Navy-Family-Team-Summit
August 17-20, 2002
Southbridge, MA

Executive Summary

Unleash the Power of Today’s Navy Family—Uniting for Mission Success

- Adapting policies for Modern Families
- Building Integrated Networks and Partnerships
- Conquering the Challenges of Navy Lifestyle

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Engage - Influence - Transform
Navy-Family-Team Summit

On the final day of the Navy-Family-Team Appreciative Inquiry Summit, USA Today ran a cover story on the military’s response to 9/11. The stories in the article exemplify the Navy’s response to the needs of its sailors and their families, particularly in a time of crisis. One commander, Marty Martin was a casualty assistance officer who stayed with the spouse of a Pentagon casualty, Pat Dunn, for up to 12 hours a day during the weeks following 9/11. For Martin, “it is a ‘lifelong assignment’ to ‘take care of the family that’s left behind.’ And it’s one that has evolved from duty to friendship.” Kevin Shaeffer worked alongside Pat Dunn in the Navy Command Center. He was the only survivor of an office of 30, who said “my Navy family” was “absolutely vital.” The Navy gave his wife, a Navy lieutenant, “months of paid leave to be at his side” in the hospital. The Navy truly supports its sailors and their families.

In his final remarks at the end of the summit, Admiral Hoewing drew attention to this news article. He said that current programs and pilot projects like the ones mentioned in the article do an excellent job meeting the needs of its sailors. How fitting that the article was published during the summit. Such an article was a testament that the summit participants and their pilot projects have the potential and support to make a significant difference for the Navy and its families.

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1 Military’s aid and comfort east 9/11 survivors’ burden. Cover Story, USA Today, Tuesday, August 20, 2002.
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Executive Summary

Day 1: Saturday, Discovery – Mapping our Positive Core

Getting Started

The Chief of Naval Operations, Admiral Vern Clark, via video, welcomed the participants and introduced the summit. He encouraged the participants to really get involved in the summit because he looked to their ideas and suggestions to improve the programs for the Navy and their families. The CNO's five priorities include Manpower, Current Readiness, Future Readiness, Quality, and Alignment. These were reiterated in his welcome to the summit participants.

Preceding Admiral Clark were remarks from Rear Admiral Brown, NPC PERS-6 (now Commander Southeast Region), and Rear Admiral Hoewing, Deputy Chief of Naval Personnel, Commander, Navy Personnel Command (now CNP). Their message was “we want your ideas.” The summits were organized to leverage what the Navy does well in order to make it better. That is, how can we better support the family so they can help the sailor supporting mission readiness? Also in attendance were Rear Admiral Cole, OPNAV N46, Vice Admiral Cowan, BUMED Navy Surgeon General, Rear Admiral Holmes, COMFAIRMED Noo, Rear Admiral Crisp, PACFLT N46, and Vice Admiral Ryan (CNP at time of summit, now retired).

The summit was well represented from around the globe and within the Navy. The key stakeholder groups included spouses, teenagers, dual military couples, single parents, active duty members of the surface, air, sub, dental, chaplaincy, supply and medical communities, and family service providers and policy makers. Originating from Asia, Europe, and from locations across the United States, these Navy personnel and families joined for three and a half days to help in the development of a new strategy for the Navy Family. One external stakeholder, Roadway Express, sent Cindy Frick who presented information about Appreciative Inquiry summits in their company.

There were 26 tables of 6 to 8 people in the ballroom. The different stakeholder groups were evenly scattered throughout the room such that each table had a diverse set of individuals. For example, one table had an Admiral, a teenager, a newly enlisted sailor, a Navy spouse, dual-military personnel, and junior officer.

The Executive Steering Committee (ESC) was also recognized at the beginning of the summit. This committee, comprised of individuals from various stakeholder groups, convened several months prior to the summit to decide on the summit’s topic, generated a list of possible attendees, helped conduct appreciative interviews prior to the summit, organized logistical issues surrounding the Summit. The topic was:
Navy-Family-Team Summit

Unleash the Power of Today’s Navy Family—Uniting for Mission Success

- Adapting policies for Modern Families
- Building Integrated Networks and Partnerships
- Conquering the Challenges of Navy Lifestyle

The Executive Steering Committee included the following individuals:

RADM Annette Brown, Assistant Commander, NPC (PERS-6)
CAPT Kim Drury, Deputy Assistant Commander, NPC (PERS-6B)
Ms. Sharon Peterson, Head, Community Support Branch, NPC (PERS-659)
CAPT George Slaven, Jr., Commanding Officer, NSA Norfolk
CDR Kelly Valencia (CNRSW)
LT Barry Adams, ACNPC (PERS-66)
LTJG Charlene Young, RSO, CNRSW, Married Junior Officer Designee
CMDCM(SS) Gale Bond, MCPON Designee, ACNPC (PERS-65-GG1)
MSCS MacDonald, NSA Norfolk
AMHC Tammy Smith, LCPO FFSC Norfolk, Dual Military Designee
LIC Hope Tucker, OOD, CNRSW, Single Sailor Parent Designee
YNC Shelly Lewis, Admin LCPO, NSA Norfolk, Reservist Designee
SH2 Shona Brown, NSA Norfolk, Junior Sailor Designee
Dr. Mary Rotterman, PM Social Services, CNRSW
Mr. Tom Heavan, FFSC, CNRSW, FFSC Designee
Ms. Camilla (Kip) Route, Spouse, FAMILINE Designee
Ms. Madie McAdoo, Program Analyst, NSA Norfolk, MWR Designee
Ms. Dorothy Hundley, Site Manager, FFSC Little Creek, FFSC Designee
Ms. Nancy Walker, MWR Regional Marketing, CNRSW, MWR Designee
Ms. Christy Beveridge, CNRSW Ombudsman, Ombudsman Designee
Ms. Chrystina Licursi, CNRSW, Teenage Family Member Designee

Additionally, the facilitation team was comprised of Dr. Frank Barrett, NPS, Dr. Ron Fry, Case Western Reserve University, Lt. Paul Tripp, NPS, HMC Mike Brady, Curriculum Instruction Standards Officer, Naval Education and Training Center, Antoinette Nichols, NPS, Anthony Weeks, Graphic Designer, and Ned Powley, Ph.D. student, Case Western Reserve University. Throughout the summit, Anthony Weeks captured the emerging themes, reflections, and presentations on large story boards. These were posted outside the ballroom at the end of each segment. Additionally, Gifford Productions (Bob Gifford) was contracted to film the summit (short film clips and footage are being produced). Throughout this executive summary are scenes of the Navy-Family-Team summit created by the Graphic Designer during the major sections of the summit.
GETTING STARTED...

NAVY FAMILY TEAM SUMMIT
August 17, 2002

Some words from Admiral Brown...

The 5 Priorities...
- Manpower...
- Supportive Environment...
- Future Readiness...
- Quality of Life...
- Alignment...

The Center for Positive Change created as a result of this process...

Some words from our facilitators...
- Frank Bennett
- Ron Fry

This is a BIG impact!

The whole system in the room...

There is a wealth of experience in the room...

Listen, and capture your learning on flip charts!

We expect differences but this is not a conflict resolution session....

We can do amazing and creative things!

Some words from the steering committee...

