

# Flag FITREPs

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**D**id you ever wonder if flag officers get FITREPs? After all, the NAVPERS 1616/26 FITREP form says "Fitness Report & Counseling Record (E7-O6)." What happens when someone makes O7?

The Navy has an Executive Development Program that is designed to mentor and develop officers selected for flag rank. It was based on researching corporate executive development models at Sara Lee Corporation, the City of Chesapeake, Anteon, and Booz-Allen Consulting.

New flag officers are paired up with a mentor, who provides ongoing advice on executive development and career planning. Each officer has a personalized United States Navy Senior Leader Development Plan. This plan includes a Competence Level Assessment, which is the key document for exchanging career information between protégées and their mentors, and for aggregating data on skill areas across the URL and NON-URL flag communities to assist Commander, Navy Reserve Force (CNRF) in developing training and education options.

There are nine identified competencies for flag officers:

- Leadership
- Change management
- Human capital management
- IT management
- Financial management
- Joint operations
- Fleet / staff operations
- OPNAV
- Reserve affairs

A new flag officer considers previous experiences, civilian or military, as it pertains to each competency, and provides a frank and accurate account to the mentor. To encourage honest self-assessments, this remains a private

document between the two officers. After discussing the skill and knowledge indicators with one's mentor and reviewing carefully the competency definitions, the flag officer estimates a current competency level for each category: basic, intermediate, or advanced. This provides a starting point for executive career development.

For example, in the "Reserve affairs" competency, progressive indicators are as follows.

- Basic:
- Understands framework for Naval Reserve
  - Multiple unit CO or OIC
  - Understands policies and procedures for Reserve Component at the Unit level.
- Intermediate:
- Has worked with each echelon of the Naval Reserve
  - Has held a position (acting or otherwise) in one of the FTS echelons (e.g., attached to REDCOM Staff)
  - Worked with CNRFC staff
  - Served on Reserve Policy Board
  - Exposed to a wide variety of Reserve units and their missions (MIUW, ELSF, Fleet, Joint, NATO, etc.)
- Advanced:
- All of the above plus:
  - Held REDCOM CO or Deputy position
  - High degree of knowledge of policy and procedures at force-wide level
  - Stood in as CNRFC or CNRF DCOS
  - Understands differences between Reserve Components in each branch
  - Served on SECNAV Policy Board
  - Experience creating NR POM and the practices and procedures associated with Reserve funding
  - Understands all requirements associated with the Air, Surface, and Staff communities CNR owns

Those who think just because they've held a number of CO billets qualifies them for flag rank should reconsider the depth and breadth of knowledge and skills demanded of our flag officers. After climbing to the top of the career ladder and being selected for O7, one discovers the ladder was merely leaning up against a career mountain that must be scaled as well.

Protégées provide mentors with a list of career goals, including aspirations, interests,

constraints, and obstacles. Additional input includes professional goals (military and civilian), personal goals (short and long term), and desired development areas or events.

Once all this information is assimilated, the mentor and protégé create a multiyear development plan based on this self-assessment and review, plus feedback from bosses and colleagues. With a five-year planning horizon, this plan is updated annually, and lists choices for primary (Active Component) and collateral (Reserve Component) billet assignments, on-the-job training or special projects for both military and civilian careers, and schools or special training to enhance one's competency in areas evaluated as "basic" or "intermediate."

With only ten or so Reserve Component flag officers selected annually, and less than 50 Reserve Component flag officers total, this program works well on this small scale. However, couldn't this also serve as a template for mentoring within your own command?

If you are in a leadership position, when was the last time you sat down with your Sailors in a structured, formal manner to help them plan their lives and careers? Do your people see an EVAL or FITREP form only twice a year at midterm counseling and report time, or is there ongoing, steady feedback going on? Every month, can you honestly say that you've helped Sailors along in their career journey? RADM Robert Clark spearheaded the SWO Mentoring Program a couple of years ago, which is maturing into a force-wide mentoring program. Consider getting involved and sharing your expertise with others. The beauty of a properly run mentoring program is that everyone grows and benefits from it. Start making a difference in someone's life today.

## COMING YOUR WAY

### Two Ninth District Professional Development Seminars for Junior and Mid-Grade NR Officers

#### OMAHA AREA

**SATURDAY, 16 APR 2005, 0830-1600 hours**

Naval and Marine Corps Reserve Center (UIC: 61998)  
5808 No. 30th St.; Omaha, NE 68111

#### KANSAS CITY AREA

**SUNDAY, 17 APR 2005, 0830-1600 hours**

Naval Reserve Center (UIC: 62054)  
3100 E. Brush Creek Blvd.; Kansas City, MO 64130

These two Professional Development Seminars will focus on the review of Junior and Mid-Grade Naval Reserve officers' recommended career paths. The importance of billet selection, Selection Boards, and Fitness Report preparation will be viewed as building blocks to a successful Naval Reserve career. Sit in on a mock Selection Board. Attendees will have an opportunity for one-on-one counseling with an experienced senior Naval Reserve officer.

For further details, contact: CDR William Lear, CO; NMCRC; Omaha, NE (William.Lear@navy.mil) 1-877-451-2098; CDR John Rohan, CO; NRC; Kansas City, MO (John.Rohan@navy.mil) 1-866-813-0498; or, CAPT John Hayden, USNR (Ret), Ninth District Vice President, Professional Development (jwh6125@comcast.net) 303-388-5906. Make plans now to attend. Brought to you by your Naval Reserve Association.