



## THE MUSTANG LARIAT

APR - JUL 2018



LDO AND CWO  
NEWSLETTER

Silver Eagle - CAPT Bill Bindel

Senior Warrant Officer, Navy (SWON) - CWO5 Alicia Lawrence

### *Head OCM*

**THERE WILL BE NO IMPACT TO INDIVIDUAL PROMOTIONS DUE TO A LOSS OF OPPORTUNITY TO QUALIFY SWO!** Now that I have addressed the single item that most were concerned with I am going to dive right in to discuss the rest of the change to the way we have operated for decades, the loss of opportunity for all officer communities outside of 116X (SWO URL) to qualify SWO. I stated to our senior leaders prior to the change coming out and I still feel this way; I am 100% behind removing LDO/CWOs from having to qualify SWO as long as the opportunity is removed for all non 116Xs (SWO URL) so there is no competitive edge for those that can over those that can't qualify to get a SWO Pin.

The Strategic Readiness Review that came out in the fall of 2017 as a result of the events involving the USS McCain and USS Fitzgerald collision outlined how the Surface Line Officer community has gotten away from gaining extensive experience and competency in ships that is required to Command at Sea. The same can also be said about the LDO/CWO Community. We have been pulled away from being LDO/CWOs supporting the Line Community with our vast technical expertise and experience in designator specific billets that the Line Community funded. To remain "RELEVANT", we have to look, act and only be LDO/CWOs; and if we don't, ask yourself "why do you need an LDO/CWO to do that work?" The majority of our Officers in our community would never utilize their ship driving/handling experience again after getting pinned, but has consistently chased the gold in order to have an advantage or at least equal chance at promotion with little to no return on investment for the Navy. This chase came at the expense of not being able to perform at the expected high levels within our respective designators. Evolution in the Navy to meet mission has now removed the pressure to qualify SWO so there should be no reason to not pursue excellence within your chosen career path.

Rather than summarize the SWO Boss' reason for this change, I felt there is no better explanation than to get the straight scoop from the source. These are direct quotes from VADM Brown in an article written by Sam LaGrone of USNI news published on 26 July 2018 on his reasoning for the drastic change. "What we are really going after is increasing at-sea experience in ships. Part of increasing that experience is getting the reps and sets in the pilothouse driving ships. If you have other designators...competing for time in the pilothouse to earn their OOD letter - which is the perquisite for SWO qualifications - then that really goes against what I'm trying to do in the surface force. In the past, limited duty officers and chief warrant officers - experts in a specific technical specialty - were allowed to earn a SWO qualification but would never eventually command a warship. I am removing that pressure from Commanding Officers where they feel they have to let Chief Petty Officers or Limited Duty Officers to stand these valuable and scarce bridge times to earn their OOD letters to eventually get their SWO qualifications."

VADM Brown further went on to explain. "In review of the aftermath of 2017, I really believe that we lost our way in who we allowed to earn those critical qualifications. Fifteen years from now when you see an officer wearing a SWO pin, you're going to know that officer was at one point on track for command at sea. You'll know it wasn't a qualification that was obtained because you needed it for a promotion board." VADM Brown did state that there will be exceptions made for smaller vessels like mine countermeasure ships and Cyclone-class patrol craft for COs to qualify other Sailors for officer watch duty.

The Navy is always changing in order to meet our nation's security challenges/demands brought about by our constantly changing world conditions. The Navy needs our community to always be ready to understand, accept, assist and enact those changes in order to remain the supreme Sea Power. Every LDO/CWO and especially those affected by this change needs to step back, take a deep breath, harness your emotions, let the dust settle and remain focused on being the best in your designator that you can be. By doing your absolute best every day, we will continue to provide essential support at our established and expected high levels to the URL/RL communities that sponsor our billets. Our sponsors paid for ENS to CAPT and CWO<sub>2</sub> to CWO<sub>5</sub> billets in all our designators and those are the jobs that we need to fill and focus all our energy on. The LDO/CWO Community is the primary manpower source for the URL/RL Community so continue to expect to be heavily leaned on for all aspects of not only getting our 116X URLs qualified SWO, but for anything else that supports the overall mission. We need to remain ready to use our extensive experience, top tier talent and our unwavering dedication to mission to guide, train and help those young officers in any way that we can so that we are part of the solution for the SWO community and the Navy in producing Command at Sea highly capable leaders ready for the ever changing maritime challenges to our superiority.