"I got this now...and so will you!"
Sharon Peterson, Head, Community Support Branch, NPC and her team from Millington, TN arranged the logistics for the summit. They were responsible for ensuring that nothing was left undone in terms of making the three days enjoyable and productive for all the participants.

Frank Barrett and Ron Fry introduced the concept of the Appreciative Inquiry summit. They shared the 4-D cycle of Appreciative Inquiry: Discovery, Dream, Design, and Destiny. Each of these phases provided the structure for the three and a half day summit.
The Appreciative Inquiry Summit is a whole-system process where voices from all levels in the Navy have an equal opportunity to express their opinions and ideas. Several Navy sailors and family highlighted this feature:

The diversity of the group... is most impressive. All the backgrounds hugely varied. Having spouses included, having teenagers included, having ombudsman included gives everyone a very different perspective... You’re not wearing a uniform. So that’s a big change right there. There is no rank structure in there; people are sitting around the tables discussing things amongst themselves not based on who’s the O-6 or who’s the E-3. It’s based on who has a different idea and a different perspective. It’s also been run by the facilitators that are not military people. And they’re suggesting that everyone has an idea, and everyone is included, and nothing is falling on the floor.

The wife of one sailor said this:

I think it’s a really good idea that they wanted to invite the families and they really wanted to hear what we’re being confronted with daily, the issues that concern us, not just as family members, but what do we really want, outside of what you’re doing for him (husband), what can you do for me as well. And it’s really good that the Navy is getting there, even though we’re not there yet, we’re getting there, we’re really more interested is affecting the total package, not just the sailor.

Opening Conversation in Pairs

After outlining the summit and the process that would be used, Ron then introduced the participants to the first activity: appreciative interviews. In this first exercise, the participants paired off and interviewed each other for about 60 minutes, following a set of questions provided in their booklet. The following conversation starters/questions are abridged from the participant worksheets.

**Question 1.** Initial attraction to the Navy: What first attracted you to join the Navy? What is the most important factor the Navy has contributed to your life?

**Question 2.** High Point or Peak Experience in the Navy: Can you think of a time that stands out as a “high point” for you—a time when you felt most alive, most engaged, or really proud to be associated with this institution. What made this such a high point for you?

**Question 3a.** Navy-Family Connection: In many ways being part of the US Navy is a “call to contribute” to a sense of larger purpose... Think of a time when you and your family felt most connected to the Navy Community; a time that stands out because of the intense pride, joy, or sense of commitment to mission success that was truly shared by those in your support system or family unit. What is the single most important factor that the Navy has contributed to your family’s life?
**Question 3b.** A Navy that Cares about Family: Think about the most positive experience you recall when the Navy enabled you to provide for your family’s needs... [where] you remember feeling like the Navy was concerned for you and your family’s best interests.

**Question 3c.** Family’s Contribution to the Mission Success: The US Navy is a call to a higher service and it is often a challenging life. Our families make important contributions and sacrifices in their lifestyles in order to support our service. Tell a story of a time when your spouse, children and/or your parents made a contribution (or perhaps a sacrifice) to support your connection to the Navy. What made this supportive contribution possible? How did your family (or support network’s) sacrifice help you and/or the Navy?

**Question 4.** Creating a Navy-Family-Team Culture that “wins the war for talent.” In our efforts to win the war for talent, what kind of “Navy-Family-Team” culture do we need to create and nurture? What kind of family-oriented organizational policies, procedures and services do we need to maintain or create in order to excel in our mission while attracting and retaining the most talented and gifted people in the Navy?

**Question 5.** Visions of the future: creating “an epidemic of positive change.” While [in a deep, 5 year sleep] major positive changes happened. When you arrive at work, you notice that the Navy work life and family life balance has become what you always hoped it could be... It is exactly how you want it to be in terms of how families are included as key elements of mission success... Describe what is happening... Describe the integration between sailors, their families and the Navy. Describe what you see.

1. Based on this image... what three things would do to heighten its overall health and vitality?
2. What single small change could we make that would have the biggest impact in improving the Navy-Family-Team right now?
3. What bold change could we make that would have a big impact on improving the Navy to “Unleash the Power of today’s Navy Family to Unite for Mission Success?”

After sharing stories in pairs, the large group reconvened. At the tables, tasks were assigned to four people: a discussion leader, a time keeper, a recorder, and a reporter. The participants then shared highlights from what they learned with others at their tables the stories they heard in their conversations. The recorder listened for common themes and patterns from the high point stories. They also shared their highest hopes for the three days. Several tables then reported the highlights, common themes, and hopes for the summit to the large group.
The theme of inclusion was widespread. One teenager commented on the positive aspect of being at the summit: “I get to help out with the teens worldwide in the Navy. It’s kind of a good experience that I’m actually standing up for them, getting them the chance to get in their word.” The summit was evidence that the Navy promotes inclusion.

Through the interviewing process at the summit, family members and sailors recognized that everyone has the same goals: “Our families concerns, we’re not the only ones with them. Everybody has those Navy-wide—they’re probably military-wide... There are other families where they have family members to take care of.”

The AI Summit assumes the positive in building images of the future:

“We started off not fixing problems, just focusing on what is positive, of things we don’t even need to work on, so that we’re thinking in a positive way. This is new an enlightening to me, and I think I’ll use it in the future.”

“Most things that you go to, people just complain: it’s how bad the Navy is. But this is what good things you know about the Navy and what can we do to make them better.”

“This is totally out the box from anything I’ve ever seen before. Most summits or meetings you go to are always run by the highest person there. Here, everybody is equal, they’re so diverse. It’s just incredible.”

Prior to the summit, nearly 40 interviews were conducted using the same questions above. Some of the most positive stories were posted on large posters around the ballroom at the summit. See Appendix 1 for Appreciative Stories collected prior to the summit.
Mapping the Positive Core

After lunch, tables were reconfigured to include similar members from each of the nine stakeholder groups: Spouses, Single Parents, Teenagers, Dual-Military Families, Submariners, Air Command, Surface Command, Policy and Service Providers, and Other. These groups joined to outline the Root Causes of Success: When are We Most Effective and Why in terms of the Summit Topic: Unleashing the power of the Navy Family. These groups looked at the things the Navy is doing that we are most proud of, and also sought to understand the things that create success and build the strongest Navy-Family-Team bonds.

The groups selected the “Proudest Prouds” and came up with two examples/stories of successful Navy-Family-Team moments. As a group, they analyzed the stories. They listened for patterns, answering the following questions: What where the root causes of success? What happened new or different? What was it about the people? What was it about the team? What was it about the organization?

The recorder made a list of five to ten root causes: things to keep doing, or do even better, no matter what else changes. The reporter then prepared a 3-minute summary, including one story and a list of the root causes of success.

There were countless examples from all the groups regarding the Navy at its best: several people mentioned help they personally received when a family need arose. One sailor had a terminally ill child. It was a difficult time. At the time of an important medical procedure for the child, this sailor received “support ... beyond [his] wildest dream.” He received travel orders to return to his family so he didn't have to take leave. For him, this was an example of the leadership making sacrifices for him.

The teenagers in the group demonstrated maturity beyond their years. They shared stories of supporting their families (fathers, mothers, parents) in their transfers throughout their careers. “We support our parents. Whatever [they] think is best.” But they also respected their parents for asking their opinions about career moves.

