SWO Career Path, Training, and Community Management Policy

CAPT Scott Robertson
Commanding Officer
Surface Warfare Officers School

CAPT Derek Trinque
Director Surface Officer Assignments PERS-41
Who We Are

Gender

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

Rank

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

DH Retention Rate

- 3yr: Male 39.5%, Female 23.3%
- 5yr: Male 40.3%, Female 22.1%
- 10yr: Male 41.0%, Female 22.4%

SWO Inventory

- As of 1 Aug 18
- Male: 8637, Female: 8664, Total: 7513, FY18: 8824, FY19: 7716, Δ: (27)

FY18

<table>
<thead>
<tr>
<th>RANK</th>
<th>INV</th>
<th>FY18 ROPA</th>
<th>FY18 OPA</th>
<th>FY19 ROPA</th>
<th>FY19 OPA</th>
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<tr>
<td>CAPT</td>
<td>396</td>
<td>494</td>
<td>263</td>
<td>492</td>
<td>265</td>
<td>(98)</td>
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<tr>
<td>CDR</td>
<td>807</td>
<td>1003</td>
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<td>1008</td>
<td>704</td>
<td>(196)</td>
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<td>LCDR</td>
<td>1106</td>
<td>1433</td>
<td>1175</td>
<td>1441</td>
<td>1195</td>
<td>(326)</td>
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<td>LT</td>
<td>2967</td>
<td>2373</td>
<td>2019</td>
<td>2522</td>
<td>2191</td>
<td>594</td>
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<td>LTJG</td>
<td>1639</td>
<td>1639</td>
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<td>0</td>
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<td>1722</td>
<td>1722</td>
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<td>Total</td>
<td>8637</td>
<td>8664</td>
<td>7513</td>
<td>8824</td>
<td>7716</td>
<td>(27)</td>
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</table>
A Surface Warfare Officer’s career is a continuous pipeline of an increasingly complex set of training, sea assignments, and structured assessments to deliver the necessary *Experience and Competency in ships* required to Command at Sea.

**Drive the Ship**
(CONN/JOOD/OOD/EOOW)

- BDOC
- OOD Ph 1
- BST

- ADOC
- OOD Ph 2
- BST

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**Fight the Ship**
(TAO)

- DH School / BST
- Department Head

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**Manage the Ship**

- SCC
- XO

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**Command the Ship**

- PCO
- CO

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**Warfare Commander**

- MCO
- MAJ CMD

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**Mariner Skills are at the Core – DIVO to MAJOR COMMAND**
Division Officer to Dept. Head

- **DIVO**
  - 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 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.

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Maximizing Our Time On Ships
Division Officer Training

Drive the Ship

A Building Block Approach: Classroom, Simulator, and At Sea Experience In Ships

**BDOC**
Focus on Leadership of a Division and Driving the Ship:
- Ship Familiarization, DIVO Fundamentals, Admin, ENG / DC, Leadership, NSS building blocks and Maritime Warfare

**JOOD (2019) OOD PH I (2021)**
Focus: Building watch standing confidence on the bridge.
- 4 Weeks increasing to 6 weeks to include STCW courses in Radar Observer, ECDIS, and ARPA.
- Rules of the Road application
- Heavy sets and reps in high density traffic, TSS transit, extremis extraction, UNREP, anchoring, & EMCON ship driving scenarios.
- Stress watch standing as part of a larger Navigation / Combat team

**OOD PH II (2021)**
Focus: Build upon at sea experience and assess aptitude.
- 3 Weeks
- More ship handling scenarios; heavy simulator sets and reps
- STCW certified BRM
- SWO Go/No Go Assessment (simulator and written testing)

**ADOC**
Focus: Warfare Coordinators and advanced ship drivers
- Reinforce core concepts outlined in the SWORD and upon fleet experience
- JOSMRC and Advanced Warfare training
- Drive your NEXT ship in moderate to heavy traffic and pierside.

45% of total DIVO training time spent in simulators and BRM
Pre-2003 SWOSDOC = 16 Weeks. Current DIVO training = 14 weeks growing to 23 weeks
• DH
  – All DESRON / PHIBRON DH billets are now post-DH tours.
  – The PTO billet has transitioned to a 2DH billet.
    • Officers currently slated/under orders as 1DH PTOs will execute their orders.
    • Commanding Officers may fleet up one of their officers to PTO
  – DDG COs may select any DH to fleet-up to CSO
    • Submit a written request to PERS-41; otherwise WEPS will fleet up
  – Single longer tour CHENGs for Flight I / II DDGs
  – Executing XO / CO Fleet up where originally designed in the Fleet up construct

Go / No-Go assessment
Department Head Training

Fight the Ship and Operate & Maintain the Ship
Enhanced Maritime, Engineering, Combat Systems level of knowledge and Warfighting Skills to deliver Maritime Warfighters.