In closing, I included our Flag Sponsor, RADM Cozad's perspective on this change.

"LDO/CWO Warriors: On the heels of the new SWO qualification change, I just wanted to assure all of you that this change was intended solely as a fix to the SWO URLs vice targeted at any other officer community. The OCM, CDR Ed Callahan, is working with the SWO URLs on the particulars of this new policy and once known will disseminate the information to all. Obtaining a SWO pin for all non URL officers has always been a bonus. The one fact that has not changed with this decision is the need to support the SWO URL through sustained superior performance in your assigned job and ensuring that you complete your career milestone assignments in that same sustained superior manner! We will ensure that we get the board language right in the future so that there will not be a disadvantage to anyone. Remember that you were each accessed for your technical expertise and enlisted experience that you bring to the table in support of the URL/RL community. This has not changed and I'd expect nothing less than your best from this hard charging LDO/CWO community! I continue to be proud of each and every one of you so "Keep charging, mentoring, and leading!" Vr kc

### ***A view from our Silver Eagle:***

Self-awareness is one of the most important, yet least understood qualities of leadership. In fact, self-awareness is an essential characteristic for more-satisfied employees and more-profitable companies. So what is self-awareness? Basically, it's how well you know yourself (internal self-awareness) and how well you understand how others see you (external self-awareness). Most important: it's the combination of the two that brings about the best in ourselves and in others. First – let's look at internal self-awareness. How well do you know yourself? How clearly do you see your own values, passions, aspirations, strengths and weaknesses? Who are you – and what do you stand for? Leaders with strong internal self-awareness not only understand who they are – they

consistently ask for feedback from those they trust for a self-check on their assessment. Internal self-awareness is associated with higher job satisfaction, personal and social control and happiness. Second, external self-awareness. Do you have a solid sense of how others see you? Do they see you as generally positive or negative; caring or indifferent; strong as a communicator or challenged with communications; approachable or distant? Leaders who have an accurate sense of how others see them are generally more skilled at showing empathy and taking in others' perspectives. For leaders who see themselves as their employees do, their employees tend to have a better relationship with them, feel more satisfied and see them as more effective in general. Finally, it's easy to assume being great on one aspect, means being great on the other. But research shows otherwise. This chart that shows how one can be strong in one and weak in the other.

	Low external self-awareness	High external self-awareness
High internal Self-Awareness	<b>INTROSPECTORS</b> They're clear on who they are, but don't challenge their own views or search for blind spots by getting feedback from others. This can harm their relationships and limit their success.	<b>AWARE</b> They know who they are, what they want to accomplish and seek out and value others' opinions. This is where leaders begin to fully realize the true benefits of self-awareness.
Low internal Self-Awareness	<b>SEEKERS</b> They don't yet know who they are, what they stand for, or how their teams see them. As a result, they might feel stuck or frustrated with their performance and relationships.	<b>PLEASERS</b> They can be so focused on appearing a certain way to others...that they may overlook what matters to them. They tend to make choices that aren't in service of their own success.

Self-awareness is key to happiness & success. Without self-awareness, we move through relationships/experiences disconnected, unaware of how others receive and perceive us. What can hurt us are blind spots. They are personal traits or aspects that we are completely unaware that can severely limit our effectiveness. Here are a few:

1. Going it alone (afraid or unwilling to ask for help).
2. Being insensitive of your impact on others (being unaware).
3. Having an "I know." attitude (valuing right above all else).
4. Avoiding difficult conversations (conflict avoidance).
5. Blaming others or circumstances (playing the victim).
6. Treating commitments casually (not honoring others' time).
7. Conspiring against others (driven by personal agendas).
8. Withholding emotional commitment (emotional blackmail).
9. Not taking a stand (lack of commitment to a position).
10. Tolerating 'good enough' (low standards of performance).