The single parents expressed many frustrations in their group due to the family programs that don’t fit their situation. They felt that single parents, in general, were viewed poorly by others, but they had a future vision that replaces the label “single parent.” This was clearly an area that the participants began to rally behind: as the summit continued, participants did not forget to include “single sailor” in their definition of family in the Navy.

Another group noted command support and communications (triage problems and communicate with squadron) as critical strengths for the Navy. Other stakeholder groups outlined areas for improvement, those things they wished were stronger: detailing process, meetings spouses needs when finding employment, bringing the family together for important moments in the sailors career (e.g., graduations, etc.).
At the end of this segment, Frank Barrett said, “The stories are moving. It really is a family when we are operating our best.” The stories from all the groups demonstrated the compassion and concern the Navy has for each individual sailor and his/her family.

**Appreciative Inquiry Summits: Examples from Roadway and the Navy**

Toward the end of the first day and Discovery phase, the representative from Roadway Express, Cindy Frick, provided an outside perspective of the Appreciative Inquiry process. Over the past 2 years, Roadway has held Appreciative Inquiry Summits at eleven sites. She prefaced her presentation by saying that Roadway has done some great things, “but we’re still in the infancy of success.”

Roadway’s Vision is that everyone is fully engaged in the success of Roadway and committed to the success of each other. They have initiated a program called “Developing Breakthrough Leadership.” They aim to 1) increase leaders’ self-awareness; 2) position leaders to develop leaders at every level; 3) develop capabilities of leadership team to achieve breakthrough performance; and 4) broaden participants’ understanding of issues that are crucial for long-term economic performance.

Roadway’s philosophy toward Appreciative Inquiry has been that the Large Group AI Summit Method coupled with business and financial literacy equals fully engaged employees who think and act like owners of the Business. She also presented a short video montage of the Roadway summits over the past 2 years.

Following the Roadway presentation, Lt. Paul Tripp, NPS, showed a video of the CNO Leadership Summit (held in December 2001, Monterey, CA) to demonstrate an application of the “AI Large Group” intervention in the Navy. Lt. Tripp narrated the video; his descriptions of the summits provided an executive summary of what other communities in the Navy have been doing with the Appreciative Inquiry summits.

One summit participant reflected on these examples:

> Seeing what happened with the leadership summit, and seeing the video clips and the things that happened there, reading and going through the process, but actually being a part of it, being in the middle of it, feeling the energy in the room, watching all the ideas flow. It’s exciting.
Appreciative Inquiry is not hyping yourself into a corner and telling yourself that the world is going to be better. The value of Appreciative Inquiry is that it is a methodology to create change… We need a more enlightened and knowledgeable leadership.

–Admiral Vern Clark, Chief of Naval Operations
Day 2: Sunday, Dream – Visions of the Future We Want

Posting the Positive Core

After a brief check-in, each group prepared a “pennant” listing the root causes of success, the most critical success factors that no matter what else changes, these are things that the Navy should absolutely keep and continue to promote the best in Navy-Family-Team bonds. The pennants were hung from a string that spanned the length of the ballroom, from a large poster of a Navy battleship cruiser to a poster of a shore-side family. These pennants served as a visual reminder throughout the summit of the positive core of the current Navy-Family system, and they were referred to often during the other activities in the summit. The positive core included some of the following root causes of success.

- Trust: culture of trust at every level
- Core values: honor, courage, commitment
- Teamwork: pulling together from everywhere; teamwork at a distance; essential when people were hurt;
- Command involvement: at all levels
- Full circle communication: bringing back to basics: not just email, but face to face communication; open and complete communication
- Navy camaraderie: proactive command
- Mentorships & INDOC of families
- Continuity of programs
- Effective ombudsman program: they step up to the plate
- Sacrifice: when sailors and command sacrifice they create innovation
- Going the extra mile: people go beyond what’s expected
- Covenant commitment: the whole family joins the Navy; the end result: happy wife, happy life
- Understand the whole family concept
- Leadership developing strong family support
- Sailor and family first, compassion always
- We react well in times of success: we meaning different communities, Navy, and the family
- Crisis and success: family education and communication; command interest in individual
- Best at crisis response (go beyond supporting the family)
Positive Image, Positive Action

Ron Fry and Frank Barrett presented research on Appreciative Inquiry. They discussed the five aspects of developing a positive image that leads to positive action.

- **The Placebo effect** in medicine means that when a patient believes he/she is getting medicine, even though a sugar pill or placebo is being administered, the patient will get better. The principle is that perceptions and beliefs shape the future.
- **The Pygmalion effect** suggests that others become our image of them. Classrooms studies conducted in the past found teachers’ opinions of their students determined academic performance.
- **Inner Dialogue**: studies of psychological health found that the healthiest people have a 2:1 ratio of positive to negative thoughts.
- **Positive Affect**: the story of Norman Cousins who didn’t want to be reminded of his illness; instead, he generated positive affect and was cured from cancer. Positive affect has been found to have both physiological and relational impact.
- Finally, the concept of **Affirmative Competence**: they used, as an example, a study of bowlers. One group of bowlers was coached only on what they did well, while another group was coached on the mistakes. After several weeks of coaching, everyone’s scores improved. But the scores of the first group were statistically better than the second group.
Dreams and Visions of the Future

Our military mentality is to be a crisis responder, is to look for the worst case and plan against that. So we’re trained to look at the worst things that can happen. And that can give us a rather negative mindset: what are the barriers, what are the constraints, what is the worst thing that can happen? But the AI summit says, yes those things are a reality, they are true, they are possible, and they need to be taken into consideration, but don’t start there. Start with your history of what were the good things, when were things best, and then, how can we make that be tomorrow’s reality, what’s the vision for a better tomorrow, based on our tradition, based on our own history.

The next activity in the summit was to imagine and portray dreams of what the future Navy-Family-Team ideally looks like. In their original mixed groups, they shared and discussed images of the future from their interview notes (questions 4 and 5). Imagining it is five years in the future, August 2007, the teams visualized the Navy-Family-Team culture they really wished for, as if it exists now and discussed what is happening, what is new, better, or different.

The groups presented skits, a rap, a jeopardy game, a morning TV news program, and a commercial. Each depicted different themes and aspirations for the future relationship between Navy and family. One skit highlighted new housing for Navy sailors and families through a news program; another was a recruiting session where new people wanted to join the Navy. One group presented a future detailing meeting which included all members of the family via VTC. The jeopardy game featured a new position: the placement counselor that would work with the detailing process. Another group presented a TV commercial for the “Hassle-Blaster” a device cutting through red-tape in the Navy to ensure one-stop service for all your Navy-Family needs. And then there was the infamous “Sonovitches,” a skit about a Navy family being relocated.

The wife of one sailor commented on her vision for the summit and the impact it has on future Navy families.

For me, I think my vision or my dream would be, what I would like to see is, the fact that we are here representing [base in Iceland]. And that some of the issues—really the one that I’m sitting in on, the pilot group, is the big concern of [the base]. And if we’re not there, that two or three years down the road that those people with benefit from the issues that we brought for our base.

