

A Mission Well Done ...



2010

**BUPERS-Millington
and NPC**

**2010
Annual Report**



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Strategy, Plans and Implementation Office (NPC – PERS 5B2)

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What an amazing year...

Teammates,

As we take on the challenges and opportunities of FY 2011, I believe it important to review what you accomplished in 2010. It is an impressive list made all the more impressive by the fact that the bureaucracy in which we operate is very resistant to change. Please take the time to savor your accomplishments and consider how we build on them in 2011.

This report provides a high-level snapshot of the effectiveness of our FY 10 plan of action and gives a good indicator of where we are headed for the future. Throughout 2010, we were both proactive and reactive, based on the issues we faced on behalf of the Fleet. You tackled numerous obstacles, including an unprecedented flood, demonstrating the resolve, talent, and teamwork our workforce is known for throughout the Navy. You met every challenge and succeeded in the most difficult fiscal climate I have experienced in 31 years.

This document is also a way of giving credit where credit is due. Please read it with a sense of accomplishment and pride for all you have done this past year for Sailors, their families, and the Navy. I encourage leadership to actively get this out to all your people and to take the time to discuss what you accomplished in 2010. I am extremely proud of your results and all that you did for our Sailors. I fully expect another great year of accomplishments in the coming year here at BUPERS Millington/NPC. I do so because I have seen you work.

Thank you and congratulations to all for *an amazing year!*

RADM Don Quinn



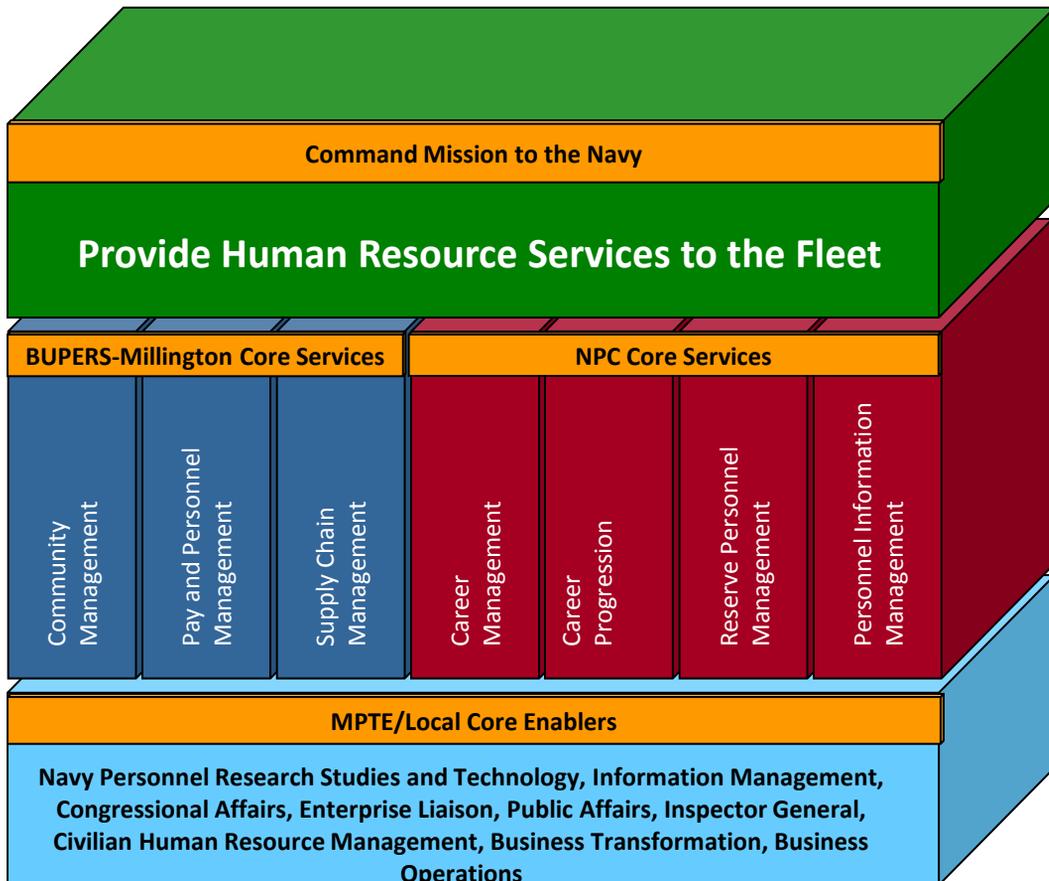
RADM Donald P. Quinn
Deputy Chief of Naval Personnel
Commander, Navy Personnel Command

Our Command

As we work toward our ultimate vision, continually improving the way we carry out our mission, we will remain focused on the core services and value we provide to the Navy and its Sailors.

The seven major core services we provide via BUPERS-Millington and NPC enable our two-fold mission to both the Fleet and to the Sailors. Our core services provide both Navy leadership and human resource professionals the ability to effectively manage the Navy military workforce and provide Sailors the [professional advice and support career management support they need throughout their careers .

We will focus our efforts on continuing to improve the overall effectiveness of our human resource programs and solutions.

