recommended that commands establish a Deployability Coordinator email address to facilitate communication with MTF Deployability Coordinator and PERS-454.

For assistance or more information, please contact the LIMDU Administration Help Desk at (901) 874-3867 or via email at [limdu\\_admin.fct@navy.mil](mailto:limdu_admin.fct@navy.mil). Also, read NAVADMIN 230/21 on MyNavyHR's website at [www.mynavyhr.navy.mil](http://www.mynavyhr.navy.mil).

## Application Deadlines set for NETC's Alaska Sea Services Scholarship

The Navy League and Naval Education and Training Command (NETC) announced the requirements on Oct. 8, 2021, for applications for the Alaska Sea Services Scholarships for the academic year 2022-2023.

The program awards up to four \$1,000 scholarships annually for undergraduate education to dependent children and spouses of Navy, Marine Corps, and Coast Guard personnel who legally claim Alaska as their state of residence.

The scholarships are possible through funds raised by Alaskan citizens for a war bond as a gift to USS Juneau (CL 52) during World War II. After the sinking of Juneau, the Governor of the territory of Alaska and the Secretary of the Navy agreed to keep the bond monies on deposit until an appropriate application was found. In 1986, the Navy established the Alaska Sea Services fund.

"Alaskan citizens originally raised these funds for the Atlanta-class light cruiser USS Juneau," said Ryan Donaldson, Navy League Executive Vice President for Business Operations. "Juneau was integral to the Battle of the Santa Cruz Islands but was later sunk at the Battle of Guadalcanal before the gift could be presented to her crew. Honoring the loss of Juneau's crew could not be better achieved than through supporting the education of students within her sponsoring state."

Applicants must be the child or spouse of a legal resident of the state of Alaska, who is a U.S. Navy, Marine

Corps, or Coast Guard member on active duty, inactive duty, or retired with or without pay.

The Navy League will screen all applications and submit their recommendations to NETC for final consideration and awarding. Selection criteria includes academic proficiency, character, leadership ability, community involvement, and financial need.

"It is an honor to be a part of the Alaska Sea Services Scholarship," said Al Sharlow, NETC's Advanced Education Program Coordinator. "We look forward to any opportunity to provide educational opportunities to develop

the future of our great nation." Students must provide proof of acceptance at an accredited college or university for full-time undergraduate study toward a bachelor's degree. In addition, an individual cannot receive more than two scholarship awards while pursuing a four-year degree.

The Navy League is accepting scholarship applications from Oct. 11, 2021, to Mar. 11, 2022.

For additional information and a link to apply for the Alaska Sea Services Scholarship, visit <https://www.navyleague.org/programs/scholarships> or email [scholarships@navyleague.org](mailto:scholarships@navyleague.org).

**ALASKA SEA SERVICES SCHOLARSHIP**

THE SEA SERVICES SCHOLARSHIP AWARDS UP TO FOUR \$1,000 SCHOLARSHIPS ANNUALLY FOR UNDERGRADUATE EDUCATION TO DEPENDANT CHILDREN OR SPOUSES OF A LEGAL RESIDENT OF THE STATE OF ALASKA WHO IS, OR WAS AT THE TIME OF DEATH OR DESIGNATION AS MISSING-IN-ACTION, A REGULAR OR RESERVE U.S. NAVY, MARINE CORPS OR COAST GUARD MEMBER ON ACTIVE DUTY, INACTIVE DUTY OR RETIRED WITH OR WITHOUT PAY.

APPLICATIONS ACCEPTED OCT. 11, 2021 - MARCH 11, 2022



# Navy Sets Timeline and Discharge Details for Those Refusing the COVID-19 Vaccine



With COVID-19 vaccines now mandatory for all military members, the Navy has announced plans to start processing for discharge those who refuse vaccination without a pending or approved exemption.

The Navy's mandate began at the end of August after the release of the Secretary of Defense memo instructing military departments to enact the new vaccination requirement for DoD uniformed personnel who are not medically or administratively exempt. With the release of ALNAV 062/21 and NAVADMIN 190/21, all service members were given 90 days to comply.

Now, NAVADMIN 225/21, released Oct. 13, sets a deadline for all active-duty Sailors to be fully vaccinated by Nov. 28, while those in the Selected Reserve (SELRES) have until Dec. 28. The message also outlines the consequences for failing to comply.

This deadline makes Nov. 14 and Dec. 14 the final days active and selected reserve, respectively, can receive the second of the two required shots for a two-dose vaccine or the single dose of a one-dose vaccine, and complete the 14-day waiting period required to achieve full vaccination.

Sailors must be prepared to execute their mission at all times, in places throughout the world, including where vaccination rates are low and disease transmission is high. Immunizations are of paramount importance to protecting the health of the force and the warfighting readiness of the Fleet.