The presentations brought everyone together in a new way, and there was a great amount of energy generated from the laughter and far-out dreams of the Navy. There were obvious themes emerging from repeated images of housing, the detailing process, how to be more inclusive to single sailors, and how to include the whole family, children and spouses, in the decision-making processes. These images surfaced throughout the remainder of the summit.
Mapping Opportunities for Improvement

The participants were asked to think about all the presentations, skits, and reports about the future and brainstorm a list of opportunities to improve the Navy-Family-Team. They were encouraged to think about any type of policy change, training, organizational networks, new services, procedures and practices. Everyone was invited to list all possible opportunities they saw for the future. In groups, they chose 3 to 5 changes or improvements that they felt would have the greatest impact on the Navy’s ability to unleash the power of the Navy Family to Unite in Mission Success.

Once they had time to generate a list, each group reported out to the larger group, while the facilitators captured them on a larger poster board called the “Opportunity Map.” Then, they were asked to think about which opportunities they would most like to work on. Each person was given three small round stickers; they came up to the map and placed the stickers next to their preferred opportunities. After each person had voted, there were obvious clusters of opportunities on the map.

At the end of the session, the facilitator team and sponsoring Admirals met to determine the best set of “cluster topics” based on the Opportunity Mapping exercise and subsequent voting. This group came up with nine titles for positive change groups: Child Development, Education, Assignment Process, Comprehensive Teen Program, Housing Policies, Navy 101 for Families (the group created a new name: Waypoints), Pay & Benefits, Spouse Job Placement, and Information for Navy Families and Organizations (INFO, formerly known as Comprehensive Information Distribution System, CIDS) (see Appendix 2 Opportunity Map Clusters). These clusters formed the basis for the Design phase of Appreciative Inquiry.
A WAY OF...
Approaching Our Work...

CONCEIVE...

BELIEVE...

ACHIEVE...

THE PEOPLE IN THIS ROOM CARE!

I haven't been this motivated since boot camp!

I'm impressed by the LOVE, THOUGHT, CARE, and INGENUITY in the room.

At first, I was a little skeptical about what we would accomplish...

This experience was invigorating for me.

There is common ground!

There are some things that only Congress can accomplish...

THANKS, TEENAGERS!

Your contributions are appreciated!

...and thanks to the Chaplain!

...for the interfaith service

A FEW QUICK REFLECTIONS AT THE END OF DAY TWO...

WE CAN DO THINGS!

...and TOGETHER...

...but we ARE Congress!
Day 3: Monday, Design to Destiny – Creating Pilot Change Projects for Positive Change

Monday was where the “action phase” began. Posted around the room in the morning were the titles of the new cluster groups. The participants took their seat in the room, and as the session began, they were asked to go to the cluster group where they most wanted to work on a project. People voted with their feet. They got up and moved to the group that meant the most to them. ESC members were assigned to each group in order to get things underway and help the process. This enabled the people working in the groups to get information about existing programs and how they could develop those further. Each of the groups had between 15 to 25 members.

The new groups then began to work together throughout most of the day to prepare a presentation for Tuesday morning. The first task was to learn about the new group. Each member of the group shared why he/she chose the particular Opportunity group: what excited them the most about this area or topic. Next, they drafted one or two paragraphs that described the ideal for which they were striving three years from now: what will you wish to have achieved. These Aspiration Statements were written as if the ideal state were happening now.

Feedback on 3-Year Aspiration Statements

When the catalyst for positive change groups (the new label given to these groups) reconvened, each read their aspiration statement to the large group. Then anyone could 1) state what was most exciting or provocative about the statement, what they liked the most, and 2) what they would add to make it even bolder, more provocative. Each person was given a pad of 3M Post-Its on which they could make notes about the statements. After each group presented their statements, there was time given for everyone to post their feedback directly on the aspiration statements (see Appendix 3 for finalized Aspiration Statements).
Action Planning for Pilot Projects

The catalyst change groups then went back to work on their short-term and long-term goals and action plans. After a period of time, they came back and reported on their progress, particularly the 2 or 4 most attractive action ideas that were emerging in their discussions. Before getting too deep into the goal planning, each group presented their brainstormed ideas for change to the larger summit. They received appreciative and constructive feedback on their ideas from anyone who wished to comment in the large community. Everyone got a chance to voice their opinions openly and give feedback on the ideas: were they actionable enough, did they need revising, were they impactful enough, or did they represent “low-hanging fruit?”

Their guidelines for the 1-Year Goals and Action Steps were as follows:

- Does it support the Navy-Family-Team Mission?
- Does it address/reflect the underlying principles in your Aspiration Statement?
- What are we already doing (Key Success Factors from our Positive Core) that can be continued or enhanced?
- What are the new actions that would create an impact?
- Can all stakeholders support the idea?
- Try to find at least one, short-term action idea that will show visible progress and impact coming out of this Summit—the “low-hanging fruit” that can be implemented perhaps more easily or quickly than some of the other ideas.

After receiving feedback from the large group, the catalyst change groups went to work updating their 3-Year Aspiration Statements as well as began working on finalizing their actionable 1-Year goals. They continued working together throughout the day. Many worked until dinner, and several groups worked into the evening.

The catalyst change groups were asked to use the following criteria for each of their goal areas:

- Agree on key targets and scenarios for how to get there: who would need to do what? By when?
- Identify specific success indicators along the way: 1 year, 6 months
- Identify key players, change agents, and catalysts (not already in the group) who will be critical to successful implementation and how we will gain their involvement after the Summit
- Identify the major benefits of this Pilot Change Effort in terms of the Summit topic: How will it Unleash the Power of Today’s Navy Family and Unite for Mission Success?
Day 4: Tuesday, Destiny – Declaring the Future We Will Become

The morning of the final day was a busy time for the summit participants. Each group made a formal presentation of their 3-Year Aspiration Statements and 1-Year Goals. Each was actionable and outlined next steps for implementation. Some of the goals were short-term actionable goals, while others were more long-term, strategic, and geared toward broad policy changes. See Appendix 3 for Aspiration Statements and Action Steps for each catalyst for positive change group; these may also be found at the Navy Appreciative Inquiry Website. The graphic artist captured the parting reflections as well as the change groups’ proposals.
Website Demonstration


Closing Comments

The summit concluded with remarks from Admiral Brown, Admiral Hoewing, and Admiral Ryan as well as any participant who wanted to share their thoughts. Admiral Brown expressed thanks and appreciation to all the made the summit come together and be successful: the facilitation team, the floor team, the “red shirt team,” the hotel and conference center, the camera crew, and the Executive Steering Committee.

Admiral Hoewing outlined next steps for the summit:

1. Each of the group’s presentations (aspirations and goals) will be synthesized into a brief for the CNO and then will be used to brief other communities in the Navy.
2. Two members from each change group will receive facilitation training (NPS and Case Western Reserve University).
3. Change groups will begin to meet virtually regularly throughout the year and work on their action steps. Barry Adams was asked to be the summit webmaster to ensure that the information on the website is up to date and accessible for the participants. Finally, dates were arranged for a follow-up Summit in August 2003 at the Southbridge facility.

