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ADDITIONAL MILITARY ORIENTATION FOR THE EXPERIENCED NURSE:
A GUIDE DEVELOPED TO BRIDGE THE GAP
FROM CIVILIAN NURSE TO NAVY NURSE CORPS OFFICER

A Report
Presented To
the Faculty of the School of Education
San Diego State University

In Partial Fullfillment
of the Requirements or the Course
Education 795A and B Seminar
Dr. A. Merino

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by
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TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION	
Guide Rationale.	1
Purpose of Guide.	2
Assumptions	2
Definition of Terms.	3
II. GUIDE FRAMEWORK.	6
III. GUIDE DESIGN SYSTEM.	12
IV. THE GUIDE.	16
V. RECOMMENDATIONS.	18
SELECTED BIBLIOGRAPHY	20
APPENDICES	
A. Interview Form	22
B. The Guide.	23
C. Resource Person's Instructions	24
D. Abstract	25

CHAPTER I

INTRODUCTION

Guide Rationale

Within the past few years, the Navy has begun to accept nurses with considerable clinical experience as well as experience in non-clinical areas, i.e. management, education and research. These nurses often enter the Navy at an above-entry level rank, lieutenant junior grade or lieutenant. These new Nurse Corps officers are operating on two levels: as an expert in the clinical area but as a novice in military matters.

Traditional orientation for a new Nurse Corps Officer at their first duty station centers on refinement of clinical skills and exposure to management techniques needed to function on the ward as staff nurse and shift team leader. Limited time is spent during this first year learning military routine and procedures. In fact, much of what is learned about the military occurs on-the-job and takes place gradually as the officer advances in rank.

Historically, there has not been additional military orientation for the experienced new Nurse Corps officer during their first tour. But the experienced nurse entering the Navy as a lieutenant junior grade or lieutenant is expected to perform as a mid-level junior officer as well as an experienced professional nurse. They are expected to lead and counsel the junior enlisted

member as well as the ensign and lieutenant junior grade nurses. Yet these officers are novices in military leadership, management and day-to-day military routine. There is a pressing need to quickly and efficiently bring these Nurse Corps officers to a functioning military level that is commiserate with their rank.

Purpose of the Guide

The purpose for developing this Guide is to provide informal military training to experienced nurses entering the Navy Nurse Corps at the rank of lieutenant junior grade or above. The Guide will be designed to present the student with material on the Navy organization, professional growth within the Navy, personnel management, and social responsibilities. The curriculum will provide these officers with the information they need to function more capably as mid-level junior officers.

Assumptions of the Guide

This Guide is being developed for the professional nurse entering the Navy Nurse Corps with civilian nursing experience and whose entry level rank is lieutenant junior grade or above. It is assumed that these Nurse Corps officers will have attended the six week Officer Indoctrination School (OIS) at Newport, Rhode Island. These officers do not have prior military experience and have not been in the Reserve component of the Navy. While this Guide is

designed specifically for a small group of new Nurse Corps officers, the Guide could easily be modified for use in it's entirety or as a reference by any Nurse Corps officer.

Definition of Terms

For the purpose of this curriculum, the following terms are defined as follows:

Bureau of Medicine and Surgery (BUMED) - the organization having overall responsibility for the Navy Medical Department, including the Nurse Corps.

Bureau of Naval Personnel (BUPERS) - the organization having responsibility for all procurement, training, promotion, assignment, and discipline of Navy personnel.

Command - An individual naval organization with a specific mission or function. Each command has a commanding officer and a complement of other officers and enlisted personnel.

Detailer - The officer in the Bureau of Naval Personnel who assigns personnel to billets and commands.

Duty Under Instruction (DUINS) - A tour to obtain an undergraduate or graduate degree while continuing to receive full

pay and allowances. Tuition and some fees are paid by the Navy.

Guide Resource - A Nurse Corps officer, lieutenant or above, who volunteers to be available to the student for clarification of Guide. The guide resource person will have reviewed the Guide within the past twelve months.

Line community - Segment of Navy directly responsible for ship, air, and submarine operations.

Naval Health Sciences Education and Training Command (HSETC) the command within BUMED responsible for education and training programs in the Navy Medical Department

Nurse Corps officer - A naval officer who is a licensed professional nurse with at least a diploma nursing education. Duties include providing medical care for active duty military personnel, their dependents, retired military personnel and their dependents.

Regular Navy - Component of Navy where officers hold regular commissions indicating long term commitment to the Navy and offering increased job security.

Tour - A duty assignment for a specified period of time at a named command. Indicated by written orders (Permanent Change of

Station - PCS) from the Bureau of Naval Personnel.

Chapter II

GUIDE FRAMEWORK

The Dilemma of the Experienced Nurse as a New Naval Officer

The Navy Nurse Corps Officer is a hybrid - not only are they charged with functioning as a professional registered nurse but also must fulfill the military expectations of the grade in which they serve (Bureau of Medicine and Surgery, 1989). The officer will frequently function as a nurse, sometimes function purely as an officer but will find their most unique role is when the two roles occur simultaneously. Yet the Nurse Corps officer is to remember that they are a naval officer whose principle area of expertise lies in professional nursing (U. S. Navy Medical Department, 1985).

When a military person approaches an Ensign Nurse Corps officer, certain expectations about their performance as a nurse and a military officer surface, that is they have minimal experience as either a nurse or an officer. Likewise when someone approaches a Lieutenant Nurse Corps officer, certain beliefs and expectations about that officer are brought to play. The lieutenant is assumed to have at least six years of nursing experience as well as at least six years of military development. Yet if this Nurse Corps officer recently entered the Navy as a lieutenant, they are unable to draw on any significant military

experience to fulfill those expectations. The resulting interaction is often not satisfactory to the new Nurse Corps officer or the people with whom they are interacting.

PROFESSIONAL NURSING DEVELOPMENT

The nurse entering the Navy after several years in the civilian community is often well on their way to competence in the nursing field. Many of these nurses have several years of specialization as well as a solid foundation in the general principles of nursing. They will require little orientation or preceptorship on nursing care. Orientation and introduction to the differences between civilian and military nursing and what it implies is more appropriate. Emphasis should be placed on how to adapt and utilize their civilian experience while assimilating with the military model.

In this curriculum little attention will be paid to professional nursing orientation and growth. The exception to this will be a guide to examining the characteristics of military nursing that make it unique and how to best adapt to these differences. Guidelines on pursuing established professional associations will be given with emphasis on available military organizations.

ORIENTATION TO THE NAVY

While the Navy initiates its socialization to the military at Officer Indoctrination School (OIS), the process is just beginning (Bureau of Medicine and Surgery, 1989). Over the ensuing years, officers learn gradually about Naval history, Naval ships and airplanes, and Naval traditions and customs. Yet the experienced new Nurse Corps officer has only a smattering of this information but in fact needs more to perform the responsibilities of their rank. It is difficult for the Nurse Corps officer to care for patients that are part of an organization the officer understands little about.

PROFESSIONAL GROWTH

The Nurse Corps officer has significant responsibility for their professional development and career progression (U. S. Navy Medical Department, 1985). The experienced new Nurse Corps officer is accustomed to pursuing professional development in the civilian arena but is unsure how to proceed in the Navy organization. A vast array of training opportunities, both formal and informal, are available to help the officer grow in the medical as well as military areas. Traditionally, the information about these opportunities was passed by formal communication avenues (i.e. Navy Nurse Corps quarterly newsletter, Officer Career Guide). Yet the usual way of learning of these opportunities has been word of

mouth; someone enthusiastically describing participation in a training course or activity to fellow Nurse Corps officers. Again, the experienced new Navy Nurse Corps officer needs a more expedient avenue to learning of these possibilities since some of this training will be appropriate earlier in their career.

PERSONNEL MANAGEMENT

The experienced new Nurse Corps Officer is comfortable with "calling the shots" in their civilian career. The initial feeling at their first duty station is that all decisions are made without their input and that any control over their career is lost. While it is true that the "needs of the Navy and Medical Department must, by the very nature of their mission, be paramount (U. S. Navy Medical Department, 1985)", there is much an officer can do to provide input toward large and small career decisions. To do this, however, requires a basic knowledge about selection boards, involvement with the detailee, promotions, and transfers to the Regular Navy. Much of this information can be learned on-the-job as the officer advances since little of it is required in the first or second year of service. The experienced new Nurse Corps officer though is often faced within the first year with a selection board for promotion and has little information to prepare for it. The presentation of information about these processes will give the officer a sense of regaining some control over their career.

SOCIAL ACTIVITIES

Perhaps one of the more confusing and nebulous areas of the new officer's life is their involvement in Navy social functions and events. While the local command sets the tone for how extensive and traditional social events are, all officers will have some obligations at Navy social events outside of the formal work setting. In addition, the experienced new Nurse Corps officer may be stationed at a small or medium size command as a first or second duty station where social events may be more demanding. As a mid-or upper-level junior officer, they would be expected to have some rudimentary social skills at these Navy functions. While the traditions and particulars may change, the basic guidelines for Navy social functions would be essential to making the experienced new Navy Nurse feel part of the organization.

"OUT OF THE OFFICE"

An often troublesome area of the new officer's development is the proper relationship of their outside life to their role as a Naval officer. The experienced nurse is content with having her work life and private life very separate. The new officer may inadvertently be led to believe that there is no longer a separation and that the two "lives" are now one and the same. It is vital that the relevance and relationship of the officer's military life to their private life be explored and clarified.

There are concerns and seemingly stringent guidelines that need to be interpreted and discussed. Ignorance of how the two lives interact with each other could lead to misunderstandings and unnecessary problems.

CONCLUSION

The importance of military knowledge and bearing in a Nurse Corps officer's development has been shown to be essential. The experienced nurse accessioned at an above entry level rank needs to acquire this military knowledge in a more expedient way and thereby facilitate their incorporation into the Navy organization.

CHAPTER III

GUIDE DESIGN

The Instructional Systems Development (ISD) model was used to design this Guide. The model consists of five steps: analyze, design, develop, implement and evaluate.

ANALYZE

The analysis of the job was the first step in formulating the curriculum. The role expectations for Navy Nurse Corps officer, the present resources available to accomplish military orientation, and the frustrations of experienced nurses entering the Nurse Corps were all examined.

