Surface Warfare

Warfighting First – Operate Forward – Be Ready

Privilege of leading Sailors, early and often

Surface forces critical to the security of our nation, everywhere in the world

Sailing and fighting a ship

Opportunity: Command, Leadership, Service

Realize Your Potential
Who We Are

**Gender**
- Female: 20% (1733)
- Male: 80% (7040)

**Marital Status**
- Unmarried: 46% (3996)
- Married: 54% (4777)

**Children**
- Children: 36% (3186)
- No Children: 64% (5587)

**Rank**
- CAPT: 10% (898)
- CDR: 13% (1133)
- LCDR: 5% (413)
- LT: 34% (3008)
- LTJG: 18% (1553)
- ENS: 20% (1722)

**Commissioning Source**
- USNA: 29% (2584)
- OCS: 26% (2256)
- ROTC: 35% (3035)
- Other: 4% (390)
- STA: 21% 6% (508)
PERS-41 Mission

The *best* officers to meet Fleet needs

Building Strong Careers is our Job
Detailing Triad

- Homeport/Ship Type/Billet
- Deploying Ship
- Geographic Stability
- Graduate/Joint Education
- Family Needs

- Qualifications
- Timing for Screening
- Career Progression
- Assignment Diversity

“Deliver the Right Skills, at the Right Time, for the Right Job”
Career Path Today: Only Two Linear Paths

“Conveyor Belt”

Reactionary, Needs-Driven, Limited Flexibility
Background

“Your careers will be defined by flexibility, transparency, and choice…”

“Whether we are talking about systems and tactics in the digital age or personnel management, we must evolve to meet the needs of the future battle space and the needs of our people. Today we shift from ‘what-ifs’ to ‘what’s next’…”

- Secretary of the Navy Ray Mabus
  U.S. Naval Academy Address
  12 May 2015
“Going Active”

• The Surface Warfare Community is putting the vision for talent management into action… today.
• This brief overviews and articulates:
  – A talent management model… where we are today in the Surface Force
  – Our Surface Warfare values
  – A new “SWO Career Chart” – transitioning away from a linear career path… and toward an agile, flexible, option-based, values-driven career plan that invests in our people
  – Sailor 2025 initiatives: key enablers and energizing components to the SWO Career Chart
  – The way ahead: a campaign strategy to retain our most talented officers
  – Transparency… not just words, but through meaningful action
  – Our leading edge approach to rewarding performance
Charting a New Course

Agile

WARFIGHTING FIRST!

Flexible

Reward Superior Performance

Develop skills we value

Education at America’s elite institutions

Work at a Fortune 500 Company

Take time off

Transparency

Higher Selectivity

Empowerment

What if…?

Why not…?

Option-based

Values-driven
GOAL: Raise the talent bar and retain our best as future Department Heads and Commanding Officers.
Operationalizing Talent Management: “Why?”...“What?”...“How?”

Why?
We need to retain more of our top talent
... who then lead and develop as CO’s
... and Warfare Commanders
... and then DCNO’s and Fleet Commanders
... to maintain our dominance as the world’s premier maritime power

What?
The need: execute a fundamental strategic shift
From: “Retaining the most willing” (legacy approach)
To: “Retaining the most talented” (future)

How?
Addressed in ensuing slides

Executable: TODAY
The future: STARTS RIGHT NOW!
Sailor 2025 Initiatives

• **BLUF:** Critical enabler to retention of top tier talent

• **Adaptive workforce policies**
  – Increased bonus opportunities
  – Expanded Career Intermission Program (CIP)
    • Increasing Navy quotas from 40… to 400 (PROPOSED)
    • Future: CIP during bonus window
  – Revised spouse co-location policy
    • Our commitment: co-location is the standard
  – Expanded Maternity Leave

• **Building the “Warrior Scholar”**
  – SURFOR connects top talent with new opportunities for Civilian Grad Ed
  – SURFOR identifies top talent for new SECNAV Industry Tour Program
    • Enriching experience w/America’s leading companies

• **Positioning for merit based promotion and leading-edge, “market based” detailing**

New initiatives energize and incentivize top talent
A new SWO Career Chart…

Multiple Tracks

- Multiple paths that connect values with options and opportunities
- Build better CO’s, Warfare Commanders and Navy leaders with skills to fight, win, and lead in a variety of environments.

