

# Welcome Aboard Handbook



**Naval Surface and Mine  
Warfighting Development  
Center (SMWDC)**

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# WELCOME ABOARD

Welcome to the staff of the Naval Surface and Mine Warfighting Development Center (SMWDC).

SMWDC stood up in 2015 in recognition of a new era of competition in the maritime domain.

You are now a part of a dedicated group of military and civilian professionals performing a mission of vital importance to our nation.

As the surface community's warfighting development center (WDC), our mission is to increase the lethality and tactical proficiency of the Surface Force across all domains.

Furthermore, we support combatant commanders and naval and joint service component commanders with integrated air and missile defense, anti-submarine/anti-surface, mine, and amphibious warfare capabilities.

We are an elite organization that continues to learn while accomplishing our mission with enthusiasm and innovation, we are dedicated to supporting the fleet and our Sailors.

We are making a positive impact on the waterfront each and every day.

You will find your tour here to be challenging and rewarding.

Welcome to the SMWDC team; we look forward to you bringing your talent and work ethic to the team.

## Rear Adm. Scott Robertson Commander

Admiral Robertson is a third-generation naval officer who grew up near various fleet concentration areas. He attended Boot Camp in 1986 at Naval Training Station, San Diego, as a non-designated Seaman. Shortly after graduation, he attended the Broadened Opportunity for Officer Selection and Training (BOOST) program, Earning a four-year NROTC scholarship.



Robertson attended Norwich University, the Military College of Vermont, and earned a bachelor's degree in Mechanical Engineering in 1991.

Robertson has served in a highly diverse range of assignments and participated in many campaigns and operations. His sea tours include: USS George Washington (CVN 73) as 1st Division Officer; USS Normandy (CG 60) as the Fire Control Officer; USS Port Royal (CG 73) as the Weapons/Combat Systems Officer; USS John C. Stennis (CVN 74) as Engineering Auxiliaries Officer; USS Gettysburg (CG 64) as Executive Officer; and he commanded USS Rodney M. Davis (FFG 60) during a 7 month deployment. Robertson also commanded USS Normandy (CG 60), the first Aegis Baseline 9 warship with Naval Integrated Fire Control – Counter Air capability and took her on a nine-month global-circumnavigation deployment, operating in all major naval AORs. Additionally, he served as Air and Missile Defense Commander for the USS Theodore Roosevelt Carrier Strike Group.

Robertson's ashore assignments include: Aegis Training and Readiness Center (ATRC) where he was Course Supervisor and lead instructor for the Force Air Defense Warfare Commanders Course, and on the Joint Staff in the J-8 Directorate as the Resources and Acquisition Manager. Additionally, he served as Commanding Officer of Surface Warfare Officers Schools (SWOS) Command.

Robertson holds a Master of Science degree in Systems Engineering from George Mason University. Following his assignment at ATRC in 1999, Robertson spent two years away from naval service and worked as a weapon system engineer before voluntarily returning to active duty following the 9/11 terrorist attacks.

His current assignment is Commander, Naval Surface and Mine Warfighting Development Center, San Diego.



***The security interests of the United States and our allies are being challenged at an increasing rate. As emphasized in the National Defense Strategy, the maritime domain continues to grow in importance -- becoming more heavily used, more stressed, and more contested than ever before in an era of renewed great power competition. The mission of the United States Navy is to be ready to conduct prompt and sustained combat incident to operations at sea. To accomplish this mission, the Chief of Naval Operations (CNO) has established four priorities: strengthen naval power at and from the sea, achieve high velocity outcomes, strengthen our Navy team for the future, and expand and strengthen our network of partners. Naval Surface and Mine Warfighting Development Center (SMWDC) will support the CNO's priorities. Commander, Naval Surface Forces (CNSF) issued the charge that Surface Forces will "OWN THE FIGHT" and that we strive to be the best, the fastest, the toughest and the smartest Naval Surface Force. SMWDC will answer CNSF's charge. Our Naval forces will not fight in a clean, SOE-driven environment. Therefore, it is incumbent upon SMWDC to build warfighters and provide them the training; Tactics, Techniques and Procedures (TTP); and tools required to win in the most dynamic and challenging environments.***

**Mission:** Increase the lethality and tactical proficiency of the Surface Force across all domains.

**Vision:** SMWDC reaches full operated capacity as a high performance organization, charged with cultivating a culture of excellence in warfighting via our lines of operation.

**Guiding principles:**

- All SMWDC personnel serve critical roles and are equally valued.
- Teamwork and effective communication build a foundation of trust.
- Learn faster through creative, critical and bold thinking.
- Deliver the necessary TTP to our ship crews and Warfare Commander staffs to confidently and competently fight and win.