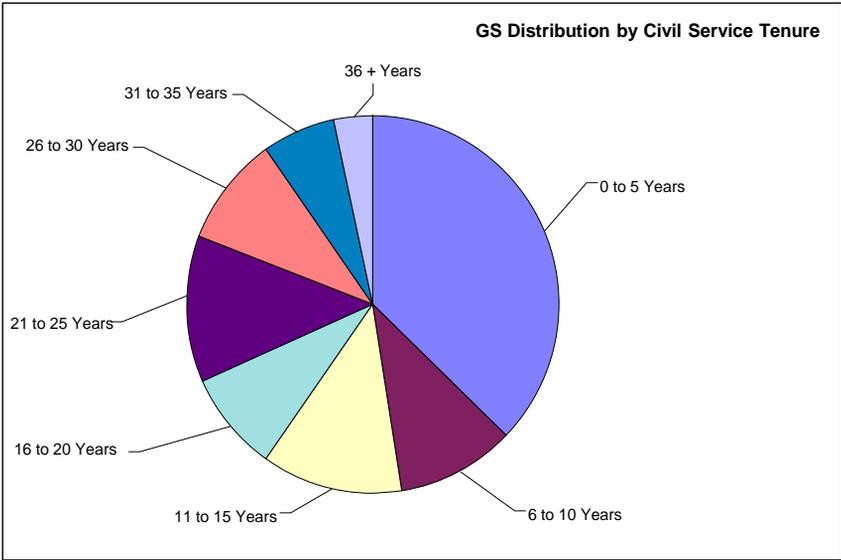


Our People

Over 1900 people work to provide services to Sailors and their families, spread across 15 major departments under either the Echelon II Bureau of Personnel or Echelon III Navy Personnel Command. The table below reflects the distribution of civilian, contractor, and military personnel across our organization.

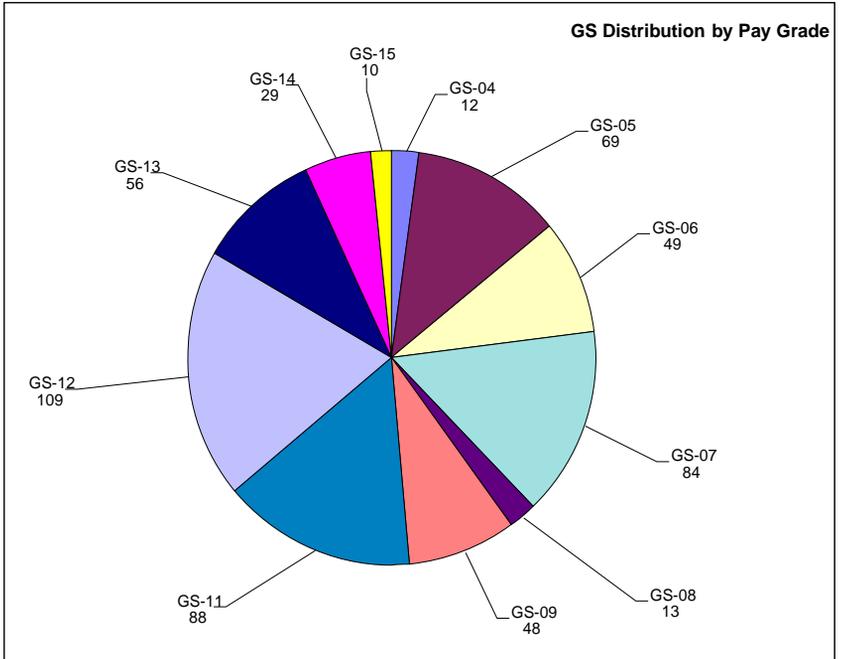
Department	Civilian	Contractor	Military	Total Headcount
PERS 00	15	1	35	51
PERS 1	3	30	3	36
PERS 3	120	77	5	202
PERS 4	137	6	625	768
PERS 5	116	90	12	218
N 135	41	15	19	75
PERS 8	74	0	55	129
PERS 9	59	0	77	136
BUPERS 3	25	4	91	120
BUPERS 00IG	10	0	0	10
BUPERS 05	10	0	0	10
BUPERS 07	21	23	8	52
BUPERS 08	1	54	2	57
BUPERS 26	3	0	8	11
PMO	12	9	10	31
Totals	647	309	950	1906

Note: The above headcount was the funded headcount as of September 30, 2010



GS Tenure Quick Facts

Average Tenure	13.8 years
Median Tenure	12 years
Tenure of 10 or less years	47.4%
Tenure of 11 to 20 years	20.8%
Tenure of 21 years or more	31.7%



Pay Grades	Percentage	Total Count
GS-04 to GS-06	22.9%	130
GS-07 to GS-09	25.6%	145
GS-11 to GS-13	44.6%	253
GS-14 to GS-15	6.9%	39

Military Workforce

Our military personnel represent one of the most senior staffs in the Navy. They bring a wealth of operational knowledge to the business of providing the right sailor at the right time, the right place at the right cost.

Group	Rank	Count
Junior Enlisted	E-1	0
	E-2	0
	E-3	3
Non-commissioned Officer	E-4	6
	E-5	77
	E-6	144
Senior Non-commissioned Officer	E-7	179
	E-8	89
	E-9	65
Warrant Officers	CWO-1	0
	CWO-2	2
	CWO-3	6
	CWO-4	6
Junior Officers	O-1	2
	O-2	10
	O-3	76
Senior Officers	O-4	122
	O-5	114
	O-6	58
Flag Officers	O-7	1
	O-8	1
Total		961

