

**NAVAL POSTGRADUATE SCHOOL**  
**Monterey, California**



19980611 070

**THESIS**

**A STUDY OF THE FEASIBILITY AND BENEFITS OF  
CONVERTING CERTAIN FLEET SUPPORT COMMUNITY  
BILLETTS FROM MILITARY TO CIVILIAN**

by

Eric L. FitzPatrick

March, 1998

Thesis Advisor:

John E. Muttu

Associate Advisor:

William R. Gates

**Approved for public release; distribution is unlimited.**

# REPORT DOCUMENTATION PAGE

Form Approved  
OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington DC 20503.

1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE March, 1998	3. REPORT TYPE AND DATES COVERED Master's Thesis	
4. TITLE AND SUBTITLE : A STUDY OF THE FEASIBILITY AND BENEFITS OF CONVERTING CERTAIN FLEET SUPPORT COMMUNITY BILLETS FROM MILITARY TO CIVILIAN			5. FUNDING NUMBERS	
6. AUTHOR(S) Eric L. FitzPatrick.			8. PERFORMING ORGANIZATION REPORT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Postgraduate School Monterey, CA 93943-5000			10. SPONSORING / MONITORING AGENCY REPORT NUMBER	
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)			11. SUPPLEMENTARY NOTES The views expressed in this thesis are those of the author and do not reflect the official policy or position of the Department of Defense or the U.S. Government.	
12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release; distribution unlimited.			12b. DISTRIBUTION CODE	
13. ABSTRACT (maximum 200 words) The latest Quadrennial Defense Review (QDR) determined that the Department of Defense must reduce the amount of money it spends on infrastructure to recapitalize the armed forces. The QDR and the General Accounting Office (GAO) identified the civilianization of military support billets as a way to cut infrastructure spending. This thesis studied the Navy's Fleet Support Community (designator 1700) to determine the feasibility and potential savings of converting certain 1700 billets from military to civilian. Civilianization of billets would have a significant affect on the Fleet Support Community and, possibly, on the number of female Naval officers. This thesis explored options for the community's future and studied the impact changes might have on female officer manning. If the 628 billets this thesis identified as conversion candidates were civilianized, an annual savings of \$7.4 million would result. However, military and civilian personnel cannot be compared on the basis of cost only, other issues must be considered before civilianization of billets could occur.				
14. SUBJECT TERMS Fleet Support Community, Military Downsizing, Military/Civilian Force Mix			15. NUMBER OF PAGES 100	
17. SECURITY CLASSIFICATION OF REPORT Unclassified			16. PRICE CODE	
18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified		19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified		20. LIMITATION OF ABSTRACT UL

NSN 7540-01-280-5500

Standard Form 298 (Rev. 2-89)  
Prescribed by ANSI Std. Z39-18



Approved for public release; distribution is unlimited

A STUDY OF THE FEASIBILITY AND BENEFITS OF CONVERTING  
CERTAIN FLEET SUPPORT COMMUNITY BILLETTS FROM MILITARY TO  
CIVILIAN

Eric L. FitzPatrick  
Lieutenant, United States Navy  
B.A., University of Texas, 1990

Submitted in partial fulfillment of the  
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

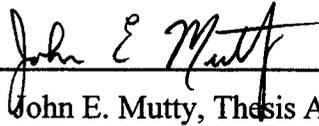
NAVAL POSTGRADUATE SCHOOL  
March, 1998

Author:

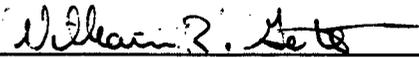


Eric L. FitzPatrick

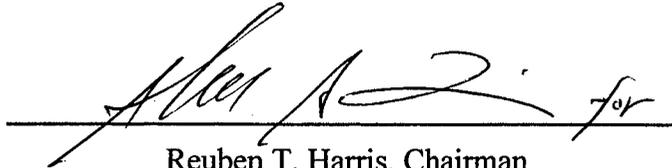
Approved by:



John E. Mutty, Thesis Advisor



William R. Gates, Associate Advisor



Reuben T. Harris, Chairman  
Department of Systems Management



## ABSTRACT

The latest Quadrennial Defense Review (QDR) determined that the Department of Defense must reduce the amount of the money it spends on infrastructure to recapitalize the armed forces. The QDR and the General Accounting Office (GAO) have identified the civilianization of military support billets as a means of cutting infrastructure spending. This thesis studied the Navy's Fleet Support Community (designator 1700) to determine the feasibility and potential savings of converting certain 1700 billets from military to civilian. Civilianization of billets would have a significant affect on the Fleet Support Community and, possibly, on the number of female Naval officers. This thesis explored options for the community's future and studied the impact changes might have on female officer manning. If the 628 billets this thesis identified as conversion candidates were civilianized, an annual savings of \$7.4 million would result. However, military and civilian personnel cannot be compared on the basis of cost only, other issues must be considered before any decision to civilianize billets could occur.



## TABLE OF CONTENTS

I.	INTRODUCTION.....	1
	A. PURPOSE.....	1
	B. BACKGROUND.....	1
	C. OBJECTIVES.....	3
	D. RESEARCH QUESTIONS.....	3
	1. Primary Research Question.....	3
	2. Secondary Research Questions.....	3
	E. SCOPE LIMITATIONS AND ASSUMPTIONS.....	4
	F. LITERATURE REVIEW.....	5
	1. <u>DOD Force Mix Issues: Greater Reliance on Civilians in Support Roles Could Provide Significant Benefits</u> (GAO/NSIAD-95-5) .....	6
	2. <u>Department of Defense Report on the Civilian and Military Mix in Support Occupations</u> .....	6
	3. <u>DOD Force Mix Issues</u> (GAO/NSIAD-97-15)....	7
	4. <u>Defense Budget: Observations on Infrastructure Activities</u> (GAO/NSIAD-97-127BR) .....	8
	G. METHODOLOGY.....	9
	F. ORGANIZATION OF STUDY.....	10
II.	BACKGROUND.....	11
	A. GENERAL UNRESTRICTED LINE.....	11
	B. LAW CHANGE.....	12
	C. OPTIONS FOR CHANGE.....	12
	1. Option One.....	13
	a. Pros.....	13
	b. Cons.....	14
	c. Concerns.....	14
	2. Option Two.....	15
	a. Pros.....	15
	b. Cons.....	15
	c. Concerns.....	16
	3. Option Three.....	16
	a. Pros.....	17
	b. Cons.....	17
	c. Concerns.....	18
	D. DECISION.....	18
	E. CURRENT COMMUNITY PROFILE.....	20
III.	LITERATURE REVIEW.....	23
	A. BACKGROUND.....	23

B.	REVIEW OF <u>DOD FORCE MIX ISSUES: GREATER RELIANCE ON CIVILIANS IN SUPPORT ROLES COULD PROVIDE SIGNIFICANT BENEFITS</u> (GAO/NSIAD-95-5) . . . .	24
C.	CRITIQUE OF <u>DOD FORCE MIX ISSUES: GREATER RELIANCE ON CIVILIANS IN SUPPORT ROLES COULD PROVIDE SIGNIFICANT BENEFITS</u> (GAO/NSIAD-95-5) . . . .	26
D.	REVIEW OF <u>DEPARTMENT OF DEFENSE REPORT ON THE CIVILIAN AND MILITARY MIX IN SUPPORT OCCUPATIONS</u> .	26
E.	CRITIQUE OF <u>DEPARTMENT OF DEFENSE REPORT ON THE CIVILIAN AND MILITARY MIX IN SUPPORT OCCUPATIONS</u> . . . . .	28
F.	REVIEW OF <u>DOD FORCE MIX ISSUES</u> (GAO/NSIAD-97-15) . . . . .	28
G.	CRITIQUE OF <u>DOD FORCE MIX ISSUES</u> (GAO/NSIAD-97-15) . . . . .	34
H.	REVIEW OF <u>DEFENSE BUDGET: OBSERVATIONS ON INFRASTRUCTURE ACTIVITIES</u> (GAO/NSIAD-97-127BR) . . .	35
I.	CRITIQUE OF: <u>DEFENSE BUDGET: OBSERVATIONS ON INFRASTRUCTURE ACTIVITIES</u> (GAO/NSIAD-97-127BR) . . .	36
IV.	PRESENTATION AND ANALYSIS OF DATA . . . . .	37
A.	ANALYSIS OF THE FLEET SUPPORT COMMUNITY BILLET BASE . . . . .	37
B.	EXAMPLE OF ANALYSIS . . . . .	39
C.	BILLET BASE ANALYSIS . . . . .	42
D.	BENEFITS AND COSTS OF CONVERSION . . . . .	43
V.	CONCLUSIONS AND RECOMMENDATIONS . . . . .	47
A.	SUMMARY . . . . .	47
B.	RESEARCH QUESTIONS . . . . .	47
C.	RECOMMENDATIONS FOR FURTHER RESEARCH . . . . .	54
	BIBLIOGRAPHY . . . . .	57
	APPENDIX . . . . .	59
	JOINT DISTRIBUTION LIST . . . . .	89

## LIST OF TABLES

Table 1:	GENURL Community by Gender and Grades, May 1992...	21
Table 2:	Fleet Support Community by Gender and Grade, June 1997.....	21
Table 3:	Average Cost Comparison of Annual Military Compensation by Pay Grade in CONUS.....	31
Table 4:	Summary of Results.....	42
Table 5:	Target Distribution of FSC Billets (including 1000 coded billets).....	52
Table 6:	Distribution of Conversion Candidates.....	52
Table 7:	Distribution of Military Essential 1700 Coded Billets.....	52
Table 8:	Distribution of Military essential 1700 Coded Billets and 1000 Coded Billets.....	53

## I INTRODUCTION

### A. PURPOSE

This research paper analyzes the Fleet Support Community (FSC) billet base to determine if civilianization of billets is a viable option. Conversion of billets can save money because, on a pay and benefits basis, equivalent civilians are less expensive than military officers are.

### B. BACKGROUND

One of the most difficult issues the Department of Defense (DOD) faces is how to replace or modernize aging weapons systems in the face of static or declining defense budgets. The 1997 Department of Defense Budget provided approximately \$257 billion in appropriations for defense spending. The Future Years Defense Plan projects virtually zero funding growth in the defense budget through the year 2001. DOD currently spends 60 percent of its budget on infrastructure activities.<sup>1</sup> Planned infrastructure funding is projected to remain at about 60 percent in DOD's 1997-2001 budgets.<sup>2</sup> The recent Quadrennial Defense Review (QDR), Bottom Up Review and the General Accounting Office (GAO) have all concluded that the Department of Defense must cut the money it spends on infrastructure to recapitalize the armed forces.<sup>3</sup>

---

<sup>1</sup> DOD defines infrastructure as those activities that provide support services to mission programs, such as combat forces, and primarily operate from fixed locations. DOD accounts for its infrastructure activities in eight categories: installation support; central training; central medical; central logistics; force management; acquisition infrastructure; central personnel; and central command, control and communications.

<sup>2</sup> GAO Report GAO/NSIAD-97-127BR

<sup>3</sup> Ibid

Thirty percent of infrastructure spending goes to military personnel accounts.<sup>4</sup> The GAO found that about 45 percent of active-duty military personnel, or 660,000 men and women, officer and enlisted, are assigned to support activities. The QDR and the General Accounting Office have identified the civilianization of military support billets as a means of cutting infrastructure spending. The GAO concluded that civilian civil-service employees, of a comparable grade, could perform many of the support activities for an average annual \$15,000 saving compared to active duty military officer personnel.<sup>5</sup>

The Navy's Fleet Support Community (FSC), designator 1700, performs support functions. Consisting of approximately 1800 officers, the FSC mission is:<sup>6</sup>

Support fleet and joint operations through management of the fleet support establishment and the development of highly specialized technical and analytical capabilities. Fleet support officers are the primary source of officers trained, educated and experienced in the intricacies of shore station and support management.

The Fleet Support mission is executed through three specialty areas or "core competencies." They are (1) Logistics Support, which includes shore station management and sealift; (2) Manpower Personnel and Training (MPT), which includes personnel accession, personnel management, manpower/ personnel/ training analysis and personnel development; (3) Space and Electronic Warfare (SEW), which

---

<sup>4</sup> Ibid

<sup>5</sup> Tom Bowmen, *Shift Military Support Jobs to Civilians, Close Inefficient Facilities*, GAO Urges, Baltimore Sun, April 5, 1997

<sup>6</sup> *Fleet Support Community, A Brief for CNO*, 21 March 1996

includes space operations, information warfare, information systems management and IUSS.<sup>7</sup>

This thesis analyzes the FSC billet base to determine the feasibility of converting certain 1700 billets from military to civilian and the resulting potential savings.

### **C. OBJECTIVES**

This thesis attempts to determine if converting some FSC billets is feasible and if budgetary savings could result from the conversion. This thesis also addresses the impact conversion would have on the FSC community and explores possible options for the community's future.

### **D. RESEARCH QUESTIONS**

#### **1. Primary Research Question**

Can some FSC billets be converted to Civil Service, and, if so, what savings, if any, will result?

#### **2. Secondary Research Questions**

a. What is the history of the Fleet Support Community (FSC) and how did it evolve to its present state?

b. What is the mission of the FSC and how does it accomplish its mission?

c. What criteria should be used to determine if billets should be converted?

d. What formulas should be used to determine savings from conversion?

---

<sup>7</sup> IUSS (Integrated Underwater Surveillance System) mission transfers to the Intelligence Community NLT 2010.

- e. What impact will conversion have on the FSC and what is the best way to deal with that impact?
- f. What barriers exist to conversion?

#### **E. SCOPE LIMITATIONS AND ASSUMPTIONS**

This thesis only analyzes the FSC. There are, of course, many other officer communities and enlisted rates in the Navy where a majority of the members perform support functions, e.g. Civil Engineering Corps, Supply Corps, Postal Clerk Rating and Hospital Corpsman Rating. Due to time constraints and data availability, only the FSC was studied. Also, the FSC is unique in the Navy in that there are virtually no sea duty billets.<sup>8</sup> The sea-shore rotation issue would not impact a decision to civilianize billets.<sup>9</sup> The GAO has already reviewed many of the other officer communities and enlisted ratings to determine conversion feasibility and savings; so this thesis need not duplicate GAO work.

Approximately half of the FSC personnel fill 1700 coded billets, the rest fill 1000 coded billets.<sup>10</sup> Only 1700 coded billets were considered for possible conversion. Filling 1000 coded billets typically revolve among several communities. For instance, a 1000 coded billet may be filled by an FSC Officer for one tour, then by a Surface Warfare Officer, who might be followed by a Naval Flight Officer. It would be impossible to consider civilianizing 1000 coded billets without gauging the affect conversion

---

<sup>8</sup> Out of a 980 billet base here are 12 sea duty billets.

<sup>9</sup> The sea-shore rotation issue refers to the fact that other communities, for example the Surface Warfare community, need ashore support billets for personnel to rotate into between at sea assignments.

<sup>10</sup> 1000 coded billets can, by definition, be filled by any unrestricted line officer or FSC officer.

would have on several different communities. Such an analysis is outside the scope of this thesis.

Only the option of conversion to civil service for FSC billets was considered. It may well be that complete privatization of some FSC functions is the most cost effective alternative. This is a topic sufficient to warrant a separate thesis.

#### F. LITERATURE REVIEW

GAO and DOD drafted the following reports on converting military support billets:

1. DOD Force Mix Issues: Greater Reliance on Civilians in Support Roles Could Provide Significant Benefits (GAO/NSIAD-95-5, Oct. 19, 1994)
2. Department of Defense Report on the Civilian and Military Mix in Support Occupations, Report to the House Committee on National Security and Senate Committee on Armed Services, Office of the Under Secretary of Defense (Personnel and Readiness), April 1995
3. DOD Force Mix Issues (GAO/NSIAD-97-15), October 23, 1996
4. Defense Budget: Observations on Infrastructure Activities (GAO/NSIAD-97-127BR) April 4, 1997

The GAO reports share a central theme: DOD can save money by civilianizing military support billets. The first report focused primarily on enlisted positions. Congress mandated the second, prompted by the first GAO report. The last two, which focused on officer billets, are most germane to this thesis. Brief reviews of the reports follow.

1. DOD Force Mix Issues: Greater Reliance on Civilians in Support Roles Could Provide Significant Benefits

In the wake of DOD's continuing efforts to downsize, GAO identified ways for the military services to achieve operational efficiencies and budget savings by using civilian personnel in support positions. GAO concludes that by replacing military forces with civilians in support roles, DOD could significantly reduce personnel costs and release military personnel for operational duties. GAO asserts that on average each civilian support employee costs \$15,000 less per year than a comparably graded military person.

The report does not develop a list of billets that should be civilianized and resulting potential yearly savings.

2. Department of Defense Report on the Civilian and Military Mix in Support Occupations

DOD reported to Congress that despite the turbulence of massive force reductions and relocations, the Defense Department continues to search for ways to make the most economical use of its total work force. The report reviewed DOD's military/civilian mix by service and job type; DOD Policy on military essentiality; and how service missions affect the work force mix. The report concluded that no major civilianization effort should be undertaken until the Defense work force (both military and civilian) begins to stabilize near its ultimate post Cold War level.

### 3. DOD Force Mix Issues

The GAO reviewed 32,155 officer positions and determined that 9,500 were candidates for military to civilian conversion. In evaluating the positions, GAO used criteria based on guidance contained in DOD Directive 1100.4.<sup>11</sup> The GAO reviewed positions by career field in the three service branches (the report did not consider any FSC career fields). 1,006 Army billets, 6,841 Air Force billets and 1,639 Navy billets were identified as conversion candidates. GAO concluded that if all the positions identified were converted, DOD could save about \$95 million annually. The Navy, by itself, could save \$16 million a year. GAO computed annual costs for each military officer grade and equivalent civil service grades to determine annual savings.<sup>12</sup>

The GAO also identified impediments that limit the services' ability to convert positions. First, given the latitude of the services' guidance and instructions, local commanders are able to and likely prefer to use service members due to a perceived increase in control over staff. Second, commanders may have little guarantee that funding will be provided for converted positions. Military pay is provided through the service personnel accounts and funding will be available to continue staffing the positions. Civilian pay is budgeted in operations and maintenance accounts. These accounts also fund other needs, such as purchasing fuel, spare parts and training. The services

---

<sup>11</sup> DOD Directive 1100.4 is a 1954 directive that requires the services to staff positions with civilian personnel unless the services deem a position military essential for one or more reasons, including combat readiness, legal requirements, training, security, rotation, and discipline. The criteria for conversion that GAO derived from this instruction will be more fully reviewed and critiqued in chapter 3.

<sup>12</sup> GAO's methodology for determining savings will be explored more extensively in chapter 3.

may have different priorities than providing sufficient civilian pay to support conversions. Finally, there are civilian labor ceilings currently in place that would stymie any conversion efforts.