**Lines of Operation:**

- Advanced tactical training
- Doctrine and tactical guidance development
- Operational support to Combatant Commanders, Numbered Fleet Commanders, and Task Force Commanders
- Capability assessments, experimentation, and future requirements

S. F. ROBERTSON

# Tactical Excellence by Design

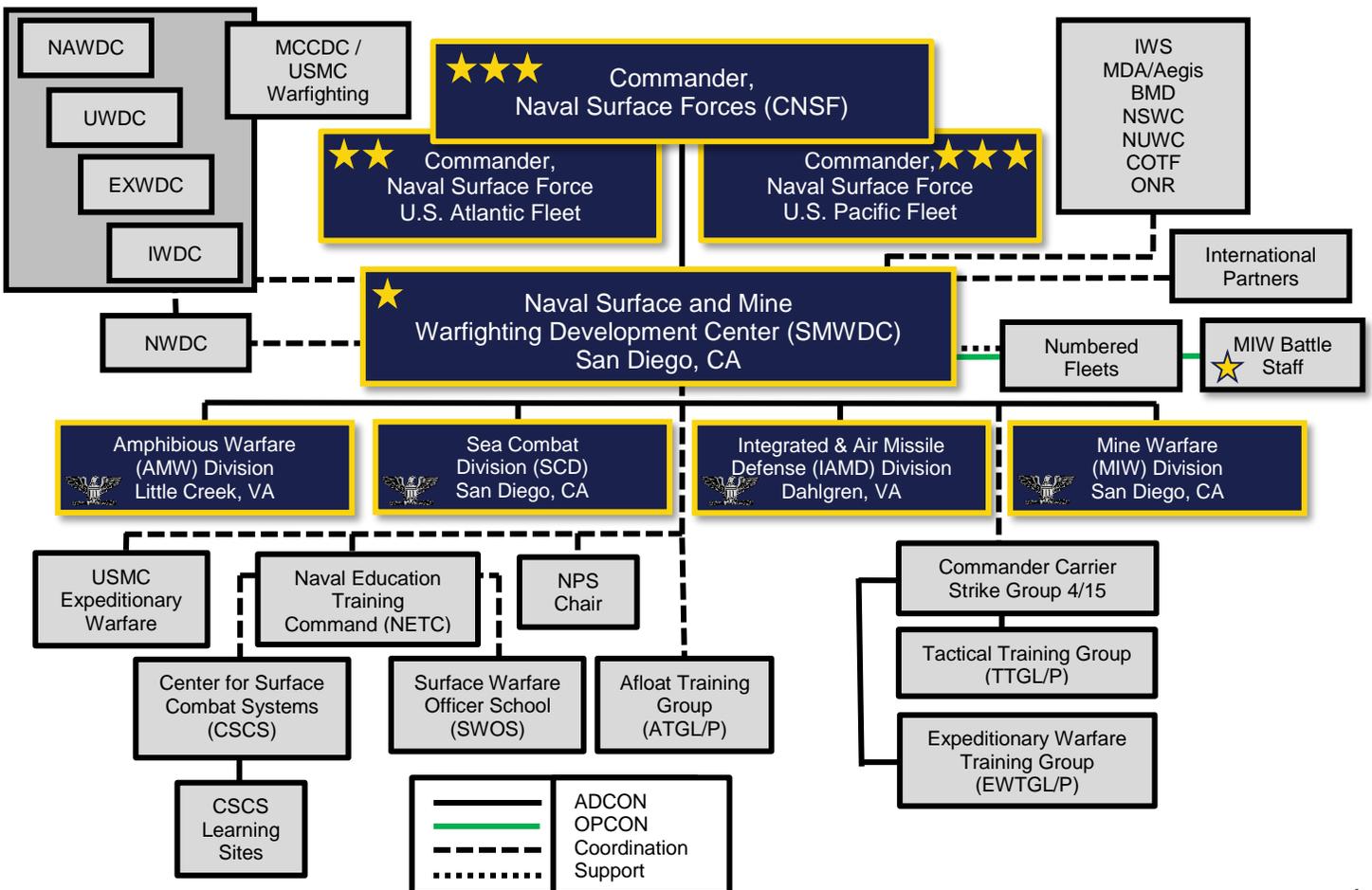
**“SMWDC’s mission is to increase the lethality and tactical proficiency of the Surface Force across all domains.”**

SMWDC directly supports the CNO’s four lines of effort: strengthen naval power at and from the sea, achieve high velocity outcomes, strengthen our Navy team for the future, and expand and strengthen our network of partners. We are a critical element of current and future Surface Fleet capability, readiness, and lethality in order to “Own the Fight.” SMWDC oversees the surface fleet’s continuum of combat training and tactical readiness, aligns with and stays attuned to the needs of Commanders, Commanding Officers, ships and staffs who operate forward.