	Total	% of Total
Enlisted	563	58.6
Officer	398	41.4

	Total	% of Enlisted
E1- E3	3	0.5
E4-E6	227	40.3
E7-E9	333	59.1

	Total	% of Officer
CWO	14	3.5
O1-O3	88	22.1
O4-O6	294	73.9
O7-O8	2	0.5

Military breakdown is based on personnel capture date of November 3, 2010

Financial Data

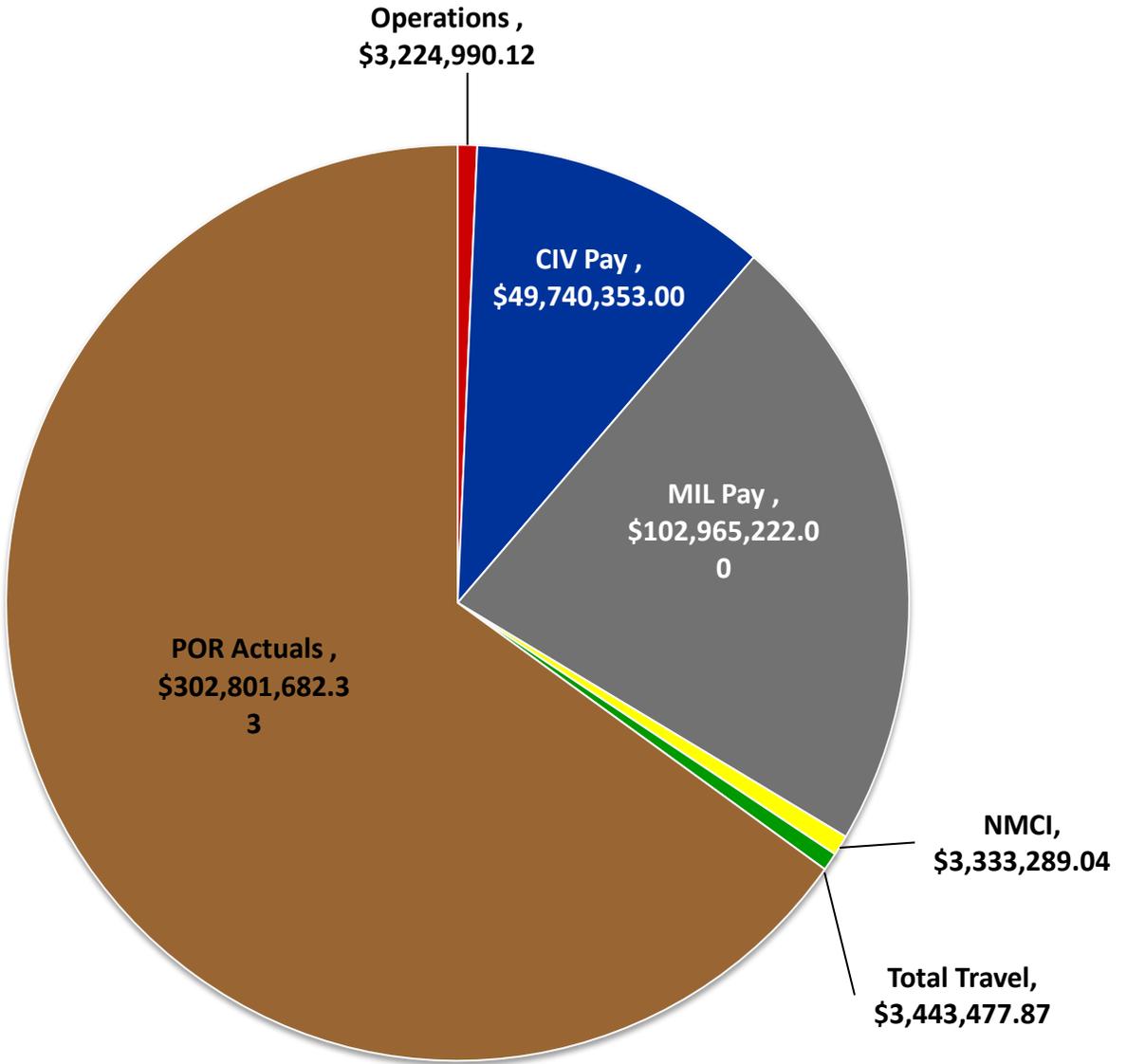
BPM/NPC personnel were responsible for executing a budget of more than \$465 million. That budget supported our operations, salaries, IT services, travel, and the collection of Programs of Record (POR) we control.

These funds supported our mission to the Fleet as well as our own internal support in Millington.

Department	Operations	CIV Pay	MIL Pay	NMCI	Total Travel	POR Actuals	Total
PERS 00	\$86,293.02	\$2,072,094.00	\$3,541,845.00	\$89,190.84	\$155,836.08	\$1,728,975.98	\$7,674,234.92
PERS 1	\$60,912.72	\$335,055.00	\$270,171.00	\$62,958.24	\$0.00	\$1,747,923.15	\$2,477,020.11
PERS 3	\$341,788.04	\$8,111,767.00	\$357,868.00	\$353,265.68	\$60,568.59	\$4,417,134.06	\$13,642,391.37
PERS 4	\$1,299,471.36	\$9,324,668.00	\$68,724,551.00	\$1,343,109.12	\$1,844,496.05	\$195,000,320.11	\$277,536,615.64
PERS 5	\$368,860.36	\$9,618,240.00	\$1,099,725.00	\$381,247.12	\$42,146.36	\$65,089,915.00	\$76,600,133.84
N 135	\$126,901.50	\$4,054,506.00	\$0.00	\$131,163.00	\$19,723.14	\$13,621,129.58	\$17,953,423.22
PERS 8	\$218,270.58	\$4,618,789.00	\$5,937,394.00	\$225,600.36	\$48,290.98	\$302,792.76	\$11,351,137.68
PERS 9	\$230,114.72	\$3,341,942.00	\$7,214,252.00	\$237,842.24	\$20,030.02	\$8,225,411.96	\$19,269,592.94
BUPERS 3	\$203,042.40	\$2,364,916.00	\$10,636,182.00	\$209,860.80	\$519,210.00	\$4,708,055.25	\$18,641,266.45
BUPERS 00IG	\$16,920.20	\$1,072,256.00	\$0.00	\$17,488.40	\$77,796.94	\$0.00	\$1,184,461.54
BUPERS 05	\$16,920.20	\$966,790.00	\$0.00	\$17,488.40	\$0.00	\$0.00	\$1,001,198.60
BUPERS 07	\$87,985.04	\$2,307,030.00	\$1,060,782.00	\$90,939.68	\$0.00	\$5,294,024.48	\$8,840,761.20
BUPERS 08	\$96,445.14	\$0.00	\$410,641.00	\$99,683.88	\$0.00	\$2,387,000.00	\$2,993,770.02
BUPERS 26	\$18,612.22	\$245,576.00	\$1,132,472.00	\$19,237.24	\$18,295.14	\$279,000.00	\$1,713,192.60
PMO	\$52,452.62	\$0.00	\$2,849,510.00	\$54,214.04	\$151,443.55	\$0.00	\$3,107,620.21
Other CIV Sal	\$0.00	\$1,306,724.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,306,724.00
	\$3,224,990.12	\$49,740,353.00	\$103,235,393.00	\$3,333,289.04	\$2,957,836.85	\$302,801,682.33	\$465,293,544.34