Admiral Ryan encouraged summit participants to carry on and move the goals forward. He shared a story about a single sailor who sent him an email regarding housing: single sailors’ quarters are aboard their ships instead of land. Because of this sailor’s courage to send an email, Admiral Ryan reported that steps are being taken to house sailors on shore instead of on ships. He expressed excitement about what he saw at the summit and encouraged participants to continue with this work because what they do will make a difference.
Feedback Survey Results

On the last day of the summit, participants completed a questionnaire about the summit. About half of the participants completed the survey. When asked about the most valuable part of the summit, high point, or the most significant moment, summit participants responded affirmatively:

- Group diversity; team camaraderie, opportunity to voice opinions and to work with high ranking Navy leadership, opportunity to hear family concerns. (41 responses)

- Group productivity; in awe of what group could produce in 3 days, achieving group consensus, the final briefing of group presentations, seeing the pilots take off. (31 responses)

- Excitement for change; a bright future, passion, morale enhancing, unity of the Navy family. (20 responses)

Participants had several significant insights and key learnings. They felt that there was a commonality of concerns, issues, and goals. Others noted that they acquired new awareness of programs and services, yet they recognized a need for more effective communication about the programs and services. It was also important for them to pursue a focus on the positive and to see Senior Navy leadership open to change.

Many expressed desire and concern regarding post-summit activities. While the summit generated a lot of energy and excitement, many were concerned how to keep that momentum going. Several people expressed that there was not enough time to cover all the information, and many requested more time to work on their pilot projects during the time at the summit. In line with Admiral Hoewing’s remarks regarding next steps, several participants expressed a desire to have facilitators in the catalyst change groups.

There was an overwhelmingly positive response to the logistics questions. Almost everyone indicated that the transportation needs, the hotel accommodations, food, and entertainment were well organized. The staff was seamless in all they did behind the scenes for the summit. Several people suggested additional time to relax and visit local attractions since they had traveled great distances.
Many participants made specific comments regarding the summit.

- “It would be great if every spouse/family member could be given this enthusiasm, pride, feeling of inclusion/belonging that came from this. There are only 300 people here. Let’s do our best to find a way to include everyone else. It made a huge difference to my own personal outlook. Let’s make others say “Wow” too.”

- “I am amazed at what Navy members can accomplish with the ESC in April planning this summit for August, it was an extraordinary task. The logistics team did an outstanding job. I am very proud at being a part of this summit and my hope is that we’ll see these pilots take off in the next year or two.”

- “I truly feel that the planning and summary for the conference was well organized and flowed extremely well. Great exchange of information and positive experience. However, I truly feel that some individuals in breakout group worked too closely with the issues (i.e. detailers) to be on the group. (i.e. assignment process). We need their input and knowledge but having too many of any group on any PAT isn’t always conducive to thinking out of the box. Especially if that person is an extreme extrovert and very senior/high in the process being discussed. This was an extremely positive experience which will result in great benefits/improvements for the Navy.”

- “Thanks so much for all the time and effort put into this very valuable venture. Thanks so much for caring about the total Navy family team.”

- “I might suggest not announcing who’s a VIP at first, and thanking them at completion. It maintains rankless commonality better.”

- “Still don’t accept that single sailors are really recognized in the “Navy Family” title. You can say it includes them but they won’t include themselves. Why not just say Navy team which covers single and married sailors and families.”

- “Next time please invite retired military! I would love to be involved in future summits! Thank you!”

- “I cannot give the people responsible for organizing this enough praise!!!”

- “…the teens truly added a positive dimension to the summit. Thank you for inviting them!”
Post-Summit Activity

In a few short weeks since the summit, the catalyst change groups have begun work on their short-term goals. Many of the teams have initiated conversation through the web-space provided. Here is a thumbnail sketch of the action:

1. VADM Ryan released a NAVADMIN that outlines the Summit. This is posted on the summit website.


3. CIDS (Comprehensive Information Distribution System) has changed their name to INFO - (Information for Navy Families and Organizations).

4. Mr. Tom McFadden is working on the CNOP briefing - and should have that complete in the near future.

Briefing for Chief of Naval Operations

Additionally, posted on the summit website is a draft of the CNO briefing to which summit participants are encouraged give feedback. The briefing commences with an introduction to the CNO regarding the summit.

“This was an outstanding effort by all participants. As you will see from some of the products, you can be very proud of your people. They put a lot of energy into their products and we will do everything possible to keep the momentum going.

“The Summit ESC developed a strong theme that resonated throughout the conference. We used this theme to keep people focused on the Navy mission as primary and on a positive note.

“Great support from the chain of command. We had dynamic participants from every major demographic in the Navy. Everyone’s voice was made. The sense of inclusivity extended to ensure that Single Sailors understood that they are part of the ‘Navy Family’.

“We went into the Summit focused on two main outcomes:
- THE PRODUCT - Developing successful and effective pilot projects.
- THE TALK - The Summit was the opening conversation in an ongoing dialogue.”
The briefing presentation summarizes the action steps of the summit, the pilot projects, needed resources, and actions that will help the pilot projects to remain on track.

Several actions will be required to keep things on track. Some actions are accomplished already but efforts are underway to bring them all to fruition.

- Website is up and running – great site and will be even better as the pilot teams flesh it out with content. NPS Monterey is running now but PERS-6 will take over within 60 days.
- The NAVADMIN has gone out announcing results of the Summit. Positive feedback from the fleet to the early information we sent out.
- Once we get your approval on the plans, we will turn the pilot teams loose at full steam.
- We’ll train facilitators from the teams to help support the effort.
- We’re building a marketing initiative to keep build strong “buzz” about the pilots.
- We’re building in several tools to ensure that we maintain consistent discipline into the reporting and tracking process.
Appendix 1. Pre-Summit Appreciative Stories.

How a spouses group creates an important family connection

When my wife and I were stationed in Japan, I was on a ship and gone most of the time. My wife was very involved with the spouse group and eventually became the President. We were very fortunate to have that group established and turned out very beneficial to me. As the active duty member married to the President of this group, I was the POC onboard the Ship, relaying messages through my wife. The Navy was really trying to make a link between the ship, what was going on with the ship and with the active duty personnel onboard, to the families in the community. They did not want to keep people in the dark about what was going on. This has been a real shift. When I first went to sea, they told us that our spouse was not part of our sea bag so suck it up. Through my involvement during this period, I realized how important the family connection was and how the Navy really cared about the family members. For the spouses, it showed that the command cared about their feelings as well.

How a Navy Chaplain provided insight to a spouse on the rigors of Navy life

I am a wife of a CTT1 stationed overseas. I am from Scotland. We have been married for 9 years but before we could get married, I had to speak to the Chaplain, which was the most enlightening thing. He sat down with me and asked me the tough questions like: how do you feel about not having a career, because if you are a spouse, you may get a job at one duty station but when you move, you may start at the bottom again. He told me that my husband might not be around during family crisis... he really made me stop and consciously make a decision on what to expect in my future life if I was to marry a Sailor. I really appreciated it, as I had no concept of what it would be like... it was a real eye opener for me!

