

Unit 2: Team-Building

Lesson 9: Leading the Division

Lesson Duration: 120 minutes

ENABLING OBJECTIVES:

- **EXPLAIN** the role of the Chief Petty Officer in developing subordinates.
- **IDENTIFY** career counseling tools and opportunities.
- **DESCRIBE** methods to build teamwork and esprit de corps within the division.
- **EXPLAIN** how to assess the manning needs of the division.

INSTRUCTOR PREPARATION:

1. Review Lesson 9 objectives.
2. Review Lesson 9 lesson plans and corresponding presentation.
3. Prepare to give an overview of each topic.

4. Prepare to facilitate the questions with the group.
5. Prepare to facilitate a discussion on the posed questions or capture the answers of the participants on chart pack paper or white board.
6. Prepare some personal examples of positive experiences you have had in developing subordinates.
7. Prepare chart pack paper ready for the exercise with the following information written on individual sheets:
 - a. Career Development
 - b. Manning
 - c. Teamwork
 - d. Good Order and Discipline (GOAD)
 - e. Navy Programs
 - f. Culture of Inclusion
8. Materials:
 - a. Lesson 9 presentation
 - b. Markers
 - c. Chart pack paper

REFERENCES:

OPNAVINST 1040.11(Series), Navy Retention and Career Development Program

OPNAVINST 3120.32C, Standard Organization and Regulations of the U.S. Navy (SORN)
Chapter 3, Article 364

BUPERSINST 1080.53, Enlisted Distribution Verification Report (EDVRMAN)

OPNAVINST 1000.16 (Series), Manual of Navy Total Force Manpower Policies and Procedures (Appendix E)

MILPERSMAN 1236-010, Retesting with the Armed Forces Classification Test (AFCT)

Career Information Management System
<http://www.npc.navy.mil/CareerInfo/StayNavyTools/CIMS>

TITLE	RELATED FACILITATOR ACTIVITY
9-0 Chief Petty Officer Selectee Leadership Course	DISPLAY: Slide 9-0 Chief Petty Officer Selectee Leadership Course.
9-1 Lesson 9	<p>DISPLAY: Slide 9-1 Lesson 9.</p> <p>SAY: As the Chief, it is your responsibility to guide your Sailors to be successful in their personal and professional lives. As a role model and mentor, you must influence these Sailors on what is expected of them as part of the division and command.</p>
9-2 Objectives	<p>DISPLAY: Slide 9-2 Objectives.</p> <p>REVIEW: Objectives. Discuss what trainees will be able to accomplish after this session.</p>
9-3 Leading the Division	<p>DISPLAY: Slide 9-3 Leading the Division.</p> <p>DO: Have a trainee read aloud the slide.</p> <p>“The chief is the center of gravity. There is not a seaman, petty officer or officer out there who cannot turn and say “I had a chief petty officer take care of me and get me where I am today.”</p> <p style="text-align: right;">-CNO ADM Jonathan Greenert</p> <p>SAY: During your daily routine of assigning tasks and evaluating</p>

TITLE	RELATED FACILITATOR ACTIVITY
	<p>performance, you must not lose sight of your subordinates' development.</p> <p>Responsibility for your Sailors' career progression encompasses more than "sustained superior performance" and "needs of the Navy."</p> <p>Assigning Sailors specific tasks to broaden their experience and knowledge benefits the command as well as the Sailor.</p> <p>As the Chief, you must have a working knowledge of many of the Navy's programs and policies. A working knowledge is expected so that you can share and promote these resources to your Sailors.</p>
<p>9-4 Responsibilities</p>	<p>DISPLAY: Slide 9-4 Responsibilities.</p> <p>GROUP ACTIVITY (10 min): Role of the Chief Petty Officer (CPO). As the CPO, what are your responsibilities for leading the division? Capture answers on chart pack.</p> <p>Review answers with the group using the U.S. Navy Standard Organization and Regulation Manual (SORM) Chapter 3, Article 364.</p> <p>ASK: Is there anything missing?</p> <p>POSSIBLE ANSWERS:</p>

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none"> • Set a good example • Developing subordinates/junior officers (JO) • Inclusion/Diversity • Navy Core Values • Ethics • Good order and discipline (GOAD) • Maintenance planning • Qualifications • Training • Mentoring • Prevention and responding to: <ul style="list-style-type: none"> ○ Hazing ○ Fraternization ○ Sexual harassment

