



US Navy Civil Engineer Corps Collegiate Corner



May 2019

Greetings Collegiates,

To those of you graduating this Spring, we're excited to see you enter OCS and look forward to working together soon in our great Corps. To those still a bit out from graduation, summer time offers you a chance to catch back up with family, throttle back on course load (potentially) and/or take some time to travel or refresh yourself for the next term. Please be safe and mindful in all you do. To many of your acquaintances, you may represent everything they know about our Nation's Navy and military force. You are an ambassador for our community and we look forward to having you on the team!

We standby to assist! Please let any of us know if you have any questions, comments or concerns.

- CEC Accessions Team

CEC COLLEGIATE/OCS NEW MEMBERS

Kasten Brown	Ivan Cano	Ramses Carranza
Trina Cook	Kensey Dahlquist	Jared Dingel
Tanner Dotson	Ariana Henderson	Dwayne Tucker
Dominick Kohnke	Nikolas Marquez-Maya	Charles Pitchford
Madison Sartain	Joshua Tilley	

LEADERSHIP TRAITS

We are looking through and expanding your knowledge of the Principles of Naval Leadership. I challenge you to take what you are learning and apply it to your leadership roles in your project assignments, student organizations, and community connections.

Set the example

- Show your subordinates that you are willing to do the same things you ask them to do.
- Be physically fit, well-groomed and correctly dressed.
- Maintain an optimistic outlook.
- Conduct yourself so that your personal habits are not open to criticism.
- Exercise initiative and regard the spirit of initiative of your subordinates within your unit.
- Avoid showing favoritism to any subordinate.
- Delegate authority and avoid over supervision, in order to develop leadership among subordinates.



US Navy Civil Engineer Corps Collegiate Corner



The practice of keeping your subordinates informed will be part of your daily routine at Officer Candidate School and at Civil Engineer Corps Officer School. You will become familiar with the Plan of the Day and the Five Paragraph Order.

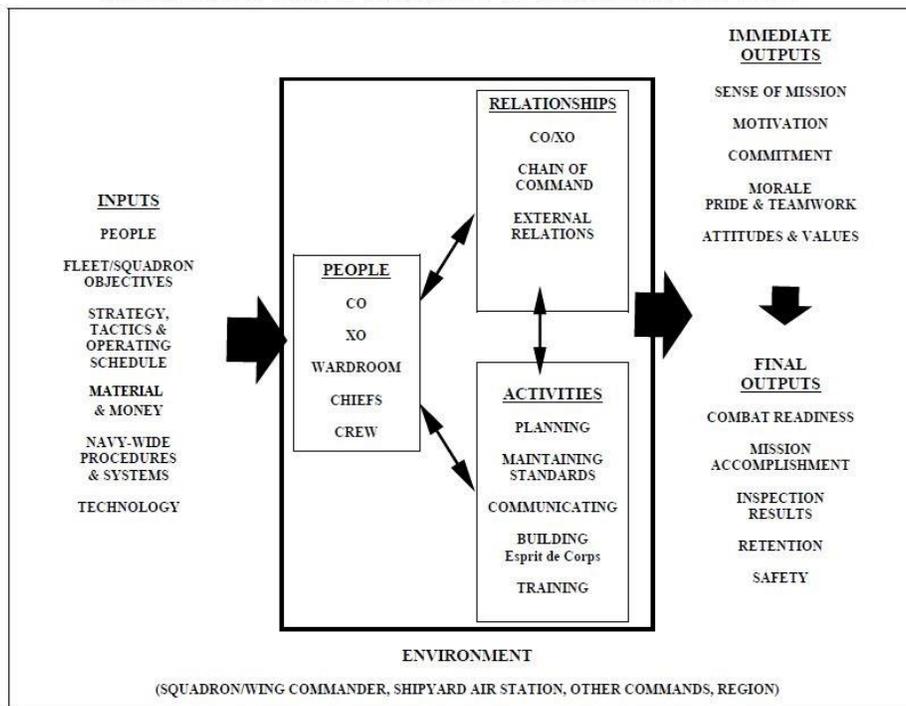
CAREER FOCUS

Model for Command Excellence: Roles and Responsibilities of Members in a Command *Junior Officers in Wardrooms*

As you all prepare for college graduation/shipping to OCS, commissioning as a Naval Officer, and eventually joining and performing in your command and wardroom, we would like to take this time to discuss the “Model for Command Excellence” and then we will dive into the specific roles, responsibilities, and expectations of you as a junior officer in a Command Wardroom.

First off, let’s look at a Model for Command Excellence:

MODEL FOR COMMAND EXCELLENCE



What this chart shows is that with INPUTS, namely the mission, materials, and resources we are tasked with/given, the ENVIRONMENT of your command consisting of: the people, relationships of those people, and the activities they perform within the command, that these will then in turn give us the desired OUTPUTS of sense of mission, morale, and ultimately, mission accomplishment for what your command has been assigned.



