



# 2022 LDO/CWO BOD Conference

## WELCOME

Surface

Nuc / Sub

Aviation

Gen Line



## LDO / CWO

Staff

IWC

OTC Academy

Detailers

NAS PENSACOLA FL

3-4 May 2022



# 2022 LDO/CWO BOD



## LDO/CWO

### BOARD OF DIRECTORS

RADM Peter Garvin: LDO/CWO Sponsor  
CAPT Keith Beck: Flag Sponsor COS  
CWO3 Kelvin Gumbs: Flag Sponsor Flag Sec  
CAPT Heather Walton: President - Silver Eagle  
CAPT Dave Dwyer: Vice President - LDO/CWO OCM  
LCDR Jerod Cole: NUKE OCM  
LT Bryan Gill: ~~Asst~~ LDO/CWO OCM  
CWO5 Brian Baker: SWON  
CWO5 Hector Sandoval: CWO OCM  
Mr. Parker Dinwiddie: BOD Admin Officer

### COMPETITIVE CATEGORY REPRESENTATIVES

#### SURFACE WARFARE

611X/711X, 612X/712X, 613X/713X,  
715X, 717X, 618X/718X

LDO: CAPT Eric Williams  
[eric.m.williams1.mil@us.navy.mil](mailto:eric.m.williams1.mil@us.navy.mil)

CWO: CWO5 John King  
[john.f.king31.mil@us.navy.mil](mailto:john.f.king31.mil@us.navy.mil)

#### GENERAL LINE/STAFF

641X/741X, 643X, 648X/748X,  
649X/749X, 651X/751X/752X

LDO: CAPT John Popham  
[john.w.popham.mil@us.navy.mil](mailto:john.w.popham.mil@us.navy.mil)

CWO: CWO5 Darrious Burson  
[darrious.burson2.mil@us.navy.mil](mailto:darrious.burson2.mil@us.navy.mil)

#### SPEC WAR

CWO5 Brian Glenn  
[brian.glenn3@socom.mil](mailto:brian.glenn3@socom.mil)

Sundown  
Off Ramp

#### NUC/SUB

620X/720X, 623X/723X, 626X/726X,  
628X/728X, 629X, 740X

LDO: CAPT Ken Holland  
[kenneth.l.holland16.mil@us.navy.mil](mailto:kenneth.l.holland16.mil@us.navy.mil)

CWO: CWO5 Walter Schubert  
[walter.r.schubert.mil@us.navy.mil](mailto:walter.r.schubert.mil@us.navy.mil)

#### STAFF

653X/753X

LDO: CAPT Heather Walton  
[heather.j.walton.mil@us.navy.mil](mailto:heather.j.walton.mil@us.navy.mil)

CWO: CWO5 Blane Meadows  
[blane.f.meadows.mil@us.navy.mil](mailto:blane.f.meadows.mil@us.navy.mil)

#### AVIATION

631X/731X, 632X/732X, 633X/733X,  
636X/736X, 737X, 639X

LDO: CAPT Thomas Gibbons  
[thomas.l.gibbons.mil@us.navy.mil](mailto:thomas.l.gibbons.mil@us.navy.mil)

CWO: CWO5 Brian Baker  
[brian.c.baker.mil@us.navy.mil](mailto:brian.c.baker.mil@us.navy.mil)

#### INFORMATION WARFARE

680X/780X, 681X/781X, 682X/782X,  
683X/783X, 784X

LDO: IWC OCMS

CWO: CWO5 Sean North  
[sean.m.north.mil@us.navy.mil](mailto:sean.m.north.mil@us.navy.mil)

Revision: 26 April 2022



# LDO/CWO Officer Community Manager

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## LDO/CWO OCM SHOP 2022 BOD SLIDES

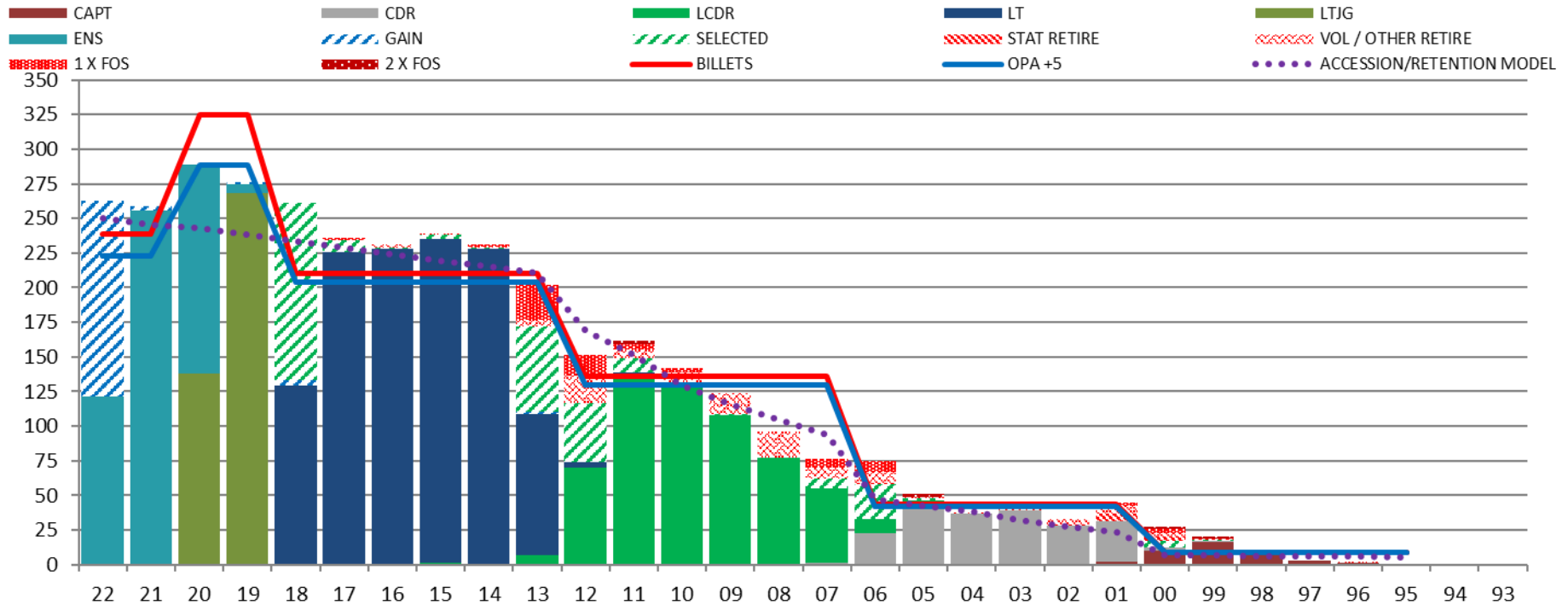
**Senior LDO/CWO Officer Community Manager**  
(CAPT Dave Dwyer)  
(CAPT Pat Sutton – June 2022)