Agile, Flexible, Options-Based, Values-Driven
SWO Career Path – DIVO Traditional

- All current shore duty options remain available
- Proven value to Surface Warfare… sustains current readiness and opportunities
- Invests in tactical development of JO’s as WTI’s
  - WTI development reinforced with positive language in admin boards (now) and statutory board community briefs (now)
- Values “production tours” at SWOS / BDOC / ATG / NROTC / USNA, et al
  - Backed by precept language in admin boards (now)
- New: SECNAV Industry Tours and Civilian Grad Ed fully integrated
- New: Expanded opportunity for career intermission (CIP) integrated
- New: Well positioned to embrace changes to statutory promotion processes
**SWO Career Path – DIVO “Accelerated Warfighter”**

- **Builds on strong efforts to date by NSMWDC to grow WTIs**
- **WTI development reinforced with positive language in admin boards (now) and statutory board community briefs (now)**
- **New**: Drives investment in tactical expertise early… Warfare BST… with a defined track for growing warfighters – ASW, SUW, IAMD, AMW
- **New**: Empowers CO’s to identify / invest in talent with a “Warfighting First” priority
- **New**: Embraces and integrates Sailor 2025 initiatives to retain talent
  - Ex: FCO → IAMD WTI → Stanford Masters (not previously possible)
- **New**: Expanded opportunity for career intermission (CIP) integrated
- **New**: Well positioned to embrace changes to statutory promotion processes
- **New**: Option to accelerate to Dept Head School for our very best

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- **OPTION**: Accelerate DH School
SWO Career Path – DIVO
“Enhanced Readiness”

- All current shore duty options remain available
  - Drives shipboard readiness expertise early… as a priority
    - Navigation, DC, Engineering
    - Eligible for WTI consideration

- New: Emphasizes value-added tours at key community production/readiness hubs
  - SWOS, ATG, BDOC, NROTC, USNA, et al…
  - Culture shift: these tours are VALUED in Surface Warfare
    - (<1 yr old) Value reinforced with precept language in community selection boards

- New: SECNAV Industry Tours and Civilian Grad Ed fully integrated
- New: Expanded opportunity for career intermission (CIP) integrated
- New: Well positioned to embrace changes to statutory promotion processes
SWO Career Path – DIVO
“Accelerated Skillset Development”

** Depending on duration of education, limited shore opportunity (6-15 months) may be available after 2nd Divo Tour

- **Invests in people early** to develop skillsets we need to lead, fight and win as CO’s and Warfare Commanders
- **New**: Go to NPS after 1st Divo Tour… earn Masters… then back to sea as a 2nd Tour Divo
  - OR: Single Longer Divo Tour… earn Masters… Utilization Tour w/ OPNAV, CSCS, Olmsted/FEF/PolMil, etc.
- **New**: Heavy investment early in skillsets we value
  - Ops Analysis, Financial Management, Acquisition, ASW, Combat Systems
- **New**: Fleet readiness enabler: Fleet LT’s will have afloat experience + broader education
- **New**: Expanded opportunity for career intermission (CIP) integrated
- **New**: Well positioned to embrace changes to statutory promotion processes

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Diagram:

- BDOC
- 1ST DIVO TOUR
- SKILLSET DEVELOPMENT (OA, FM, ACQ, ASW, CS)
- DH School
- DH Board
- O-2
- 2ND DIVO TOUR
- SKILLSET DEVELOPMENT (OA, FM, ACQ, ASW, CS)
- UTILIZATION TOUR
- DH School
- DH Board
- DH Board
- DH Board
- DH Board
- O-3
- SHORE

- BDOC
- Single Longer DIVO Tour
- ADOC/BST
- DH School
- DH Board
- DH Board
- DH Board
- DH Board
SWO Career Path – DIVO Nuclear