**Maritime Warfare**
- Information Operations
- Air / Missile Defense
- Surface Warfare
- Undersea Warfare
- Expeditionary Warfare
- USN Caps & Lims
- Threat Caps & Lims
- Ind Warfare CIC Scenarios
- Multi-Warfare TAO Assessment

**Seamanship & Shiphandling**
- Ship Handling Refresh
- Navigation Refresh
- Rules of the Road
- Ship Handling Assessment
- USCG certified BRM

**Leadership and Safety**
- 1 Week of NLEC COI
- 1 Week of Safety officer Afloat

**Billet Tailored Training**
Topside (OPS/CS/WEPS 1st LT)
- ATFP, DC, Mat'l Read
- Billet Specialty
  - Scheduling
  - WEBSKED
  - Ammo Admin
  - Flight Deck Ops
  - Deck Evolutions/Boat Ops
  - 1st LT: Well-deck Ops, *Ship Ride*

**PEO**
- DC, Common Core
- ENG Specialty

48% of Department Head training time is spent on Maritime Warfare.
Coming in 2019: Re-engineered Maritime Warfare training – BST realignment
**CDR CMD to MAJ CMD**

- **No significant changes to Career path Post Commander Command**
  - Opportunity for 2 PCC tours (1 Joint, 1 Community)
  - This aligns with the CNO’s vision of PME
  - In residence Graduate Education to be eligible for Major Command begins with YG15 Officers.
- **PCC Demand Exceeding PCC Inventory**
Advanced Training

Manage and Command the Ship and Fight the Ship
Authority, Responsibility, Accountability - Building upon At Sea Experience.

PCO
Focus: Warfighting Command, ADV Management & Leadership
- During period between XO/CO
- Leadership
- Maritime Skills
- Command Culture
- Personal Character
- Increased to 3 weeks
- Go/No Go ship handling assessment

MCO
Focus: “Re-blue” Prospective Maj Cmd ISICs, COs, & Warfare Commanders
- NLEC Leadership
- Maritime Warfare
- Mariner Skills
- Material Readiness Management

Surface Commanders Course (SCC)
Focus: Sharpen competency in ADV seamanship, Mat’l Readiness, warfighting principles & CMD Mgt

- SOSMRC
- Seamanship & Ship handling
  - Advanced Ship handling
  - Pierwork
  - Competency Check
  - Rules of the Road
  - USCG certified BRM

- Maritime Warfare
  - IO, IAMD, Undersea Warfare, Expeditionary Warfare
  - Tactical training
  - SOH transit
  - MW practical

- Leadership
  - Warfighting
  - Good order and discipline
  - Communication
  - TRIAD
  - Admin, DRRS-N
  - FITREPs / Evals
SWO Competence Continuum

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)
Fleet Impact Timeline

MAJ CMD (22 years)
- SWOSDOC (ended 2003)
- Command Qualification Exam (2013)
- PCO Assessments (2018)
- ADOC
- BDOC

CO (16 years)
- SWOSDOC
- Command Qualification Exam (2013)
- PCO Assessments (2018)
- OOD Ph II
- ADOC (2014)
- BDOC (2012)
- 30 Month Divo Tour

XO (14 years)
- Command Qualification Exam
- OOD Ph II & Go / No Go Assessment
- JOOD
- BDOC (2012)
- ADOC (2014)
- 30 Month Divo Tour

Dept Head (8 years)
- Command Qualification Exam (2013)
- OOD Ph II & Go / No Go Assessment
- JOOD
- BDOC (2012)
- ADOC (2014)
- 30 Month Divo Tour

DIVO
- OOD Ph II & Go / No Go Assessment
- JOOD
- 30 Month Divo Tour

Year felt in the Fleet

OOD PH I and Ph II: 2042
Command Qual Assessments

Performance Metrics (as of 02 August 2018): Overall pass rate: 63.5%

- 1166 Officers have taken the Command Assessment (including Aviators en route to surface command)
- 464 passed all sections on their first attempt (41.8%)
  - 1st attempt pass rate for prior enlisted is 28.3%, non-prior is 46.3%
- 337 Officers requested a second attempt, and 275 of those passed (81.6%)
- 364 Officers have not yet requested a second attempt