**CWO Officer Community Manager**  
(CWO5 Hector Sandoval)  
(CWO5 John Cowan – July 2022)

**LDO/CWO Assistant OCM**  
(LT Bryan Gill)  
(Mr. Parker Dinwiddie)



# Limited Duty Officer Manning (6XXX)

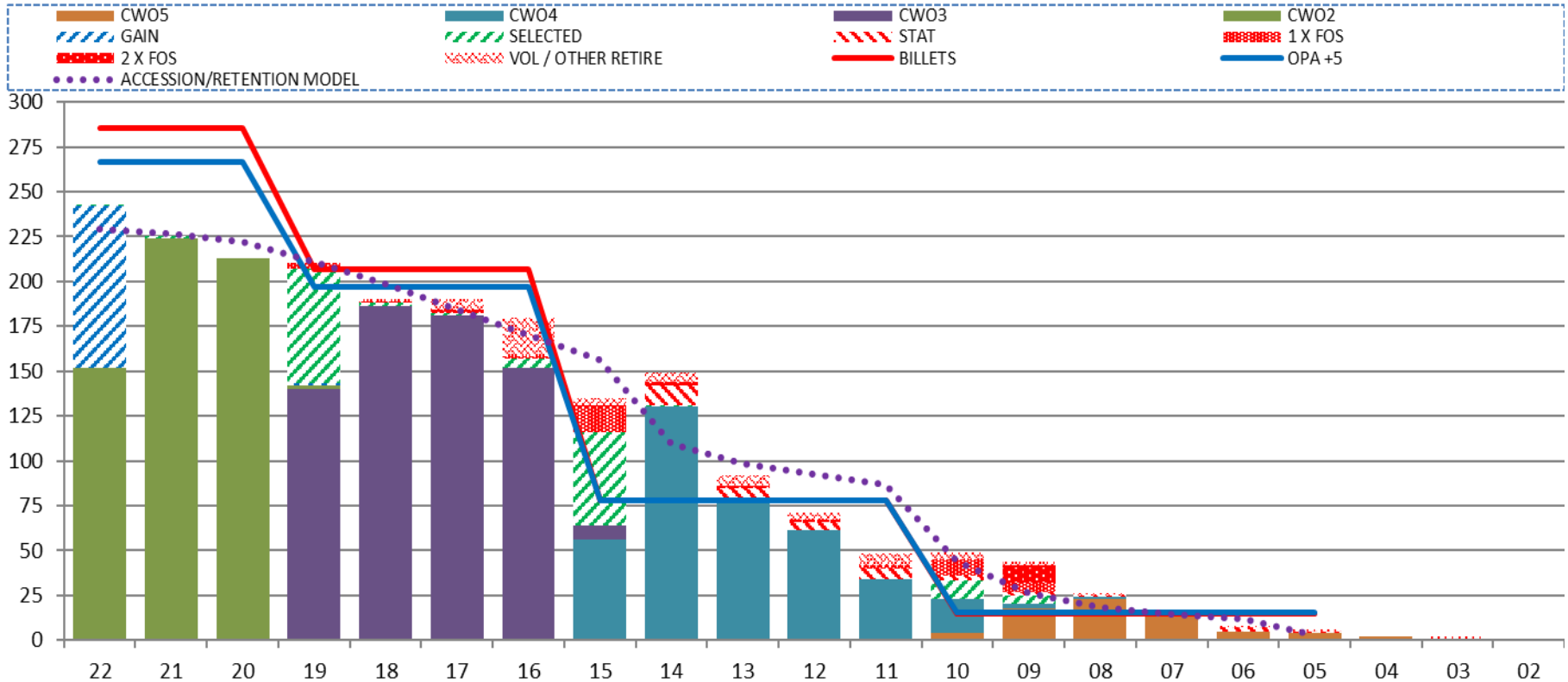


6XXX	ENS	LTJG	LT	LCDR	CDR	CAPT	TOTAL
<b>BILLETS</b>	<b>478</b>	<b>649</b>	<b>1262</b>	<b>816</b>	<b>259</b>	<b>52</b>	<b>3516</b>
<b>INVENTORY</b>	<b>538</b>	<b>550</b>	<b>1284</b>	<b>758</b>	<b>242</b>	<b>43</b>	<b>3415</b>
<b>MANNING %</b>	<b>113%</b>	<b>85%</b>	<b>102%</b>	<b>93%</b>	<b>93%</b>	<b>83%</b>	<b>97%</b>
<b>GAINS</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>
<b>LOSSES</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>9</b>	<b>2</b>	<b>0</b>	<b>32</b>

As of 31 March 2022



# Chief Warrant Officer Manning (7XXX)



7XXX	WO1	CWO2	CWO3	CWO4	CWO5	TOTAL
<b>BILLETTS</b>	16	847	813	391	87	2154
<b>INVENTORY</b>	19	671	758	475	80	2003
<b>MANNING %</b>	119%	79%	93%	121%	92%	93%
<b>GAINS</b>	4	26	0	0	0	30
<b>LOSSES</b>	0	1	8	4	3	16

As of 31 March 2022



# FY 23 Active Duty Selections

<u>Active Duty</u>	<u>Quotas</u>	<u>Selected</u>	<u>Announced</u>
<b>Enlisted to ENS (LDO)</b> (Includes 46 NUC Quotas/Selections)	<b>264</b>	<b>264</b>	<b>264</b>
<b>Enlisted to CWO</b>	<b>242</b>	<b>*241</b>	<b>**240</b>
<b>CWO to LTJG</b>	<b>0</b>	<b>0</b>	<b>0</b>

- \* Quota returned
- \*\* On hold awaiting adjudication of an issue

**LDO Selection Opportunity: 21%**

**CWO Selection Opportunity: 30%**

**Total applications for LDO and CWO: 2,109**

**Eligible applications: 2,051** (LDO Apps – 1252 (173 NUC) / CWO Apps - 799)

**\*FY-22 ISPB Total Applications: 2,404**



# FY 23 Stats (LDO)

Designator/Community					FY23		
	5YR AVG	10YR AVG	5YR AVG # SELECTS	10YR AVG # SELECTS	APP	SEL	OPP
611X DECK	21.0%	20.0%	7	8	33	7	21%
612X OPERATIONS	20.9%	19.9%	11	12	51	10	20%
613X ENGINEERING	23.2%	20.0%	25	26	109	22	20%
618X ELECTRONICS	30.4%	22.8%	26	22	101	32	32%
620X NUCLEAR POWER	23.8%	25.7%	44	41	173	46	27%
623X SUB-ENGINEER	20.3%	20.3%	4	4	24	4	17%
626X SUB-ORDNANCE	26.3%	23.4%	8	7	30	9	30%
628X SUB-ELECTRONICS	20.5%	16.2%	5	6	24	5	21%
629X SUB-COMMS	26.9%	21.7%	4	4	19	5	26%
631X AVIATION-DECK	23.8%	16.1%	5	6	20	6	30%
633X AVIATION-MAINT	16.1%	14.3%	25	27	134	23	17%
636X AVIATION-ORD	20.1%	16.7%	12	12	63	13	21%
639X AIR TRAFFIC CONT	21.9%	19.6%	5	5	28	5	18%
641X ADMINISTRATION	12.8%	11.7%	19	20	149	18	12%
643X BANDMASTER	58.1%	38.1%	1	2	3	2	67%
648X EOD	62.1%	44.7%	4	5	5	5	100%
649X SECURITY	20.2%	18.8%	24	22	98	22	22%
651X SUPPLY	5.6%	6.1%	7	8	115	9	8%
653X CIVIL ENGINEER	28.8%	24.3%	5	5	13	5	38%
682X INFO SYSTEMS	13.5%	11.7%	11	12	60	16	27%
<b>LDO Total</b>	<b>18.1%</b>	<b>16.2%</b>	<b>272</b>	<b>275</b>	<b>1252</b>	<b>264</b>	<b>21%</b>

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# FY 23 Stats (CWO)

