Training:
Preparing for Tomorrow’s High-End Conflict

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Training: Preparing for Tomorrow’s High-End Conflict

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FORCE COMMANDER’S CORNER
Vice Adm. Charles A. Richard, USN
Commander, Submarine Forces

Undersea Warriors,

In the last edition of UNDERSEA WARFARE Magazine, we talked about our progress toward instilling a warfighting culture in everything we do. I highlighted our use of competition to drive innovation, our standup of the Aggressor Squadron, and a new way to solicit ideas and feedback directly from you via HeySUBFOR@navy.mil.

A frequently repeated quote, and for good reason, is an admonition that can be traced back to Archilochus, an early Greek lyrical poet and soldier circa 650 B.C. Archilochus said that in conflict, “we do not rise to the level of our expectations, we fall to the level of our training.”

The theme for this edition of UNDERSEA WARFARE Magazine is training—one of the most important things we do as Submariners to accomplish today’s mission and to prepare for tomorrow’s high-end conflict.

I am extremely proud of the Force’s recent full-rudder shift toward readiness for great power competition. Nowhere is this more evident than in many of the innovative ways we are assessing and applying lessons learned and the latest technologies to how we train. For example:

- Submarine Learning Facility, Norfolk recently implemented a “high-end war-fighting IPDT” for USS Washington (SSN 787). The lessons learned from this effort will inform Fleet Readiness Training Plan planning and execution moving forward.
- The Submarine Learning Center in Groton has produced authoritative reference materials on adversary orders of battle for use by students and submarine crews. These “baseball cards” contain the best information available from the Office of Naval Intelligence and actual data collected during real-world missions. You can access these products via the SLC SIPR site or your SOBT hard drive.
- All school houses are in receipt of an updated “red” playbook and are working with the Aggressor Squadron to ensure that crews receive the best blue vs. red (vice blue vs. blue) training scenarios.
- We are reducing redundancy by giving your Commanding Officer the option to validate knowledge or skill requirements for basic-level qualifications based on the successful completion of required off-hull schools and/or SOBT products, and vice-versa.
- We have developed and are using metrics to ensure that the changes we make to how we train produce Sailors who are better prepared in less time to accomplish higher-end missions/tasks with greater margins of safety.

Throughout this issue, you will read about other great ways the Submarine Learning Center and the Submarine Force writ large are working together to transform how we train. It’s truly an awesome time to be an undersea warrior!

Remember…we will not get a WARNORD. Prepare for battle now! Our nation needs you.

AAIII!

C.A. Richard
"We must ensure that our undersea forces are equipped with new capabilities to improve our reach and lethality in the near term, are programmed to receive novel technologies in the mid-term, and are on a path to execute our Commanders Vision in the future. To align these efforts, N97 has two main lines of effort: Strategic Deterrence and Theater Undersea Warfare. Below is an update on where we stand in these lines of effort and what changes you will see in the near future.

Strategic Deterrence. Strategic Deterrence remains DoS’s and the Navy’s #1 priority, and the Submarine Force provides the nation’s survivable sea-based strategic deterrent. The force is sized to keep a minimum of 10 operational SSBNs properly positioned, postured, and survivable or capable of becoming so at all times. To ensure we continue to provide the required forces, we extended the life of Ohio-class submarines to 42 years and are focusing resources to keep the Columbia-class track on. Extending the life of the Ohio-class boats is not enough to pacify the threat; we must continue to improve the capability and lethality of the boats we send to sea. All Ohio-class submarines will have the Submarine Warfare Federation of Tactical System (SWFTS) installed by 2022 to keep them relevant throughout the 2030s. The Columbia program is ramping up, advanced construction key components is in progress, and full production will start in FY21. USS Columbia will be ready to execute her first patrol NLT than October 2030.

Theater Undersea Warfare. We have made strong investments in advancing undersea lethality. New capabilities will be on your submarine or in the water column with you in the next five to ten years. We are starting construction of Virginia-class Block V this year, which includes the Virginia Payload Module (VPM). Unmanne Underwater Vehicles, advanced anti-ship cruise missiles, the next-generation heavyweight torpedo, and hypersonic land attack missiles will complement the Submarine Force by the mid 20s. We will see a dramatic difference in the range and lethality that we can generate from the undersea domain.

Domain-centric cross platform-centric. As we move toward the future of undersea warfare in this era of great power competition, we must look broader than only developing undersea capabilities around tactical submarines. The undersea domain will be one large integrated network that consists of SSNs, USVs, fixed sensors, deployable sensors, communication channels, and other payloads. We will have better situational awareness, stealth, and a greater spectrum of effects. Lethality will be delivered by payloads that are platform-agnostic, and information from a multitude of undersea sensors will be available for fusion in multiple locations to enable precise strategic decisions.

The investments we make in our platforms and payloads are necessary to maintain our undersea superiority, but these technological improvements are not the largest advantage we have. This issue acknowledges the real game changer in our undersea fight: the people! Adm. Gilday said it best in his message to the fleet, “The people are our most important weapon.”
by Cdr. Bennett Christman and Lt. Cmdr. Ryan Hilger

For a good part of the Submarine Force’s history, we were the innovators, the disruptors. We broke free of the surface, sustained our depth and reach with nuclear power, and increased our stealth and mission capability through quieting, sensors, and computers.

Today, however, we are struggling to keep up with the pace of innovation in private industry. We are surrounded by examples of innovative commercial technologies changing the world before our very eyes, yet many we may not find on a submarine for several years.

Exacerbating this problem is the explosion of “consultants” who seek to capitalize on AI hype, touting its abilities to solve any problem. Without an AI-literate class of decision makers in DoD, breaking out the signal from the noise can prove challenging. But even in this noisy environment, strong signals can emerge. It starts with a single Sailor with the right knowledge, skills, mindset, and passion to point it out to the rest of us.

