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**TECHNICAL REPORT NO. 1
10 NOVEMBER 1972**

PRELIMINARY DESCRIPTION OF THE NAVY CAREER COUNSELING PROCESS

**Joseph Meshi
Harold A. Holter
Dion S. Dow
Gloria L. Grace**

CAREER COUNSELING RESEARCH

**Principal Investigator
Gloria L. Grace**

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13. ABSTRACT This report grows out of the Navy's increased desire to improve the rate of retention of high caliber personnel, particularly in light of the forthcoming zero-draft environment. It describes the Navy's Career Counseling Program, which is designed to expedite the flow of accurate information and provide guidance that responds to the individual needs of all enlisted personnel. The selection, training and duties of full-time command career counselors are described; functions associated with part-time collateral duty career counselors are also discussed. Flow diagrams detailing the career counseling process, which is comprised of three major segments, are presented. These segments focus on pre-assignment contacts, in-service counseling activities, and post-separation alternatives. Special counseling, other than career counseling, which is available to Navy enlisted personnel is also described.			

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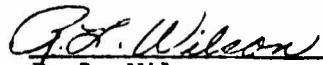
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PRELIMINARY DESCRIPTION OF THE NAVY CAREER COUNSELING PROCESS

1.0 OVERVIEW OF NAVY CAREER COUNSELING PROGRAM

The United States Navy is currently revising many of its personnel policies to reflect the changing requirements growing out of the zero draft environment. Emphasis on the attraction and retention of high caliber personnel has increased. In this connection, the Navy has expanded the existing Career Counseling Program to expedite the flow of accurate information about career opportunities, entitlements, and benefits, and to provide career guidance that responds to the individual needs of all enlisted personnel. Other revisions are also being contemplated to maximize the effectiveness of this program, and curtail operating costs. This program will enable the regular Navy, on a long-term basis, to obtain the maximum number of qualified personnel--both those trained in occupations of critical importance and those who, regardless of such criticality, have demonstrated proficiency and leadership in their occupations.

Career counseling is a vehicle for increasing the Navy's retention rate in order to maintain adequate numbers of qualified personnel in the regular Navy. A program to provide such counseling has been in operation for some time. For example, the Career Counselor's Report (NAVPERS 736) has been used to record personnel interview data for many years. This program has been modified from time to time. In 1968, the Navy published a revised Career Counseling Guide (NAVPERS 15678C) to aid Naval commands in carrying out their reenlistment programs. This Guide was designed as a unit-oriented do-it-yourself manual. It identified two types of courses where the counselor could obtain formal training. A three-week career counselor training course was offered at the Naval Training Center in San Diego and at the Naval Station in Norfolk, Virginia; shorter courses were available at the various type command (TYCOM) schools. The Guide also referenced a set of retention aids, called the Career Counselors Kit (NAVPERS 15959). Although the Guide mentioned the command career counselor, a division collateral-duty career counselor appears to be

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the primary focal point for program implementation. In many respects, the program that the Guide outlined has direct similarities with the program currently in operation.

A major change in the Career Counseling Program took place with the establishment of primary duty career counselor billets (BUPERSINST 1040.3). In July 1972, both sea and shore commands became eligible for the assignment of full-time Bureau of Personnel (BUPERS)-controlled command career counselors.* The Bureau gained authorization for over 1000 full-time career counselor billets intended to support unit commanders in increasing the program's impact upon young Navy men and women. Presently, with fewer than 800 of these billets filled, approximately 10,000 collateral-duty career counselors also perform the career counseling function. In addition to regular counseling duties, command career counselors, unencumbered by time-consuming collateral duties, can help collateral-duty counselors become better equipped to perform required career guidance tasks.

Command career counselors are selected for the BUPERS Career Counseling Branch (PERS P23). Selection criteria include high motivation for such an assignment; strong personal evaluation and recommendation by commanding officers; a service record clear of disciplinary action; and suitable personal characteristics, including a genuine interest in people as individuals. Career counselor trainees are assigned to one of two Career Information and Counseling (CIAC) schools located in Norfolk, Virginia and San Diego, California. These schools provide three weeks of highly concentrated courses, divided into two major areas. The first area focuses on career opportunities, entitlements, and benefits, encompassing some 17 topics that include: advancement, educational opportunities, military pay and allowances, reenlistments and extensions,

*Hereafter, the term "command career counselors" will be used synonymously with "full-time BUPERS-controlled command career counselors."

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fleet reserve, survivor's annuities, medical benefits, and financial management. The second area deals with interpersonal relationships; the curriculum includes communication, effective listening, interview techniques, human understanding, counseling techniques, and counseling practicum.

Command career counselors are assigned to Navy units after graduation. Current manpower loading requires that a station have a minimum of 400 Navy personnel to be eligible for assignment of such a command career counselor. These counselors are detailed to ships having a personnel strength of at least 200 men. Large stations or ships may acquire additional counselors at the rate of one for every 750 men. Personnel aboard smaller ships have access to the counselor's services by having a command career counselor stationed at their home port.

The process associated with the Career Counseling Program is diagramed in Figure 1. The three-tier system is shown for completeness. The Chief of Naval Personnel maintains the Career Counseling Branch (PERS P23) which, in turn, supplies information and guidance to command career counselors, the CIAC schools, and the various TYCOM career counseling schools. As shown in this figure, the capability provided by the command career counselors is augmented by the services of collateral-duty department and division career counselors.

In addition to the established system of enlisted career counselors, line officers occasionally interact with the enlisted Navy man or woman in a counseling capacity. These interactions are intended to exhibit command interest and to provide career advice to the individual.

Two sources of training are available within the three-tier system. The Chief of Naval Training is responsible for operation of the CIAC schools that provide training for all command career counselors. These schools also accept and train many collateral-duty counselors sent there by their commanders.