"To date, more than 98-percent of active-duty U.S. Navy service members have met their readiness responsibility by completing or initiating a COVID-19 vaccination series – we applaud your commitment to ensuring the continued readiness of our worldwide deployable Navy" wrote Adm. William Lescher, Vice Chief of Naval Operations, in the message.

The Navy's policy goal is to achieve a fully vaccinated force against the persistent and lethal threat of COVID-19.

"Tragically, there have been 164 deaths within the Navy family due to COVID-19, far exceeding the combined total of all other health or mishap related injuries and deaths

over the same time period," added Vice Adm. John B. Nowell, Jr., the Chief of Naval Personnel. Of those, he noted, 144 were not immunized. The vaccination status of the remaining 20 remains undisclosed.

To oversee the administrative discharge process for those refusing the vaccine, the Navy established the COVID Consolidated Disposition Authority (CCDA). This, Lescher wrote, will "ensure a fair and consistent process" for separation determinations.

The Chief of Naval Personnel (CNP) is the CCDA for the administrative separation processing of Navy service members, with the Chief of Navy Reserve (CNR) providing support to the CCDA for cases involving Navy service members in the SELRES. The Vice Chief of Naval Operations retains authority for non-judicial punishment and courts-martial.

Administrative actions may begin as soon as a Navy service member meets the definition of "refusing the vaccine" which is a Navy service member who received a lawful order to be fully vaccinated against COVID-19, is not or will not be fully vaccinated on the date required by the order, and does not have a pending or approved exemption request.

Effective immediately upon the release of the message, commands will not allow Sailors refusing the vaccine to promote or advance, reenlist, or execute orders, with the exception of separation orders, until the CCDA has completed disposition of its case. Transfer orders may be cancelled by Navy Personnel Command.

For officers and enlisted serving in Navy leadership roles refusing the vaccine, they will be notified immediately in writing that they have five days to either begin a vaccination series or request an exemption before being relieved and have detachment for cause initiated.

Senior leaders are members of command triads and those key staff positions, including any flag officer or flag officer select, regardless of their current billet. A complete list of these positions are found in the message.

With COVID-19 vaccinations now mandatory, commanders, commanding officers, or officers in charge with the concurrence of the first flag officer in the chain of command, are authorized to temporarily reassign Navy service members who refuse the COVID-19 vaccine, regardless of exemption status, based on operational readiness or mission requirements.

Commanding officers must identify those refusing the vaccine and verify that the Sailors have an initial counseling NAVPERS 1070/13, or "Page 13". Within thirty days of a Navy service member refusing the vaccine, reporting seniors must submit a special evaluation or fitness report. In addition to documenting the failure to comply with individual medical readiness responsibilities, the report will document other facts as appropriate, including any misconduct related to UCMJ Art. 92.

Commands are required to report Sailors refusing the vaccine to Commander, Navy Personnel Command. Rules differ depending on whether the member is an E-6 and above or officer, or an E-5 and below. Information on reporting procedures for each, along with points of contact, are available in the NAVADMIN.

For Navy service members refusing the vaccine, the CCDA also retains the authority for administrative processes regarding removal of warfare qualifications, additional qualification designations (AQD), Navy Enlisted Classifications (NEC), or specialties, except in cases where removal authority is otherwise authorized by law or Executive Order. The CCDA may also seek recoupment of applicable bonuses, special and incentive pays, and the cost of training and education for service members refusing the vaccine.

Those separated only for vaccine refusal will receive no lower than a general discharge under honorable conditions. This type of discharge could result in the loss of some veterans' benefits.

Navy service members who started terminal leave on or before the applicable deadlines are administratively exempted from vaccine requirements.

Sailors seeking an exemption to the vaccine mandate can apply for medical reasons or a religious accommodation. Details on how to apply for each are available in NAVADMIN 190/21.



# Warrior Toughness: Skills for Every Warfighter



In late 2018, Warrior Toughness training was introduced to Recruit Training Command (RTC) staff, Recruit Division Commanders, and recruits. It has since developed toughness in Sailors throughout the Navy, enhancing their ability to focus and perform well under pressure.

"Warrior Toughness has absolutely transformed the way we train Sailors and how they respond and perform under pressure," said Rear Adm. Jennifer Couture, commander, Naval Service Training Command. "Through Warrior Toughness at RTC, the Navy's warfighting spirit is fortified early, so they instinctively use it when needed."

Recruit divisions trained in Warrior Toughness performed better at Battle Stations-21, the crucible event before becoming a Sailor, and had higher graduation rates when compared to those who were not trained, according to the results of an RTC study.

"Their ability to handle the stressful situations that we put them through as time went on was much better," said Senior Chief Cryptologic Technician (NAC/IW/AW) Justin Heise, a former Recruit Division Commander (RDC) from July 2017 to January 2021. "You can see that their focus was more in the moment than on things that were way outside of the scope of what they were dealing with."

