



DEPARTMENT OF THE NAVY
NAVAL SERVICE TRAINING COMMAND
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NSTC INSTRUCTION 5400.1A

From: Commander, Naval Service Training Command

Subj: COMMANDER, NAVAL SERVICE TRAINING COMMAND STANDARD
ORGANIZATION AND REGULATIONS MANUAL

Encl: (1) NSTC Standard Organization and Regulations Manual (SORM)

1. Purpose. To publish the organizational relationships within Naval Service Training Command (NSTC).
2. Applicability. This instruction is the basic organizational and regulatory directive for NSTC staff and constitutes the formal delegation by Commander, Naval Service Training Command (CNSTC) of responsibility and authority to subordinates on the staff. Nothing in this instruction shall be construed as contravening or superseding U.S. Navy Regulations or other directives from higher authority. The NSTC SORM provides the organizational architecture of NSTC and organizational responsibilities for NSTC departments and special assistants.
3. Changes. Submit recommendations for changes to this manual to the NSTC Administrative Officer (AO).
4. Action. All personnel attached to or serving on the NSTC Headquarters staff shall comply with this manual.


C. T. MATTINGLY

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NAVAL SERVICE TRAINING COMMAND STAFF ORGANIZATION MANUAL

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I SECTION I FLAG STAFF

N00 – COMMANDER, NAVAL SERVICE TRAINING COMMAND

CNSTC reports to Commander, Naval Education and Training Command (CNETC).

1. Commands and coordinates NSTC.
2. Establishes policies for the Navy's Citizenship Development (CD) Programs and all Navy accession training programs, less the U.S. Naval Academy.
3. Plans and programs budgets and resourcing for the support of NSTC staff and activities.
4. Ensures domain accession education and training meet Fleet requirements.
5. Directs or conducts periodic inspections of NSTC activities.

N01 – EXECUTIVE DIRECTOR

The ED reports to CNSTC.

1. Acts as CNSTC in the absence of the CNSTC and CoS.
2. Directs the NSTC domain in operations policy and closely monitors NSTC contract and financial activities.
3. Reviews correspondence and decision briefs for CNSTC.

N02 – CHIEF OF STAFF

The CoS reports to CNSTC.

1. Acts as CNSTC in the absence of CNSTC.
2. Commanding Officer of NSTC Headquarters staff.
3. Directs the NSTC Headquarters staff in daily operations and monitors staff support of NSTC subordinate activities.
4. Exercises Uniform Code Of Military Justice over NSTC military staff and Sailors assigned to NSTC in a temporary status (ie. PCS orders).
5. Reviews awards recommendations from NSTC staff and subordinate activities.
6. Directs the staff and resources in order to meet mission requirements.

N02A – CNSTC EXECUTIVE ASSISTANT

Responds to CNSTC.

1. Advises and assists in consideration of policies and issues.
2. Serves as principal front office contact point.
3. Controls daily appointments for CNSTC and aligning Commander's Intent.
4. Attends major policy meetings, provides background information, as required. Serves as recorder.
5. Supervises CNSTC's aide in planning for CNSTC travel schedule.

N03 – OPERATIONS AND TRAINING

Reports to the NSTC CoS

Reviews education and training requirements, identifies deficiencies, develops issues and alternatives for cost savings infrastructure reductions, and process improvements. Acts as NSTC principal point of contact for out-year requirement planning. Responsibilities include:

1. Coordinates NSTC participation in the MPT&E Student Input Plan (IPP) processes. Conducts analysis of Integrated Production Planning and Production Alignment Conference processes, identifies deficiencies, validates alignment with NETC Program Objective Memorandum (POM), and proposes improvements. Advises CNSTC on IPP, the Navy Enlisted Supply Chain Planning and Execution (NESCPPE) processes that affect POM and out-year planning. Provides guidance to the NSTC staff and subordinate activities on IPP, NESCPPE process and implementation, and out-year planning.
2. Assists CNSTC by coordinating matters related to training and education planning for future investments through the POM process. In conjunction with CNSTC, Office of the Chief of Naval Operations (OPNAV) (N1), and other Resource Sponsors, conducts reviews of all training and education programs and assesses current and future capabilities. Validates mission tasking and resource requirements and shortfalls for incorporation into the NSTC Program Requirement Review (PRR).
3. Develops and issues guidance, procedures, and policy to NSTC activities for future years' investment planning and POM process in coordination with CNSTC, OPNAV (N1), other Resource Sponsors and OPNAV (N8). Acts as NSTC principal point of contact with OPNAV (N1 and other Resource Sponsors) in matters related to the POM process. Directs and provides liaison across NSTC organizations to assist in developing the NSTC POM documentation and completing related tasks.

Coordinates submission of NETC Command and subordinate commands Program Requirements Review briefs, NSTC Feasibility Study, and Requests for Information for POM related issues.

4. Conducts analysis of resources and other performance data to determine trends, statistical significance, and other conclusions to support funding or other management decisions.
5. Provides resource, statistical, and analytical guidance and assistance to the NSTC staff and subordinate activities.
6. Participates in various Enterprise working levels to include Cross Functional Teams, Barrier Removal Teams, Integrated Product Teams, and working groups to coordinate alignment of NSTC resources with requirements.

N04 – OFFICER DEVELOPMENT (NROTC, STA-21, MECEP, SSMP)

The Director of Officer Development reports to the NSTC CoS.

External to NSTC headquarters, OD is composed of 83 subordinate units: 78 Naval Reserve Officers' Training Corps Units (NROTCUs) operating from host post-secondary educational institutions (universities, colleges, and institutes – hereafter referred to as “school”) and 5 Departments of Naval Science (DNS) operating within 5 federal and state maritime academies. The 78 NROTCUs are organized into 64 echelon four O-6 (typically post-major command) commands by virtue of 26 of them having been consolidated within a consortium.