<table>
<thead>
<tr>
<th>Command Assessment Section</th>
<th>Pass Rate (1st Attempt)</th>
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<tbody>
<tr>
<td>Shiphandling Assessment (Simulator)</td>
<td>75%</td>
</tr>
<tr>
<td>Tactical Assessment (Simulator)</td>
<td>90%</td>
</tr>
<tr>
<td>Rules of the Road (Exam)</td>
<td>78%</td>
</tr>
<tr>
<td>Command Management (Exam)</td>
<td>85%</td>
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<tr>
<td>Material Readiness (Exam)</td>
<td>78%</td>
</tr>
<tr>
<td>Navigation, Seamanship, &amp; Shiphandling (Exam)</td>
<td>81%</td>
</tr>
<tr>
<td>Maritime Warfare (Exam)</td>
<td>84%</td>
</tr>
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<table>
<thead>
<tr>
<th>SHIP CLASS</th>
<th>Number of Candidates</th>
<th>Shiphandling Pass Rate</th>
<th>Tactical Pass Rate</th>
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<tbody>
<tr>
<td>DDG</td>
<td>677</td>
<td>72.5%</td>
<td>92.0%</td>
</tr>
<tr>
<td>CG</td>
<td>90</td>
<td>75.6%</td>
<td>93.3%</td>
</tr>
<tr>
<td>LHA/LHD</td>
<td>44</td>
<td>63.6%</td>
<td>90.9%</td>
</tr>
<tr>
<td>MCM</td>
<td>61</td>
<td>96.7%</td>
<td>77.0%</td>
</tr>
<tr>
<td>LSD</td>
<td>94</td>
<td>67.0%</td>
<td>79.8%</td>
</tr>
<tr>
<td>LPD</td>
<td>38</td>
<td>57.9%</td>
<td>89.5%</td>
</tr>
<tr>
<td>LCS</td>
<td>45</td>
<td>91.1%</td>
<td>95.6%</td>
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<tr>
<td>OTHER</td>
<td>76</td>
<td>77.6%</td>
<td>88.2%</td>
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</table>
Performance Metrics (as of 04 August 2018): Overall pass rate: 97% (62/64)

- 34 passed both sections on the first attempt (53%)
  - 58 passed Rules of the Road on the first attempt (91%). Remaining passed on second attempt.
  - 37 passed ship handling on the first attempt (58%)
- 19 of 27 passed ship handling on the second attempt (74%)
- 4 of 6 passed on the third attempt (67%)*
- 2 failures returned to ISIC for disposition

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<tr>
<th>Prospective Ship Class</th>
<th>PCOs</th>
<th>Shiphandling Initial Pass Rate</th>
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<tbody>
<tr>
<td>MCM**</td>
<td>9</td>
<td>100%</td>
</tr>
<tr>
<td>LCS***</td>
<td>11</td>
<td>64%</td>
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<tr>
<td>DDG</td>
<td>34</td>
<td>50%</td>
</tr>
<tr>
<td>LSD</td>
<td>10</td>
<td>40%</td>
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<table>
<thead>
<tr>
<th>DH Experience</th>
<th>PCOs</th>
<th>Shiphandling Initial Pass Rate</th>
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<tbody>
<tr>
<td>2nd Tour Staff/Nuclear + Early Command</td>
<td>8</td>
<td>100%</td>
</tr>
<tr>
<td>Both Tours CRUDES/AMPHIB + Early Command</td>
<td>6</td>
<td>83%</td>
</tr>
<tr>
<td>2nd Tour Staff (CDS/CPR/EAA/EAP)</td>
<td>18</td>
<td>72%</td>
</tr>
<tr>
<td>2nd Tour Early Command</td>
<td>12</td>
<td>42%</td>
</tr>
<tr>
<td>Both Tours CRUDES/AMPHIB</td>
<td>15</td>
<td>33%</td>
</tr>
<tr>
<td>CRUDES/AMPHIB + Nuclear</td>
<td>3</td>
<td>33%</td>
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<tr>
<td>2nd Tour NECO</td>
<td>2</td>
<td>0%</td>
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<table>
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<th>2nd DIVO Experience</th>
<th>PCOs</th>
<th>Shiphandling Initial Pass Rate</th>
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<tr>
<td>NAV</td>
<td>19</td>
<td>63%</td>
</tr>
<tr>
<td>FCO</td>
<td>12</td>
<td>58%</td>
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<tr>
<td>NUCLEAR</td>
<td>6</td>
<td>67%</td>
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<tr>
<td>TRAINO</td>
<td>4</td>
<td>75%</td>
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<tr>
<td>AUXO</td>
<td>4</td>
<td>25%</td>
</tr>
<tr>
<td>Other</td>
<td>19</td>
<td>53%</td>
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</table>