One such example is the explosion of artificial intelligence and machine learning (AI/ML). Each day brings advances in image recognition, automobile autonomy, machine mastery of strategy games, new recommendation engines, and ground-breaking optimization analytics. The Navy as well as the other services have tried to follow, ingest, and replicate these innovations, but bureaucratic and cultural barriers continue to hinder the adoption of new and innovative AI solutions. Many in the Department of Defense (DoD) see AI/ML as a technology still in its infancy, while industry leaders consider a large set of AI deep learning applications “state of the practice.”
This is one of those stories, a story in which one junior officer (JO) and a small group of Sailors made a big difference. It’s a story of innovation from the bottom up, of finding and filling that gap between what can be owned and what can be done. The story is one of those stories, a story in which one junior officer (JO) and a small group of sailors made an impact. This is not just in artificial intelligence (AI), but in all the many areas where the Submarine Force is making strides.

Lt. Austin Anderson (SSN 776). In 2017, he was on his post-JO shore duty as a Secretary of the Navy Innovation Advisory Council (NIAC) Fellow. Lt. Anderson was evaluating the use of AI/ML algorithms and their applications to sonar and fire control problems such as contact identification and solution development. He brought himself to teach and train AI/ML algorithms and set to work recruiting our primary fire control algorithms.

The early results were excellent, and he clearly saw the technology’s potential to substantially improve our capabilities. Despite the success, Lt. Anderson wasn’t sure how to get those algorithms deployed on submarines. While they showed great promise, his ideas needed refinement and endorsement. Like many JOs, he knew nothing about how the Navy sets requirements and acquires new capabilities. He was not going to be able to transition this technology on his own. He did, however, start showing his results to other submariners. He found passionate advocates in a small community of officers in the Pentagon and elsewhere. They included Capt. Scott McGunnigle (Secretary of Defense Corporate Fellow at Stanford Research Institute), Cmdr. Bennett Christman (Chief of Naval Operations NO02), Cmdr. Cameron Aljian (Office of the CNO (OPNAV N97)), Cmdr. Dan Stock (OPNAV N97), Lt. Cmdr. Ryan Hilger (OPNAV N97), Lt. Cmdr. Joe Huff (USMC Strategic Initiatives Group), and Lt. Christian Mineur (Navy Digital Warfare Office (DWO)). Together they formed an informal team and started pitching the idea of AI algorithms to improve solution development.

Lesson 1: Commanding Officers should be on the lookout for talent and place people with great ideas in billets where they can make a difference.

Lt. Anderson’s CO, Cmdr. Brent Spillner, encouraged him to apply for the NIAC fellowship right after the boat received the announcement message. He knew about Lt. Anderson’s coding skills and creativity. He also knew that sending Lt. Anderson to NIAC was in the best interests of the Navy, taking the time to personally engage with the detailers to endorse his selection and assignment.

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Lesson 2: If you see something, say something. Leadership isn’t just for COs. Even within a staff, you as a junior officer can use to solve the problems facing the Submarine Force.

Lesson 3: It takes a (small and diverse) village to make a change.

If you’ve got an idea, find a group of supporters who can help you. It’s not just about finding those who can contribute what you need to move forward. There is plenty of evidence that small, diverse teams produce the best results, so be selective. While all of your friends may be great people, they may be too much like you to bring about success. Instead, find people who know things you don’t, who challenge your thinking, and who bring different perspectives. If you can, find people who have connections to resources and access to those with influence. The connections may not only allow you the resources and leadership endorsement you need, but they can provide an outside perspective to evaluate your team’s ideas.

Lesson 4: It’s a numbers game. Be careful, however, not to let the team’s size continue to grow unbounded. There is also evidence that groups become less effective as they expand beyond what is absolutely necessary. This is the idea encapsulated by Jeff Bercovici’s “Two Pizza Rule,” which says that a team’s size should be no greater than the number of people that you can feed with two pizzas.

The Harbinger team met this test. It was small and spanned multiple communities. Lt. Mineur had just joined the Navy’s DWO after a Secretary of the Navy Tour with Industry at General Electric Digital. He had numerous contacts from commercial industry practices to inform the team’s thinking. Similarly, Cmdr. Stock worked closely with the acquisition community on what capabilities to bring to Submarine Warfare Federated Tactical Systems. His knowledge was critical to understanding how Lt. Anderson’s algorithms could get fielded. Finally, Capt. McGinnis and Cmdr. Christman had a wealth of contacts across the Pentagon and beyond. These were key to getting an audience with the right decision makers.

Lesson 5: Write it down. Admiral Richardson famously said, “Nothing so sharpens the thought process as writing down one’s argument.” The team initially met skepticism from Submarine Force decision makers because their argument wasn’t yet fully formed. Merely presenting a document that lacked a clearly developed argument failed to supply the question of “What problem are you trying to solve?” Recognizing the need to strengthen their argument, the team turned to writing their ideas in the format of an operational design. They laid out an argument for why the Submarine Force needs At algorithms and what investments and decision leaders need to make to solve them. As the team faced challenges, they applied the product, sharpened their own thinking and gave them a clear point of departure for discussions with senior leaders.

The team wanted to broaden the scope to more than just the applications and algorithms the team presented, ultimately telling us, “Full speed ahead!”

The Submarine Force is maintaining its undersea superiority through multitasking nightcrews and the deployment of capable submarines. This new paradigm is slowly transforming the acquisition community and demonstrates that Sailors with technical expertise have the potential to make a meaningful contribution to the fight, keeping the Submarine Force battle ready.

The team was able to innovate from the deckplate through the combination of technical expertise, critical and visionary thinkers, networks, and the commitment to owning the problem and the solution. The lessons from this effort can help other hidden teams around the Submarine Force get buy-in for their ideas with leadership and find like-minded Sailors to help develop the solutions and foster a more open kind of innovation and promote ideas that have the potential to improve our warfighting capability. If you have them, COMSUBFOR stands ready to back you in trying to implement them. Send them a note at HeySUBFOR@navy.mil.

Lt. Christian Mineur is the Navy’s Federal Executive Fellow at the Johns Hopkins University Engineering/Science Policy Institute (JHU-ESPI) (SSN 784). Lt. Cmdr. Hilger is an Engineering Duty Officer (EDO) assigned to Strategic Systems Programs. Prior to becoming an EDO, he served in OPNAV N97 and as Engineer on USS Springfield (SSN 761).
Modern learning technology assumes various names such as augmented reality (AR), adaptive training (AT), simulation learning, and computer-based learning. Aside from the different acronyms, the basic concept is enhancement of teaching, learning, and assessment through the application of technology.