1. NSTC-to-USMC matters are primarily coordinated with and through the senior Marine representative to NETC, NSTC, and NROTC (NETC N00MC) in Pensacola, currently Colonel William (Bill) Hendricks. OD subordinate units are currently staffed with 426 Navy and Marine officers, 80 enlisted sailors and Marines and 168 GS civilian employees.
2. During the academic year, OD subordinate units are typically engaged in the development of 4,800 NROTC midshipmen (MIDN), 180 (growing to 240 over the next 3 years) STA-21 Officer Candidates (OCs), 360 active duty MECEP Marines (typically a mix of SSgts and GySgts), and 1000 SSMP MIDN (total typical student population 6340).
3. Annually, OD produces over 1/3 of all active duty new accession Navy unrestricted line officers (USNA and Navy OCS account for another 1/3 each), 1/4 of all active duty new accession Marine officers (USNA accounts for 1/6 and direct recruiting accounts for the remaining), and all Strategic Sealift Officer (SSO) accessions.
4. Internal to NSTC headquarters, OD is billeted for 12 active duty officers, 1 active duty chief, 1 activated reservist/Strategic Sealift Officer (funded via ADT orders from SSOF – not a permanent billet), 23 civilian GS employees, and 2 contractors. It is organized into NSTC N9 and OD SSMP.

5. N9 executes core NROTC/STA-21/MECEP functions in the areas of nuclear accessions (N91), NROTC/STA-21 selection boards, placement, candidate guidance, and NROTC Preparatory Program (NPP) management (N92), NROTCU student and unit operations (N93), and Summer Training (N94).
6. OD SSMP executes and coordinates all NSTC responsibilities related to the Strategic Sealift Midshipmen Program.

CD – CITIZENSHIP DEVELOPMENT

The Director of Citizenship Development reports to the NSTC CoS.

The NJROTC program consists of 580 NJROTC and 63 Navy National Defense Cadet Corps (NNDCC) units across the United States and overseas. The seven overseas units consist of two units in Japan, two units in Guam, two units in Italy, and one unit in Spain.

1. The program enrolls approximately 77,000 cadets, who are taught and supervised by 1,250 Navy, Marine Corps, and Coast Guard retiree instructors.
2. These instructors are employees of host school districts and deliver an accredited citizenship development curriculum to the students in voluntary elective courses. The program provides a positive Navy presence worldwide and in many Title 1 or rural schools with minimal military exposure and students, who are racially, ethnically, or socioeconomically diverse. The program has approximately 390 Title I schools.

N001 – FLAG SECRETARY/EXECUTIVE OFFICER

The Flag Secretary reports to CNSTC.

1. Processes routine command correspondence and sensitive communications.
2. Directly supervises the Administrative Officer (AO), Security Manager, and Protocol Officer.
3. Performs special projects as directed by CNSTC.
4. Performs duties as Enlisted Staff Executive Officer assisting the CoS in the dissemination and promulgation of command policy.

N002 – FLAG AIDE

The Flag Aide reports to CNSTC.

1. Coordinates official and social calendars, uniform requirements, travel arrangements, travel orders, travel claims, accommodations, baggage, and briefing material for CNSTC.

2. Assists in ceremonies, honors, and courtesies.
3. Assists in planning the execution of official events and entertainment hosted by CNSTC.
4. Accompanies CNSTC on official travel as directed.
5. Performs special projects as directed.
6. Directs the Flag Driver.

N002A – ENLISTED AIDE

Reports to CNSTC.

1. Serves as CNSTC's culinary specialist.
2. Responsible to stock CNSTC's quarters, Quarters AA, with the mess requirements for official social engagements.
3. Responsible for the preparation and display of mess services for official social engagements.
4. Responsible for preparation of CNSTC office for official office calls as required.
5. Maintains Quarters AA, less the residential areas.
6. Services CNSTC's uniforms.
7. Performs special projects as directed.

N00W – FLAG WRITER

Reports to CNSTC.

1. Drafts personal and professional correspondence.
2. Maintains CNSTC's personal correspondence files.
3. Acts as needed on matters of social usage, protocol, honors, and ceremonies.
4. Prepares fitness reports and enlisted evaluations.
5. Assists the Flag Aide in coordinating CNSTC's calendar, briefing material, and travel arrangements.
6. Performs special projects as directed.

N003 – PROTOCOL OFFICER

Reports to CoS.

1. Serves as the advisor to CNSTC and NSTC domain for protocol issues.
2. Coordinates VIP lodging and other arrangements for CNSTC's official guests.
3. Organizes official and social CNSTC events and conferences.
4. Responsible for customs and regulations dealing with diplomatic formality, precedence, and etiquette.

N004 – SECURITY MANAGER

1. Monitor security clearances for staffs, initiate re-investigations.
2. Gain/Lose members through DISS.
3. Input/verify clearance requests submitted/received through DISS.
4. Act as sponsor for NETC/NSTC contractors requiring access to the base.
5. Act as sponsor for NETC/NSTC contractors requiring CAC.
6. In charge of locks for all Secure locations, safes etc.

N00E – COMMAND MASTER CHIEF

Reports to CNSTC.

Coordinates with the CMDCMs/Senior Enlist Leaders (SELs) of subordinate and other activities, including Fleet and Force Master Chiefs and the Master Chief Petty Officer of the Navy.

1. Serves as CNSTC's principal enlisted advisor.
2. Assists the CoS in the dissemination and promotion of command policy.
3. Maintains and promotes effectiveness and efficiency of the chain of command.