Going the extra step in an emergency makes all the difference in the world

In July of 2002 I was in HI on the way home from RIMPAC and found out that my grandmother had died. It was a Saturday and everyone was on liberty and the only people on the ship was the duty section. When the CDO found out what had happened, he worked so hard that within an hour, I had my emergency leave approved a ride to the airport from the duty driver and was able to fly home that evening. I didn’t even have a red cross message yet, but he was just determined to help me and to make things happen. He helped me because he wanted to, not because he had to. The big deal was that we still had two weeks left before we pulled in to San Diego for the end of the deployment and they didn’t make me come back. I was on emergency leave for 2 ½ weeks and then returned to the ship in San Diego.
**Orientation for family members creates a very positive first impression**

This is the first duty station that I, the spouse, was invited to the orientation. Normally, it is for military members only. Here the orientation lasts 4 days...they have 30 different presenters from legal to driving in this country, spouse employment assistance, banking...they just do the whole gamut...everything you could imagine! It is a wonderful program. They actually brought us to the FFSC to introduce us to the staff. One of the staff members was so warm and open to me that I came back to see if I could volunteer there. If I hadn’t had that initial ‘come and see me’, I would have gone off on my own and probably gone absolutely insane...that moment has given me the opportunity to meet so many friends!

**Simple acts of unselfishness from Shipmates leave a lasting memory**

Once we were overseas the ship was doing a 6 day family cruise to an area called “five cities”. I wasn’t going to take Claire, because I had duty and watch while we were going to be gone. I was on the ferry to get to the ship when Capt. Carson, the medical officer, asked me if I was going to take Claire. I told him no because I wouldn’t have anyone to watch her when I had to work. He said his wife would take care of her as she was going. He then called his wife on the cell phone, right there from the ferry, and asked her if it was ok. She said yes. They even took Claire out in town while I had duty one of the days the ship was in port. It was a wonderful opportunity for Claire to see where I worked, ate, slept. It made it easier for Claire when I had to be gone.

**Chapel fills unexpectedly and welcomes new member into Navy family**

While dating my present husband one of our first dates was attending a hail and farewell. When I was introduced, the people immediately made me feel welcome. Less than two years later, we pushed our wedding date up because of a loss in health benefits for my children. We had to make arrangements for our wedding in just over a week. We got the CINCLANTFLT chapel and brought in a justice of the peace since the chaplain was already booked. I only expected a handful of people to attend our wedding and was astonished when I arrived and the Chapel was full! I didn’t know my husband sent an e-mail to his command and invited them to the wedding. I was so impressed and honored that so many people he worked with would take the time and make the effort to attend our wedding. They showed up in uniform and did the traditional crossing of the swords and it made me feel great pride in being a military spouse.
“The Navy saved my life and my family’s life”

The Navy sent me for treatment for alcoholism back in 1990. At the time, I was not a stellar performer and was getting into trouble frequently. I received a DUI and so the command sent me for screening. I passed the screening but there was one individual, a Senior Chief, who after speaking with me felt I need the treatment. At the time I was very angry but he kept telling me he was doing what he thought was best for my family and me. I did need the help but did not want to admit it! I was a 1st Class alcoholic. The Navy invested their time and money to help both my family and I. During my treatment, I met a former Chief, now a DOD counselor who was very influential in my life. He took great interest in helping me. He told me I had a lot of potential and he was brutally honest and up front...which a lot of people won't do these days. He really cared. That is one of the reasons I became a counselor now. I love getting up in the morning to go to work. The Navy gave to me and now I want to give something back to the Navy! I don’t have any other way to say it...the Navy saved my life and my family's life!

Sponsor program creates team atmosphere and lasting friendships

The command in Naples, Italy had a great sponsorship program. They wanted to make sure that we were set up, everything was taken care of and that we felt comfortable with housing, childcare, etc. before we had to check in for work. They also had an indoctrination program where you learned things like, how to shop, how and where to catch the trains. Learning the different things about Naples was a lot of fun. The whole family went through the indoctrination together. I’ve made three best friends there, life long friends. It was the closeness and how everyone was willing to help everybody out. It may me feel proud to be part of the Navy. I’m still in touch with those friends today. We all went through the indoctrination together. We were all on the same plane. We went through the training together and we’d always go shopping together. One of my friends was Spanish and the language is close to Italian, therefore, he was a great help when we went out in town. When we were transferring to Norfolk from San Diego, those friends were stationed in Norfolk and they let us stay with them until we could find housing of our own. I’ve been very lucky with the friendships I’ve made in the Navy.

“Should I Stay or Should I Go?”

About one year ago, I was dead set on getting out of the Navy... I never really thought about it, I just wanted out. My Senior Chief and LPO signed me up for a class, “Should I Stay or Should I Go”. Fortunately, I was the only one in the class so I received a lot of personal attention. I learned that if I got out I would have to have a job lined up, health insurance, roof over our heads... security for my daughter. They taught me that I needed to plan and not just react. I now have orders to the USS Kennedy and am glad that I had the opportunity to go to that class...it changed the future of our family and for that I am grateful.
Partnership between Navy and dual military family increases commitment

When I was preparing to make Chief Petty Officer, the command was really good. They had a meeting for the whole family and explained everything that was about to happen, basically saying that they (my family) wouldn't see me for several weeks! And it was true. But what was most important was that they knew it was important to everyone and they made a special effort to prepare everyone. This was a real bonding time with my family despite the fact that I was basically gone from my family during this time. The Chief’s initiation ceremony was a very special time for the family. My children pinned on my crows and it was a very exciting and proud moment for us all. One thing about dual active duty member families like ours is that in such situations, one partner basically has to choose to step aside from the career path while the other goes forward full steam. This is not necessarily a bad thing at all and the Medical Corps has helped with this by working with billets so that we can be co-located as much as possible. They (Medical) do it on purpose to help their people. My kids and my family are my priority even though I am very committed to my work and the Navy. It is that partnership that makes it worthwhile for our whole family. I don't have any regrets that I was the one to basically step into the family support role and that my husband continued to work his career. I have had a good career. That is what makes the Chief's initiation so special. The Navy life has worked for the whole family, but it has been very different for each one of us!
### Appendix 2. Opportunity Map Clusters.