Role Expectations for the Navy Nurse Corps Officer

Several documents were examined to define the military roles and expectations of different ranks of Navy Nurse Corps officers. Performance standards and billet descriptions for typical lieutenant and lieutenant junior grade Nurse Corps officers were reviewed. The Blueprint for Navy Nursing and the appropriate chapter of The Officer Career Guide were consulted for additional insights into the military role requirements for the Nurse Corps Officer.

Present Resources Available for Military Orientation

The lesson guides and outline for the military courses taught to incoming staff officers at Officer Indoctrination School (OIS) were requested. These outline the material that all Nurse Corps officers are exposed to at this initial indoctrination. It can serve as a guide to areas to include in this Guide.

Interview were held with staff at Naval Hospital San Diego to ascertain what aspects of military instruction are included in the standard orientation for new Nurse Corps officers at that duty station.

In addition, contact was made with the Army and Air Force medical recruiters in San Diego to determine if either the Army or Air Force have a military orientation program for the experienced nurse entering their service at an above entry level rank.

Frustrations of Experienced Nurses Entering the Nurse Corps

Informal individual and group interviews were held with experienced nurses who had entered the Navy at the rank of lieutenant junior grade or above. Responses were solicited about what aspects of the Navy and the Nurse Corps were most difficult to adjust to. When problems were described, the officer was asked to compare their situation to a nurse of similar rank who "came up

through the ranks", i.e entered the Navy as an Ensign without any prior nursing experience. Certain routine questions were asked of the officer to ascertain their grasp of Navy personnel matters (how to contact their detailer in writing) and professional military growth (if they were familiar with the Association of Military Surgeons of United States (AMSUS) or the Naval Institute).

DESIGN

The instructional objectives the student is expected to accomplish were formulated using the data gathered in the analysis step. The instructional strategies were outlined and the sequence of material to be presented was established. Evaluation procedures were reviewed.

DEVELOP

The actual Guide was developed based on the objectives and strategies developed in the previous step. In addition to the Guide's didactic material, appendices and adjunct material were created or obtained from established sources.

IMPLEMENTATION

While this project's main concern is not with the curriculum's specific implementation, the prototype will be actively offered to experienced nurses new to the Navy at Naval Hospital Corpus Christi, Texas.

EVALUATION

The curriculum will be reviewed after a twelve month period for subjective reports of effectiveness and objective reports of accuracy. The curriculum will then be revised as appropriate.

CHAPTER IV

THE GUIDE

A Guide for the Experienced Nurse Entering the Nurse Corps was developed to answer the concerns of the militarily-inexperienced officer. A formal class or course is not appropriate since the new nurses report to their first command at different times. The Guide is not meant to be a mandatory requirement for experienced nurses entering the Nurse Corps but rather an option for those that choose to begin their military development quickly.

The Guide itself contains five sections, each devoted to a separate aspect of military professional orientation. Each section consists of an introduction, learner objectives, section resources, section material, and an additional reference and resource listing.

Introduction

The introduction gives an overview of the section and discusses the material's importance to the officer.

Learner Objectives

Two to five learner objectives are listed for each section.

Section Resources

The section resources listed are an integral part of the section and must be used to complete the section. Directions are given as to how and where to obtain the resources.

Section Material

The body of the material primarily guides the officer through the resources and adds information not easily found in standard references. The material does not attempt to be a complete reference on the topic but rather an overview and a guide to help the officer navigate through the available material.

Additional Resources and References

The listing of references and resources at the end of the section are additional readings and references that elaborate on the topic but are not essential for completion of the Guide.

CHAPTER V
RECOMMENDATIONS

The initial Guide was reviewed by a representative group of Nurse Corps officers who had entered the Navy as experienced nurses. After adjustments were made to the content, a final Guide was produced. The Guide will be given to the Nurse Corps officers who participated in the initial interviews and group discussions. The Guide will also be offered to the experienced Nurse Corps officers new to the Navy reporting to Naval Hospital Corpus Christi, Texas.

After six months of use, the Guide will be offered to inexperienced nurses entering the Nurse Corps. Their response to the Guide will be elicited along with suggestions for changes if the Guide were to be used by those officers. The Guide will also be made available to Nurse Corps officers who have been on active duty for several years.

The concerns that prompted the Guide will be discussed at the Shea Arentzen Nursing Symposium to be held in early 1993. The response to the Guide will be reported as well as recommendations for it's continued use.

Since most of the information discussed in the Guide is timely, resources will be reviewed frequently. This should not affect the Guide itself since most resources are referred to in the Guide and not actually included in the product. The Guide should be reviewed and edited on a biennial schedule.

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APPENDICES

APPENDIX A

INITIAL MILITARY ORIENTATION FOR THE EXPERIENCED NURSE:
A CURRICULUM DEVELOPED TO BRIDGE THE GAP

NAME (optional)

RANK

WHEN ENTERED NAVY: YEARS OF NURSING EXPERIENCE

RANK

CIVILIAN EXPERIENCE

MILITARY EXPERIENCE
(TO PRESENT)

MILITARY ORIENTATION TO NAVY

PROBLEMS ADAPTING TO MILITARY

COMMENTS

FUTURE PLANS IN NAVY

DATE:

APPENDIX B

A GUIDE
FOR THE EXPERIENCED NURSE
NEW TO THE NAVY

TABLE OF CONTENTS

Section	Page
PREFACE	i
INTRODUCTION	ii
HOW TO USE THIS GUIDE.	iii
I. ORIENTATION TO THE NAVY	
Introduction	I-1
Learner Objectives.	I-1
Section Resources	I-2
THE NAVAL ORGANIZATION.	I-3
Additional Resources and References..	I-6
II. PROFESSIONAL GROWTH	
Introduction	II-1
Learner Objectives.	II-1
Section Resources	II-1
PROFESSIONAL GROWTH	II-2
III. PERSONNEL MANAGEMENT	
Introduction	III-1
Learner Objectives.	III-1
Section Resources	III-1
PERSONNEL MANAGEMENT.	III-2
Additional Resources and References..	III-11
IV. SOCIAL FUNCTIONS AND RESPONSIBILITIES	
Introduction	IV-1
Learner Objectives.	IV-1
Section Resources	IV-1
SOCIAL ACTIVITIES	IV-2
Additional Resources and References..	IV-5
V. "OUT OF THE OFFICE"	
Introduction	V-1
Learner Objectives.	V-1
"OUT OF THE OFFICE"	V-2
Additional Resources and References..	V-6

PREFACE

This guide is for the experienced nurse entering the Nurse Corps at an above-entry level rank. It is meant to reiterate, introduce, and establish basic information about life in the Navy and the Nurse Corps in particular. Some of what is contained here was presented at Officer Indoctrination School and some is new. None of the content is secret or privileged information but rather information that is normally learned gradually over the years as the Nurse Corps officer gains seniority. The experienced nurse entering the Nurse Corps as a lieutenant junior grade or above does not have the luxury of learning this information over years. They must learn about the organization quickly for themselves and the junior officers they are expected to lead.

This Guide can also be used by the Nurse Corps officer who has been in the Navy for several years as a review of information about the Navy. The new Navy Nurse Corps officer may find the Guide interesting but may feel that some of the information is not relevant to them at this time.

The Guide is only that, a guide to help the officer learn about the Navy by exploring multiple resources and avenues. It does not express or reflect official policy or position of the Department of the Navy, Department of Defense, or the United States Government.

INTRODUCTION

As an experienced nursing professional in the civilian sector, you were familiar with its medical community and environment. You were comfortable with charting your course in a well-known structure, using common language and procedures. It is only natural that you feel uncomfortable and "out-of-place" in this new Navy environment. As you go through this Guide, you will learn about our organization, its language and procedures and become more comfortable in the setting.

You are encouraged to find a fellow Nurse Corps officer to act as a resource person as you go through the Guide. Your division officer or preceptor may be able to suggest someone who is familiar with the Guide and ready to answer any questions you may have. The resource person may not know all the answers but will work with you to find them together. When you are more settled in the Navy, consider volunteering to be a resource person for other new Nurse Corps officers.

HOW TO USE THIS GUIDE

The guide is divided into five sections: Orientation to the Navy, Professional Growth, Personnel Management, Social Activities, and "Out-of-the Office." Each section begins with a brief introduction to the material (including some learner objectives) and a list of resources that will be needed to complete the section. At the end of each section is a list of other resources and reading material that will complement the section. Suggested learner activities and provocative questions will be scattered throughout each section. Wide margins have been used to allow you to jot down notes and questions as you read along.

The Guide is designed to be completed sequentially but for those who prefer a more unstructured method, page references are included for material referred to in other sections of the Guide. You may be surprised that the Guide is small; remember it is only a guide to lead you to and through different references and resources. Information and procedures change frequently so make sure you have current references. When you have a question or aren't sure how to proceed, talk with your resource person.

The entire Guide should be completed within a six month period and then referred to as needed for reviewing or reinforcing information. Be sure to share what you learn with

other Nurse Corps officers.

SECTION I

NAVAL ORGANIZATION

**SECTION I
ORIENTATION TO THE NAVY**

INTRODUCTION

You are a part of the Navy now, maybe for a few years, maybe for "life." Whether your association is long or short, it will be a more comfortable one if you know something about the Navy. You initially learned about the Navy when you were a civilian - sailors marching in parades, movies like "Top Gun" and then the picture painted by your recruiter. Your formal introduction to the Navy began in OIS, much of which you've probably already forgotten. The orientation continued as you reported to your first assignment. Yet believe it or not, you have only seen a small part of the Navy. However you will be influenced and eventually deal with the rest of the Navy.

LEARNER OBJECTIVES

After completing this section, the learner will be able to:

- List the two governing agencies of the Navy.
- Describe three support components (staff) of the Navy.
- Identify the two naval services within the Department of the Navy
- List two non-official publications that have current news about the Navy organization.

