Agenda

- SWOs: Making a difference
- PERS-41: Who & What
- Career Progression and Milestones
- Career Management & Benefits
Who We Are

Gender
- Female: 23% (1998)
- Male: 77% (6683)

Marital Status
- Unmarried: 49% (4212)
- Married: 51% (4469)

Children
- Children: 33% (2869)
- No Children: 67% (5812)

Rank
- LT: 34% (2967)
- ENS: 20% (1722)
- LTJG: 19% (1639)
- LCDR: 13% (1106)
- CDR: 9% (807)
- CAPT: 5% (396)
- Flag: 1% (44)

Commissioning Source
- USNA: 29% (2599)
- ROTC: 36% (3161)
- OCS: 25% (2253)
- Other: 5% (408)
- STA: 21% (1817)
- Other: 5% (464)
Where We Are

**Hampton Roads**
- 26 x CRUDES
- 11 x AMPHIB
- 7 x CDS/CPR

**Mayport**
- 5 x CRUDES
- 3 x AMPHIB
- 3 x PC
- 1 x CDS

**Naples/Gaeta**
- 1 x LCC

**San Diego**
- 21 x CRUDES
- 15 x AMPHIB
- 9 x LCS
- 3 x MCM
- 6 x CDS/CPR

**Rota**
- 4 x DDG
- 1 x CDS

**Japan**
- 11 x CRUDES
- 4 x AMPHIB
- 4 x MCM
- 1 x LCC
- 2 x CDS/CPR

**Singapore**
- 1 x CDS

**Pearl Harbor**
- 9 x DDG
- 1 x CG
- 1 x CDS

**Pacific Northwest**
- 6 x DDG
- 1 x CDS

**Hampton Roads**
- 26 x CRUDES
- 11 x AMPHIB
- 7 x CDS/CPR

**San Diego**
- 21 x CRUDES
- 15 x AMPHIB
- 9 x LCS
- 3 x MCM
- 6 x CDS/CPR

**Rota**
- 4 x DDG
- 1 x CDS

**Japan**
- 11 x CRUDES
- 4 x AMPHIB
- 4 x MCM
- 1 x LCC
- 2 x CDS/CPR

**Singapore**
- 1 x CDS

SWOs operating forward like never before...
PERS-41 Mission

- Match talent to task
- Provide capable officers for all milestones
- Respond to Fleet needs

Building Strong Careers is our Job

**Detailing Triad**

- Needs of the Navy
- Career Needs
- Personal Preferences

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

- Qualifications
- Timing for Screening
- Career Progression
- Assignment Diversity
What’s going on in Surface Warfare

- New Division Officer Sequencing Plan
  - 30 / 18
  - No MCM / LCS / CVN 1st Tour DIVOs
  - Maximize Fleet-up tours → No shortened tours
- No Staff Tours as milestones → Post DIVO\DH
- Sailor 2025: Surface Warfare → Retaining our most talented!
- MK VI Early Command → O3 and O4 level!
- DH Sequencing Plan Update
- Increased selectivity to serve as a DH
- First “Reward for Performance” bonus in DOD (DHRB)
- Midshipman Early Ship Selection Initiative option for COs
  - 11 of 15 USNA & 6 of 12 NROTC Midshipmen activated their “Blue Chip” offer in Spring 2018
PERS-41 Organization

PERS-41
Director Surface Officer Distribution Division

- Deputy Director/Asst. O-6 (CDR Angelinas)
- Asst. O-6 Detailer (LCDR Nikitin)
- Executive Assistant (LCDR L. Johnson)
- SWO Outreach (LCDR Seeger)
- Metrics (LCDR Whiteman)

PERS-410/411
CDR/LCDR Assignments
(CDR Grunwell)
- PCC
- CO-Afloat
- CO-SM
- Post-DH
- XO-Afloat
- XO-SM

PERS-412
Junior Officer Assignments
(CDR LaBenz)
- Accessions
- DIVO – DH
  (Conventional & Nuclear)

PERS-413
Surface Officer Placement
(CDR Ralston)
- CRUDES
- LANTFLT
- PACFLT
- AMPHIB
- LCS/PC/MCM