The educational needs of today’s Navy have shifted, with increased emphasis on the Navy’s Ready Relevant Learning (RRL) initiative. RRL is the Navy’s transformation to more effectively recruit, develop, manage, reward, and retain Sailors by modernizing schoolhouse content based on validated fleet training requirements.

Submariners across the fleet are now engaged in modern, hands-on, learning technologies that use a variety of applications, all of which provide Sailors opportunities to create training environments that continually refine their learning experiences.

**Augmented Reality Learning Technology**

One of the biggest areas of learning technology is in hands-on augmented reality (AR). Long before mobile AR applications were popular, the Navy had implemented AR real-time overlaying technology for its submarine diesel governor’s engine maintenance training.

In years past, governor maintenance replacement training was performed on an operating submarine diesel engine. Due to high costs, environmental concerns, and limited ability to conduct casualty training on operating engines, the operational engines were retired and removed from the training curricula. As a result, the detailed understanding of how the governor works and how adjustments affect an operating diesel engine has decayed over time.

Naval Sea Systems Command (NAVSEA) Submarine Training Directorate teamed up with the Submarine Learning Center (SLC) and Huntington Ingalls Industries to develop a solution—the 3D-printed Woodward Governor and AR tablet. The innovative AR governor tablet improves crew readiness, as crews learn how to replace and properly adjust a governor while at sea.

Branded the “Woodward Governor 3D Augmented Reality,” it provides the Navy with a solution to reverse the knowledge decay. NAVSEA funded the tool’s research and initial development in 2016, with prototypes deployed to Naval Submarine School (NSS) in Groton, Conn. and Trident Training Facility in Kings Bay, Ga. in 2017. The Woodward Governor 3D AR tablet was deployed to the remaining submarine training facilities in 2018.

The Woodward Governor 3D AR tablet provides a computer graphic overlay that enables Sailors to visualize maintenance procedures on the governor. AR lets Sailors see the effects of adjustments to the 3D Woodward governor that are often required following governor replacement on submarines. The AR overlay software includes a cut-away view that gives Sailors the ability to look at internal mechanisms and components from any angle and even observe how internal components react to operator adjustments to the governor’s controls. Instructors now use these new tablets to teach diesel generator Woodward governor maintenance inspection tasks exactly as they are performed aboard submarines.

Sailors have been training with 3D printed Woodward governors and Woodward Governor 3D AR tablets for over a year. They have performed various maintenance and operational inspections on the Woodward governors in their advanced maintenance training in ways that traditional methods simply could not reproduce.

Machinist Mate Auxiliary Petty Officer 1st Class Mitch Williams from Waverly, Iowa, who instructs submarine crews in an advanced AR diesel maintenance course at NSS, Submarine Base New London, said, “These program tablets are great; they walk students through a sequence all the way from removal of the governor to installation, as well as testing and inspection.”

Throughout the submarine training domain, innovative modern learning technologies such as 3D-printed components and AR technology are replacing outdated and static instructional methods that had limited ability to demonstrate complex concepts. The 3D-printed Woodward governor and Woodward Governor 3D AR learning technologies provided at submarine learning sites are two components that ensure that the Submarine Force remains ready to meet today’s challenges while building highly skilled and technically proficient warfighters.

**Adaptive Training Learning Technology**

Along with AR learning technology, the Submarine Force is using other new learning technologies to enhance proficiency in new concepts. The 3D-printed Woodward governor and Woodward Governor 3D AR learning technologies provided at submarine learning sites are two components that ensure that the Submarine Force remains ready to meet today’s challenges while building highly skilled and technically proficient warfighters.

**Adaptive Training (SEW-AT) technology** that tums instructor-led training classes into interactive, hands-on learning experiences. Electronic warfare (EW) is possibly the fastest growing field in submarine warfare. The ability to use the electromagnetic spectrum to our advantage and to limit its use by our adversaries is critical to our success in combat. To develop and grow this ability, U.S. submarine crews are training on new learning technologies available to the fleet.

Developed by the Naval Air Warfare Center Training Systems Division (NAWC-TSD) with funds from the Office of Naval Research’s science and technology departments, SEW-AT is an innovative EW adaptive training technology system designed to improve crew performance when operating EW systems. It provides Sailors the opportunity to practice EW skills while reducing reliance on tactical training equipment and its associated costs and labor requirements.

NAWC-TSD designed and developed SEW-AT by drawing from multiple learning theories and principles. Using an AN/BLQ-10 emulator, it allows Sailors to practice standing watch during peacetime.
depth operations using a single PC-based, stand-alone training system. Applying sce-
narios derived from the Submarine Force's Continuing Training and Qualification Manual, the adaptive algorithms within SEW-AT observe operator actions and assess performance on criteria including safety-of-
ship, report timeliness, contact classification, and emitter parameter changes. ETSC Petty Officer 1st Class Patrick Parks, from Baltimore, Md., uses the SEW-AT computer as both an "A" school and post-deployment training tool. Parks said, "This provides new Sailors their first experience in standing their prospective watch station and also allows submarine fleet operators the opportunity to improve and enhance their skills. SEW-AT provides adaptive learning to first accession stu-
dents, junior ship personnel, and any Sailor new to electronic warfare."

The Future:
• The Submarine Force is developing long distance SMMT connectivity, allowing two submarine crews from different SMMTs to compete against each other.
• The goal is to test this capability in the fall of 2020 and debut it the following year.
• Long distance connectivity opens several possibilities for competition in training, including potential playoffs and championship matches.

Another important development is the Multi-Mission Team Trainers (SMMTTs) has created a game-based simulation train-
ing products that use robust, interactive, game-based simulated battlespace. Multi-Mission Team Trainers (SMMTTs) are designed to adapt to the dynamic operator assessment. Feedback and results are fed back to the SEW-AT "reps and sets" in search and reporting pro-
cedures without occupying an entire trainer. Across submarine training, modern hands-on learning technologies are replac-
ing outdated and expensive instructional methods. The SEW-AT training provided at submarine learning sites ensures that the Submarine Force remains ready to meet current challenges while building relevant and capable warfighting readiness.