**4. Defense Budget: Observations on Infrastructure Activities (GAO/NSIAD-97-127BR)**

The GAO reported that the planned infrastructure funding in DOD's 1997-2001 budgets was projected to remain about 60 percent of DOD's total budget, the same proportion as during the Bottom-Up Review. About 50 percent of infrastructure spending is in two categories: central logistics and installation support. About 80 percent of infrastructure activities that can be clearly identified in DOD's Future Years Defense Plan (FYDP) are funded by a combination of the military personnel (30 percent) and operations and maintenance (50 percent) appropriations. If DOD is to reduce its infrastructure activities, it must look to these appropriations for the reductions.

Although active military personnel have declined by about 30 percent between fiscal year 1990 and 1997, the total funding for the salaries and benefits for active duty military personnel has declined by only 13 percent. The budgets (using constant dollars) were not expected to decrease commensurate with the force because the force that remains has progressively become more expensive. Increases in basic pay and allowances have contributed to the higher costs. Also, by 1999, each service is expected to have a higher percentage of officers in its force than it had in 1990.

Congress had been concerned about an excessive drawdown of military personnel and imposed permanent end strength levels in the National Defense Authorization Act

for fiscal year 1996. In contrast, GAO has shown that smaller end strengths are possible without reducing the number of personnel assigned to operational forces. Specifically, about 660,000, or 45 percent, of active military personnel for fiscal year 1997 were assigned to infrastructure activities.<sup>13</sup> Each service is assessing ways to streamline its operations that reduce active military personnel needs. DOD could reduce the military personnel accounts by replacing active duty military personnel, who perform infrastructure functions, with less costly civilian personnel.

#### G. METHODOLOGY

The history, present function and community demographics of the FSC were researched and summarized from various briefing papers, official letters and instructions that were retrieved from the files of the FSC Officer Community Manager (OCM), at the Bureau of Naval Personnel (Pers-211G).

The OCM provided the latest (December 1996) billet base file containing 980 billets.<sup>14</sup> Using criteria derived from the GAO and DOD Directive 1100.4, each billet's title, activity, geographic location, personnel subspecialty (PSUB), Primary Navy Officer Billet Code (PNOBC) and Secondary Navy Officer Billet Code (SNOBC) were reviewed to determine conversion candidates.

Using GAO criteria, the respective cost savings between each officer grade and the civilian equivalent was determined. The cost savings per officer grade was then

---

<sup>13</sup> GAO Report GAO/NSIAD-97-127BR

<sup>14</sup> The Fleet Support Community is a relatively new community with a growing billet base. Current plans envision a billet base of 1300 when complete.

multiplied by the total number of officers per grade identified as conversion candidates. The results were then summed to arrive at a total estimated cost savings.

To formulate recommendations for the FSC's future, the histories of other officer communities and enlisted rates that were downsized or eliminated were reviewed.

#### **F. ORGANIZATION OF STUDY**

Chapter I: Introduction-This chapter identifies the purpose and direction of the thesis. It consists of: a background on how the research was conducted, objectives of the thesis, a presentation of primary and secondary questions, and a discussion of the thesis limitations.

Chapter II: Background-This chapter traces the evolution of the FSC from its beginnings to its current state.

Chapter III: Literature Review-This chapter discusses germane GAO findings. A review and critique of the methodology GAO used to derive their findings was conducted.

Chapter IV: Presentation and Analysis of the Data-This chapter presents and discusses the research results, including: a study of the FSC billet base to determine candidates for conversion, a cost-benefit analysis of conversion, and an analysis of the impact of conversion on the viability of the FSC as a restricted line community.

Chapter V: Conclusions and Recommendations-The final chapter answers the research questions presented in Chapter I, summarizes the research findings and provides recommendations for implementation.

## II. BACKGROUND

### A. GENERAL UNRESTRICTED LINE

The FSC is a direct descendant of the General Unrestricted Line (GenURL) community, designator 1100. The GenURL community was created in 1972 specifically because of the combat exclusion law, which barred women from the majority of Navy billets. Historically, the very definition of an unrestricted line officer referred to the ability/eligibility to command at sea. The definition of the GenURL had always been somewhat blurred by its existence as an unrestricted line community whose members were barred by law from the very goal which defines the unrestricted line.

Unlike the other unrestricted line communities (surface warfare, aviation and submarines) the GenURL never had its own discreet billet base. Instead, officers filled a percentage of 1000 coded billets that were reserved for the community. Junior GenURLs typically filled support billets, such as administrative officer, communications officer, and legal officer. Senior community members typically held high-level staff positions or commanded shore installations.

In 1989, an official mission statement was approved: "The General Unrestricted Line manages the fleet support establishment and provides the Navy with officers of proven leadership and shore management/subspecialty expertise."<sup>15</sup> Because of the combat exclusion prohibition, the GenURL community evolved as a de facto fleet support community. Expertise was developed in a variety of skills that supported the Navy's shore establishment.

---

<sup>15</sup> From BUPERS (Pers 211G)

The GenURL community was never, by regulation, a community solely for females. Men constituted a small percentage of the community. However, there was no formal accession path for men into the community. Males were automatically redesignated as 1100s after attrition from other officer communities. Attrition was most commonly due to poor health or performance. For men, the GenURL community tended to be a place where they could complete their service obligation and then leave the Navy. As a result, there were very few senior male GenURL officers.

#### **B. LAW CHANGE**

Rescission of Section 10 of the U.S. Code, which excluded women from combatant billets, opened many doors for Navy women and effectively removed the *raison d'être* for the GenURL community. The change in the combat exclusion prohibition spurred DOD to examine the GenURL community and its future in the Navy.<sup>16</sup>

#### **C. OPTIONS FOR CHANGE**

In September of 1994, the Chief of Naval Personnel (CNP) reviewed three options for the GenURL community.<sup>17</sup> Each option, and its pros, cons and concerns, as developed by the CNP's staff, is reviewed below.

---

<sup>16</sup> Memorandum for the Secretary of the Navy from the Chief of Naval Operations, Ser 00/4u500236 of 28 Sep 94, Subject: Establishment of a New Competitive Category for Navy Officer Promotions - Action Memorandum

<sup>17</sup> Ibid, civilianization of billets was never considered.

## 1. Option One

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

### a. Pros

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

- The Navy needs dedicated shore managers and technical expertise.

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

- The Gen URL community has time to develop requisite experience while warfare communities lack time for both warfare and shore management/subspecialty development.

- Shore management will lose experience/capability without 1100s.

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

- In the short term, the community helps the Navy maintain the Congressionally mandated number of female officers.

- Maintaining the community avoids transition problems for community members.

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

- The Navy maintains faith with community members.

■ If an 1100 billet base is developed, as a URL community, GenURLs can still compete for 1000 coded billets.

**b. Cons**

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

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

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

■ The community perpetuates the concept of a wet/dry Navy.<sup>18</sup>

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

■ The community consumes some overhead (e.g. 2 flag billets, command opportunities, detailers, a community manager)

**c. Concerns**

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

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

---

<sup>18</sup> I.e. those who perform sea duty and those that don't.

## 2. Option Two

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

### a. Pros

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

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

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

- The community perpetuates concept of wet/dry Navy.

- The community consumes overhead.

### b. Cons

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

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

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

- Disestablishing the community will break faith with community members.

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

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

### **c. Concerns**

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

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

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

### **3. Option Three**

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

#### **a. Pros**

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

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

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

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

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

#### **b. Cons**

■ A RL community would compromise the informal warfare advocacy enjoyed by the community.

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

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

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

### c. Concerns

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

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

■ Extensive community reorganization may be necessary.

### D. DECISION

Two key considerations drove the review process. First, the GenURL had significant expertise in managing the Navy's complex shore support infrastructure. Second, a high value was put on keeping faith with the present members of the GenURL community.<sup>19</sup>

Criteria for selecting the best option included: (1) ensure a trained, experienced, qualified corps of officers to meet Navy manpower requirements while providing flexibility and adaptability for changing personnel needs; and (2) keep faith with members of the GenURL community by providing a viable career path and comparable promotion potential.<sup>20</sup> Given that choice of criteria, the outcome was a foregone conclusion.

The Chief of Naval Operations (Admiral Jeremy Boorda) felt that while the legal barrier to combat qualification

---

<sup>19</sup> Memorandum for the Secretary of the Navy from the Chief of Naval Operation, Ser 00/4u500236 of 28 Sep 94, Subject: Establishment of a New Competitive Category for Navy Officer Promotions - Action Memorandum

<sup>20</sup> Ibid

and service no longer existed, the change came too late for most GenURL members to transition to another community and still remain competitive for promotion.<sup>21</sup> Not only would a required community transition break faith, it would put the substantial investment the Navy had made in these officers at risk. Furthermore, requiring warfare qualified officers to fill the 1000 coded billets currently filled by GenURLs would cause a great deal of turbulence in the warfare communities; officers would not be able to meet career path requirements.

On 28 September 1994, the Chief of Naval Operations sent a letter to the Secretary of the Navy requesting the establishment of a new competitive category, in the restricted line, for officers, to be called the Fleet Support Community (designator 1700).<sup>22</sup> The Secretary of the Navy approved the request on 4 October 1994.<sup>23</sup> All GenURLs would automatically convert to the 1700 designator. Like other restricted line communities, community strength would be maintained through the transfer and redesignation process.

FSC officers would fill 1700 coded billets throughout the fleet support establishment. To ensure promotion and command opportunities, as well as meeting continuing needs for maximum manpower flexibility, FSC officers would continue to fill a fair share of the available 1000 coded billets. Reviewing billets typically filled by 1700s and recoding when appropriate would develop a Fleet Support billet base.

---

<sup>21</sup> Ibid

<sup>22</sup> Ibid

<sup>23</sup> "Fleet Support Community, A Brief for CNO" prepared by BUPERS (Pers 211G)

## E. CURRENT COMMUNITY PROFILE

The FSC downsized, along with the rest of the Navy, in the late 1980s and early 1990s. End strength went from 2,951 in 1989 to 1,890 in 1995, a 37% net reduction. Current strength includes 200 special program officers hired for single, special purpose tours (e.g., Naval Reactor Engineers and Nuclear Power School Instructors).

The 1700 billet base currently stands at 980 billets. They are split between the three core competencies as follows: Logistics Support 20%, MPT 40% and SEW 40%. Fleet Support authorized end strength is 1890.<sup>24</sup> The target billet base size is 80% of end strength or 1,512.

FSC officers who are not filling 1700 coded billets continue to fill 1000 coded billets.

Tables 1 and 2 compare GenURL manning in 1992 with FSC manning in 1996. Community strength decreased approximately 30% over the time period.

---

<sup>24</sup> This figure includes 200 special program officers who are only brought onboard for one tour to provide a specific function e.g., nuclear power instructors and Naval Academy coaches.

	ENS	LTJG	LT	LCDR	CDR	CAPT	FLAG	TOTAL
TOTAL	247	325	854	693	269	35	2	2425
WOMEN	229	298	771	670	260	32	2	2262
MEN	18	27	83	23	9	3	0	163

**Table 1: GenURL Community by Gender and Grade, May 1992**

	ENS	LTJG	LT	LCDR	CDR	CAPT	FLAG	TOTAL
TOTAL	12	92	669	490	374	83	5	1725
WOMEN	10	84	641	462	353	78	5	1633
MEN	2	8	28	28	21	5	0	92

**Table 2: Fleet Support Community by Gender and Grade, June 1997**

In the future, the size of the FSC is likely to be affected by two issues.<sup>25</sup> One is the plan to transfer the IUSS function to the Intelligence community. This could cause the community to lose approximately 50 officers.<sup>26</sup>

<sup>25</sup> Information concerning these two issues was provided by BUPERS (Pers 211G).

<sup>26</sup> It is difficult to accurately forecast exactly how many officers will transfer to the Intel community. There are two 1700 billets that will transfer to the Intel community plus an as yet to be determined number of 1000 coded IUSS billets. It has not been decided yet how many of the IUSS qualified FSC officers will be needed to fill the transferred

Second, BUPERS is developing a concept that would merge the 1610 (Cryptology) community and the 1700 community SEW officers into a new Command, Communications, Control, Computers and Intelligence (C4I) restricted line community. One hundred and ninety seven officers filling SEW coded 1700 billets would be converted to the new community. Additionally, another 200 FSC officers who are filling 1000 coded SEW billets might also transfer to the new community. In total, approximately 400 FSC officers could be affected by the new community. At this point in the C4I community's development, it is impossible to say with certainty how many FSC officers will change communities.

---

billets. The 50 officer figure is a rough estimate made by the FSC Community Manager.

### III. LITERATURE REVIEW

#### A. BACKGROUND

The General Accounting Office (GAO) first addressed the military/civilian force mix issue in DOD Force Mix Issues: Greater Reliance on Civilians in Support Roles Could Provide Significant Benefits (GAO/NSIAD-95-5). It recommended that the Secretary of Defense study opportunities to civilianize support billets because civilian personnel cost less than their military counterparts. The report focused primarily on enlisted positions but findings are also applicable to officer positions. That report prompted Congress to mandate that DOD draft the Department of Defense Report on the Civilian and Military Mix in Support Occupations. DOD's report concludes that civilian personnel already fill a large percentage of military support positions and any changes in the civilian/military mix should wait until the drawdown is over.

GAO has since published two more reports concerning the civilianization of military support billets. The first, DOD Force Mix Issues (GAO/NSIAD-97-15), analyzed the force structure of the Army, Navy and Air Force. GAO determined that all the service branches could save money by manning military support positions with civilians vice active duty military members. The second, Defense Budget - Observations on Infrastructure Activities (GAO/NSIAD-97-127BR), is a briefing report to the Chairman, Committee on National Security, House of Representatives. This report reviews and expands the topics presented in DOD Force Mix Issues. This chapter will review and critique the germane points and findings in the DOD and GAO reports.

**B. REVIEW OF DOD FORCE MIX ISSUES: GREATER RELIANCE ON CIVILIANS IN SUPPORT ROLES COULD PROVIDE SIGNIFICANT BENEFITS (GAO/NSIAD-95-5)**

GAO states that the report's purpose is to assist DOD in meeting high operational requirements with a smaller force due to downsizing. Using civilians in support positions is cited as a cost-effective way of ensuring that the best use is made of military personnel.

At the request of the Chairman, Subcommittee on Readiness, House Armed Services Committee, GAO examined DOD's guidance and decision-making processes for determining whether to use civilians or uniformed personnel. Specifically, GAO examined DOD and the military services' efforts to replace military personnel in support positions with civilian employees and the adequacy of planning for the future use of civilian employees and contractor personnel to support military personnel in combat areas.

GAO reports that the structure of the armed forces is based on the DOD total force policy; this policy recognizes that all elements of the structure, including active military personnel, reservists, civilian employees, defense contractors, and host nation military and civilian personnel, contribute to national defense. Civilian employees have been associated with the military establishment since the American Revolution, and today remain a significant part of DOD. Over time, civilians have filled support positions that were previously filled by uniformed personnel. GAO determined that in fiscal year 1994, civilian employees constituted approximately 30 percent of DOD's active personnel, performing such functions as airplane, ship and tank repairs; communications and logistical support; and operations and

maintenance of military installations. The report asserts that many civilian employees have agreed to continue to perform these functions in foreign areas and to deploy to armed conflicts, as needed, to support military forces.

Although DOD and the services have general policies to use civilians whenever possible, GAO says, the services currently use thousands of military personnel in support positions that could be filled, at less cost, with civilians. Converting those positions would reduce costs and release military personnel for use in more combat-specific duties.

DOD and the services have made various efforts to use more civilians in the past, but the report concludes that results have not been well documented. The extent of change seems limited since the ratio of military to civilian personnel has not changed significantly over the years.

GAO cited several impediments to conversion. Managers are reluctant to convert positions because, with current downsizing, both positions might be lost. Budget allocations and civilian personnel requirements decisions often have been made in isolation of one another. Sometimes these decisions have prevented officials from receiving sufficient funds to support civilian replacements.

GAO visited one location where 2,200 military positions were identified in 1991 for replacement by civilians. A command official said the command lost about 2,000 of these military personnel, but gained only 800 civilians. According to the official, the command's budget was reduced, partly due to downsizing, before civilians could be hired.

**C. CRITIQUE OF DOD FORCE MIX ISSUES: GREATER RELIANCE ON CIVILIANS IN SUPPORT ROLES COULD PROVIDE SIGNIFICANT BENEFITS (GAO/NSIAD-95-5)**

This report looked at enlisted military career fields for conversion opportunities. Using GAO's rationale for converting positions, there are also officer/white collar positions that are conversion candidates. Unlike later GAO reports, this report only studied the issue of civilianization on a broad level. It failed to determine which billets could be civilianized and develop estimates of how much money could actually be saved by conversions. The report does not include other impediments to conversion such as the need to maintain shore billets to ensure an equitable overseas/U.S. rotation and sea/shore rotation. The latter of which is of primary importance to the Navy.

**D. REVIEW OF DEPARTMENT OF DEFENSE REPORT ON THE CIVILIAN AND MILITARY MIX IN SUPPORT OCCUPATIONS**

DOD reported that despite massive force reductions and personnel turbulence, it continued to minimize the military work force by using other forms of labor whenever possible. The DOD policy has always been to use military personnel only when necessary, based on wartime, contingency and rotational requirements.

As recommended by GAO, DOD determined the percent of civilian support in infrastructure activities. It was found that 48 percent of Navy support positions were filled by civilians; 50 percent in the Army and 41 percent in the Air Force. DOD went a step further than the previously reviewed GAO report and included officer/white collar positions in its analysis.

DOD defined the term "military essential billet." A position was classified as military essential if the law required the position be filled by a service member, if the position required both training and experience that is military specific in nature; if the physical security requirements dictated that the position be filled by a member of the Armed Services, or the position was required to exercise military discipline over military subordinates.

The Department of Defense policy on military essentiality is to use the form of personnel consistent with military requirements and other needs of the Department. Using the guidance provided by DOD Directive 1100.4, the Military Departments and Defense Agencies decide which type of labor (military, civilian, or contract personnel) will perform which mission.

The report states that numerous interrelated factors are considered in the process of deciding whether a job will be done by military or civilian personnel. Wartime scenarios, time phased mobilization requirements, peacetime rotation, and other factors must be simultaneously considered. For example, if peacetime overseas and wartime deployment requirements call for 4,500 supply handlers, then a certain number of supply handler positions must be military, even though the occupation has a direct civilian counterpart. This approach keeps military personnel trained in this critical wartime occupation and allows them to do productive peacetime work.

DOD notes that service missions affect the work force mix. For the Navy, rotational billet management is a primary consideration in Navy shore establishment staffing. The report states that the Navy believes that sea/shore rotation management is a major impediment to additional civilian to military conversions.