RESOURCES FOR SECTION

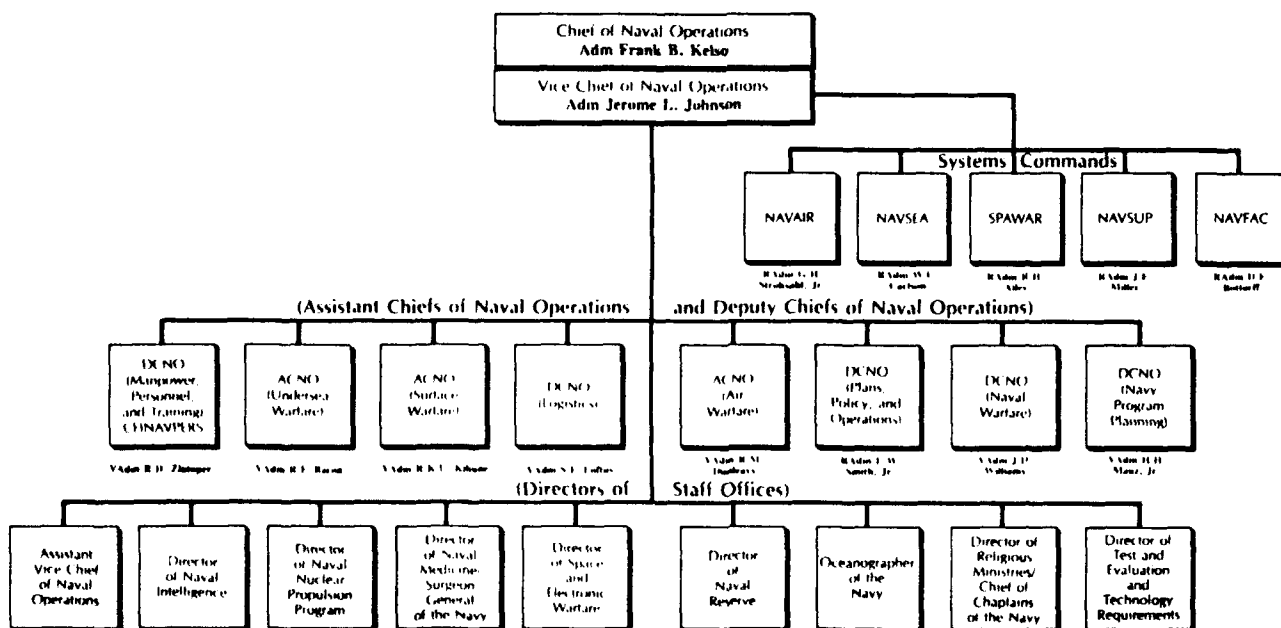
1. Naval Orientation correspondence course (see Section II on how to obtain). This course is an invaluable source of information about the Navy and will serve later as an excellent reference.
2. Current copy of Navy Times newspaper - obtain at Navy Exchange checkout counter.

THE NAVAL ORGANIZATION

The primary mission of the Navy is to be prepared to conduct prompt and sustained combat operations at sea in support of U. S. national interests. The Department of Defense, headed by the Secretary of Defense, contains the Department of the Navy as well as the Departments of the Army and the Air Force. The Department of the Navy, headed by the Secretary of the Navy, consists of the Navy Department and the Marine Corps. During war, the U. S. Coast Guard also comes under the Department of the Navy. Figure I-1 has more specifics on the organizational make-up of the Navy; the Navy Medical Department is highlighted. It is immediately apparent that you are now a part of a large, complex organization.

Figure I-1

Office of the Chief of Naval Operations



The Navy Department contains line and support components. The line component includes the aviation, surface, and submarine communities. The support components include the Medical Department, Civil Engineer Corps, Supply Corps, Chaplain Corps, and the Judge Advocate General's Corps. Within the Navy Medical Department are the Nurse Corps, Medical Corps, Medical Service Corps and Dental Corps. Adjuncts to the Navy Department are the U. S. Coast Guard and the Merchant Marines.

To become familiar with the history and workings of the Navy, complete the "Naval Orientation" correspondence course. This twelve assignment course will introduce you to Navy life, and the customs, rules and traditions that govern it. You can continue working through this Guide as you do the correspondence course. After you complete the course, keep the manual as part of your professional library to refer to as needed.

All commands publish an **official** Plan of the Day (POD) daily that gives information and instruction about events at the local level. Make sure you read the POD regularly to keep up-to-date with local events and directives. Several publications provide weekly and monthly information about the current situation in the Navy. An **unofficial** accounting of what is currently happening in the Navy organization can be found in the weekly "Navy Times." The "Navy Times" can be found at most Navy Exchange checkout counters or can be received through mail subscriptions. It gives

a recounting of what is currently happening in the Department of the Navy as well as stories of how changes are affecting members of the Navy. Most areas also have **unofficial** local base newspapers that report what is occurring at the local level of the Navy. The Naval Institute publishes a **unofficial** monthly journal entitled "Proceedings" about current issues in the line communities. While some of the articles are technically forbidding, a selective perusal of the journal lends valuable insight into the concerns of these communities.

It is vital that you get a feel for how the Navy operates and who the people are that the Navy Medical Department supports. The knowledge will help you in both professional and personal decisions.

ADDITIONAL RESOURCES AND REFERENCES

Mack, W. & Connell, R. (1980). Naval Ceremonies, Customs, and Traditions. Annapolis, MD: Naval Institute Press.

Noel, J. & Beach, E. (1988). Naval Terms Dictionary. Annapolis, MD: Naval Institute Press.

"Proceedings" - any recent issue. Look in base or hospital library. Most large university libraries will also carry.

SECTION II

PROFESSIONAL GROWTH

SECTION II PROFESSIONAL GROWTH

INTRODUCTION

As an experienced nurse in the civilian world, you were accustomed to orchestrating your professional growth. As a Navy Nurse Corps officer, that nursing development will now be augmented by attention to growth as a military officer. As a Nurse Corps officer, you are expected to fulfill this role in an exemplary manner (a favorite Navy phrase). If you are to lead enlisted and junior officer staff, you must begin to develop yourself as a Navy officer. This section will offer guidelines to beginning that development that will then proceed as a dynamic process.

LEARNER OBJECTIVES

After completing this section, the learner will be able to:

- List two military organizations a Navy Nurse Corps officer can join.
- Describe the components of an elementary professional library for a Nurse Corps officer.
- Describe two ways for a Nurse Corps officer to acquire a master's degree while on active duty.
- Name two short courses appropriate for a Lieutenant Nurse Corps officer.

SECTION RESOURCES

U. S. Navy Medical Department Officer Career Guide (1991)

PROFESSIONAL GROWTH

Professional growth as a military officer involves several elements: professional organizations and affiliations, correspondence courses, formal courses, and self development. You must be personally responsible for charting your professional evolution, seeking advice from senior officers and consulting with peers.

PROFESSIONAL ORGANIZATIONS AND AFFILIATIONS

You probably are already associated with nursing organizations from your civilian nursing career. These affiliations should be continued since your professional obligations as a nurse have not been supplanted. Instead, there are additional organizations you may be interested in as a Navy Nurse Corps officer.

The Nurse Corps has a system of specialty advisers for many of the clinical fields, Figure II-1. The advisers are scattered throughout the Navy and are actively practicing in their field. These advisers can give you specific information about organizations and affiliations specific to your area of clinical interest in the military as well as in civilian sectors. Updated lists of advisers, including current address and telephone number, can be found in the Director's quarterly publication

"Navy Nurse Corps."

FIGURE II-1

SPECIALTY ADVISORS

Community Health Ambulatory Care Nursing

Critical Care Nursing

Emergency Room Nursing

Family Nurse Practitioner

Maternal Child Health Nursing

Medical-Surgical Nursing

Neonatal Intensive Care Nursing

Nurse Anesthetist

Nursing Education

Nursing Practice Nursing Research

OB/GYN Nurse Practitioner/Midwife

Pediatric Nurse Practitioner Pediatric Nursing

Perioperative NRS/CSR Products Review

Psychiatric Nursing

There is a Navy Nurse Corps Association (NNCA) for any Nurse Corps officer: active duty, reserve, retired or former.

The national NNCA can be reached by writing:

NNCA
10364 Sidney Road, SW
Port Orchard, WA 98366

The national organization can also give you information about local chapters of the NNCA.

The Association of Military Surgeons of the United States

(AMSUS) is a national organizations for federal health agencies and includes medical department officers in all military services. The annual AMSUS convention is a good place to meet other military medical personnel and learn about the latest in military medicine. There are opportunities to submit scholarly articles and posters for both presentation and awards. AMSUS also publishes the monthly journal Military Medicine that contains articles from military medical officers as well as civilians in government medical agencies. AMSUS can be reached at:

AMSUS
9320 Old Georgetown Road
Bethesda, MD 20814

There are also organizations for naval officers in both medical and non-medical communities. The Naval Institute is a private, non-profit professional association that operates as a forum for the Sea Services. It's monthly publication Proceedings is an indepth look at current Sea Service happenings and opinions. The Naval Institute Press is an excellent resource for naval books and recent publications. The Naval Institute can be reached at:

U. S. Naval Institute
2062 General's Hwy
Annapolis, MD 21401.

There are national organizations for minority military officers. The National Navy Officer Association (NNOA) is an

organization for Black sea service officers and can be reached at:

NNOA
P. O. Box 42614
Washington, D. C. 20050-6214.

The Association of Naval Services Officers (ANSO) is an association of Hispanic sea service officers and can be reached at:

ANSO
P. O. Box 23252
Washington, D. C. 20026.

The Women Officers' Professional Association (WOPA) has local chapters for women officers in the sea services and can be reached through a local representative. The Washington, D. C. chapter is at:

WOPA
P. O. Box 1621
Arlington, VA 22210

and the San Diego chapter is at:

WOPA
P. O. Box 87762
San Diego, CA 92138-3934.

There is currently no national WOPA organization.

CORRESPONDENCE COURSES

One of the easiest and most effective ways to learn about the Navy in general and military medical topics is through the Navy's correspondence course system. The Naval Orientation course was discussed in Section I and is just one of the

appropriate non-medical topics for Nurse Corps officers. Another non-medical topic, Naval Correspondence Manual Course, proves useful in understanding the ins and outs of naval correspondence. Military medical topics include Casualty Care, Heat Stress, Control of Communicable Diseases, and Clinical Aspects of Cold Weather.