So how to cure your blind spots? Ask for feedback and surround yourself with diverse thinkers – and learn from them. Also, examine your past to identify patterns of behavior. Have you struggled in the past – or do you have a pattern of questionable choices?

Identify your triggers – situations that cause you to impulsively or instinctively react – without thinking. If you can master your triggers, you can make them work for you...instead of against you. Finally, seek out a 'blind-spot' buddy...someone you trust to tell you the truth and hold you accountable for your behaviors  
 To grow yourself, you must know yourself.

Let's Press On!

## **CWO Community Manager:**

First I would like to Congratulate our outgoing SWON, CWO5 Anthony "Tony" Diaz on his retirement after 33 yrs of dedicated service. Tony's contributions and leadership during his tenure as SWON were instrumental in reenergizing the BOD and advancing several initiatives. I would also like to Congratulate and welcome our new SWON CWO5 Alicia Lawrence. Those that know her will agree that she is a natural to take the helm and continue motivating our community to succeed.

**Evolution** - As defined work changes, so too must we evolve to meet the growing needs of our Navy. People criticize policies or procedures that have been around for years, then initially resist modifications that are not the status quo before fully grasping the way ahead. One example are the changes to the FY-20 LDO/CWO In-Service Procurement NAVADMIN. Board makeup, appraisals, and eligibility requirements were changed to elevate the standard of future selectees that will be required to make decisions and perform at the officer level. Future mission requirements and technological advancements will force us to shift our mindset and create solutions that will meet resistance initially, but will eventually become the new norm. Change is inevitable. We have to be on the forefront and ensure it is in the right direction.

**Grooming** - During the applicant brief, we emphasize all potential Mustangs "Master Your Craft" and ask; is the candidate ready for the next challenge? An honest assessment of an aspirant LDO/CWO candidate involves a complete review of their record, aptitude; and future potential as an officer. Providing mentorship and guidance early and often will ensure they have the tools and direction to ensure their selection and success. Our responsibility as Mustangs is to ensure that the next cadre of leaders will be able to do the job they are selected (hired) for.

**Leadership** - As Mustangs, we are all tasked to innovate and improve our respective communities to successfully implement our expertise and accomplish our particular missions around the fleet. As leaders we are also expected to maintain a certain level of professionalism. During our road trips, many in our community have mentioned how military standards seem to be eroding throughout the fleet. Uniform standards, salutes, addressing senior leadership by their first name...the basics. Our question is "what have you done to fix it?" Add social media to the mix and pretty soon you have a problem that can escalate exponentially and potentially impact careers (UCMJ Articles 88/134). We must elevate our own standards and be front and center in correcting issues when we observe them up and down the chain of command.

**Preparation** – During our road shows we have spread the word about contacting our office to request your individual career "snapshot". It is a great condensed visual that shows important information in your record. Having this tool allows you to monitor what is and what is not in your record. We recommend reviewing your snapshot and the NOOCS Manual to bounce your AQDs/NOBCs. If you are missing quals/certs in your record, work with your detailer to correct the deficiencies. NOOCS Manual is located [here](#). V/r, CWO OCM

## **Nuclear LDO/CWO OCM:**

Hello from the Nuclear LDO/CWO OCM in our nation's capital where we work behind the scenes to support the Naval Nuclear Propulsion Program and our Nuclear LDO/CWO community.

