

RECRUIT TRAINING COMMAND NEW ENGLAND



LCDR David I. Hull, NSCC
Commanding Officer of the Training Contingent



Welcome to RTC-NE 2014

THANK YOU & CONGRATULATIONS

When?



- REPORT:
 - Department Heads: Saturday 19JUL14 @ 1400
 - Staff Cadets & Escort Officers: Sunday 20JUL 14 @ 1000
 - Recruits: Monday 21JUL14 0800-1400
- GRADUATION:
 - Saturday 02AUG14 @ 1100
 - Staff dismissed upon securing the facilities

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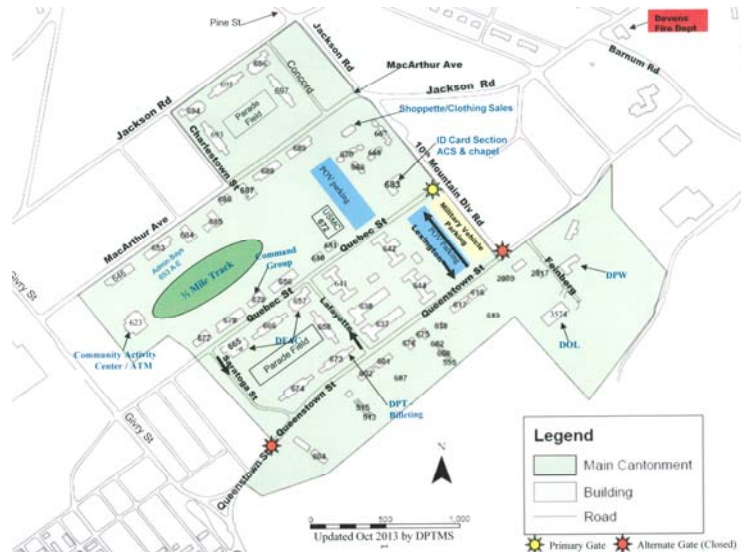
Where?



- Fort Devens, MA
- NSCC ID will get you on the base
- Anyone attending graduation without NSCC or DoD ID will need to be on an access roster
- Cadets driving to Fort Devens
 - Please don't if you can avoid it
 - If so, surrender your keys immediately upon checking in

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Fort Devens



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New this year?



- New COTC
- 13 days
 - 11 full training days, plus intake and graduation
 - At least 10 more hours of classroom time
- PFT at check-in
- New Recruit Manual (“bible”)
- New SOP (forthcoming)
- A few new or re-designed staff positions
- 50 drill rifles for instructing manual of arms

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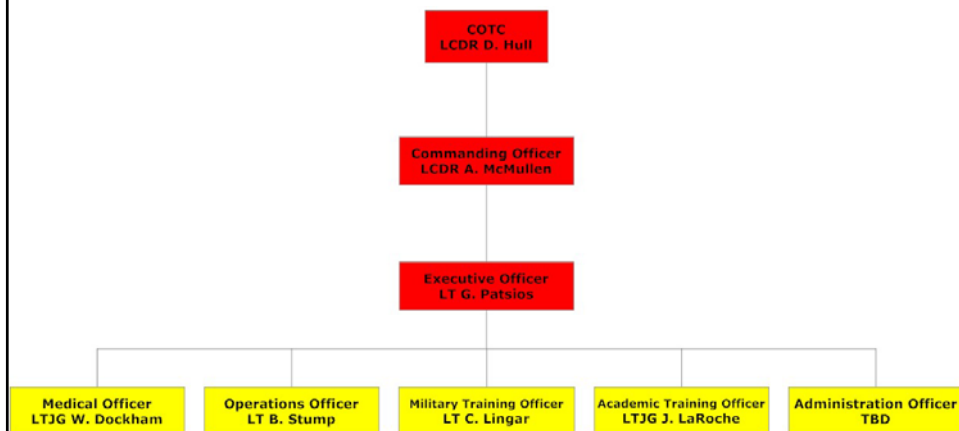
Getting a Staff Billet