Simulation Learning Technology
Developing modern learning technology training products that use robust, interactive, game-based simulation learning technology is essential to train the new generation of Sailors. In fact, the Submarine Force has recently implemented this method in training to encourage sub-
marine crews to test their merit in battle simulation scenarios. These simulated war games determine who can achieve the fastest, sink the most tonnage, or even win a fight against another crew in a con-
ected SMMT's simulation attack center.
Lt. Gregory Morgan from DETROIT MICH., tactical instructor at CSS, Submarine Base, New London, who over-
sees submarine crews training in the future, said, "As the competition-in-train-
ing coordinator, I create the scenarios on the SMMT to challenge the Submarine Force and to instill the warfighter mindset.
Warfighting competition in train-
ing makes training fun, but still provides a large amount of practice for life-and-
dead situations. Each computer-
based scenario, our teams are debriefed on what went wrong and what went well, to improve team training in the future.
Submarine Force competition is orga-
nized in a manner similar to professional athletic leagues. The Submarine Force com-
petition league is divided into two confer-
cences, the Atlantic and Pacific. The two con-
ferences are further divided into divisions, which consist of submarine crews in each fleet, connected by the SMMT's simula-
tion attack centers. The commanding officer of the local submarine training facility serves as the umpire. Crews compete in seasons that are about six months long.

The matches consist primarily of com-
bat scenarios in Anti-Submarine Warfare (ASW) and Anti-Surface Warfare (A/SW) in a variety of formats: head-to-head, simultaneous, and stand-alone.

The head-to-head competition is between two submarine crews who fight in 
linked SMMT's simulation technology. The crews can fight against each other or compete in the same battlespace.

In the Simultaneous format, two sub-
marine crews conduct the same scenario at 
the same time in separate SMMTs. The match is over when the first crew sinks its target while successfully evading the
remaining enemy forces.

The Stand-Alone format is similar to simultaneous, but crews conduct the sce-
nario back-to-back in different SMMTs. This method is ideal for smaller training facili-
ties or training facilities that only have one SMMT. The crews flip a coin to see who participates first. The second crew cannot observe the first crew in battle. Whichever crew achieves its goal faster while their opponent fails to achieve its goal

Scoring the competition is relatively simple, and results matter. In combat, 
Sailors who lose underestimate their opponents, spend excessive energy on basic skills, do not fol-
low fundamental doctrinal and procedural Target Motion Analysis tenets, or act reck-
lessly. In warfighting, it's all about making impor-
tant lessons while enhancing proficiency.

Virtual simulation learning technology is an extremely useful training aid, provid-
ing high levels of training in a short period of time. Simulation allows for multiple rep-
etions, which aid in building competence. As Sailors gain proficiency, the training level can be elevated in complexity.

Submarine Firefighting Learning 
Technology
In the same way that Sailors gain profi-
ciency on the SMMT simulation learning technology, so can they gain training profi-
ciency when fighting fires. Indeed, the next generation submarine firefighting learning 
technology-training facility is up and run-
ning at the Submarine Learning Facility in Norfolk, Va. This new simulation facil-
it adds complexity and realism that is long overdue in submarine firefighting training.

The catastrophic results of the 2012 USSE Indianapolis fire, which claimed the lives of 134 Sailors aboard the nuclear-powered 
USS Indianapolis (SSN 755), is not something that will ever be forgotten. After 
the fire, the Submarine Force began to look into ways to provide Sailors better, more 
realistic training while also utilizing simulation technology.

The Submarine Force is working with the Naval Engineering Experiment Station (NEES) to bring a cutting-edge firefighting 
simulation to the Submarine Learning Facility. The new facility will be able to test the fire 
safety of the future submarine, making sure that the changes they make are not only practical, but also life-saving.

The key to making this simulation a success is to make it as realistic as possible. Sailors need to be able to practice in a safe environment so that they can learn from their mistakes and improve their skills. The new facility will allow Sailors to practice in a realistic environment, which will help them to better prepare for real-life situations.

The new facility will also be able to test the effectiveness of new firefighting technologies. Sailors will be able to test new firefighting equipment and see how it performs in a simulated fire environment. This will help the Submarine Force to make informed decisions about what new technologies to use in the future.

The new facility will be built at the Submarine Learning Facility in Norfolk, Va. It will be a multi-level facility, with simulated fire environments and training areas. Sailors will be able to practice in different fire environments, such as a pressurized compartment or a bilge area.

The new facility will be equipped with the latest technology, including high-definition video, realistic smoke and heat, and a simulation of the ship's compartment. Sailors will be able to practice in different fire scenarios, such as a fire in a machinery space or a fire in a stateroom.

The new facility will be staffed with experienced instructors who will be able to guide Sailors through their training. Sailors will be able to ask questions and receive immediate feedback. The instructors will be able to provide real-time guidance, which will help Sailors to improve their skills.

The new facility will be a game-changer for submarine firefighting training. Sailors will be able to practice in a realistic environment, which will help them to better prepare for real-life situations.

The new facility will be completed in the coming years, and Sailors will be able to start using it in the near future. The Submarine Force is committed to providing Sailors with the best possible training, and the new facility will be a key component of that effort.
Submarine On Board Training (SOBT) computer-based learning technology.

Since then, SOBT has evolved to respond to today's Sailors' training needs and now provides modern learning technology to supplement traditional instructor-led training classes and, in some cases, has replaced brick-and-mortar schoolhouse courses with an interactive, hands-on, simulation learning experience designed to train combat-ready warfighters.

Today most of us have a home computer and a smartphone with information available at our fingertips. We log into the computer and have ready access to email, websites, reference materials or projects because the computer recognizes our profile and leaves bookmarks to return us back to where we stopped the video or left the webpage. We also watch short videos to help us fix our cars or appliances. The team at SOBT recognized the power of easy access to information and has incorporated these simple yet powerful capabilities into the program to place training and reference materials at Sailors' fingertips.

SLC and the Naval Undersea Warfighting Center (NUWCC) deliver updates to SOBT each spring and fall, reliably delivering content and other materials to the entire Submarine Force and ensuring that the Force is using the latest training and reference materials available.