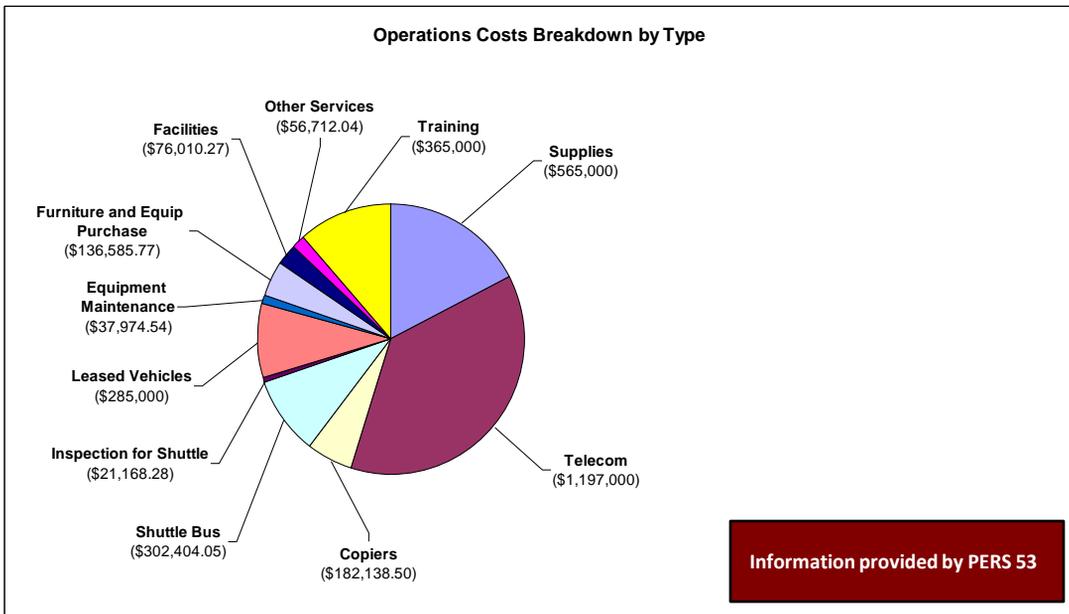
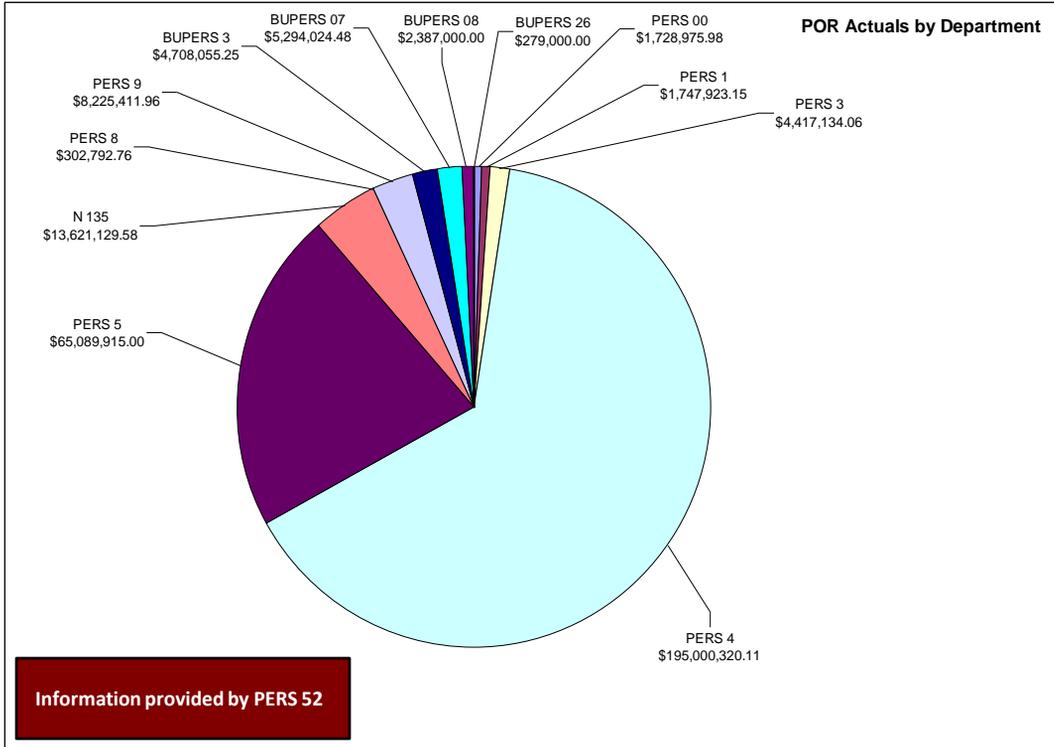
- In FY10, PMO's POR controls were counted under the PERS 3 POR.
- CTR labor is included in the POR actuals.
- The totals for departmental NMCI and OPs budgets were calculated by taking the budget item total and dividing by the total manpower per department using a total headcount of 1906. The results are \$1692.02 per head for Ops and \$1748.84 per head for NMCI.
- Other Civilian Salary of \$1.3 million is externally funded civilian labor funds.
- PERS 00 includes PERS 00 codes, 00D, and BUPERS 00EL and the OOD POR.
- PMO Military Labor Pay includes TMU.
- BUPERS 08 Military Labor Pay includes Civilian Labor Pay.
- FY10 POR Totals do not include N134.
- Information provided by PERS 52

Financial Snapshots



- Total Budget by Budget Type
- Total = 465,509,014.37
- Provided by PERS 52

Financial Snapshots



Our Strategy

In order to effect the necessary changes to achieve our goals, we look at things with a long-term view and align our year-in and year-out efforts to the larger Navy strategic direction.