4. Assists in all matters pertaining to welfare, health, job satisfaction, morale, use, and training of enlisted personnel in order to promote traditional standards of good order and discipline.
5. Advises in the formulation and implementation of changes in policy pertaining to enlisted personnel.
6. Attends meetings as directed by CNSTC and/or CoS to keep apprised of current issues and provide enlisted representation.
7. When appropriate, represents or accompanies CNSTC to official functions, inspections, and conferences.
8. When appropriate, participates in receptions and hosting of official visitors.
9. Upon invitation and as approved by CNSTC, represents NSTC and the Navy at community and civic functions.
10. Participates in, coordinates, and/or monitors the following:
 - a. Command Orientation and Indoctrination.
 - b. Chief Petty Officer (CPO) and Petty Officer leader development courses.
 - c. Career Development Team and Boards.
 - d. Command Retention Team.
 - e. Command Resiliency Team.
 - f. Awards.
 - g. Bluejacket/Sailor of the Quarter/Year, Marine of the Year, and Instructor of the Year instructions and selection boards.
 - h. Family Advocacy and Ombudsman Programs.
 - i. Morale, Welfare, and Recreation advisement.
 - j. CPO transition.
 - k. Navy Junior Reserve Officers Training Corps (NJROTC) and Navy National Defense Cadet Corps (NNDCC) support.

N005 – FLAG ADMINISTRATION

The AO reports to the Flag Secretary regarding administrative matters.

1. Supervises Flag Administration, coordinating with subordinate NSTC activities, higher echelon administrative offices, and NSTC departments and special assistants.
2. Coordinates and directs all administrative functions for the NSTC staff, provides personnel support for staff military personnel, administers the NSTC awards program, and provides administrative support for official correspondence, files, reports, forms, and directives (including record disposal).
3. Acts as Official Mail Control Officer.

N00C – COMMAND CAREER COUNSELOR

The CCC reports to the NSTC CoS.

1. Coordinates and provides guidance with NSTC subordinate activities' CCCs and all NSTC staff enlisted personnel regarding enlisted career opportunities.
2. Administers NSTC's Navy Retention and Career Development Program.
3. Advises the CNSTC on policies and regulations related to Navy career planning matters.
4. Informs all NSTC domain personnel of matters relating to career management using various forms of media.
5. Coordinates with Fleet and Family Support Center regarding transition programs.
6. Coordinates with N5 to incorporate life-long learning objectives into career retention.
7. Serves on NSTC Career Development boards.

N0S – ED and CoS EXECUTIVE ASSISTANT

Reports to NSTC CoS.

1. Provides executive level administrative support in an independent duty role for the ED and CoS.
2. Establishes and maintains the ED and CoS schedules of appointments which includes meetings, conferences and office functions across the command staff and echelon commands. Screens correspondence routed to the ED and CoS that require review and signature.
3. Coordinates with NSTC Travel Office and process the ED and CoS TDY travel via DTS.

4. Maintains a working relationship with the NSTC Departments Heads, Special Assistants and higher echelon staff. Provides administrative support for Executive Front Office.

II SECTION II SPECIAL ASSISTANTS

N00Z – COMMANDER’S ACTION GROUP

The CAG Director reports to CoS.

CAG is responsible for Program Analysis of NSTC and its component commands, including all aspects of advisory, special projects / planning, and communications / messaging.

1. Analysis and Advisory of NSTC Programs
 - a. Strategic advisor to CNSTC on program and policy matters.
 - b. Performs studies and qualitative/ quantitative analysis to support recommendations to senior levels of CNSTC.
2. Special Projects/Planning and Process Improvement
 - a. Provides holistic, integrated solutions to improve processes and procedures.
 - b. Develops, initiates, and implements administrative policies and procedures.
 - c. Recommends new program/project initiatives.
3. Communication and Messaging
 - a. Coordinates the synchronization of communication efforts across the domain.
 - b. Coordinates & provides input to responses to Congressional, DoD, & other services.
 - c. Serves as the focal point for all duties assigned, related to the delivery of responses to RFIs, Congressional inquiries, and senior engagement activities.
4. Coordinates the response to Requests for information (RFI’s) / Questions for the Record (QFR’s) / congressionals.
5. Coordinates NETC and higher-level taskers.
6. Coordinated submission of Command operations report.
7. Coordinates NSTC’s strategic plan initiative.

8. Coordinates NSTC's command brief and offsite brief.
9. Coordinating revision of NSTC Standard Organization and Regulations Manual (SORM).

CHAPS – COMMAND CHAPLAIN

Reports to the NSTC CoS.

1. Advise the Commander with respect to religious ministry (RELMIN), religion, moral welfare, ethical, religious accommodation, and morale matters throughout Naval Service Training Command (NSTC), Officer Training Command (OTC), and Recruit Training Command (RTC).
2. Review OPLANS and CONPLANS for inclusion of religious ministry and monitors for compliance with standards.
3. Provide technical guidance to active duty and reserve chaplains and Religious Program Specialists (RPs) assigned to NSTC/OTC/RTC units and keep them informed on matters of professional growth and development.
4. Oversee the delivery of RELMIN with the required chaplain and RP manning, cooperative ministry, training, operational ministry and logistics. Continuously monitor, plan, and recommend structure changes for all manpower, support requirements that ensures the free exercise of religious freedom.
5. Maintain liaison with the Navy Department of Religious Ministries (DORM) regarding the assignment and training requirements of NSTC/OTC/RTC Religious Ministry Teams (RMTs). Coordinate with DORM on service-level policy and support for NSTC/OTC/RTC RMTs.
6. Consolidate, interpret, and maintain reports pertaining to RMTs within NSTC/OTC/RTC. Ensure that NSTC/OTC/RTC Chaplains comply with the requirements of the DORM data collection protocols by utilizing the approved tool prescribed by the DORM.
7. Develop Professional Naval Chaplaincy (PNC) through staff visits and training for command religious ministry teams to validate readiness and maintain cooperative ministries between all supporting RMTs. Advise subordinate commanders on performance evaluations to support the development of all RMT personnel with PNC skillsets.
8. Provide NSTC/OTC/RTC-level policy and resource advocacy in support of Chaplains Religious Enrichment Development Operation (CREDO), Fleet and Family Programs, including Behavioral Health Division's Suicide Prevention, Sexual Assault Prevention, and Combat Operational Stress Control (COSC) program, as well as Prevention & Relationship Enhancement Program (PREP).