Sailors can access SOBT material through the Seaware learning management system, which is accessible on computer desktops connected to the submarine network. Seaware organizes the material and connects to each Sailor’s account, allowing each Sailor to customize the Seaware system to fit his or her needs.

In addition to traditional SOBT interactive multimedia instruction modules, Seaware allows Submariners to access the Submarine Learning Channel, which contains more than 500 short videos that provide explanation or demonstration of a wide variety of tasks. This enables a subject matter expert to demonstrate through a short video a critical part of a procedure or technique that is difficult to describe in a technical document. The videos provide simple yet powerful training on tasks or concepts without having to sign up for a course and sit in a classroom.

NGEN FFT Technology Features

• Automatic fire re-ignition capability.
• LCD touchscreens to create and store training simulation scenarios.
• Central PLC control room with customized burn building fire plans.
• Room-to-room programmable fire growth.
• Programmable rate of fire growth over time.
• Expanded fire control parameters.
• Agent application detection.
• Operates at 300 degrees and shuts down at 400 degrees.
• Intuitive advanced diagnostics for system fault identification and correction.

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Junior Officers of the Year “Deep Dive” into the Washington D.C. Sub Culture

The Junior Officers of the Year (JOOYs) for 2018, selected by their squadrons, were accompanied by their significant others for various events, including a meeting with the Chief of Naval Operations (CNO) and the Washington D.C. area Submarine Birthday Ball. The camaraderie in the group was instant; despite our various backgrounds—688, SSGN and SSBN, in drydock and operational, engineering and weapons and navigation—we shared similar experiences. It was a refreshing time to appreciate the work we had put into a job that can be all-consuming and to step back and see how our individual roles fit with the mission of the Submarine Force and the Navy at large.

Monday morning began with a trip to the Pentagon and a lunchtime briefing by Vice Adm. Merz, Deputy CNO for Warfare Systems (OPNAV N9). He emphasized the need for interoperability and collaboration between the branches of the military as well as coordination with allies as we prepare for potential great power conflict. Cmdr. Gene Severson, Unmanned Systems & Future Capabilities Branch Head at OPNAV N97, then briefed us on exciting developments in Undersea Unmanned Vehicles (UUVs), upcoming modules for the Virginia-class submarine, and Columbia and SSGN(X) development and construction.

On Monday evening CNO Adm. Richardson and his wife, Dana, hosted the JOOYs and significant others for “mad rats” and drinks at the historic Tingey House on the Washington Naval Yard. The Richarsons shared their experience of raising five children through a Navy career and prioritizing staying together as a family through 21 moves. They also shared the treasures they have accumulated during their travels, from the submarine warfare insignia of numerous countries to paintings from their tours in Italy. In a final toast in the greenhouse, Adm. Richardson emphasized the need for great leaders within the Navy and recognized the contributions of both Submariners and spouses.

On Tuesday the symbolic architecture and interior design of the Library of Congress reminded the JOOYs of the importance of scholarship and history during a docent-led tour. Thomas Jefferson, recognizing the necessity of continued and wide-ranging learning, donated his library to create this now-indispensable institution. We were reminded of our need to continue learning, starting with the basics of the engineering plan, then how to drive and fight a submarine, and now continuing with strategic plans and preparations for various potential futures in this great power competition.

How do you remind outstanding lieutenant Submariners, who are used to standing Officer of the Deck and leading a division, of how big the Navy is and the role of submarines in national defense? Bring them to Washington, D.C.

They explained the role of the university in professional military education and the importance of that education. Though political administrations change and alliances shift over time, military educational institutions maintain a mutual respect for the craft of warfare and for one another. He welcomed questions from the group, which concerned career progression, the role of education in determining assignments, and personal experiences while in the Navy.

Captain Michael Majewski, Nuclear Propulsion Program Manager from N133, hosted a brief discussion to understand the concerns and recommendations of the JOOYs in a format similar to the biannual Junior Officer Symposium. He was receptive to concerns about in-port maintenance requirements and gaining underway experience during extensive drydock periods.

That afternoon Adm. James Caldwell and his wife, Kim, hosted the JOOYs for a delicious lunch at Naval Reactors on the Washington Navy Yard. They candidly explained their long journeys with the Navy, starting from childhood—Kim was the daughter of a SeaBee captain and the Admiral was the son of a submarine captain. They married the same month that he graduated from the Naval Academy, which was followed by his numerous tours at sea and on shore. Kim offered advice on leading the wardroom in coordination with the Ombudsman and how important attitude is in the success of making a home and
friend group in various places. They spoke of the disconnect in sources of energy that introverts and extroverts can have in marriage, which resonated with many of the couples present. Both the JOOYs and their significant others appreciate the candor with which they shared their experiences and answered numerous questions that focused more on the life of submarine couples and less on the technical aspects of the job.

That evening many local 1120s gathered in Crystal City for a prime opportunity for submarine officers across all levels of experience—from division officer to retired admiral—to share experiences, seek advice, connect over tours on the same boats, and celebrate this vocation in a low-key venue.

Thursday morning was a unique opportunity for a brief by the Deputy Director, Operational Support for the CNO (N2/ N6F21), Cmdr. Greg Crosby, that featured recent deployments in various theaters. The briefing came alive with sea stories since several of the JOOY’s stood watch on these missions vital to national security.

The JOOYs then shared lunch with Vice Adm. Richard, Commander Submarine Forces, in the Marine Corps Dining Room in the Pentagon. With the backdrop of bullet-scarred helmets and historic swords, Vice Adm. Richard emphasized the need for warfighters in the Submarine Force and his belief that there may be a shooting war—alone and unafraid. The dancing commandant revealed to continue performing the hard missions, “alone and unafraid.” The dancing commandant revealed to continue performing the hard missions, “alone and unafraid.”