<table>
<thead>
<tr>
<th>Child Development</th>
<th>WayPoints (Navy 101 for Families)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Child development center 24/7; assistance with contingency planning; preschool</td>
<td>• Family mentoring program: family mentoring new families</td>
</tr>
<tr>
<td>• Standards for grade-school</td>
<td>• Financial planning seminars by people who don’t have vested interest</td>
</tr>
<tr>
<td></td>
<td>• Training families about the Navy: Navy 101 continuum; training world wide, for entire Navy family</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Assignment Process</th>
<th>Information for Navy Families and Organizations (INFO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Deployments – move replacement personnel out to the ship, versus bringing them in to port</td>
<td>• Developing modern and effective communication tools that connect families</td>
</tr>
<tr>
<td>• Detailing for dual military and single parents</td>
<td>• Increase VTC: families more connected; at family service centers</td>
</tr>
<tr>
<td>• Detailing process that supports stability</td>
<td>• Indoc: better overseas, would like to see consistent in states</td>
</tr>
<tr>
<td>• Expanded relocation</td>
<td>• One hot button for online information</td>
</tr>
<tr>
<td>• Flexible tour assignment lengths (detailing)</td>
<td>• One stop shopping for benefits, services etc.; 1-800; information mall... all women will stop; one stop shop for incoming; Universal family e-mail</td>
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<tr>
<td>• Home basing</td>
<td>• Partnership with financial, education, housing, realties etc.</td>
</tr>
<tr>
<td>• Increase weight allowance (PCS) for families with more members</td>
<td>• Programs and requirements streamlined: apply common sense, eliminate red tape; more generic forms</td>
</tr>
<tr>
<td>• Interservice cooperation and coordination (spouses in others armed services)</td>
<td>• Technology: better websites: more standardized information about where sailors where going; get same information; virtual tour of housing; better use of current and future technology for education</td>
</tr>
<tr>
<td>• Mid-deployment spouse visit</td>
<td></td>
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<tr>
<td>• No moves during high school: due to credits and types of courses</td>
<td></td>
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<tr>
<td>• No moving during school; summer PSC</td>
<td></td>
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<tr>
<td>• Out transition advocates for sailors</td>
<td></td>
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<tr>
<td>• Parental leave policies (sabbaticals)</td>
<td></td>
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<tr>
<td>• Placement counselor (transition) regional expert</td>
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<table>
<thead>
<tr>
<th>Comprehensive Teen Program</th>
<th>Pay &amp; Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Comprehensive teen program; teen center</td>
<td>• 100% survivor benefits</td>
</tr>
<tr>
<td>• Mini-summit just for teens</td>
<td>• A la carte benefits, select based on family situation</td>
</tr>
<tr>
<td>• Standards for grade-school and secondary education; Standardized DOD schools</td>
<td>• Competitive pay and compensation</td>
</tr>
<tr>
<td>• Teen Indoc: teen social support club</td>
<td>• Retirement packages that include spouses</td>
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<table>
<thead>
<tr>
<th>Housing Policies</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bachelor community</td>
<td>• Encourage life long learning to include dependents without additional service obligation</td>
</tr>
<tr>
<td>• Equality of BAH for family and singles; live in dignity: encourage home ownership vs. renting; associated school vouchers</td>
<td>• Expand definition of family member to include others</td>
</tr>
<tr>
<td>• Housing policies</td>
<td>• Family involvement in education</td>
</tr>
<tr>
<td>• Improvement in housing</td>
<td>• Higher education for all family members (tuition assistance)</td>
</tr>
<tr>
<td>• Single service separation allowance - OHA same as BAH rules (maintenance, cutting lawn, etc.) – base pay benefit</td>
<td>• In-state tuition</td>
</tr>
</tbody>
</table>

| Spouse Job Placement | |
|----------------------||
| • Spouse job placement through major corporations: career vs. job | |

Child Development

ASPIRATION STATEMENT: As a Navy and a Nation we invest in our future by providing outstanding child development and educational programs. These programs allow children of all ages to learn, explore, and develop to their fullest potential. They are affordable, accessible and uphold the highest standards. Fostering a secure and nurturing environment is paramount to sailor readiness and mission success.

PILOT: Extended Child Care

PURPOSE: To meet the child care needs of those sailors who work outside traditional hours (24 hours/7 days a week).

GOALS:
- Institute pilot program by Jan 03.
- One pilot program at two locations
  - 1 Stateside Installation
  - 1 Overseas Installation

SHORT TERMS ACTIONS:
- Identify Funding – Completed
- Identify Pilot Program Locations
  - Mid-Atlantic Region
  - Overseas
- Identify target commands/customers
- Develop Implementation Plan/Policies
Information for Navy Families and Organizations (INFO)

ASPIRATION STATEMENT: Effective two-way communication is our foundation for success. The Information for Navy Families and Organizations supports all members of the Navy Family\* worldwide. Through personal contact and keeping pace with technology, we provide reliable, timely, useful & easily accessible communication. This serves the needs of all and empowers the family to support mission readiness.

\* Family includes EVERYONE!

PURPOSE: To establish “INFO” as our source of information and to serve as the key to success of Navy Family programs.

GOALS:
One Month Goal
- Develop a Program to link Our Present Websites using an assigned Webmaster

6 month Goal
- Request CNO appoint Webmaster General
- Commence Marketing Planning
- Benchmark Navy Base Processing Info Services
- Begin ID of existing 1-800 Systems

One Year Goal
- Go live with “INFO” Website
- Set Standards based on “Best Practices”
- Establish INFO “Toll Free” Phone System

SHORT-TERM OBJECTIVES:
- Establish oversight structure
- Begin Funding Process
- Establish INFO “URL”
- Develop Pilot Website and Programs as needed
Education

ASPIRATION STATEMENT: As an essential component of National Defense and as a learning organization, the United States Navy embraces our Sailors and their families as integral to the success of our institution. Our Navy recognizes the value of unleashing our intellectual capital through life-long learning. This relationship binds us to the personal and professional development of the entire Navy family. Through world-class education, we ensure mission success for this generation and those yet to come!

PURPOSE: Ensure equitable access to education and educational financial support regardless of pay grade to promote Life Long Learning

GOALS:
- Nationwide In-State Tuition
- “GI Bill” Reform for transfer-ability
- Expand education opportunities for Sailors and their families

PILOT PROJECTS:
- Nationwide In-State Tuition
- Navy Education Fund Program
- Expansion of All PACE Courses
- Dedicated Time for Education
- Family Use of Navy College Test Sites

Instate Tuition
One month
- CNO and SECNAV concur with the proposal

Three months
- All military services are in alignment that proposal is of benefit to all military families. Concurrently, Military Coalition Organizations briefed.

One Year
- Proposal has reached Senate and House Armed Services Committees

Navy Education Fund
One Month
- Guarantee student loan deferment upon accession
- Provide 100% Tuition Assistance for active duty service member
- Determine legislative authority for Navy Education Fund Program
- Eliminate officer service obligation for Tuition Assistance

Six Months
- Establish Financial Aid Counselor for family member grant-scholarship-educational financial assistance.
- Draft Navy Education Fund legislative insert, if required.
Education (continued)

One year
- First “Open Season” for Navy Education Fund Program: allow ‘grandfather’ buy-in option
- Establish semi-annual ‘open season’ schedule.

Expanding Education Opportunities for Sailors and their Families
- Expansion of All PACE Courses
- Dedicated Time for Education
- Family Use of Navy College Test Sites

Dedicated Time for Education
30 Days
- Prepare decision paper on filling available seats at NPS and NWC.
- Identify POC’s at NPS and NWC to coordinate available quotas and posting information on websites.
- Prepare decision paper on modifying enlistment contracts
- Identify NPC office to analyze increase in end-strength needs to accommodate time for education sabbaticals.

6 Months
- Take NPC study results and prepare FY04 POM input from CNPC
- CARL VINSON implements pilot for Command College Program

Family Use of Navy College Test Sites
- 30 Days – Obtain authorization from VADM Harms and cooperation with Navy College Center.
- 1 Year – Obtain funding in FY04 for funding to make testing free to sailors and their families.
Housing

ASPIRATION STATEMENT: The Navy empowers Sailors with resources necessary to obtain secure housing tailored to individual needs and desires. This ensures access to a safe community and comfortable living environment that enables Sailors to live with dignity and equality. The ability to choose housing options which gives sailors the opportunity to invest in their future is essential to personal and mission success.