PERS-414
LDO/CWO Assignments
(CDR Allison)
- Admin
- Security
- OPSTEC
- Deck
- Electronics
- Ordnance
- Engineering

PERS-415
SPECWAR Assignments/Placement
(CDR Allman)
- CWO2 – CDR Placement for SEAL Commands

PERS-416
EOD Assignments/Placement
(CDR Cornell)
- CWO2 - CDR Placement for EOD, Salvage, & DIVE/EOD Training Commands

PERS-46B
Full Time Support Assignments
(CDR Dumlao)
- ENS – CAPT Sr. FTS rep at NPC
Career Progression and Milestones
SWO Career Path

0 0.5 1 1.5 2 2.5 3 3.5 4 4.5 5 5.5 6 6.5 7 7.5 8

BDOC OOD PH I 1st DIVO Tour OOD PH II 2nd DIVO Tour ADOC

1st DH Look 2nd DH Look 3rd DH Look

0 0.5 1 1.5 2 2.5 3 3.5 4 4.5 5 5.5 6 6.5 7 7.5 8

O-2 O-3

8 8.5 9 9.5 10 10.5 11 12 12.5 13 13.5 14 14.5 15 15.5 16 16.5 17

1st DH Tour 2nd DH Tour PD1 Shore/Sea Tour PD2 Shore/Sea Tour Early Command

O4 O5

8 8.5 9 9.5 10 10.5 11 12 12.5 13 13.5 14 14.5 15 15.5 16 16.5 17

O-4 O-5

19.5 20 20.5 21 21.5 22 22.5 23 23.5 24 24.5 25 25.5 26 26.5 27 27.5 28 28.5

1st PCC 2nd PCC MC PL Major Command

O6

19.5 20 20.5 21 21.5 22 22.5 23 23.5 24 24.5 25 25.5 26 26.5 27 27.5 28 28.5

O-6 O-7

Maximizing Our Time On Ships
Evolution of SWO Training

- **Circa 1990**
  - SWODO – 6 months of focused training
  - BST course engineering, CICO, etc.
  - Report to ship rarely to return to a schoolhouse

- **Circa 2003**
  - Report to ship
  - Handed 13 CD set for SWO training (SWOS in a box)
  - Attend SWOS 3 weeks as leveling agent for the training
  - Some received BST when transition to 2nd tour

- **2018**
  - BDOC – 9 weeks focused training in shiphandling, BRM, Warfare Area Overviews, RT, RADAR and CIC Fundamentals etc. +BST
  - OOD Phase I – 6 weeks of specific ship handling skills development
  - Report to ship
  - Transition to 2nd Tour
  - ADOC – 5 weeks Focused training more tactically focused +BST
  - OOD Phase II – 3 weeks focused shiphandling skills training and Go / No-Go Assessment

Dedicated Training Throughout Career with a Consistent Revisit Rate.
10 Milestones checks to ensure standardization and quality (7 conducted by SWOS):

**3 x Go / No Go Assessments**
(3, 6, & 9)

**and**

**4 x Comp Checks**
(1, 4, 7, & 10)

“We must become more skilled at our jobs as we grow.”
(ADM John Richardson, Navy Leader Development Framework)
DIVO Slating Process

- 6 months from PRD for sea and shore
- Email requests to detailers
- Slate input includes:
  - Qualifications (OOD, SWO, EOOW, TAO)
  - FITREP performance (Latest FITREP / Individual TA vs. RSCA)
  - Your Preferences
  - CO Input/Assessment
- If an officer does not have an EOOW letter on their 1st tour, assignment to 2nd DIVO tour on a ship in an engineering billet will likely occur
- **OOD Letter** is required for an opportunity to slate!
- Tour lengths shifted to 30/18 for 1st/2nd DIVO tours respectively
  - SWO-N DIVO tours will remain 21 months and 28 months (nuclear tour)
- COs may fleet up 1st Tour DIVOs to 2nd Tour jobs (SLT)
- 1st tour DIVOs will no longer be detailed to MCM/LCS/CVN
- All DESRON/PHIBRON DIVO billets are now post-DIVO tours
- SWO 2nd Tour DIVOs may apply for MK VI early command or WTI
  - Including the WTI training, the total division officer tour will remain 48 months
Sea Slate Worksheet