Correspondence course information and enrollment forms are available from the Educational Service Officer (usually in PSD) or the Hospital Staff Education and Training Department. Using NAVEDTRA 1510/1, enroll for the correspondence course; the command will then forward the request to Chief, Naval Education and Training (CNET) in Pensacola. The course booklet, test and answer sheets will be sent to you, using the address you gave on the application form. Completed answer sheets are returned to CNET for grading. A certificate of completion is sent to you and should be included in your service record.

Correspondence courses on military justice and topics of warfare and defense strategy are available through the Naval War College in Newport, RI. There are minimum rank and security clearance requirements for some of the courses. More information can be obtained from:

College of Continuing Education (CCE)
Naval War College
Newport, RI 02841-5010

FORMAL EDUCATION

Formal education for the Nurse Corps officer can be within the Navy or in the civilian community. The important concept though is that the education process be dynamic and ongoing. A master's degree is becoming the standard for officers as they advance past the O-4 level. If you already have a master's degree, you can consider another master's in a different area or pursue a doctorate. The Navy has a tuition assistance program for courses taken in off-duty time. Information about this program can be obtained from the Navy Campus office on your base. Navy-sponsored postgraduate education is available to Nurse Corps officers through the Duty Under Instruction (DUINS) program; guidelines about the DUINS program are found in BUMEDINST 1520.27 of 5 Sep 90. Additionally, current facts about the DUINS program can be found in the quarterly "Navy Nurse Corps" newsletter or from Nurse Corps Programs at HSTEC (DSN 295-0630 or (301) 295-0630.)

Short, formal courses are available from the Navy and normally deal with military and medical topics, Table II-1. These courses range from three days to twelve weeks and may be held at your parent command or in another setting. A description of the courses can be found in Chapter 3 of the Officer Career Guide. Request these course via your chain of command; final selection is usually done at BUMED. A more detailed discussion of education and training concerns for the medical department

Short Courses

Course/Program	Length of Course	Annual Quota	MC	Available to:		
				DC	MSC	NC
Casualty Treatment Training Course (CTTC)	5 days	20		X		
Cold Weather Medicine	3 wks.	Varies	X	X	X	X
Combat Casualty Care Course (C4)	8 days	800	X	X	X ²	X
Designing Effective Education Programs for Medical Department Personnel Workshop	1 wk	40	X	X	X	X
Financial & Material Management	12 wks.	30			X	
Interagency Institute for Federal Health Care Executives	2 wks.	18	X	X	X	X
Leader Development						
Command	2 wks.	40	X	X	X	X
Senior	2 wks.	144	X	X	X	X
Intermediate	2 wks.	360	X	X	X	X
Management Development Course (MANDEV)	2 wks.	155	X	X	X	X
Manpower Management	1 wk.	30			X	
Medical Effects of Nuclear Weapons	5 days	Varies	X	X	X	X
Medical Management of Chemical Casualties	3 days	Varies	X	X	X	X
Medical Regulating	1 wk.	30			X	
Operating Forces Management Seminar (OFMS)	1 wk.	Varies		X		
Operating Room Nurse Orientation	6 wks.	Varies				X
Operational Entomology	1 wk.	20	X		X	
Patient Services Administration	4 wks.	30			X	
Plans, Operations and Medical Intelligence (POMI)	2 wks.	60			X	
Practical Comptrollership	2 wks.	Varies			X	

²MSC officers serve as tactical officers, rather than students.

officer can be found in Chapter 3 of the Officer Career Guide - now would be a good time to read or review the information there. Be sure to discuss your plans and concerns with your division officer or department head.

SELF-DEVELOPMENT

As a Nurse Corps officer, you are ultimately responsible for your professional development and career planning. Although the role of senior officers and mentors is vital, you must ensure the development occurs. Charting and implementing an ongoing education plan is basic. Joining and participating in nursing and military organizations is also a component of professional growth.

It is important to augment your current professional library with naval references. Your library probably already contains clinical references and some leadership and management books. The quarterly "Navy Nurse Corps" newsletter should be retained and filed in a loose leaf notebook for reference. The Officer Career Guide (1991) should be readily available along with handouts and booklets from Navy courses and correspondence courses. Other suggestions for your library:

- Navy and Marine Corps Performance Writing Guide (Drewry)
 - Enlisted Eval & Officer Fitrep Writing Guide (Drewry)
- (both these guides are available in the Navy Exchange)

- Dictionary of Naval Abbreviations (Wedertz)
- Guide to Naval Writing (Shenk)
- Naval Ceremonies, Customs, and Traditions (Mack, Connell)
- Naval Terms Dictionary (Noel, Beach)
- Service Etiquette (Swartz)
- Dictionary of Military and Naval Quotations (Heinl)
- Division Officers Guide (Noel, Stavridis)
- The Naval Officers' Guide (Mack, Paulsen)

(all the above available through Naval Institute Press, 2062
General's Highway, Annapolis, MD 21401-6780)

Talk with senior Nurse Corps officers, mentors and peers to find what they have in their professional library. If possible, review any book before you add it to your collection to ensure it's applicability to YOU.

Your professional readings already include nursing journals and articles. It may be time to add some military readings as well; a good place to start is the latest issue of "Navy Times." "Military Medicine" is a way to keep in touch with what's current in federal health agencies. "Navy Medicine" and "All Hands" are available through your command and contain non-technical reading about Navy-wide happenings.

Many areas have the weekly television news broadcast "Navy News This Week" that reviews recent developments in the Navy as

well as human interest stories. It is also important to stay up-to-date with what the media reports on the military and Navy happenings.

A FINAL THOUGHT

Don't be overwhelmed with the abundance of ideas and suggestions in this section. It is important that you implement the ideas selectively since they are only useful if they are appropriate for you. Talk with your Guide resource person or your mentor about how to proceed and what they have found useful. You'll feel much more in control of your career.

SECTION III

PERSONNEL MANAGEMENT

SECTION III PERSONNEL MANAGEMENT

INTRODUCTION

The specifics about personnel actions is perhaps one of the more confusing areas in the Navy. The abundance of forms, regulations and governing agencies make it difficult to know what to do when. Personnel actions come on the local and Navy-wide level. Most of the information in the Guide will cover the Navy-wide actions and regulations that affect you. Local policies and actions vary and will be referred to briefly in general terms. Personnel actions affect promotions, assignments, transfer to Regular Navy, and selection for education programs.

LEARNER OBJECTIVES

After completing this section, the learner will be able to:

- Complete and submit an Officer Preference and Personnel Information card.
- List three prerequisites for applying for redesignation (transfer to the Regular Navy.)
- Request a microfiche copy of your service record.

SECTION RESOURCES

U. S. Navy Medical Department Officer Career Guide (1991), Chapter 2.

Two recent "Navy Nurse Corps" newsletters (mailed to you).
Advancement Handbook for Petty Officers (obtain from SETD).

PERSONNEL MANAGEMENT

Personnel actions greatly affect your Navy career on a long-term as well as daily basis. Although, the needs of the Navy will be met first, you can increase the chances of also meeting YOUR needs by understanding the system.

LOCAL ACTIONS

Personnel actions on the local level involve initiating and endorsing requests to be sent to Washington, D. C. for action. Other decisions and actions such as assignment within the command and selection for local classes obviously occur at this level. It is important to learn early in an assignment the proper local procedure for requests including proper forms and what department is responsible for handling different requests. Timely request submissions, following procedures and expressing your wishes appropriately will increase your chances of meeting your needs.

Always discuss your short term and long term goals with your division officer or department head. A written memo for your superior reiterating what you discussed helps both of you remember what you have set as goals. Refer to your goals periodically, reviewing and modifying as needed. Early in your new career, it is normal to revise and amend your plans frequently as you adjust to the new challenges and opportunities of the Navy. Keep an open mind about what you'd like to do - if

you've never done it, you don't know if you like it! Note: A few weeks rotation in a specialty seven years ago in nursing school is not an accurate litmus test for whether you'll like it.

But remember, the "needs of the Navy" must come first; your job is to learn how to fit your needs with the Navy's needs.

ASSIGNMENT PROCESS

(Review "The Assignment Process" section of Chapter II of the Officer Career Guide)

No one person seems to hold more control over your career than the detailer - the Nurse Corps officer who sits in Washington, D. C. and decides where you'll go next. Yet with just a few steps, you can greatly increase your chances of getting a good next assignment. The detailers have several objectives as they fill billets and write orders. The needs of individual commands to fill empty billets is the main concern. Your needs and wants are then matched to the Navy's needs while considering two concerns. The detailer will discuss with you your request for this next assignment AND how that assignment fits into your career goals. The detailer has up-to-date information on how you can "get there from here." The suggestions are not guarantees that if you accept these orders, you'll definitely get where you want later. They are in the best position however to advise you in the best path to follow.

There are several steps you can take to ensure the detailer has the information they need to suggest a next assignment. First, ask your division officer or department head for suggestions and ideas based on your career goals. Ask fellow Nurse Corps officers about different locations and billets. Some commands have career fairs where different locations are featured - attend them and ask questions. Review the latest "Navy Nurse Corps" newsletter for assignment opportunities and the latest from the detailer in the section "Nurse Corps Assignments."

Fill out and submit an Officer Preference and Personal Information Card (Dream Sheet), Figure III-1. These can be filed anytime, but always when a change in your status occurs or several weeks before calling the detailer. The Card should be filled out honestly and hopefully but also realistically. If you want to eventually apply for DUINS, put it as #6 under "type of billet." Use the section label "Remarks" to communicate special needs, future plans ("request large duty station to get critical care experience to apply for anesthesia program"), and extenuating circumstances. This card is your main way of communicating with the detailer, make sure it is up-to-date and reflects your desires. It's a good idea to make a copy of the Card and keep it handy when you call the detailer. Mail the Preference Card to:

Bureau of Naval Personnel (Code PERS-4415_)
Arlington Annex
Washington, D. C. 20370-5011

OFFICER PREFERENCE AND PERSONAL INFORMATION CARD

GENERAL INFORMATION

SOCIAL SECURITY NUMBER	NAME (LAST FIRST MIDDLE I) PLACE FIRST 5 LETTERS OF LAST NAME IN BLOCKS	SUBMITTED MONTH YEAR
UIC	AUTOVON PHONE AREA CODE	COMMERCIAL PHONE GRADE DESIGNATOR
HOME PHONE	HOME OF RECORD STATE	PRIMARY DUTY
HOME ADDRESS (RR STREET ADDRESS APT # ETC)		USNR OFFICER ONLY RAD REASSIGNMENT MO YR DESIRED AT REOS
CITY	STATE ZIP	Y OR N

NEXT DUTY PREFERENCES AND PRIORITIES

INDICATE UP TO SIX CHOICES IN EACH CATEGORY. DESIGNATE THE RELATIVE IMPORTANCE OF EACH CATEGORY BY PLACING A 1, 2, OR 3 IN THE BLOCK ADJACENT THE TITLE.