**E. CRITIQUE OF DEPARTMENT OF DEFENSE REPORT ON THE CIVILIAN AND MILITARY MIX IN SUPPORT OCCUPATIONS**

This report lists some compelling reasons why more than comparative cost must be considered before any decision can be made on civilianizing billets. It points out that officer/white collar as well as enlisted/blue collar positions should be included in any estimate of the percentage of military support positions filled by civilians. The previous GAO report concluded that about one third of support positions are staffed by civilians. DOD asserts that if white collar positions are included, almost one half of service support positions are filled by civilians. Officer/white collar positions also offer opportunities for achieving additional savings through conversion. The report notes the Navy's major impediment to civilianizing positions is the need to maintain shore billets for sea/shore rotation purposes. This impediment does not apply to the positions studied by this thesis.

**F. REVIEW OF DOD FORCE MIX ISSUES (GAO/NSIAD-97-15)**

This report analyzes commissioned officer positions, using fiscal year 1996 end strength data, and identifies certain support and administrative officer positions as candidates for civilian conversion. Specific objectives of the report were to identify the:

1. Criteria the services use to determine which officer positions are "military essential," i.e., positions that DOD believes must be filled by a military person;
2. Positions currently filled with officers that might be filled with civilians without harming operational capabilities; and

3. Savings from converting positions from military to civilian status.

To achieve the second objective, GAO developed criteria based on DOD directives and guidance and applied them to selected officer positions in support activities.

In 1954, DOD issued Directive 1100.4 which requires defense activities to program the minimum number of personnel needed to meet national security objectives and to use civilians whenever possible. The directive allows the use of military personnel for any one or more of the following reasons:

1. Required training is only available in the military.

2. The position is needed to maintain combat readiness.

3. The position requires a general military background for successful execution.

4. The law requires that military personnel staff the position.

5. The position must be military to maintain good order and discipline or exercise authority under the Uniform Code of Military Justice.

6. The position is needed to ensure adequate opportunities to rotate personnel from overseas locations or sea duty to tours of duty in CONUS.

7. The position must be military for security reasons in which the incumbent may be involved in combat, expected to use deadly force, or expected to exhibit an unquestioned response to orders.

8. The position requires unusual duty hours, which are not normally compatible with civilian employment.

To identify candidates for conversion, GAO developed criteria based on the DOD Directive. Their criteria consisted of four questions that reflect the substance of

the DOD criteria. A billet was considered a conversion candidate when the answer was "no" to all four. The questions were as follows:

1. Is the primary skill or knowledge required in the position uniquely available in the military (this question encompasses DOD criteria of training, combat readiness and military background)?

2. Does the position have a mission to deploy to a theater of operations in wartime or during a contingency?

3. Does any law require that the position be staffed by a military person (this question addresses DOD criteria of law and discipline)?

4. Is the position needed to support the normal rotation of service members deployed overseas or afloat to assignments in CONUS?

GAO did not address the "unusual duty hours" criteria listed in DOD Directive 1100.4 because DOD civilians sometimes work unusual duty hours. GAO accepted deployability as a reason to maintain a billet as military essential but noted that over 14,000 civilian federal employees and contractors were deployed to the theater of operations during the Persian Gulf War. Thus, deployability alone may not be sufficient reason for a billet to remain military.

GAO determined the average cost of military and federal civilian salaries and benefits in pay grades O-1 to O-6 and general schedule grades GS-7 to GS-15 to estimate cost savings obtainable by converting positions from military to their roughly equivalent civilian pay grade. As shown in table 3, cost savings vary depending on the grade of the converted position.

Rank	Military Compensation	Grade	Civilian Compensation	Civilian Cost Advantage
O-6	\$119,378	GS-15	\$108,334	\$11,044
O-5	100,503	GS-14	93,097	7,405
O-4	83,125	GS-12	67,394	15,731
O-3	67,469	GS-11	56,686	10,783
O-2	54,198	GS-9	47,333	6,865
O-1	40,458	GS-7	39,197	1,261

**Table 3: Average Cost Comparison of annual Military Compensation by Pay Grade in CONUS**

Military compensation includes average basic pay; basic allowance for quarters; basic allowance for subsistence; the tax advantage accruing by virtue of the nontaxability of the allowances; an employer's contribution for the Federal Insurance Contribution Act (FICA) and Medicare; an estimate of the cost of providing health care to service members and their families; and the value of benefit accruals under the military retirement system. All benefits are in 1996 numbers, except health, which is in 1995 numbers (the most recent available).

Civilian compensation includes salary paid at step 5 of the general schedule; an average CONUS-based locality adjustment of 5.57 percent; government contributions to the Federal Employees Retirement System, including matching contribution to the thrift savings plan; participation in the Federal Employees Health Benefit Program; employer contributions for FICA and Medicare; and miscellaneous fringe benefits such as workers' compensation and awards or bonuses.

GAO's analysis was based on data supplied by the Office of the Secretary of Defense (Force Management Policy, Directorate of Compensation); the Office of Management and Budget (OMB); OMB Circular A-76, Performance of Commercial Activities; and GAO's 1994 report on civilian to military conversions. Grade equivalencies are based on comparisons established for Geneva Convention purposes (DOD Instruction 1000.1, Jan. 30, 1974).

Using the criteria they developed, GAO found that DOD could save about \$95 million annually by converting approximately 9,500 officer positions. GAO reviewed 6,258 Navy officer positions in the following career fields: aerospace engineering and aviation maintenance, civil engineering, engineering, oceanography, public affairs and supply. No FSC positions or career fields were considered. GAO determined that 1,639 of the reviewed officer positions were candidates for conversion representing a \$16 million dollars in savings.

The study reviewed some impediments that limit the military's ability to convert positions. First, given the latitude of the services' guidance and instructions, local commanders are able to and may prefer to use service members due to a greater perceived degree of control over staff. Second, local commanders may have little guarantee that funding will be provided for converted positions. Civilian pay is budgeted in a variety of operations and maintenance accounts that also fund many other needs, including fuel purchase, spare parts and training. Civilian pay could be reprogrammed for other needs. Military pay is provided through the service personnel accounts that do not fund any other activity. Thus, a local commander may not convert positions due to worries about the consistency of future funding. Finally, GAO notes that DOD believes the ongoing personnel drawdown

would make the task of converting positions more difficult until the drawdown ends.

The GAO report recommends that the Secretary of Defense overcome the impediments to conversion, develop a plan to convert officer positions in support activities that are not military essential, and require that the services implement the plan and report back to the Secretary on progress in implementing the conversion plan. To ensure that decisions identifying positions as military essential remain valid, GAO recommends that the Secretary of Defense develop a process to ensure that the need for military staffing in support positions is reassessed when major changes or reorganizations occur.

A response from the Under Secretary of Defense for Personnel and Readiness is included in the GAO report. DOD notes that the Department of Defense has routinely appealed provisions forcing military-to-civilian conversions. Impediments such as lack of consistent funding for the hiring of civilian replacements, the ongoing civilian personnel drawdown, and military strength floors remain their principle concerns. If, as the report recommends, DOD slows the rate of the civilian drawdown to provide civilian staff to fill the conversion candidates identified, DOD would incur the cost of additional civilian employees absent any legislation to transfer funds. The Secretary notes that the solutions proposed by GAO unfortunately do not adequately resolve these difficulties and are contrary to Congress' general thrust to reduce the size of government. As long as military strength floors remain in force, conversion initiatives will be difficult to accomplish.

**G. CRITIQUE OF DOD FORCE MIX ISSUES (GAO/NSIAD-97-15)**

This report does a meticulous job of quantifying the pay and benefits of military officer ranks and their civilian equivalents. However, the report fails to quantify some advantages of staffing a position with military vice civilian personnel. One of the criteria GAO uses to determine if a position is military essential is the need for military experience to serve effectively. While military experience may not be essential to positions GAO recommends for conversion, military experience may still be of value in accomplishing a function efficiently and effectively.

Another benefit that GAO fails to account for is the added flexibility obtained when staffing a position with military personnel. Local commanders can move military personnel into different positions to adjust to changing requirements; it is far more difficult to move civilian counterparts. Senior service leadership (and all American citizens) benefit from the added flexibility of military personnel. Military personnel maintain worldwide deployability and assignability. An officer serving in a CONUS staff position may be rapidly reassigned overseas in support of a contingency operation.

The GAO report treats military and civilian personnel, serving in similar positions, as if they are identical except for the cost of pay and benefits. Clearly there are non-monetary advantages, albeit extremely difficult to quantify, of using military over civilian personnel.

The Under Secretary of Defense makes some valid points in his response to the GAO report. Military strength floors would have to be modified and funds reprogrammed before any large-scale conversions could take place.

**H. REVIEW OF DEFENSE BUDGET: OBSERVATIONS ON  
INFRASTRUCTURE ACTIVITIES (GAO/NSIAD-97-127BR)**

GAO states that an objective of DOD's 1993 Report on the Bottom-up Review was to identify potential infrastructure savings and to launch a long-term process to reduce and streamline DOD's infrastructure without harming readiness. The report stated that infrastructure activities accounted for \$160 billion in fiscal year 1994, or about 60 percent of DOD's total obligational authority.

Between fiscal year 1997 and 2001, GAO reports, DOD planned to increase its procurement budget from \$38.1 billion to \$60.1 billion, primarily to buy modern weapons systems and upgrades to existing systems. DOD planned to fund that increase with a combination of increases to defense budgets, savings from acquisition reform, and a reallocation of funds from infrastructure to procurement activities.

GAO notes the proportion of planned infrastructure funding in DOD's 1997-2001 budgets was projected to remain at about 60 percent, the same proportion it was at the time of the Bottom-Up Review. Costs of infrastructure activities were expected to increase by \$9 billion, from \$146 billion in fiscal year 1997 to \$155 billion in fiscal year 2001. About 50% of the infrastructure spending is in two categories: central logistics and installation support.

The report states that about 80 percent of infrastructure activities that can be clearly identified in DOD's Fiscal Year Defense Plan are funded by a combination of appropriations for military personnel (30 percent) and operations and maintenance (50 percent). If DOD is to reduce its infrastructure spending, it must reduce these two appropriations.

Although active military strength declined by about 30 percent between fiscal year 1990 and 1997, the funding for salaries and benefits for active duty military personnel only declined by 13 percent in constant dollars. The budgets did not decrease commensurate with the force because the force that remains has progressively become more expensive. Increases in basic pay and allowances have contributed to the higher costs. Also, by 1999, each service is expected to have a higher percentage of officers in its force than it had in 1990.

Congress has been concerned that the drawdown of military personnel may have gone too far and imposed permanent end strength levels in the national Defense Authorization Act for fiscal year 1996. But, GAO work has shown that smaller end strengths are possible without reducing the number of military personnel assigned to mission forces. In this report, GAO states that about 660,000, or 45 percent, of active military personnel for fiscal year 1997, were to be assigned to infrastructure activities. GAO research shows that DOD could achieve savings in the military personnel accounts by replacing active duty military personnel, who perform infrastructure activities, with less costly civilian personnel.

**I. CRITIQUE OF DEFENSE BUDGET: OBSERVATIONS ON INFRASTRUCTURE ACTIVITIES (GAO/NSIAD-97-127BR)**

Findings in this report were based on the GAO report DOD Force Mix Issues that was reviewed earlier in this chapter. The same critique is valid. GAO fails to consider the added benefits of military experience and flexibility gained by the use of military personnel in support billets.

#### IV. PRESENTATION AND ANALYSIS OF DATA

##### A. ANALYSIS OF THE FLEET SUPPORT COMMUNITY BILLET BASE

The Appendix is the Fleet Support Community billet base (current as of FY 97).<sup>27</sup> Each billet was reviewed to determine if it was a candidate for civilian conversion. Billet title, Activity, Geographic Location, Primary Subspecialty (PSUB), Primary Navy Officer Billet Classification (PNOBC) and Secondary Navy Officer Billet Classification (SNOBC) were studied to identify each billet's functions. The PSUB code indicates postgraduate education or equivalent training and experience required of a billet's incumbent. For example PSUB code 31P indicates a Masters Degree in Financial Management is required to fill the billet. The PNOBC and SNOBC codes functionally describe the billet's general occupational duties.<sup>28</sup>

After learning everything possible about a billet's functions and requirements from the information provided in the Appendix, GAO's four questions, from DOD Force Mix Issues, were applied to each billet to determine conversion candidates. GAO's four questions are:

1. Is the primary skill or knowledge required in the position uniquely available in the military (this question encompasses DOD criteria of training, combat readiness and military background)?

2. Does the position have a mission to deploy to a theater of operations in wartime or during a contingency?

3. Does any law require that the position be staffed by a military person (in the case of the 1700 billet base,

---

<sup>27</sup> Received from Pers-211G, FSC Manager.

<sup>28</sup> Descriptions of PSUB, PNOBC and SNOBC codes are found in the Manual of Navy Officer Manpower and Personnel Classifications, Volume I, Major Code Structures, NAVPERS 15839H, Bureau of Naval Personnel.

this question addresses the need to administer the Uniform Code of Military Justice and conduct Non-Judicial Punishment proceedings)?

4. Is the position needed to support the normal rotation of service members deployed overseas or afloat to assignments in CONUS.

A billet was considered to be a conversion candidate if the answer was no to all four questions. Question number 4 was essentially moot as the FSC has less than ten billets that actually deploy on a regular basis. In the first column of the Appendix, the initials "CC" mark those billets identified as conversion candidates.

Question one, concerning whether the primary skill or knowledge is only available in the military, eliminated 164 billets as CCs. The vast majority of billets identified as military essential by question one were recruiter and instructor billets. Although there are civilian equivalents to both occupations, a strong argument can be made that, to perform either job effectively, the incumbent must be on active duty. Active service gives a recruiter credibility and a knowledge base to answer prospective recruits' questions. Active service also gives military instructors credibility and the needed background to teach effectively. Instructors, particularly those at accession points, also generally perform military leadership roles.

Question two only precluded 17 billets from being considered as CCs. This is not surprising because the FSC has few billets that deploy on board ships or with deployable staffs.

Question three retained 171 billets as military essential. Virtually all of the FSC's senior leadership billets were considered military essential. If the title or NOBC identified the billet as either a "Commander," "Chief of Staff," "Commanding Officer," "Executive Officer"

or "Officer in Charge," personnel in those leadership billets would be excepted to play a prominent role in administering the UCMJ and carrying out disciplinary proceedings.

## B. EXAMPLE OF ANALYSIS

This section contains several examples of how a billet was determined to be either a CC or military essential.

The first billet from the Appendix is titled: PERS P&P CHIEF/N09D DEP DIR NAVY. The billet is located at OPNAV in Arlington, Virginia. A PSUB is not required. It is a Captain's (06) billet. There is no SNOBC. The billet's Primary NOBC is 3980. It reads:

PERSONNEL, PLANS AND POLICY CHIEF (PERS P&P CHIEF) - Exercises overall and coordinating direction in the formulation of policies, plans and procedures governing administration of the offices of the Navy Department and assigned activities or other offices within the Department of Defense or international activities concerned with personnel functions such as procurement, education, training, discipline, promotion, distribution and separation of military and civilian personnel. Or immediately assists, as deputy chief, or special assistant, in such direction.<sup>29</sup>

After considering the billet's title, activity, grade, location and NOBC, the four questions were applied to the billet; the answer was no to all four. Some might expect a positive answer to the first question; concerning a military unique primary skill or knowledge requirement. The point is arguable. Some of the incumbent's activities may involve discipline and promotion, which sound uniquely

---

<sup>29</sup> Manual of Navy Officer Manpower and Personnel Classification, Volume I, Major Code Structures, NAVPERS 15839H

military. However, at other points in the military hierarchy civilians deal with those issues. The only way to determine for certain if the billet is a CC is to contact the command to ascertain actual billet functions.

It was found, after reviewing the billet base, that those billets that were conversion candidates had functions that civilians already carry out for the Navy. For instance, the seventh conversion candidate in the billet base has the title BUDGET/NO91 ASST FOR PROGRAM AND BUDGET. The activity location is OPNAV, Arlington, Virginia. The individual filling the billet must have a 31Q PSUB. The number 31 indicates the financial management field and the letter Q indicates both a masters degree and a previous tour in the field is required. It is a Captain's billet and has a Primary NOBC of 1025 that reads:

BUDGET OFFICER - Plans and administers budget of a naval activity. Secures budget requirements from operating units, analyzes estimates in accordance with prescribed policies, prepares activity budget estimates and justifications and evaluates programs in terms of requests for appropriations. Establishes apportionments by projects or organization units. Conducts studies incident to obligation of appropriated funds. Interprets and prepares budgetary and fiscal legislation proposals. Controls obligations and expenditure of funds.

The title indicates it's a likely CC because the Navy employs many civilian budget analysts. The billet's activity location is OPNAV so possible deployment is not an issue. The NOBC indicates that military operational experience could make the billet holder more effective. However, the FSC has just recently started getting officers with operational experience through the transfer and redesignation process; previous military incumbents (if

they were FSC or GenURL officers) likely did not have operational experience. Bottom line, the primary skill or knowledge required in the position is not uniquely available in the military; the position doesn't deploy and the law does not require it to be filled by military personnel. Thus, it is a CC.

The first billet in the Appendix that was not a conversion candidate is titled "COMM WO/OIC SHR ACT/N312L." It also is located at OPNAV in Arlington, Virginia. No PSUB is required. A lieutenant (03) would normally fill the billet. It has both a primary NOBC (9525) and secondary NOBC (9420): The Primary NOBC reads:

COMMUNICATION WATCH OFFICER - Serves as a representative of the communications officer during watch periods, assuming general charge of all communication activities of the command. Expedites outgoing and incoming traffic. Ensures delivery of messages to appropriate personnel. Supervises cryptographic processing of messages. Serves as a primary source of information on message inquiries. Enforces communication security. Investigates and corrects communication delays, failures and violations. Advises message originators on proper preparation of messages. Serves as a member of the cryptoboard.

The Secondary NOBC is:

OFFICER IN CHARGE, NAVAL SHORE ACTIVITY Directs operation of activity or major component thereof in accordance with law, regulations, and customs of the service. Initiates and implements actions to carry out assigned missions. Ensures compliance with policies, directives, regulations and instructions from higher authority. Maintains required departmental organizations to provide effective performance of activity functions, administration and training. Conducts periodic inspections to ensure

operational efficiency. Promotes general welfare and morale of activity personnel.

Nothing in the Primary NOBC identifies the billet as military essential. There are civilians that perform those functions for the Navy. The secondary NOBC and the billet title eliminated this billet as a CC because of the designation as "Officer in Charge." The answer would be yes to question three when applied to this billet. OICs generally have responsibility for carrying out disciplinary proceedings under the UCMJ.

**C. BILLET BASE ANALYSIS**

After reviewing the title, activity, PNOBC and SNOBC Of the 980 billets listed in the Appendix, using GAO criteria, 628 were identified as possible conversion candidates. Table 4 summarizes the billet base analysis.