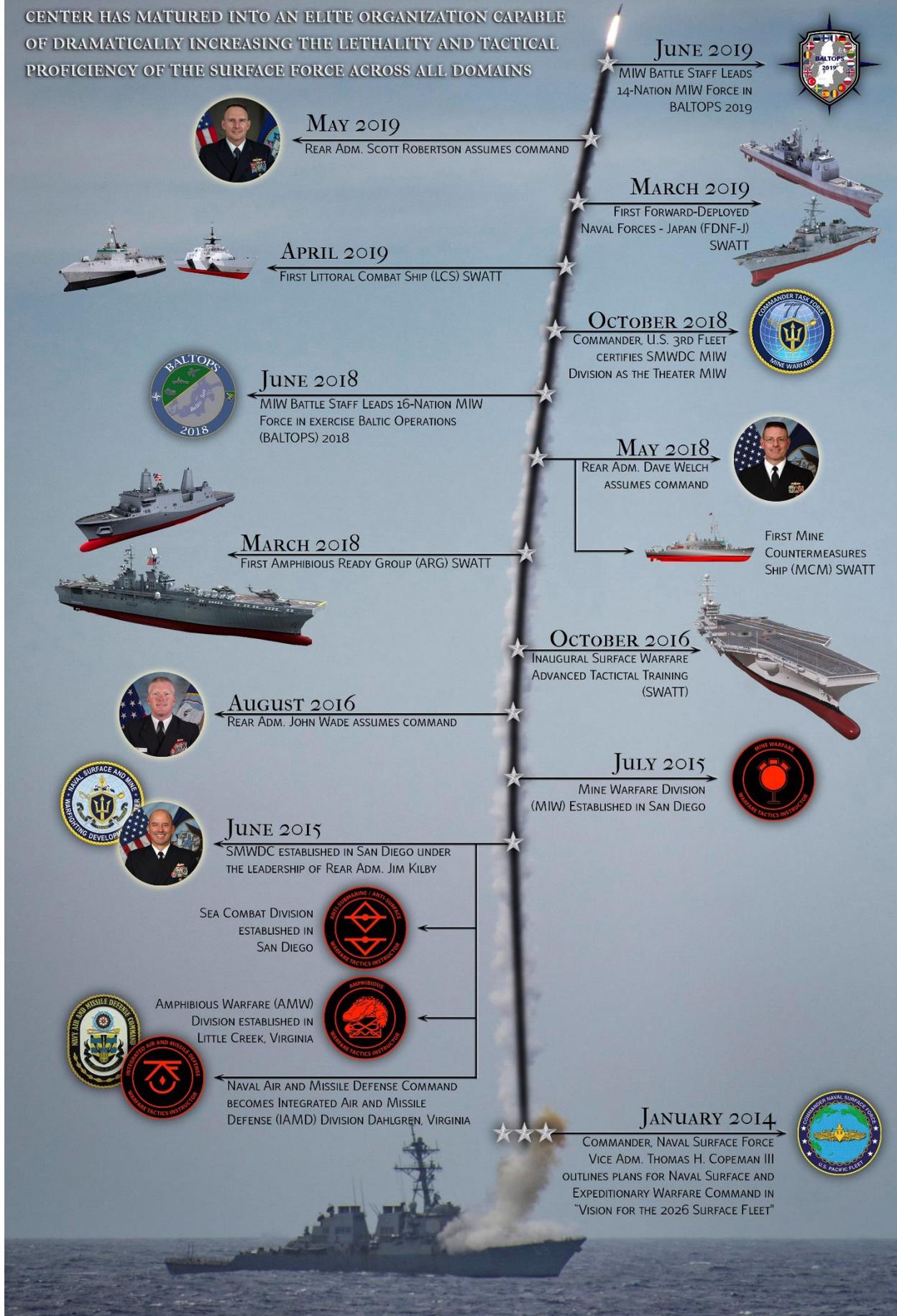
• **SMWDC’s Lines of Operation are:**

- Advanced Tactical Training
- Doctrine and Tactical Guidance Development
- Operational support to Combatant Commanders, Numbered Fleet Commanders, and Task Force Commanders
- Capability assessments, experimentation, and future requirements

- SMWDC’s Headquarters is in San Diego with four supporting divisions in California and Virginia: Sea Combat Division (NBSD/NBSD Point Loma Annex), Mine Warfare (MIW) Division (NBSD Point Loma Annex), Integrated Air and Missile Defense (IAMD) Division (Naval Support Facility Dahlgren, Virginia), Amphibious Warfare (AMW) Division (Joint Expeditionary Base Little Creek-Fort Story, Virginia)



FROM CONCEPTION TO GLOBAL MINE WARFARE COMMANDER,  
 NAVAL SURFACE AND MINE WARFIGHTING DEVELOPMENT  
 CENTER HAS MATURED INTO AN ELITE ORGANIZATION CAPABLE  
 OF DRAMATICALLY INCREASING THE LETHALITY AND TACTICAL  
 PROFICIENCY OF THE SURFACE FORCE ACROSS ALL DOMAINS



# Lines of Operation

## • Advanced Tactical Training

- Train surface and mine warfare forces in tactics, techniques, and procedures (TTPs) in assigned combat mission areas at the individual, unit, integrated or advanced, and joint levels, ensuring alignment with the Surface Warfare Combat Training Continuum (SWCTC), when appropriate. Conduct advanced tactical training for Aircraft Carriers (CVNs) in coordination with the Naval Aviation Warfighting Development Center, when sufficient capacity is achieved.
- Train naval staffs to conduct surface and mine warfare missions; specifically, Air and Missile Defense Commanders (AMDC); Ballistic Missile Defense Commanders (BMDC); Sea Combat Commanders (SCC); Amphibious Readiness Group (ARG) Commanders; Amphibious Squadron (PHIBRON) Commanders; Destroyer Squadron (DESRON) Commanders; Theater and Strike Group Mine Warfare Commanders (MIWC); and Mine Countermeasures Commanders (MCMC) in doctrine and TTPs. Recommend certification of MIWC and MCMC staffs to the Numbered Fleet Commanders (NFCs) or their designated representatives, as required.