Our efforts are guided by our *2020 Vision* which gives structure to our yearly execution plan. To align our efforts across our seven core services, we organize our work under five major strategic Focus Areas. This past year marked our third strategic planning cycle and with it a refined planning approach, wider participation, and more thorough reporting at the leadership level. This resulted in substantial achievements for FY10.

Our FY10 Annual Report highlights how we successfully engaged with the *2020 Vision* this past year. As always, our challenge will be to remain focused on the needs of the Sailor, while responding to real-time challenges in our environment.

As you see what our efforts in FY10 produced, be aware of how those successes are building blocks for our future. Each success leads to opportunity so we may continue to improve our support to the Fleet.



Our Focus Areas



Deliver Effective Manning To Support Fleet Readiness and Future Needs

We will contribute to fleet readiness by effectively delivering qualified manpower world-wide to meet today's requirements and proactively plan to support the needs of the future.



Enable Maximum Contribution Of All Sailors

We will engage Sailors in their professional development, recognizing performance, and providing flexible and attractive career opportunities, enabling a lifetime of service.



Provide Superior Service To The Fleet and Sailor

We will continually pursue service excellence, implementing improved methods of service and support, partnering with our constituents to better understand their needs while building a culture of trust with those we serve.



Supply Information To Support Navy Decision Making and Sailors Careers

We will provide timely, accessible, accurate, and reliable information to support leadership decisions and the personal and professional needs of Sailors.



Foster An Effective Organization and Workforce

We will align our plans, investments, and workforce to achieve our vision, continually evaluating our performance against mission objectives.

Focus Area One Highlights

Focus Area Project	Major FY10 Milestones
Enterprise Integration through Performance Agreement Process	Five Performance Agreements signed
	Top Ten Critical Navy Enlisted Classification Lists established
	Established Navy Enlisted Classification Fit Analysis Team
	Five Navy Total Force teams formed for Warfare Enterprise Working Groups
Meet Fit Targets	Due to manning success in FY09, NPC increased production goals in three areas (Naval Expeditionary Combat Enterprise, Naval Netwar FORCEnet Enterprise Sea, Naval Netwar FORCEnet Enterprise Op Shore)
	Established Critical Navy Enlisted Classification definition
PERS-4 Decision Support System	Completed Gapped Billet Analysis
	Completed Officer "Friction" Analysis
	Developed Online Repository for Reports as one-stop-shop for customers served by PERS-4
	Developed/Incorporated Permanent Change of Station Tracking



Focus Area One Highlights

Billet Based Distribution	Billet Based Distribution Functional Requirements Document approved by CNP
	BBD Research Development Training & Evaluation (RDT&E) funding included in N1 Sponsor Program Proposal for POM-12 and across the Fiscal Year DP
	BBD Military Pay Navy (MPN) funding included in N1 Project Objective Memorandum submission
	Obtained formal support for BBD from United States Fleet Forces N1, Commander, Pacific Fleet N1, and five Warfighting Enterprises
Expand and Optimize the Career Transition Office	Increased Officer Direct Active Component to Reserve Component transitions
	Decreased AC to RC Transition timelines
	Increased Transition Benefit Education Level
	Established Enlisted AC to RC transitions
Deliver Analytic Capabilities that are both Authoritative and Timely	Office of Naval Research-funded analytic suite development project initiated
	Upgrades to Navy Retention Monitoring System enlisted cubes and ad hoc capability
	Enlisted Community Management Model (ENCOMM) initial development and review

Focus Area One Spotlight

The Career Transition Office had a huge win for the Navy in 2010. The creation of the CTO (Spiral 2) has allowed the Enlisted Active Component the ability to transition directly to the Selected Reserve with no break in service. This transition process mirrors the officer one implemented in May 2009.

"It is has been a great year for the CTO, especially with immediate transitions for both officers and enlisted from AC to RC," said CDR Dan Harris, Division Director of the Career Transition Office. "Not only have we drastically reduced the timelines for these transitions from months to an average of five days, but this process change has resulted in Navy being the only service component that has been able to affect transitions with an effective date on the day following release from the AC. As such, CTO AC to RC transitioned Sailors are the only service members that are currently receiving TAMP TA180 benefits, which allows service members doing a direct active component to reserve component transition to receive a "no-cost to member" transitional health care for six months following the transition".



Focus Area Two Highlights

Focus Area Project	Major FY10 Milestones
Conduct Officer and Enlisted Community Management	BUPERS 3 billet base optimization and key leadership fills
	Tool, metric, and process development
	Officer Sustainability Phase I
	Personnel Tracking System Zone B/C Implementation
Enable Maximum Contribution Of All Sailors	Successful Statutory and Administrative Selection Board Season
	Successful Completion of Internal Realignment
	Expansion of Officer Promotion Administrative System (OPAS) to include enlisted selection eligibility requirements into the Navy Promotion Advancement System (NPAS) – Spiral 1



Focus Area Two Spotlight

The Navy's performance-based board for continuation of enlisted personnel with greater than 20 years of active service is a part of the continued effort to meet the service's goal to optimize the quality of the force while shaping the end strength to meet future challenges. PERS-8 expended over 1000 man-hours to develop and execute the FY10 E7-E9 Continuation Board. The board considered 5686 active duty and full-time support E7 through E9 candidates who possessed three years' time-in-rate and greater than 20 years of active service for continuation. Of those packages, 158 (2.78%) were selected for non-continuation.