- All current shore duty options remain available
- Proven career balance to produce highly effective warfighting ship COs and technically competent CVN ROs
  - **New**: Milestone-based career path
    - Provides tour length flexibility
    - Ensures requisite professional proficiency obtained
    - Targets top performers with increased career opportunities
  - **New**: Conventional DIVO tour (target – 19 months)
  - **New**: CVN DIVO tour (target – 26 months / can flex to 22 months)
  - **New**: Opportunity for top performers to FLEX the nuclear track to take advantage of the SWO tracks (i.e., “Accelerated Warfighter”, “Enhanced Readiness”, “Accelerated Skillset Development”)
• (New) Junior Officers: $105K Bonus (PROPOSED)
  – (NEW) JO Talent and Performance Reward
    • For 1st Look DH screened officers ONLY (for commitment as a DH)
      – Eligible for additional $30K ($10K payments at 4, 5, and 6 YCS)
    • Targeted retention for our TOP PERFORMERS
    • 2015: 80% selectivity … 2016: 50-60% selectivity
    • 2nd and 3rd payments are based on the talent model, validated by the DH screening board and reward sustained performance
    • Smaller bonus for 2nd/3rd look screened officers
      – $75K legacy bonus for DH commitment remains intact
• LCDR Bonus remains intact
• (New) Post Command: $36K Bonus (PROPOSED)
  – $12K/year for 3 years 19-22 YCS in exchange for 2 years of obligated service

Message:
PERFORMANCE counts and is REWARDED
Campaign Strategy: Targeting Our Best People

• Starting with our most recently screened Dept Heads
• Phase 1 – Talent Model Development
• Phase 2 – Identifying top 50% of talent
• Phase 3 – Outreach
  – Note to Commanding Officers
    • Talking Points to guide midterm counseling/DH Board results
    • CO’s empowered and should ask “what will it take to keep you in our community?”
    • Targeted Flag engagement
Bottom Line

SECNAV’s imperative
+ 
Our strong community values
+ 
Agile, flexible, options-based, values-driven
+ 
Integrated Sailor 2025 initiatives
+ 
A focused outreach strategy and transparent communications
+ 
Top performance recognized and rewarded

Surface Warfare community:
Well-positioned to retain our top talent
Elevate warfighting readiness to new heights
Promotions

**LCDR**

Avg Opp FY11-15: 83.0%

FY14 LCDR (Board 70%, SWO 73.0%)
FY15 LCDR (Board 70%, SWO 92.6%)

**CDR**

Avg Opp FY12-16: 70.4%

FY15 CDR (Board 70%, SWO 64.3%)
FY16 CDR (Board 70%, SWO 63.2%)

- O4 promotion is the key to long term community health at the control grade
- CDR promotion consistent: milestone screening = path to O-5
- Successful CO-Afloat remains benchmark for promotion to CAPT
- **FITREPS MUST DOCUMENT MILESTONE SCREENING IN BLOCK 41**

**CAPT**

Avg Opp FY12-16: 56.8%

FY15 CAPT (Board 50%, SWO 50.5%)
FY16 CAPT (Board 50%, SWO 50.7%)

Control Grade promotions tied to milestone screening
ADOC at a Glance

• Four Week Course
• Covers 60% of Platform Endorsement PQS
• Shiphandling Assessment in 2nd Tour Platform
• Foundation for follow-on billet specialty training
• Leadership training
• Foundation for 2nd tour qualification
  – EOOW
  – Warfare Coordinator

Building the “Fleet Lieutenant”
Warfare Tactics Instructors

IAMD WTI Class 15-0010

WTI Training

SWO progression milestones

SMWDC Advocacy

WTI Production Tour/Shore Duty (not all inclusive)