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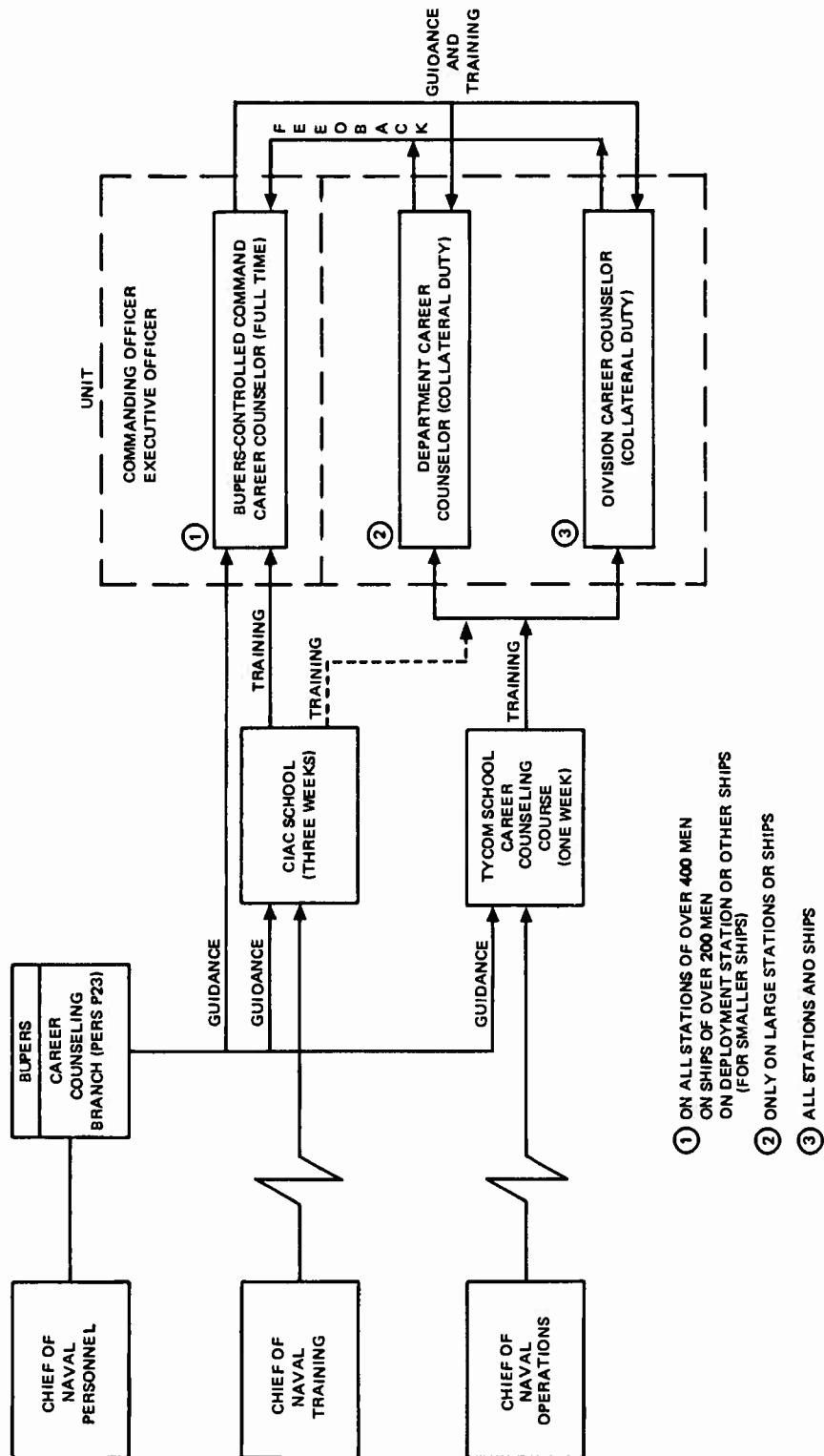


Figure 1: Navy Career Counseling--The Three-Tier System

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Within the various fleets under the Chief of Naval Operations, TYCOMs, such as the cruiser-destroyer type command, offer a career counseling course of one-week duration. These TYCOM courses use an abbreviated CIAC school curriculum, thus further concentrating an already condensed course. These courses are designed to give the collateral-duty counselor a basic foundation from which he can then develop.

Types of counselors available within the three-tier system, as shown in Figure 1, include:

- ① BUPERS-Controlled Command Career Counselor. This billet is the key to the unit's Career Counseling Program. The petty officer in this billet, a member of the commander's staff, devotes full-time to conduct of the official Career Counseling Program, which includes activities such as conducting interviews, maintaining interview records, publicizing the program, giving guidance and training, as required, to collateral-duty counselors, and coordinating activities so that all Navy men and women receive mandatory interviews at the prescribed intervals. To operate an effective program, the command career counselor must also maintain a good working relationship with the line supervisory personnel, from the commanding officer to lead petty officers in each division.
- ② Department Career Counselor. Within each operational unit, starting with the smallest, at least one collateral-duty career counselor is available to the crew's enlisted men at all times. These men also have access to a full-time command career counselor at some higher level of command; for example, in a submarine squadron, the counselor is available at the squadron level.
- ③ Division Career Counselor. This level of collateral-duty career counselor may be implemented at the option of each unit. As the size of a unit increases, the number of divisions increases, which, in turn, makes the program coordination task more difficult for a

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single command career counselor to perform alone. Division counselors should be assigned to work at this level when the complexity of the individual counselor's task warrants augmentation.

Discussions held during the counseling process often deal with issues broader than careers. There are other personnel charged with providing such counseling and information to Navy men and women. Figure 2 shows some of the various types of specialized counseling available. Although some types might more accurately be termed advice, the diagram shows that the Navy has a large number of resources available for its personnel. These resources provide the personal, physical and psychological assistance to support the career development of Naval personnel.

Command career counselors disseminate information to Navy men and women and explore various avenues of career growth open to them. Once an individual has obtained necessary information and made a decision requiring action, other agencies may need to become involved. In most instances, the counselor will indicate what steps should be taken and identify the appropriate individuals to contact. For example, the counselor might suggest that a transferring Navyman telephone his detailee to discuss possible assignments that might be available; his next step then would be to have the individual submit a Duty Preference Card, indicating his preference, in preparation for the upcoming transfer.

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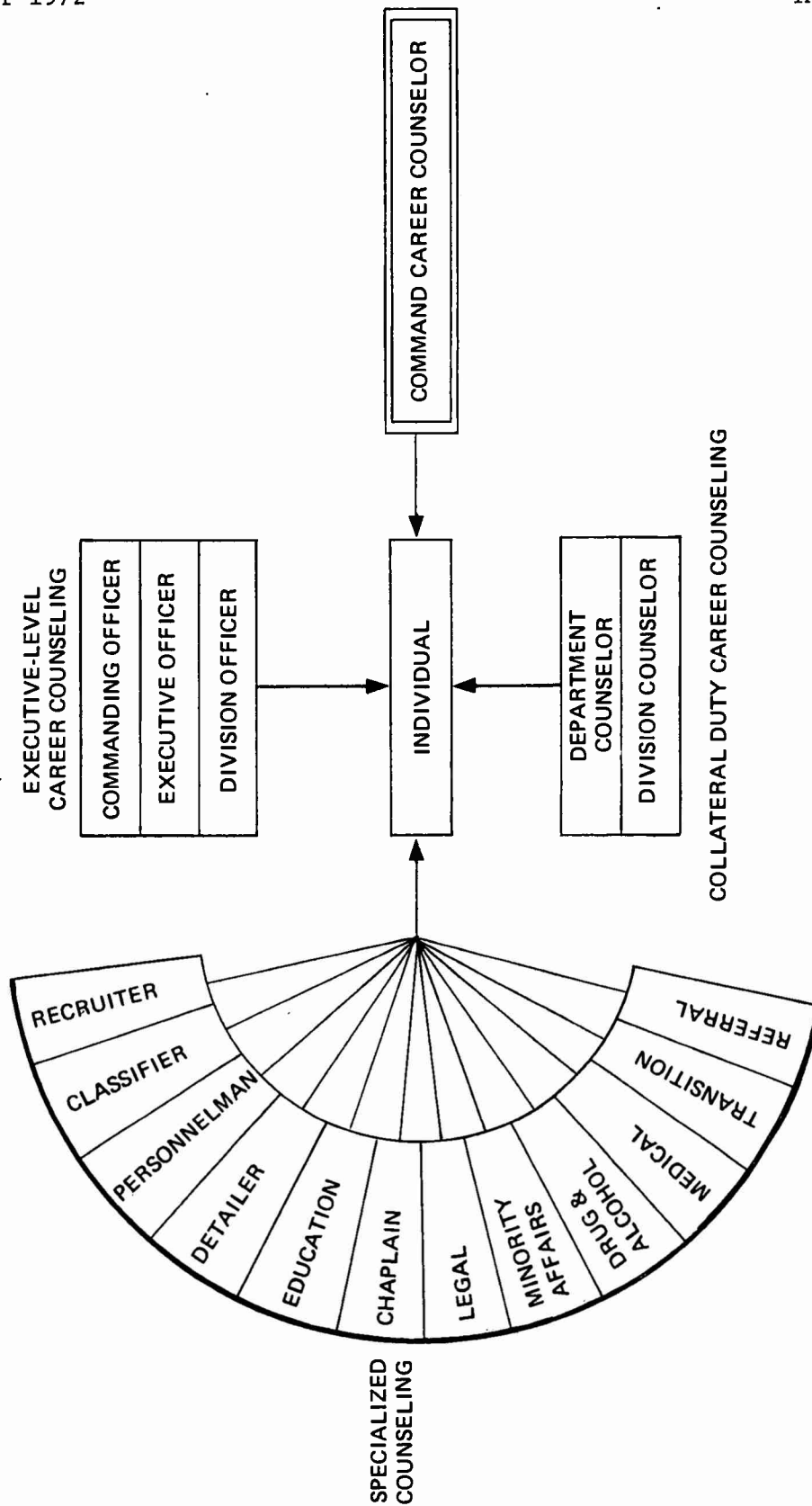