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none"> • Safety • Fitness • Manning
<p>9-5 What You Need to Know</p>	<p>DISPLAY: Slide 9-5 What You Need to Know.</p> <p>GROUP ACTIVITY (30min): Using the prepared chart pack with the titles at the top, break the trainees into groups of three – five personnel—not to exceed 6 groups. Assign an area of responsibility to each group.</p> <p>Allow five minutes for the groups to brainstorm what they believe they need to know about the assigned topic. They should capture everything on the paper.</p> <p>After five minutes, have each group rotate to a different topic. Again, ask them to add to the current list or remove items. Allow five minutes.</p> <p>Continue this process until each group has had the opportunity to brainstorm on each topic.</p>

TITLE	RELATED FACILITATOR ACTIVITY								
	<p>EXAMPLE:</p> <table border="1" data-bbox="716 331 1619 1406"> <thead> <tr> <th data-bbox="716 331 1026 418">Career Development</th> <th data-bbox="1026 331 1329 418">Manning</th> <th data-bbox="1329 331 1619 418">Teamwork</th> </tr> </thead> <tbody> <tr> <td data-bbox="716 418 1026 1406"> <ul style="list-style-type: none"> • Career Development Board (CDB) • Individual Career Development Plan • Enlisted Community Manager (ECM) Overviews • Learning and Development Roadmap (LaDR) • Bibliographies • Armed Services </td> <td data-bbox="1026 418 1329 1406"> <ul style="list-style-type: none"> • Activity Manpower Document (AMD) • Source document that inputs into Enlisted Distribution Verification Report (EDVR) • Required billets and billets paid for • EDVR • Section 1 Prospective Gains • Section 5 Personnel Status Summary (by </td> <td data-bbox="1329 418 1619 1406"> <ul style="list-style-type: none"> • Build esprit de corps • One team • Shipmates helping shipmates </td> </tr> </tbody> </table>			Career Development	Manning	Teamwork	<ul style="list-style-type: none"> • Career Development Board (CDB) • Individual Career Development Plan • Enlisted Community Manager (ECM) Overviews • Learning and Development Roadmap (LaDR) • Bibliographies • Armed Services 	<ul style="list-style-type: none"> • Activity Manpower Document (AMD) • Source document that inputs into Enlisted Distribution Verification Report (EDVR) • Required billets and billets paid for • EDVR • Section 1 Prospective Gains • Section 5 Personnel Status Summary (by 	<ul style="list-style-type: none"> • Build esprit de corps • One team • Shipmates helping shipmates
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TITLE	RELATED FACILITATOR ACTIVITY			
	Vocational Aptitude Battery (ASVAB)/NFQT <ul style="list-style-type: none"> • Exam Profile sheet • Division Officer Note Book • Career Information Management Systems (CIMS) access 	rating) <ul style="list-style-type: none"> • Section 7 Navy Enlisted Classification (NEC) Billet (by rating) 		
	Good Order & Discipline <ul style="list-style-type: none"> • Good order • Expectations • Policies • Inspections • Monitor evolutions • Discipline • Verbal 	Navy Programs <ul style="list-style-type: none"> • Sponsorship • Indoctrination • CDB • Mentoring • Recognition • Command-Managed Equal 	Culture of Inclusion <ul style="list-style-type: none"> • Environment free of discrimination (biases, stereotypes, etc.) • Recognize and use the 	

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	<ul style="list-style-type: none"> • counseling • Written counseling • Extra Military Instruction (EMI) • Letter of Instruction (LOI) • Non-judicial punishment (NJP) 	<ul style="list-style-type: none"> • Opportunity (CMEO) • Drug and Alcohol Program Advisor (DAPA) • Sexual Assault Prevention and Response (SAPR) • Family Advocacy Program (FAP) • Exceptional Family Member (EFM) • Fraternalization • Hazing • Sexual harassment 	<p>talents that everyone has.</p>	

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9-6 Debrief Findings	<p>DISPLAY: Slide 9-6 Debrief Findings.</p> <p>GROUP ACTIVITY: PRESENTATION/DEBRIEF</p> <p>DO: Once all teams are back to their original topics, ask them to review what was captured and then present findings to the larger group.</p> <p><i>Ask each team to include in its presentation how its specific topic adds value to the division and the command.</i></p> <p>SAY: As the Chief, you must be very familiar with the tools and resources available to counsel your Sailors about their development.</p>
9-7 Career Counseling Tools	<p>DISPLAY: Slide 9-7 Career Counseling Tools.</p> <p>ASK: What tools and resources are available for you to use for career counseling your Sailors?</p> <p>POSSIBLE ANSWERS:</p> <ul style="list-style-type: none">• CIMS• Individual Career Development Plan (IDP)• LaDR