	Military Compensation	Civilian Compensation Equiv. Grade	Civilian Compensation	Civ Cost Advantage	Total Billets	Total Savings
<b>CAPT</b>	\$119,378	GS-15	\$108,334	\$11,044	40	\$441,760
<b>CDR</b>	100,502	GS-14	93,097	7,405	123	910,815
<b>LCDR</b>	83,125	GS-12	67,394	15,731	204	3,209,124
<b>LT</b>	67,459	GS-11	56,686	10,783	261	2,814,363
					<b>Total</b>	
					<b>Savings</b>	<b>\$7,376,062</b>

**Table 4: Summary of Results**

The figures for "Military Compensation," "Civilian Equivalent Grade," "Civilian Compensation" and "Civilian Cost Advantage" come from DOD Force Mix Issues. "Total Savings" is the sum of "Civilian Cost Advantage" multiplied by "Total Billets."

In analyzing the billet base, this thesis tended to err on the side of maintaining a billet as military essential. Additional billets may be CCs. Many billets were kept military essential because of the need to exercise UCMJ authority and impose Non Judicial Punishment. In many cases it might be a simple matter to reroute UCMJ authority through a second chain of command. This is a common arrangement for military personnel who work for civilians. Other billets (e.g., those assigned to operational staffs) were kept military due to the current or potential need to deploy. Some of these billets may also be conversion candidates. Many operational staffs already include civilians. Also, as GAO noted in DOD Force Mix Issues, many thousands of civilians were deployed during the Gulf War. Instructor billets were kept military essential because of the need for operational experience to be an effective teacher and the additional leadership role with which the incumbent may be tasked. Further investigation may reveal that not all instructor billets have those requirements.

#### **D. BENEFITS AND COSTS OF CONVERSION**

The main benefit of conversion would be annual cost savings of \$7,376,062 if all 628 billets were converted. An additional benefit would be less turbulence in billets because civilians do not rotate every three years like their military counterparts.

Savings from conversion would likely not occur for several years. In the short term there would be additional costs until military incumbents, whose billets were civilianized, either separated or retired from military service.

Costs of conversion include loss of flexibility to meet rapidly changing requirements enjoyed with military staffing. Because the 1700 community is currently 80 percent female, women fill the majority of billets identified as CCs.<sup>30</sup> Loss of the billets may negatively impact the Navy's ability to recruit and keep women in the service. The affect conversion would have on the size of FSC would, undoubtedly, hurt the FSC's morale and damage many careers.

Because only 352 out of 980 FSC billets would remain, converting billets would likely cause the Navy to reassess the FSC's shore station management mission and its viability as a distinct community. The key argument supporting maintaining the FSC is that the community represents an irreplaceable wealth of knowledge acquired through years of experience in shore station management.<sup>31</sup> There is a counter argument. Billet conversion and phase out of the FSC, if it occurred, would take place over a long period of time. As shore station management knowledge decreased in the FSC, it would increase at a similar rate in civilian staff.

Eliminating an officer community is not unprecedented in the Navy. Generally technological change is the cause. The A-6 Intruder community was eliminated as the plane was taken out of service.<sup>32</sup> Most junior officers were offered

---

<sup>30</sup> From Pers 211G

<sup>31</sup> Superintendent, Naval Postgraduate School, Personal Interview, May 12, 1997.

<sup>32</sup> The substance of this paragraph is based on an interview with Pers-211V, Aviation Community Manager, November 17, 1997.

opportunities to retrain on another platform. Most senior officers continued to compete for promotion and serve in non-flying billets until retirement. Undoubtedly, some officers did not have the long and successful career they would have enjoyed if the community had not been phased out.

Another option for the FSC, if billet conversion occurred, would be to continue the community at a lower staffing level. However, it may be difficult to maintain a viable community with only 352 1700 coded billets (some of the 350 remaining billets may transfer to the Intelligence community along with the SEW and IUSS functions, further impacting the community's viability).

FSC officers fill both 1700 and 1000 coded billets. There are approximately 650 FSC officers that fill 1000 coded billets (further analysis may indicate that many of the 1000 coded billets filled by FSC officers are also CCs). The 650 1000 coded billets combined with the 352 military essential FSC billets, would comprise a community of about 1000 officers. One thousand officers is still a large population for a restricted line community. In comparison, the PAO (Public Affairs Officer) Community and the Oceanography Community have less than 450 members each.



## V. CONCLUSIONS AND RECOMMENDATIONS

### A. SUMMARY

DOD wants to cut infrastructure spending to increase the funds available to recapitalize the force. It is possible to achieve savings by converting military support billets because equivalent civilian personnel earn less in pay and benefits. One of the FSC's primary missions is to manage the Navy's shore establishment. It has many billets that are conversion candidates. Less than two percent of the FSC billet base are sea duty billets. That fact essentially removes the issue of sea/shore rotation from consideration and makes the FSC a logical target for civilization of some billets.

GAO and this thesis compare military and civilian equivalents on the basis of cost only. As enumerated earlier, there are non-monetary advantages to military personnel; non-monetary benefits must be considered before deciding to convert billets. In the long term, converting billets would save money. In the short term, conversion would actually increase costs until the former military incumbent either retires or separates from the service.

### B. RESEARCH QUESTIONS

1. Can some FSC billets be converted to Civil Service, and, if so, what savings, if any, will result?

Applying GAO criteria to the FSC billet base identified 628 conversion candidates. Converting all 628 billets would generate a long term annual saving of \$7,376,062. However, some non-monetary benefits of military personnel would be lost.

2. What is the history of the Fleet Support Community (FSC) and how did it evolve to its present state?

The FSC evolved from the General Unrestricted Line (GenURL) Community. GenURLs managed the fleet support establishment. The community had no defined billet base. Instead GenURLs filled 1000 coded billets. These billets were defined as billets that could be filled by any unrestricted line officer. When created, the GenURL was predominantly female. It provided the primary opportunity for women officers to serve in the unrestricted line; since other avenues were closed by legal restrictions. Professional development and promotion were based on proven leadership, shore management expertise, and subspecialty development. Rescission of Section 10 of the U.S. Code spurred a reexamination of the GenURL's role. Three options for the GenURL were considered:

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

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

c. Change the GenURL community from an unrestricted line community to a gender neutral restricted line (RL) community with a discreet billet base. The community would support the fleet by developing expertise and serving in shore station management, SEW, and IUSS.

In October 1994, the Secretary of the Navy approved the establishment of a new restricted line community.

3. What is the mission of the FSC and how does it accomplish its mission?

The FSC's mission is to support fleet and joint operations by managing the fleet support establishment and developing highly specialized technical and analytical

capabilities. FSC officers are the primary source of officers trained, educated and experienced in the intricacies of shore station and support management.<sup>33</sup>

The FSC carries out its mission through three core competencies: Logistics Support; Manpower Personnel and Training (MPT); and Space and Electronic Warfare (SEW). Of the total FSC billets, forty percent are in the SEW core competency, forty percent are MPT billets and twenty percent are Logistics Support billets. Typical Logistics Support billets are: Port Operations Officer, Admin Officer, Comptroller, Family Service Center Director<sup>34</sup> and Security Officer.<sup>35</sup> Representative MPT billets are: Staff Manpower Analyst, Education and Training Plans Officer, and Officer in Charge, Personnel Support Detachment. Common SEW billets are: ADP Security Officer, Communications Officer and Space Systems C3 Analyst.

4. What criteria should be used to determine if billets should be converted?

GAO's four questions, from DOD Force Mix Issues, adequately reflect the criteria in DOD Directive 1100.4. The DOD directive requires the services to staff positions with civilians unless the services deem a position military essential for one or more reasons, including combat readiness, legal requirements, training, security, rotation and discipline. (However, the DOD directive and service

---

<sup>33</sup> The fact that it is possible to substitute "DON civilian managers" for "FSC" and "FSC officers" in this paragraph and still have the paragraph be essentially true supports the contention of this thesis that many FSC billets could be civilianized.

<sup>34</sup> The author knows from personal experience as a Family Service Center Director that the majority of these billets have already been civilianized.

<sup>35</sup> "Fleet Support Community" a briefing prepared by Pers-211G for the Women Officers Professional Association July 19, 1995.

implementing guidance provide local commanders with wide latitude in justifying the use of military personnel.<sup>36)</sup>

A decision on converting billets must take into account the loss of flexibility associated with military staffing and the potential disparate impact from converting FSC billets on women in the Navy. Also, as DOD notes in Department of Defense Report on the Civilian and Military Mix in Support Occupations, additional military personnel needs anticipated in wartime scenarios must be taken into account before large-scale civilianization of billets can be undertaken.

5. What formulas should be used to determine savings from conversion?

The GAO meticulously accounts for the total pay and benefits of military personnel and their civilian equivalents. Credible long-term savings figures can be derived using GAO figures.

6. What impact will conversion have on the FSC and what is the best way to deal with that impact?

As stated in the previous chapter, any decision to convert 1700 billets would likely spur the Navy to reexamine the FSC's role and viability as a restricted line community. One option would be dissolving the community and transferring junior officers to other communities and keeping senior members in 1000 coded billets until retirement. This would not be a significant change for senior community members. Most senior FSC officers have always served in 1000 coded billets because the 1700 billet base is a relatively new development. In its present size, it only provides enough billets for approximately 60 percent of FSC members.

---

<sup>36</sup> GAO/NSIAD-97-15 DOD FORCE MIX ISSUES

Dissolving the FSC would have a significant affect on women in the Navy. Currently there are 7,831 female officers in the Navy.<sup>37</sup> Among officer communities, the FSC has the second largest number of women in the Navy with 1,555 female members (Only the Nurse Corps has more with 2,231).<sup>38</sup>

Ending the FSC would have less of an impact on women in the Navy than if the community had been dissolved before the combat exclusion law's rescission. The community was larger in 1994 and included a larger percentage of female officers. In 1994, 26.3 percent (2,063 of 7,847) of female Naval officers were in the GenURL. Currently 19.8 percent (1,555 of 7,831) of female officers are in the FSC.<sup>39</sup> While the GenURL/FSC and the rest of the navy has drawn down, the number of female officers has remained virtually unchanged. In the future, ever greater numbers of deployable units will open to women while the FSC will become increasingly smaller (as the IUSS ands SEW billets go the Intel Community). Ending or substantially changing the FSC will have less of an impact on the female officer population.

New accessions will also change the complexion of the community and reduce the affect any changes will have on the female naval officer population. The FSC is a gender-neutral community. Like other restricted line communities, the primary source of new officers is the Transfer and Redesignation Board process. Two boards have been conducted since FSC establishment; 85 male and 5 female officers were selected.<sup>40</sup> In the future, the FSC will need

---

<sup>37</sup> Bureau of Naval Personnel Homepage, February 8, 1998

<sup>38</sup> Ibid

<sup>39</sup> Population Representation in the Military Services, Office of the Assistant Secretary of Defense (Force Management and Policy), November 1996

<sup>40</sup> "Fleet Support Community, A Brief for the CNO", prepared by PERS-211G, March 21, 1996

170 accessions a year to maintain target strength.<sup>41</sup> Selection boards put a high value on warfare qualification.<sup>42</sup> Over time, the FSC should more closely reflect the Navywide male/female officer ratio.

The following tables will be discussed in this section.

Grade	Percent
06	7.39
05	17.2
04	31.52
03	43.88

**Table 5: Target Distribution of FSC Billets (including 1000 coded billets)<sup>43</sup>**

Grade	Percent
06	6.37
05	17.2
04	30
03	49

**Table 6: Distribution of Conversion Candidates**

Grade	Percent
06	6.37
05	17.2
04	30
03	49

**Table 7: Distribution of Military Essential 1700 Coded Billets**

---

<sup>41</sup> Ibid

<sup>42</sup> Ibid

<sup>43</sup> From a briefing prepared by Pers-211G for the Senior Fleet Support Officers' Conference, June 26, 1997

Grade	Percent
06	8.02
05	15.75
04	30.92
03	45.3

**Table 8: Distribution of Military Essential 1700 coded billets and 1000 coded billets.**

Rather than dissolve the community, another option would be to continue the FSC relatively unchanged except for size. Table 5 is the current target billet structure for the community. It reflects the pyramidal shape that officer communities maintain to offer promotion opportunities commensurate with Navy averages. The FSC also fills a percentage of the Navy's 1000 coded billets; there are about 40 percent more officers in the FSC than there are 1700 coded billets. Table 6 shows the grade distribution of those billets identified as CCs in the Appendix. Table 7 summarizes the grade distribution of those billets in the Appendix identified as military essential (i.e., not conversion candidates). Table 8 is the grade distribution of those billets that remain after subtracting CCs from the target billet structure.

Table 8 includes a higher percentage of 06s than Table 5 because one of the most frequent reasons for keeping a billet military was the need to enforce discipline and conduct Non-Judicial Punishment proceedings. That need is typically found in more senior positions such as commanding officers and executive officers. Table 8's distribution is still very close to Table 5's distribution. It would not take much billet adjustment to make the distributions identical.

6. What barriers exist to conversion?

Commanders may prefer to use military personnel vice civilians because military personnel offer a commander

greater flexibility. Military personnel can be rapidly moved across functions locally, nationally or internationally to meet emergent needs. Civilian personnel are not required to maintain worldwide assignability and deployability.

Commanders may perceive that funding for civilian positions is less secure than for military positions. Funding for military personnel is fenced in a personnel appropriation. The civilian funding appropriation includes other functions, e.g. purchasing of fuel, spare parts and equipment. It is much easier to reprogram money within appropriations than across appropriations.<sup>44</sup>

Commanders may prefer military personnel because overtime for military personnel is easier to mandate and costs nothing.

Commanders may be hesitant to take action that would disproportionately affect female officers.

The are local and Navy wide hiring freezes that make hiring additional civilian personnel difficult.<sup>45</sup>

The military is still in the midst of redefining itself to reflect the end of the cold war and the rising importance of missions other than war. This creates uncertainty and personnel turbulence. It may not be wise, at this point in time, to add additional uncertainty and personnel turbulence by civilianizing FSC billets.

### **C. RECOMMENDATIONS FOR FURTHER RESEARCH**

1. It would be useful to quantify the value of the increased flexibility of military personnel. It may be an

---

<sup>44</sup> Practical Comptrollership, Naval Postgraduate School, 1996

<sup>45</sup> The author knows from previous experience as a civilian personnel manager that any decision to hire new personnel is typically accompanied by a long hiring freeze waiver request and approval process.

overrated benefit. A study could determine how often military personnel are shifted from billets into which they were initially ordered. The study should look at both within command personnel movement and personnel movement across geographic regions (e.g. to support contingency operations).

2. Further research needs to be conducted on the impact civilianizing FSC billets would have on female officer staffing. As the FSC gets smaller and the number of men in the community gets larger, the FSC will include an ever-smaller percentage of Navy female officers. Converting billets would take place over a long period of time. As time passes, the impact of converting billets would likely have an ever-decreasing effect on female staffing.

3. One of the options for the FSC is to continue the community, but at a smaller size. Billet conversion would not dramatically change the pyramidal shape of the community. An unstudied issue is how reducing the size of the community would affect the community's current three core competency structure. More research is needed in this area before any decision could be made on the FSC's future.



## BIBLIOGRAPHY

1. Chief of Naval Operations Memorandum for the Secretary of The Navy, "Establishment of a New Competitive Category for Navy Officer Promotions - Action Memorandum," September 28, 1994.
2. Government Accounting Office. DOD Force Mix Issues: Greater Reliance on Civilians in Support Roles Could Provide Significant Benefits GAO/NSIAD-95-5, October 19, 1994.
3. Department of Defense Report on the Civilian and Military Mix in Support Occupations, Report to the House Committee on National Security and Senate Committee on Armed Services, Office of the Under Secretary of Defense (Personnel and Readiness), April 1995.
4. Bureau of Naval Personnel (Pers 211G). "Fleet Support Community, A Brief for CNO," March 21, 1996.
5. Government Accounting Office. DOD Force Mix Issues GAO/NSAID-97-15, October 23, 1996.
6. "Shift Military Support Jobs to Civilians, Close Inefficient Facilities, GAO Urges," *Baltimore Sun*, April 3, 1997.
7. Government Accounting Office. Defense Budget: Observations on Infrastructure Activities (Briefing report) GAO/NSIAD-97-127BR April 4, 1997.
8. Bureau of Naval Personnel. Manual of Navy Officer Manpower and Classifications. NAPERS 15839H
9. Department of Defense. Quadrennial Defense Review. 1997.