HOMEPORT LOCATION	LOCATION CODE	SHIP SQDRN ACTY	TYPE OF BILLET
_____	_____	1 _____	1 _____
_____	_____	2 _____	2 _____
_____	_____	3 _____	3 _____
_____	_____	4 _____	4 _____
_____	_____	5 _____	5 _____
_____	_____	6 _____	6 _____

POSTGRADUATE PREFERENCE

ENTER 3 DIGIT CURRICULUM NUMBER FROM OPNAV NOTICE 1520

1ST CHOICE _____	2ND CHOICE _____	3RD CHOICE _____	IF PG TRAINING NOT DESIRED PLACE AN 'X' IN THE BLOCK
------------------	------------------	------------------	---

PENDING INFORMATION

MARRIED _____ WORKING SPOUSE _____ NOT MARRIED _____ SINGLE PARENT _____	MILITARY SPOUSE SSN (IF NAVY) BRANCH OF SERVICE (IF OTHER): _____	NUMBER AND AGES OF MINOR DEPENDENTS RESIDING WITH SERVICE MEMBER M F M F M F
LOCATION CODE _____ YG _____	NUMBER OF SECONDARY DEPENDENTS _____	0-4 5-11 12+

SIGNIFICANT MODELS FLOWN

MODEL	HOURS	YR LAST FLOWN	CV LANDINGS	PPC/MC TIME	MODEL	HOURS	YR LAST FLOWN	CV LANDINGS	PPC/MC TIME
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____

REMARKS

THIS CARD SHALL BE SUBMITTED TO THE OFFICER TWELVE MONTHS PRIOR TO PRO AND WHEN SIGNIFICANT CHANGES OCCUR. MILPERSMAN ART 182140. TYPE OR PRINT WITH BLUE OR BLACK INK. WHEN COMPLETED, SEND TO INDIVIDUAL ASSIGNMENT OFFICER, NAVAL MILITARY PERSONNEL COMMAND, WASHINGTON, D.C. 20370.

There are four detailers: Junior officers A-L (PERS 4415K), Junior officer K-Z (PERS 4415L), LCDR/Perioperative (PERS 4415S), and Senior officers/specialties (PERS 4415V). All can be reached at DSN 225-7702 or (703) 695-7702. They are located in Washington, D. C. and therefore operate on Eastern Time. They attend meetings, go TAD and take leave so may not be available when you call; ask for a good time to call back. Have available a copy of your latest submitted Preference Card, a list of questions, and paper to take notes about options and suggestions the detailer offers. After you talk with the detailer, you can follow up with a short note, thanking the detailer for the help and restating any options discussed, i.e call back in six months, consider an overseas tour. Also, update your division officer or department head on your conversation with the detailer.

The detailer uses the Officer Data Card (ODC) to make assignment suggestions, Figure III-2. The ODC is sent to you each year for updating. Review the card, making changes or additions as needed, make a copy for your files, and return it to your Manpower Department to be resubmitted. The ODC gives the detailer a thumbnail sketch of your military service, education, assignment history and subspecialty codes.

The officer data card (ODC)

The form is divided into several main sections:

- Personal Information:** Includes fields for name, rank, date of birth, and service number.
- Service History:** A grid for recording duty assignments, including ship names, dates, and locations.
- Education:** Fields for academic degrees, institutions, and dates.
- Specialty and Language:** Fields for specialty codes and language proficiency.
- Administrative:** Fields for command codes, dates, and other administrative data.

The officer data card (ODC) is produced from the active duty naval officer automated record at NMPIC. The ODC provides up-to-date information in an easy-to-use format which placement officers use in the distribution process. All officers should review the ODC, make any corrections and return the ODC to NMPIC-1641C.

Items listed below require substantiating documents before NMPIC will change the information on its database. When you have a change on one of the following blocks, circle the item in red and indicate the corrections on the back of the ODC. Note the required documents that are filed in the service jacket and attach the documents to the ODC before mailing it in. (The information in parenthesis is the office code to which you should send the documentation, plus an AUTOYON phone number)

Block 82 (service schools): A diploma or certificate is required. Include the course title, course

identification number (CIN), date, school location and course duration. (NMPIC-1641C, 224-2213)

Blocks 54-61 (formal education): Academic transcripts are required. See NAVPERS 15339G, Appendix D, Vol II. (NMPIC-1641C, 224-5873)

Blocks 62-65 (language): See NAVPERS 15339G, Appendix A, Vol II. A copy of the language proficiency questionnaire, DA form 330, should be included if a test has been completed. (NMPIC-1641C, 224-2717)

Blocks 66-68 (subspecialty): See OPNAVINST 1000.16 (series) and NAVPERS 15339G, Part E, Vol I. (NMPIC-440, 224-3331)

Block 72 (AQDT): Certification by competent authority is required. Direct inquiries to the assignment desk.

Block 91 (past duty): Temporary duty, temporary

additional duty, duty under instruction billets will not appear on the ODC. Firetraps, letters of appointment, etc. are required for other changes. (NMPIC-1641C, 224-2213)

Block 92 (security): Submit OPNAV 5510/413 to DON, CAF, Washington Navy Yard, Washington, DC 20388-5029, with copy of OPNAV 5520/20. (NMPIC-812, 224-8049)

Block 74 (collateral duty): No longer coded on the ODC.

The items listed below cannot be changed by NMPIC. Before reading how to change individual items, keep the following two points in mind:

- Changes to items 25 and 47 can be made only as indicated.
- Changes to the remaining items should be directed to the officer diary entry team of your activity.

Block 25 (dependant): Report corrections by separate correspondence with a scannable copy of the dependency application record of emergency data (NP 1070-602) to the Navy Finance Center, following the instruction contained in paragraph 90434 of the PAYPERSMAN (NAVSO P-3050)

Block 47 (academic profile code): Address inquiries to the Superintendent, Naval Postgraduate School (Code 0145), Monterey, CA 93940.

Block 73 (primary duty): Corrections to this item must be made by an officer personnel diary entry with the correct BSC as shown in the officer distribution report (ODCR), which is based on the OPNAV 1000/2. Changes to the billet titles and/or NOBCs shown on the ODCR and/or ODC, generated by the manpower authorization, must be submitted to the Chief of Naval Operations per OPNAVINST 1000.16 (series)

Blocks 75-77 (present duty): Must be changed on

the activity's officer personnel diary. See PAYPERSMAN, part 9, chapter 6.

Block 78 (type of assignment, or TAT): Direct inquiries to CNO (OP-122C), AUTOYON 224-5305

Blocks 82-84 (billet information): If BSC is in error, correct item 99 only; items 82-84 will adjust automatically. To update the data without altering the BSC, see OPNAVINST 1000.16 (series)

Block 98 (unit identification code): Must be changed on the activity's officer personnel diary. See PAYPERSMAN, part 9, chapter 6 for detailed instructions. Direct inquiries to NMPIC-1641D, AUTOYON 224-5269.

Block 99 (billet sequence code): BSC must be changed locally on the officer personnel diary of the activity. Follow PAYPERSMAN, part 9, chapter 6. Again, direct inquiries to NMPIC-1641D, AUTOYON 224-5269. ■

FIGURE III -2

Figure 11

YOUR MICROFICHE COPY OF SERVICE RECORD

(Review the section "Ensuring the System is Working for You" in Chapter 2 of the Officer Career Guide.)

There are two copies of your service record, one at your local command and one at Bureau of Naval Personnel (BUPERS) in Washington, D. C, Figure III-3. Fitness reports are only retained in the service record at BUPERS. Service records at BUPERS are used by selection boards and the detailee. Although BUPERS personnel make every effort to ensure your record is complete and correct, it is your responsibility to review it periodically. Review the record nine to twelve months before a selection board meets, allowing time to make corrections if necessary. The microfiche jacket lists what is on each page of the fiche. Use any standard microfiche reader to review your record. If items are missing from your record, contact your Manpower Department about how to correct the entries.

Request a microfiche copy of your record from:

Chief of Naval Personnel (PERS-313D)
Washington, D.C. 20370-5520.

Include your name, social security number, grade, return address and signature.

Microfiche record

Every Navy active duty member or former reservist has his or her master microfiche personnel record maintained within NMPC. The master microfiche record contains only those types of documents which contain information essential to personnel administration. Documents retained by NMPC, intended for direct use in the microfiche personnel record, are retained or deleted according to the guidelines set forth by MILPERSCOMINST 1070.1A. Selected documents are photographed onto microfilm and then mounted on master microfiche. Paper documents are destroyed once the microfiche is created.

The master record is retrieved from the microfiche to place incoming documents on the record or to make a duplicate copy of the record. Copies of the microfiche are routinely made for use by selection boards and in reply to an in-


dividual's request for a copy of his or her record, either in person or through the mail.

Individuals should order copies of their official microfiche records annually (or at least six months before the convening date of a selection board for which they are eligible) and review them for completeness. Active duty promotion boards screen microfiche 1, 2 and 5; reserve boards screen microfiche 1, 2, 4 and 5. You can review your record in person by visiting the records review room (room 3036) at the Navy Annex, or you can request a copy by mail. NAVPERS 1070/879 is the official form used to order a copy of your microfiche record. Ensure you include a correct return address, name, SSN and signature.

When reviewing your record prior to a selection board, ensure that a recent (within one year) full-length khaki photograph, in your current grade, is placed on your microfiche 1. If after screening

your record you have determined there are documents missing, send two single-sided copies of the missing documents to code NMPC-312F, selection board support. One copy will be used to reconstruct your record, and the other copy will be sent to selection board if the record cannot be reconstructed before the convening date of the board.