1st DIVO Tour

2nd DIVO Tour

1st DH Tour

2nd DH Tour

DH School

• NSMWDC
• CSG 4/15
• NSAWC
• CSCS
• SWOS
• TTGP/L
• EWTGP/L
• ATG P/L

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If you think you have what it takes... contact SWO_WTI@navy.mil
• CMD Screened/likely to screen officers serve in afloat or waterfront billets
  – Addresses atrophy of SWO skills between DH & XO tours
  – Further professionalize the Force
    o Keeps officers closer to the waterfront
    o Invests high quality officers back into community
  – Enhance warfighting / SWO skills
    o Officer readiness ↑
    o Fleet readiness ↑
  – Billets Include:
    o TYCOMs, ATG, EAA/P, TTG, EWTG, SWOS, ATRC, NAMDC, NMAWC
    o FFC, CPF, # Fleets, CSFT, CSG, ESG, LHA/D NAV, Post-DH Early CMD

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Paying the SWO Community First
Command Qualification

- Governed by CNSFINST 1412.2B (Updated Jun 2014)
- Changes:
  - Latest bibliography: 06 FEB 2015
  - Remove 60-day wait for 2-section failure
- 2-Part Process:
  - Command Assessment (CA) between 1st and 2nd DH tours
    - Command Qual Exam (CQE)
    - Shiphandling assessment
    - Tactical Assessment
    - DH 360° feedback
  - PQS/Oral Board
- Full Command Qual (Including CQE) required for CDR CMD Board eligibility
  - CA required for DHs rolling to 2nd tour as of JUN 13
  - CQE offered via SIPR e-mail to officers currently ashore
    - SWOSCOLCOMINST 1412.1X

Complete Command Qualification as a DH
Command Opportunity

• Historic opportunity tied to LCDR Selection rate
  – Fleet-up removed XO screen, improving opportunity
  – Reduced LCDR promotions shrank eligibility pool for CDR CMD

• Command opportunity approximately 33% of Department Heads – not tied to LCDR selection rate

Consistent command opportunity across all YGs
SWO Acquisition Corps

- Integrate warfighter experience into critical acquisition positions

- Requirements for “Acquisition Eligible” panel:
  - Undergraduate degree in specified fields (business, finance, contracts, systems engineering, etc.)
  - Certification
  - 4 years experience

- Candidates identified at the CDR Command Board

- Major Command opportunity as Major Program Manager

- Call your detailer to discuss opportunities
Early Command

• Forward Deployed
  – 10 PCs, 4 MCMs in Bahrain
  – 4 MCMs in Sasebo
  – Permanent Crews

• Opportunity to command at 9-10 YCS
• CO tours in lieu of 2\textsuperscript{nd}/3\textsuperscript{rd} DH tour
• High screen rate for CDR CMD
• Challenging and Rewarding

Command Early, Command Often
Career Progression and Milestones
EVERY SWO is Valued

• Post DH LCDRs & XO/XO-SM served Officers are in demand
  – Provide URL continuity and integration
  – LCDR and CDR inventory shortages increase SWO market value

• Post-XO/XO-SM assignment follows regular sea/shore flow

• Rewarding opportunities at sea, overseas, and ashore
  – Joint / Coalition
  – Education: War Colleges
  – Subspecialty (FM, BMD, Pol/Mil, ASW, OA, Manpower)
  – Major Staffs
  – Community tours

• Opportunities to continue valuable service

• Expand & refine marketable skills

We **NEED** and **VALUE** your continued service
SWO Career Path – DH

Expectations

- Select for O-4
- Position for CDR Command Screening
- SWO Clock
- Joint
- O-4 Board
- Qualify for Command at Sea
- Sea Tour: NAV, CSG
- OPNAV
- O-5 Board
- Early Command
- Overseas: Fleet, COCOM
- Community tour
- MCM Command
- Subspecialty

Performance at Sea drives Command Screen, Professional portfolio drives shore assignment
Post DH Detailing

- Downstream fill list posted on 410/411 Post DH-PCC web page
  - Billets notionally posted by Placement Officers 8-10 months from fill date
  - List updated around the 1st week of each month
- All officers must provide preferences w/in 6 months of PRD
  - Submit 5 preferences (must include 1 GSA or NOW billet)
- Preferences competed each month among officers in detailing window