2nd Tour Division Officer Slate

<table>
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<tr>
<th>Name</th>
<th>Rank</th>
<th>Design</th>
<th>Combat</th>
<th>Command</th>
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<tr>
<td>YG</td>
<td>LTJG</td>
<td>1110</td>
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<thead>
<tr>
<th>Slated Tour</th>
<th>Homeport</th>
<th>Design</th>
<th>CO</th>
<th>Billet</th>
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</thead>
<tbody>
<tr>
<td>DDG 106 STOCKDALE</td>
<td>SDGO</td>
<td>FCO</td>
<td>FIRST LT AFLOAT</td>
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**Preferences**

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<th>Homeport Priority</th>
<th>Billet Priority</th>
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<td>SDG</td>
<td>NAV</td>
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<tr>
<td>CG</td>
<td>PEARL</td>
<td>FCO</td>
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<td>LPD 17</td>
<td>EVERETT</td>
<td>ASWO</td>
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<td>EOD</td>
<td>ROTA</td>
<td>TRNG</td>
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<tr>
<td>LHD</td>
<td>MAYPORT</td>
<td>DCA</td>
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</table>

**Detailer Notes**

Want's DDG/SDGO/NAV. If not there, then wants DDG in any homeport listed. Next choice is any CG in homeports listed. Does NOT want HAMRDS or JAPAN. Does NOT want STAFF or amphib.

**Qualifications**

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<th>Qual Points</th>
<th>Fit Average</th>
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<tr>
<td>EOO</td>
<td>✓</td>
<td></td>
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<tr>
<td>Trait Average</td>
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<td>4.21</td>
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</table>

**Slate Points & Slate Rank**

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<th>Slate Rank</th>
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</thead>
<tbody>
<tr>
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</tbody>
</table>

**Officer’s Qualifications**

Mature, meticulous, and principled. #1 of all (1st and 2nd) DIVOs and #1 OOD. Rec: DDG NAV, perfect fit. Send Aegis to grom for DH. Try to keep in SDGO (family). DH: CO yes; SN0 yes; AS/VO yes but don’t EOO and TAO promise. NAR.

**Officer’s Preferences**

**Detailer’s Comments**

1-3 Lines

**CO’s Comments & Recommendations**

1-3 Lines

Slate worksheet and Officer’s preference used to determine slating.
Expanded Opportunities… for our MOST Talented JOs

- **FSEP (Fleet Scholar Education Program)**
  - Pursue advanced education at America’s most prestigious institutions of THEIR choosing (in CONUS). Degree must have a Navy subspecialty associated with it; up to 24 months.

- **GET (Graduate Education and Teaching)**
  - Apply to a university in the National Capital Region, pursue a one year Master's Degree in ANY concentration desired, and then teach that subject area at USNA for two years.

- **LEAD (Leadership Education and Development)**
  - Pursue a Master’s Degree from the University of Maryland or George Washington University, followed by a two year tour as a Company Officer at USNA.

- **TWI (Tours with Industry)**
  - The opportunity to work at Amazon, Google, LinkedIn, Apple, La Quinta, Walmart, UPS… This program is twelve months in duration.

- **GEV (Graduate Education Voucher)**
  - The education voucher pays up to $20,000 per year for a maximum of two years for graduate school education, books and most fees. This pairs nicely with the 24/12 program!

- **PMRI (Purdue University Military Research Initiative)**
  - Pursue a Master's Degree or PhD (preferred). This program is 36 months and requires Aegis experience and Dahlgren training.

- **MIT-WHOI (Massachusetts Institute for Technology - Woods Hole Institute)**
  - Obtain a Master's Degree in an Oceanography based curricula. Practical / theater ASW experience preferred.

- **Professional Initiatives Abroad**
  - Portsmouth, England - Esquimalt, Canada - Marin, Spain - Canberra, Australia - La Spezia, Italy - Mons, Belgium - Lisbon, Portugal - Toulon, France! Expand your maritime portfolio via Instructor duty, BMD planner, Future Ops Maritime, and Maritime Lab Experimenter assignments.