An officer's microfiche record is a compilation of five separate pages, labelled microfiche 1 through microfiche 5. In the case of those officers who are prior enlisted, the record consists of both the officer record and a separate enlisted microfiche record, labelled microfiche 1E through microfiche 3E. Each microfiche has the individual's SSN, name and the microfiche number at the top. There are seven rows, A through G, and 14 images per row. Images are documents or portions of documents that have been photographed onto microfilm and placed on the microfiche. ■

123 45 6789		1																						
BLUETAIL JOHN T																								
A	01	02	03	PHOTO AND FITNESS REPORTS																				
B																								
C																								
D																								
E																								
F																								
G	04	COMMENDATORY DATA, MEDALS/AWARDS/CITATIONS																						

123 45 6789 2
BLUETAIL JOHN T



A	05	EDUCATION																		
B	06	QUALIFICATIONS																		
C	07	APPOINTMENTS AND PROMOTIONS																		
D																				
E	08	RESERVE STATUS																		
F	09	SERVICE DETERMINATION/SEPARATION/RETIREMENT																		
G	10	MISCELLANEOUS PROFESSIONAL HISTORY																		

123 45 6789 3
BLUETAIL JOHN T



A	11	SECURITY/PERSONAL HISTORY																		
B																				
C	12	EMERGENCY DATA																		
D	13	RECORD CHANGES																		
E	14	CITIZENSHIP AND BIOGRAPHY																		
F																				
G	15	PERSONAL DATA/MEDICAL																		

FIGURE III -3B

123 45 6789
 BLUETAIL JOHN T

4



A 16

ORDERS

B

C

123 45 6789
 BLUETAIL JOHN T

5



D

E

A 17

PRIVILEGED INFORMATION

F

B

G

C

D

E

F

G

Officer data, fiche by fiche

Fiche 1: photo, fitness reports and awards.
Fiche 2: education (transcripts, diplomas, military correspondence courses); qualifications (initial designator qualification or designator change); appointments and promotions; reserve status (USNR appointment, reserve officer performance record); service determination (statement of service, DD-214s, separation letters); miscellaneous professional history (PRD extensions, active-duty agreements, training requests, requests for special training programs).
Fiche 3: security/personal history (security investigations, clearances, personal history statements); record of emergency data; record changes (SSN, name changes); personal background data (report of home of record, officer's biography sheet, citizenship, casualty data); miscellaneous personal data (medical forms, physicals, SGLI beneficiary

form).

Fiche 4: orders (PCS, recall to active duty, separation, reserve active duty training).

Fiche 5: privileged information (medical board cover letters, POW data, adverse data — NJP letters, administrative/punitive letters, detachment for cause). ■

Important phone numbers
 (AUTOVON 22X-XXXX; commercial area code 703)

Microfiche records control.....614-2697/2983/3654
 Selection board support.....693-5964/5965
 Officer fitness reports.....614-1196/2476
 Record review room.....614-2858

REDESIGNATION (TRANSFER TO REGULAR NAVY)

(Review "Redesignation" section of Chapter 2 of Officer Career Guide)

Most officers begin their Navy service as Reserve officers with no guaranteed length of service. Transfer to the Regular Navy indicates your commitment to a Navy career and carries with it several advantages. Regular officers are offered more job security during drawdowns and involuntary reductions in force. Regular officers who are passed over for promotion are more likely to be allowed to remain on active duty. The most obvious disadvantage to redesignation is a more lengthy procedure to separate from the Navy prior to retirement.

Transfer to the Regular Navy requires formal application to the Transfer and Redesignation Board using the format given in MILPERSMAN 1020120. Your Manpower Department or PSD can help you initiate the process. You will need a letter of endorsement from your command to complete the application; talk to your division officer or department head. The process has become extremely competitive in recent years and needs to be treated as seriously as any other selection board.

SUBSPECIALTY CODE CHANGES AND ADDITIONS

Each Nurse Corps officer holds at least one subspecialty

code that identifies their education and experience. The detailer and your Director of Nursing uses this information as one way of assigning you to a duty station or area within the Hospital. It is important that these codes be up-to-date and accurately reflect the depth of your experience and education.

PROMOTIONS AND SELECTION BOARDS

(Review "Officer Promotion" section of Chapter 2 of Officer Career Guide)

It is possible that you will be considered for promotion within your first few years in the Navy. Promotion to lieutenant and above are decided by a formal selection board. The selection board reviews the microfiche of your service record and compares you with your peers in making it's decision. Since your "track record" in the Navy may not be as long as your peers, you must pay special attention to your fitness reports and consider additional correspondence with the Board. These issues should be discussed with your division officer or department head six to nine months before the Board convenes. The Selection Board selects officers based on past performance AND potential worth to the Navy. Make sure it is apparent what skills and experience you have brought with you from the civilian workplace, especially if they are vital to the Navy.

An accurate microfiche becomes integral when you are

relatively new to the Navy and have a limited "service reputation." Make sure your record is up-to-date and complete, including a current photo. Contact the medical photographer for an appointment to update your photo, if necessary.

FITNESS REPORTS

(Review Figure III-4 for more details about writing your fitness report.)

Your fitness report is a periodic written evaluation of your performance as a professional nurse and a military officer. You will be given a fitness report on specific timetable. You will submit a "brag sheet," listing your accomplishments over the reporting period. DO NOT be modest, report what you have accomplished. It is helpful to keep a log or diary to help you recall specifics about your accomplishments (i.e; 27 Sept: taught BLS class for 5 officers and 10 enlisted staff on ward.)

It is not unusual for you to write the initial draft of your fitness report. This helps sharpen your Navy writing skills and prepares you to write your staff's evaluations. The rough draft will then be reviewed by your superiors up the chain of command, each adding revisions. It is quite possible the final product will look nothing like what you submitted: compare the two and learn for the next time.

REPORT ON THE FITNESS OF OFFICERS

1. NAME (LAST, FIRST, MIDDLE)		2. GRADE	3. DESIG.	4. SSN
5. ACOUTRA	6. UIC	7. SHIPSTATION		8. DATE REPORTED

OCC
TYPE
21. E
23. R
28. D
SPEC
29. G
WAR
38. S
MAN
44. S
MISS
EV
SU
REN
ECO
ERS
EAI

88. COMMENTS. Particularly comment upon the officer's overall leadership ability, personal traits not listed on the reverse side, and estimated or actual performance in c pertaining to unique skills and distinctions that may be important to career development and future assignment. A mark with an asterisk (*) indicates adversity and sup are required.

Writing fitness reports is one of our most important responsibilities. However, there is no formal training; we learn by trial and error. Here are some tips that should help:

- ✓ Remember your purpose: That is, to persuade a promotion/selection board to pick your officer.
- ✓ Analyze your readers: You have two readers: the individual officer and the board member. The officer has plenty of time to read the fitrep and should also get a verbal debrief. The board member must scan hundreds of fitreps quickly. He or she needs the information to *jump* off the paper.
- ✓ Do research: Ask the officer for a list of accomplishments. Jot down notes during the reporting period to jog your memory when it's time to write. Keep a file of inspection results, awards, letters of appreciation, etc. Use the Navy Officer Fitness Report Manual as a guide; your admin department has a copy.
- ✓ Support your words: The strength of your fitrep depends on your support material. Statistics are good, if you keep them simple and you document your sources. Say what the numbers mean if it isn't obvious. Use quotes from awards, letters of appreciation, etc. Keep it simple, relevant and accurate.
- ✓ Organize: The first paragraph must get the reader's attention and announce your purpose; that is, to promote/select your officer. Middle paragraphs provide support material. The last paragraph *summarizes*.
- ✓ Communicate: Write as you would speak in person to the reader. Use the present tense, and be dignified and polite. Use short paragraphs, wide margins, bullets, and UPPER- and lower-case letters. Limit the boldface and underlining. Write in the active voice, just as you speak.
- ✓ Edit: Is the fitrep free of bias regarding sex, race, age and ability? Is your purpose clear? Is the support material clear and logical? Does the text hold your attention? Is it brief? Check the punctuation, grammar and mechanics. Is it too light, or is it bleeding through? It *must* be legible. *Proofread!*

Some officers are so superior that their fitness reports almost write themselves. But most require careful preparation. These fundamentals may help you be more effective. Here's a suggested block 88 format:

Paragraph 1: introduction:

- ✓ Lead-in statement that grabs reader's attention;
- ✓ Adjectives/phrases describing officer's dominant qualities;
- ✓ Rank among peers (top one-third for LTs and below.)

Paragraph 2: performance in primary and collateral billets:

- ✓ Lead-in statement generally describing officer's performance;
- ✓ Scope of responsibility in terms someone unfamiliar with the job can understand;
- ✓ Phrases describing the qualities which lead to the performance (*hard-working, competitive, etc.*)
- ✓ Quantitative/qualitative accomplishments (*streamlined, organized, developed, etc.*)

Paragraph 3: performance in specialty:

- ✓ Lead-in statement generally describing officer's performance;
- ✓ Adjectives/phrases describing officer's performances;
- ✓ Key qualifications;
- ✓ Quantitative/qualitative accomplishments.

Paragraph 4: performance as a Naval officer:

- ✓ Lead-in statement generally describing officer's performance;
- ✓ Adjectives/phrases describing officer qualities;
- ✓ Watchstanding.

Paragraph 5: recommendations:

- ✓ Potential
- ✓ Recommendations for *next assignment, augmentation, special programs, promotion, selection.* ■

ENLISTED PERSONNEL MATTERS

Enlisted personnel actions and guidelines often differ from officer procedures. Since you will be supervising enlisted members, it is important that you familiarize yourself with basic enlisted matters beyond knowing their rates and ratings. Familiarize yourself with how the advancement system works and what things they must do to qualify for advancement. A good reference is the Advancement Handbook for Petty Officers as well as their required correspondence courses. Volunteer to proctor an advancement examination. The more familiar you are with enlisted personnel matters the more competently you can advise them.

FINALLY

You should now have a better idea of personnel matters and how to handle the more routine matters. The important things are to discuss your plans and questions with your division officer or department head and to ask for help when you're not sure how to proceed. Keep up-to-date on the recent changes; the quarterly "Navy Nurse Corps" newsletter is a valuable source of information.