Designator/Community					FY23		
	5YR AVG	10YR AVG	5YR AVG # SELECTS	10YR AVG # SELECTS	APP	SEL	OPP
711X DECK	36.2%	32.3%	11	11	26	13	50%
712X OPERATIONS	36.5%	31.8%	12	14	30	13	43%
713X ENGINEERING	29.0%	23.2%	24	24	75	25	33%
715X SPECIAL WARFARE	70.1%	63.6%	11	11	25	13	52%
717X SWCC	54.2%	55.0%	5	5	10	5	50%
718X ELECTRONICS	26.4%	17.9%	11	9	62	19	31%
720X DIVER	52.7%	59.2%	4	4	9	5	56%
726X SUB-ORDNANCE	14.3%	13.1%	2	2	11	2	18%
728X SUB-ACOUSTIC	34.0%	34.0%	4	4	7	4	57%
731X AVIATION-DECK	11.2%	12.1%	5	6	46	6	13%
732X AVIATION-OPS	74.7%	55.2%	10	8	13	12	92%
733X AVIATION-MAINT	16.5%	14.2%	25	26	127	25	20%
736X AVIATION-ORD	24.8%	21.7%	14	14	62	14	23%
741X ADMINISTRATION	20.6%	16.1%	20	17	95	24	25%
749X SECURITY	9.1%	7.7%	6	5	66	6	9%
752X FOOD SERVICES	21.6%	21.8%	7	7	28	6	21%
780X OCEANOGRAPHY	51.3%	46.6%	2	3	6	3	50%
781X INFO WARFARE	35.9%	27.7%	15	14	36	15	42%
782X INFO SYSTEMS	24.7%	19.8%	15	15	41	15	37%
783X INTELLIGENCE	41.6%	34.3%	10	8	21	14	67%
784X CYBER	71.7%	46.8%	2	2	3	2	67%
<b>CWO Total</b>	<b>26.4%</b>	<b>21.7%</b>	<b>225</b>	<b>212</b>	<b>799</b>	<b>241</b>	<b>30%</b>

UNCLASSIFIED





# Community Engagement

## ▪ Roadshows –

- Engaged over 2,500 Mustangs and Applicants
- Completed 11 Roadshows (Community/Applicant briefs) funded by local commands
  - Great Lakes, San Diego (x2), PACNORWEST, Lemoore, Tinker, Millington, Washington D.C. (Patuxent River and Annapolis), Hawaii, Yokosuka/Atsugi/Sasebo, Japan
  - 1 Career Development Symposium – San Diego
  - Strong Demand Signal to visit East Coast, 5<sup>th</sup> & 6<sup>th</sup> Fleet

## ▪ LDO/CWO Academy –

- 10 Virtual briefs via TEAMS (since Jan 2021)
- 9 In-person briefs

## ▪ Facebook –

- 13K + followers
- 6 OCM Lives, averaging over 4,000 views per event (limited to 30 days)
  - Next Facebook Live – 18 May 2022
- Great engagement between Mustangs and Applicants



# Community Initiatives

- **Establishment of Competitive Category Board of Directors (BODs) senior members; Formalize a process – creating healthy discussion**
- **Updated OPNAVINST 1420.1B (in progress) – Working to establish our own OPNAVINST**
- **Updated Blue Book – will post on our website week of 9 May 22**
- **6810 designator will sundown (no more application for new accessions) – NAVADMIN enroute for approval**
- **6820 designator will sundown (no more application for new accessions) – NAVADMIN in draft, has not been routed**
- **Retire Retain Policy Update – back to 25 per FY**
- **Board President responsibilities and training our Mustangs to sit boards**
- **Updated MILPERSMAN 1212-020 & 1212-030, LDO/CWO Lateral Transfer Guidance**



# Community Initiatives (cont.)

- 2XFOS CWO4s from FY23 board will not be offered continuation – currently 121% manned at CWO4
- AVO 737X WO1 (PA 106A is under review) – OCS WO1 program (street & fleet) **not** CWO ISPB. Packages due 24 June, board is 25 July
- 749X Security CWO was reestablished: FY 23 ISPB selected six – strong applicant pool
- Merit Reorder language for CWO5 submitted and awaiting NDAA approval – not reviewed during NDAA 21
- COLUMBIA Class WEPS/AWEPS – 626/726X
- WOBA opportunities – creates vacancies and improves promotions
- Lateral Transfer/Redesignation Opportunities – board Feb/Aug each year
- Updated LDO Oath of Office to reflect permanent appointment and 10 year obligation
- Involved in MNCC and Pay/Personnel Transformation



# OCM Deliverables

**In May, the OCM Shop will begin delivering community products to the BODs and Detailers for an annual review and update. These items will become board material and should be treated as such.**

- **Community Value Slides (CC BOD)**
- **LDO Merit Reorder Language**
- **Career Pattern Sheets**
- **Discrete Requirements**
- **Functional Email: [ldocwoocm.fct@navy.mil](mailto:ldocwoocm.fct@navy.mil)**
- **<https://www.facebook.com/groups/10150114349755436>**



# LDO/CWO Academy Update

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## LDO/CWO Academy, OTC Newport 2022 BOD SLIDES

### Academy Staff

CDR Chad Hamm, Director

CWO4 Nick Nemeth, Asst. Director

LT Roberto Duarte

LT Markus Howard

CWO4 Jody Olson

CWO4 Paul Adams

CWO4 Herman Fuentes

CWO3 Raechel Pope



- **Complete course rewrite. Finalized and approved Feb 22**

<b>LDO/WO/CWO Academy Curriculum Breakdown</b>			
3 Week Course (current)		4 Week Course (previous)	
12 offerings per year		10 offerings per year	
Up to 600 students per year		Up to 550 students per year	
Topic Category	Schedule Hours	Topic Category	Schedule Hours
Intro/Orientation/Testing/Graduation	10.0	Intro/Orientation/Testing/Graduation	11.5
General Topics	19.5	General Topics	7.0
History	12.0	History	2.5
Administration	6.0	Administration	24.8
Legal	7.0	Legal	3.0
Military Organization	8.0	Military Organization	8.0
Professionalism	11.5	Professionalism	12.0
Communications	7.0	Communications	7.0
Leadership & Ethics	37.0	Leadership & Ethics	17.0
<del>Moodle (online coursework)</del>	<del>40.0</del>	Moodle (online coursework)	40.0
<del>Physical Training</del>	<del>10.0</del>	Physical Training	10.0
<del>Heritage Day</del>	<del>8.0</del>	Heritage Day	8.0
<b>Total</b>	<b>118.0</b>	<b>Total</b>	<b>150.8</b>

Adjustments made to maximize leadership, ethics, history and case studies





# Staff Manning

- **Current**

- 8 Personnel
  - 7 Instructors
  - 1 Director

- **Potential as result of shortening course length (I-Comp)**

- 5 Personnel
  - 4 Instructors
  - 1 Director

# Day 1 – Student Trends

- **Have not made the transition and have a hard time letting go (chief mess, prior billets, prior accomplishments, etc.)**
- **Tribal thinking (active vs reserve, chief vs non-chief, LDO vs Warrant)**
- **Most have had little exposure to wardroom etiquette**
- **Incorrect uniforms (some of this is newness to the uniform but often times its complacency of standards)**
- **Negative perceptions of the course from their mentors**





# Focus of Effort

- **Emphasis on identity transformation**
- **Importance of integrating into the Wardroom and being an active member of the team**
- **Assist in getting students comfortable briefing large groups (2 each per class – 1 of those to their “CO”)**
  
- **Other school house support**
  - Provide senior level mentoring to OCS/ODS/NSI
    - Case study and scenario feedback
    - Expectations of LDO/WO/CWO (what we are, what we do, how we help)
    - General Q&A
    - 1 on 1 or small groups as requested