Figure 2: Relationship of Career Counseling to Other Types of Navy Counseling

2.0 THE CAREER COUNSELING PROCESS

In the broadest sense, the career counseling process is comprised of three segments. It extends from the time the individual, as a civilian, first meets the Navy recruiter until the time he eventually returns to the civilian community. This process, shown in Figure 3, consists of:

- ① Pre-Assignment Contacts. This segment includes all discussions with recruiters and classifiers--both at the Armed Forces Examination and Enlistment Station (AFEES) and at the recruit training center--prior to the time the Navy man reports to his first duty station from boot camp.
- ② In-Service Counseling Actions. This segment includes all the interviews which take place with the individual until he is separated from the Navy.
- ③ Post-Separation Alternatives. This segment includes alternatives available when the individual is no longer on active duty. In some cases he may return to active duty; in other cases he may join the Naval Reserves. In any case, he is expected to function as a Naval ambassador to the civilian community.

In the sections that follow, the career counseling process will be examined in greater detail--at two levels of increasing complexity. The first level expands the three segments into 16 identified elements; the second expands the description further, particularly in the middle segment that deals with in-service counseling actions. Table 1 provides an interpretative summary of the standard symbols used in Figure 3 and other flow diagrams that follow.

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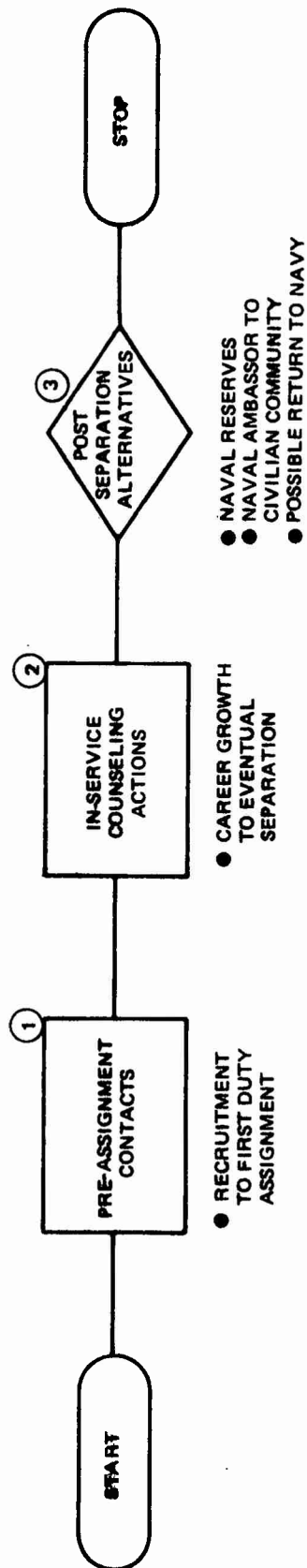

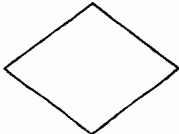





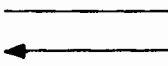

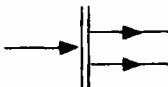


Figure 3: The Career Counseling Sequence--A Simplified View

Table 1: Flow Diagram Conventions

	PROCESS SYMBOLS indicate an action by the counselee or an administrative action when the counselor interacts with the counselee.
	DECISION SYMBOL indicates a possible alternate path. The path chosen will depend on whether the question inside the symbol is answered YES or NO.
	INPUT/OUTPUT SYMBOL indicates the beginning or end of a process, state of availability, or status condition; for example, the point at which an item of information becomes available for processing.
	TERMINAL SYMBOLS indicate the beginning or end of processing for a particular flow (or a continuing status condition).
	CONNECTOR SYMBOL shows an exit to another part of the same chart (having the same connector number).
	SHADED CONNECTOR SYMBOL shows an entry from another part of the same chart (having the same connector number).
	OFFPAGE CONNECTOR SYMBOL signifies exit to, or entry from, if shaded, another page (another chart).
	LINES leading from left to right and lines leading downward have no arrows; lines leading upward and lines leading from right to left must have arrows.
	INTERSECTING LINES are not connected.
	PARALLEL LINES indicate simultaneous ongoing processes.

3.0 STEPS IN THE CAREER COUNSELING SEQUENCE

A more comprehensive description of the counseling process is shown in Figure 4. This figure identifies steps in the process and shows how it affects the individual Navy man or woman.

3.1 PRE-ASSIGNMENT CONTACTS

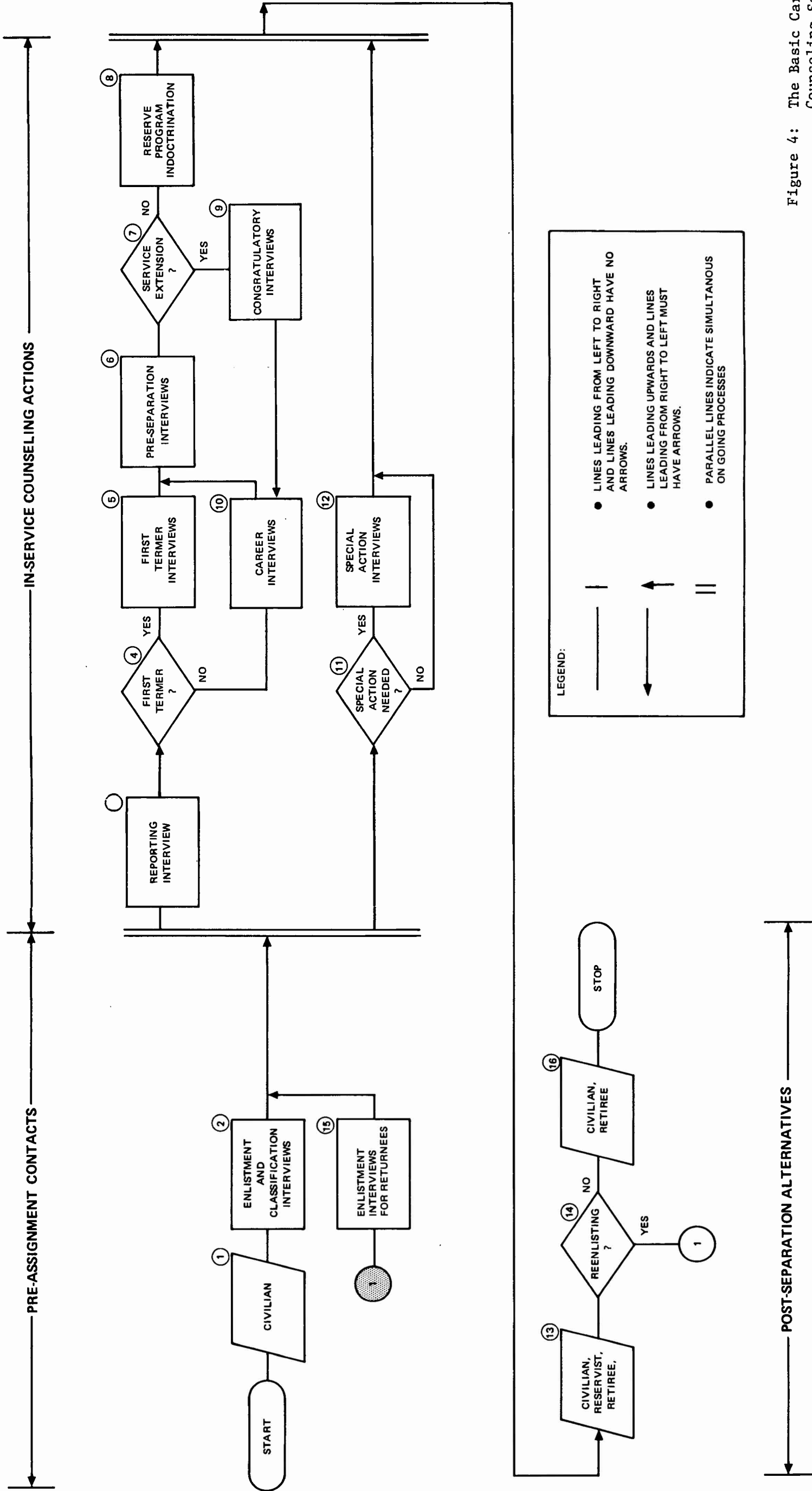
Basic pre-assignment steps in the career counseling process include:

- ① Civilian. Initially, the individual enters the system as a civilian.
- ② Enlistment and Classification Interviews. He then undergoes a series of screening interviews administered in three different locations, the Recruiting Station, the Navy Recruiting District, and the Recruit Training Command. These pre-career counseling interviews provide both the individual and the Navy with an increased understanding of each other. The first interview is structured as a selection and recruiting interview. The other interviews are designed to screen and classify the man, inform him of his qualifications, and place him in a mutually satisfactory career path.
- ⑮ Enlistment Interviews for Returnees. The pre-assignment segment also includes a series of two enlistment counseling sessions for personnel with prior Navy service. These are conducted at the Recruiting Station and at the Navy Recruiting District, respectively.

3.2 IN-SERVICE COUNSELING ACTIONS

Interviews, indoctrinations, and decisions comprise this segment of the career counseling process. Included are:

- ③ Reporting Interviews. The interview sequence commences with a reporting interview that is conducted with each Navy man and woman upon arrival at a new station. At this point every individual is entitled to two simultaneous channels of counseling--career counseling, and special counseling.



- ④ ⑤ First term Interviews. If the man is a first term, he undergoes a special sequence of interviews, designed to increase his level of knowledge of the Navy, while providing the Navy with a clearer understanding of his career goals.
- ⑥ Pre-separation Interviews. All Navymen receive two interviews--a reenlistment and a pre-separation interview--as they approach the end of an enlistment. These sessions review retention incentives in an attempt to reenlist the individual.
- ⑧ Reserve Program Indoctrination. If the individual elects separation, he will receive a Reserve Program Indoctrination at the appropriate time.
- ⑨ Congratulatory Interviews. If the individual extends or reenlists, he receives congratulatory interviews and continues his service.
- ⑩ Career Interviews. Continuing career personnel receive an Annual Career Update interview which is conducted yearly until individuals indicate their plans to separate.
- ⑫ Special Action Interviews. A parallel channel provides specialized counseling; for example, discussions with an individual's detailee about a new duty assignment. These counseling sessions take place as required, and can supplement the scheduled career counseling interviews in a wide variety of areas, as shown in Figure 2. Specialized counseling is available to the individual throughout the Navy career and retirement, when applicable.

3.3 POST-SEPARATION ALTERNATIVES

The third set of steps in this sequence does not actually involve any counseling interviews.

- ⑬ Civilian, Reservist, Retiree. The individual exits the Navy as either a civilian, a reservist, or a retiree, depending on his particular situation.

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- ⑭ Reenlisting. If eligible, he may reenlist at a later time and return to active duty after participating in the enlistment interviews.
- ⑮ Civilian, Retiree. All personnel eventually return to the civilian community as either civilians or retirees.

Notice that the flow chart does not show time relationships but identifies possible decisions and actions. These 16 steps provide a general description of the career counseling process. Now, let us look at the career counseling process in greater depth.

4.0 DETAILED DESCRIPTION OF THE CAREER COUNSELING PROCESS

The Navy provides a large number of opportunities for counseling during a Navyman's enlisted career. Figure 5 expands the sequence to include specific career counseling interviews. The middle segment--In-service Counseling Actions--also is expanded into three parts, to include: Career Interviews, Pre-separation Interviews, and Reenlistment Interviews.

4.1 PRE-ASSIGNMENT CONTACTS

As shown in Figure 5, the Navyman's counseling interviews begin even before he enlists.

- ① Recruiting Station; Recruiting Interview. In this instance, the potential enlistee approaches the Navy recruiter to gain a better understanding of career opportunities in the Navy. The recruiter, at that time, also appraises the individual's qualifications for Naval service by determining his abilities, interests, and aptitudes. The recruiter may also discuss and possibly confirm the individual's chances of entering a Navy school, based on the potential enlistee's stated interests, his educational and work background, and his results on the Navy's Short Basic Test Battery. Similar face-to-face interactions with various counselors will be repeated many times throughout the counselee's Naval Career. In several respects, the various counseling interviews have common objectives: (1) to provide the individual with general information useful both to him and to the Navy, (2) encourage the individual to reach a decision regarding enlistment, and (3) to convince him that the Navy is interested in his future.
- ② Navy Recruiting District; Classification Interview. Following enlistment, the individual meets with a personnel classifier at the Naval Recruiting District, which is often colocated with the AFEES. The classifier at that point can more precisely evaluate the individual, based on test results and aptitude indications.