## Developing Character & Warfighting Spirit

The Chief of Naval Operations' Design for Maintaining Maritime Superiority, version 2.0, defines toughness as being able to "take a hit and keep going, tapping [into] all sources of strength and resilience."

Toughness comes from developing and fortifying the mind, body, and soul of every Sailor.

"Warrior Toughness enables us to become a Navy that relentlessly promotes psychological, physical, and spiritual toughness, which leads to maximized character, competence, and connectedness in every Sailor," said Couture. "When we are all tougher in mind, body, and soul, we undoubtedly become a more lethal warfighting force."

Chaplains lead soul and character development at RTC designed for recruits of every faith and creed.

"The soul is what makes you who you are. It gives you the fuel for what you do," said Lt. Nathan Grooms, an RTC Chaplain.

"Sailors must know who they are, why they serve, and what they believe in so they can live it out every single day in the Navy," he said.

## Fortifying Mental & Physical Toughness

Recruits also learn several applied exercises to regulate their responses to stressful situations.

Sidebar: Performance psychology skills taught include focused breathing, mindfulness, self-talk, mental rehearsal, energy management, and goal setting.

"We have to be smart on our stress response so that we can respond effectively in high-pressure situations," said Dr. Jenny Siddiqi, a Clinical Psychologist at RTC.

These applied exercises are introduced early and reinforced throughout training. For example, on day three, recruits learn to recalibrate, a focused breathing technique that lowers the heart rate and allows for better performance. In a slow and controlled manner, recruits learn to inhale for five seconds and then exhale for seven seconds. Once learned, they can use it during any stressful task where focus and high performance are required, said Siddiqi.

On day six, recruits are taught visualization skills shortly before jumping off of a 10-foot platform into a pool.

"We have recruits that have never swum before, so they have to get that vivid feel for climbing the tower and jumping into the water," said Aviation Boatswain's Mate (Equipment) 1st Class Madnaely Martinez, a Warrior Toughness instructor at RTC.

These simple-to-learn exercises can be done before, and in some cases, during evolutions.

"You can be recalibrating as you are heaving a line. You can be recalibrating as you're fighting a fire. That's the beauty of this program and of the recalibrate exercise," said Martinez.

## Beyond Boot Camp

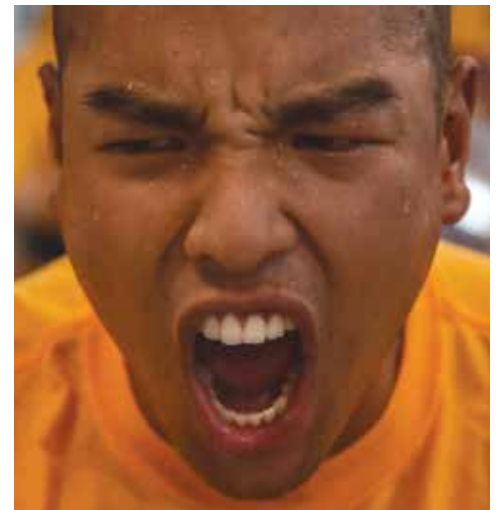
In the Fleet, when we hear "toughness," many think of "resilience." We want to distinguish these terms because they are two different concepts that are often confused. Resilience (and resilience programs) focus on preventing adverse outcomes and recovery after a critical event. Toughness focuses on performance enhancement and character development before and during a critical event. Essentially it is not enough to bounce back from bad things that happen to us; we need to be ready and capable before and when adversity strikes. The way we build toughness is through the Warrior Mindset. It is an unending cycle that, when completed repeatedly, builds and sustains toughness while progressing toward peak performance. Toughness complements technical training to achieve this goal. Toughness is not simply physical and mental, but also spiritual.

For Heise, a Sailor who returned to operational duty at Navy Information Operations Command Hawaii after serving as an RDC for three-and-a-half years, Warrior Toughness became a conscious and automatic response. While conducting a secure-for-landing inspection during his first flight earlier this year, his EP-3E aircraft suddenly hit turbulence and slammed him to the floor. He then scanned his body for injuries. When he finally looked at his feet, he saw his left foot had turned 180-degrees.

"I crawled to the nearest chair and strapped in," he said. "And about two seconds later, immense amounts of pain started to kick in, and that's where the second side of Warrior Toughness kicked in."

Using box breathing techniques, Heise stayed focused, kept his mind clear for the rest of the flight, and articulated his condition to his flight commander. Once the plane landed, Heise used visualization to exit the plane safely.

"I definitely would attribute the skills that Warrior Toughness taught me to get through that immediate moment, and then being able to stay focused even in the moments that came after, and not giving in to all those fears and thoughts and things that I couldn't control," said Heise.







★ *Happy* ★  
**VETERANS DAY**

*Honoring All Who Served*