* Two students that failed first and second attempts in Beta test did not take third assessment.
** Every Early Command PCO that also took CA passed the ship handling assessment on first attempt.
*** Of the 4 LCS failures, 3 had less than 2 weeks of actual underway experience as XO. The fourth had approximately 2 months.
Fleet OOD Competency Checks

Method:
- 1\textsuperscript{st} Tour OOD Qualified Officers from 61 ships: 10 x CG, 35 x DDG, 5 x LHD, 5 x LPD, 4 x LSD, and 2 x MCM
- Utilized NSST in San Diego, Norfolk, Yokosuka, Sasebo, Mayport, Pearl Harbor, and Everett
- Two hour Fleet OOD Competency Check
  - Light to medium traffic scenario to gauge ability to assess the situation, make decisions, make reports, utilize tools and watch team, and TAKE ACTION IAW established guidance and RoR
  - 40 question exam on RoR and basic NSS knowledge

Performance Metrics: 164 total Assessments Conducted (February – March 2018)
- 27 of the 164 (16%) completed the scenario with No Concerns
- 108 of the 164 (66%) completed the scenario with Some Concerns
- 29 of the 164 (18%) completed the scenario with Significant Concerns

Main Areas of Concern:
- ARPA employment
- RoR application
- Decision Paralysis
- Task Management / Prioritization

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<tr>
<th></th>
<th>Significant Concerns</th>
<th>Some Concerns</th>
<th>No Concerns</th>
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<tr>
<td>USNA</td>
<td>9 (17.6%)</td>
<td>34 (66.7%)</td>
<td>8 (15.7%)</td>
</tr>
<tr>
<td>ROTC</td>
<td>16 (23.5%)</td>
<td>43 (63.2%)</td>
<td>9 (13.2%)</td>
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<tr>
<td>OCS</td>
<td>4 (8.9%)</td>
<td>31 (68.9%)</td>
<td>10 (22.3%)</td>
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<tr>
<td>CG</td>
<td>9 (23.7%)</td>
<td>24 (63.2%)</td>
<td>5 (13.1%)</td>
</tr>
<tr>
<td>DDG</td>
<td>12 (14.1%)</td>
<td>62 (72.9%)</td>
<td>11 (12.9%)</td>
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<tr>
<td>AMPHIB</td>
<td>7 (13.4%)</td>
<td>34 (65.4%)</td>
<td>11 (21.3%)</td>
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</table>
JOOD Pilot Course

- **Course overview:**
  - Dynamic simulator scenarios (instructors ramp up complexity as students gain proficiency)
  - 90 simulator hours / 52.5 classroom hours
  - Student to Ship handling Instructor ratio = 3 to 1

- **Class make-up:**
  - 12 x 1160 Ensigns with limited Fleet experience from never stepping aboard their ship to 20-25 CONN / JOOD watches

- **Results:**
  - Scored slightly better than fleet qualified OODs on the OOD Competency Check:
    - 16% completed the with No Concerns
    - 83% completed with Some Concerns
    - 0% completed with Significant Concerns
  - 2 x JOOD top performers were able to successfully complete PCO Go / No-Go Assessment at first try bettering the 55% first pass rate at PCO.
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**
• Leveraging success of LCS training program and JOOD pilot will dramatically improve mariner skills for the entire Fleet with OOD Ph1 and 2 COI
• Adding robust foundational training + career milestone assessments + more time at sea will significantly aid in maintaining high standards and yield competency
• Incorporate more stress exposure to all training
• Execute data collection plan (Log Book, Assessments, Career, etc.) for predictive analytics to match experience with established thresholds of performance
• SWOS continues to aggressively work improvements in all SWO skill requirements