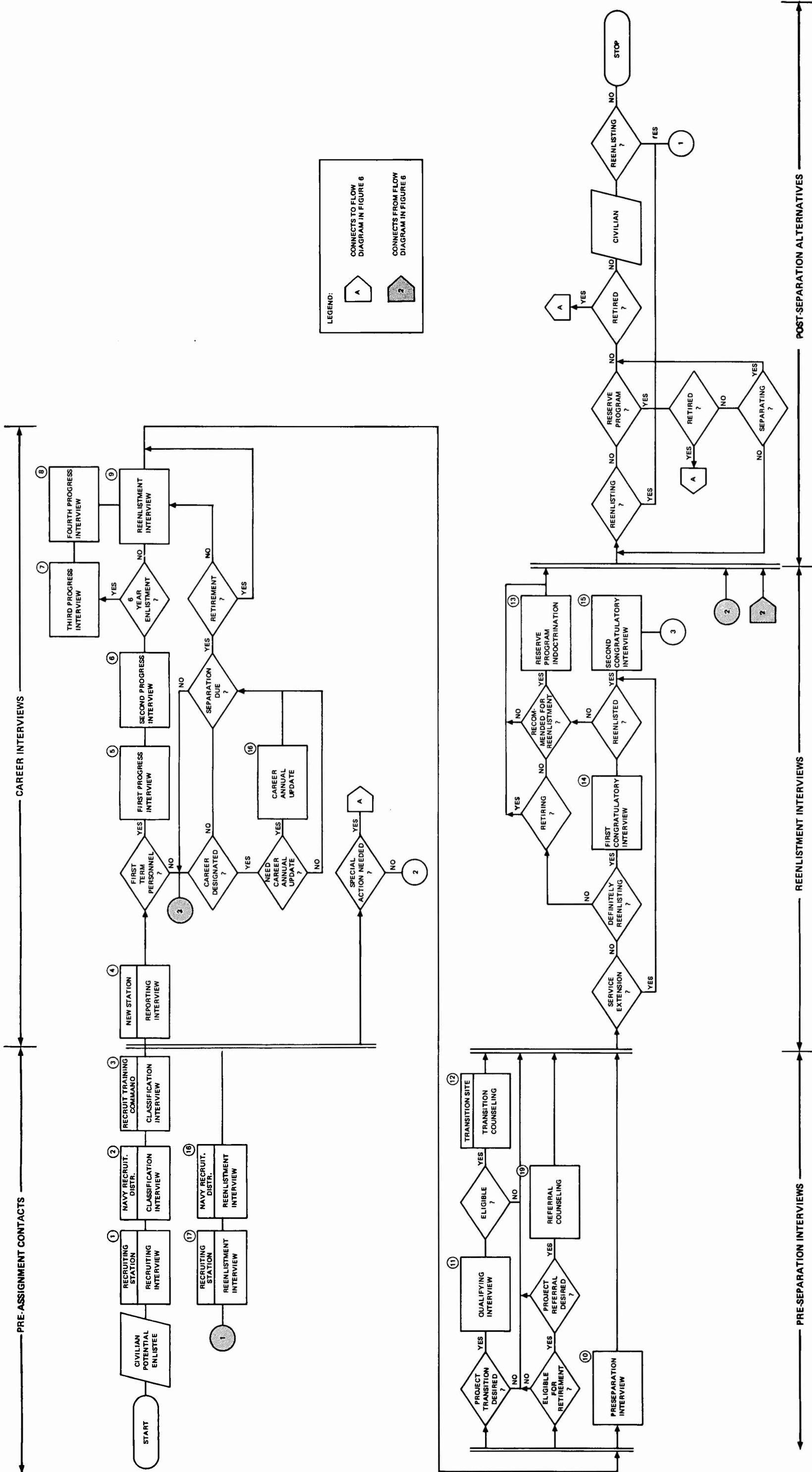


Figure 5: The Navy's Career Counseling Sequence

- ③ Classification Interview (Recruit Training Command). Another classification interview occurs at the Recruit Training Command (boot camp). This mandatory interview provides the new Navyman with a wrap-up of his pre-career orientation and finalizes his school or career assignment. At this point the recruit may decide to forego the schooling offered at enlistment time in favor of a different Naval rating.

Preenlistment contacts for reenlistees, identified as ⑪ and ⑫ in the flow diagram, are discussed in Section 4.4.

4.2 CAREER INTERVIEWS

The pair of vertical lines in Figure 5 indicates that the two processes emanating from it may occur simultaneously.

- ④ Reporting Interview (Non-Station). The next interview prescribed for the Navyman--the Reporting Interview--provides the counselee with pertinent information about his new environment. This orientation counseling is intended to enhance the counselee's understanding of his unit's mission, his own job, and location particulars. The session also addresses other topics, such as liberty and unit-specific policies. A Navyman's first Reporting interview is a very important session, not only because of interview content, but because it introduces him to a key interviewer. This interview is the enlistee's first opportunity to interact with a command career counselor, who, besides getting to know him personally, can demonstrate the value and easy accessibility of career counseling.

Following the Reporting interview, the Navyman receives an orderly sequence of counseling sessions throughout his first term and career.

- ⑤ First Progress Interview. The next scheduled interview for a first termmer is the First Progress interview. This interview, designed to review the Navyman's progress and plans for the future, provides a measure of feedback to the counselor, imparts information about the Navy, and surveys the Navyman's future prospects. It also conveys command interest in the first termmer's career development. The individual who has demonstrated high motivation and ability to his superiors is offered the STAR (Selective Training and Retention) program as a possible method of career enhancement (BUPERSINST 1133.3). STAR is a reenlistment incentive program which includes a reenlistment bonus, a service school, and automatic advancement in many cases.
- ⑥ Second Progress Interview. The Second Progress interview serves a function similar to the first progress get-together. This counseling session, which occurs about a year after the First Progress interview, allows for additional exchange of ideas and information between the individual and the Navy. The Navyman has a chance to voice his problems and, with the aid of the counselor, determine possible solutions. However, a slight shift of emphasis occurs, namely: toward increasing the individual's level of knowledge of Navy benefits. The motivated Navyman again receives information about available incentives, such as the STAR program and if applicable, the SCORE (Selective Conversion and Retention) Program (BUPERSINST 1440.27). SCORE is a reenlistment incentive program whereby the Navyman can transfer from some less technical ratings (with a high manning level) to more technical and critical ratings. SCORE also has an automatic advancement feature as well as guaranteed service schooling.
- ⑦ ⑧ Third and Fourth Progress Interviews. At this point in the counseling sequence, the counselor makes a distinction between the four- and six-year obligations. The six-year enlistee is due for two more progress interviews to encompass his fourth and fifth year of active duty.

- ⑨ Reenlistment Interview. All first termers receive a Reenlistment interview. Administered about seven months prior to the individual's expected separation from active duty, this interview has one primary focus: to tell the qualified Navyman that the Navy wants and needs him. In so doing, the counselor can get an indication of the counselee's intentions. At this time, individuals who have not proven desirable for retention are informed of the Transition Program (formally referred to as Project Transition) for which they can apply during the following months (OPNAVINST 1510.8, BUPERSINST 1510.106). The Transition Program is designed to aid separating Navyman who lack skills required by civilian occupations. Men who qualify can receive trade-school training, as well as on-the-job training. The counselor, upon examination of the individual's records, may decide that the individual warrants retention; in such instances, the counselor will try to impress him with the advantages of a Navy career, for example, by comparing Navy and civilian opportunities. Eligible Navyman also will receive information on various retention inducing programs that are available, such as preferred duty assignments and the Variable Reenlistment Bonus (VRB), which is computed on the basis of length of reenlistment and criticality of the individual's rating (BUPERSINST 1133.18 [DODPM]).

The previous discussion on career interviews cites only a few of the various programs available. The career counselor may use group presentations and bulletin boards to disseminate information about Navy career opportunities. However, he is trained to use the interview to assure that each client receives specific data applicable to his particular situation.

4.3 PRE-SEPARATION INTERVIEWS

- ⑪ ⑫ Qualifying Interview and Transition Counseling. If the individual wants to participate in the Transition Program, he receives a qualifying interview. If he appears eligible (requires some training

to qualify for a civilian occupation) and available, he may be transferred to a transition site to receive up to six months of counseling, training, education or placement assistance, as appropriate, to help him prepare for a productive role in the civilian community. If an eligible Navyman has a duty assignment that prevents his participation in the Transition Program, the Navy will allow him to extend his service for up to three months. During this time, he can concentrate on transition activities, while still on active duty.

- ①⑨ Referral Counseling. If the Navyman is separating because of a disability, he is still eligible for Project Referral, and can receive referral counseling, if he desires (OPNAVINST 1760.1). This project, designed primarily for use by retirees, provides job referrals and counseling to those eligible and increases the Navyman's chances of finding a suitable position in the civilian sector. Through this project, he may also increase his chances to earn a higher income, since the Navy counselors provide potential employers with a full understanding of the man's capabilities and experience.
- ①⑩ Pre-separation Interview. All first termers must be scheduled for the pre-separation interview, which is designed along lines similar to the Reenlistment interview. During this session, the counselor will try to obtain a commitment for additional service, if the counselee is qualified for reenlistment. If the Navyman does not want to reenlist or obtain a service extension, the counselor will continue to assist him with his anticipated transition to civilian life.

4.4 REENLISTMENT INTERVIEWS

The qualified individual can either extend or reenlist at any time within his last three months of obligated service.