- **NROTC (Naval Reserve Officer Training Corps)**
  - Two to three year programs to lead, mentor, and train future Naval Officers. Master’s Degree opportunities exist.

Do something spectacular and unique! - DHRB required… Attracting Top 10% of key YGs
Naval Post-Graduate School

- Operations Analysis
- Space System Ops
- Computer Science
- Information System Tech
- Info Sys and Ops
- Network Ops and Tech
- Systems Eng Analysis
- Human Sys Integration
- SPECOPS Low Intensity Conflict
- Systems Engineering
- Security Studies
- Undersea Warfare
- Combat Sys Science and Tech
- Naval/Mechanical Eng
- Electrical/Computer Eng
- Space Systems Eng
- Information Warfare

- **National Security Affairs**
  - Homeland Security
  - Middle East
  - Far East
  - Western Hemisphere
  - Russia

- **MBA**
  - Transportation Management
  - Financial Management
  - Material Logistics Support

*************
THESE CURRICULA REQUIRE DHRB

All curricula are competed via Talent Management Board. Unfilled billets will be available throughout the year for competitive slating.
WTI: A Surface Warfare Community Priority

- Expanded WTI Opportunity
  - From 2nd Tour JO to post-DH O-4s… and LDOs
- Variety of Productions Tours
  - Full range of commands and homeports are identified and billets properly coded that will capitalize on the tactical investment
- Graduate Education Options
  - GEV (to include 24/12), NWC (including Fleet Seminar), NPS Distance Learning, FSEP, and service War Colleges
- Selection Process
  - Seeking our most promising tactical athletes… w/ strong CO support
  - Executing a rolling application process and screening applicants into an approved “WTI Bank”… identifying, selecting and slating as early as possible

Targeting 110 Officers per year to complete WTI training. A community investment in our tactical prowess…and growth. ROI will be measured in people, process, and product.
DH Billet Structure Changes

- Improved Ship Readiness Initiatives
  - Shift all PTOs to 2nd Tour DH…billet buy is in progress
  - All LCS Mission Module OIC billets integrated into core crew 2nd tour DIVO billets
  - CSO Fleet-Up open to all CRUDES
  - Shift LSD (9 of 12 complete) CHENG billets back to the LDOs

- DDG COs may select any DH to fleet-up to CSO or PTO
  - Submit a written request to PERS-41; otherwise WEPS will fleet up
  - TYCOMs are standardizing the PTO billet and BST

- Single longer tour CHENGs for Flight I/II DDGs
- All DESRON/PHIBRON DH billets are now post-DH tours.

Driving Improved Readiness
Early Command

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

• CONUS
  – 3 PCs in Mayport
  – 3 MCMs, 4 MK VI Companies in San Diego
  – 2 MK VI Companies in Little Creek

• MK VI Companies each have 3 MK VI assigned
  – 18 LT Command Opportunities

• Opportunity to command at 5-10 YCS

• CO tours in lieu of 2DH or Post-DH tour

• High screen rate for CDR CMD

• Challenging and Rewarding

Next Board: October 2018
Post-DH Detailing

• Goal: Prepare Officers for **Command Screening**
• Detailers analyze record looking for:
  – EOOW & TAO Letters, CMD Qual, JPME, Masters Degree
  – FITREP Breakouts (Hard and Soft against peer group)
  – FITREP Trait Avg vs RSCA & Summary Avg
  – Command Afloat Recommendations
  – Other significant items:
    • Post-DH Sea/Operational Duty
    • Waterfront Production Tours
    • DC or other high vis community tour
    • Opportunities for Joint – not required during post-DH tours
• Contact your Detailer 8-9 months prior to your PRD from 2nd DH Tour

Detailers make recommendations based on career milestone requirements and needs of the Navy
Post-DH Detailing

- Downstream fill list posted on 410/411 Post-DH/PCC web page
  - Billet list based on prioritized fleet needs and projected number of rollers
  - List updated around the 1st week of each month
- Detailing window occurs 7 months prior to PRD
  - Submit a minimum of 10 preferences (must include 1 Hot Fill)
- Preferences competed each month among officers in detailing window
- Post-DH billet base includes:
  - All DESRON/PHIBRON staff billets are now Post Dept Head assignments
  - 45% operational assignments