ADDITION RESOURCES AND REFERENCES

Navy Regulations

The Bluejacket Manual

Navy Nurse Corps Career Counseling Program (5/91)

Manual of the Medical Department

"Perspectives" - quarterly newsletter from Assignment branch of
Naval Personnel

SECTION IV

SOCIAL FUNCTIONS AND RESPONSIBILITES

**SECTION IV
SOCIAL FUNCTIONS AND RESPONSIBILITIES**

INTRODUCTION

One of the more unclear areas of your life as a Nurse Corps officer is your social obligations. Traditions and ceremonies are more elaborate and tradition-bound than in the civilian community. Although a command will set the tone for its social activities, some Navy-wide traditions and events are practiced throughout the Navy.

LEARNER OBJECTIVES

- State the primary difference between a Dining-In and a Dining-Out.
- List three ways a command could celebrate the Navy Nurse Corps birthday.
- Discuss your role in command-sponsored social events.

SECTION RESOURCES

OPNAVINST 1710.7 (17 Aug 79) Social Usage and Protocol

SOCIAL ACTIVITIES

It is very disconcerting to be faced with social situations where you have little idea of what is acceptable behavior. The Navy has some standard social traditions that are commonly followed. Local commands add their own ideas and events to those common traditions. It's always a good idea to check at your command to see what local variations exist.

DINING-IN AND DINING-OUTS

Perhaps the most well known (and anxiety-producing) Navy social event is the dining-in ceremony. A dining-in is a formal dinner given by a command, usually to mark a special occasion. A dining-out includes nonmilitary spouses and guests and is usually more "subdued." Both events require formal military attire and have a prescribed set of rules to follow, Figure IV-1. Each command decides how closely the rules are followed for each dining-in or dining-out. Usually, a synopsis of applicable rules and procedures are included with your invitation or is made available to participants.

RETIREMENT CEREMONIES

Although thoughts of your own retirement seem far away, you will most likely be involved in ceremonies between now and then.

CHAPTER 8

Dining-In

The Dining-In is a formal dinner function for members of an organization or unit. It provides an occasion for officers to meet socially at a formal military function. It is also accepted as an excellent means for bidding farewell to departing officers while welcoming new ones. Finally, the occasion provides an opportunity to recognize both individual and unit achievements.

The custom of Dining-In is a very old tradition in England but is not exclusively military. It is believed that Dining-In began as a custom in the monasteries, was adopted by the early universities, and later spread to military units when the officers' mess was established.

The primary elements are a formal setting, the camaraderie of the members of the mess, a fine dinner, traditional toasts to the President and military services, martial music and the attendance of honored guests.

Officers of the Mess

There are two officers of the mess. The President is normally the senior officer although he/she may delegate another to assume the function. The President presides over the mess throughout the evening. The Vice President is appointed by the President and is normally the junior member of the mess. He/she is affectionately referred to as "Mr. Vice/Madame Vice", and is the key figure in planning for the dining-in. During the dining-in itself, he/she discreetly quiets any disturbance, announces or seconds toasts as directed by the President, and prepares a list of offenders and offenses for the President. The list may be handed to the President or read aloud, as directed at the time specified by the President.

GUESTS

There are two types of guests, official and personal. The former are those hosted by the mess and are usually senior in rank to the President, such as a distinguished civilian, a prominent foreign national, a senior official of the U.S. Government or distinguished representative of the other armed services. Personal guests, invited with the permission of the President, are junior in rank to the President.

PROCEDURE

Cocktail Hour

Preceding the dinner there is an open-bar cocktail hour which lasts for approximately 45 minutes. Each member of the mess should arrive five minutes before opening time. It is customary for each officer to greet the President of the mess and later to aid the President in entertaining the guests.

Call to Dinner

The signal for dinner will be the playing of "Officers Call", followed by appropriate marching music. After "Officers Call", as soon as the music starts, all officers not seated at the head table should dispose of their drinks and cigarettes, proceed to the dining area, locate their places and stand quietly behind their chairs. Seating will normally be done by rank, and a diagram should be posted in the cocktail area for viewing prior to the call to dinner.

Those individuals seated at the head table will remain in the cocktail area until all others have reached the dining room. The President indicates that dinner is to be served and heads the line which will march into the dining room. The honored guest will be on the President's right, followed by the remaining officers in order of seniority. Just prior to entering, the President will instruct the band leader to proceed with the ceremony. An appropriate march is played as the President leads the members of the head table to their places. As soon as the last officer to be seated has stopped and turned to face his/her place setting, the band will cease playing and prepare to play appropriate dinner music.

No one may take his/her place at the table after the head table has entered without first requesting the permission of the President. Conversely, one may not leave without the permission of the President.

Grace

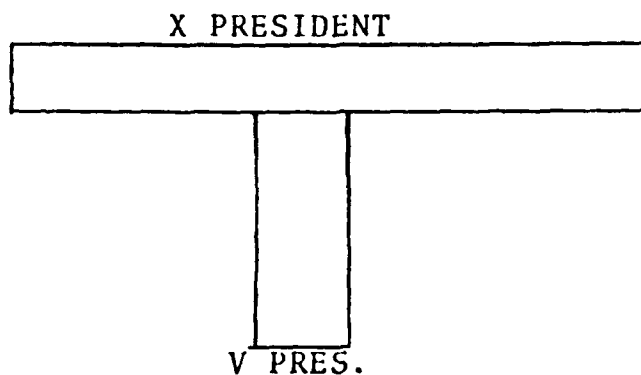
As soon as the music has stopped, the President will rap for attention and announce "Gentlemen/Ladies, the grace". The Chaplain will then say grace. Upon its completion, all officers will be seated at the sound of the gavel.

Gavel

The gavel will be used by the President to signal the members. Three resounding raps requires the attention of the members whether standing or seated. Two raps causes the members to rise standing in place, and one is the signal for the members to take their seats.

Seating Arrangements

The President of the Mess sits at the center of the head table with the guest of honor on his/her right. The Chaplain will normally sit to the far left of the President. The remaining guests at the head table are seated according to protocol. The table at which Mr. Vice/Madame Vice will be seated should be at the opposite end of the banquet hall so that he/she and the President will face one another when speaking.



X= Guest of Honour

Table Setting

A formal place setting is used for mess night. Certain ground rules for the use of silverware and glassware simplify the procedure. A lay plate is in the center, partially covered by a neatly folded napkin on top of which lies the place card. To its left, working from the outside toward the plate, will be the forks in the order of use,—fish, meat and salad, the latter properly being after the main course. To the right working from the outside toward the plate, will be the spoons in order of use,—soup and tea. Then the knives—meat and salad. Above the knives will be the crystal. Again working from outside towards the center (or right to left), in the order of use,—white wine glass, red wine glass, champagne, claret glass for port and a goblet for water.

After each course, all used silver and glassware will be removed. The dessert implements are normally found on the dessert plate when served. If not, they will be the innermost utensils of their kind. Butter plates are not used in formal settings.

Ash trays and cigarette containers will be conspicuously absent.

The formal dinner consists of six courses: appetizer, soup, fish, entree, salad and dessert.

Wines

Appropriate dinner wines will be served. White wines are generally served with fish and fowl, red wines with blood meats. Port in keeping with tradition will be served after dinner for toasting.

Should an officer not desire wine, he/she should put his/her place card over the glass or inform the steward that he/she does not wish wine. The glass should not be turned upside down as a means of indicating that wine is not desired. However, glasses should be charged with port for the toasts and at least raised to the lips. If toasts are proposed prior to dinner, they are drunk with the white entree wine.

At the end of a course that calls for wine, the waiter will properly remove the glass. One should not stop him, even though the glass may be full.

Toasting wine, presented after the conclusion of the meal will be placed on the table. Members of the mess serve the toasting wine themselves. When serving the toasting wine, members should always pass from left to right.

Dining-In Toasts

A toast is the traditional and formal way of honoring a country, organization or institution. Formal toasts are never drunk to individual persons by name.

Following dessert and coffee, Mr. Vice/Madame Vice will announce to the President: "The wine is ready to pass, Sir/Ma'am". At about the same time that the port wine is placed on the table, the ash trays will be placed. One should not drink the port, nor smoke. The important thing to remember when passing port is that the bottle must never rest on the table until the last glass at the individual table is charged, and that each glass is charged whether the member drinks or not. As the bottles are emptied, the member having an empty bottle will raise it to indicate that a replacement is needed. When a bottle has reached the end of the table and the last glass is charged, it may be set down.

When all glasses are charged, the President will rise and call for a toast to the Commander-in-Chief. At the sound of the gavel, Mr. Vice/Madame Vice seconds this by rising and addressing the mess, saying, "Gentlemen/Ladies, the Commander-in-Chief of the United States". Each member and guest then stands, repeats in unison the toast (e.g., "The Commander-in-Chief of the United States"), sips the drink, and remains standing. The band then plays the National Anthem. At the conclusion of the music, members and guests are again seated.

Immediately after the first toast, the President will call for the smoking lamp to be lighted. Mr. Vice/Madame Vice will present a lighted ceremonial lamp to the President who in turn will offer the light to honored guests. After the lamp has passed the President, he/she will announce, "The smoking lamp is lighted". Smoking may now commence throughout the mess. Cigars will be distributed to each table with the port.

Thereafter, the President may either personally call for specific formal toasts or may recognize a member of the mess to do so. If the President calls for a toast, Mr. Vice/Madame Vice will second it. If a member of the mess is recognized for the purpose of proposing a toast, the President will second it. Do not "bottoms-up" your drink on each toast. "Bottoms-up" is expected only on the toast to the U.S. Navy, the last of the evening. Do not be caught in the position of having an uncharged glass!

Toasts will be drunk in the following order:

- The Commander-in-Chief
- The United States Marine Corps
- Missing Comrades
- Chief of Naval Operations
- Informal Toasts
- The United States Navy (final toast)

After the initial formal toasts, the President will introduce the Guest of Honor, who will address the mess. Following this address, informal toasts will be received from members of the mess. During this period, any member of the mess who wishes to initiate a toast will stand and address the President. On being recognized, the member will briefly present his/her justification for desiring such a toast, ending with the words of the proposed toast. Inspired wit and subtle sarcasm are much appreciated in these toasts. If the President deems the toast justified, he/she will direct Mr. Vice/Madam Vice to second the toast in the same manner as in the formal toast.