APPENDIX  
1700 AD (Career Force Billets)

1700 AD (Career Force Billets)

**Legend**

**CC:** Signifies the billet is a Conversion Candidate, space left blank if billet is military essential

**TITLE:** Billet's title

**ACTIVITY:** The Navy command where the billet is located

**PSUB:** Primary specialty required to fill the billet

**PNOBC:** Primary Navy Occupational Billet Code

**SNIBC:** Secondary Navy Occupational Billet Code

**GRADE:** (i.e. rank) G=Captain, H=Commander, I=Lieutenant Commander, J=Lieutenant

**LOCATION:** Billet's Geographic Location

CC	TITLE	ACTIVITY	PSUB	PNOBC	GRADE	LOCATION
CC	PERS P&P CHIEF/N09D DEP DIR NAVY	OPNAV	0033S	3943	H	VA, ARLINGTON
CC	PERS P&P CHIEF/N09D2 HD ED PROGRS BRANCH	OPNAV	0033S	3943	H	VA, ARLINGTON
CC	MPWR PLN/N1J1 JOINT MPWR COORDINATOR	OPNAV	0031Q	9981	G	VA, ARLINGTON
CC	N12B/PERS-5B DEP DIR PROG & MPWR DIV	OPNAV	0031Q	9981	G	VA, ARLINGTON
CC	N6E DIR FINANC MGMT	OPNAV	0089Q	9515	G	VA, ARLINGTON
CC	COMM PLN&OPS/N62M NTCSS RQMTS OFF	OPNAV	0031Q	1025	G	VA, ARLINGTON
CC	BUDGET/N091M ASST FOR PROGRAM & BUDGET	OPNAV	0089Q	9705	G	DC, WASHINGTON
CC	ADP SYS DIR/DIRECTOR, C4S	COMSC WASH DC	0075Q	9051	G	VA, DAHLGREN
CC	LOGISTICS/DIR LOG & INFO SYS DIV DIV	COMNAVSPACECOM	0089Q	9590	G	VA, ARLINGTON
CC	LOGISTICS/DIR LOG & INFO SYS DIV DIV	OPNAV	0037Q	3215	G	ENGLAND, LONDON
CC	COMM WO/OIC SHR ACT/N312L CONTINUITY OF	CINCUSNAVEUR	0035S	9051	H	FL, PENSACOLA
CC	STF COMM/DCOS COMM ADDU TO 60010/57089	CNET	0031S	9051	J	VA, ARLINGTON
CC	ED TRA PLN GEN/DIR EDUCATION DIV	OPNAV	0031R	1025	I	VA, ARLINGTON
CC	LOGISTICS/N422C MSC PROGRAMS	OPNAV	0037P	3215	G	FL, PENSACOLA
CC	LOGISTICS/N422E SEALIFT BUDGET/ADP	OPNAV	0037P	3215	G	FL, PENSACOLA
CC	BUDGET/N431E ASST PGM & BGT COORD	OPNAV	0031S	9981	I	VA, ARLINGTON
CC	ED TRA PLN GEN/DIR INSTALL & LOGIST DIV	CNET	0037S	9981	H	VA, ARLINGTON
CC	ED TRA PLN GEN/ITRO BR HD	CNET	0089Q	9015	G	DC, WASHINGTON
CC	P&P DIR CMDSYS/N6E2 POM DEVELOPMENT	OPNAV	0089S	9515	J	VA, ARLINGTON
CC	P&P DIR CMDSYS/N6E2C ASST POM DEVELOPMNT	OPNAV	0031S	9981	I	VA, ARLINGTON
CC	P&P DIR CMDSYS/N6P1 HD TRAINING SECTION	OPNAV	0031S	9981	I	VA, ARLINGTON
CC	CHIEF OF ST/DEPUTY COMMANDER NCTC	CNAVCOMTELCOM DC	0037S	9981	H	VA, ARLINGTON
CC	COMM PLN&OPS/N61F ASST ASHORE AUTO RQMNT	OPNAV	0089Q	9015	G	DC, WASHINGTON
CC	P&P DIR CMDSYS/N61N ASST FOR POM MATTERS	OPNAV	0089S	9515	J	VA, ARLINGTON
CC	ADP PLANS/N62K OSS REQUIREMENTS OFFICER	OPNAV	0031S	9981	I	VA, ARLINGTON
CC	P&P DIR CMDSYS/N62L WWMCCS/ADP MOD RQMNT	OPNAV	9720		I	VA, ARLINGTON
CC	P&P DIR CMDSYS/N62L WWMCCS/ADP MOD RQMNT	OPNAV	9981		H	VA, ARLINGTON

1700 AD (Career Force Billets)

CC	ADV C&S INST/MNGT PROF/DIV HD	NWARCOL NPT RI	0030P	3265	G	RI, NEWPORT
CC	SPACE ACQ/N631C ASST, DSCS/SHF PROGRAMS	OPNAV		2192	I	VA, ARLINGTON
CC	SCH ADMIN/DIR TRAINING DEPT	NETC NEWPORT GST	0037Q	3283	G	RI, NEWPORT
CC	SPACE ACQ/N635C ASST RESOURCE MANAGEMENT	OPNAV	0031S	2192	H	VA, ARLINGTON
CC	N60I ASST CORP INFO OFF	OPNAV		9720	I	VA, ARLINGTON
CC	COMM PLN&OPS/N652G ASST NTKW SEC/ADP SSO	OPNAV	0089R	9515	I	VA, ARLINGTON
CC	ED TRA PLN GEN/N714 HD, JNT FLT TRNG BR	OPNAV	0042B	3215	H	VA, ARLINGTON
CC	MPWR PLN/N713 TRNG TECH ASSESSMENT	OPNAV		3943	I	VA, ARLINGTON
CC	BUDGET/PMW 153-2	SPAWARSYCOM PMO	0033Q	1025	G	CA, SAN DIEGO
CC	INTRAGOV'T INQ/N804E1 ASST SPEC INT CORR	OPNAV		2410	I	VA, ARLINGTON
CC	IG/SPEC ASST FOR IRM	NAVINGEN WASHDC	0089Q	9960	G	DC, WASHINGTON
CC	PERS P&P DIR/HEAD OCM BR	BUPERS FLD COMP	0033P	3981	G	VA, ARLINGTON
CC	DEPUTY CDR PC 020 P05	DISA PACIFIC	0089Q	9992	G	HI, WHEELER AIR FORCE BASE
CC	P&P DIR/N912D2 COMOPTEVFOR FACILITIES	OPNAV		9980	I	VA, ARLINGTON
CC	CH SIMS/TEC OPS/POL/JD200010 J4011204	JNTSTF JCS WASH	0091Q	9705	G	VA, ARLINGTON
CC	MGT INFO SYS/DIR AUTOMATED INFO SYS	CNR ARLINGTON VA		2612	H	VA, ARLINGTON
CC	PERSONNEL PLANS & POLICY CHIEF/ONI-1	ONI W DC		3980	G	MD, SUITLAND
CC	PERS RSCH/DIR RESEARCH & ANALYSIS BRANCH	NAVCRUIT COMD DC	0042Q	3950	G	TN, MILLINGTON
CC	CO SHR ACTY	NPERANDCEN SDGO	0033Q	9421	G	CA, SAN DIEGO
CC	ADMIN ASST/ASSISTANT TO THE INSPECTOR	NAVAIRSYSCOMHQ		2605	J	MD, PATUXENT RIVER
CC	PERS PLN/ASST DIR	NAVAIRSYSCOMHQ		3970	H	MD, PATUXENT RIVER
CC	MGT INFO SYS/ADP PGM HD/INFO ENG&APP DEV	NAVAIRSYSCOMHQ	0089S	2614	J	MD, PATUXENT RIVER
CC	MPWR PLN/MIL MNPWR RQMTS CONT OFCR	BUPERS WASH DC	0033S	3943	J	VA, ARLINGTON
CC	BUDGET	BUPERS WASH DC		1025	J	VA, ARLINGTON
CC	PERS P&P DIR/HD TVL & TRANSPORT BR	BUPERS WASH DC	0033S	3981	I	VA, ARLINGTON
CC	PERS PLN/TRAVEL/TRANSPORTATION	BUPERS WASH DC	0033S	3970	J	VA, ARLINGTON
CC	PERS PLN/PRIMAN	BUPERS WASH DC	0033S	3970	J	VA, ARLINGTON
CC	PERS P&P DIR/HEAD RET, RES, MEDBR	BUPERS WASH DC	0033S	3981	I	VA, ARLINGTON
CC	CO SHR ACT SEL	NETPDC PENS	0037Q	9422	G	FL, PENSACOLA
CC	CO SHR ACTY / ADP SYS DIRECTOR	NCTS NORLEANS LA	0089Q	9421	G	LA, NEW ORLEANS
CC	ADP SYS DIR/PROGRAM ANALYSIS OFFICER	NISMC WASH DC	0089Q	9705	G	VA, ARLINGTON
CC	CDR/CO SHR ACT	NCTS SD CA/EOB	0089Q	9421	G	CA, SAN DIEGO
CC	N120C-MPWR PLN/HD PROG BUDGET DEV&ANAL	OPNAV	0042Q	3943	H	VA, ARLINGTON
CC	FACPLN & POM/N462B DEPUTY POL MGMT BR	OPNAV	0031Q	1025	H	VA, ARLINGTON
CC	COMM PLN&OPS/N61C ASST NCTS INFRA RQMNTS	OPNAV	0089Q	9515	H	VA, ARLINGTON
CC	N122D1C/PERS-52D1C PERSONNEL LIAISON	BUPERS WASH DC	0033S	3943	J	VA, ARLINGTON

1700 AD (Career Force Billets)

CC	PERS/MPWR MGT/N801D HD MANPOWER ANALYST	OPNAV	0033Q	3965	H	VA, ARLINGTON
CC	N122D3C/PERS-52D3C ASST LOG/MAINT/RD&A	BUPERS WASH DC	0033S	3943	J	VA, ARLINGTON
CC	OPS ANAL/N813D MANPOWER PERSONNEL	OPNAV	0042Q	9085	H	VA, ARLINGTON
CC	PERSONNEL MANPOWER MANAGEMENT/ONI-12	ONI W DC	0033Q	3965	H	MD, SUITLAND
CC	N122E3/PERS-52E3 HD MPNPWR ACCOUNT UNIT	BUPERS WASH DC	0033R	3943	I	VA, ARLINGTON
CC	N122H1/PERS-52H1 ASST RQMT LIAISON	BUPERS WASH DC	0033S	3943	J	VA, ARLINGTON
CC	PERS/MPWR MGT/09M XO ENLISTED PERSONNEL	NSESYS COM WASH	0033B	3965	H	VA, ARLINGTON
CC	STF ANAL COMM 312100A07A02D0310004	OSD		9930	G	VA, ARLINGTON
	ASST DIR, DACOWITS 525000A10T01	OSD		9930	H	VA, ARLINGTON
	MIL ASST TO ASD 850000A06A01D085001	OSD		9942	G	VA, ARLINGTON
CC	MPWR PLN/MANPOWER PLANNING OFF	COMSC WASH DC	0033S	3943	J	DC, WASHINGTON
	SHP CTL/DIR FIELD TRNG EXERCISES	COMSC WASH DC	0035S	9050	J	DC, WASHINGTON
CC	STRAT PLN/DIR PLANS DIVISION	COMSC WASH DC	0043B	9086	H	DC, WASHINGTON
CC	N122D/PERS-52D HD SUPP FORCES SEC ADDU	BUPERS WASH DC	0033Q	3943	H	VA, ARLINGTON
CC	STRAT PLN/DIR, POLICY & PROGRAMMING	COMSC WASH DC	0035P	9086	H	DC, WASHINGTON
CC	PERS STF OFF 114/02 P0220284	USCINCPAC		3985	I	HI, PEARL HARBOR
CC	CH, INFO MGT 542/01 P0220211	USCINCPAC		9087	H	HI, PEARL HARBOR
	JNT INTEROP 651/04 P0220220	USCINCPAC		9515	I	HI, PEARL HARBOR
CC	COMM PLN&OPS	DCUNC MD AFB FL		9515	H	FL, MACDILL AFB
CC	MGT ANAL CTL/DEP DIR MGT SUPP DIV	COMNAVSPACECOM	0033Q	2610	H	VA, DAHLGREN
CC	MGT INFO SYS/HD SYS INTEG BRANCH	COMNAVSPACECOM	0089Q	2612	H	VA, DAHLGREN
CC	ADP PGM (ASST COMPUTER SUPPORT OFF)	CINCUSNAVEUR	0089Q	9710	H	ENGLAND, LONDON
CC	CMPU SYS ANAL	CNAVCOMTELCOM DC	0089Q	9735	H	DC, WASHINGTON
CC	SPACERQMT ANAL/HEAD C3 BRANCH	COMNAVSPACECOM	0089S	5930	I	VA, DAHLGREN
CC	ADP PLANS	CNAVCOMTELCOM DC	0089P	9720	H	DC, WASHINGTON
CC	ADP PLANS	CNAVCOMTELCOM DC	0089Q	9720	H	DC, WASHINGTON
	OPINTEL ANAL/ASPADOC TRAINING OFF	COMNAVSPACECOM	0076S	9680	J	VA, DAHLGREN
CC	P&P DIR	CNAVCOMTELCOM DC	0089Q	9980	H	DC, WASHINGTON
CC	LOGISTICS/MOB LOG PLNS (N413D)	CINCLANTFLT		9051	J	VA, NORFOLK
CC	LOGISTICS/QUALITY OF LIFE (N463)	CINCLANTFLT		9051	H	VA, NORFOLK
CC	PER PLN/QOL PROJ OFF (N4631)	CINCLANTFLT	0033S	3970	I	VA, NORFOLK
CC	P&P CHIEF/DEP FOR BASE MGT (N464)	CINCLANTFLT		9970	G	VA, NORFOLK
CC	ADP PLANS (N02Q)	CINCLANTFLT		9720	I	VA, NORFOLK
	EXEC ASSTV/STR LSN ADDU TO 01070/57089	CINCUSNAVEUR		9930	J	ENGLAND, LONDON
CC	STF ADMIN/(DCOS)/ADDU TO 10010/57089	CINCUSNAVEUR	0033R	9034	G	ENGLAND, LONDON
CC	STF PLN/WMCCS JOPES ADP OFF	CINCUSNAVEUR		9087	J	ENGLAND, LONDON







1700 AD (Career Force Billets)

	3M DATA ANAL	CV 63 KITTY HAWK	2642	I	CA, SAN DIEGO
	3M DATA ANAL	CVN 68 NIMITZ	2642	I	WA, BREMERTON
CC	RADIO STA	NCS YOKS NRRFKAM	9567	I	JAPAN, HONSHU KAMI SEYA
CC	RADIO STA	NCS YOKS NRRFKAM	0089S 9567	J	JAPAN, HONSHU KAMI SEYA
CC	SCH ADMIN/APPRENTICE TRNG DIV HD	SERVSCH GLKS	0037S 3283	I	IL, GREAT LAKES
CC	TRAINING/SA PO INDOC BR HD	SERVSCH GLKS	0037S 3290	J	IL, GREAT LAKES
	COMM AFLOAT	LCC 19 B RIDGE	9582	I	JAPAN, HONSHU YOKOSUKA
CC	TRAINING/CIS DEPT HEAD	NDIVESALVTRACEN	0037S 3290	J	FL, PANAMA CITY
	INDOC TRA/DIR RECRUIT AFFAIRS	CRUITRACOM GLKS	0037S 3242	J	IL, GREAT LAKES
	INDOC TRA/DEPT HEAD	CRUITRACOM GLKS	0037R 3242	H	IL, GREAT LAKES
	INDOC TRA - DIV OFF	CRUITRACOM GLKS	3242	I	IL, GREAT LAKES
	ADMIN/DEPT HEAD	CRUITRACOM GLKS	0037S 2615	I	IL, GREAT LAKES
	INDOC TRA - SQUADRON COMMANDER	CRUITRACOM GLKS	0037R 3242	H	IL, GREAT LAKES
	INDOC TRA-DIV OFF-SHIP'S CO	CRUITRACOM GLKS	3242	J	IL, GREAT LAKES
	INDOC TRA - DIV OFF - SHIP'S CO	CRUITRACOM GLKS	3242	J	IL, GREAT LAKES
	INDOC TRA - DIV OFF - SHIP'S CO	CRUITRACOM GLKS	3242	J	IL, GREAT LAKES
	INDOC TRA - DIV OFF - SHIP'S CO	CRUITRACOM GLKS	3242	J	IL, GREAT LAKES
	INDOC TRA - DIV OFF - SHIP'S CO	CRUITRACOM GLKS	0037S 3242	J	IL, GREAT LAKES
	INDOC TRA - DEPT HEAD	CRUITRACOM GLKS	3242	I	IL, GREAT LAKES
	INDOC TRA - DIV. OFF	CRUITRACOM GLKS	0037S 3242	J	IL, GREAT LAKES
	INDOC TRA/TRNG SUPPORT DEPT HEAD	CRUITRACOM GLKS	0037S 3242	I	IL, GREAT LAKES
	STF ADMIN	COMSTRKFTWGLT	9034	I	FL, CECIL FIELD
	SHIP CTL	CSFNC BAHRAIN	9050	J	BAHRAIN, MANAMA
	DIR COMM	CPWING 1	9543	I	JAPAN, HONSHU KAMI SEYA
	ADP SYS DIR/ADP SYS SEC	CPWING 1	9705	J	JAPAN, HONSHU KAMI SEYA
CC	ADMIN ASST/PERS/MPWR MGT	FACSFAC SDIEGO	2605	J	CA, SAN DIEGO
CC	COMM ASHR	FACSFAC SDIEGO	9510	J	CA, SAN DIEGO
CC	ADP SYS DIR/ADP PLANS	FACSFAC SDIEGO	9705	J	CA, SAN DIEGO
CC	BUDGET/N811D CNA FINANCIAL MANAGER	OPNAV	0042P 1025	I	VA, ARLINGTON
	STF COMM	COMCARGRU TWO	9590	I	VA, NORFOLK
	STF COMM	COMCARGRU SIX	9590	I	FL, MAYPORT
CC	STF ADMIN	CNB JAX FL	9034	I	FL, JACKSONVILLE
	STF C&C/SEWC AFLT	COMCARGRU THREE	9060	H	WA, BREMERTON
	STF COMM	COMCARGRU SEVEN	9590	I	CA, NORTH ISLAND
CC	ADMIN/LEGAL OFF	FASOTRAGRULANT	2615	K	VA, NORFOLK

1700 AD (Career Force Billets)

CC	PERS/MPWR MGT/HD MIL MPWR BR 3M DATA ANAL	BUMED WASH DC	0033P	3965	I	DC, WASHINGTON
	3M DATA ANAL	CVN 70 VINSON		2642	I	WA, BREMERTON
	CMBT SYS/ADP SYS DIR	CVN 72 LINCOLN		2642	I	WA, BREMERTON
	ADMIN/DIVISION OFF	CVN 73 GEO WASH	0089B	9261	H	VA, NORFOLK
	COM PLN&OPS/OPNAV TCC	HQNDDC CEREM GRD		2615	J	DC, WASHINGTON
CC	MAJ PJ MGR SEL/PROG MGR DON INPO	OPNAV TCC WDC		9515	J	VA, ARLINGTON
CC	PERS PLN/HD PROMOTION PLNS SEC	DON INFO		2161	G	DC, WASHINGTON
CC	ADP SYS DIR/OPERATIONS FOR DNHN	BUPERS WASH DC	0033P	3970	I	VA, ARLINGTON
	OIC SHR ACT/BRIG	DON INFO	0091B	9705	H	DC, WASHINGTON
	OIC SHR ACT	CFA YOKO BRIG		9420	I	JAPAN, HONSHU YOKOSUKA
	CDR/CO SHR ACT/ADDU TO 05230/57042	CFA YOKO YOKOHD		9420	J	JAPAN, HONSHU YOKOHAMA
	BRIG/CCU	NAVSUPPACT GAETA		9421	H	ITALY, GAETA
CC	N122D2/PERS-52D HD JNT MNPWR UNIT	NS NORVA BRIG		3412	J	VA, NORFOLK
CC	DPJ SUP/FLEET LIAISON PE	BUPERS WASH DC	0033P	3943	I	VA, ARLINGTON
CC	DPJ SUP/FLEET LIAISON JOINT C3	SPAWAR PMOSDGO	0089S	2170	J	CA, POINT LOMA
CC	DPJ SUP/INTEROP/T&E COORD	SPAWAR PMOSDGO	0089S	2170	J	CA, POINT LOMA
CC	ADP PLANS/ADP PLANS OFFICER	SPAWAR PMOSDGO	0045S	2170	J	CA, POINT LOMA
CC	COMM PLN&OPS	SPAWAR PMOSDGO	0089S	9720	J	CA, POINT LOMA
CC	DEP DPJ MGR/DEPLOYA BLE & MOB USW PG OFF	SPAWAR PMOSDGO	0089S	9515	J	CA, POINT LOMA
CC	CMPU SYS ANAL/IMPDB PROJ OFFICER INFO	SPAWAR PMOSDGO		2162	H	CA, POINT LOMA
CC	ADP PLANS/PMW 153-3D	SPAWAR PMOSDGO		9735	H	CA, POINT LOMA
CC	PORT SVC	SPAWAR PMOSDGO	0089S	9720	J	CA, POINT LOMA
CC	OPS ANAL/MANPOWER ANALYST	NAS NORIS S CLEM		9476	J	CA, SAN CLEMENTE
	BRIG	DON SO PRAPRAI		9085	I	VA, ARLINGTON
	PRCM&RECRUIT/OFFICER RECRUITER	NTC GLAKES BRIG		3412	J	IL, GREAT LAKES
	CDR/CO SHR ACT	NRPS HONOLULU		3020	J	HI, HONOLULU CITY
	XO SHR ACT	NTTC MERIDIAN	0037R	9421	H	MS, MERIDIAN
	XO SHR ACT/PROD OFF	NTTC MERIDIAN	0037S	9436	I	MS, MERIDIAN
	PORT SVC	SIMA NORVA		9436	H	VA, NORFOLK
	XO SHR ACT	COMFLEACT CHINHA		9476	J	KOREA, CHINHAE
	XO SHR ACT/DCMS	SIMA MAYPORT		9436	I	FL, MAYPORT
CC	N122E1/PERS-52E1 HD OFCR MNPWR ANAL UNIT	DCMS WASH DC		9436	I	DC, WASHINGTON
	CO SHR ACTY	BUPERS WASH DC	0033P	3943	I	VA, ARLINGTON
	MGR DPJ FE/SPECIAL PROJECT OFFICER	NAVSUPPACT		9421	G	SARDINIA, LA MADDALENA
	COMM ASHR	BUPERS SEA DUTY		2163	I	VA, ARLINGTON
		NAVCOMTELDET ME		9510	J	ME, BRUNSWICK