Enclosure (1)

9. Coordinates overall supervision of subordinate staff, administrative functions, logistics functions, schedules, and projects of the NSTC Chaplain's Office. Staffs all required reports, directives, briefings, and documents, from and/or to COMNSTC.

10. Coordinates with Naval Station Great Lakes (NSGL) on the financial requirements of carrying out RELMIN within the NSTC Domain with the specific purpose of development of the CNIC RELMIN Budget. Coordinates with local Great Lake RMTs for appropriate Duty watch, CACO Duty watch, and conducting Professional Naval Chaplaincy (PNC) at Area wide Chaplain Corps training.

11. Represents CNSTC to local religious bodies, dignitaries, and community organizations.

12. Responsible for the free exercise of religion for all service members, their families, and all other authorized personnel assigned to NSTC. To care for their mental, emotional, and spiritual needs through provision and delivery of counseling or referral, as needed.

13. ADDU to RTC as RTC Command Chaplain.

N00F – COMMAND CLIMATE SPECIALIST

The CCS reports to the NSTC CoS.

1. Serves as primary advisor and subject matter expert to CNSTC, CoS, and Command Managed Equal Opportunity (CMEO) Managers.
2. Provides assistance to other members in the chain of command and subordinate commands on Equal Opportunity (EO) issues, EO briefings, and training to subordinate commands.
3. Processes formal EO and harassment complaints and grievances.
4. Reports to CNSTC on all EO and harassment matters, including hazing.
5. Works with subordinate COs, OICs, and CMEO Managers to achieve maximum benefit of the CMEO Program throughout the domain.
6. Manages, documents, and ensures proper training and certification of the NSTC Command Training Team (CTT) and Command Assessment Team (CAT).
7. Provides and documents CMEO/EO training to all CMEO representatives monthly, including harassment, discrimination, hazing, and fraternization training.
8. Develop a Plan of Action and Milestones (POA&M) that ensures the CMEO Program's goals are met and conducts an annual assessment of the POA&M.

9. Provides and documents annual training to all NSTC staff on harassment, hazing, and grievance procedures.
10. Provides command update briefs on the climate of the command and subordinate activities as required.
11. Monitors NSTC/subordinate command EO climate assessments and reviews/maintains executive summaries for historical files for three years.
12. Provides assistance in conducting Defense Equal Opportunity Management Institute Organization Climate Survey (DEOCS) surveys, command assessments, and focus groups.
13. Ensures EO/Equal Employment Opportunity Administrative Boards are up-to-date.
14. Attends as many command meetings, selection boards, and disciplinary matters as possible to ensure fairness across the command.
15. Maintains a master list of subordinate CMEO Managers and their contact information.

CDO – CHIEF DIVERSITY OFFICER

Reports to the NSTC CoS.

The DEI's office at NSTC is commissioned to shape the commands' policy, strategy, programs, and initiatives strengthening the presence and prevalence of DEI efforts and manifestations at all levels across the organization. The DEI's office function is to continually advise leaders on how to best improve DEI metrics, practices, and performance within the command's activities using empirically supported best practices.

1. Advising senior leaders on the implementation of DEI's practices in the command's programs.
2. Aligning the commands' DEI's strategy and practice with the Department of the Navy DEI's mission and plan.
3. Performance of program evaluations for current DEI initiatives housed within the Command.
4. Assessment of equity and inclusion criteria in the Command's offered programs and practices.
5. Application of validated data collection and analysis tools and techniques to provide recommendations for senior leadership on the progress and performance of DEI initiatives.

6. Collaboration with programs' leaders, staff, and participants to collect quality data on DEI characteristics and present empirically supported recommendations for executives to improve programs' design and implementation.

IG – INSPECTOR GENERAL

NSTC IG reports to CNSTC via the CoS.

1. Conducts assessments, investigations, and reviews of programs, operations, activities, and individuals. The NSTC IG also makes recommendations to correct conditions that adversely affect mission, command integrity, or economic use of resources, and provides advice to management regarding the Manager's Internal Controls Program (MICP) over their activities.
2. Serves as principal advisor to CNSTC on all IG matters.
3. Conducts Command Inspections (CIs) over NSTC domain Echelon IV Commands (RTC, OTC, NROTU Units and Maritime Academies) and assist NETC IG with NETC domain Echelon III CIs.
4. Administers the NSTC's Hotline Investigations Program, reports findings and provides advice, referral and assistance on matters of concern that do not warrant a full IG investigation.
5. Administers NSTC's MICP.
6. Conducts internal Command Evaluation (CE) reviews on the effectiveness and efficiency of programs, operations, or activities in order to minimize the risk of fraud, waste, abuse, and mismanagement.
7. Serves as NSTC's liaison with all external audit agencies, e.g., Naval Audit Service (NAVAUDSVC), Department of Defense (DOD) IG Audit Division, and Government Accountability Office (GOA), regarding visits and actions.
8. Monitors the implementation of approved internal and external review and audit recommendations until completion.
9. Support NAVINSGEN activities as directed.

OGC – OFFICE OF GENERAL COUNSEL

The OGC reports to the NETC OGC. For day to day matters, the OGC reports to the CoS.