When in the judgment of the President the informal toasting has sufficed, he/she will rap thrice with the gavel and commence the business of the mess by asking Mr. Vice/Madame Vice to read the list of offenders who have violated the customs and traditions of the mess. Fines and suitable payments are assessed as necessary by the President.

The President will then, without rising, call for a toast to the U.S. Navy. He/she will stand while Mr. Vice/Madame Vice seconds the toast. Before seconding, Mr. Vice/Madame Vice proceeds to the head table and fills each glass starting from honored guest and ending with the President. The President then fills Mr. Vice/Madame Vice's glass, who faces the mess and seconds the toast. All present rise, responding in unison, "The United States Navy," drain the entire glass and remain standing while "Anchors Aweigh" is played.

Following the toast to the U.S. Navy, the President will invite those present to join him/her at the bar. Attendees should remain at their places until the head table has left the mess. The bar will be open for purchase of refreshments and members and their guests will be free to congregate. Attendees should not depart until the President and all official guests have departed.

Despite its formality and ritual, Dining-In is intended to be an enjoyable and enriching experience. Those who have attended previous Mess Nights have found them to be so, and it is hoped this tradition will continue.

Dining-In Violations of the Mess

1. Untimely arrival at proceedings.
2. Smoking at table prior to the lighting of the smoking lamp.
3. Hagglng over date of rank.
4. Inverted cummerbund.
5. Loud and obtrusive remarks in a foreign language or in English.
6. Improper toasting procedure.
7. Leaving the dining area without permission from the President.
8. Carrying cocktails into the dining room.
9. Foul language.
10. Wearing clip-on bow tie at an obvious list.
11. Being caught with an uncharged glass.
12. Rising to applaud particularly witty, succinct, sarcastic or relevant toasts, unless following the example of the President.

Retirement ceremonies in the Navy are more formal and elaborate than those in the civilian community. This is in part because of the ceremony and tradition associated with the Navy. The retiring officer sets the tone for the ceremony to be held: how elaborate, who will be involved. You may be asked to take part by helping with the plans or by participation in the actual ceremony. The retiring officer will ask six fellow officers to participate as sideboys (honorary guards.) Attending "open" retirement ceremonies is a good way to review Navy Nurse Corps careers and get a feeling for Navy tradition.

HAIL AND FAREWELLS

Many commands have informal social activities welcoming new staff officers and saying farewell to leaving staff. The size and tone of the command will determine what form the Hail and Farewell will take. Small commands often have one Hail and Farewell for all Medical Department officers. At medium size commands, Nursing Service will often have their own Hail and Farewell for Nurse Corps personnel. At large commands, such activities are usually held at a unit or department level to accommodate the large number of staff involved. Funding for activities and mementos given to departing staff is collected per event or from a fund of annual "dues." These Hail and Farewells are a good way to meet new officers and socialize with friends outside the work setting.

NURSE CORPS BIRTHDAY CELEBRATIONS

The Navy Nurse Corps celebrates its birthday on May 7. All commands with Nurse Corps officers celebrate this date in some manner, ranging from formal balls to a potluck supper after work. Preparations may take months or days depending on the size of the celebration. Often there is a ceremony for all command staff where congratulatory letters are read and the birthday cake is cut by the most senior and most junior Nurse Corps Officer. A separate social event may be held at another time for Nurse Corps officers and their guests. Helping with the Navy Nurse Corps celebration is an excellent way to get involved with the social workings of the Navy.

A FEW FINAL WORDS

Mandatory social events have always been the bane of the military environment. At the start of your career, unfamiliar traditions and a lack of Navy friends will make attending some social events a chore. Try changing your attitude about these events. Instead of asking if attendance is "strongly encouraged" (Navy lingo for "have to go"), willingly go with the intention of learning something about the Navy or meeting a new friend or two. Most social activities are what you make them and can be a real valuable time for making contacts and seeing friends outside of work. Remember, as mid-level officers, you are setting the example for the junior officer.

ADDITIONAL RESOURCES AND REFERENCES

Service Etiquette (Swartz) - make sure it's the 1988 edition

OPNAVINST 1710.7: Social Usage and Protocol Handbook

SECTION V

"OUT OF THE OFFICE"

SECTION V
"OUT OF THE OFFICE"

INTRODUCTION

Some days it'll be hard to believe you have a life outside the Navy. But rest assured, you do have a non-Navy life. In fact, the quality of your Navy life and your civilian life will complement each other. Sometimes it's hard to know what part goes where and how they all interact.

LEARNER OBJECTIVES

After completing this section, the learner will be able to:

- List two ways to include your family and non-Navy friends in your Navy life.
- Describe two ways volunteering helps your adapt to each new duty stations.

SECTION RESOURCES

None

"OUT OF THE OFFICE"

Establishing a life outside the Navy follows the same guidelines as when you were a civilian. A few adjustments must be made though since you'll be moving every few years. Since your Navy tasks can become time-consuming at times, it is essential that you carefully nurture your outside activities.

FAMILY AND FRIENDS

Family matters take two directions. Your family of parents and siblings will often become a long-distance relationship once you join the Navy. If you have a family of a spouse and/or children, they will become part of each of your moves. Both sets of families can be a source of either support or distraction. To help them be supportive, tell them about the Navy and how it operates. Try to avoid unrealistic expectations on their part. Involve them in your life, explaining unfamiliar ideas and situations.

If you currently have a spouse, they will probably have the most adjustments. If your spouse has had experience with the Navy, they may be more comfortable with the new conditions and challenges. The first obstacle will be the fact that they are viewed as your "dependent" and are but an extension of you in the Navy's eyes. Encourage your spouse to view this as merely a case

of semantics; most spouses already have a strong self-image from their career or other outside interests. Non-military husbands are often mistaken for active-duty members, leading to additional confusion. How involved your spouse becomes in your Navy life is a very personal decision; there no longer appears to be a liability if your spouse decides to be invisible. However, if they are comfortable joining you at events and activities, the experience will usually help them understand and be part of the Navy part of your life.

The transient military life can be a real positive learning experience for children (and their parents.) Children seem to be fairly malleable, especially in the pre-teen years. They will often mimic their parents' excitement (or distress) about a upcoming move or new area. Especially in overseas areas and some state-side locations, the military child is the norm and frequent arrivals and departures are expected. Small children view their world revolving around the family so little note is made of changes in the outside environment except on a day-to-day basis. It is important to involve pre-teen children in move preparations and learning about the new area. There is a good reference listed at the end of the section for children of military parents.

HOBBIES

Perhaps one of the aspects of your life that can stay

consistent throughout your career is your hobbies. Some are more adaptable (reading) than others (snow skiing.) However, most hobbies can be continued anywhere with a little adjustment. In fact, these hobbies can often become more enjoyable as you move around. Examples abound: the veteran bridge player who joined a Taiwanese bridge group while stationed in Taipei, the avid singer who found groups to join wherever she went, running the gamut from small town church choirs to large metropolitan chorales. Sports and fitness activities are always available around Navy commands; both the casual participant and the serious athlete can find a place. There are informal clubs and organizations as well as competitive teams to join. Navy teams sometimes travel to other areas to compete in their sport. Your hobbies can be a great way to learn about your new community.

VOLUNTEERISM

Volunteerism has a double effect: not only does it benefit your community but it also looks great on your fitness report brag sheet. Today's atmosphere of volunteerism and community involvement has opened a plethora of opportunities for serving your community. The Navy arena itself has places to help out: tutoring groups for local schools, Navy relief agencies. The community has many areas to help: schools, health agencies, churches, and associations such as youth sports and scouting organizations. They are more than willing to work around your

schedule and time constraints - few full-time volunteers remain today, most are part-time with busy outside schedules. The local Plan of the Day (POD) may list requests and announcements of community organizations.

The important thing is to find something that is meaningful to YOU. Most volunteer opportunities will reappear in each community you join. Helping out in your community is a great way to meet the local folks and contribute to the local area.

REMEMBER: take credit for it on your brag sheet!

ADDITIONAL REFERENCES AND RESOURCES

Check with local United Way for agencies needing volunteers

The Parent's Guide to Navy Life (Stiler & Hoffman)

APPENDIX C

INSTRUCTIONS TO RESOURCE PERSON

Thank you for volunteering to serve as a Resource Person for a fellow Nurse Corps officer completing "A Guide For the Experienced Nurse New to the Navy." The Guide is designed to guide them through references and resources in five areas: naval organization, professional growth, personnel management, social responsibilities, and "out of the office" concerns.

You should review the Guide extensively and retain a copy for future reference. The Nurse Corps officer may ask you question about finding a particular reference or seeking further information about a particular topic. You are NOT expected to know all the answers but rather refer the officer to someone who can help them. The role of Resource Person is not the same as a mentor or career counselor although these people could assume the role of a Resource Person.

If you have questions about the Guide or have suggestions about additions or deletions to the material, please contact the author:

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Corpus Christi, TX 78419-5200

APPENDIX D

ABSTRACT

The experienced professional nurse entering the Navy Nurse Corps is operating on two levels: as an expert in the nursing field but a novice in the military arena. Although needing little clinical orientation, these nurses need timely, extensive military familiarization to help them function as mid-level junior officers. They are quickly expected to function as above-entry level nurses and officers as well as provide leadership and guidance for more junior officers and enlisted staff.

Personal interviews and group discussions with several of these experienced nurses new to the Navy at Naval Hospital San Diego confirmed the feelings of inadequacy in dealing with the military system. Topics and concerns about personnel matters, professional growth, and understanding the Navy organization itself were voiced repeatedly.

A Guide was then developed to lead the new experienced Navy Nurse through the military references and resources available to them. The Guide consists of five sections: Naval Organization, Professional Growth, Personnel Management, Social Functions and Responsibilities, and "Out of the Office." The Guide is not intended as a stand-alone document but rather a guide and reference to enhance the nurses' military orientation. The Guide is self-paced and utilizes a Resource Person to answer questions

and discuss concerns. The Guide will initially be offered to Nurse Corps officers who participated in the initial interviews and group discussions as well as experienced nurses new to the Navy at the author's next duty station.