According to PSCM(SW) Doug Vance, one of the lead planners and continuation board sponsors, "The intent of the FY-10 Senior Enlisted Continuation Board was to continue on active duty only those whose records met the CPO Gold Standard or were so superior as to overcome any substandard or marginal performance indicators, which it did professionally, and without prejudice or partiality!"

Development of the board started in October 2008 and was convened 11 months later on September 21, 2009. The board on that date was comprised of 70 officer and enlisted board panel members representing all of the Navy's warfare communities with a flag officer serving as the president of the board. After convening, the board considered 5686 active duty and full-time support E-7 through E-9 candidates who possessed three years' time-in-rate and greater than 20 years of active service for continuation.



The Flood of 2010

Naval Support Activity Mid-South encountered substantial flooding throughout the base on May 1, 2010. The flooding was brought on by torrential rains and thunderstorms that swept through the area and caused creeks that run adjacent to the base to swell beyond protective levees. In addition to the base, the surrounding Millington community, as well as parts of Tipton County to the north of the base, encountered similar flooding.

The first area to encounter flooding was the Capehart enlisted housing area, in the southeast corner of the base. Within hours, however, the floodwaters had stretched to cover the entire base. Base housing residents were initially evacuated to the base's gym located on a hill just north of the base perimeter, but most were relocated to hotels by nightfall.

Due to herculean efforts by logistic and IT support staff, BPM/NPC was completely operational within a week. Although several buildings were severely damaged, all occupants were able to return to their newly renovated spaces by November 2010. The response to this event by the base and the community was "textbook" according to Adm. Gary Roughead, Chief of Naval Operations.

(Information compiled from NPC Public Affairs)





Focus Area Three Highlights

Focus Area Project	Major FY10 Milestones
Customer Relationship Management Optimization	Three concurrent pilots with PERS 4 (Aviation Ordnancemen, Electronic Technician, Intel Officers) to evaluate tele-service support for detailers
	E-mail management via NPC Customer Center for National Personnel Records Center
	Collaboration with PERS 35 to design a report builder to allow selection board sponsors to generate daily and cumulative reports
	PTS Zone B/C Implementation
Personnel Service Delivery Transformation	PSDTO established
	PSDTO Structure and Governance
	PSDT Advisory Council
	PSDT Strategy Document
	Delivery Model Transformation
Develop Integrated Personnel and Pay System Requirements	Functional Requirements Refinement
	PERS/Pay As-Is Business Processes documented
	Data Analysis
	Draft FPPS Capabilities Development Document
Create a Climate of Trust and Increase Sailor Satisfaction Regarding the Detailing Process	Completed "Aviation Ordnancemen/Electronic Technician" Pilot project
	Developed survey tool to capture Sailor/command satisfaction regarding the detailing and placement process
	Improved detailers ability to contact constituents

Focus Area Three Highlights

Focus Area Project	Major FY10 Milestones
Optimize Reserve Personnel Management Core Functions	Consolidation of Active Component/Reserve Component Limited Duty Officer/Chief Warrant Officer Boards
	Total Force Distribution/Assignments
	MEDHOLD/Line Of Duty/Incapacitation Pay Process Lean Six Sigma Study Underway
Official Military Personnel File (OMPF) Management and Usage	Trained service-record holders to submit OMPF documents electronically
	Began processing OMPF documents via electronic means (e-Submission)
	Completed requirements for a command OMPF view
	Provided Electronic Service Records tools to fleet
Create a Responsive Customer Driven IM/IT Organization	Pay/Personnel, Distribution Functional Review Board execution and support
	Manpower Functional Review Board execution and support
	Workforce Development Functional Review Board Processes
	Recruiting & Accessions Functional Review Board Processes
	Full Life-Cycle Project Plan six phase refinement
electronic Forms Platform – for FY11, change to electronic Forms Team	Electronic Forms Platform Requirements documented
	Provide Basic eFP functionality

Focus Area Three Spotlight

PERS-1: NPC Customer Relations Management Department, Customer Service Center was established by the Chief of Naval Personnel mandate to provide quality customer service that is timely and accurate. Through the fiscal year, PERS-1 provided customer service support for 284,971 interactions, an increase by 20 percent, through the centralized NPC Customer Service Center. Not only did PERS-1 take more than 193 thousand inbound phone calls, but also more than 39 thousand Selection Board correspondence packages were processed.

The NPC Customer Service Center participated in two separate studies with PERS-40 Detailers (Aviation Ordnanceman and Electronic Technicians). The goal to reduce call volume 15-20 percent was successful and proved to be sustainable for the future. "We decided to look at ways of using technology to leverage the communications process between Sailors and their detailers," said Greg Moody, program manager for the Customer Service Center.

The AO rating was the first rating tested, and resulted in a 25 percent reduction of direct calls to the detailers. That reduction equaled about 600 calls per month, freeing the detailer to work in other areas such as order writing, administrative tasks or taking more complex calls the CSC could not answer.