Balancing Fleet needs with personal preferences – applying talent to task
CDR CMD/XO Screening

• Surface CDR CMD Board convenes annually in December and covers SWOs across 3 PYGs:

  - 1st look LCDR PYG + 2
    • LCDR PYG 18 1st Look in Dec 2020
    • Can only be screened for CO-Afloat
  - 2nd look PYG + 3
    • LCDR PYG 17 2nd Look in Dec 2020
    • Can be screened for CO-Afloat, XO-Afloat, or XO-SM
  - 3rd look PYG + 5
    • LCDR PYG 15 3rd Look in Dec 2020
    • Only XO-Afloat or XO-SM screen officers eligible
    • Can be screened for CO-Afloat or CO-SM

Milestone screening drives selection to O-5
Post-CDR Command Detailing

• One on one executive detailing based on experience & record
  – 6 to 8 months prior to PRD
  – More PCC Billets than PCCs
  – Will match talent to task; preferences matter
  – Man the Fleet - Will fill sea billets ahead of shore billets

• Three career goals in mind (in priority order)
  – Select for CAPT
  – Screen for Major Command
  – Building your portfolio/future potential

• Break-outs in command determine follow-on tour
  – Hard break-out (EP) – Build skillset, Joint, WC... or Sea Duty/Operational Tour
  – MP or soft break-out – Sea, overseas, community job

• Timing also important
  – Major Command 1st Look is O5 PYG + 5 yrs
  – 2 tours btwn CDR CMD and MAJ CMD (~4 yr window)
Career Management and Benefits
Key FITREP Points

FITREPS: Know the reference! (BUPERSINST 1610.10D)

What’s the message:
- Hard break out?
- Soft break out?
- Caught in traffic?
- Boss’s RSCA?
- Recommendation?
- Progression?
- Air gap?

Block 41 must tell a clear story – can you lead at the next level?

White space GOOD!

IT IS CRITICAL that your most recent community screening be clearly articulated in block 41 of every FITREP until you actually serve in that milestone billet.
Statutory Board Considerations

• Ensure promotion recommendation included in blk 41

• Screening status is not part of record – need to tell the board what the Community has decided

• Lead FITREP bullets should read:
  – MAJOR COMMAND: Screened Major Command
  – CO-Afloat screened officers: Screened Commander Command Afloat
  – CO-SM screened officers: Screened Commander Command
  – XO-Afloat screened officers: Screened for Executive Officer Afloat
  – XO-SM screened officers: Screened for Executive Officer
  – DH screened officers: Screened for Department Head
  – DH screened officers w/contract: Screened for Department Head/DH Contract Signed

Document success at-sea to support promotion
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

**Performance Summary Report (PSR)**

“Tactical excellence

CO Shiphandler of Year

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

Fully Qual’ed

Wicked Smaah!
FY 19 DH Selection Board

- **1\textsuperscript{st} Look (YG 15)**
  - 57% selection (450/788)
  - w/ EOOW: 91.7% (122/133)
- **2\textsuperscript{nd} Look (YG 14)**
  - 48% selection (156/322)
- **3\textsuperscript{rd} Look (YG 13)**
  - 44% (36/82)

- Superior performance at sea was primary selection factor.
- Ship/Platform/Command; Ship Employment; and Billet Assignment were not factors.
- Advanced qualifications favorably viewed.
- No SWO = No Selection!
- Board did not have a “Zero Defect” mentality.