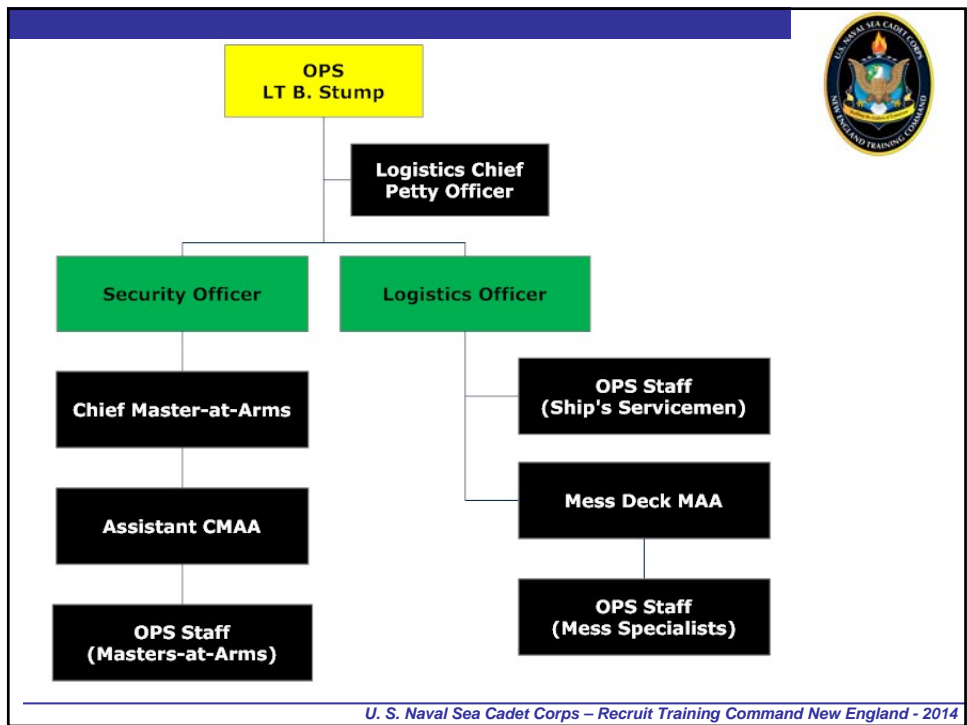
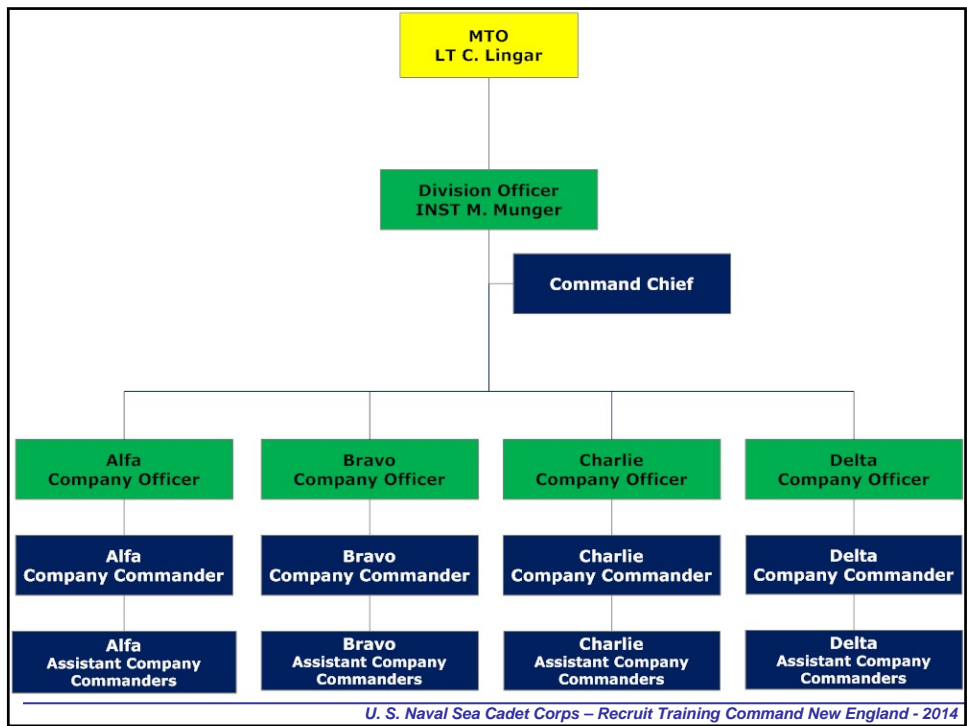
- Submit to your Unit CO:
 - NSCTNG001
 - Staff Cadet Application
 - Waivers
 - \$240 training fee
 - Copy of NSCC ID
 - Copy of Health Insurance card
 - Meds? Add NSCADM001 (Page 7/8)