Focus Area Four Highlights

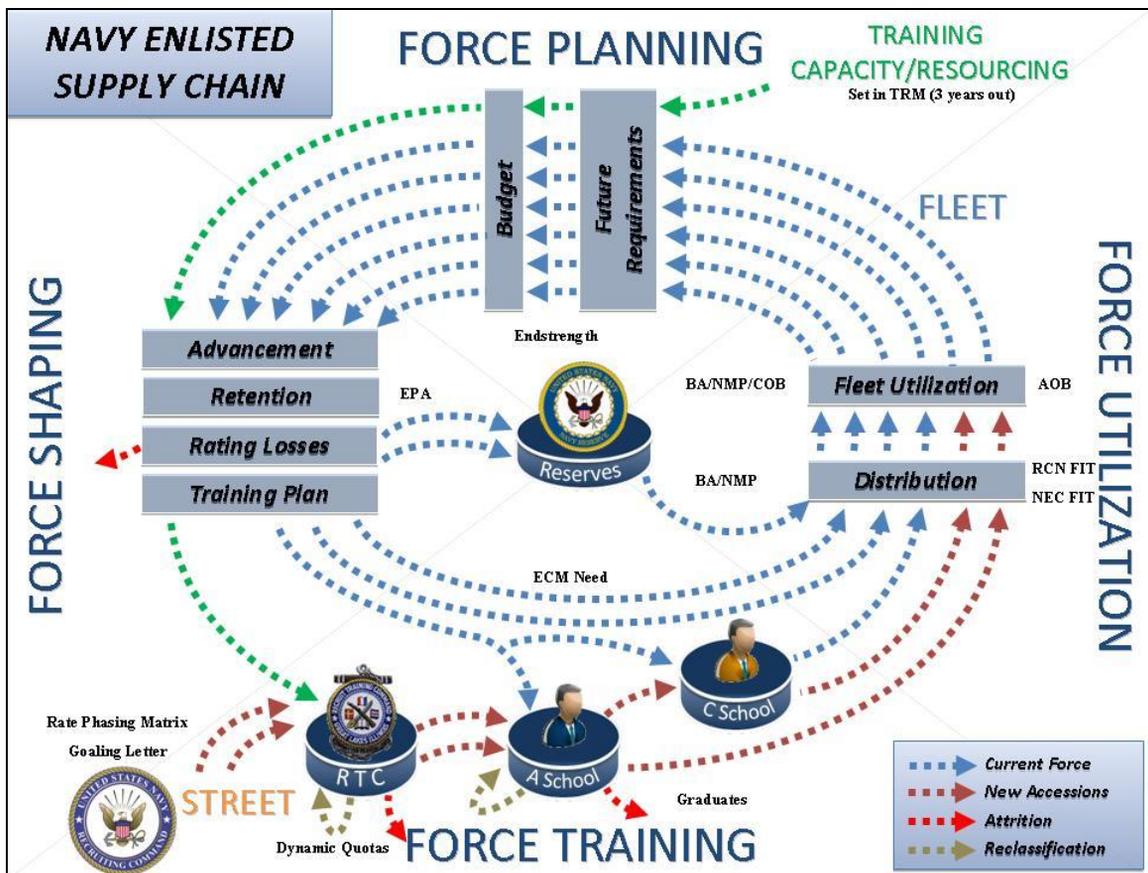
Focus Area Project	Major FY10 Milestones
Maximize Enlisted Personnel Supply Chains	Established Flag and Functional level Supply Chain Production Councils (SCPC)
	Identified data sources for corporate-level metrics / Consensus plan for data sources
	Established portfolio template of the enlisted supply chain inventory production metrics. Data framework complete
	Built initial team of Supply Chain Management experts and socialized/integrated with Navy leadership and supply chain stakeholders
	Developed Supply Chain Production Process (SCPP) and identified specific training pipeline to execute SCPP
Information and Analytic Services	Design of Community of Practice administration approved
	CoP Steering Committee meetings
	CoP Charter drafted
	Functional Requirements Refinement
	PERS/Pay As-Is Business Processes documented
Define and Implement Data Management Services	Refined data governance processes, roles, and responsibilities
	Developed methodology for fit-gap assessment of Data Management tools
	Developed Business Intelligence requirements in support of metrics and reporting
Forecasting and Assessment	Community Manager decision support tool functional requirements developed
	User centered design methodology to create interfaces for community management model
	Community Manager simulation environment designed
Personnel Information Management Service Delivery Optimization	Developed key steps necessary for integration – high level plan
	Developed funding, resource, skill set requirements
	Identified stakeholders and obtained informal agreement – verbal
	Coordination and alignment with FPPS (BUPERS08/PMW240)

Focus Area Four Spotlight

The Production Management Office (PMO) is responsible for the Navy's Enlisted Supply Chain which produces 35,000 accession Sailors to the Fleet annually. Through the close management of reclassifications, corporate-level metrics and A and C school quota management, PMO orchestrates the timely and efficient distribution of Sailors to support Enlisted Community Management and Fleet personnel readiness.

“My Metrics Branch was focused on developing and coordinating very complex metrics from various data sources across the supply chain to create the integrated production panel,” said Steve Clemens, Metrics and Reclassification Branch Head. “I'm extremely proud of how my team here in PMO and the Enlisted Supply Chain Metrics Team members from NRC, NETC, BUPERS 32, Pers 40 and BUPERS OOEL worked together to develop this important product.”

PMO monitors and reports on the performance and flow of the supply chain and provides recommendations to senior leadership and is the key enabler of optimal performance. PMO provides Navy-wide visibility into all facets of the supply chain - community management, recruiting, training, distribution and fleet readiness.



Focus Area Five Highlights

Focus Area Project	Major FY10 Milestones
Strategic Planning	Strategic Reporting
	Manpower Personnel Training and Education Echelon II and III off-site
	Strategic Consulting
	Fiscal Year 2010 Business Plan
	N1 Integrated Business Plan
	Chief of Naval Operations Top 50 Award Program
Total Cost Visibility	Program Objective Memorandum 2012 submissions strategically based
	FY2010 Midyear submissions linked to POM 12 to ensure sustainability
	Visibility of fleet engagement, command and developmental travel execution
	Held cost visibility coordination meetings with customer codes
	Developed procedures for "Manage to Payroll"
Create, implement and sustain a business investment governance framework	Established monthly publication of online Information Technology dashboard
	Secured participation in Navy-wide IT procurement approval process pilot
	Matured Enterprise Architecture Environment