First, congratulations to our new Captains and Commanders! Remember, if you are approaching a promotion window, reach out to the senior LDOs and let them help you get your records squared away for the promotion boards. We are always more than happy to go through your record with you and offer our observations and recommendations. Ensuring that your record is accurate and conveys required information to the board will become even more important when Revision of Competitive Categories (RCC) begins with the FY21 selection boards. Since all submarine and nuclear power LDOs

will compete only against each other for promotions, the pool of officers going up for promotion within our competitive category will be smaller and experience levels more similar to each other. Make sure your record communicates to the board why you deserve to be promoted!

It's Application season again and the application due date for the FY-20 Nuclear LDO board is 31 August! Get out there and select your reliefs! NAVADMIN 128/18 announced the FY-20 Nuclear LDO board and provides a bit more granularity about the application process, highlighting most of the questions and confusion areas that arose from last year's inaugural Nuclear LDO board. The overall process is similar to last year with the exception of the due dates and establishing electronic submission via encrypted navy email as the preferred method of applying. Please reach out with any questions or comments you have to help us keep improving the process. Last year's board was a huge success and I expect this year's board to be even better!

As always, thank you for your dedication and service to our Navy and nation!

### ***Reserve LDO/CWO OCM:***

One of the most frequently asked questions I get as the Reserve OCM is "My FITREPS are good and I am qualified in my designator, what else can I do to make myself more attractive to a Promotion Board"?

My answer: Get involved in the Community!

How do you do that?

Establish and maintain close contact with Enterprise/Community leadership. As you progress through the ranks, there should be similar sustained and progressively greater contributions to the LDO/CWO Community through active participation in projects and initiatives.

What does this mean?

There is always an opportunity to participate or lead working groups that result in positive impacts. You should strive to be a positive, visible and approachable representative of the community and the fleet. Be available to junior personnel for training and mentoring. Lastly, seek out and support candidates for the LDO/CWO program.

In other news, our national recruiting effort in preparation for the FY20 In-Service Procurement Board is well underway. Thank you to those who have answered the call for action. The Recruiting Team is wrapping up briefing all 123 NOSC's and is now conducting Interview Appraisal Boards for candidates nationwide. Additionally, LTJG Jesse Dillbeck recently hosted an outstanding brief on putting together an effective LDO/CWO package on Facebook Live. It has over 6.1K views and is a tremendous resource for a prospective Mustang applicant. Here is the link:

<https://www.facebook.com/NavyReserveCareerCompass/videos/2088615444688579/>

Let me close by congratulating those RC LDOs selected for FY19 promotions. Well done and BZ!

### ***LDO / CWO Academy, Officer Training Command Newport (OTCN)***

The relevance and necessity of your efforts in mentoring and preparing our newly commissioned Limited Duty and Chief Warrant Officers for their time aboard Officer Training Command Newport can't be overstated. Little things like administrative continuity, uniform preparation, financial planning, and physical readiness set these new accessions up for academic success and operational excellence for years to come. Your assistance in ensuring they're ready for training and well aware of the following notes is critical to the overall success of our mission.

- All students must visit [www.netc.navy.mil/nstc/otcn/index.html](http://www.netc.navy.mil/nstc/otcn/index.html) early and often to ensure they're prepared for training.
- All students, with the exception of those assigned in a temporary duty status with a current DTS authorization, are required to make lodging reservations via Naval Station Newport's Navy Gateway Inns and Suites (NGIS) by calling (877) 628-9233 / (401) 841-7900 or visiting [www.dodlodging.net](http://www.dodlodging.net) on receipt of subject orders.
- Due to fiscal constraint, all Limited Duty and Chief Warrant Officers reporting to OTCN on BUPERS Orders are not authorized to reside in off-base lodging, even with a Certificate of Non-Availability (CNA). Students who are unable to secure a reservation via NGIS must immediately contact the Academy staff to arrange non-commercial berthing accommodations.

We look forward to welcoming our newly commissioned teammates aboard, and, as always, we're standing by to address any questions or comments you might have. Please feel free to contact us utilizing NMCI global address list.