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The week concluded at the Washington, D.C. area Submarine Birthday Ball. Adm. Richardson remarked on what a tight community the Submarine Force is, citing JOOY Lt. Brian Davenport who served aboard the same boat that Adm. Caldwell previously commanded. He remembered the many boats and Sailors who gave their lives in service, as honored in the Tolling of the Boats. He then looked forward to the continued success of the fleet, which now includes female Sailors and officers, such as JOOY Lt. Erica Leinmiller, and thanked her husband, Lt. Micah Dose, for continuing in the submarine tradition of marrying up. He described with vigor the vital role that the Submarine Force plays in national security today and the continued need for high-quality officers and Sailors to continue performing the hard missions, “alone and unafraid.” The dancing commandant revealed to continue performing the hard missions, “alone and unafraid.”
One (former) submarine CO’s thoughts on being a great submarine Junior Officer:

“Put more into life than you expect to get out of it. Drive yourself and lead others. Make others feel good about themselves. They will outperform your expectations, and you will never lack for friends.”

— Rear Adm. Gene Fluckey, WWII Medal of Honor recipient

I’ve weathered some rough seas during my naval career, which has informed my opinions on how young officers can succeed. Simply stated, I want you to accept two fundamental challenges: learn to fight your ship and lead your Sailors.

Getting the most out of your JO tour is a contact sport. Put yourself out there. Try hard. Don’t be afraid to fail; it won’t be that bad, and you will be forgiven. Then, try again. This is what your JO tour is all about—learning about yourself and what specifically works for you.

The following are some “knows” and “dos” to help you fight and lead. Not everything below will resonate yet, but I suggest you put this article in your “leadership toolkit” (everyone should have one) and read it again later in your tour. Knowing your ship, Sailors, and boss will be key to your success as a Submariner. Truth in advertising: I didn’t always do these things, but I wish I had! I made some mistakes as a JO, and most of this I learned from the school of hard knocks.

“But Captain, I am not planning on making this a career.” Doesn’t matter. The skills needed to fight the ship and lead a division or watch section are life skills and highly valued outside the Navy.

When I was a JO, my CO once asked if I desired to command. The question caught me off guard. I wasn’t sure I really wanted to go to command or even stay in after my JO tour. I responded half-heartedly that I didn’t think I knew enough to command. He laughed and said, “Of course not, you’re only a JG!” He went on to explain that, in your Navy career, what you learn today prepares you for success at the next level. Over the years, I saw that he was right! Your training to become a Submarine CO begins with your commissioning and continues every day that you are in uniform, preparing for the moment when you say, “I relieve you.”

My goal for each of my JOs: finish your tour ready to walk across the pier to another ship, equipped to perform at the next level—leading your own watch section and serving as a division head. By the time you leave, if you know your ship, Sailors, and boss and work to understand what to do as a leader, then you will excel as a JO!

What to know

As a new submarine officer, you will learn a new culture and language, leadership and management basics, new watch stations, running a division, and managing programs. You will feel overwhelmed at times. Keep after it! Eat the elephant one bite at a time.

Know your ship. Learn the basics first. When qualifying, stay a little later if needed. Come in on some weekends. Learn what you need to, and then go get your checkout or take your exam. I tended to “polish the cannonball,” over-studying unimportant things. Ask for help if there is a roadblock, if you don’t understand a concept, or you are in the shipyard and can’t get your practical factors done. Once you are qualified, it is purely a license to learn—become a true expert, lead your teams, and see what works and what doesn’t.

When I reported aboard my first ship, my ship’s leadership put me straight into engineering qualifications, as expected, and told me not to worry about forwardquals at all until I had qualified EOOW. This was horrible advice. When you get aboard, come up with a plan to focus on ready to safely execute the task, have the courage to say so and take the time needed to do it right—the first time. Tell your department head if you do.

Early in my first tour, I went to the bridge as JOOD when getting underway from Pearl Harbor. One of the JOOD’s jobs was to operate the AN/PSN-11 handheld GPS, a military GPS unit that was about the size of a mailbox and completely unintuitive. Before I went to the bridge, someone showed me some basic button pushing, but I didn’t really understand how to use it effectively. Most important for the
Leaders told me, "Your job is to qualify. Don't ask questions from someone who has pocket right away and learn how to really qualifications will take most of your time of a Submarine Division Officer. Clearly, Organizational Manual (EDOM) are (SORM), and the Engineering Department Navy regulations, the Submarine Standard sleeping in it. When the LT found out, ing into it, and onto the Sailor who was help. I recall a JO that found out that one recommendation on what you think will ing to command leadership, and have a mental, physically, or spiritually, your job is to get them the necessary help. Part of remove obstacles so that your team can get about the problem. The Sailor should have brought this up and had it fixed but didn't about the problem. The Sailor should have about the problem. The Sailor should have thinking about it, the JO was superstars. They step up, working your boss out of a job. Don't wait to be told what to do; figure out what the Sailor was leaving well after both din- spent time in the Wardroom talking about was a good self-preservation tip). Go find the important things done without having to tell you. You will find yourself writing awards, evaluations, radio messages, and reports, that will go to the CO. Write clearly, in the active voice, with good grammar and spelling. Avoid repeating mistakes when writing for your chain of command (this is a good self-preservation tip). Go find the final product that gets released and see how the project was put together. If the writing flowed, especially if you weren't present for the final edits. Don't allow yourself to just be the typist; understand and discuss content, tone, and the mes- sage that the ship is sending off.A ship's reputation is in large measure built on its success, so learn to write well. Ensure that the reader will understand your mes- sage without you being there to explain it. What to do Lead yourself. Your energy can help the entire ship to improve. Never give up. Be "all in" as a JO on the USS Ancony. How you react when things go wrong or if you make a mistake will affect how the Sailors in your division or your watch section react and perform. Your Sailors will notice your level of energy and your attitude. The JOs can set the tone and the example. Our job as leaders is to take action on the things that we can control and be ready to respond—resistance is futile. We can't. While we may at times feel like vic- tims, we are winners, never victims. Push past it. This is most important when things don't go your way, making sure that a take that requires a critique, performing poorly on a inspection, or not perform- ing to potential. Others will notice your performance, and you will be the one that helps tie it together. Who knows? You may be called on to execute the plan…on short notice…with the trim pump tagged out…and with ASUW-specific duties and responsibili- ties, which allowed every team member to contribute to decision-making data flow. Based on his ownership and our practice, leaders onboard, including the divi- sion officer, must set an environment for integrity. How do you react to bad news? It is cooler to tell the truth or to cover it up? Accomplishing the mission at all costs (or "just getting it done") while breaking the law or violating protocol, policy, or procedure is simply not okay. If you find yourself saying or hear others saying things like, "just make sure it gets done" or "I don't care how it gets done" you should hear alarms going off in your head. A division officer can, and ultimately must, lead the team of command identity where
end of the world). You can avoid this situation by starting your planning early and using your lifetimes to shipmates who have successfully completed this task before you.