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GSA BILLETS ARE PRIORITY FILL BILLETS

TIPS:
- HOT FILLS are color coded red in the command line
- Non-GSA billets are not color coded

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Balancing Fleet needs with personal preferences – applying talent to task
### Developing Senior Leadership for Community & Navy

SWO Career Path – Command

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**Successful CMD**

**Expectations**
- Performance in CDR CMD
- PCC tour may be at sea or ashore

**MC screening largely rests on CC performance**
- PCC objective:
  - JPME I/II
  - Joint
  - DC
  - Subspecialty

**Performance and subspecialty drive future (post-Major Command) assignments**
- Most post-MC assignments are in DC
FITREPs

• Give your best officers all you have!
• RSCA: live for the moment – support officers NOW!
• Send a clear signal to the board
• Include promotion and administrative milestones
• O4 Board = XO/CO Fleet Up recommendation
• Make use of white space…leave some
• Personalize
• Bumper stickers

FITREP *must* include administrative screening
FITREPs & Selection Boards

FITREPs
- Blk 40 Recommendations
- Blk 41 Soft break out (SBO) (X of XX)
- Blk 42 Hard break out (HBO)
- RSCA & Summary Group Avg
- Timing

SWO milestone screening drives promotion screening

Command Boards
- CDR CMD
  - HBO / RSCA / SBO / CMD Rec in DH tour
  - EC / Post DH jobs matter
- MAJ CMD
  - HBO / RSCA / SBO in CMD tour
  - PCC tour / career milestones met
  - Potential for future service (skill set)

Promotion Boards
- HBO / RSCA / SBO / CMD Rec
- Milestone tours served
- Screening CO, XO, SCP
- IA / GSA

Board Members Rely on Your FITREPs to Describe Your Performance
How Your Record is Briefed

Officer Summary Record (OSR)

- Tale of 2 CO’s
  1) HBO in 1st tour, then...
  2) ?? 2nd CO
- SWO Heavy-lift jobs post-DH

“Think of Halsey, Nimitz, and Spruance embodied in one SWO LT… Flag potential” -CO

“…potential is limitless” -CO

FULLY QUAL’D

Performance Summary Report (PSR)

“Tactical excellence” - CO

“CO Shiphandler of Year”

“Very Vanilla.”

“…Only limited by FR system to a P. My BEST DH, even as a JG” - CO
Your Service Record

• Qualifications
  – Detailers can update quals/AQDs
    • OOD (LB2)
    • SWO (LA9)
    • TAO (LF6/7)
    • ECO (BS1/BS2)
    • ASWE (BA1/BA2)
    • EOOW (LC3/LC2/LC1)

• Official photo – Mail NAVPERS form 1070/884 (04-07) to PERS-312C

• PFA – PRIMS @ https://www.bol.navy.mil

• FITREPs
  – 1 of 1 – contact PERS-32 @ (901) 874-4881
  – Competitive - must be submitted by command

• Awards
  – Must be updated by Navy Awards Office (DC)
    – https://awards.navy.mil

• NPC Address:
  Naval Personnel Command
  5720 Integrity Drive
  Millington, TN 38055-3120

Check your professional record online at:
For more on managing your record:

Nobody cares more about your record than you!
Career Management and Benefits
Other Navy Opportunities

- Executive MBA Program (EMBA)
- Fellowship Programs
- Olmsted Scholar Program
- AFPAK Hands
- Specialty Career Path (SCP)
Critical Skills Retention Bonuses

Junior SWO CSRB - $75K
• $10K upon commitment to serve two DH tours and confirmation of eligibility
• $10K on 6\textsuperscript{th} and 7\textsuperscript{th} anniversary of commissioned service
• $15K on 8\textsuperscript{th}, 9\textsuperscript{th} and 10\textsuperscript{th} anniversary of commissioned service

SWO CSRB - $46K
• $22K on 2\textsuperscript{nd} anniversary of promotion to LCDR
• $12K on 3\textsuperscript{rd} and 4\textsuperscript{th} anniversary of promotion to LCDR

$121K to Serve DH + 4 Years as LCDR!
Retirement Compensation

For a married LT, age 26, at 4 years service...