LONG-TERM GOALS:
- Community First for all housing.
  - Zero Out of Pocket (ZOOP) BAH to all Sailors based on Rank and Time in Service (NOT MARITAL STATUS)
  - Advanced Referral, Information, and Relocation Systems
- Wonderful Military Family and Bachelor Housing (PPV or MILCON) available where required.
- Paid for by the Sailor with BAH, based on local housing market.
- Maximum flexibility in housing assignments

SHORT-TERM OBJECTIVES:
- “Advanced Referral, Information, and Relocation Systems”
  - Housing referral Network
  - Improved and Consistent Waiting List Policy
  - Media Blitz
- “Wonderful Military Family and Bachelor Housing (PPV or MILCON) available where required. “
  - Single Sailor Community Vision
  - Mayoral Program
Waypoints

ASPIRATION STATEMENT: The Navy Family, stationed worldwide, is empowered with the education and support required to embrace the Navy’s mission. As Family situations change throughout a lifetime of service to our country, the Navy is committed to keeping pace by anticipating Family needs and fostering a fun, innovative and personal Family success continuum. The Navy Family takes care of its own.

GOALS:
One month
• Identify and agree on career waypoints

Six months
• Identify family programs already in place
• Design baseline training program
• Add unique supplemental education packages for each
• Define best teaching methods for ensuring information is understood
• Pilot Program starts

One year
• Collect evaluations
• Pilot Program stops
Teen Team

ASPIRATION STATEMENT: “We acknowledge Navy Teens are the future of America. We are committed to creating an environment where Navy Teens are empowered to succeed!

We achieve this vision through effective communication, a sense of belonging and positive community engagement, while providing mentorship, stability, and a voice Worldwide!”

LONG-TERM PURPOSE: Identify the needs of Navy teens and create programs and services to meet those needs

GOALS:
- Obtain teen wants/needs from geographic perspective
- Gauge the effectiveness of current teen programs by region
- Implement the programs that will have the most teen satisfaction

ONE MONTH
- Identify regions of participation
- Identify resources required to conduct the survey
- Identify who will prepare and conduct the surveys
- Develop POA&M

SIX MONTH
- Survey ready for distribution
- Test sites identified
- Web-enabled data gathering and mailing established

ONE YEAR
- Results tabulated
- Identify what aspects to focus on
- Reassess resources required for implementation
Teen Team (continued)

SECOND PILOT PROGRAM: Study effective communication methods

LONG TERM PURPOSE: Provide teens with timely information using a variety of media approaches

GOALS:
- 100% contact
- Interactive (all inclusive) website
- Mail/faxing
- Welcome aboard CD for teens
- Improve use of traditional COMM means
- Identify all providers of teen services

ONE MONTH
- Compile a list of providers
- Identify resources required to achieve goals (manpower/funding/materials)
- Develop POA&M (the plan)

SIX MONTH
- Develop standards for teen welcome aboard CD
- 100% contact of areas identified
- Website in development stages
- Traditional communication in developmental stages
- Finalize funding requirements

ONE YEAR
- Interactive website established
- CD developed and distributed
- Integration of information continues
Spouse Career Advocacy

ASPIRATION STATEMENT: The Navy recognizes our spouses have the right to progress toward and achieve their own career goals during their contributions to the Navy’s mission.

In appreciation of the challenges of a Navy lifestyle, the Navy commits to aggressively provide opportunities through established and innovative programs.

An aggressive career program for spouses strengthens the Navy, the Navy family, and the Nation.

Long-term Purpose and Goals
- Deploy Spouse Career Advocates to work with spouses and detailers
- Additional aspects of the program:
  - Corporate partnerships
  - Job placement
  - Portable careers
  - Government agency partnerships
  - Telecommuting partnerships
  - Career Development

SHORT-TERM OBJECTIVES AND ACTIONS:
One Month Objective: Continue design
- Collect additional information
- Establish group communications
- Maintain momentum

Six Months Objective: Lay groundwork for program
- Develop Advocate job description
- Seek funding
- Solicit support from key players and change agents

One Year Objective: Pilot project deployed
- First Pilot Spouse Career Advocate in place
- Pilot program for one community
- Advocate located with detailers
- Officers and enlisted included
Pay and Benefits

ASPIRATION STATEMENT: As the world’s greatest Navy and America’s most exclusive employer, our compensation package attracts and retains the best and brightest willing to serve and defend our nation through the accomplishment of the Navy’s mission.

The Navy provides the most competitive lifelong Pay and Benefits package that acknowledges the professional and personal contribution of each Navy family. We are, and will continue to be the most sought after employer in the world.

LONG-TERM PURPOSE AND GOALS: Compensate our people financially based on their personal & professional development.

- Encompassing TFE, match and/or exceed pay/compensation associated with the education, experience and professional qualifications.
- Ensure that pay, allowances and other entitlements are fair and equitable for everyone. * To include Survivor Benefits Package
- Establish Navy Family Leave and Sabbatical Policy that enables Sailors to support changing family dynamics.

SHORT-TERM OBJECTIVE #1: Encompassing Task Force EXCEL, match and/or exceed pay/compensation associated with the education, experience and professional qualifications.

One Month: Collect data of comparable civilian compensation.
- Education Level
- Skill Level
- Dollars $$ Paid

Six Months: Review existing data and determine the feasibility of a pilot program.
- Rating Review
- Previous Outsourcing Cost Data

One Year: Implement Pilot Program.
**Pay and Benefits (continued)**

SHORT-TERM OBJECTIVE #2: Ensure the pay allowances and other entitlements are fair and equitable for everyone. To include Basic Pay, Special Pay, Selective Bonuses, COLA, etc.

One Month: Research discrepancies between already existing programs.

Six Months: Based on one month results identify needs, conduct survey targeting high cost of living areas:
- San Diego
- Hawai'i
- Washington, DC
- Jacksonville, FL
- London, England
- Groton, CT

One Year: Implement Pilot Program.

SHORT-TERM OBJECTIVE #3: Establish Navy Family Leave and Sabbatical Policy that enables Sailors to support changing family dynamics.

One Month:
- Collect information from private companies/corporations
- Develop Navy-wide survey to determine interest

Six Months: Establish Eligibility Requirements

One Year: Implement Pilot Program.
Assignment Process

ASPIRATION STATEMENT: We recognize the Navy Family team is crucial to mission accomplishment. Sailors best perform and contribute to the Navy when located in an area that best fits their needs. We are determined to improve our assignment process, to balance family stability while achieving mission readiness. Timely assignment decisions include all affected parties and the sharing of relevant information, thus creating empowered involvement that builds commitment. We ensure sailors and families have assignment options to succeed in meeting the Navy Family team needs, improving retention, and significantly reducing costs.

LONG-TERM GOAL: Maintain mission readiness through family stability and detailing flexibility and reduce PCS funds in the long run.

3 MONTH OBJECTIVES
- Family Detailing: VTC detailing with crew members of USS CARL VINSON (CVN-70), family members, and detailers.
- Develop feasibility study to evaluate which ratings have a billet structure to support a sea/shore rotation along with homeporting.

6 MONTH OBJECTIVES
- Reinforce precept language to emphasize performance over geographic location and remove detractor stigma of homeporting
- Update and advertise all billets on all staynavy.navy.mil WebPages
- Begin detailing CTR A-School graduates via detailer personal contact, to include VTCs for large classes

1-YEAR GOALS:
- Reconvene at Navy Family Summit 2003 to evaluate progress.
- Measure program effectiveness of the VTC Family Detailing and training schools VTC’s in terms of mission readiness as well as sailor satisfaction.
- After step above, launch Navy wide advertising campaign on VTC Family Detailing and training schools Initiative and incorporate in CCD career decision fairs.
- Select a rate(s) and a homeport(s), and develop process for Homeport Pilot Program.