# Topic Listing

Watchstanding  
Anti-Terrorism Force Protection  
Life-Long Learning  
Pay & Benefits  
Personal Financial Management  
UCMJ Articles  
U.S. Constitution & Navy Values  
LOAC & Code of Conduct  
Military Justice & JO Responsibilities  
Assignments & Promotions  
CMEQ  
Service Records & Evaluations  
Warrior Toughness  
Manpower Management (Reserve & Active Duty)  
Reserve Orientation  
Naval Reserve Lab  
Security, OPSEC & PII  
Naval Correspondence  
Healthy Lifestyles

Officer Etiquette  
Wardroom Etiquette  
Ceremonies, Customs & Traditions  
Officer Uniforms

SORM & Navy Organization  
Maritime Strategy  
Major Military Component  
Organizations & Missions

LDO/WO/CWO History (Part 1)  
LDO/WO/CWO History (Part 2)  
Navy History - 1815-1865  
Navy History - 1865-1918  
Navy History - 1918-1945  
Navy History - 1941-1945  
Navy History - 1945-1991

Role of a Commissioned Officer  
Officer Turnover  
Fostering Future Leaders  
Effective Oral Communications  
Introduction to Ethical Theory  
Bathsheba Syndrome  
Counseling  
Leadership Styles and Group Dynamics  
Tolerance  
Power & Influence  
Ethical Behavior for Leaders  
Elements of Effective Naval Leadership  
Virtue Ethics  
Junior Officer & Chief Relationships  
Tough Calls  
Stoicism & VADM Stockdale  
Leading Your Division  
Introduction to Case Studies  
EP-3E Aries II  
Farsi Island (Part A)  
Farsi Island (Part B)



# LDO/CWO ACADEMY SCHEDULE

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## ▪ CY 2022

- 16 MAY – 3 JUN: CAPT Farrell
- 13 JUN – 1 JUL: CAPT Moss/CAPT  
Sudduth
- 8 AUG – 26 AUG: CAPT Tukes
- 12 SEP – 30 SEP: CDR James
- 11 OCT – 28 OCT: CWO5 Muelhauser
- 3 NOV – 23 NOV

## ▪ CY 2023

- 9 JAN – 27 JAN
- 6 FEB – 24 FEB
- 6 MAR – 24 MAR
- 3 APR – 21 APR
- 8 MAY – 26 MAY



# Culture of Excellence

Brief prepared for

## LDO/CWO BOD

Briefed by:  
CAPT Matthew Frey, OPNAV N172  
3 May 2022







300k+ Sailors

297 ships

68 submarines

3,700+ aircraft

\$163B annual budget

300M+ Americans depending on us

We are the world's premier maritime warfighting force



Culture Matters

# The world is watching

The New York Times

**“Navy Collisions That Killed 17 Sailors Were ‘Avoidable,’ Official Inquiry Says”**

- 01 Nov 2017

WSJ

**“The Navy’s Cultural Ship Is Listing”**

- 27 Jul 2020

Military.com

**“Why the Navy Must Embrace Diverse Backgrounds and Experiences”**

- 28 Sep 2020



**“Rep. Crenshaw says military leaders ‘prioritizing woke training over actual war fighting’ after Navy report”**

- 15 Jul 2021

MilitaryTimes

**“Sailor saves driver’s life”**

- 29 Jul 2021



2  
4

# **DOWN 13,930, THAT'S EQUIVALENT TO ABOUT TWO CSGS WORTH OF SAILORS**

Unplanned losses and Reduced Readiness are controllable



# We are on a Cultural Transformation Journey





# This is Where We Are Going

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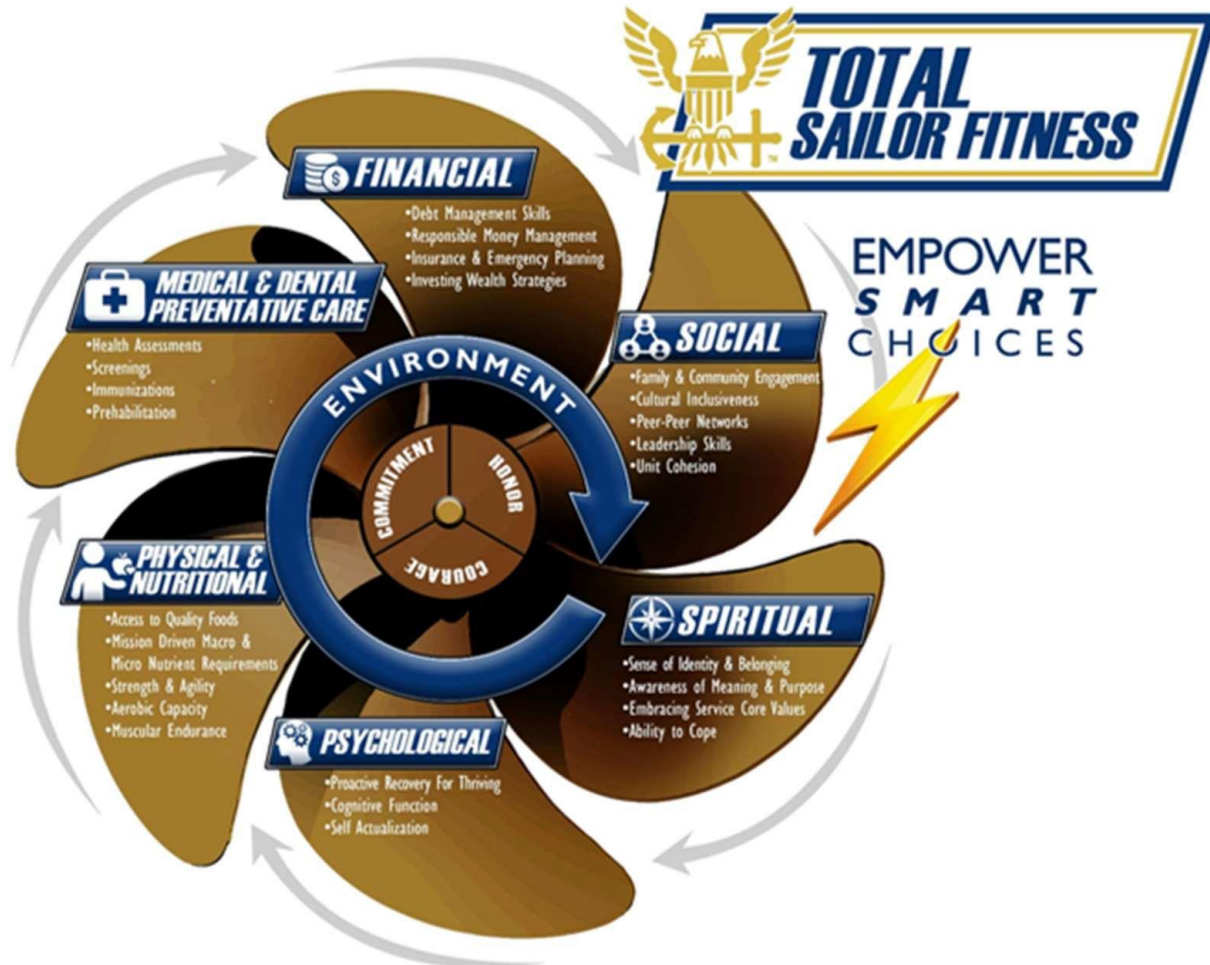
**Navy culture is a place where:**

- **you feel Inspired, challenged, fully engaged**
- **have permission to make mIsTaK3s**
- **where inclusive leaders at all levels Empower Sailors**
- **you have Pride in service to country, mission and fellow Sailors**
- **a workplace that attracts the Best of society**
- **Sailors know what they do Matters**





# Total Sailor Fitness (TSF)





# Warrior Toughness

## *An Executive Overview*

CAPT Melissa Lauby  
WT Program Manager  
Naval Service Training Command



# Executive Overview

## ■ Purpose of Presentation:

- Information brief detailing the rollout of Warrior Toughness across the Naval Fleet.