1. Serves as the principal legal advisor to CNSTC, NSTC activities, and NSTC headquarters staff in the areas of business, administrative agency, civilian personnel, and commercial and fiscal law, as outlined in SECNAVINST 5430.25 (series), the impact of fiscal, procurement, and

employment and labor laws and regulations on NSTC operations and on new, expanded, and current education and training programs, including:

- a. Principal legal advisor on matters relating to procurement, including commercial activities programs, proposal evaluation, contract administration, claims, contract termination, and contract litigation, and reviews and analyzes contract solicitations, statements of work, justifications for other than full and open competition, ratification of unauthorized commitments, and proposed contract modifications for all NSTC procurements.
 - b. Principal legal advisor on matters related to civilian personnel law, including representation of the Navy and NSTC before administrative boards and in Federal court litigation.
 - c. Principal legal advisor on matters related to fiscal law, including legislation and legal interpretations as to the authorized use of appropriated funds as to time, purpose, and amount, provides advice and assistance on matters related to impact of fiscal law principles and restrictions on NSTC policies and operations, including relationship of non-appropriated fund operations and limitations on the augmentation of appropriations.
2. Principal legal advisor on matters pertaining to the Navy's Junior Reserve Officers Training Corps (NJROTC) and Navy National Defense Cadet Corps (NDCC) Programs.
 3. Serves as Ethics Counselor, in conjunction with the SJA, and reviews, analyzes, and provides opinions on questions relating to standards of conduct and government ethics.
 4. Acts as NSTC Freedom of Information Act Coordinator and Privacy Act Coordinator, providing legal advice and assistance on matters relating to the Freedom of Information and Privacy Acts.
 5. Provides legal advice and assistance in other matters not specifically identified above and not otherwise within the area of responsibility of the SJA, including matters within the OGC areas of practice relating to transfers of functions and base realignment and closure. As necessary, originates, revises, and reviews for legal sufficiency command instructions and correspondence concerning the areas of practice described above.
 6. Directs assigned personnel.

PAO – PUBLIC AFFAIRS OFFICER

Reports to the NSTC CoS.

1. Conducts a program of public information, internal information, media relations, and community relations concerning the official activities of NSTC and provides public affairs support to all NSTC activities.

Enclosure (1)

2. Serves as principal advisor to CNSTC on matters pertaining to public information.
3. Serves as the CNSTC's direct representative and primary point of contact for transmission of information to the news media for all matters pertaining to NSTC activities.
4. Coordinates the assembly and release of newsworthy material to the media, reviewing this material for security, format, and effect on public opinion.
5. Directs a public affairs program in accordance with Secretary of the Navy, Chief of Naval Information (CHINFO), and NETC policy directives.
6. Maintains liaison with CHINFO, NETC, and the public information staffs of other armed forces.
7. Promotes favorable relations with the media, civic groups, and the general public.
8. Presents Navy and/or DOD policy and information to the civilian media.
9. Secures, prepares, and supplies official answers and information in anticipation and response of requests for information (RFIs) related to public affairs for all NSTC activities.
10. Arranges news media interviews for all NSTC activities, making necessary logistical arrangements with media representatives.
11. Provides news coverage of special events by providing articles for release to media outlets internal and external to the Navy.
12. Recommends speaking engagements that merit CNSTC acceptance. Drafts speeches for CNSTC for speaking engagements or assigns the writing of such speeches. Maintains a command speaker's bureau and assists in finding Navy speakers for community events.
13. Establishes and maintains effective working relationships with local groups and organizations, military and civilian, and with representatives of national education and civic organizations.
14. Advises on the appropriateness of Navy involvement in community events for NSTC activities.
15. Produces video and print news stories.
16. Oversees maintenance and update of NSTC websites for general public and internal information.

17. Maintains working relationship with and advises NSTC subordinate COs, directors, and collateral duty PAOs for all matters pertaining to public affairs.
18. Coordinates with and provides technical PAO oversight to NSTC activities.
19. Directs assigned personnel.

N00X – SAFETY

The Safety Officer reports to the NSTC CoS.

1. Oversees the domain's training and work environment safety programs.
2. Serves as the NSTC technical expert on training safety to achieve a safe training environment and safe training procedures by establishing and enforcing compliance with published security, safety, and occupational health standards.
3. Interprets safety standards and regulations as they apply to the education and training environment.
4. Formulates techniques for determining the effectiveness of safety efforts.
5. Develops evaluation programs and objective criteria to measure the degree of safety compliance in education and training environments.
6. Conducts risk analysis of major training programs based on environmental, physical, and psychological conditions so as to forecast safety expectations and preclude unforeseen mishaps.
7. Establishes processes and controls to ensure correct safety and protective equipment is available and in use.
8. Determines and recommends applicable methods and procedures for controlling or eliminating hazards.
9. Documents and reviews inspection findings and prepares formal reports for dissemination to appropriate parties.
10. Advises supervisors, and/or activity safety representatives on appropriate measures to eliminate or control hazardous operating procedures.
11. Conducts follow-up inspections to ensure violations and hazards are corrected.
12. Determines safety requirements for training systems, components, devices, and equipment.

13. Reviews plans and specifications for new construction, major building alterations, and/or changes in training or work equipment and monitors project through completion to ensure compliance with safety codes and standards.
14. Identifies potential safety hazards to assure adequate fire exits, stairways, aisle space, adequate sprinklers systems, etc.
15. Develops, implements, and administers all Navy Occupational Safety and Health (NAVOSH) programs applicable to the NSTC mission.
16. Develops, implements, and administers memorandums of agreement and inter/intra agency support agreements and otherwise coordinates with regional or installation safety support offices for NAVOSH programs applicable to the mission.
17. Liaisons with universities as necessary to ensure appropriate NAVOSH programs are in effect for NROTC training and work spaces.
18. Conducts periodic safety evaluations and surveys of commands that are subordinate to NSTC to determine compliance and effectiveness of safety policies, procedures, applications to identify problem areas and either provide solutions or make recommendations.
19. Interfaces and maintains a continuous dialogue with NETC Safety, Naval Safety Command, regional safety support offices, and other commands to coordinate safety policies, procedures, and applications.
20. Coordinates adoption and compliance with Navy safety standards, practices, and procedures.
21. Performs as team leader of Class A and B mishap investigations at NSTC.
22. Provides technical safety training and instruction to supervisors, employees, and safety representatives on safety matters.