- ⑭ First Congratulatory Interview. The Navyman receives this interview when he announces his intention to reenlist. This session--normally a short informal talk followed by a handshake and a thank you statement--should be conducted by a senior officer in his unit.
- ⑮ Second Congratulatory Interview. When an individual does in fact reenlist, he is congratulated by the commanding officer himself (during the Second Congratulatory interview). Extending personnel are slated to receive only the First Congratulatory interview. If the Navyman is neither extending nor reenlisting, he is slated for separation.
- ⑬ Reserve Program Utilization. Unless he is retiring, the Navyman's next scheduled counseling session is the Reserve Program Indoctrination. This interview, scheduled to take place about one month prior to separation, is designed to inform the counselee about Naval Reserve programs and about his obligations under the Universal Training and Service Act. The honorably discharged individual may still be committed to serve in one of the several reserve programs. Only upon separation from the reserves is he fully severed from the system.
- ⑰ Recruiting Station; Reenlistment Interview. A man reenlisting from civilian life must undergo an enlistment interview at his local Navy recruiting station.
- ⑱ Navy Recruiting District; Reenlistment Interview. Upon confirmation, he receives another interview at the Navy Recruiting District.
- ④ ⑰ New Station and Career Annual Update Reporting Interviews. Upon arrival at his new station, he again receives a Reporting interview. Not being a first termmer, his next scheduled interview, providing that he is career-designated, is the Career Annual Update. This interview, scheduled to be administered once a year during the counselee's birthday month, is designed to update his knowledge

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about recent changes in Naval programs. This information, presented to the more senior men, will eventually be channeled to the lower echelons through normal daily interaction with the collateral-duty counselor.

If the man is not career-designated, he is not scheduled for any further interviews until just prior to his expected separation, when he will receive the Reenlistment interview and continue through the normal channel. Career-designated personnel receive an update interview every year until their term is almost up, and normal pre-separation counseling sessions are scheduled to occur.

4.5 POST-SEPARATION ALTERNATIVES

Decisions relative to joining the Naval Reserve Program, or separating from the service have been discussed earlier in Section 4.4 of this report. The counseling cycle continues until every Navyman is either separated or retired.

5.0 SPECIAL INTERVIEWS

If an individual requires specialized assistance at any time during his service, he can obtain help by applying to the appropriate Navy agency. As can be seen in Figure 6, many types of counseling are available to all Navy men and women.

- ②0 Transfer Preparation Interview. This interview is conducted about a week after the Navyman receives his Permanent Change of Station (PCS) orders. The session is designed to aid the man and his family in preparing for the move and for his new duty assignment. The counselor discusses and provides information about the sponsor program, availability and cost of housing, and about the new duty station.
- ②1 Detailer--Discussion of Opportunities. The Navy allows every individual to communicate directly with the man responsible for his duty assignments--his detailer, situated in Washington. Any man wishing to talk to his detailer regarding a change in assignment may do so by calling his detailer direct on AUTOVON. A Code-a-Phone service can also be used as an added communication link. Official action will only be taken upon receipt of written requests submitted through channels; however, personnel are encouraged to call for advice concerning appropriate action. This allows Navy personnel to discuss preferences, listen to some alternatives, select a desirable alternative, and then submit a formal request with the assurance that the next assignment may be one that they themselves had a hand in selecting.
- ②2 Personnelman Interview. The Navy men and women can contact their personnelman when counseling on matters concerning records, paperwork, and clarification of pay and allowances is required.
- ②3 Followup Interview. The Followup interview is simply an extension of any previous interview that was terminated because of lack of time, information, or willingness on the part of the counselee to talk.

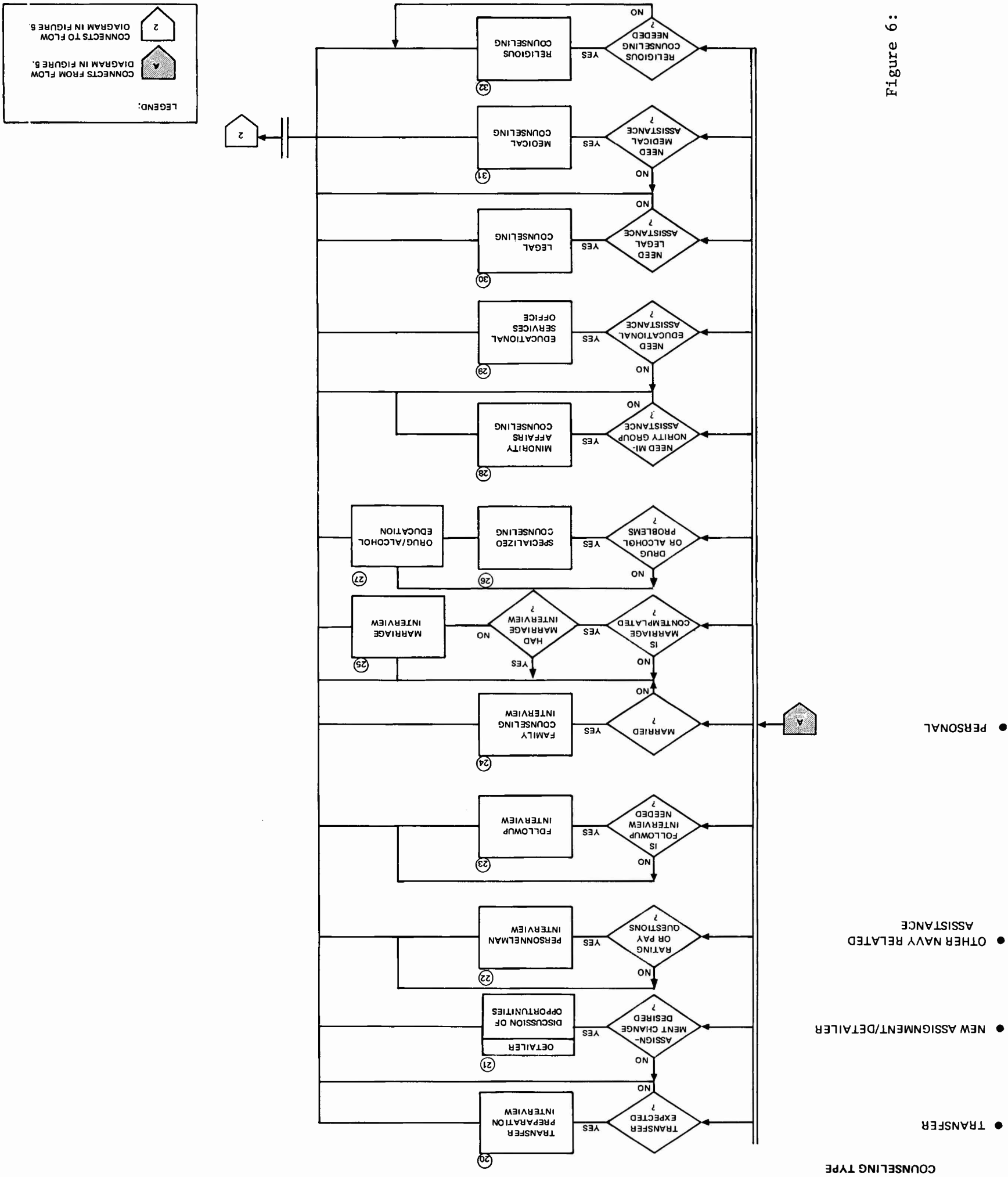


Figure 6: Special Counseling Interviews

- ②④ Family Counseling Interview. Married Navy personnel can always request a Family Counseling interview which helps familiarize the Navy spouse with the service and provide a better understanding of actions resulting from service in the Navy. These sessions can address items of family interest, such as financial planning and real estate investment planning.
- ②⑤ Marriage Interview. Any individual contemplating marriage is urged to obtain special counseling for both parties to the marriage. Advice can be obtained from the Chaplain or the command career counselor, depending on the kind of aid the man is seeking. Examples of counseling topics may include the discussion of added responsibilities, Navy life in general, separation periods, and available support.
- ②⑥ ②⑦ Specialized Counseling. Solutions to drug and alcohol problems may be sought by contacting the drug and alcohol (D&A) counselor. If physical assistance is necessary, this counselor will take appropriate action. Drug and alcohol education is now provided for everyone in the Navy on a request basis. Information kits may be used with or without the assistance of the D&A counselor.
- ②⑧ ②⑨ Minority Affairs Counseling; Educational Services Office. Minority Affairs counseling, oriented toward improving race relations, and Educational Assistance counseling, aimed toward helping Navy personnel gain the schooling that would aid in their career development, are available on most stations.
- ③① ③② Legal, Medical, and Religious Counseling. This type of counseling is available for Navy personnel and their families.