## • Doctrine and Tactical Guidance Development

- Develop, validate, standardize, publish, and revise doctrine and TTPs for naval surface and mine warfare forces.
- Coordinate doctrine and TTP development, implementation, and revision processes across warfare mission areas with other warfare development centers (WDC), ensuring synchronized approaches which optimize employment of capabilities in maritime, joint, and combined Warfare environments.
- SMWDC is the Navy's single combat mission area expert and lead for TTP development, revision, and implementation in Amphibious Warfare (AMW), Air Warfare (AW), Ballistic Missile Defense (BMD), Mine Warfare (MIW), Missions of State (MOS), Surface Warfare (SUW), and Surface Unit Anti-Submarine Warfare (SuASW).
- SMWDC will provide support to designated organizations in the development, revision, and implementation of TTPs and doctrine for those warfare areas in which it does not have explicit responsibility.

## • Operational Support to Naval Component Commanders, Numbered Fleet Commanders, and Combatant Commanders

- Provide operational and subject matter expert (SME) support to ships, Littoral Combat Ship Squadrons, DESRONs, PHIBRONs, Mine Countermeasures Squadrons (MCMRONs), Carrier Strike Groups (CSGs), Surface Action Groups (SAGs), Expeditionary Strike Groups (ESGs), ARGs, independently deploying surface forces, NFCs, NCCs, and CCDRS through direct, reach-back, BMD mission package, or fly-away team support in assigned mission areas, as required.
- Act as the Commander, Task Force (CTF) or Group (CTG) Theater MIWC providing operational engagement with NFCs as the MIW advisor to Joint Force Maritime Component Commanders or Combined Force Maritime Component Commanders with tactical control of assigned surface, air, and under water MIW units.
- Provide Operational Plan (OPLAN) or Contingency Plan (CONPLAN) support in assigned mission areas to include supporting plan development, contingency readiness, and time phased force deployment data (TPFDD), as required.
- Integrate with domestic National Response Framework operations, as required.

## • Capability Assessments, Experimentation and Requirements Support

- Conduct training and tactical level warfighting effectiveness assessments across the warfighting spectrum (doctrine, organization, training, material, leadership and education, personnel and facility (DOTMLPF)); set and enforce performance standards; identify and prioritize recommended material and non-material solution development to mitigate capability and capacity gaps in assigned mission areas; review, formulate, and implement required mission area improvements based on quantitative data, analysis, experimentation, and feedback from deployed forces, NFCs, type commanders (TYCOMs), OPNAV resource sponsors, WDCs, waterfront training organizations, academic training entities, and other stakeholders; advocate for the appropriate implementation of DOTMLPF recommendations to satisfy identified warfighting requirements via interface with the Director, Surface Warfare (N95/96), Surface Warfare Tactical Requirement Group, and related resource and acquisition processes.

# Warfare Tactics Instructor (WTI)

**Warfare Tactics Instructors (WTI)** are an investment in our community's ability to fight and win in an era of great power competition. The investment is already yielding dividends through the completion of advanced tactical training courses, at sea exercises, and refreshed doctrine and TTP that increase Fleet lethality.

WTIs are the center of gravity that drive each of Naval Surface and Mine Warfighting Development Center's (SMWDC) lines of operation, which positively impact each Numbered Fleet Command area of responsibility.

Commanding Officer identification of intellectually-curious top talent within their crew, and in their mentorship network, are a critical element of the program's success.

There is a **DIRECT CORRELATION** between wardroom engagement and WTI applications. Wardrooms engaged lead to applications over those not engaged at a 2:1 rate!

- Community value of WTI skill and performance is reflected in recent administrative boards:
  - **100%** of WTIs screened for Department Head.
  - **65%** of WTIs screened for CO Afloat on their first look.
  - WTIs have an overall selection rate of **77% at the Commander Command board.**
- More than **300** WTIs have been qualified since WTI program inception. There are currently:
  - **30** WTI candidates in training.
  - **134** WTIs in production tours.
  - **12** are Division Officers at sea.
  - **47** are Department Heads at sea.
  - **11** are in XO/CO pipeline.
  - **10** are serving as Executive Officers of warships.
  - **2** are serving as Commanding Officers of warships.
- WTIs are surface warfare officers who receive advanced training as instructors and tactical experts in four warfighting areas – Anti-Submarine/Surface Warfare (ASW/SUW), Amphibious Warfare (AMW), Integrated Air & Missile Defense (IAMD), or Mine Warfare (MIW).
- During the course of instruction, students will begin to acquire expert level of knowledge and develop skills necessary to provide lecture-based training, guide tactical discussions, and train the Fleet to operate and employ weapon systems in any environment.