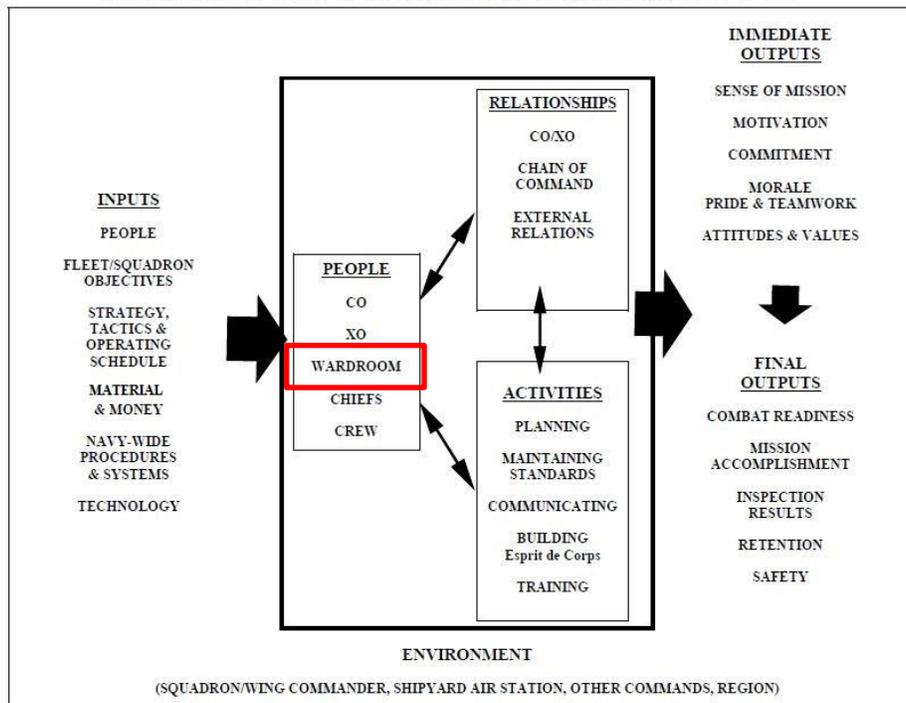
US Navy Civil Engineer Corps Collegiate Corner



This model attempts to graphically show an idealized command and how all players and people in the command must come together, COOPERATE, COMMUNICATE, and FUNCTION to ensure successful mission completion.....leading to a model of excellent performance within a command.

With that said, let's focus in on the red box below, where you will become involved as you enter into your first assignment:

MODEL FOR COMMAND EXCELLENCE



First off, let's define what the **WARDROOM** is:

WARDROOM: The wardroom is a group within a command composed of the senior management of a command (officers), the department heads and division officers.

The division officers are among the youngest people in a command (i.e. YOU), and although they outrank the enlisted personnel, they are relatively inexperienced in terms of hands-on technical knowledge and management savoir faire. This means that the department heads (and senior enlisted) must do their own functional jobs, but they must also be attentive to helping and developing their junior executives. Obviously, as the senior management of a command, how well the officers function, both as individuals and as a group, vitally affects the command's success.

You will find that as a group, the Wardroom is a cornerstone of your working life, whether in Battalion or in a facilities assignment. You will conduct physical training with your wardroom, attend leadership



US Navy Civil Engineer Corps Collegiate Corner



development sessions with your wardroom, do Seabee Ball fundraising with your wardroom, and all other manner of events to keep up the spirit and camaraderie between you and your fellow officers in the command. This lends itself to getting to know your shipmates both through and outside work so that you can function comfortably as a team.

The below box talks about ideal **WARDROOM** Characteristics:

WARDROOM Characteristics

- Is Cohesive
- Matches CO-XO Leadership
- Raises Concerns with CO and XO
- Takes Initiative
- Does Detailed Planning
- Takes Responsibility for Work-Group Performance

Let's briefly talk about each below:

- 1) **Is Cohesive:** The wardroom of a superior command works as a team. They talk to each other, a lot, and share ideas openly. They have positive regard for each other and respect each other's strengths and weaknesses. They make an effort to support one another, in both the hard and not-so-hard times. *AVERAGE COMMANDS ARE CHARACTERIZED BY MORE COMPETITIVE BEHAVIOUR AND LESS MUTUAL SUPPORT.*
- 2) **Matches CO-XO Leadership:** In superior commands there is more congruence between the wardroom and the CO-XO on command philosophy and leadership style than in average commands. Put simply, everyone is headed in the same direction. They identify with the goals set by the CO and XO and with how the CO and XO wish to accomplish them. In average commands, there are more people who are just standing around watching or even pushing in the opposite direction.
- 3) **Raises Concerns with the CO and XO:** Officers of superior commands also readily ask the CO or XO for guidance or information, if they believe these are necessary to accomplish their jobs or to advance their own professional development. This involves raising issues with the CO or XO before they turn into serious problems. They act according to the adage, "There are no dumb questions." Besides getting inputs from above, they also report both good news and bad news. However, when they raise concerns, they do not go in without a well thought-out course of action to propose.
- 4) **Takes Initiative:** Officers of superior commands take initiative in three ways. First, when they see that something needs to be done they do it without waiting to be told. Second, they try to find new



US Navy Civil Engineer Corps Collegiate Corner



and better ways to get the job done. And third, they are willing to do extra things to enhance mission accomplishment, even if they are not technically part of their job description.

- 5) ***Does Detailed Planning:*** The wardroom plays a major role in developing and implementing short- and long-range plans to achieve the command's goals. After learning the command's goals from the CO and XO, the officers develop plans for their departments and divisions by getting input from their chiefs and other relevant sources. They pay special attention to coordinating their department's activities with other work going on.

- 6) ***Take Responsibility for Work-Group Performance:*** One of the greatest strengths of wardrooms of superior commands is their sense of responsibility for the performance of the people in their department. This leads them to try to anticipate problems before they occur, to take responsibility when a problem occurs that they should have prevented, and to hold their sailors accountable for meeting the command's standards. It is a sense of personal ownership--something like a garden that one diligently cultivates, or a house in whose appearance one takes pride.

I hope you find this information useful as you begin looking forward to joining the Navy, our Corps, and the wardroom at your command.

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