Table 2 summarizes specifics of the various counseling interviews. Numbers associated with each interview identify locations in the flow diagrams depicted in Figures 5 and 6.

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Table 2: Critical Counseling Interviews for
First Term Navy Enlistees (Sheet 1 of 2)

INTERVIEW TYPE FLOWCHART NUMBERS	SECOND PROGRESS (6)	THIRD, FOURTH PROGRESS (7, 8)	REENLISTMENT (9)	FIRST CONGRATULATORY (14)	SECOND CONGRATULATORY (15)	PREPARATION (16)	RESERVE PROGRAM INDOCT. (17)
PURPOSE	1. ASSIST MAN TO RESOLVE ANY PROBLEMS THAT DEVELOPED SINCE HIS LAST INTERVIEW. 2. INCREASE HIS KNOWLEDGE OF AVAILABLE BENEFITS.	ASSIST MAN TO RESOLVE ANY PROBLEMS THAT DEVELOPED SINCE HIS LAST INTERVIEW.	IDENTIFY THE NEEDS AND PREFERENCES OF THE INDIVIDUAL. DETERMINE HIS REENLISTMENT INTENT.	EXTEND CONGRATULATIONS FOR DECISION TO REENLIST.	EXTEND CONGRATULATIONS FOR ACTUAL REENLISTMENT OR EXTENSION.	1. COMMIT MAN TO CONTINUED SERVICE. 2. IF DETERMINED TO SEPARATE - PREPARE A REALISTIC MEASURE OF CIVILIAN SITUATION. 3. ASSIST IN THE TRANSITION PROCESS INTO CIVILIAN LIFE.	INFORM MAN ABOUT NAVAL RESERVE PROGRAMS, AND HIS OBLIGATION UNDER THE UNIVERSAL MILITARY TRAINING AND SELECTIVE SERVICE ACT.
STATUS OF COUNSELLEE	COUNSELING IS SCHEDULED FOR ONE YEAR FOLLOWING THE FIRST PROGRESS INTERVIEW.	4TH, 5TH YEAR OF ENLISTMENT (IF MAN IS ON A 4-YEAR TOUR HE IS APPROACHING REENLISTMENT DECISION TIME).	QUALIFIED FOR REENLISTMENT - MUST MAKE UP HIS MIND RELATIVELY SOON (ABOUT 7 MONTHS PRIOR TO EAOS).*	ANNOUNCED HIS DECISION TO REENLIST.	JUST REENLISTED, OR EXTENDED.	ABOUT 4 MONTHS PRIOR TO EAOS.*	DISCLOSED HIS INTENTIONS TO SEPARATE FROM ACTIVE DUTY. DEFINITELY NOT REMAINING ON ACTIVE DUTY. ABOUT ONE MONTH PRIOR TO EAOS).*
INTERVIEWER	DIVISION COUNSELOR	DIVISION COUNSELOR	DIVISION OFFICER COMMAND CC PERSONNEL MAN	MOST SENIOR OFFICER PRESENT EXCEPT CO	COMMANDING OFFICER	EXECUTIVE OFFICER DIVISION OFFICER COMMAND CC	COMMAND CC
TOPICS OF DISCUSSION	1. PROGRESS IN RATING 2. PROSPECTS FOR ADVANCEMENT. 3. REENLISTMENT BONUS 4. RETIREMENT PAY AND BENEFITS. 5. STAR 6. SCORE 7. DEPENDENTS' BENEFITS.	AS APPLICABLE	1. NAVY BENEFITS AS COMPARED WITH CIVILIAN BENEFITS. 2. REENLISTMENT BENEFITS a. BONUS (VRB FOR THOSE ELIGIBLE). b. DUTY ASSIGNMENTS 3. TRANSITION PROGRAM	1. EXTEND OFFICIAL CONGRATULATIONS FOR REENLISTING. 2. COMPLIMENT THE INDIVIDUAL ON PAST PROGRESS.	1. EXTEND OFFICIAL CONGRATULATIONS FOR REENLISTING. 2. COMPLIMENT THE INDIVIDUAL ON PAST PROGRESS.	1. G. I. BILL 2. CIVILIAN CAREER OPPORTUNITIES 3. FUTURE PLANS 4. PUBLIC SERVICE AGENCIES AVAILABLE TO ASSIST IN THE TRANSITION INTO A CIVILIAN JOB. 5. TRANSITION PROGRAM	1. NAVAL RESERVE PROGRAMS. 2. UNIVERSAL MILITARY TRAINING AND SERVICE ACT OBLIGATION.
COMMENTS	MUST BE CONDUCTED FOR ALL FIRST ENLISTMENT PERSONNEL.	MUST BE CONDUCTED FOR ALL FIRST ENLISTMENT PERSONNEL HAVING A 3-YEAR INITIAL COMMITMENT.	CONDUCTED ONLY FOR PERSONNEL QUALIFIED FOR REENLISTMENT.			CONDUCTED FOR ALL PERSONNEL.	CONDUCTED FOR ALL PERSONNEL DEFINITELY NOT REMAINING ON ACTIVE DUTY. EXCEPT THOSE: a. REENLISTING OR TRANSFERRING TO FLEET RESERVE. b. NOT RECOMMENDED FOR REENLISTMENT. c. DISCHARGED UNDER OTHER THAN DISHONORABLE CONDITIONS. d. HARSHSHIP, SECURITY, UNSUITABILITY.

*EAOS (EXPIRATION OF ACTIVE OBLIGATED SERVICE).

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Table 2: Critical Counseling Interviews for
First Term Navy Enlistees (Sheet 2 of 2)