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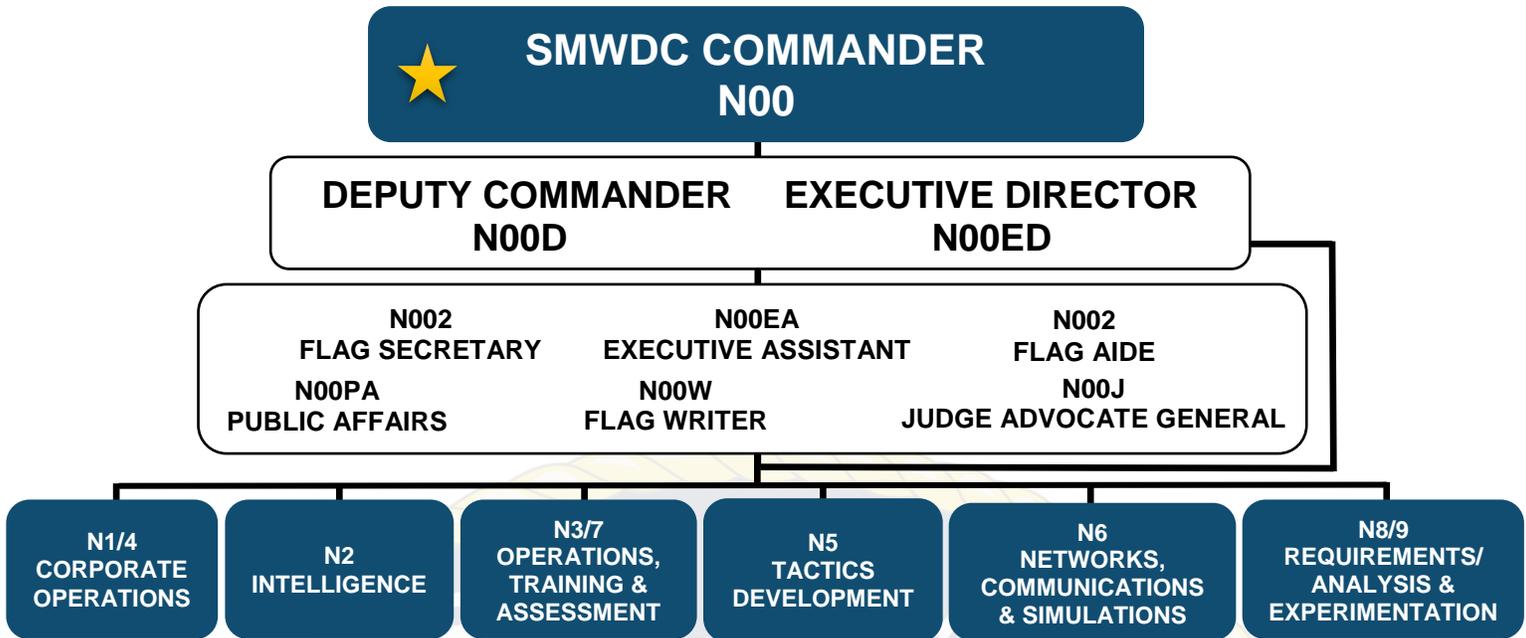
*“Rather than waiting for your next SWATT or for a WTI Department Head to be assigned, I challenge you to identify potential division officers who are top talent and who you believe will help improve the warfighting readiness of your command.”*

Vice Adm. Richard A. Brown  
Commander, Naval Surface Forces

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# HEADQUARTERS OVERVIEW



## Front Office

**N00D Deputy Commander** - Executes and implements the policies and directives of the commander in conformance with the policies, plans, and intentions of the commander.

**N00ED Executive Director** - Provides the senior civilian perspective and continuity of leadership to the workforce and broad strategic planning and execution, advising, investment and information development of programs and policy.

**N00EA Flag Executive Assistant** - Serves as the interface between SMWDC staff and the commander/deputy commander and facilitates the Commander's itinerary.

**N002 Flag Secretary** - Serves as administration expert for fitness reports (FITREPS), Flag correspondence, and facilitates the Deputy Commander's itinerary.

**N00A Flag Aide** - Facilitate scheduling office calls of visiting dignitaries, military leaders, and coordinates official travel arrangements for and accompanies the Commander during official travel.

**N00J Judge Advocate** - Provides ethics guidance and solutions to legal issues involving military operations, organization, and personnel, wherever and whenever such solutions are required.

**N00PA Public Affairs Officer** - Leads all public communication planning and synchronization efforts across Divisions, headquarters staff, in alignment with higher headquarters and DoD, and coordinates engagements in public affairs, communication strategies, press and digital media operations.

**N00W Flag Writer** - Supports the Commander, Deputy Commander, Flag Executive Assistant and Flag Secretary by drafting correspondence, fitness reports and awards, and itinerary coordination.

## Headquarters Branch Heads

**N1/N4 Corporate Operations** - Leads all workforce matters relating to military (active duty and reserve), civilian, and contractor personnel employed throughout SMWDC Divisions and headquarters, and manages all financial and material logistic requirements.

**N2 Intelligence** - Provides dominant information advantage to the SMWDC commander, divisions and headquarters staff, allowing SMWDC to anticipate, deter and, if required, defeat threats.