Focus Area Five Highlights

Focus Area Project	Major FY10 Milestones
Human Capital and Workforce Planning	Civilian Human Capital Assessment
	Work Analysis Tool Development – Phase I through III
	Manpower Brown Bags/Defense Connect Online Sessions – Community of Practice
	National Security Personnel System transition to Grade Scale
NPC Human Resource Transformation	Mentoring Program
	Total Workforce Management Services
	Kirkpatrick Evaluations
	Business OPS Website
	Total Records and Information Management
	Supervisor Training
Performance Management/ Continuous Process Improvement	Two full Command Performance Inspection events completed
	BPM/NPC CPI/Lean Six Sigma Certification Guidance developed
	Lean Six Sigma training
Effective and Efficient Program Management – Oversight of BUPERS Programs	Developed a four-year Inspection Plan that was signed by DCNP
	Inspection efficiencies realized (travel + alignment + SME involvement)
	Conducted six command inspections

Focus Area Five Spotlight

NPC has created an environment where teamwork, creativity and knowledge have a collective meaning and value that improves the learning culture; a dominant theme in the *2020 Vision* and a key tenet to Focus Area 5. An aggressive approach was undertaken by the Workforce Development Team to produce programs meeting the needs of the command and employees.

There was a concerted effort to measure learning efficacy for several key courses that supported FY10 strategic initiatives. This was verified through a program evaluation based on the Kirkpatrick model. The implementation of a Kirkpatrick Evaluation model for learning allows the command to analyze training offerings by learner acceptance, knowledge transfer, and workplace application.

Kirkpatrick Level 1 evaluations averaged 90 percent satisfaction throughout FY10, which showed a consensus support of training by employees. Kirkpatrick Level 2 and Level 3 evaluations were also implemented in order to measure knowledge transfer and business impact. Level 2 knowledge transfer averaged 17 percent increase based on pre and post tests. Kirkpatrick Level 3 evaluations asked supervisors to rate their agreement that new skills learned were being used on the job after training. More than 70 percent of supervisors answered they were satisfied or very satisfied with that statement.

Steven Evans, training specialist, puts it this way; “John Quincy Adams said ‘If your actions inspire others to dream more, learn more, do more and become more, you are a leader’. NPC is privileged to have a great number of experienced leaders who share their years of experience with an innovative younger generation. Experience+Energy+Education=Innovation. As we move towards our command's 2020 vision, we hope to see greatness come from our ranks to energize other Naval Units world-wide.”

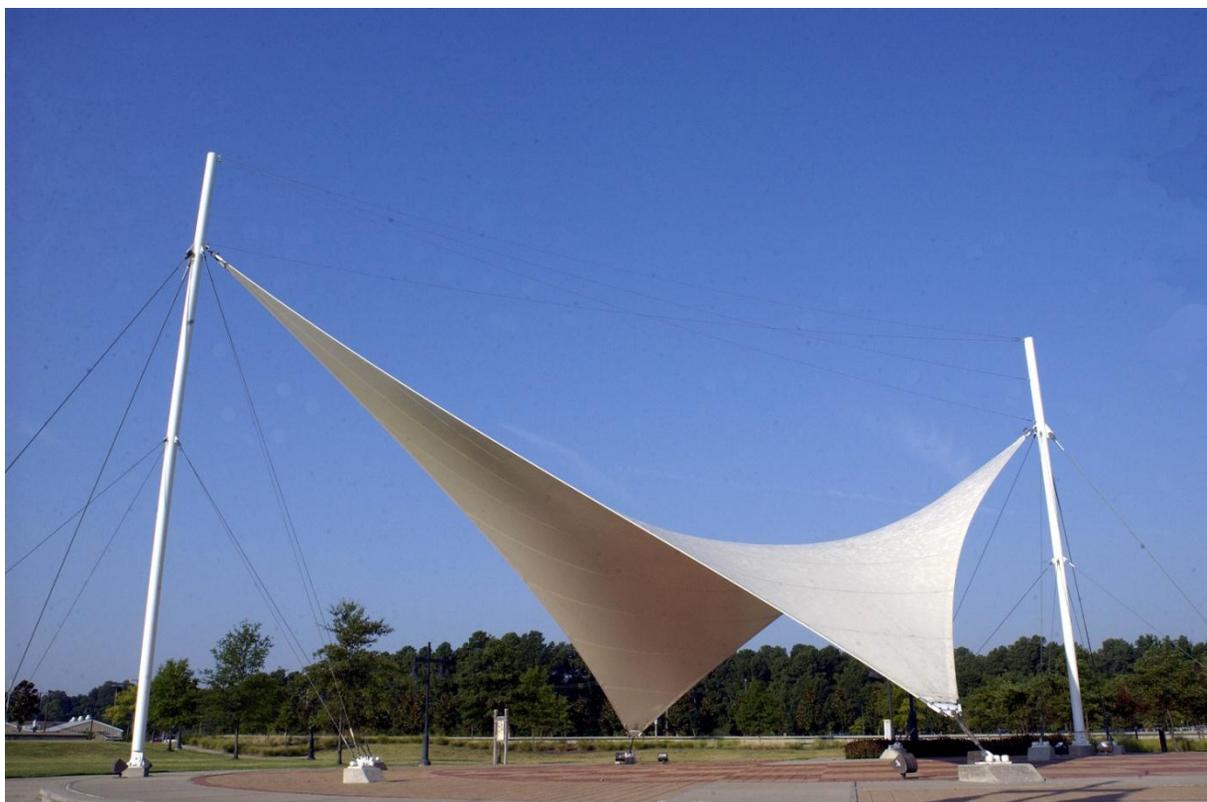


In Closing

Throughout this document we have put a spotlight on our major successes by focus area. They are by no means the totality of the work and successes we have achieved across the command. I look forward to what FY11 will bring and the people and teams to be celebrated.

Our efforts in FY10 showed great industry, resolve and commitment. I thank you for a mission well done.

RADM Don Quinn





BUPERS MILLINGTON



NAVY PERSONNEL COMMAND