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none"> • Enlisted Community Manager (ECM) Overview • MILPERSMAN 1236-010, Retesting with the Armed Forces Classification Test (AFCT) • Command Career Counselor (CCC) and Department Career Counselor
<p>9-9 Esprit de Corps</p>	<p>DISPLAY: Slide 9-9 Esprit De Corps</p> <p>SAY: To get the most out of your Sailors and help them to be more resilient to stress, building a team mentality is important for the success of your division and your Sailors. Many of us have experience working in environments with high morale as well as those with low morale.</p> <p>You are responsible for the morale in your division, knowing where it is and working to ensure morale is high.</p> <p>ASK: What can you do to improve teamwork, morale, and esprit de corps in your division?</p> <p>POSSIBLE ANSWERS:</p> <ul style="list-style-type: none"> • Tie divisional work to a team mentality (all work must be completed before liberty) • Recognize different Sailors in the division for their contributions to the team

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	<ul style="list-style-type: none"> • Recognize the team’s (division’s) contribution to the department and command • Rotate assignments so everyone gets to work with everyone else • Support Sailors in need of help and encourage support by all • Discuss Navy Core Values and culture of inclusion • Conduct divisional events (picnic, outing, etc.) <p>SAY: As the Chief, you are responsible for your division’s manning. You must be able to review the EDVR and evaluate your division’s needs and communicate that to your rating detailer.</p> <p>You cannot rely on the administrative officer (AO) to manage or solve your division’s manning.</p> <p>There are a few sections of the EDVR that are critical for you to understand to effectively manage your divisional manning.</p> <p>You can get assistance from your AO or your CCC.</p> <p>Once you are proficient, you should then teach and train your division officer how to understand the EDVR as well.</p>

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<p>9-10 Division Manning</p>	<p>DISPLAY: Slide 9-10 Division Manning.</p> <p>ASK: What sections of the EDVR are vital to managing your manning?</p> <p>How can you determine if you are manned correctly, undermanned, or overmanned?</p> <p>How can you tell if you have an open requisition for a replacement?</p> <p>POSSIBLE ANSWERS:</p> <p><u>Sections</u></p> <ul style="list-style-type: none"> • Section 1, Prospective Gains • Section 4, Total Personnel Onboard (by rating) • Section 5, Personnel Status Summary (by rating) • Section 7, NEC Billet (by rating) <p><u>Manned/Undermanned/Overmanned</u></p> <ul style="list-style-type: none"> • Look at Sections 4 or 5 (by rating) of EDVR • Look at the BA (billets authorized) and the NMP (Navy manning plan) numbers. Your division will always be manned to NMP. So if

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	<p>you have COB (current onboard) more than that, you are overmanned; if it is equal then it is manned; if it is less, then you are undermanned. There are POB-x (projected onboard X months out) columns for the next 9 months. That will clearly show you when you will be gaining and losing Sailors.</p> <p><u>Open Requisition</u></p> <ul style="list-style-type: none"> • Look at Section 5 (by rating) of EDVR • The right columns show N RQN, P RQN, and A RQN • N RQN – number of personnel required to bring rating from Total POB-9 to Total P-9 NMP. Negative number indicates the number of personnel, by paygrade, that is needed in order to get POB-9 to POB 9. • P RQN – number of personnel required to bring rating’s strength, by paygrade, to NMP when paygrade balance is $> \pm 1$ of the NMP. Identifies personnel needed to achieve NMP paygrade structure. • A RQN – number of personnel required to bring a rating from Total NMP to Total BA assuming all “N” requisitions are filled. “A” requisitions are created only when POB < total BA and total NMP < total BA.

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<p>9-11 Knowledge Check</p>	<p>DISPLAY: Slide 9-11 Knowledge Check.</p> <p>ASK THE FOLLOWING QUESTIONS TO CHECK FOR UNDERSTANDING:</p> <ul style="list-style-type: none"> • List five areas that you are responsible for in developing subordinates. • Describe three essential tools for conducting an effective CDB and why they are valuable. • Describe three ways you can build teamwork and esprit de corps within the division. • List two sections of the EDVR that help assess the manning a division.
<p>9-12 Objectives</p>	<p>DISPLAY: Slide 9-12 Objectives.</p>
<p>9-13 Summary</p>	<p>DISPLAY: Slide 9-13 Summary.</p> <p>SAY: Soon you will be responsible for your own division and Sailors. CPOs lead their division from the front and must be engaged and proactive in all facets of division operations.</p>

TITLE	RELATED FACILITATOR ACTIVITY
	<p>It will take continuous improvement of your knowledge and leadership to effectively lead and mentor your Sailors. Seeing your Sailors and division exceed their own expectations is rewarding—it's up to you to lead!</p>