Don’t be overly sensitive to your Sailors’ complaints, but be ready to be their advocate. Listen to them. It is a truism that, when they understand you, they will likely feel that no one is listening or cares enough to help with their problems.

Never complain in front of your Sailors, especially about your chain of command! This will undermine your ability to get things done, and they will actually respect you less for your perceived weakness. Leaders who don’t have to defend the command if you don’t want to, but piling on to a gripe session is not a good look.

Build your team up, don’t tear them down. Sometimes members of your division will make fun of a teammate, perhaps one who is struggling or who acts differently than other crew members. Don’t allow that to happen in your presence, and always provide support. Stand up for those who can’t help themselves and never be the first to do the right, unpopular, and uncomfortable thing because they need to be done.

Lead your watch section. As a watch officer, you are a player-coach, responsible for your own performance and that of your team. Look ahead and plan the watch with your team. Figure out what you don’t know as individuals or as a team and come up with a plan to fix it. Let the NAV and CO know if the plan in the night orders doesn’t work and recommend a change.

Learn to lead your watch section. As a watch officer, you need to be vigilant and aware of what is happening around you. Always be on the lookout for potential problems, and if you see something wrong, take action to correct it.

Figure out what you want your Sailor to do, and then actually do it. If you don’t get the job done, it may not be your fault, but your Sailors don’t have to defend the command if you don’t want to, but piling on to a gripe session is not a good look.

Lead your division. Communicate with your team. Go to divisional meetings and discuss where the command is headed. You should know this from your interactions in the wardroom. Put your important information from message traffic or the squadron, talk about the schedule, and identify issues across other divisions or other departments that affect your division. Make sure you are on the same page with your chief before you go to quarters.

A good way to plan ahead is to keep a notebook or a folder of things to do. If you are interested in something, write it down. Sometimes members of your division will make fun of a teammate, perhaps one who is struggling or who acts differently than other crew members. Don’t allow that to happen in your presence, and always provide support. Stand up for those who can’t help themselves and never be the first to do the right, unpopular, and uncomfortable thing because they need to be done.

Welcome Home!
A Sailor assigned to the Los Angeles-class fast attack sub- marine USS Santa Fe (SSN 763) greets his family after he arrived at Joint Base Pearl Harbor-Hick- wam, after completing his latest deployment. (Photo by Mass Communication Specialist 1st Class Daniel Mihale)

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More Ways to Complete Professional Military Knowledge Eligibility Exam

Sailors eligible for advancement to paygrades E-4/5/6/7 can now complete their Professional Military Knowledge Eligibility Exam (PMK-EE) requirements anytime, anywhere in the world, through a self-service app announced in NAVADMIN 340/19, June 26.

Sailors can access the PMK-EE through MyNavy Portal (MNP), Navy e-Learning (Nel), Submarine On-Board Training (SOBT) and now the PMK-EE app. Each of these PMK-EE options operate independently. So Sailors should select one of the systems to complete all modules. With PMK separated from the advancement exam, once Sailors complete their PMK-EE requirements for their paygrade, they will have more time to concentrate exclusively on job-specific occupational knowledge needed for the NWAE, contributing to the Navy’s goal of promoting technical experts.

Here’s how Sailors can take advantage of the PMK-EE app:
1. Go to the Navy App Locker at https://www.applocker.navy.mil/ and download the PMK-EE app to a mobile device when ready to complete the eligibility requirement through an online exam. This does not require a Common Access Card (CAC).
2. Select each of the five topic areas: Career Information, Leadership and Character, Naval Heritage, Professional Conduct and Seamanship. Each topic may be taken independently of the others, in any order, and not necessarily during the same app session.
3. Once each topic is completed, the app will indicate the graded performance. Review the associated reference from the bibliography for incorrectly answered questions.
4. Score 80% or higher in each topic to pass the entire exam. If you did not pass a topic, you will have to retake it.
5. Once all topic areas are successfully completed, the app will display an overall exam score.
6. The app will ask for the Sailor’s DoD ID number (located on the back of your CAC) to transfer completion information to the Navy Training Management Planning System (NTPMS) / Electronic Tracking Jacket (ETJ).
7. Now, focus exclusively on job-specific occupational knowledge while preparing for the advancement exam. Since all Sailors must successfully complete PMK-EE prior to being eligible for advancement in any paygrade, this app increases a Sailor’s flexibility by providing the capability to do so at the right time and the right place, at the convenience of the Sailor. The app helps support, for example, Sailors who advance through the Meritorious Advancement Program (MAP) or automatically advance to E-4 upon completion of an “A” school.

Active Component and Full-Time Support Sailors must complete the PMK-EE for the desired advancement paygrade by Sept. 1, 2019 to be eligible to advance for the E-4 through E-6 NWAE (Advancement Cycle 244) and by Jan. 1, 2020 for the E-7 NWAE (Advancement Cycle 244). Reserve Component Sailors must complete the PMK-EE for the desired advancement paygrade by Feb. 1, 2020 to be eligible to advance for the E-4 through E-7 NWAE (Advancement Cycle 106). The PMK-EE, announced in NAVADMIN 085/18, was created to provide greater emphasis on PMK and to separate it from examinations on rating knowledge as part of Sailor 2025 and Rating Modernization efforts. This is an initial step toward electronic advancement exams and, eventually, individually-tailored rating exams, unique to specific jobs and platforms.

For further information on PMK-EE, visit the “Advancement and Promotion” pages under “Career & Life Events” located on the MNP website at www.mnp.navy.mil. Sailors can send questions to PMKE_Questions@navy.mil or contact the PMK-EE Help Desk at (800) 473-6014/DSN 753.