Questions
Officer Ship handling Training

Basic

- 8 Shiphandling Lessons
- Pierwork
- UNREP / MOB
- Assessment

37 hours

<table>
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<tr>
<th>OOD PH I</th>
<th>OOD PH II</th>
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<tbody>
<tr>
<td>110 hours</td>
<td>55 hours</td>
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Intermediate

- High density traffic
- TSS Transit
- Extremis extraction
- Adv. Tactical shiphandling
- Adv. DIVTACS
- Know your neighborhood
- Small boat operations
- Flight Operations

35 hours

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<th>Department Head</th>
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<td>24 hours</td>
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Advanced

- Adv. Shiphandling Lesson
- Pierwork
- Assessment

20 hours

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<tr>
<th>Surface Cmdr</th>
<th>Major Command</th>
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<tr>
<td>40 hours</td>
<td>17.5 hours</td>
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Shiphandling

- Light/moderate traffic mgmt.
- Extremis extraction
- UNREP
- Anchoring
- Bridge/CIC contact mgmt.
- Bridge to Bridge
- Low visibility
- Intro contact mgmt.

- Adv.
- TSS Transit
- Extremis extraction
- Adv. Tactical shiphandling
- Adv. DIVTACS
- Know your neighborhood
- Small boat operations
- Flight Operations

- Shiphandling Lesson
- Pierwork
- Assessment

- Shiphandling Lesson
- Pierwork
- Assessment

Bridge Resource Management

- Rules of the Road practical application
- AIS
- PBED
- Case Studies
- BRM Transit

- Line handling case studies
- Develop high proficient teams
- Fusing info in marine decision making

- STCW-ARPA
- STCW-Radar Observer

- BRM (USGC certified course; 5 days)

- Rules of the Road
- Error Chain
- Case Studies
- BRM Transit (COVE)

- BRM (USGC certified course; 5 days)

- Rules of the Road
- BRM (USGC certified course; 5 days)

- Rules of the Road
- Error Chain
- BRM Lectures
- BRM Scenario

- STCW-ARPA
- STCW-Radar Observer

50 hours

40 hours

USCG Certified

New Training
Officer  Maritime Warfare Training

**Training aligned with the Surface Warfare Requirements Document**

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<th>Basic</th>
<th>Intermediate</th>
<th>Advanced</th>
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<tbody>
<tr>
<td>BDOC</td>
<td>Department Head</td>
<td>Surface Commander</td>
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</tbody>
</table>

**SWOS**

- Basic
  - Warfare Area Overviews – AMD, BMD, SUW, IO, EXW, USW
  - RT Procedures
  - RADAR Fundamentals
  - CIC Familiarization
  - USN/Threat Caps and Lims
  - Shipboard Topside Tours
  - CIC Tours
  - 29.5 hours

- Intermediate
  - Information Operations
  - Air/Missile Defense
  - Surface Warfare
  - Undersea Warfare
  - Expeditionary Warfare
  - USN Caps & Lims
  - Threats Caps & Lims
  - Individual Warfare CIC Scenarios – AMD, SUW, USW
  - Multi-Warfare CIC Scenario
  - 13 weeks

- Advanced
  - Information Operations
  - Air/Missile Defense
  - Surface Warfare
  - Undersea Warfare
  - Expeditionary Warfare
  - Full Mission Bridge Tactical Training
  - Capstone SOH Transit Scenario
  - Maritime Warfare Practical
  - 61 hours

- Major Command
  - Warfare Area Updates
  - Platform-Specific Operations
  - Warfare Commander Discussions
  - WTI Updates
  - Warfighting Serials/Swift Signals
  - Theater Briefs
  - Individual Training as Requested
  - 21.5 hours

**Billet Specialty Training**

2\textsuperscript{nd} tour Division Officers (TRAINO and FCOs), Department Heads, XO/CO as needed.
- Aegis Training Center Dahlgren for Aegis Operator Course and Aegis Combat Systems course
- SMWDC for Surface and Integrated Air and Missile Defense Training
- Fleet ASW training centers for USW tactical training
- LCS Training Facility

Major Command, XO/CO and Department Heads (as required):
- Expeditionary Warfare and Tactical Training Group PAC/LANT for Warfare Commander Training
CRUDES BST

- BDOC = 61 days
- ADOC = 33 days
- DH = 187 days
- SCC = 68 days
AMPHIB, MCM BST

BDOC = 61 days
ADOC = 33 days
DH = 187 days
SCC = 68 days