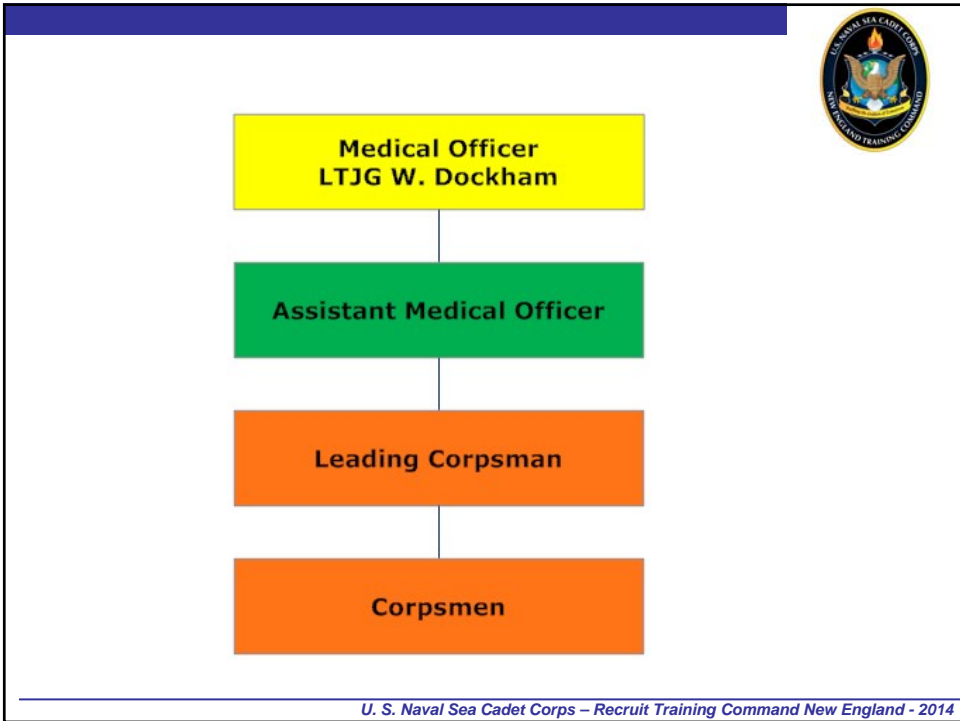
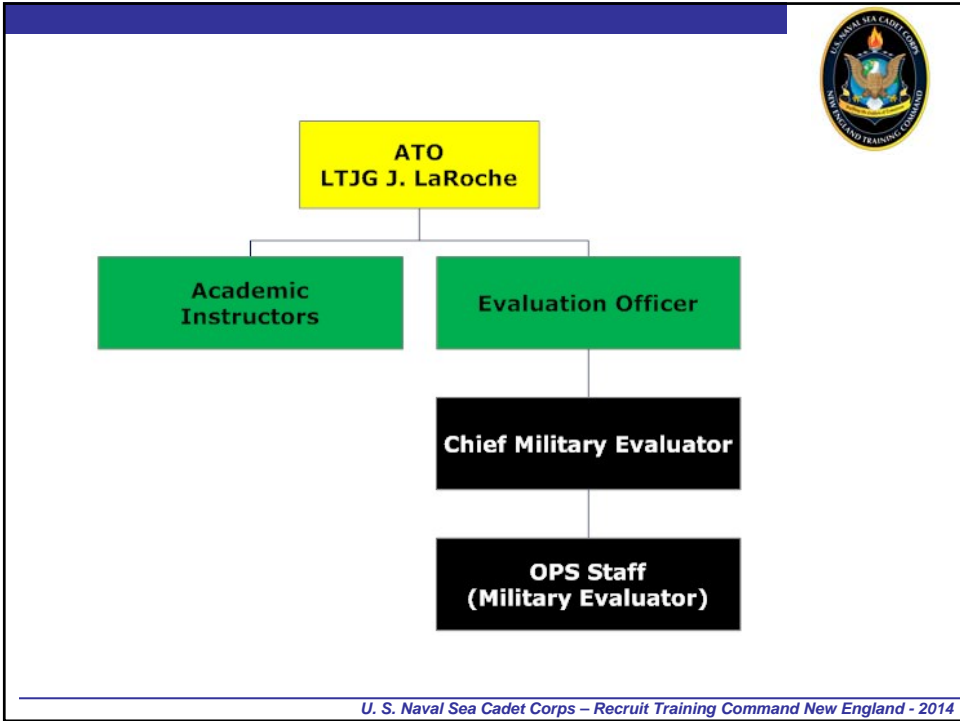
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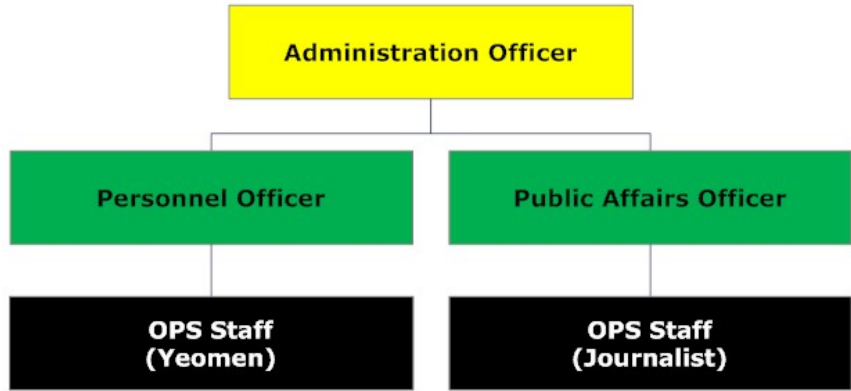
Chain of Command