## ■ Current State:

- Warrior Toughness has been taught to over one-third of the fleet through accession training. NETC and the TYCOMs are beginning implementation to fortify and institutionalize skills learned in accession training across the entire fleet.

## ■ Desired End State:

- Warrior Toughness will become culture throughout the entire Naval Forces.



# Resilience AND Toughness Maintenance AND Operations

- **Resilience** is the ability to persevere, adapt, and grow to the challenges we face
- Resilience programs:
  - Focus on improving overall **health and well-being**
  - Increase the ability to withstand and recover from adversity
- Resilient individuals are less likely to suffer negative impacts from all kinds of stress and may even experience growth after stressful situations.
- **Toughness** is the ability to perform well in high pressure situations
- Toughness and toughness programs (including WT) focus on:
  - increasing **performance** on specific tasks
  - Performance in training, execution, and recovery
- Tough individuals have the ability to:
  - perform under pressure
  - Take a hit and keep on going
  - Enduring the day in/ day out grind





# Warrior Toughness Operationalized



Fighting Spirit



Performance Psychology



*Dedicating ourselves to the pursuit of higher performance*





# Recruit Warrior Toughness Curriculum

Daily  
(RDCs)

Weekly  
(Ship's Officers and Chaplains)

Just-in-Time  
(Instructors)



Recalibrate

Introduction to Toughness

Toughness and Mind-Body

Integrity and Mindfulness

Initiative and Self-Talk

Accountability and Mental Rehearsal

Ethics and Energy Management

End of Term Reflection

Self-Talk  
*Freedom  
Hall*



Mental  
Rehearsal  
*Water  
Survival*



Energy Mgmt  
*Seamanship*



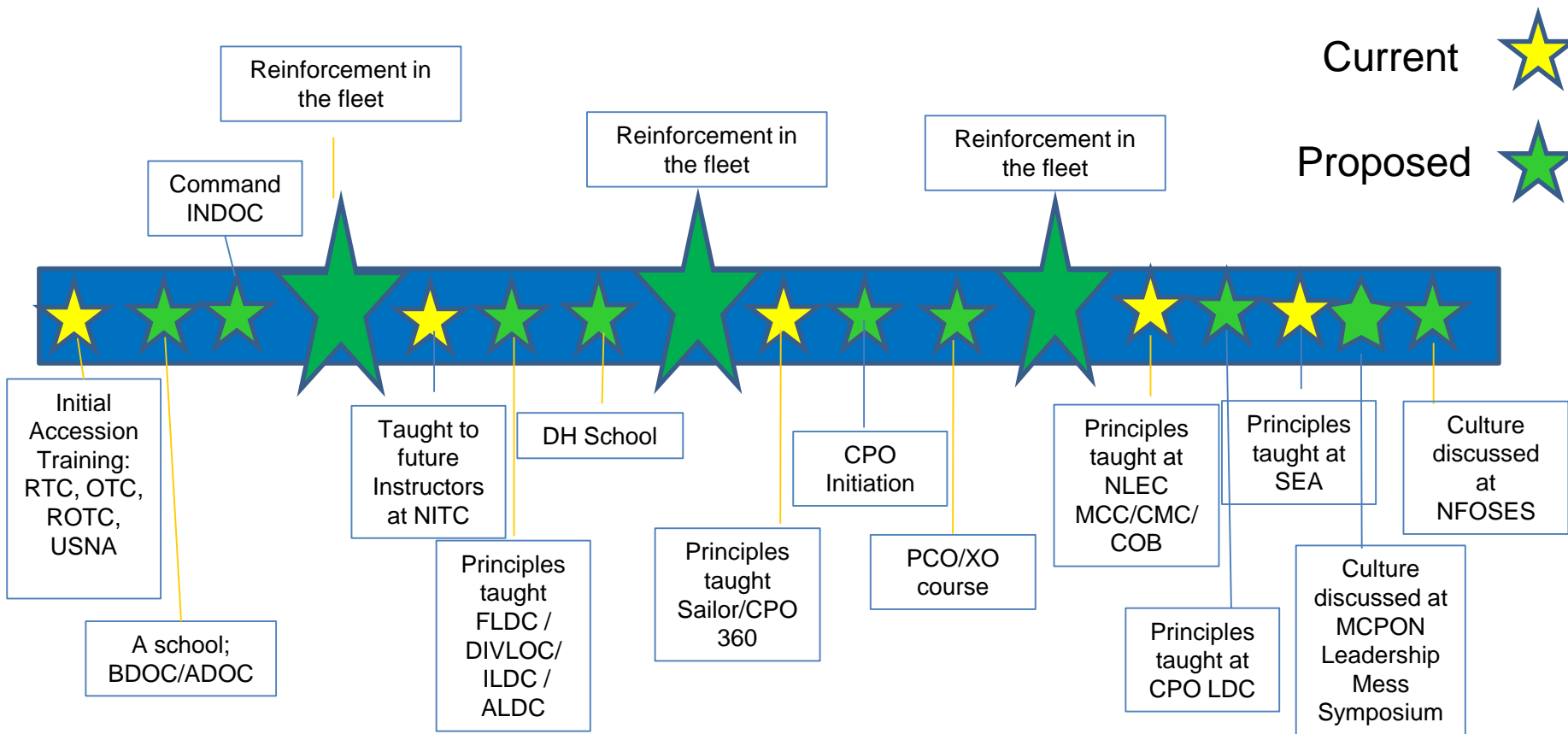
Mindfulness



Goal Setting



# Campaign plan





# Does it Work?

## ▪ **RTC Data:**

- Attrition has fallen from 18.5% to 10.5% since implementation
- On time graduation rates increased by 7.1% for integrated divisions
- Passing rates overall increased by 4%
- Recruits received 7% fewer strikes during Battle Stations
- Statistically significant increases in PFA, third class swim qual, firefighting and inspection scores

## ▪ **NNPTC**

- Students were seen as “more successful” at pushing through challenging environments
- Higher GPA WT=3.16 vs Control=2.99
- Academic roll backs decreased 4% for WT and 11% in control
- Attrition for any reason decreased 7% WT vs 10% control

## ▪ **Sub-Group 10—use of mental rehearsal and recalibrate**

- Navigation trainers—before WT they were “below standards” and after WT methods were “at standards” for follow on trainers and “above standards” for final certification.
- Damage control—before WT were below or at standards (70 on grading); After were “at standards” or above standards (88 on grading). Each time techniques used, scores increased.