The **most selective** DH Board in a generation!
YG-13 and screened at 2nd or 3rd DH Look (June 17 or 18 DH Board)…
… and sign DHRB after the June 2017 DH Board but before the June 2018 DH Board - $95K
… and sign DHRB after the June 2018 DH Board but before YCS-6 anniversary - $75K

YG-14 and screened at 1st or 2nd DH Look (June 17 or 18 DH Board)…
… and sign DHRB after the June 2017 DH Board but before the June 2018 DH Board - $95K
… and sign DHRB after the June 2018 DH Board but before YCS-6 anniversary - $75K

YG-15 and screened at 1st DH Look (June 18 DH Board)…
… and sign DHRB prior to the June 2019 DH Board - $105K
… and sign DHRB after the June 2019 DH Board but before the June 2020 DH Board - $95K
… and sign DHRB after the June 2020 DH Board but before the June 2021 DH Board - $75K

FTS Officer are still eligible under previous bonus structure of $12K per year starting at
YCS 5 for a total $60K

**Surface Warfare: Rewarding Superior Performance**
Critical Skills Retention Bonuses

**DHRB - $105K**
- Up to additional $30K for selection on first look and signing DH contract

**LRB - $46K**
- $22K on 2\(^{nd}\) anniversary of promotion to LCDR
- $12K on 3\(^{rd}\) and 4\(^{th}\) anniversary of promotion to LCDR
- Must apply between 11-12 YCS

*Up to $151K to Serve DH + 4 Years as LCDR!*
Community Health

**Success in CDR Command**
- O6 Selection

**Major Command Board Rates**
- (Afloat and Shore): 55%
- (Afloat, Shore and AC): 60%

**CDR Command Board Rates**
- (CO Afloat or SM):
  - FY18 CDR: 70%, SWO 69.7%
  - FY19 CDR: 75%, SWO 81.3%
- (CO and XO Afloat or SM combined):
  - FY18 CDR: 70%, SWO 69.7%
  - FY19 CDR: 75%, SWO 81.3%
  - FY18 LCDR: 85%, SWO 91.1%
  - FY19 LCDR: 87%, SWO 92.0%

**From least selective to most selective URL Community**

**Screening for CO/XO Afloat**
- DH Selection

**Successful serving as a DH Afloat**
- LCDR Selection

**Healthy Major Command Opportunity for best COs**

**From least to most selective URL Community**

**Performance as a DH and meeting CQE requirements**
- remain key discriminators

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**Department Head Board Rates**
- (FY17 First Look): 58%
- (FY18 First Look): 55%

**Avg Opp FY14-18:**
- LCDR: 87.1%
- CDR: 64.05%
- CAPT: 54.27%

**Avg Opp FY14-18:**
- LCDR: 87.1%
- CDR: 64.05%
- CAPT: 54.27%
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*

<table>
<thead>
<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>
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<td>Annual retirement pay</td>
<td>$60K</td>
<td>$69K</td>
<td>$98K</td>
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<td>(assumes 2%/yr annual increase)</td>
<td>(50% base pay)</td>
<td>(50% base pay)</td>
<td>(62.5% base pay)</td>
<td>(62.5% base pay)</td>
<td>(75% base pay)</td>
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<tr>
<td>Total retirement equivalent</td>
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<td>(assumes member lives to age 79)</td>
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<td><strong>Annual compensation</strong></td>
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*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.
Blended Retirement System

• Beginning in 2018, service members can get automatic and matching Thrift Savings Plan contributions as well as mid-career compensation incentives in addition to a monthly annuity for life. All service members under the current system are grandfathered into today’s retirement system.

• If you join the service after January 1, 2018
  – Automatically enrolled in the Blended Retirement System.

• After January 1, 2006 but before January 1, 2018
  – Choice to enroll in the Blended Retirement System or remain in today’s current retirement system.

• Before January 1, 2006
  – Grandfathered and remain in today’s current retirement system.
Bottom Line

Training and Career Path Updates:

• Emphasize experience on ships
  • 2 Divo, 2 DH Tours
• Increase the CO’s influence over his or her wardroom
  • Greater Divo and DH Fleet-Up opportunity
• Greatly increased training
  • Focused on high volume reps & sets and aligned with the best industry standards (STWC)
• Career milestone assessments will significantly aid in maintaining high standards of performance expected of the SWO community
• Predictive analytics to match “tracked” experience with established thresholds of performance to consistently produce ready officers at all levels – the check sum

Steady increase in competency throughout a career – developing more ready, more lethal Commanding Officers
Why I Love My Job

• The People
• The Mission
• The View