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Minimum Requirements

- Command Chief Petty Officer
 - NSCC CPO
 - POLA graduate
 - Prior tour as Company Commander at RTC-NE
 - CPR certified
 - Staff tour at POLA-NE preferred

Minimum Requirements



- Company Commander
 - PO1 or higher
 - POLA graduate
 - Prior tour at RTC-NE as Assistant Company Commander
 - CPR certified
 - Staff tour at POLA-NE preferred
- Assistant Company Commander
 - PO3 or higher
 - POLA graduate
 - Prior staff tour at RTC-NE
 - CPR certified
 - Staff tour at POLA-NE preferred

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Minimum Requirements



- Logistics Chief
 - PO1 or higher
 - POLA graduate
 - Prior staff tour at RTC-NE
 - CPR certified
- Chief Master-at-Arms
 - PO2 or higher
 - POLA graduate
 - Prior staff tour at RTC-NE
 - CPR certified
 - MAA training preferred

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Minimum Requirements



- ACMAA
 - PO3 or higher
 - POLA graduate
 - Prior staff tour at RTC-NE
 - CPR certified
- Chief Military Evaluator
 - PO3 or higher
 - POLA graduate
 - Prior staff tour at RTC-NE

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Minimum Requirements



- Mess Deck Master-at-Arms
 - Prior staff tour at RTC-NE preferred
 - POLA graduate preferred
- Operations Staff Cadets (MAA/ME/YN/SS/MS/JO)
 - SN or higher
 - Must have completed an advanced training other than RTC staff
 - POLA graduates preferred
 - JO: seeking photojournalism training grad