# Force Development

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## Naval Education and Training Command Force Development Domain Admin Rating Update



LCDR Ben O'Neill  
NETC N723 Deputy BH





## ▪ **Modern course convened Sept 2021**

- Initial release contained curriculum discrepancies (redlines) not addressed by contractor
- Schoolhouse was undermanned which limited SME/Instructor input/participation
- Spiral update of the course was planned for ahead of Modern Delivery
- TYCOM/Dr. Young reviewed and invalidated course, not better than original
- After review by NETC and TYCOM, pieces of legacy and modernized course material became the blended solution for YN 'A' school while the course corrections/updates are made under a new contract

## ▪ **Blended course convened Feb 2022**

- NETC is awaiting feedback from the March 28, 2022 course completion
- Blended course eliminated most but not all redlines



- **Modernized course delivered Summer 2021**
- **Fall 2021 - Fleet skills deficiencies identified as systems transitioned away from TOPS**
  - CPPA point of emphasis / TOPS replacement
  - Dr. Tom Palmer MNCC supervisor lead
- **Potential to incorporate more CPPA information into “A” school**
- **Support for new MNCC vision**
  - NETC N7 met with RDML Satterwhite 24 Jan
  - Increased PS / CPPA numbers for TSC (POM)
- **Quick win - fix “A” school content to update to ECRM/Salesforce**
  - Contract slated to begin 1 May.
- **Medium term - incorporate a practical exercise into curriculum**
- **Long term - possibly add CPPA training to Meridian “heel to toe”**
  - Reduce number of non-admin rates that are supporting command as CPPA





# 2022 LDO/CWO BOD DAY 1

## ▪ **DISCUSSED:**

- Community Initiatives
- Surface | Sub/Nuc | IWC | SPECWAR | Supply Competitive Categories
- LDO/CWO Academy
- Culture of Excellence | Warrior Toughness | Ready, Relevant Learning

## ▪ **ITEMS TO PURSUE**

- Push to expand Board Products to provide more detail (i.e. Slides/Videos)
  - Perhaps as part of Board Membership training or Pre-Board
- Better articulate overall compensation package (actual value) during the briefs
- Evaluate CCAs for other Designators
- LDO/CWO Academy Course
  - Put a stop to the negative perception of the course
  - Provide Academy info briefed to the BOD in the Lariat
  - Provide fitness/nutritionist that is not part of the class (like NPS)
  - Get Junior LDOs/CWOs post first tour to brief the class via MS Teams
- Reach out to the School houses and learn what is being taught.



# **FY-23 In-Service Procurement Board**

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**FY-23 LDO/CWO ISPB President  
CAPT Ricardo G. Enriquez**

**PERS-803 (Enlisted Promotion Boards and Advancements)  
PERS-803 Branch Head  
LCDR Jason W. McClinton**



# FY-23 In-Service Procurement Board

- **Prep:** 3-7 Jan 22    **Convene:** 10 Jan 22    **Adjourn:** 20 Jan 22
- **Command coordinators:** Critical in the application process and provide the first line of defense to ensure that applicants meet minimum eligibility requirements.
- **Applicants:** Lower total numbers in a COVID environment; however, no shortage of quality. Board selected to 99.9 allotted quotas.
- **Board precept and convening order combined with approved discrete requirements guided all board deliberations.** Sustained superior performance (SSP) is a baseline expectation. An applicant can have SSP and not be best and fully qualified for selection. The importance of the discrete requirements cannot be overstated for any applicant pursuing selection for the LDO/CWO program.
- **Comprehensive “Tank Training”:** Provided to all board members prior to deliberations. Especially beneficial to first-time board members.
- **Lessons learned:** Incorporated into forthcoming FY-24 program guidance and subsequent pre-board actions.



# FY-23 In-Service Procurement Board

## ▪ Board President's Feedback

- The board was professional, efficient and procedurally compliant in all aspects.
- Members felt that the precept and enclosed board guidance was adequate.
- The quota letter provided clear, unambiguous, specific guidance for the number of FY23 designator selections.
- Suggestions for process improvement:
  - Training to help members better understand all designators beyond just the discrete requirement brief, in particular reserve designators.
  - In addition to current training provided board members could benefit from training specifically designed to prepare them to adequately brief records in the tank. Perhaps a prerecorded video of an experienced briefing of a mock record.
    - Inexperienced members become more comfortable with time.
    - Better understanding of “good briefing practices” would likely also help improve record review and mark-up.
    - Members focused on Discrete Requirements and whole record need to be the focus.



# LDO/CWO Mid-Year BOD 2022

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**PERS-83 (Career Performance and Transition)**

**PERS-83 Division Director**

**(Surface LDO/CWO Senior Representative)**

**CAPT Eric M. Williams**



- **Officer Performance & Promotions**
  - Performance. PERS 834 (Officer Performance & Separations)
  - Promotions. PERS-833 (Post Selection Board Matters)
- **Post Selection Board Matters (Policy and Instructions)**
  - Adverse Matters (Withholds and Delays)
- **Volume of Work**
  - Current Case Data/Numbers
- **LDO/CWO Withholds / Delays**
- **Timelines and Adjudication Process**
- **Questions**





# Officer Performance

## ▪ Adverse Actions and Processing.

- Very lengthy process. Full length case; average 469 days

(Show Cause, BOI, and separated)

- \* Currently tracking: 52 LDO and 33 CWO cases. (PERS-8 Flags)

## ▪ What causes ADSEP processing?

- Substandard performance of duty
- Misconduct or moral/professional dereliction

## ▪ What are we deciding?

- Retention
- Firing. Command/ISIC can remove but CNPC is DFC authority
- Characterization of service / Retirement Eligible; paygrade?



# Officer Performance

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## ■ Overview

- Incident notification and adjudication (Fleet/Command)
- Phase 1. Show Cause / DFC Decision (NPC)
- Notification and Board of Inquiry (BOI; not everyone entitled)
- Phase 2. Separation Determination (ASN)
- Orders and out processing (NPC)

**Bottom line: All of this takes time!**



# Officer Promotion

- **PERS-834 Performance “Hand-Off” to PERS-833 Promotions**
  
- **PERS-833. Post Selection Board Matters**
  - **Withholds.** Full length case can take up to 579 days average.
  - PERS-833 sends out promotion withhold/delay notification letter to member via the command triad.
  - COs are responsible for delivering notification letter to member. Member indicate their desire to make a statement via letter of Intent.
  - **Delays.** Full length case can take up to 55 days average.



# POLICY AND INSTRUCTIONS

## Title 10 U.S.C. Section 624

When reviewing officers for promotion, the Secretary of each branch of service must determine if the officer is mentally, physically, morally, or professionally qualified for promotion based on their record and if there exists any adverse or potentially adverse information in their record.

### DoD Instruction 1320.4

The Secretary of the Navy is required to review and consider any adverse or reportable information concerning officers selected for promotion.

- **Adverse Information - Any substantiated adverse finding or conclusion from an officially documented investigation/inquiry or any other credible information of an adverse nature which is derogatory, unfavorable, or of a nature that reflects clearly unacceptable conduct, integrity, or judgment.**
- **Reportable Information - Information related to alleged misconduct or impropriety, which is subject to an ongoing investigation, administrative, or judicial process.**

### SECNAVINST 1420.3

Adverse or Reportable Information. As a general matter, if there is a legal basis to execute a withhold or a delay action with respect to an officer's promotion, then there exists adverse or reportable information concerning that officer as defined by the DoDI. The mere existence of adverse or reportable information, however, does not mean that the officer will ultimately not be promoted. The withhold and delay actions exist to ensure that SECNAV recommends for promotion only those officers who are fully qualified for promotion to the next higher grade and meet the exemplary conduct requirement outlined in Title 10 U.S.C. Section 8167.