1700 AD (Career Force Billets)

CC	OIC SHR ACT	NTTC DET LACKLND	9420	H	TX, SAN ANTONIO
CC	N122E2/PERS-52E2 HD ENL MNPWR ANAL UNIT	BUPERS WASH DC	0033P 3943	I	VA, ARLINGTON
CC	BUDGET/HD PRGRM COORD & EVAL BR	COMNAVSPACECOM	0031P 1025	I	VA, DAHLGREN
CC	MPWR PLN/MANPWR & TR OFFICER	COMNAVSPACECOM	0033P 3943	I	VA, DAHLGREN
CC	SPACE ACQ/COMPUTER SYS PROJECT OFFICER	SPAWAR SPTECH PG	0055B 2192	J	VA, ARLINGTON
CC	SPACERQMT ANAL/DEP DIR OPER DIV	COMNAVSPACECOM	0076P 5930	I	VA, DAHLGREN
CC	COMPTRROLLER/BUDGET BRANCH (N02F3)	CINCLANTFLT	0031Q 1050	I	VA, NORFOLK
	CO 001/01	MEPS HONOLULU	9421	I	HI, HONOLULU CITY
	OPS OFF	MEPS HONOLULU	9087	J	HI, HONOLULU CITY
	OIC SHR ACT	PSD WS EARLE	9420	J	NJ, COLTS NECK
	INST GEN/SENIOR INSTRUCTOR	NORU PENSACOLA	3245	J	FL, PENSACOLA
	INST GEN/OPO INSTRUCTOR	NORU PENSACOLA	3245	J	FL, PENSACOLA
	COMM ASHR/OIC/ADDU TO 60030/00060	NTCC HAMPTON RDS	9510	I	VA, NORFOLK
CC	COMM PLN&OPS	CNAVCOMTELCOM DC	0089P 9515	I	DC, WASHINGTON
CC	CH PRG/PRJ 20/02L A2300005	USACOM ISSG	0089S 9720	I	VA, NORFOLK
CC	LAN SUP OFF 30/30L	USACOM ISSG	9750	J	VA, NORFOLK
CC	52 DATA BASE MGT/DATA BASE ADMIN/G321	CNSG FT MEADE	0091P 9730	I	MD, FORT MEADE
CC	ADMIN	NSS WASH DC	2615	J	DC, WASHINGTON
CC	STF ADMIN	RSO SD CA	9034	J	CA, SAN DIEGO
CC	CSIO PROJECTS OFFICER	NCTC SUPP W DC	9515	I	DC, WASHINGTON
CC	DIRECTOR OPS/PLANS K4080054	US MEP COMMAND	2610	G	IL, GREAT LAKES
CC	OP ANAL OFF 009A/02	US MEP COMMAND	9085	I	IL, GREAT LAKES
CC	CHIEF 012A/01	US MEP COMMAND	0089S 9720	I	IL, GREAT LAKES
CC	CHIEF OPS DIV K4080078	WESTERN SECT CMD	9087	H	CO, DENVER
CC	STF COMM/HD	CINCPACFLT	0045P 9590	I	HI, PEARL HARBOR
CC	STF OPS&PLN/CIRT	FIWC SDUTY NORVA	0089R 9065	J	VA, VIRGINIA BCH L CREEK
CC	MGT ANAL CTL/CMPU SYS ANAL	CINCPACFLT	0031P 2610	I	HI, PEARL HARBOR
CC	CPTR SYS JTA 030 AO5	JITC FTHUACHUCA	9735	J	AZ, FORT HUACHUCA
CC	ADP SYS STF JTABB 10OFF AO5	JITC FTHUACHUCA	0089S 9710	I	AZ, FORT HUACHUCA
CC	SAT COMM	NCS DGARCIA SATC	9560	J	CHAGOS ISLANDS, DIEGO GARCIA
	INDUC&ENL/OPS OFF	MEPS SAN JUAN	3035	J	PUERTO RICO, SAN JUAN
CC	PERS/MPWR MGT/ADMIN OFFICER	USNA ANNAP B OPS	3965	H	MD, ANNAPOLIS
	TRAINING/SAFETY OFFICER	FLCBTRC LNT GST	3290	J	VA, VIRGINIA BEACH
	ED TRA PLN GEN/ASST DEAN OF STUDENTS	PG SCH PROFESTRG	0037B 3215	H	CA, MONTEREY
	SCH ADMIN/PROG ADMIN OFF	PG SCH PROFESTRG	3283	J	CA, MONTEREY
CC	BUDGET/FLT OPS BUD OFF	CINCPACFLT	0031P 1025	I	HI, PEARL HARBOR

1700 AD (Career Force Billets)

CC	SPACE SYS OP 3121/03OFF	H0710143	USSPACECOM	0076P	9087	I	CO, COLORADO SPRINGS
CC	SPACE OPS 3122/04OFF	H0710141	USSPACECOM	0076P	9087	I	CO, COLORADO SPRINGS
	SCH ADMIN/DIR BOOST SCH DIV		NETC NPT BOOST S	0037S	3283	H	RI, NEWPORT
	SCH ADMIN/OM/IM TRNG DEPT HD		NTTC CS PNCLA CT		3283	J	FL, PENSACOLA
CC	SCN OFFICER 5120/04	H0710120	USSPACECOM	0045P	9087	I	CO, COLORADO SPRINGS
	SCH ADMIN - DEPUTY DIR TRNG DEPT		NETC NEWPORT GST	0037S	3283	I	RI, NEWPORT
	INDOC TRA - HRM		NETC NEWPORT GST		3242	J	RI, NEWPORT
CC	COMM STF OFF 6110/05	H0710129	USSPACECOM	0089Q	9060	I	CO, COLORADO SPRINGS
	INST TECH/COMM ASHORE/ISO/RES TRNG		NETC NEWPORT GST		3250	J	RI, NEWPORT
CC	SCH ADMIN/DIR IT/CMEO SCH		NETC NEWPORT GST	0037S	3283	J	RI, NEWPORT
	TRAINING - AD SCH DIV OFF		NATTC MFS GST	0037S	3290	J	FL, PENSACOLA
CC	ED TRA PLN GEN/DIV HD		NWARCOL NPT RI	0031P	3215	I	RI, NEWPORT
CC	MGR DPJ FE/FLEET SUPPORT COORDINATOR		SPAWARSCOM PMO		2163	I	CA, SAN DIEGO
CC	SCH ADMIN/BUDGET/EDURESOURCE CENTER DIR		NAVAL ACAD	0031P	3283	I	MD, ANNAPOLIS
CC	ADP SYS MNT/PMW 153-2B		SPAWARSCOM PMO	0089S	9745	J	CA, SAN DIEGO
CC	INST ACAD/INSTR COMPUTER SCIENCE		NAVAL ACAD	0091P	3251	I	MD, ANNAPOLIS
CC	MGT INFO SYS/DEP DIR SYS & COMMUNICATION		NAVAL ACAD	0089P	2612	I	MD, ANNAPOLIS
CC	ADMIN/DEPT HEAD		AFLTRAGRU MP SDC		2615	J	HI, PEARL HARBOR
	OIC SHR ACTY		PSD PAX RIV MD		9420	I	MD, PATUXENT RIVER
	OIC SHR ACTY/ADDU TO 01040/00168		PSD BETHESDA MD		9420	I	MD, BETHESDA
	PERS/MPWR MGT/AOIC		PSD CRYST CTY VA		3965	J	VA, ARLINGTON
	OIC SHR ACTY/ADDU TO 02040/62936		PSD FT MEADE MD		9420	J	MD, FORT MEADE
	OIC SHR ACT/ADDU TO 00125/00188		PSD NAS NORFOLK		9420	J	VA, NORFOLK
	OIC SHR ACT/ADDU TO 02015/62688		PSD NS NORVA		9420	I	VA, NORFOLK
	OIC SHR ACT/ADDU TO 00350/00247		PSD NTC SD		9420	J	CA, SAN DIEGO
	OIC SHR ACT/ADDU TO 00130/00246		PSD N ISL CA		9420	I	CA, NORTH ISLAND
	SCH ADMIN/DIR ENL TRNG		FASWTCAPAC GST	0037R	3283	H	CA, SAN DIEGO
CC	ADP SYS DIR/COMP SYS DEP DIR		NAVAL ACAD	0091P	9705	I	MD, ANNAPOLIS
	OIC SHR ACT/ADDU TO 99040/00207		PSD JAX		9420	I	FL, JACKSONVILLE
	OIC SHR ACT		PSD INDIANAPOLIS		9420	J	IN, INDIANAPOLIS
	OIC SHR ACT		PSD MINNEAPOLIS		9420	J	MN, MINNEAPOLIS
	OIC SHR ACT		PSD OMAHA		9420	J	NE, OFFUTT AFB
	OIC SHR ACT/ADDU TO 00820/65928		PSD NTC ORLANDO		9420	I	FL, ORLANDO
	OIC SHR ACT/ADDU TO 00280/00236		PSD NORTH BAY		9420	J	CA, OAKLAND
	OIC SHR ACT/ADDU TO 00905/62271		PSD MONTEREY		9420	J	CA, MONTEREY
	OIC SHR ACT/ADDU TO 00115/60495		PSD FALLON		9420	J	NV, FALLON

1700 AD (Career Force Billets)

CC	PERS/MPWR MGT/PERS OFFICER	PSD MILTON	3965	J	FL, MILTON
	OIC SHR ACT/ADDU TO 00220/61331	PSD PANAMA CITY	9420	J	FL, PANAMA CITY
	OIC SHR ACT	PSD SAN ANTONIO	9420	J	TX, LACKLAND AFB
	OIC SHR ACT/ADDU TO 00050/0763A	PSD RTC G LAKES	9420	I	IL, GREAT LAKES
	OIC SHR ACT/ADDU TO 00135/62813	PSD PEARL HARBOR	9420	I	HI, PEARL HARBOR
	OIC SHR ACT	PSD NTC G LAKES	9420	I	IL, GREAT LAKES
	OIC SHR ACT/ADDU TO 00320/0429A	PSD POINT MUGU	9420	J	CA, POINT MUGU
CC	DISC ADMIN&REV	NPS ORLANDO BOS	3415	J	SC, CHARLESTON
	OIC SHR ACT/ADDU TO 00130/00639	PSD NSA MEMPHIS	9420	J	TN, MILLINGTON
	OIC SHR ACT/ADDU TO 00180/09117 & 00130	PSD KEFLAVIK	9420	J	ICELAND, KEFLAVIK
	OIC SHR ACT/ADDU TO 00150/60087	PSD BRUNSWICK	9420	J	ME, BRUNSWICK
	OIC SHR ACT/ADDU TO 00150/62741	PSD ATHENS GA	9420	J	GA, ATHENS
	OIC SHR ACT	PSD BEAUFORT	9420	J	SC, BEAUFORT
	OIC SHR ACT	PSD CAMP LEJEUNE	9420	J	NC, CAMP LEJEUNE
	OIC SHR ACT	PSD CHERRY POINT	9420	J	NC, CHERRY POINT
	OIC SHR ACT/ADDU TO 00175/62507	PSD CSD ATSUGI	9420	J	JAPAN, HONSHU ATSUGI
	OIC SHR ACT/ADDU TO 00125/68212	PSD MISAWA	9420	J	JAPAN, HONSHU MISAWA AFB
	OIC SHR ACT/ADDU TO 00125/62254	PSD OKINAWA	9420	J	JAPAN, OKINAWA KADENA AFB
	OIC SHR ACT/ADDU TO 00135/61581	PSD YOKOSUKA	9420	J	JAPAN, HONSHU YOKOSUKA
CC	PERS/MPWR MGMT	PSD LONDON	3965	J	ENGLAND, LONDON
	OIC SHR ACT/ADDU TO 00270/61755	PSD NS GUAM	9420	J	GUAM, AGANA
	OIC SHR ACT	PSD VAIHINGEN GE	9420	J	GERMANY, VAIHINGEN
	OIC SHR ACT/ADDU TO 01900/63073	PSD EDZELL UK	9420	J	SCOTLAND, EDZELL
	L/M TRA PGM/DIR PCO/PXO NAVLEAD INSTR	SR ENL ACAD NETC	0037S	G	RI, NEWPORT
	SCH ADMIN-DIR INTL TRNG DEPT	EWTGPAC COR FMS	3283	I	CA, CORONADO
	OIC SHR ACT	PSD DAHLGREN VA	9420	J	VA, DAHLGREN
	CO	MEPS TAMPA	9421	I	FL, TAMPA
	CDR/CO SHR ACT	NS NORVA TRPERUN	9421	H	VA, NORFOLK
	CDR/CO SHR ACT/TPU	NS SDGO TRPERSUN	9421	H	CA, SAN DIEGO
	XO SHR ACT/TPU	NS SDGO TRPERSUN	9436	I	CA, SAN DIEGO
	TPU/DEPT HEAD	NS SDGO TRPERSUN	3910	J	CA, SAN DIEGO
	CDR/CO SHR ACT	TPU PUGET SOUND	9421	I	WA, SILVERDALE
CC	ADP SYS DIR/INFO SYS DEPT OFF	TRIREFAC KINGS B	9705	H	GA, KINGS BAY
CC	PERS/MPWR MGT/ASST DPTHD	NMC SDGO CA	0033P	I	CA, SAN DIEGO
CC	CH, NMCC SITE R EC300010 J4010456	JNTSTFJCSWAFRICD	9420	H	MD, FORT RITCHIE
CC	INFO SYS PRG 220/070FF	USCINCEUR DSCWWM	0089S	J	GERMANY, VAIHINGEN



1700 AD (Career Force Billets)

CC	DIRECTOR (J1) 100/01	T1540120	US TRANSPORT COMD	3965	G	IL, SCOTT AF BASE
CC	CH JNT MPWR 105/02PERS BR	T1540118	US TRANSPORT COMD	3943	H	IL, SCOTT AF BASE
CC	JNT MPWR/PERS 105/03BRANCH	T1540121	US TRANSPORT COMD	3943	I	IL, SCOTT AF BASE
CC	JNT MPWR OPS/ 115/02PLANS	T1540116	US TRANSPORT COMD	9034	H	IL, SCOTT AF BASE
CC	JNT MOB CNTRL 322/07CTR OFF	T1540167	US TRANSPORT COMD	0045S 9051	H	IL, SCOTT AF BASE
CC	TRANS STF OFF 420/07	T1540124	US TRANSPORT COMD	0035S 1272	H	IL, SCOTT AF BASE
CC	C4S STF OFF 631/02	T1540128	US TRANSPORT COMD	0091R 9060	I	IL, SCOTT AF BASE
CC	CH, SYSTEMS 932/03TESTING	T1540197	US TRANSPORT COMD	0091R 9085	I	IL, SCOTT AF BASE
	COAST/HARB DEF		NS ROOSE RDS S D	9456	J	PUERTO RICO, ROOSEVELT ROS NS
CC	COMM ASHR/COMM OFFICER		NCTS ROOSEVELT R	0089P 9510	I	PUERTO RICO, ROOSEVELT ROS NS
	OIC SHR ACT/NAVCOMMDDET	CHELTHENHAM	NCTS DET	0089P 9420	I	MD, CHELTENHAM
CC	COMMUNICATIONS OFFICER		NAWS CLAKE	9510	J	CA, CHINA LAKE
CC	ADMIN OFFICER/BASE SUPPORT OFFICER		P SND NSYD DWCF	2615	G	WA, BREMERTON
CC	PERS/MPWR MGT/DEPT HEAD/MILITARY		NCCOSC S D DWCF	3965	I	CA, SAN DIEGO
CC	PERS/MPWR MGMT/ADMIN OFFICER		NCCOSC S D DWCF	3965	J	CA, SAN DIEGO
CC	ADMIN/MIL SUP DEPT HEAD		NCYSYCN P DWCF	2615	J	FL, PANAMA CITY
CC	COMM PLN&OPS/PLANS & REQ OFF		NCTAMS EASTPAC	0089P 9515	I	HI, WAHIAWA
	XO SHR ACT		NCTS PENSACOLA	0089R 9436	I	FL, PENSACOLA
CC	COMM PLN & OPSIN31		NCTS PENSACOLA	9515	J	FL, PENSACOLA
	OIC SHR ACT		NTCC S DIEGO CA	0089S 9420	J	CA, SAN DIEGO
CC	ADP SYS SEC/COMSEC OPS ANAL/X09 106		NSA/CSS COMSEC	9781	I	MD, FORT MEADE
CC	ADP SYS SEC/SR PROG ANAL/ X62 012		NSA/CSS COMSEC	9781	J	MD, FORT MEADE
CC	ADP SYS SEC/COMPUTERS SCI/X41 007		NSA/CSS COMSEC	9781	I	MD, FORT MEADE
CC	ADP PLANS		COMFAIR MED	0089P 9720	I	ITALY, NAPLES
CC	COMSEC SYS OFF/V82 011		NSA/CSS COMSEC	9517	I	MD, FORT MEADE
CC	CMPU SYS PGMR/ Y22 090		NSA/CSS COMSEC	9740	J	MD, FORT MEADE
CC	CMPU SYS ANAL/COMSEC OPER ANAL/V 056		NSA/CSS COMSEC	9735	J	MD, FORT MEADE
CC	COMM SEC/COMPUTER SYS ANAL/Y44 046		NSA/CSS COMSEC	9517	J	MD, FORT MEADE
CC	ADP SYS SEC/COMPU SYS ANAL PROG/C71 102		NSA/CSS COMSEC	9781	J	MD, FORT MEADE
CC	ADP SYS SEC/CMPU SCOS92 006		NSA/CSS COMSEC	9781	J	MD, FORT MEADE
CC	COMM SEC/OPS STF OFF/Y21 094		NSA/CSS COMSEC	9517	J	MD, FORT MEADE
CC	ADP SYS SEC/CMPU SYS ANAL PROG/X09 107		NSA/CSS COMSEC	9781	I	MD, FORT MEADE
CC	COMM STF OFF D80/010	14040260	DISA JC4ISR BATC	9590	H	VA, SUFFOLK
CC	DEP FOR C4I 470/01	A0190062	USCINCLANT JTF-4	9543	I	FL, KEY WEST
	OIC SHR ACT		SUBPERSUPP DET	9420	J	VA, NORFOLK
CC	LES OFF SHRACT		NCS STOCKTON SEC	2775	J	CA, STOCKTON