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Minimum Requirements



- Leading Corpsman
 - PO3 or higher
 - POLA graduate
 - Basic or Advanced Medical graduate
 - CPR certified
- Corpsman
 - SN or higher
 - Basic or Advanced Medical graduate
 - CPR certified

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Seabag List



- Recruit List, plus
 - Laptop, if you can spare one from home
 - Cheap printer, if you can spare one from home
 - Surge suppressing powerstrip
 - Mobile phone* + charger
 - Alarm clock
 - Watch
 - Civvies, including at least one set of business-casual
 - Fan
 - Camelbak
 - Extra PT gear
 - \$25-\$50 in spending money
 - Fitted bottom sheet
 - iPod/.mp3 player and earphones (no speakers)
 - Snacks & drinks (no high-caffeine drinks)
 - NO CAMERAS

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Why are you here?

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Why do we have Recruits attend Boot Camp?

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Purposes of Recruit Training?

- *Self-Confidence*
- *Teamwork*
- *Self-Discipline*
- *Accountability*
- *Basic Military Knowledge*
- *Physical Fitness*

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Expectations

It doesn't matter what your position is... the Recruits are watching, listening, and learning.



Avoid the "Say-Do Gap"

*Teach them the right thing – **Lead by Example.***

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Expectations for Staff: *Leadership by Example*



- Perfect behavior & military bearing
- Perfect uniforms & grooming (haircut!)
- Know your stuff cold (only one way – the right way!)
- Do all the PT, and be able to do much more
- Take the training seriously in front of recruits
- No whining or complaining in front of recruits
- No gossiping or bickering in front of recruits
- No flaunting privileges (junk food, cell phones, etc.)

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Expectations for Staff: ***SAFETY***



- You don't get to diagnose or decide who's sick and who's malingering ... send them to sick bay!
- Hydration, heat injuries, and sun exposure
- Injuries & illnesses
- "Condition Yellow" – always be watching your people, spaces, and equipment for risk
- *See Something, Say Something!*

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Expectations for Staff: *Well-Being of Recruits*



- Zero Tolerance for...
 - Hazing
 - Bullying
 - Sexual Harassment
 - Fraternalization
 - Prejudice/Discrimination
- You do it ... termination from the NSCC, permanent negative recommendation for the DoD and the service academies, police involvement
- *As of today, you are all "mandated reporters" for these behaviors. If you knew and didn't report it, at a minimum you will be terminated from RTC-NE*
- *See Something – Say Something!*

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Expectations for Staff: *Accountability*



- Abrashoff: "It's funny how often the problem is YOU."
- When something goes wrong, tell the chain of command, take ownership, and then assess:
 - Did I clearly articulate the goals?
 - Did I give people enough time and resources to accomplish the goal?
 - Did I give them enough training?
 - Did I provide sufficient supervision?

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Expectations for Staff: *Flexibility*



- “Fluidity” – mental agility – rolling with the punches
- You will be assigned jobs you didn’t think you were taking on
- You might find that the job you signed up for is not as exciting as you thought it was... *stay locked on*
 - Your attitude and motivation are directly related to the attitude and motivation of our recruits

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Expectations for Staff: *Creativity & Initiative*



- Recruits *DO NOT* have “unstructured time” at RTC-NE
- Company Staff must be ready to fill every moment of the recruits’ day – don’t wait around to be told
- OPS staff will work in shifts, but there’s always work to be done – don’t wait around to be told
- If you see problems, report them to the chain of command *with a proposed solution*
- *It’s YOUR Ship*

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LEADING RECRUITS

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Our model?



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Disciplining Recruits



How do we do it?

**NO PHYSICAL PUNISHMENT
PERIOD
END OF DISCUSSION**

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Disciplining Recruits



- Difference between HAZING and DISCIPLINING
- Hazing
 - “Hazing” is any action taken or situation created intentionally to cause embarrassment, harassment, or ridicule, or to risk emotional and/or physical harm.
- Discipline
 - Steps taken to correct a deficiency.