Annual pay (including BAH/BAS): $78K

*Equivalent starting salary* to maintain lifestyle: $89K*

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<tr>
<th>Retirement (paygrade @ YCS)</th>
<th>O-4 @ 20 (Retire at 42)</th>
<th>O-5 @ 20 (Retire at 42)</th>
<th>O-5 @ 25 (Retire at 47)</th>
<th>O-6 @ 25 (Retire at 47)</th>
<th>O-6 @ 30 (Retire at 52)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual retirement pay</td>
<td>$60K (50% base pay)</td>
<td>$69K (50% base pay)</td>
<td>$98K (62.5% base pay)</td>
<td>$114K (62.5% base pay)</td>
<td>$162K (75% base pay)</td>
</tr>
<tr>
<td>(assumes 2%/yr annual increase)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Total retirement equivalent</td>
<td>$3.25M</td>
<td>$3.72M</td>
<td>$4.33M</td>
<td>$5.05M</td>
<td>$5.73M</td>
</tr>
<tr>
<td>(assumes member lives to age 79)</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Annual investment required</td>
<td>$47.8K</td>
<td>$54.8K</td>
<td>$48.6K</td>
<td>$56.8K</td>
<td>$51.3K</td>
</tr>
<tr>
<td>to achieve equivalent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>retirement (assumes 5% APY</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>til retirement)</td>
<td></td>
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</tr>
<tr>
<td><strong>Annual compensation</strong></td>
<td>$136.9K</td>
<td>$143.8K</td>
<td>$137.6K</td>
<td>$145.8K</td>
<td>$140.3K</td>
</tr>
<tr>
<td>required to achieve</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>equivalent retirement**</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

*Based on OSD Military Compensation Calculator for a LT (family of three, avg BAH)
**Annual compensation accounts for civilian equivalent pay and required annual investment to amount to the same annuitized payout from the military retirement system.
Post-9/11 GI Bill Highlights

Eligibility:
- Served 90 days active aggregate duty post-9/11
- Full benefits available after 36 months of qualifying service
- USNA / NROTC graduates: qualifying start date follows completion of MSR

Active Duty Benefits:
- Full tuition and fees
- Up to 36 months of benefits
- Monthly tutoring funds available for qualifying officers

**Check your status!** Visit [https://www.dmdc.osd.mil/milconnect](https://www.dmdc.osd.mil/milconnect)
Obligated service requirements depend on acceptance of benefits by program manager

Transferability to dependents (p.13 entry required):
- 4 years of additional service REQUIRED (exemption policy expired AUG 2013)
- Exceptions:
  - Already have 10+ years of qualifying service and will be separated from service by policy or statute (i.e. SERB, 2 x FOS, statutory retire). Must then continue service to mandatory separation.

Service obligation will be incurred. Refer to NAVADMIN 203/09 for details and admin requirements

- The Dept of Veteran’s Affairs administers / manages the Post-9/11 GI Bill.
- DOD manages the transferability provision.

GI Bill transferability is a powerful retention incentive
Connect With Your Detailer

We’re Everywhere!

**Newsletters**
Phone/E-mail
Road Shows
Virtual Town Hall (VTC)

*On the web:*

NPC PERS-41 Website

Twitter - twitter.com/pers41
Facebook - facebook.com/pers41

- Career management advice
- Special program assistance
- Downstream billets
- Orders negotiation
- Board preparation
- Board participation
- Policy changes
- Slates
- News
- More…

Maintain two-way communications with your detailer!
Bottom Line

Surface Warfare Officers:

- Warfighting First
- We’re charting a new course
- Agile, Flexible, Option-Based, Values-Driven
- Superior performance valued
- Focused on talent retention
- Increasing selectivity

Surface Warfare: The most extraordinary career… in America!
Questions and Answers