# FY-22 Volume of Work

- **54,601 Active-Duty and Reserve Officers screened for promotion or service continuation**
  - 287 Officer promotions withheld
  - 167 Officer promotions delayed
  - 17 Flag-eligible officer pre-screen packages
  
- **8,126 Active-Duty and Reserve Enlisted Sailors screened for advancements or service continuation**
  - 90 Enlisted advancements withheld
  - 87 Enlisted cases resolved



# LDO/CWO Promotion Withhold/Delays

## 2019

**28 LDO CASES**

**8 CWO CASES**

16 APPROVALS

5 REMOVALS

10 NON-PURSUE

1 CONTINUATION APPROVAL

3 ONGOING CASES

## 2021

**35 LDO CASES**

**9 CWO CASES**

13 APPROVALS

2 REMOVALS

1 NON-PURSUE

28 ONGOING CASES

## 2020

**14 LDO CASES**

**7 CWO CASES**

13 APPROVALS

0 REMOVALS

4 NON-PURSUE

1 CONTINUATION APPROVAL

3 ONGOING CASES

## 2022

**20 LDO CASES**

**12 CWO CASES**

1 APPROVALS

0 REMOVALS

1 NON-PURSUE

30 ONGOING CASES

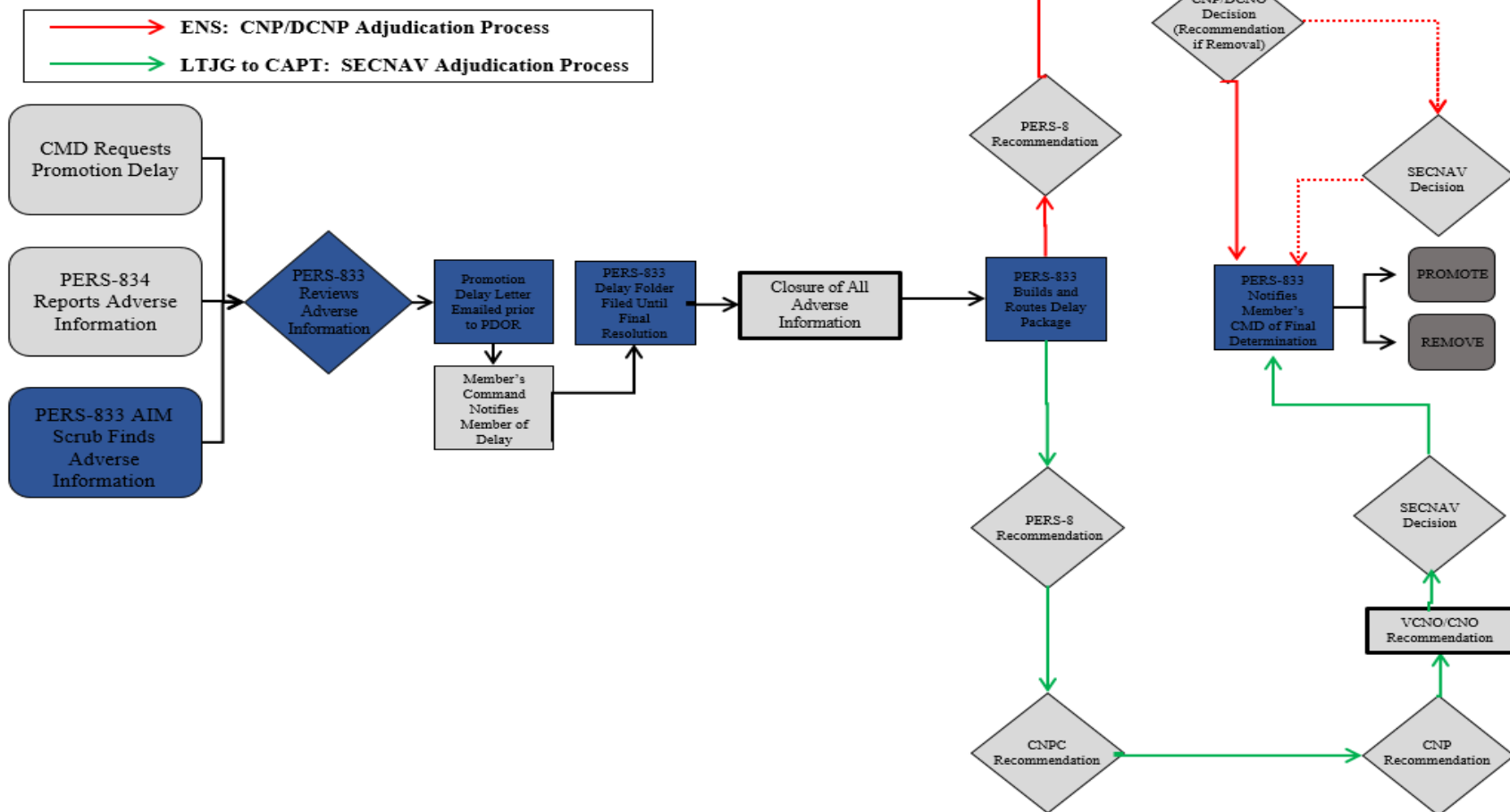






# Adjudication Process (cont.)

## PERS-833 PROMOTION DELAY ADJUDICATION PROCESS





# LDO CWO MENTORSHIP

TRAINING PERSONAL GUIDE LEARNING CHALLENGE PROCESS  
HELP INFORMAL REVERSE  
RELATIONSHIP EXPERIENCE TECHNIQUE PROCESS  
BUSINESS RELEVANT MENTORSHIP FORMAL DEVELOPMENT  
MENTORING APPRENTICE COMMUNICATION  
FORMAL SUPPORT KNOWLEDGE PROGRAM MENTOR  
TRANSMISSION PROGRAM RECEIPT



# Agenda

- **Purpose**
- **Mentorship**
  - A Brief Introduction
- **Mentoring “Is”**
  - Roles of a Mentor
- **Mentoring “Is Not”**
  - Roles of Mentor/Mentee
- **Benefits of Mentor/Mentee**
- **Reverse Mentoring**
- **CEC/65/7530 Mentorship Model**
- **Backup: Comments from some of our LDO/CWO’s on what they want out of mentorship**



# Purpose of Mentorship

- Why talk about mentorship?
- We are in the business of **LEADING!**
  - Developing leaders
  - Developing emerging leaders
  - Drive better performance
  - Boost career development
  - Build awareness of biases and barriers (Reverse Mentorship)

***...It is incumbent upon every Navy leader to mentor and guide their personnel throughout their careers, supporting and developing them into our force's future leaders...***



# Mentorship: A brief introduction

- Two types of mentorship:
  - Senior/Junior Mentoring
- The 'seasoned professional' is the mentor, while the lesser experienced person is the 'mentee.'
- Works both ways when you consider reverse mentorship
- Not Everybody Gets It But Should
- Not all mentorship relationships are the same or produce the same results

***...Mentorship is really about standing on the shoulders of leaders whose mistakes and successes you can learn from to improve your life, personally and professionally...***



# Mentoring “Is”

- **Mentoring...**
  - An open view of new experiences and possibilities
  - Involves support, assistance and guidance
  - Honest feedback that may not always be positive
  - What someone *needs* to hear which may not be what they *want* to hear
- **Reverse Mentoring...**
  - Juniors mentoring seniors.....WHY?
    - Identify barriers, biases and/or blind spots
    - Learn about generational expectations
    - Activate your commitment to establish trust
    - Build mutual respect and understanding
    - Learn about microaggressions, macroaggressions, perceptions



# Roles of a Mentor

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- **Teaching**
- **Guiding**
- **Advising**
- **Sponsoring**
- **Role modeling behavior**
- **Validating-goal setting**
- **Motivating**
- **Communicating**
- **Humility**





# What Mentoring “Is Not”

- **One person dominating, directing, or controlling another's decisions**
- **Becoming dependent or reliant on someone else**
- **Taking responsibility for another’s progress or actions**
- **A guarantee of promotion/advancement**
- **Being an expert in everything**