1700 AD (Career Force Billets)

CC	FACPLAN & PGM/DIR, INST MGMT	ASECNAV IE W DC	4215	I	DC, WASHINGTON
CC	OIC SHR ACT	NTCC CHELTENHAM	0089S 9420	J	MD, CHELTENHAM
CC	LOGISTICS	COMUSNAVAK	9051	I	AK, JUNEAU
CC	TRAINING/CISO	FTC MAYPORT FL	0037P 3290	I	FL, MAYPORT
CC	LES OFF SHRACT/SECURITY OFFICER	NAIRENGSTA	2775	J	NJ, LAKEHURST
CC	CMPU SYS ANAL/ASST FUNCL ANLST & METRICS	DON INFO	0089P 9735	I	DC, WASHINGTON
CC	L/M TRA PGM/INST NAVLEAD	NETC NVLEAD TRG	3220	J	VA, VIRGINIA BCH L CREEK
CC	CMPU SYS ANAL/3200/05 ANALYST	USEUCOM JAC MOLE	9735	J	ENGLAND, MOLESWORTH
CC	OIC SHR ACT	PSD PASCAGOULA	9420	J	MS, GULFPORT
CC	ED TRA PLN GEN/MGR	NCS FT MEADE MD	3215	H	MD, FORT MEADE
CC	DIR/J1 100/01 G2330011	JWAC DAHLGREN	2605	H	VA, DAHLGREN
CC	CDR/CO SHR ACT	NCTS BAHRAIN	9421	H	BAHRAIN, MANAMA
CC	STF PERS/PERS DIST GEN	COMNAV/SURFPAC	3985	H	CA, CORONADO
CC	MPWR PLN	COMNAV/SURFLANT	0033S 3943	J	VA, NORFOLK
CC	3M DATA ANAL/MG INFO SYS	COMNAV/SURFLANT	2642	J	VA, NORFOLK
CC	OIC SHR ACT	NTCC CAMP SMITH	0089P 9420	I	HI, WAHIAWA
CC	FLAG SEC	COMLOGGRU 2	9082	I	VA, NORFOLK
CC	STF OPS&PLN/STF PLNS OFF	COMLOGGRU 2	0043S 9065	J	VA, NORFOLK
CC	ADP PLANS/STEP/TACEVAL OFF	COMSURFWARDEVGRU	0089S 9720	J	VA, VIRGINIA BCH L CREEK
CC	STF COMM	COMCARGRU EIGHT	9590	I	VA, NORFOLK
CC	ADP SYS DIR	TACTRAGRUPAC	0089S 9705	J	CA, SAN DIEGO
CC	STF ADMIN	CPWING 10	9034	I	WA, WHIDBEY ISLAND
CC	STF COMM	COMCRUDESGRU 1	0089R 9590	I	CA, SAN DIEGO
CC	ADMIN	FIWC NORVA	2615	J	VA, VIRGINIA BCH L CREEK
CC	SPACERQMT ANAL/MISSION OPS SPT CEN MGR	SPAWAR SPTECH PG	0076P 5930	I	VA, ARLINGTON
CC	SPACERQMT ANAL/SEWC	COMCRUDESGRU 3	5930	H	CA, SAN DIEGO
CC	COMM ASHR/COMM	COM NAVFOR JAPAN	9510	I	JAPAN, HONSHU YOKOSUKA
CC	PERS/MPWR MGT	COMUSNAVCENT	3965	J	BAHRAIN, MANAMA
CC	COMM PLN&OPS	COMUSNAVCENT	9515	J	BAHRAIN, MANAMA
CC	MILMPWR RQMCTL	COMNAVAIRLANT	3925	I	VA, NORFOLK
CC	BUDGET/TEMADD PROJ MANAGER	COMNAVAIRLANT	1025	J	VA, NORFOLK
CC	PERS DIST ENL/ASST	COMNAVAIRLANT	0033S 3127	J	VA, NORFOLK
CC	ADP SYS DIR/INFO SYSTEMS OFFICER	COMNAVAIRLANT	9705	I	VA, NORFOLK
CC	ACOS J1 30/01 A0130009	COMICEDEFOR	9034	H	ICELAND, KEFLAVIK
CC	COMM OFF 72/06 A0130012	COMICEDEFOR	9515	I	ICELAND, KEFLAVIK
CC	ADP SYS DIR/FORCE ADP OFFICER	COMSUBLANT	9705	I	VA, NORFOLK



1700 AD (Career Force Billets)

CC	PORT SVC/BOAT	DIVISION OFFICER	NS ANNAPOLIS	9476	J	MD, ANNAPOLIS
CC	FAC MGR/SECURITY OFF		NS ANNAPOLIS	9442	J	MD, ANNAPOLIS
CC	ED TRA PLN GEN/STUDENT CONTROL OFF		NAVSCOLCOMPNCCLA	3215	J	FL, PENSACOLA
CC	MGT INFO SYS		NAVSCOLCOMPNCCLA	2612	J	FL, PENSACOLA
	INDOC TRA/STU POOL (PRE API)		NAVSCOLCOMPNCCLA	3242	J	FL, PENSACOLA
	INST NAV SCI/NSY OIC		NAVSCOLCOMPNCCLA	3270	J	FL, PENSACOLA
CC	LEGAL OFF		NAVSCOLCOMPNCCLA	2591	J	FL, PENSACOLA
CC	OPS ASHR		CFA OKINAWA	9466	J	JAPAN, OKINAWA KADENA AFB
	ADMIN/XO ENL PERS		PG SCH MONTEREY	2615	I	CA, MONTEREY
CC	BQ MGR		PG SCH MONTEREY	1112	J	CA, MONTEREY
CC	ADP PROD/SYS SVC DIV OFF		NAVPAACMETOCEN	9715	J	HI, PEARL HARBOR
CC	SHIP CTL/HD CARGO SHIP		COMSC PAC	9050	H	CA, OAKLAND
CC	PERS P&P CHIEF/SPEC ASST MPWR DEV/COMP		OFF OF ASN MRA	0033P 3980	I	VA, ARLINGTON
CC	ADP SYS SEC/CMPU SCI/194 012		NSA/CSS COMSEC	0091P 9781	I	MD, FORT MEADE
	XO SHR ACT		NRD ALBUQUERQUE	9436	I	NM, ALBUQUERQUE
	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		NRD ALBUQUERQUE	3020	J	NM, ALBUQUERQUE
	PRCM&RECRUIT/OFFICER RECRUITER		NRD ALBUQUERQUE	3020	J	NM, ALBUQUERQUE
	XO SHR ACT		NRD MONTGOMERY	9436	I	AL, MONTGOMERY
	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		NRD MONTGOMERY	3020	J	AL, MONTGOMERY
	PRCM&RECRUIT/OFFICER RECRUITER		NRD MONTGOMERY	3020	J	AL, MONTGOMERY
	XO SHR ACT		NRD BUFFALO NY	9436	I	NY, BUFFALO
	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		NRD BUFFALO NY	3020	J	NY, BUFFALO
	XO SHR ACT		NRD COLUMBUS	9436	I	OH, COLUMBUS
	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		NRD COLUMBUS	3020	J	OH, COLUMBUS
	PRCM&RECRUIT/OFFICER RECRUITER		NRD COLUMBUS	3020	J	OH, COLUMBUS
	XO SHR ACT		NRD HOUSTON	9436	I	TX, HOUSTON
	PRCM&RECRUIT/OFFICER RECRUITER		NRD HOUSTON	3020	J	TX, HOUSTON
	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		NRD HOUSTON	3020	J	TX, HOUSTON
	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		NRD INDIANAPOLIS	3020	J	IN, INDIANAPOLIS
	XO SHR ACT		NRD JAX FLA	9436	I	FL, JACKSONVILLE
	PRCM&RECRUIT/OFFICER RECRUITER		NRD JAX FLA	3020	J	FL, JACKSONVILLE
	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		NRD JAX FLA	3020	J	FL, JACKSONVILLE
	PRCM&RECRUIT/OFFICER RECRUITER		NRD NASHVILLE TN	3020	J	TN, NASHVILLE
	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		NRD NASHVILLE TN	3020	J	TN, NASHVILLE
	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		NRD OMAHA NE	3020	J	NE, OMAHA
	PRCM&RECRUIT/OFFICER RECRUITER		NRD OMAHA NE	3020	J	NE, OMAHA

1700 AD (Career Force Billets)

PRCM&RECRUIT/OFFICER RECRUITER	NRD PORTLAND ORE	3020	J	OR, PORTLAND
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD PORTLAND ORE	3020	J	OR, PORTLAND
XO SHR ACT	NRD RALEIGH NC	9436	I	NC, RALEIGH
PRCM&RECRUIT/OFFICER RECRUITER	NRD RALEIGH NC	3020	J	NC, RALEIGH
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD RALEIGH NC	3020	J	NC, RALEIGH
XO SHR ACT	NRD RICHMOND VA	9436	I	VA, RICHMOND
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD RICHMOND VA	3020	J	VA, RICHMOND
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD RICHMOND VA	3020	J	VA, RICHMOND
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD NEW ENGLAND	3020	J	MA, BOSTON
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD NEW ENGLAND	3020	J	MA, BOSTON
XO SHR ACT	NRD DALLAS	9436	I	TX, DALLAS
PRCM&RECRUIT/OFFICER RECRUITER	NRD DALLAS	3020	J	TX, DALLAS
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD DALLAS	3020	J	TX, DALLAS
PRCM&RECRUIT/OFFICER RECRUITER	NRD DENVER CO	3020	J	CO, DENVER
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD DENVER CO	3020	J	CO, DENVER
PRCM&RECRUIT/OFFICER RECRUITER	NRD MICHIGAN	3020	J	MI, DETROIT
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD MICHIGAN	3020	J	MI, DETROIT
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD KANSAS CITY	3020	J	MO, KANSAS CITY
PRCM&RECRUIT/OFFICER RECRUITER	NRD KANSAS CITY	3020	J	MO, KANSAS CITY
XO SHR ACT	NRD LOS ANGELES	9436	I	CA, LOS ANGELES
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD LOS ANGELES	3020	J	CA, LOS ANGELES
PRCM&RECRUIT/OFFICER RECRUITER	NRD LOS ANGELES	3020	J	CA, LOS ANGELES
PRCM&RECRUIT/OFFICER RECRUITER	NRD ATLANTA GA	3020	J	GA, MARIETTA
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD ATLANTA GA	3020	J	GA, MARIETTA
XO SHR ACT	NRD MINNEAPOLIS	9436	I	MN, MINNEAPOLIS
PRCM&RECRUIT/OFFICER RECRUITER	NRD MINNEAPOLIS	3020	J	MN, MINNEAPOLIS
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD MINNEAPOLIS	3020	J	MN, MINNEAPOLIS
XO SHR ACT	NRD NEW ORLEANS	9436	I	LA, NEW ORLEANS
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD NEW ORLEANS	3020	J	LA, NEW ORLEANS
PRCM&RECRUIT/OFFICER RECRUITER	NRD NEW ORLEANS	3020	J	LA, NEW ORLEANS
XO SHR ACT	NRD NEW YORK	9436	I	NY, NEW YORK CITY
PRCM&RECRUIT/OFFICER RECRUITER	NRD NEW YORK	3020	J	NY, NEW YORK CITY
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD NEW YORK	3020	J	NY, NEW YORK CITY
XO SHR ACT	NRD PHILADELPHIA	9436	I	PA, PHILADELPHIA
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD PHILADELPHIA	3020	J	PA, PHILADELPHIA
PRCM&RECRUIT/OFFICER RECRUITER	NRD PHILADELPHIA	3020	J	PA, PHILADELPHIA

1700 AD (Career Force Billets)

XO SHR ACT	NRD PITTSBURG PA	9436	I	PA, PITTSBURGH
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD PITTSBURG PA	3020	J	PA, PITTSBURGH
PRCM&RECRUIT/OFFICER RECRUITER	NRD PITTSBURG PA	3020	J	PA, PITTSBURGH
XO SHR ACT	NRD S FRANCISCO	9436	I	CA, OAKLAND
PRCM&RECRUIT/OFFICER RECRUITER	NRD S FRANCISCO	3020	J	CA, OAKLAND
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NRD S FRANCISCO	3020	J	CA, OAKLAND
XO SHR ACT	NRD SEATTLE WA	9436	I	WA, SEATTLE
PRCM&RECRUIT/OFFICER PROGRAMS OFFICER	NRD SEATTLE WA	3020	J	WA, SEATTLE
PRCM&RECRUIT/OFFICER RECRUITER	NRD SEATTLE WA	3020	J	WA, SEATTLE
CC ADMIN	NAF ATSUGI	2615	J	JAPAN, HONSHU ATSUGI
CC STF OPS&PLN/ASST SLFT	COMSCEUR	0035R 9065	J	ENGLAND, LONDON
CC STF OPS&PLN/NAV FLT AUX	COMSC MED	0035S 9065	I	ITALY, NAPLES
CC STF PLN	COMSC MED	0043S 9087	J	ITALY, NAPLES
CC PERS/MPWR MGT/ADMIN	NRL SUP DET WASH	0033P 3965	I	DC, WASHINGTON
CC PORT SVC	CB CEN PHUENEME	9476	J	CA, PORT HUENEME
CHIEF STF OFF	NAVACT LONDON	9016	H	ENGLAND, LONDON
CC STF PLN	NAVACT LONDON	0043S 9087	J	ENGLAND, LONDON
CC ADMIN	NSA NAPLES ITAL	2615	J	ITALY, NAPLES
CC PLANNING OFFICER	NSA NAPLES ITAL	9087	J	ITALY, NAPLES
CC OPS ASHR/DIR PORT OPS	NSA NAPLES ITAL	9466	J	ITALY, NAPLES
CC ADMIN/DIR OPERATIONS DEPT	NETC NEWPORT	2615	G	RI, NEWPORT
CC OPS ASHR	NS NORFOLK VA	9466	I	VA, NORFOLK
CC BQ MGR	NS NORFOLK VA	1112	J	VA, NORFOLK
CC STF ADMIN	COMFLEACT SASEB	9034	J	JAPAN, KYUSHU SASEBO
CC OPS ASHR	COMFLEACT SASEB	9466	J	JAPAN, KYUSHU SASEBO
CC BQ MGR	NS PEARL HARBOR	1112	J	HI, PEARL HARBOR
CC PORT SVC	NS ROTA SP	9476	I	SPAIN, ROTA
CC OPS OFF 350/04	COMUSJAPAN	9045	J	JAPAN, HONSHU YOKOTA AFB
CC COMM PLN&OPS/ADDU TO 22810/68627/ACOS	COM NAVFOR KOREA	9515	I	KOREA, SEOUL
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NAVCRUITAREA 1	3020	J	NY, SCOTIA
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NAVCRUITAREA 3	3020	J	GA, MACON
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NAVCRUITAREA 5	3020	J	IL, GREAT LAKES
PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER	NAVCRUITAREA 8	3020	J	CA, OAKLAND
PERS/MPWR MGT/HD MIL SUPPORT	BUPERS FLD COMP	3965	I	VA, ARLINGTON
CC CHAPLAIN/MNPWR PLN	BUPERS FLD COMP	3943	H	VA, ARLINGTON
CC CMPU SYS ANAL/STDL	BUPERS FLD COMP	9735	I	VA, ARLINGTON