PCU Iowa Keel Laying

Chiefs of Command
Chief of Naval Operations Adm. Michael Gilday relieved Adm. John Richardson
COMSUBGRU 10 Rear Adm. Michael Bensman relieved Rear Adm. Jeff Jaklin
COMSUBGRU 4 Capt. Andrew Miller relieved Capt. Brian Stellone
COMSUBGRU 11 Capt. Christopher Hashman relieved Capt. Chris Cavanaugh
COMSUBGRU 16 Capt. Bill Paterson relieved Capt. Chris Nash
COMSUBGRU 17 Capt. Todd Peggyham relieved Capt. Brian Brooker
SUBRON 5 Capt. Lucinda Rainforth relieved Capt. Stephen Mack
Navel Submarine Training Center Pacific (NSTCP)
Capt. Lamos Thompson relieved Capt. Andrew Herold
US. Alaska (SSBN 732) (G) USS. Scripps (SSBN 796) USS. Wist Virginis (SSBN 766) (G)
Capt. Adam Thomas relieved Cmdr. Alan coco relieved Cmdr. John Coleman
USS. Alexandria (SSBN 757) Cmdr. Travis Jacob relieved Cmdr. Jeff Anderson
Cmdr. Todd Sarola relieved Cmdr. Gregory Koopy
USS. Colorado (SSN 780) Cmdr. Jason Goddard relieved Cmd. Mike Polomak relieved
Cmdr. Craig Kroll relieved Cmdr. Daniel May
Cmdr. Stephen Wiegol relieved Cmdr. Jeff Anderson
USS. Iowa (SSN 780) Cmdr. Matt Fanning relieved Cmdr. Benjamin Milke
USS. Maryland (SSN 746) Lt. Cmdr. Ron Ball relieved Lt. Cmdr. Jesse Kelleher
Cmdr. Matt Fanning relieved Cmdr. Joseph Kimble
Capt. Brian Sittlow relieved Cmdr. Michael Bensman
Capt. Andrew Miller relieved Capt. Jeff Howes
Capt. Brian Sittlow relieved Cmdr. Christopher Powell
Capt. Andrew Miller relieved Capt. Andrew Miller
Capt. Patrick Clowes relieved Capt. Patrick Clowes
Capt. John Coleman relieved Capt. Brian Mace
Capt. Adam Thomas relieved Capt. Jennifer Rogers
Capt. J. Andrew Miller relieved Capt. J. Andrew Miller
Capt. Eric Cole relieved Rear Adm. Michael Gilday
Capt. S. John Judy relieved Capt. Craig Plagge
Capt. Michael Juszczak relieved Capt. Michael Juszczak
Capt. Christopher Fox relieved Capt. Michael Juszczak
Capt. S. John Judy relieved Capt. Michael Juszczak
Capt. Michael Juszczak relieved Rear Adm. Michael Gilday
Capt. J. Andrew Miller relieved Capt. J. Andrew Miller
Capt. S. John Judy relieved Capt. Michael Juszczak
Capt. Michael Juszczak relieved Rear Adm. Michael Gilday
Guam Celebrates 75th Liberation Day

Lieutenant Commander 2nd Class Patrick Travers of high-five children during the annual Guam Liberation Day Parade, July 21. More than 50 Sailors from CSS-15 participated in the celebration commemorating the 75th anniversary of the liberation of Guam from Japanese occupation by U.S. forces during World War II.

Meritorious Unit Commendation

On July 21, Commander Michael Harvey, Commander, Submarine Force, U.S. Pacific, presented the Meritorious Unit Commendation to the crew of USS Hartford (SSN 769) for completing three successful missions vital to national security while excelling in all aspects of forward-deployed operations.

Trident II Test Launch

An unarmed Trident II D5 missile launches from the Ohio-class ballistic missile submarine USS Nebraska (SSBN 739) off the coast of San Diego, California, Sept. 4, 2019. The test launch was one of four conducted Sept. 4 and Sept. 6 as part of a U.S. Navy Commander Evaluation Test, validating performance expectations of the life-extended Trident II D5 strategic weapon system.

The U.S. Strategic Command (USSTRATCOM) Omaha Trophy was presented to the Blue and Gold crews of USS Nevada (SSBN 733) during a ceremony held at Naval Base Kitsap-Bangor, Aug 21. Vice Adm. David Kriete, deputy commander, USSTRATCOM, presented the award to the commanders of Nevada on behalf of the committee and the citizens of Omaha, Nebraska.

This is the second time Nebraska has been awarded the Omaha Trophy.

–Bravo Zulu–
USS Spot (SS 413)

On December 17, 1944, USS Spot (SS 413) began her first war patrol along the China coast under the command of Cmdr. William Post Jr. In her first combat action, she sunk two enemy trawlers in a gun attack on January 7, 1945. Between January 11 and 14, she sunk five enemy merchant vessels in three surface engagements. On January 19, Spot sunk a freighter with one torpedo hit and, later, a tanker with two torpedo hits.

The next day she attacked a trawler with her dwindling 20mm ammunition. Cmdr. Post nosed Spot against the trawler and sent over a boarding party. The trawler suddenly began to sink. All men made it back aboard along with the sole Japanese survivor.

Spot’s second war patrol was again off the China coast. On March 17, after torpedoing a cargo ship, radar detected a convoy, so she gave chase. One torpedo struck a merchant ship before Spot had to vacate the area. One escort later found Spot on the surface and pursued. Cmdr. Post fled on the surface and engaged the overtaking escort, a minesweeper, in a running gun battle while awaiting word from COMSUBPAC of having received an important radio transmission and hoping to find deeper water. With the escort close astern and having taken a severe beating from Spot’s 5” and 40mm guns, Spot finally received word from COMSUBPAC. She dived in 180 feet of water and evaded the minesweeper.

On April 25, Spot’s crew noticed a cluster of buildings and radio towers behind a lighthouse on Kokuzan Island. Spot opened fire with her 5” deck gun. The attack ignited an oil storage building, brought down one of the radio towers, and left several buildings ablaze.

Spot’s third war patrol was comparatively uneventful, sinking two junks and taking aboard two prisoners.

As reflected on her flag, Spot destroyed 16 merchant vessels, damaged a combatant, and shelled the radio station on Kokuzan. Not on her flag are the four battle stars the boat received for her WWII service.