SJA – STAFF JUDGE ADVOCATE

The SJA, on assignment from the Region Legal Services Office, reports to CoS.

1. Coordinates with NSTC activities, the NSTC Office of General Counsel (OGC), and the NSTC Inspector General (IG).
2. Provides advice and guidance regarding legal matters arising within CNSTC's official areas of interest or responsibility.
3. Provides or supervises the provision of all legal advice and related services throughout NSTC and its subordinate commands, except for the advice and services provided by the NSTC OGC.

4. Reviews all military justice matters, administrative separations and discharges, Naval Reserve Officers Training Corps (NROTC) disenrollments, applicable Recruit separations, Judge Advocate General Manual (JAGMAN) investigations, and other legal matters arising out of CNSTC's capacity as an officer exercising General Court-Martial convening authority.
5. Along with the NSTC OGC, serves as the NSTC ethics counselor for standards of conduct and government ethics matters.
6. Reviews matter submitted to CNSTC as Denial Authority.
7. Provides the NSTC CoS, department directors, and commanding officers (COs) and officers in charge (OICs) of subordinate units, with general legal advice and with specific advice or services concerning, ethics, JAGMAN investigations, Congressional correspondence, courts-martial, administrative discharges, NROTC disenrollments, and other administrative and disciplinary matters.
8. Principal legal advisor for Officer Development (OD) and NROTC matters.
9. Drafts orders convening courts-martial and appointing orders of officers assigned to conduct JAGMAN investigations.
10. Ensures that officers and enlisted personnel assigned to courts-martial, investigations, and other legal duties are properly instructed in the legal aspects of their duties.
11. Coordinates and conducts training for officers and enlisted personnel, as required, on their rights and obligations under the UCMJ.
12. Conducts on-going professional training for staff and other members of the command who may be called upon to perform legal or quasi-legal functions, such as serving as investigating officers, individual review officers, and presiding as summary court-martial officers.
13. Supervises the technical and clerical preparation of charges.
14. Participates, as required, in the proper processing of cases involving non-judicial punishment and makes recommendations that appropriate cases be referred to trial by courts-martial.
15. Reviews investigative reports, including JAGMAN investigations and investigations undertaken by the NSTC IG, for legal sufficiency.
16. Originates, revises, or reviews, as necessary, command instructions and correspondence for legal sufficiency.
17. Renders basic personal legal assistance in connection with such matters as powers of attorney and notarial services as required.

18. Provides direction and guidance to assigned civilian and military personnel.

19. Acts on other legal matters as directed by CNSTC or CoS.

WT – WARRIOR TOUGHNESS

WT reports to NETC and is administratively managed by NSTC.

1. Serves as the curriculum control authority through NSTC and oversees the implementation of WT enterprise-wide.
2. Ensures that WT principles and techniques become interwoven within Navy culture, to include being taught within accessions training, fortified in A schools and other key career touch points.
3. Teaches the Advanced Warrior Toughness Training (AWTT) to develop command advisors who direct deck-plate WT implementation. WT teaches locally in Great Lakes and as a Mobile Training Team (MTT) to bring WT to the fleet.
4. Oversees quality assurance of AWTT for the Warrior Toughness teams (in Great Lakes, and one on each of the East and West coasts) that are responsible for expanding AWTT into the fleet.
5. Responsible for driving curriculum integration of E-OSC and WT to align toughness and resiliency-programs enterprise-wide.
6. Oversees the development of tools and resources needed to maintain WT effectiveness in the fleet, such as the WT app and instructor guide given to AWTT graduates.
7. Develops and tracks metrics and data to validate effectiveness of WT and to facilitate process improvement.

DIR – BAND DIRECTOR

The Navy Band Great Lakes Band Director reports with Additional Duty (ADDU) to CNSTC via the NSTC CoS.

1. Provides music for such ceremonies, functions, and other occasions as may be directed by proper authority to best represent the Navy in a musical capacity in accordance with USC Title 10, US Navy Regulations Chapter 12, DoD and DON Public Affairs policy, and OPNAVINST 5450.346 series.
2. Represents CNSTC in a musical capacity to stimulate pride, esprit de corps, retention, and recruiting by promoting national and international public relations and enhancing the prestige of the Naval Service. Emphasis shall be given to promoting Navy objectives and enhancing the pride, professionalism, tradition, and image of the Navy and the United States.

Enclosure (1)

3. Maintains a professional military musical organization, which includes mission ready ceremonial and parade units, wind ensemble, and smaller ensembles as outlined in OPNAVINST 5450.346, capable of meeting mission requirements to the maximum extent possible.
4. Manages all aspects of scheduling for Navy Band musical support as the final approval authority for all band engagements. Coordinates as required with JAG, PAO, and other NSTC staff to ensure legality, propriety, and appropriate publication of approved events.
5. Provides music and technical services as CNSTC's representative throughout the Midwest for:
 - a. Military ceremonies, ceremonies incident to patriotic occasions, and official occasions attended by officers of the government and or DON in their official capacities.
 - b. Athletic contests in which one or more Armed Forces teams are participating.
 - c. Broadcasts and telecasts.
 - d. Special events, tours, and music programs in support of Navy Recruiting.
 - e. Public concerts and events of national or international significance.
 - f. Official social activities conducted for active duty military personnel and their guests.

III SECTION III DIVISION DIRECTORS

N1 – MANPOWER

Reports to the NSTC CoS.

