

**NATIONAL NAVAL OFFICERS ASSOCIATION  
STRATEGIC PLAN  
FY 2001**

Purpose: The Strategic Plan of the National Naval Officers Association (NNOA) is an overall plan of action for accomplishing - NNOA mission, to actively support the Sea Services in the recruitment, retention and career development of officers, and to be an essential element in maintaining operational readiness. To provide professional development, - mentoring- and support cultural diversity. To establish and maintain a positive image of the Sea Services in communities and educational institutions.

**1. Situation:**

- a. General. The National Naval Officers Association recognizes that recruiting, and retaining quality officers is growing increasingly difficult. The robust economy and the demand for high quality employees by civilian industry pose a significant problem. Additionally the growing numbers of civilian educators - and counselors with no military service increases the degree of difficulty in having military service recommended as a viable career path. The result is Sea Services recruiters facing increased challenges of educating and heightening awareness of our nation's men and women of commissioning career opportunities. NNOA recognizes that this problem is compounded in - recruiting - minority candidates for commissioning. The Sea Services – will continue to attract and retain quality people from all walks of life; provide them intensive training and an opportunity for growth. NNOA will assist the Sea Services by helping - recruiting commands widen their recruiting net and provide an active mentoring pool for minority officer candidates and minority officers. The goal of the Sea Services is to have an officer corps with talent that will reflect all communities within our society. NNOA will aggressively support the efforts of the Sea Services.
  - b. Assumption. The Sea Services will support the efforts of the NNOA.
2. **Mission.** The NNOA actively supports the Sea Services in the recruitment, retention - and career development of minority officers. We provide professional development, mentoring and support cultural diversity. We establish and maintain a positive image of the Sea Services in communities and educational institutions.

**3.- Execution.**

- a. NNOA Intent and Concept
  1. NNOA Intent. NNOA supports the intent of the Sea Services to maintain the world's best officer corps; one that is selected, trained - and promoted based solely on merit

- b. Critical Vulnerability. The perception of unfair practices in the accession, promotion, assignment - and retention decisions throughout the Sea Services. The lack of knowledge concerning commissioning and career opportunity in the minority American communities.
2. Concept. This plan focuses on ensuring quality minority officers in numbers that are representative of society. The Sea Services and NNOA cannot be satisfied with minority representation that is less than what is representative of society. In order to attain that goal NNOA recognizes the need to establish intermediate goals that are quantifiable with time lines. NNOA recognizes that the Sea Services cannot establish intermediate or long-term goals other than “representative of society.” This does not preclude - NNOA from establishing goals for the organization to assist in attaining an officer corps that is representative. The focus of effort will be in attaining the short-term goals.
- a. Goals
    - 1. Long-term. Within 15 years, NNOA will work to have the Sea Service officer corps be reflective of American society.
    - 2. Intermediate. Within seven years, NNOA will work to have the Sea Service officer corps be reflective of enlisted representation.
    - 3. Short-term. Within two years, NNOA will work to increase minority officer representation by three percent in each of the Sea Services.
  - b. Tasks. The tasks are intended for all NNOA Chapters and members. The tasks will concentrate in three main areas, recruiting, retention - and career development.
    - 1. Recruiting. In order to expand the web of Sea Service recruiters, NNOA chapters and membership must:
      - a. Contact local recruiting commands and NROTC units in order to become familiar with local recruiting efforts.
      - b. Assist in the recruiting effort by visiting schools identified by recruiting commands as well as tracking minority students at local NROTC units.
      - c. Continue with traditional NNOA activities e.g., high school visits, community relation’s activities.

e. The immediate goal in the recruiting effort is to establish a base line. This base-line will quantify how many students NNOA has contacted and will track through commissioning.

1. During FY 01 the NNOA will have:

- a. contacted 300 minority Americans who have the potential for commissioning
- b. visited at least 25 college campuses
- c. received recruiting briefs from each of the Sea Services

2. During FY-02 the NNOA will have:

- a. contacted 500 minority Americans who have the potential for commissioning
- b. a system in place to track potential officer candidates from accession into commissioning program to commissioning
- c. visited a minimum of 12 college campuses

2. Retention. NNOA recognizes that the recruiting effort will be nullified if we cannot retain the minority officers and minority officer candidates at NROTC units, service Academies and Officer Candidate Schools. Creating a sense of critical mass and opportunity of success in the minority officer and officer candidate is paramount to retention. To instill a sense that there are other officers who “look like you” and have similar life experiences and are successful in the Sea Services is key to retaining minority officers and officer candidates.

a. Mentoring officers and officer candidates is a basic premise of - NNOA. Aggressively continuing this effort is paramount to improving retention

b. Increasing membership of - NNOA is an integral part in improving retention.

c. The immediate goal of retention is to establish a base line.

1. During FY 01 NNOA will:

- a. identify what the retention rate is from commissioning program through the rank of Commander/Lieutenant Colonel
- b. identify retention rate in specialty skill military occupations such as

2. During FY 02 NNOA will
  - a. focus mentoring effort to concentrate on rank with poorest retention rate
  - b. focus on supporting minority officers in those specialty skills where there is a lack of minority representation
  - c. support and or develop a recruiting effort for those military specialty skills that lack minority representation for example, aviation and submarines
  - d. increase total membership of NNOA by 30%
  - e. establish a commanding officer membership drive (O-5 and O-6 level officers).
    1. attain a commanding officer membership equal to 15% of the total commands of the Sea Services
  - f. establish a Flag Rank officer membership drive
    1. increase Flag Rank membership by 20%
  - g. increase majority officer membership by 15%
  
3. Career Development. - NNOA recognizes and expects that all officers of the Sea Services are the most professional officers in the world.
  - a. It is important that all chapters of NNOA continue holding Professional Military Education (PME) sessions in conjunction with meetings on a regularly scheduled basis.
  - b. The NNOA supports and encourages NNOA members to belong to each of the Sea Services professional associations such as the Naval Institute and the Marine Corps Association as well as our medical officers belonging to organizations such as the American Medical Association and the like.
  - c. NNOA encourages its membership to participate in - written debate presented in the various professional journals.
    1. During FY 01 NNOA will:
      - a. require each chapter to hold formal PME classes at least once a quarter
      - b. work to have at least one third of its membership belong to a Sea Service professional association
      - c. work to have at least five articles published in Sea Service or Defense related professional journal

c. work to have at least 10 articles published in Sea Service or other professional journal.

c. Coordinating Instructions.

1. All chapters open a log to track efforts Recruiting.
2. All chapters will include results of Recruiting efforts, as logged, to the National Executive Board with the normal quarterly reports.
3. The National Chapter will consolidate reports and publish results on an annual basis to NNOA membership and Sea Service Recruiting Commands.
4. All chapters within CONUS should schedule Recruiting briefs as soon as practicable
5. All chapters should continue the efforts in fostering a positive image of the Sea Services within the community.
6. The goals depicted in this plan are goals to be accomplished during the specific fiscal years indicated.

4. **Administration.** All of the normal NNOA administration remains in effect. This plan does not supercede any of the by-laws of the NNOA.

5. **Command and Signal.** The NNOA needs the effort of all its membership to put oars in the water and give way together. The goals and tasks as described by this plan are collective. That is the efforts of each chapter and member will create the synergy for - NNOA to achieve mission accomplishment.

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