# Benefits for Mentee and Mentor

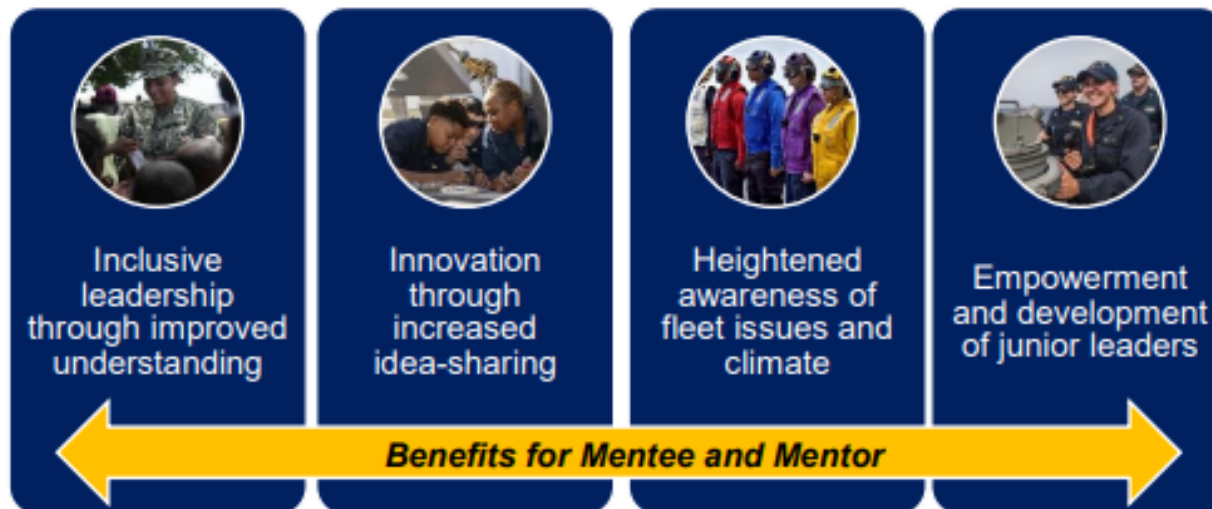
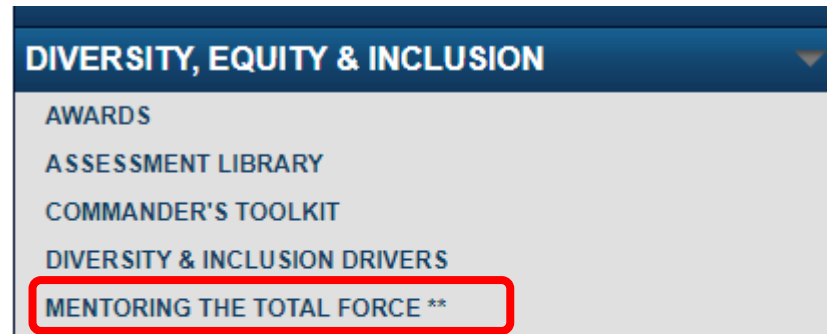
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- **Morale, support, etc...**
- **Real Talk (GRGB)**
- **Opportunities and resources**
- **Networking**
- **Generational Gaps**
- **Life**
  - **Honor, courage and Commitment**
  - **Signature Behaviors**
  - **Warrior Toughness**
- **Build a more inclusive environment**



# Mentoring the Total Force (navy.mil)

<https://www.mynavyhr.navy.mil/Support-Services/21st-Century-Sailor/Diversity-Equity-Inclusion/Mentoring-the-Total-Force/>



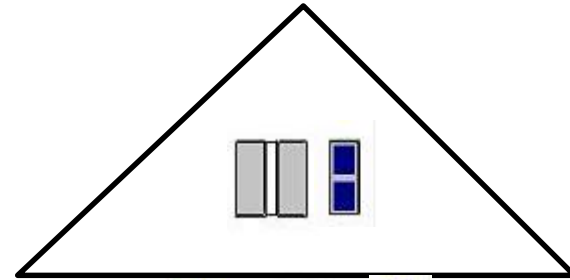
# CEC Career Mentoring Model



**Objective:** Find our Reliefs

- Start Early
- Work with CMDCMs, XO's, CO's...

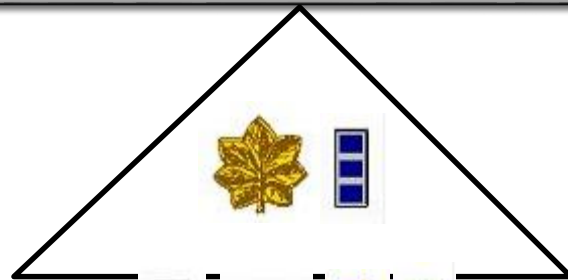
## Recruitment Mentoring



**Objective:** Professional Transition

- Assigned Mentors
- Wardroom Assimilation

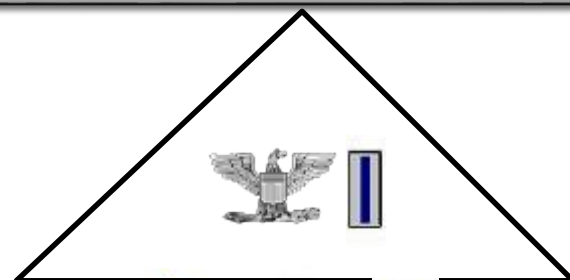
## Selection Mentoring



**Objective:** Succession Planning

- Officer Development
- Career Planning. All In?

## Development (Mid-Grade) Mentoring



**Objective:** Refined Leadership

- Community-Wide Leadership
- CEC-Wide Communications

## Development (Senior) Mentoring



# 2022 LDO/CWO BOD WRAP-UP

- **Follow-up Items**
  - Push to expand Board Products to provide more detail (i.e. Slides/Videos)
    - Perhaps as part of Board Membership training or Pre-Board (OCM/PERS-8)
    - Create LDO/CWO ISPB Board Life Videos (OCM/PERS-8)
  - Better articulate overall compensation package (actual value) during the briefs (OCM)
  - Evaluate CCAs for other Designators (CC Leads)
  - Leadership providing feedback to the school houses curriculum effectiveness (CC Leads)
  - Develop a comprehensive mentorship program – from selection to retirement (CC Leads/OCM)
  - Community Value slides – Stronger merit reorder/BZ language (OCM)
  - LDO/CWO Academy Course
    - Put a stop to the negative perception of the course (All CC's)
    - Provide Academy info briefed to the BOD in the Lariat (Schoolhouse)
    - Provide fitness/nutritionist that is not part of the class (like NPS) (Schoolhouse)
    - Get Junior LDOs/CWOs post first tour to brief the class via MS Teams (Schoolhouse/OCM)



# 2022 LDO/CWO BOD WRAP-UP

## ▪ **Follow-up items (cont.):**

- Discrete Requirements – separate LDO and CWO requirements (OCM/CC Leads)
- Career Pattern Sheets – one pager to explain more in depth (OCM/CC Leads)
- Develop standard BOD slide deck to be used by all CCs (OCM)

## ▪ **BOD Periodicity:**

- Annual BOD with Flag Sponsor in person – Apr/May Timeframe (PCOLA/Millington)
- Semi-Annual update to Flag Sponsor via Teams/TELECON – 6 months after BOD
- 90 Day updates coordinated by OCM – 90 days after the annual/semi-annual meetings
  - Provide read-outs to Flag Sponsor following discussion