1. Manages manpower resource management, military manning and civilian personnel matters.
2. Coordinates with subordinate activities' Manpower Liaisons.
3. Designs, recommends, implements, and maintains plans and processes that maximize effective manpower resource management for NSTC and component commands. Analyzes and evaluates all manpower resource aspects of the training continuum.
4. Develops both short and long term resource utilization strategies. Develops, analyzes, and formulates NSTC requirements for resource management and information systems to support resource allocation targets for the training continuum and operational support.
5. Identifies and develops new ways to resolve problems or cope with issues. Requests, coordinates and analyzes manpower related projects and initiatives.

Enclosure (1)

6. Conducts continuous evaluation of NSTC manpower use, ensuring manning is in accordance with the Activity Manning Document (AMD) and command policy and decisions for commands, departments, and offices.
7. Initiates, recommends, and briefs plans for maximizing effective manpower use.
8. Serves as the principle expert for manpower (military, civilian, and contractor) resource management, advising CNSTC, ED, CoS, Department Directors and Special Assistants as well as subordinate COs on program planning and evaluation.
9. Provides technical advice and expertise on the AMD, Total Force Manpower Management System (TFMMS), and sourcing options to NSTC departments and subordinate command N1 liaisons.
10. Conducts briefings to present and gain acceptance of manpower findings and recommendations.
11. Manages military manning for the NSTC domain to ensure all military manning program requirements are met while also providing analysis of military manning programs.
12. Develops instructions, guidelines, and processes regarding assigned military manning resource management programs and functions, including:
 - a. Enlisted Readiness Projections and Analysis
 - b. Officer Readiness Projections and Analysis
 - c. Surge Management
 - d. Officer and Enlisted Billet Classification and Compensation Utilization
 - e. MyNavy Assignments
 - f. NROTC PNS and XO nominations
 - g. Assignment Incentive Pay
 - h. Special Duty Assignment Pay
 - i. Reserve Program Director (RPD) reserve manning requirements and coordination
13. Serves as liaison with Navy Personnel Command (NPC) and Bureau of Navy Personnel (BUPERS) offices.

14. Serves as liaison with USMC on billet requirements and manning for NROTCs and OTC.

15. Serves as the NSTC liaison to NETC HRO on all civilian personnel issues to include recruitments, reassignments, promotions, terminations, resignations, awards, position descriptions, benefits, etc.

16. Develops instructions, guidelines, and processes for the conduct of assigned civilian personnel resource management programs and functions.

17. Coordinates various Human Resource (HR) programs and functions as needed, including:

- a. Position Management
- b. Position Descriptions (PDs)
- c. Appraisals and Awards
- d. Recruitment initiatives
- e. Requests for Personnel Actions (RPAs)
- f. Equal Employment Opportunity (EEO)
- g. Civilian Training
- h. Telework
- i. Reasonable Accommodations
- j. Labor Relations'

18. Serves as advisor to group supervisors on civilian personnel issues, programs, and functions.

19. Serves as liaison with NETC EEO for Reasonable Accommodation requests.

20. Manages and supervises the NSTC N1 staff.

N2 – FUTURE FLEET UNIT

Reports to the Director of Operations and Training.

Training Support Center Great Lakes disestablished, however, the requirement to house Sailors awaiting training beyond RTC remained. NSTC assumed the mission in August 2021.

1. NSTC Future Fleet Unit (FFU) is billeted for an O4 officer-in-charge (OIC), an E8 senior enlisted leader, eight Naval Military Training Instructors (NMTI) (who also serve as barracks supervisors) and two Command Pay and Personnel Administrators (CPPA).
2. NSTC FFU is based on Naval Station Great Lakes Bachelor Enlisted Quarters building number 631 (USS NORTH CAROLINA). NSTC FFU is able to house up to 396 Sailors, with four Sailors per room and communal heads. The goal is to maintain no more than two Sailors per room to increase square footage per Sailor to be closer in line with Commander, Naval Installations Command's guidance, as mission requirements allow.

N3/5/7 – TRAINING/OPERATIONS/ EDUCATION, TRAINING, PLANNING

Reports to the Director of Operations and Training.

1. Advises NSTC on programming and resource requirements, balancing them against available resources.
2. Defends domain requirements throughout the Five Year Defense Plan (FYDP) and Program Objective Memorandum (POM) processes relative to changing requirements.
3. Evaluates future programs.
4. Develops alternatives and prioritizes future resource allocation accordingly.
5. Manages and supervises the activities of the N3/5/7 department.
6. Provides oversight and coordination for long-term resources to improve performance in NSTC programs.
7. Forecasts and estimates program requirements in order to prepare programmatic reports, justifications, charts, graphs, statistical, and narrative data.
8. Facilitates the understanding of data with respect to operations, process improvement initiatives, and other efficiencies through the use of charts, graphs, and illustrations that are easily understandable.
9. Maintains liaison with OPNAV, NETC, BUPERS, and Commander, Naval Recruiting Command (CNRC) for planning and programming to meet validated training requirements and production goals.
10. Teams with NSTC activities to manage and execute accession and student load programming.
11. Acts as principal advisor on matters related to learning strategy, educational techniques, learning innovation, and lifelong learning of accession training for students and staff members.