INTERVIEW TYPE FLOWCHART DESCRIPTOR	RECRUITING (1)	CLASSIFICATION (2)	CLASSIFICATION (3)	REPORTING (4)	TRANSFER PREPARATION (20)	FIRST PROGRESS (5)
PURPOSE	TO CAUSE A CIVILIAN TO ENLIST AND OBTAIN AN INITIAL GRASP OF HIS 1. APTITUDE 2. INTEREST 3. ABILITY	INITIAL DETERMINA- TION OF CAREER PATTERN BASED ON MAN'S 1. APTITUDE 2. INTEREST 3. ABILITY	AFFIRMATION OF ASSIGNMENT IN LIGHT OF BOOT CAMP EXPERIENCE AND BILLET AVAILABLE	FAMILIARIZE MAN (AND WIFE, IF APPLIC- ABLE), WITH NEW ENVIRONMENT.	1. FAMILIARIZE MAN AND DEPENDENTS WITH NEW ASSIGN- MENT. 2. EXPLAIN THE SPON- SORSHIP PROGRAM.	1. ASSIST MAN TO RESOLVE PROBLEMS THAT EVOLVED DURING HIS FIRST YEAR OF SERVICE. 2. FORMAL EXPRESSION OF COMMAND INTEREST.
STATUS OF COUNSELEE	CIVILIAN CONTEM- PLATING ENLISTMENT. RECEIVES COUNSELING AT RECRUITING STATION.	JUST ENLISTED. RECEIVES COUNSELING AT THE NAVY RECRUITING DISTRICT.	ABOUT TO BE DISCHARGED FROM BASIC TRAINING.	CHANGING DUTY STA- TION (PCS) 1. OUT OF BOOT TRAIN- ING 2. REPORTING TO SECOND DR CONSEQUENTIAL ASSIGNMENT (WITHIN 10 DAYS OF REPORT- ING TO NEW COMMAND).	ABOUT TO CHANGE DUTY STATION (PCS) - WITHIN ONE WEEK OF RECEIPT OF PCS ORDERS.	ABOUT ONE YEAR - SERVICE AT NEW COMMAND.
INTERVIEWER	RECRUITER	CLASSIFIER	CLASSIFIER	COMMAND CC, DIVISION COUNSELOR DIVISION OFFICER	PERSONNEL MAN COMMAND CC, (PERSONNEL OFFICER)	COMMAND CC, DIVISION COUNSELOR
TOPICS OF DISCUSSION	1. SCHOOLS 2. ASSIGNMENTS 3. CAREER	1. QUALIFICATIONS BASED ON TESTS 2. AVAILABLE SCHOOLS 3. IF NOT QUALIFIED - REORIENTATION	1. ACTUAL SCHOOL ASSIGNMENT. 2. WRAP-UP OF PRE- CAREER ORIENTATION	1. COMMAND MISSION 2. WORK ASSIGNMENT 3. OCCUPATIONAL OPPORTUNITIES 4. RATING a. STRUCTURE b. OUTLOOK FOR ADVANCEMENT 4. EDUCATIONAL OPPORTUNITIES a. USAFI b. NAVY TRAINING c. COURSES c. OFFICER PROGRAMS 5. LEAVE & LIBERTY POLICY B. PROJECTED ROTATION DATE 7. SERVICE RECORD VERIFICATION	1. HOUSEHOLD EFFECTS 2. ADVANCED PAY 3. SPONSOR PROGRAM 4. TRAVEL 5. DEPENDENTS TRAVEL 6. HOUSING 7. FAMILY SERVICES	1. PROGRESS IN RATING 2. PROSPECTS FOR ADVANCEMENT 3. FINANCIAL CONSIDERATIONS a. FINANCIAL b. FINANCIAL MANAGEMENT c. INSURANCE 4. STAR 5. DEPENDENTS' BENEFITS
COMMENTS	RECRUITER MAY DE- SCRIBE OWN CAREER. WAR STORIES.			1. CONDUCTED FOR ALL PERSONNEL. 2. IF MARRIED, CAN BRING WIFE ALONG.	CONDUCTED FOR ALL PERSONNEL IN RECEIPT OF PCS ORDERS	

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6.0 NON-INTERVIEW ACTIVITIES

Obviously command career counselors do not have time with each client during these interviews to discuss all aspects of a Navy career. Other methods for providing needed information to Navy personnel must therefore be employed. Some of these methods, the counselor's other duties, and additional sources of information are identified in the following paragraphs.

Command career counselors must maintain records of interview schedules, interact with appropriate supervisors to gain background knowledge to guide interviews, and generate written records of interviews (NAVPERS Form 736). In addition, they must present briefings to disseminate new general policies, coordinate publicity of career counseling activities, obtain necessary command support, serve as an advisor on retention matters, and provide information to command levels regarding morale and related topics, based on knowledge of the personnel counseled.

In addition to interactions with the command career counselors, Navy personnel also receive career information via printed publications. These publications may be grouped under two separate categories, the specific information handout, and the information newsletter. (See Selected Military References, p. 30, for specific documentation.)

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7.0 SUMMARY

The Career Counseling Program, which has been in operation on a limited basis for many years, has been expanded to make full-time command career counselors available for assignment to both sea and shore commands. The overall counseling process can be divided into three segments that focus on pre-assignment contacts, in-service counseling actions, and post-separation alternatives. Special counseling beyond the scope of the Career Counseling Program is also available to the individual Navy man and woman. The focus of all such counseling within the Navy is to increase the retention rate of qualified personnel, to emphasize the Naval Reserve Program, and to increase goodwill by creating Naval ambassadors to the civilian community.

SELECTED MILITARY REFERENCES

This section contains examples of references extracted from the Consolidated Reference Index on "Career Information" (April 1971 issue). The references are ordered alphabetically by military series designation and in ascending numerical order within a series.

BUPERSINST 1040.3, Navy Career Counselor Program.

BUPERSINST 1120.35, Officers Candidate School (OCS).

BUPERSINST 1120.35, USNR Program Open to Active Duty Enlisted Personnel.

BUPERSINST 1133.3, Enlisted Retention.

BUPERSINST 1133.3, Selective Training and Reenlistment (STAR).

BUPERSINST 1133.18 (DODPM), Variable Reenlistment Bonus (VRB).

BUPERSINST 1133.19, Junior Officer Retention.

BUPERSINST 1440.27, Selective Conversion and Reenlistment (SCORE).

BUPERSINST 1510.69, Navy Enlisted Scientific Education Program (NESEP).

BUPERSINST 1510.106, Project Transition.

BUPERSINST 1760.18, Project Referral.

BUPERSINST 1811.1, Retirement--Enlisted.

BUPERSMAN 0110040, Officers Candidate School (OCS).

BUPERSMAN 3810260, Enlisted Separation--Place of Separation.

BUPERSMAN 3810380, Reserve Obligation.

BUPERSMAN 3840080, Enlisted Separation--Administrative.

BUPERSMAN 3840120, Pre-Separation Interview.

BUPERSMAN 3840240, Separation for Reenlistment.

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BUPERSMAN 3840260, Fulfillment of Service Obligations.

BUPERSMAN 3840280, Release to Inactive Duty.

BUPERSMAN 38550180, Transfer to Fleet Reserve.

FSN 0506-059-0200, Occupational Outlook Handbook (Yr.) Edition (Labor Dept. and TC 1-5).

OPNAVINST 1500.22, General Military Training.

OPNAVINST 1510.8, Project Transition.

OPNAVINST 1760.1, Referral: Employment Referral Program For Retiring Military Personnel.

NAVPERS 736, Career Counselor Report.

NAVPERS 1133/12, Reenlistment Prospect Card.

NAVPERS 14900, Naval Training Bulletin, Summer.
Naval Training Bulletin, Fall.

NAVPERS 15124C, Opportunities Available to Enlisted Personnel.

NAVPERS 15132D, Facts for Figuring Your Future.

NAVPERS 15136B, Your Career Planner.

NAVPERS 15138B, NESEP For Navymen.

NAVPERS 15139A, Reenlist For B or C School.

NAVPERS 15140A, STAR--A Special Way.

NAVPERS 15141A, SCORE--Selective Conversion And Reenlistment Program.

NAVPERS 15678C, Career Counseling Guide (Revised).

NAVPERS 15878C, Career Counseling Guide.

NAVPERS 15959A, Career Information Counselors Kit.

NAVPERS 18436D, Comparative Occupational Pay Briefs.

NAVPERS 93947, Project Transition Manual.

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RAD 68106, Officer Program Counseling Guides.

TRANSMAN Addendum 1, Separation and Reenlistment Guide.

TRANSMAN ART 12.8, Assignment To A School As A Reenlistment Incentive.

TRANSMAN 27, Duty Assignment Options As First Term Reenlistment Incentive.

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