1700 AD (Career Force Billets)

CC	ADP PLANS	BUPERS FLD COMP	9720	I	VA, ARLINGTON
CC	ADP PLANS/DIR DATA ADMIN DIV	BUPERS FLD COMP	9720	H	VA, ARLINGTON
CC	PERS P&P DIR/CORPORATE SYSTEMS	BUPERS FLD COMP	3981	H	VA, ARLINGTON
CC	CMPU SYS ANAL/ASST CORPORATE SYS OFF	BUPERS FLD COMP	9735	I	VA, ARLINGTON
CC	ADP PLANS	BUPERS FLD COMP	9720	I	VA, ARLINGTON
CC	CMPU SYS ANAL/ACT HD DATA IMPLMNTN BR	BUPERS FLD COMP	9735	I	VA, ARLINGTON
CC	COMPU SYS ANAL/STDS	BUPERS FLD COMP	9735	I	VA, ARLINGTON
CC	ADP PLANS/LIAISON OFFICER	BUPERS FLD COMP	9720	J	VA, ARLINGTON
CC	ADP SYS SEC/OPS ANAL	BUPERS FLD COMP	9781	I	VA, ARLINGTON
CC	ADP SYS MNT/BRANCH HEAD	BUPERS FLD COMP	9745	J	VA, ARLINGTON
CC	MGT INFO SYS/FORCE INFO SYSTEMS	COMNAV SURFLANT	0089P 2612	I	VA, NORFOLK
CC	COMPTROLLER	NAS FALLON	0031P 1050	I	NV, FALLON
CC	PERS PERF OFF	BUPERS FLD COMP	0033S 3421	H	VA, ARLINGTON
CC	PERS PERF OFF	BUPERS FLD COMP	3421	J	VA, ARLINGTON
CC	PERS P&P DIR/HD SELECTION BD SUPPT BR	BUPERS FLD COMP	3981	J	VA, ARLINGTON
CC	PERS P&P DIR/MGT INFO SYS/FIELD SUP DIV	BUPERS FLD COMP	0033R 3981	H	VA, ARLINGTON
CC	PERS DIST OFF/DEP DIR	BUPERS FLD COMP	0033S 3126	H	VA, ARLINGTON
CC	PERS DIST OFF/HEAD PROF DEV ED/SUBSPEC	BUPERS FLD COMP	3126	I	VA, ARLINGTON
CC	PERS DIST OFF/GRAD EDUCATION	BUPERS FLD COMP	0033S 3126	J	VA, ARLINGTON
CC	PERS DIST OFF/SERVICE COLLEGE	BUPERS FLD COMP	0033S 3126	J	VA, ARLINGTON
CC	PERS DIST OFF/HEAD ED & TRNG STF PLMT BR	BUPERS FLD COMP	3126	H	VA, ARLINGTON
CC	PERS DIST OFF/HEAD GEN UNRESTRICT ASGN	BUPERS FLD COMP	3126	I	VA, ARLINGTON
CC	PERS DIST OFF/LT YG 83 SENIOR	BUPERS FLD COMP	3126	J	VA, ARLINGTON
CC	PERS DIST OFF/YG 84 & BELOW	BUPERS FLD COMP	3126	J	VA, ARLINGTON
CC	PERS PLN/HD ALLOCATION BR	BUPERS FLD COMP	3970	H	VA, ARLINGTON
CC	PERS PLN/NMP-O MANAGER/BFD ALLOCATIONS	BUPERS FLD COMP	3970	J	VA, ARLINGTON
CC	PERS PLN/ASST HEAD	BUPERS FLD COMP	3970	J	VA, ARLINGTON
CC	PERS PLN/JOINT DUTY ALLOCATION	BUPERS FLD COMP	3970	I	VA, ARLINGTON
CC	PERS P&P DIR/DIST MGMT & CNTRL DIV	BUPERS FLD COMP	0033R 3981	G	VA, ARLINGTON
CC	ACCT/OFFICER FISCAL MANAGER	BUPERS FLD COMP	0031S 1005	I	VA, ARLINGTON
CC	ADP PGM/HD OPERATIONS	BUPERS FLD COMP	0089P 9710	I	VA, ARLINGTON
CC	COMPTROLLER/ADDU TO 00400/57088	NAS KEFLAVIK IC	0031P 1050	I	ICELAND, KEFLAVIK
CC	PERS P&P CHIEF/DEP ACNP	BUPERS FLD COMP	3980	G	VA, ARLINGTON
CC	MGT ANAL CTL/DEP DIR/PPBS	BUPERS FLD COMP	0042S 2610	I	VA, ARLINGTON
CC	PERS P&P DIR/HD, IRM QOL COORDINATOR	BUPERS FLD COMP	3981	H	VA, ARLINGTON
CC	ADP PGM	NAVLAN TMETOCEN	0089P 9710	I	VA, NORFOLK

1700 AD (Career Force Billets)

CC	PERS P&P DIR/FIELD COORDINATOR	BUPERS FLD COMP	3981	I	VA, ARLINGTON
CC	PERS P&P DIR/DEP DIRECTOR	BUPERS FLD COMP	3981	I	VA, ARLINGTON
CC	PERS PLN/SECTION HEAD	BUPERS FLD COMP	0033S 3970	J	VA, ARLINGTON
CC	BUDGET/RESOURCE MGMT OFFICER	BUPERS FLD COMP	1025	J	VA, ARLINGTON
CC	PERS P&P DIR/DIV DIRECTOR	BUPERS FLD COMP	3981	G	VA, ARLINGTON
CC	PERS P&P DIR/POW/MIA LIAISON	BUPERS FLD COMP	3981	I	VA, ARLINGTON
CC	PERS P&P CHIEF/ACNP	BUPERS FLD COMP	3980	G	VA, ARLINGTON
CC	LES OFF STF/BR HD	BUPERS FLD COMP	2750	I	VA, ARLINGTON
CC	PERS PERF ENL/BR HD	BUPERS FLD COMP	3422	H	VA, ARLINGTON
CC	PERS PERF ENL/BR HD	BUPERS FLD COMP	3422	J	VA, ARLINGTON
CC	PERS PERF OFF	BUPERS FLD COMP	3421	J	VA, ARLINGTON
CC	PERS PERF OFF	BUPERS FLD COMP	3421	J	VA, ARLINGTON
CC	ADMIN/ADMIN OFFICER	ADMINSUPU SWA	2615	J	BAHRAIN, MANAMA
CC	ADMIN ASST/PAO	EWTGLANT NORVA	2605	J	VA, VIRGINIA BCH L CREEK
CC	ADP SYS DIR/INFO SYS BRANCH HEAD	PSSURV NORVA	0089B 9705	H	VA, NORFOLK
CC	ADP SYS DIR/COMP SYS DEPT HD	FLENUMMETOCCEN	0089P 9705	I	CA, MONTEREY
CC	LOGISTICS/16/03 DEP NAVAL AFF	OFF DEF COP NETH	9051	H	NETHERLANDS, THE HAGUE
CC	XO SHR ACT	NCTS CUTLER ME	0089R 9436	I	ME, CUTLER
CC	SPACERQMT ANAL/FLT SUPP LANT/SURVEILL	NAVSPACECOMOPSEL	0076P 5930	I	VA, DAHLGREN
CC	PERS/MPWR MGT - DEPT HEAD	NATTC MEMPHIS	3965	I	FL, PENSACOLA
CC	COMM PLN&OPS	NCTS KEFLAVIK	0089P 9510	I	ICELAND, KEFLAVIK
CC	ADP PROD/COMP SYS WATCH OFF	FLENUMMETOCCEN	9715	J	CA, MONTEREY
CC	COMP SYS WATCH OFF	FLENUMMETOCCEN	9715	J	CA, MONTEREY
CC	ADP PROD/COMP SYS WATCH OFF	FLENUMMETOCCEN	9715	J	CA, MONTEREY
CC	ADP PROD/COMP SYS WATCH OFF	FLENUMMETOCCEN	9715	J	CA, MONTEREY
CC	ADP PROD/COMP SYS WATCH OFF	FLENUMMETOCCEN	9715	J	CA, MONTEREY
CC	ADP PROD/COMP SYS WATCH OFF	FLENUMMETOCCEN	9715	J	CA, MONTEREY
CC	DATA BAS MGT/COMM DIV HEAD	FLENUMMETOCCEN	0089S 9730	J	CA, MONTEREY
CC	ADP PGM/N911	NCTS WASH DC	0089P 9710	I	DC, WASHINGTON
CC	OIC SHR ACT/ADDU TO 00110/62863	NCTAMS M D ROTA	0089Q 9420	I	SPAIN, ROTA
CC	COMPTROLLER/DIVISION DIRECTOR	NAVMAC MILLINGTN	0031P 1050	I	TN, MILLINGTON
CC	OP INTEL GEN/ASPADOC OFFICER	NAVSPACECOMOPSEL	0076S 9640	J	VA, DAHLGREN
CC	OPINTEL ANAL/ASSC TRAINING OFF	NAVSPACECOMOPSEL	0076S 9680	J	VA, DAHLGREN
CC	OP INTEL GEN/ELECTRONICS MAINT DIV OFF	NAVSPACECOMOPSEL	0076S 9640	J	VA, DAHLGREN
CC	XO SHR ACT	NCTS KEFLAVIK	0089R 9436	I	ICELAND, KEFLAVIK
CC	MPWR PLN/DIVISION HEAD	NAVMAC MILLINGTN	0033P 3943	I	TN, MILLINGTON
CC	ADP SYS DIR	NCTS KEFLAVIK	0089S 9705	J	ICELAND, KEFLAVIK



1700 AD (Career Force Billets)

CC	STF COMM OFF 624/06	E0010288	USCINCEUR	9590	I	GERMANY, VAHINGEN
CC	ADP SYS STF D231 060 OFF	V16 14040331	DISA HQ	0091P 9735	I	VA, ARLINGTON
CC	PERS/MPWR MGMT/DIR ADMIN		DIRDIVOFNREACDOE	0033R 3965	H	VA, ARLINGTON
CC	PERS/MPWR MGMT/ASST DIRADMIN		DIRDIVOFNREACDOE	0033S 3965	I	VA, ARLINGTON
CC	NTWK MGMT D312/030	V01 14040233	DISA HQ	0089P 9595	I	VA, ARLINGTON
CC	PERS/MPWR MGMT/MIL PERS OFF		DIRDIVOFNREACDOE	0033S 3965	J	VA, ARLINGTON
CC	ED TRA PLN GEN		DAU	0037B 3215	I	VA, FORT BELVOIR
CC	PERS/MPWR MGMT		DAU	3965	I	VA, FORT BELVOIR
CC	ADMIN-ADMIN/SECURITY DEPT HD		NAVADMINCOM	2615	J	VA, NORFOLK
CC	ADV C&S INST/MIL FAC 44/05	G0630156	NATL DEF UNIV	3265	G	DC, WASHINGTON
CC	SO STRAT C-514CONCEPTS	X2560067	SACLANT	9016	H	VA, NORFOLK
CC	NETWK MGMT D213/040	V01 14040246	DISA HQ	0089P 9595	I	VA, ARLINGTON
CC	SPC ASST STRT 04/006OFF	N2160042	US STRATCOM	2605	I	NE, OMAHA
CC	CH PER ASSGN 120/10	N2160044	US STRATCOM	0033B 3985	H	NE, OMAHA
CC	CH CMD TRNG 130/70	N2160046	US STRATCOM	0037S 3970	I	NE, OMAHA
CC	DATA SYS MGR 525/09A	N2160224	US STRATCOM	9730	I	NE, OMAHA
CC	CH DB SYS 525/05A	N2160262	US STRATCOM	9730	H	NE, OMAHA
CC	CMPTR SYS 532/05 OFF		US STRATCOM	9735	J	NE, OMAHA
CC	SYS SUPP OFF 6110/03	N2160323	US STRATCOM	0091S 9720	I	NE, OMAHA
CC	LOG/INFR OFF 24131A	X2570006	CINC WESTLANT	9051	I	VA, NORFOLK
CC	EXEC OFF GSE 003		HQ AF SOUTH	2615	J	ITALY, NAPLES
CC	N09B MANPOWER		OPNVSUPACT WASH	3970	I	VA, ARLINGTON
CC	COM PLNS/ D313/03 OPS	V02 14040237	DISA HQ	0055P 9515	I	VA, ARLINGTON
CC	JNT MNPWR PLNR DA101040	J4010785	JNTSTF JCS WASH	0033Q 3970	I	VA, ARLINGTON
CC	OPS RSCH ANALYST JD101050	J4011132	JNTSTF JCS WASH	0091Q 9085	I	VA, ARLINGTON
CC	CHIEF		DEF LOG AGENCY	0033S 3965	J	VA, FORT BELVOIR
CC	JCS INTERN/OCJCS	A1000005	JCS/OSD INTERN	9065	J	VA, ARLINGTON
CC	PERS PLN/HD OPERATIONS ANALYSIS BRANCH		NAVCRUIT COMD DC	0042P 3970	I	TN, MILLINGTON
CC	L/M TRA PGM/NAVLEAD/TQL INTEG TEAM		NETPDTC PENS	0037P 3220	I	FL, PENSACOLA
CC	BUDGET OFF D20C3 010	I4040365	DISA HQ	0031S 9735	I	VA, ARLINGTON
CC	COM-COMP SYS D213 20STF OFF	V02	DISA HQ	0089S 9590	J	VA, ARLINGTON
CC	ADP PLNS D217 040	V09	DISA HQ	0091S 9720	J	VA, ARLINGTON
CC	CH, GCCS ACQ D23 020	V16 14040251	DISA HQ	0031S 9065	H	VA, ARLINGTON
CC	ED TRA PLN GEN/NROTC PROF DEVEL DIV OFF		NETPDTC PENS	0037P 3215	I	FL, PENSACOLA
CC	ADP PLANS		NCTS JAX FL	0089P 9720	I	FL, JACKSONVILLE
CC	ADP SYS STF D232 030OFF	V16	DISA HQ	0031S 9065	I	VA, ARLINGTON



1700 AD (Career Force Billets)

CC	PERS PLN/HEAD ENL STRENGTH PLNS SEC	BUPERS WASH DC	0033P	3970	J	VA, ARLINGTON
CC	ADP PGMS OFF 30/03	USPACOM ISSA		9710	J	HI, PEARL HARBOR
CC	ADP PLNS OFF 40/02A P0250006	USPACOM ISSA		9735	I	HI, PEARL HARBOR
CC	CH ADP SEC MGT 50/01 P0250008	USPACOM ISSA		9735	I	HI, PEARL HARBOR
CC	COMP SPEC 50/02	USPACOM ISSA		9735	J	HI, PEARL HARBOR
CC	PERS PLN/ENL ADV PLANS	BUPERS WASH DC	0042P	3970	J	VA, ARLINGTON
CC	ADMIN/ADMIN DEPT HD	SIMA SDGO		3970	I	CA, SAN DIEGO
CC	PERS PLN/HEAD "A" SCHOOL PLNS SEC	BUPERS WASH DC	0033P	3970	J	VA, ARLINGTON
CC	ED TRA PLN GEN/CAREER PROGRAMS	CNAVCOMTELCOM DC	0037P	3215	J	DC, WASHINGTON
	OPS OFF	MEPS BOISE		3970	J	ID, BOISE
	COMMANDER/CO K4080011	MEPS BOSTON		9421	H	MA, BOSTON
	COMMANDER/CO K4080012	MEPS BUFFALO		9421	I	NY, BUFFALO
	OPS OFF 002/01	MEPS CHARLOTTE		3035	J	NC, CHARLOTTE
	OPS OFF 002/01	MEPS CHICAGO		3035	I	IL, DES PLAINES
	PERS PLN/OPS OFF	MEPS DALLAS		3970	I	TX, DALLAS
	OPS OFF 002/01	MEPS CMD		3035	J	CO, DENVER
	OPS OFF 002/01	MEPS RICHMOND		3035	J	VA, RICHMOND
	ASST OPS OFF	MEPS RALEIGH		2605	J	NC, RALEIGH
	CDR/CO SHR ACT K4080029	MEPS SAN ANTONIO		9421	I	TX, SAN ANTONIO
CC	ADMIN/OPS OFF 002/01 K4080055	MEPS SEATTLE		9421	H	WA, SEATTLE
CC	CO 001/01	MEPS SHREVEPORT		2615	J	LA, SHREVEPORT
CC	INDUC&ENL/OPS OFF 002/02 K4080067	MEPS SPOKANE		9421	I	WA, SPOKANE
	OPS OFF 002/01	MEPS SPRINGFIELD		9421	I	MA, SPRINGFIELD
	OPS OFF 002/01	MEPS EL PASO		3035	J	TX, EL PASO
	OPS OFF 002/01	MEPS FT JAX		3035	J	SC, FORT JACKSON
CC	ASST OPS OFF K4080059	MEPS HOUSTON		3035	J	TX, HOUSTON
CC	ASST OPS OFF K4080056	MEPS INDIANAPOLI		9421	I	IN, INDIANAPOLIS
CC	ASST OPS OFF K4080061	MEPS JAX FL		9421	I	FL, JACKSONVILLE
CC	ASST OPS OFF K4080052	MEPS MINNEAPOLIS		3035	J	MN, MINNEAPOLIS
CC	ASST OPS OFF K4080052	MEPS NEW YORK		9421	H	NY, FORT HAMILTON
CC	ASST OPS OFF K4080052	MEPS OKLAHOMA		9421	I	OK, OKLAHOMA CITY
CC	COMMANDERK4080019	MEPS PHILADELPHI		3035	J	PA, PHILADELPHIA
CC	COMM PLN&OPS	MEPS PHOENIX		9421	H	AZ, PHOENIX
CC	COMM-COMP 6421/04SYS OFFICER	CNAVCOMTELCOM DC	0089P	9515	J	DC, WASHINGTON
CC	PORT SVC	USSPACECOM	0076P	9735	J	CO, COLORADO SPRINGS
		NSA SOUDA BAY		9476	J	GREECE, SOUDHA BAY







1700 AD (Career Force Billets)

CC	ACCT/OPS RESEARCH ANALYST	NAVCruit COMD DC	0042P	1005	J	TN, MILLINGTON
CC	ADP PLANS/ASST CUST LIAISON	NCTS SD CA/EOB	0089S	9720	J	CA, SAN DIEGO
CC	PERS/MPWR MGT/DIV HD	NCTS SD CA/EOB	0089S	3965	J	CA, SAN DIEGO
CC	COMM ASHR	NCTAMS WESTPC GQ	0089S	9510	J	GUAM, FINEGAYAN
CC	COMM ASHR	NCTAMS LANT NORF		9510	I	VA, NORFOLK
CC	PRCM & RECRUIT/ASST DIR TECH SVCS	NAVCruit COMD DC	0089P	3020	J	TN, MILLINGTON
CC	COMM PLN&OPS	NCTAMS LANT NORF	0089S	9515	J	VA, NORFOLK
	OIC SHR ACT	NRS T JIM CREEK		9420	J	WA, OSO
	CDR/CO SHR ACT/ADDU TO 10150/57006(CNFJ)	NCTS FAR EAST FE		9421	H	JAPAN, HONSHU YOKOSUKA
	XO SHR ACT	NCTS FAR EAST FE	0089S	9436	I	JAPAN, HONSHU YOKOSUKA
CC	DEPUTY TELECOMM OFFICER	NCTS FAR EAST FE		2615	J	JAPAN, HONSHU YOKOSUKA
CC	COMM ASHR	NCTAMS MED NAPLE	0089R	9510	I	ITALY, NAPLES
CC	ADP PLANS/HD CUSTOMER LIAISON STAFF	NCTS NORLEANS LA	0089P	9720	J	LA, NEW ORLEANS
CC	COMM ASHR	NCTAMS LANT NORF	0089Q	9510	J	VA, NORFOLK
	CH NAVY BR 123/01 B0480290	USCINCCENT		3985	I	FL, MACDILL AFB
	STF BDGT OFF 552/02 B0480289	USCINCCENT	0031S	1025	I	FL, MACDILL AFB
	EXEC OFF 600/03A B0480365	USCINCCENT		9781	I	FL, MACDILL AFB
	OPS OFF 002/01	MEPS BECKLEY		3035	J	WV, BECKLEY

## INITIAL DISTRIBUTION LIST

1. Defense Technical Information Center.....2  
8725 John J. Kingman Rd., STE 0944  
Ft. Belvoir, VA 22060-5101
2. Dudley Knox Library.....2  
411 Dyer Rd.  
Naval Postgraduate School  
Monterey, CA 93943-5101
3. Director, Office of Budget.....1  
1000 Navy Pentagon  
Washington, DC 20350-1000
4. Bureau of Naval Personnel.....1  
Fleet Support Community Manager (PERS 211G)  
Washington, DC 20370-5000
5. Captain John Mutty (Code SM/Mu).....1  
Department of Systems Management  
Naval Postgraduate School  
Monterey, CA 93940-5103
6. Professor William Gates (Code SM/Gt).....1  
Naval Postgraduate School  
Monterey, CA 93940-5103
7. LT Eric FitzPatrick.....1  
5802 Bogart  
San Antonio, TX 78240