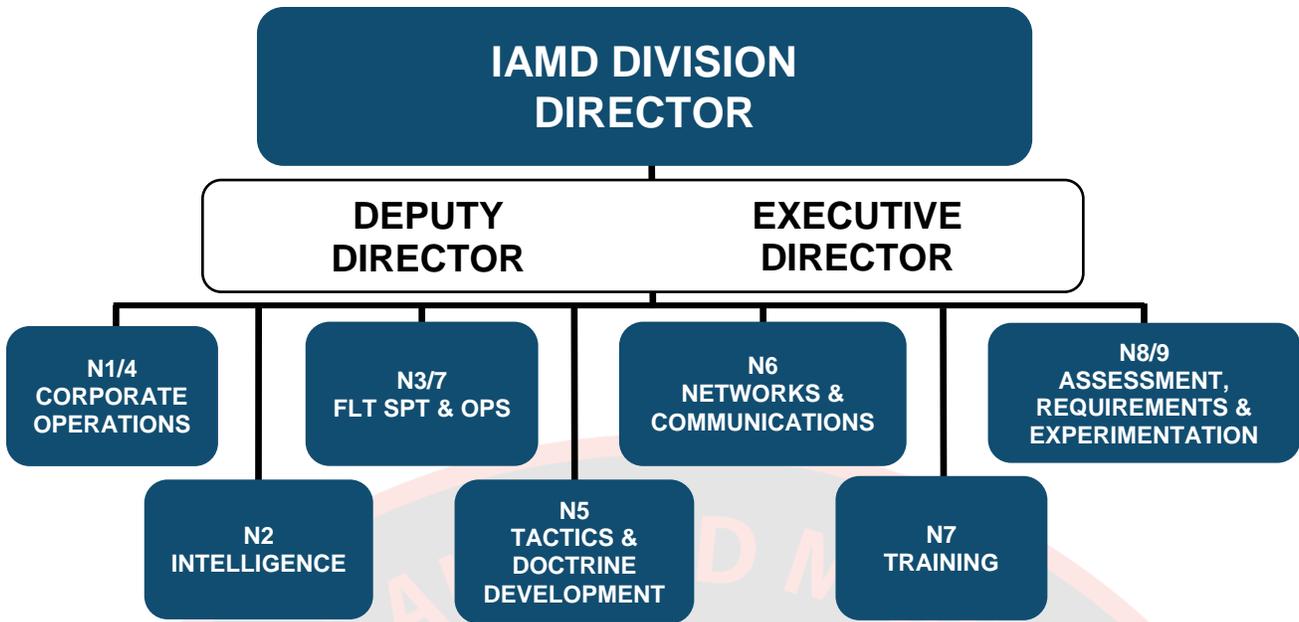
**N3/N7 Operations, Training and Assessment** - Provides advice, recommendations and facilitates planning and execution of SMWDC Lines of Operations, current and future operations to include deliberate planning, WTI recruitment, exercises, and the Warfare Tactics Instructor (WTI) Program.

**N5 Tactics Development** - Manages the Surface Force doctrinal review program and conducts combat Tactics, Techniques, and Procedures (TTP) development and validation in concert with other Warfighting Development Centers and fleet assets. Utilizes WTI community to aid in the rapid development, validation, and publication of tactical guidance for the surface force to mitigate capacity and capability gaps identified in SMWDC Capability Area Assessments, and the Warfare Improvement Program.

**N6 Networks, Communications and Simulation** - Coordinates with the DOD and Navy chief information officer to develop and implement information technology and cyber security policy, guidance and programs; coordinates DOD/Navy enterprise issues and innovation.

**N8/N9 Gaps and Requirements Analysis and Experimentation** - Conducts training and tactical level warfighting effectiveness assessments which help identify gaps, strengths, and provide fleet input to higher echelons, and supports experimentation efforts with new systems and Navy Budget requirements development efforts.

# INTEGRATED AIR & MISSILE DEFENSE DIVISION



Welcome aboard Surface and Mine Warfighting Development Center's (SMWDC) Integrated Air and Missile Defense (IAMD) Division, located onboard Naval Support Facility, Dahlgren, Virginia,

IAMD Division supports the lines of operation for Navy's air and missile defense operations. The 75-person staff consisting of military, civilian and contractors, each contributing unique capabilities, provide training, operational and tactical level guidance, operational support and capability assessments, experimentation and future requirements; that is what makes IAMD Division a true center of excellence.

The IAMD Warfare Tactics Instructor (WTI) curriculum is 15 weeks and is the Surface Navy's senior WTI course that focuses on both the air breather threat as well as the ballistic missile threat. WTIs split their learning at Aegis Training and Readiness Center, Dahlgren and SMWDC IAMD Division, Dahlgren with specialty courses of instruction at Carrier Airborne Early Warning Weapons School (CAEWS) onboard Naval Air Station Fallon, Nevada and Army Patriot systems in El Paso, Texas.

IAMD Division increases the lethality and tactical proficiency of the Surface Force across all air and ballistic missile domains by preparing IAMD WTI candidates to be waterfront trainers and warfare tactics instructors. Graduates are able to support SMWDC led courses of instruction and tactical training evolutions during events such as Carrier Strike Group (CSG) and Amphibious Ready Group (ARG) Surface Warfare Advanced Tactical Training (SWATT), the Air and Missile Defense Commander (AMDC) Course, and Live Fire With a Purpose (LFWAP) events.



# SEA COMBAT DIVISION



Welcome aboard Surface and Mine Warfighting Development Center's (SMWDC) Sea Combat Division, located onboard Naval Base San Diego.