12. Advises NSTC on applicability of research initiatives proposed by external research institutions.
13. Provides recommendations on strategic training initiatives that support Fleet requirements while providing the best return on investment.
14. Serves as the principal expert for the development and execution of NSTC long-range corporate strategy. Designs and executes the NSTC long-range planning process.
15. Coordinates data and methods analysis for training and operations for the intent of process improvement.
16. Coordinates the monitoring of metrics and data collection for trend analysis.
17. Coordinates analysis projects with activity level COs, Directors, and activity N5 representatives for systems change, pilot study coordination, and analysis.
18. Coordinates all research initiatives conducted by external research institutions to include Human Performance Center (HPC), Naval Health Research Center (NHRC), Navy Personnel Research, Studies, and Technology (NPRST), Naval Institute of Health (NIH), Naval Bureau of Surgery and Medicine (BUMED), and other public and private institutions.
19. Coordinates the review of procedures and operations to determine best practices and applicability of training programs across NSTC activities.
20. Directs the distribution of analysis results and process improvement initiatives throughout NSTC.
21. Provides vehicle for operational improvement and integration of best practices through analysis and sharing of ideas.
22. Responsible for creating and distributing analysis reports.
23. Provides support in the formulation and utilization of NSTC metrics.
24. Provides support in the coordination of curriculum development and accreditation, including pilot programs.
25. Provides support in the measurements of the effectiveness for testing standards and procedures.
26. Provides support in resource analysis, training program analysis, planning and definition of program requirements, and student load planning.

27. Teams with activity staff for trend analysis of safety mishap reports.
28. Teams with activity staff for the management of training database systems.
29. Provides support for analysis of Navy diversity programs.
30. Serves as the principle advisor to NSTC on curriculum development, standardization, and applicability of training programs across NSTC activities.
31. Provides support to NSTC on issues related to curriculum, analysis, programming, and requirements.
32. Manages all aspects of curriculum operations for NSTC including development and pilot programs, coordination and standardization, and all phases of evaluation, monitoring and revision.
33. Defines and publishes Core Competencies for all enlisted and officer accessions using training requirements and standards established by NETC
34. Acts as the primary point of contact for internal and external inquiries about training operations across all NSTC activities.
35. Provides subject matter expertise to activities and course curriculum model managers for executing curriculum.
36. Manages domain instructor certification and training, coordinating with Naval Personnel Development Command's N7 for instructor requirements.
37. Coordinates training objectives with resource sponsors, ensuring training requirements and assets are implemented efficiently and are properly supported in accordance with strategic plan initiatives.
38. Develops goals and objectives in support of the NETC strategic plan.
39. Defines training program requirements in collaboration with NSTC activities.
40. Manages the installation, maintenance, movement and operations of the Conning Officer Virtual Environment COVE simulator, across all NSTC activities.
41. Acts as primary point of contact for Impaired Training and Education Report (ITER) tracking and record maintenance for all NSTC activities.
42. Oversees all curriculum technical training equipment (TTE) development, maintenance, reviews and standardization.

N4 – LOGISTICS

Reports to the NSTC CoS.

1. Serves as Logistics Officer, managing the logistic and supply operations for NSTC.
2. Conducts Equipment Facility Requirement (EFR) Program requirements.
3. Coordinates and manages Commercial Operation and Maintenance of Simulators (COMS) contract operations with the Contracting Officer and Contracting Officer Representative.
4. Coordinates with external contract agencies.
5. Reviews contracts, contract modifications, and terminations.
6. Reviews purchase specifications for completeness, inadequacies, ambiguities, and sole source justifications.
7. Designs and develops Life Cycle management (LC) of technical training systems and simulators.
8. Provides and manages long-range planning, acquisition, and life cycle support of NSTC training systems, as well as integration and coordination of all facilities.
9. Manages logistic support services.
10. Teams with N3/5, N9, and activities providing logistics support to integrate technology into learning systems.
11. Provides guidance to customers involved in the development of statements of work or data requirements.
12. Coordinates with Naval Facilities Engineering Command (NAVFAC) and Commander Navy Installations (CNI) for training facility requirements and NSTC-wide military construction (MILCON) projects.
13. Manages and supervises the N4 Department.

N6 – INFORMATION TECHNOLOGY

Reports to the NSTC CoS.

1. Serves as the Command Information Officer (CIO) responsible for NSTC investments in IT and IT initiatives, ensuring NSTC IT investments are aligned with enterprise strategy.

2. Enables or enhances training mission and business process capabilities through IT.
3. Applies standard NSTC procurement and IT strategies, policies, procedures, and techniques.
4. Ensures compliance with applicable DoD, DoN, NETC, and NSTC policies, directives, and instructions.
5. Plans, budgets, and programs for procurement and IT issues.
6. Determines requirements for, procures, and implements all non-Navy Marine Corps Intranet (NMCI) IT assets.
7. Manages NSTC Knowledge Portal, ensuring compliance with NETC and NSTC policy and guidelines.
8. Provides oversight for all NSTC activity involving IT development and deployment efforts.
9. Manages transition from NMCI assets, network and shared drives, to Flank Speed email, applications and storage.
10. Oversees administration of NSTC databases.
11. Serves as the NSTC expert for web-based knowledge management (KM).
12. Manages opportunities for NSTC information system improvements.
13. Ensures best-fit, best value solutions to IT problems.
14. Manages and supervises the N6 department.

N8 – COMPTROLLER

Reports to NSTC CoS.

1. Ensures that NSTC meets all fiscal requirements in accordance with fiscal law and financial management regulations.
2. Provides advice and management to ensure optimum use of available funds.
3. Serves as command fiscal advisor. Develops and administers fiscal and budgetary policies, plans and procedures.
4. Provides technical advice for NSTC in budget formulation, review, and execution.

5. Provides required budget exhibits for use of labor, materials, contracts, travel, and other procured services.
6. Receives funds and issues operating targets (OPTARS) to subordinate activities and staff departments.
7. Monitors civilian payroll, including awards and funding availability for new or vacant positions.
8. Provides funds for new requirements via reprogramming or special request.
9. Reviews NSTC funding position at midyear and certifies obligations at fiscal year-end to close accounts.
10. Responds to financial data calls.
11. Establishes appropriate accounting structures to support management decisions.
12. Tracks expired funds, surrendering excess funds and obtaining additional funds when required.
13. Manages the domain's travel program.
14. Supervises the N8 department.