CDR Zeverick Butts, Director  
 CWO5 John Linzer, Deputy Director  
 LT Alena Fuller  
 CWO5 Tina McAlman  
 CWO4 Wally Robison, Class 18080  
 CWO3 Jason Potts, Class 18070/18090

***LDO/CWO Academy Captain and CWO5 FY18 Class Sponsors.***

18090	6-Aug-18	31-Aug-18	CWO3 Potts	23-Aug-18	29-Aug-18	CAPT Ross CWO5 Collins	30-Aug-18	30-Aug-18
18100	10-Sep-18	5-Oct-18	CWO4 Hendrix	27-Sep-18	3-Oct-18	CAPT Gibbons CWO5 Baker	4-Oct-18	4-Oct-18

Sponsor Standbys: CAPT Katz / CWO5 Gilbert / CWO5 Reynolds  
 Holidays:

Newport RI Uniform Shift Dates:  
 BLUES: First Monday in October (01 October 2018)

Graduation Uniform is Full Dress Uniform (Large Medals)

Class Social Event attire is: Business Casual. (Summer months likely will be Aloha events; depending on the weather)

Sponsors are welcome to attend Class Social when and if available

Times: PT: 0700-0800 / Graduation: 0800-0900 / OCM Brief: 0900-1130 / Sponsor Brief: 0900-1130 / Silver Eagle Brief: 1230-1500 / Social: 1800-2030

Current listing of all LDO/CWO Designators for applicant submission located here: [Designators](#)

Our recruiting brief is posted on the NPC website, located here: [Recruiting Brief](#)

PERS 803, the board sponsor, has a page on the NPC Website that has helpful tools, i.e. Application, Appraisal Forms, Instructions, Checklist, Helpful Hints, etc. Located here: [PERS 803 ISPB Page](#)

**\*\* Make sure your applicant uses the checklist and includes it in their folder\*\***

Do you know what the board is looking for? If not, take a look at the FY-19 discrete requirements located here: [Discrete Requirements](#)

***Career Development Symposium (CDS)/Fleet Engagement Team (FET) Schedule Pending Road Show Briefs:***

Other than the LDO/CWO Academy Briefs our FY-18 travel is complete. Thank you, thank you very much!



***Did you know? DOD 7000.14-R Financial Management Regulation (FMR) Volume 7B, Chapter 3, provides retirement multipliers for various DoD retirement plans including the Blended Retirement System? Of note Table 3-4 provides a multiplier of 109.08% for 43 years 11 months of service. Not a bad deal for our "off-ramp" designators.***



**Mission**

*The Limited Duty Officer and Chief Warrant Officer Community support the war-fighting capability and readiness of Naval Forces through leadership, technical proficiency, and experience. We are the primary manpower source for technically specific billets not best suited for traditional Unrestricted Line, Restricted Line or Staff Corps career path Officers. Using critical enlisted experience, we are committed to the continuous leadership, improvement, training and mentoring of Sailors.*

**Vision**

*We will achieve and maintain the highest degree of technical excellence within our specialties in order to ensure we are poised to continuously contribute to the war-fighting capability and readiness of Naval Forces.*

*Fundamental to this vision is our ability to constantly strive for improvement through training, education, qualifications, and being fully integrated with our fellow wardroom members. We will seek out the toughest challenges in our command and do our utmost to positively influence them.*

*We will at all times maintain the highest standards of personal integrity, setting the example for those with whom we work and those who we lead. We will always be personally and professionally prepared to support the manning requirements of the Navy and ask for the most challenging assignments commensurate with our rank.*

*We are a community with great pride and history. We will honor those who paved the way for us by remaining humble through our actions and actively searching for and mentoring those Sailors who possess the technical expertise and leadership traits required in a wardroom in order to groom them to one day relieve us. Our success will be known to those who follow us by the reverence in which our community is held by the Navy.*

CDR Ed Callahan  
Head LDO and CWO Community Manager  
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CW05 Hector Sandoval  
CWO Community Manager  
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