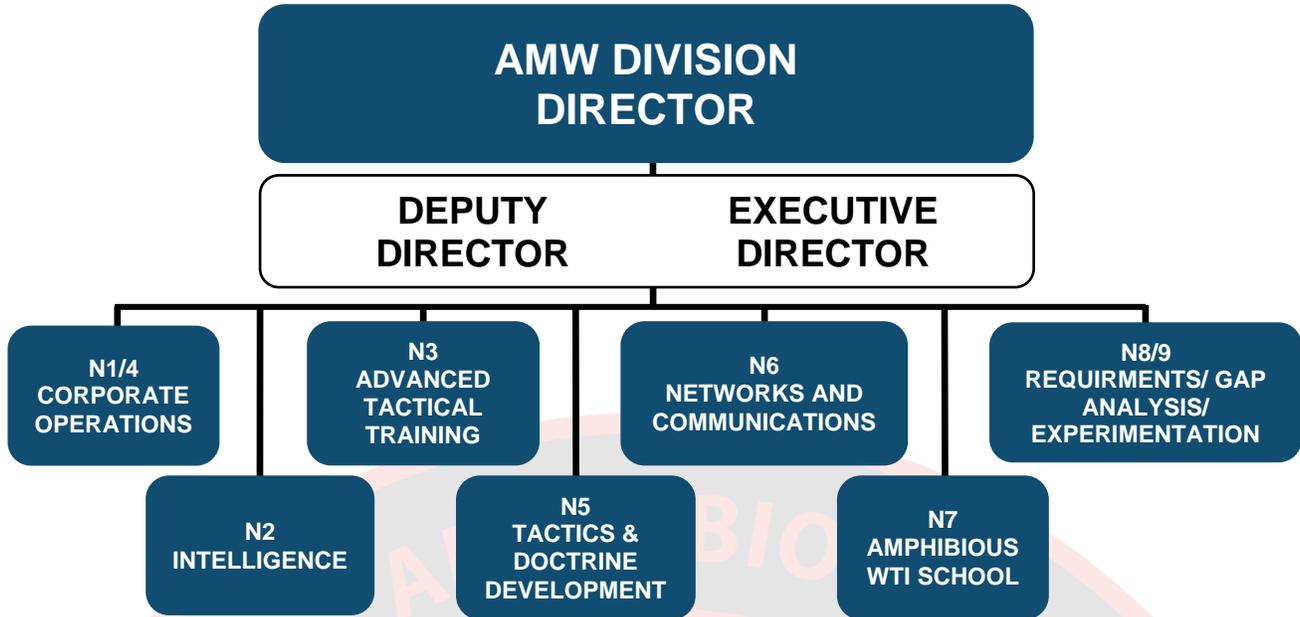
Sea Combat Division continues to raise the bar in support of the SMWDC Lines of Operation (LOO). The Warfare Tactics Instructors (WTI) out of all departments continue to drive the Plan, Brief, Execute, And Debrief (PBED) process across multiple exercises including Ship Anti-Submarine Warfare Readiness and Evaluation Measurement (SHAREM), Sea Combat Commander's Course (SCC), and Surface Warfare Advanced Tactical Training (SWATT). This enables our warfighters to perfect their TTPs and fulfills SMWDC's first LOO of advancing tactical training.

The N5 department has led the next LOO of doctrine and tactical guidance development by publishing the Naval Strike Missile, the Maritime Targeting Capability, and the SM2/SM6 Anti-Surface Warfare (ASUW) Tactical Memos (TACMEMO) with more publications always in the works. These publications supply our warfighters with the tools they need to execute on station and increase lethality throughout our Navy.

In the Era of Great Power Competition, it is imperative for our best warfighters be available at a moment's notice to support our operational commanders. SMWDC has certainly contributed to that LOO while supporting real-world operations throughout multiple fleets. As a result, the last LOO of capabilities assessment, experimentation, and future requirements has also been satisfied. Exercise Black Widow was a perfect example of affording the opportunity to our warfighters to practice and evaluate new procedures to prepare for real world operations.



# AMPHIBIOUS WARFARE DIVISION



Welcome aboard Surface and Mine Warfighting Development Center's (SMWDC) Amphibious Warfare (AMW) Division, located onboard Joint Expeditionary Base Little Creek-Ft. Story, Virginia.

AMW Division supports SMWDC's Line of Operations (LOO) of advanced tactical training, doctrine and tactics, techniques, and procedures (TTP) development, operational support, and capability assessments, experimentation, and future requirements by focusing on planning and tactics as they relate to AMW and U.S. Marine Corps (USMC) integration.