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Hazing



- Hazing is not limited to initiation rituals of “new” members of a group, nor is it limited to unwilling individuals.
 - Experience and consent, however, do not lessen the danger of hazing to a respectful, productive, and comfortable learning, living, and working environment.
- Hazing can take place both in public and private settings.

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Hazing



- Not every instance where an individual feels embarrassed, harassed, or ridiculed is hazing, however.
- There are many instances where an individual may feel embarrassed which are not hazing.
 - Being corrected
 - Speaking in public
 - Being called on in class
- Hazing is the act of embarrassing an individual for the *sake* of embarrassing him.

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Hazing



Use your wit to amuse, not to abuse!

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The Navy takes Hazing seriously... *and so do we*



- MCPON has completely revised the Chief Petty Officer indoctrination program to lessen hazing
- Navy RDC fired for ordering recruits to sing nursery rhymes
- NOSC Rock Island Commanding Officer LCDR J. O'Neill fired for ordering sailors to PT while yelling "I do what I want" in front of their shipmates
- USS Florida Chief of the Boat MMCM C. Berry was fired because he knew about hazing but didn't take action
- USS Ponce Commanding Officer CDR E. Jones fired for her failure to investigate, report, or hold accountable sailors known to be involved in hazing

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Golden Rules of Discipline?



1. Correct in private, praise in public*
2. No more than necessary to fix the problem
3. Provide corrective instruction

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Disciplining Recruits



- As an Individual
 - Know the Recruit – what do they respond to best?
 - Try correcting in private first.
 - Express your disappointment
 - Let them know they should be disappointed in themselves
 - “I know you can do better”
 - Extra Military Instruction
 - If rack is deficient, have recruit do rack drills
 - If a Recruit can’t stand still at attention, have them stand at attention for two minutes. Or, have them copy “At the position of attention, I may only blink, swallow, and breathe” 50 times.
 - *Always provide corrective instruction*

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Disciplining Recruits



- As a Group
 - Targeted toward the problem
 - If they're moving at attention, have them stand in ranks silently for five minutes before going into barracks/galley
 - If they're talking during a class, don't allow them to talk during chow
 - Take something away
 - No bug juice/dessert/talking
 - No pow-wow
 - No Guide-On/mascot
 - No cadences during MiIDrill/PT
 - Let the other companies pass you in line for chow
 - Express your disappointment – "I know you can do better"

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Disciplining Recruits



- Punishing the Company for the misdeeds of one Recruit
 - The most powerful form of discipline
 - Also has the most potential to:
 - Alienate a Recruit from the Company Staff and his/her fellow Recruits
 - Cause genuine emotional/psychological harm
 - Keep in reserve for only the worst/toughest problems

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Disciplining Recruits



- "Tear them down and build them up."
 - We don't want to "tear down," we want to CHALLENGE
 - When recruits are challenged and succeed – and then receive your praise/approval, they get "built up"
- Cycle
 - Ride the kids hard (but always fair) early
 - Easier to start with high standards early in the day (or week) and tone it down later, than to start soft and demand more later
 - Let them know they're not performing to your expectations (or their own), you're disappointed, they should be disappointed, you know they can do better
 - After PT or at a **Pow-Wow**, tell them they are doing "better," but there's always room for improvement.
 - The further you get into RT, the more effusive you want to be with your praise: "I'm PROUD to be a part of YOUR team."

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Motivating Recruits



How do we do it?

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Motivating Recruits



- Abrashoff identifies the following as the things that make people unhappy in their jobs:
 1. Not being treated with dignity or respect
 2. Being prevented from making an impact
 3. Not being listened to
 4. Not being rewarded with *more responsibility*
 5. Low pay

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Motivating Recruits



- Reward them
 - With praise
 - With cadences
 - By comparing them favorably to other Companies...
 - (Don't do naps, breaks in the shade, etc.)
 - **Pow-Wows**
- Recognize them
 - If a particular Recruit has done something well, tell everyone
- Empower them
 - Let the RCPO and Recruit Staff have some responsibility and give them credit. It makes the positions more meaningful.
- Make them want to win the competitions, and show them you want to win as well

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Teams



- Who cares?
 - The team is greater than the sum of its parts!
- Some team-building is a natural consequence of what a team is...
 - Working toward common goals
 - Company competitions, earning recognitions, avoiding punishment, etc.
 - Sharing common experiences
 - Uniform, haircuts, rack drills, PT, etc.