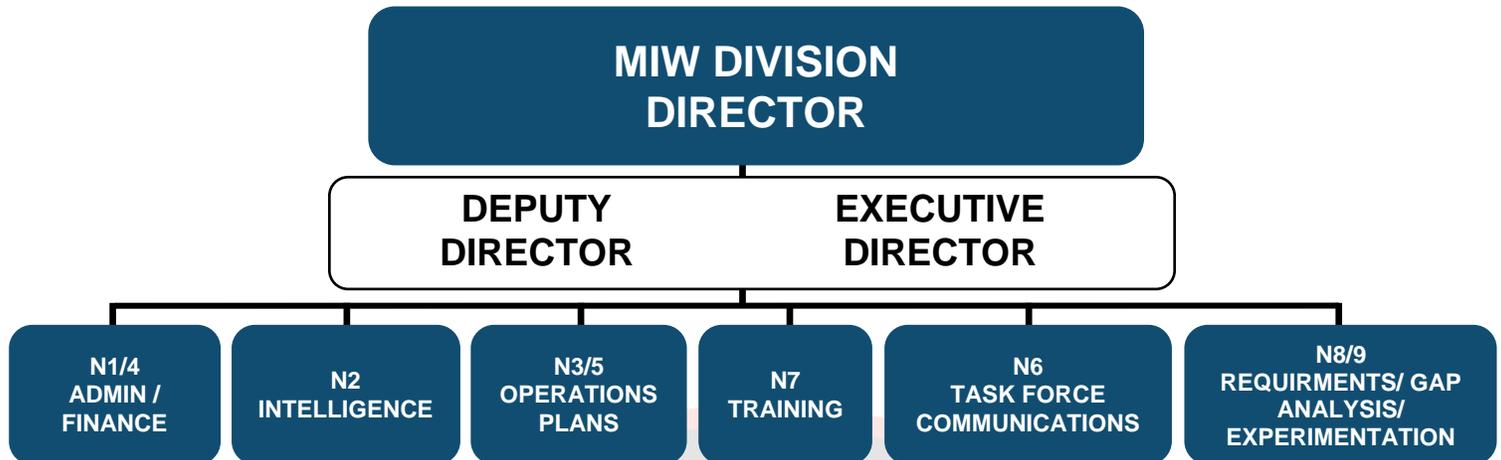
The AMW Warfare Tactics Instructor (WTI) curriculum is fifteen weeks; split between locations at SMWDC's headquarters in San Diego, Joint Expeditionary Base Little Creek- Ft. Story, VA, Center for Surface Combat Systems Wallops Island, VA, and Marine Corps Base Camp Lejeune in North Carolina. AMW Division increases the lethality and tactical proficiency of the Surface Force across all domains by preparing AMW WTI candidates to be water-

front trainers and warfare tactics instructors. Graduates are able to support SMWDC led courses of instruction and tactical training evolutions during events such as Amphibious Ready Group Surface Warfare Advanced Tactical Training (ARG SWATT), Live Fire With a Purpose (LFWAP), and various USMC integration events.

AMW division also owns several pieces of amphibious doctrine, to include the Ship-to-Shore manual; and runs the AMW Warfighting Improvement Program (WIP).



# MINE WARFARE DIVISION



Welcome aboard Surface and Mine Warfighting Development Center's (SMWDC) Mine Warfare (MIW) Division, located onboard Naval Base Point Loma Harbor Drive Annex in San Diego.

Our Mission is to lead MIW operations in all Numbered Fleet Commanders (NFC) and Joint Force Maritime Component Commands as the Navy's MIW Task Force Commander. To prepare and assess MIW forces in full spectrum MIW at the individual, unit, integrated and operational levels. Optimize current forces and develop/test the next generation of units and systems. In support of SMWDC Lines of Operation, MIW Division supports and executes the following:

- Exercise the Battle Staff in C2F/C3F/C4F/C6F/C7F as Theater MIW Commander (MIWC).
- Maintain MIW annexes for current Operational War Plans (NAVNORTH, C5F, C6F and C7F).
- Provide CTF MIW intelligence analytic support for Numbered Fleets and MIW Triad.
- Establish a MIW Training Continuum that supports individual, unit, and staff progression.
- Train and certify the SMWDC MIW Battle Staff as Theater MIWC
- Train and certify Mine Countermeasure (MCM) Squadrons 3/5/7 staffs as MCM Commanders.
- Conduct MIW Surface Warfare Advanced Tactical Training (SWATT) six times a year in C3F/C5F/C7F.
- Transition MCM capability from legacy forces to MCM Mission Package on Littoral Combat Ships and other platforms.
- Conduct annual Fleet MCM Force Assessments.
- Focus USN/USMC efforts to reduce MCM timelines/risk in support of Joint Force Entry Operations.
- Lead, coordinate, plan and execute the mine warfare readiness and effectiveness measurement (MIREM) program to measure performance and proficiency of systems, sensors, and personnel.
- Assist in developing the next generation of mines, minefield planning, and mine delivery systems.



# SMWDC RESERVE ENTERPRISE

The SMWDC Reserve Enterprise consists of five units functionally and geographically aligned to each headquarters and its four divisions in California and Virginia. Reserve Sailors are on the team making significant to support SMWDC's lines of operations – advanced tactical training, doctrine and tactical guidance development, operational support, and capability assessments, experimentation and future requirements.

Reserve units supporting HQ, Sea Combat, Integrated Air and Missile Defense (IAMD) and Amphibious Warfare (AMW) Divisions were established in 2018. Each unit supports and integrates with their respective division and participates in advanced tactical training events. The Mine Warfare (MIW) unit was established in 2015 and has a full complement of 40+ officer and enlisted billets to support the MIW Battle Staff. In the end, the enterprise plans to grow to have more than 130 billets.

Surface Warfare Reserve Enterprise support to SMWDC is a top priority. Getting underway with the Fleet's top senior mentors and tacticians and to play a key role in increasing the Fleet's readiness and lethality is opportunity our reserve teammates should prioritize at the top of their wish lists.





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## Websites

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