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Tuckman's Stages of Group Development



- Forming
 - Individual behavior is driven by desire to be accepted and avoid conflict (and so serious issues get ignored...)
 - Individuals are gathering info on each other
 - Team members are still acting independently
- Storming
 - Serious issues are addressed...
 - What the team's primary goals will be
 - Appropriate balance of independent & team behavior
 - Who will step up to lead, and the style of leadership acceptable to the group
 - The result: conflict!

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Tuckman (cont'd)



- Norming
 - The team has agreed on the goals and the methods for achieving the goal
 - All team members take ownership of the goal – even if they had to give up the goal they argued for during “Storming”...
 - Members afraid to go back to “Storming” may withhold controversial ideas
- Performing
 - Dissent is allowed and expected, but there is no wasteful or inappropriate conflict
 - Little supervision required – the team knows what to do and corrects its own problems
 - Team members are competent and motivated

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Building Teamwork



How do we do it?

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Building Teamwork



- Provide consistent Leadership by Example
 - Avoid the *Say-Do Gap*
- Provide a purpose that everyone can strive towards
 - Set high – but achievable – goals
 - Give recognition when goals are met!
- Communicate constantly
 - No secrets
- Correct bad teamwork
 - Feuding teammates, reluctant participants, overbearing participants, bullying

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Building Teamwork



- Common Goals
- Shared experiences
- Teambuilding exercises
 - Lock Drill
- Never leave a man behind
 - If you have some slow Recruits during a run, have the company slow down, or have the company circle around them while they catch their breath – *Start Together/End Together*.
 - If someone is at Sick Bay, wait to start your **Pow-Wow** until everyone is there.

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Building Teamwork



- Be part of the Team with them
 - Show them that you're invested in their success, that you want to be part of the Honor Company as badly as they do.



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Pow-Wows



- One of the most important tools in Motivating, Team Building, and Disciplining.
- Let them talk and reflect on the day (while keeping the discussion focused). You'll see them correcting their own problems...
- Tell them how they've done that day. This is the most important (and hardest) part of the Challenge-them-to-Build-them-Up method.
- If they've been doing well, let them loosen up a bit!

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Do's & Don'ts

- DO
 - Lead by Example
 - Uniforms
 - Military Bearing
 - Know your stuff
 - PT
 - Take Recruit Training seriously while you're in front of Recruits
 - Treat your Recruits with respect
 - Be polite ("good morning, Recruit;" "thank you, Recruit.")
 - Keep the big picture in focus
 - Self-Confidence
 - Teamwork
 - Self-Discipline
 - Accountability
 - Basic Military Knowledge
 - Physical Fitness
 - Stay flexible
 - Stay rested

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Do's and Don'ts

- DON'T
 - Disagree/fight/gossip in front of Recruits

Great minds discuss **ideas**;
Average minds discuss **events**;
Small minds discuss **people**.

- Eleanor Roosevelt

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Do's and Don'ts



- DON'T
 - Say one thing and then do another yourself
 - Get caught up in politics – your only job is the training/ safety/ welfare of the Recruits in your charge
 - Complain, gripe, and whine about *anything* in front of Recruits
 - Lounge, relax, and snack in front of Recruits
 - Swear.
 - Step on other peoples' toes. Company Staff – leave the MAAs to do their business. MAAs – leave the Company staff to do their business.
 - Underestimate **your** importance in the development of these young men & women.

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It all comes down to this...



LEADERSHIP BY EXAMPLE

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Interviews

- Don't be nervous
 - Or, at least, don't appear nervous: display the same confidence you'll have in front of our recruits
- Let us know how you can contribute to the growth and development of our recruits
- Let us know if you have specific preferences for your role at RTC-NE

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THANK YOU

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